LAMOR

Annual report 2024

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Lamor as a company

LAMOR

The world cannot clean itself. But together we can.

Lamor is a global developer and provider of environmental solutions. Our solutions span from environmental protection to soil remediation, water and waste treatment, and to plastics recycling.

Sustainability is the foundation for everything we do. We are committed to promoting sustainable development to mitigate climate change, protect biodiversity, and recycle resources.

Vision: To become one of the world's leading environmental protection and recovery companies

Mission: Let's clean the world

Revenue
114 MEUR

Adjusted EBIT
6,4 MEUR

Order backlog
88 MEUR

Personnel at year end
643

Lamor's solutions protect biodiversity everywhere in the world

LAMOR

From the CEO

The environmental costs of geopolitical risks

The year 2024 was a year of change and renewal for Lamor, during which we laid important groundwork for the development of our business for the new strategy period. Although we did not reach our growth and profitability targets, the near doubling of orders received shows that we are on the right track. Our key objectives for 2025-2027 are to achieve profitable growth and strengthen Lamor's position. The work done by Lamor is especially valuable now, as geopolitical risks are unfortunately materializing also from an environmental perspective.

The need for preparedness is increasing, which was reflected in the growth of our environmental protection business across all market areas. In Saudi Arabia, we successfully completed a major project in the autumn, establishing three oil spill response bases in collaboration with the National Center for Environmental Compliance (NCEC). As part of this multi-year project, we trained over 4,000 experts representing a broad cross-section of the local society. Our contract with the Saudi Arabian NEOM Company had to be renegotiated in the autumn, but the final contract remained significant in terms of strengthening Lamor's installed equipment base in the region. This project and similar valuable and unique references will continue to support Lamor's sales in the future.

> "Tankers in poor condition sail today all over the seas.

In terms of soil remediation, we have stood out from our competitors with our operational efficiency in Kuwait's globally exceptional remediation project. The environmental damage caused by wars is significant, as has recently been seen in Ukraine. The sooner the clean-up may begin, the less damage occurs to both nature and the local economy. When the war in Ukraine ends, this will be critical.

Order intake nearly doubled compared to the comparison period

In terms of growth, we remained below our targets in 2024. Lamor's revenue was EUR 114 million, decreasing by 6 percent compared to the previous year. The continued positive development of environmental protection equipment sales did not compensate for the lower revenue from large service projects compared to previous year. The lower level of revenue was reflected in profitability below our targets.

After a year of changes, it was positive that, thanks to our determined efforts, the number of orders received for the entire year nearly doubled compared to the previous year. In the fourth quarter, Lamor's work to streamline the invoicing processes in Kuwait yielded results, and we succeeded in turning the company's cash flow clearly positive. Thus, I am confident that the company is heading into the right direction.

Overall, we took several steps to improve our operations and sales during the year. We clarified our organizational operating models and completed several internal development projects. At the end of the year, we renewed the global management team to strengthen our local customer and market understanding. Together with our renewed team, we can build a strong foundation for Lamor's next growth phase.

A more focused approach to each market in the new strategy

At the end of the year, we updated the company's long-term financial targets. Our updated strategy of profitable growth is based on four strong pillars.

We will continue the growth of our environmental protection equipment and service sales globally and balance our project portfolio by systematically expanding our soil remediation and material recycling business. Additionally, we will take our first concept plant for chemical recycling of plastic into the production phase and will subsequently scale the business significantly. We will continue to strengthen our profitability by focusing on sales, offering, and operational efficiency.

To strengthen our order backlog, we have now focused our operational and sales resources on those markets where we see the greatest growth opportunities. Going forward, we will increase our focus also on medium-sized projects. Lamor has a strong expertise in solving hydrocarbon-based pollution and environmental challenges, and we can offer this expertise to our customers in a scalable way through our global partner network.

Our strong focus on chemical recycling of plastics continues

Lamor's vision is to become one of the world's leading environmental protection and recovery companies. One of the significant investments in our strategic period is the plastic recycling business, where we leverage our expertise in hydrocarbons to bring a new innovative circular economy solution to our customers. There is substantial and growing demand for circular oil in the market.

The first production line in Kilpilahti is a unique opportunity for Lamor to create new continuous and profitable business. Our strengthened commitment to the project is evident in our agreement to fully acquire Lamor Recycling Oy in March. We expect production to begin in the third quarter, after which the production ramp-up will be carried out in phases.

Lamor playing a key role in the journey towards a cleaner tomorrow

The risk of environmental incidents has risen globally. That said, recent oil spills in the Baltic Sea and the North Sea, as well as missile attacks on tankers in the Middle East, are not only environmental crises but also direct threats to people's safety, livelihoods, and the security of supply.

Oil and chemical spills at sea and on land can contaminate nature and drinking water, as well as destroy livelihoods. An increasing number of poorly maintained vessels are now operating on all the world's major sea routes. The historical legacy contamination is not limited to war zones; industrial activity has contaminated soil on every continent. There is potential for improvement in waste and water management, as well as recycling. Environmental disaster prevention must be part of a nation's defensive capabilities: sabotage or a major accident can cripple the economy and jeopardize the basic necessities of life for millions of people.

Lamor is engaged in managing threats around the world, seven days a week. There is a need for the work we do. And despite working in challenging conditions around the world, we had only one accident leading to an absence for every 3.5 million working hours in 2024. The credit for this goes to all Lamor employees.

Johan Grön
CEO
Lamor Corporation Plc

LAMOR

Key figures

EUR thousand (unless otherwise noted)	2024	2023	Change	2022
Revenue	114,396	122,520	-6.6%	127,656
EBITDA	11,587	16,182	-28.4%	16,659
EBITDA %	10.1	13.2		13.1
Adjusted EBITDA	12,422	18,838*	-34.1%	19,006
Adjusted EBITDA %	10.9	15.4		14.9
Operating profit (EBIT)	5,315	8,426	-36.9%	10,018
Operating profit (EBIT) %	4.6	6.9		7.8
Adjusted operating profit (EBIT)	6,385	11,317*	-43.6%	12,608
Adjusted operating profit (EBIT) %	5.6	9.2		9.9
Profit/loss for the period	-1,273	2,679		3,535
Earnings per share, EPS (basic), euros	-0.06	0.09		0.13
Return on equity (ROE) %	-2.0	4.3		5.8
Return on investment (ROI) %	4.5	8.7		12.0
Equity ratio %	37.5	40.0		53.0
Net gearing %	62.1	60.7		23.2
Orders received	80,938	43,950	84.2%	87,368
Order backlog	88,020	124,192	-29.1%	203,069
Number of employees on average	636	658	-3.3%	604
Number of employees at the period end	643	840	-23.5%	508

* Restructuring costs related to adjustments in 2023 have been adjusted to reflect the changed calculation formula in the financial year 2024. Previously reported adjusted operating profit was EUR 10,943 thousand and adjusted EBITDA was EUR 18,464 thousand (1-12/2023).

Lamor's strategy

The aim for the 2025-2027 strategy period is to strengthen Lamor's position and achieve profitable growth in all market areas and product lines.

Lamor's vision is to become one of the world's leading environmental protection and recovery companies. Lamor has strong expertise in solving hydrocarbon-based pollution and environmental challenges, which the company leverages through its global network built over decades.

The demand for environmental services is expected to grow due to increased awareness, corporate and governmental focus on climate and biodiversity, tightening regulations, increasing geopolitical risks, and widespread legacy pollution.

Long-term financial targets

The company's long-term financial targets (by the end of 2027)

- Growth: Increase revenue to EUR 170 million
- Profitability: Adjusted operating profit (EBIT) over 14% of revenue
- Dividend policy: Aim to distribute dividends, considering business development
- Capital structure: Suitable for the company's strategy, targets, and project portfolio by maintaining a strong balance sheet

The cornerstones of Lamor's profitable growth

Global expansion of environmental protection business
- The company's environmental protection equipment and service sales, built over more than 40 years, will be grown globally by enhancing and expanding sales

Focused growth in soil remediation and material recycling
- The soil remediation and material recycling product lines will grow with a more focused approach, concentrating the company's growth efforts on strengthening Lamor's position in existing bridgehead markets and their surrounding regions, where the greatest potential is seen.

Scaling up the chemical recycling of plastics
- In terms of chemical recycling of plastics, Lamor sees strong market demand and continues progressing towards the production phase of its first concept plant. Upon reaching this, Lamor will during 2025 assess how to best scale the business towards the 100-tonne target.

Improving efficiency
- Profitability will be improved by focusing and increasing efficiency sales, offering, and operations.

2024 2027

Global developer of oil spill response technology and preparedness

We help to create improved preparedness for environmental incidents and to clean them up - after all, our roots go back over 40 years in developing oil spill response methods.

Despite forecasts, global oil production and consumption have not decreased. Therefore, the demand for oil spill response solutions remains at least the same. Geopolitical tension and the resulting increased risk of environmental incident in several maritime areas have led states and organisations to critically assess their preparedness. The shadow fleet circumventing international sanctions has already caused various damages around the world.

In 2024, our equipment sales increased in all market areas, especially in Europe, Asia, and the Middle East. In addition to delivering the technology, we contribute to the oil spill preparedness of private and public customers with training and long-term service and preparedness agreements.

We operate two European Maritime Safety Agency's Equipment Assistance Service stockpiles in Porvoo, Finland, and Werkendam, the Netherlands; the other three are operated by others in southern Europe. We also opened our own rental and response centre in Werkendam to strengthen the oil spill response technology rental business. With a rental agreement, organisations have access to the necessary equipment from Lamor's extensive range, including maintenance services and user training.

Our experts participated in several oil spill response trainings and trained people around the world. In collaboration with WWF Finland, we also organised two training sessions for volunteer oil spill response teams in Kotka, Finland.

> "Developing the technology and knowledge for environmental protection result in better ability to clean up oil spills quickly before they spread. Thus, we protect marine life and coastlines from their harmful impacts.

Oil Spill Response Preparedness Project

In the Red Sea, we completed an extensive, 3+ year project to strengthen Saudi Arabia's oil spill response preparedness.

The project included establishing three oil spill response bases tailored to the region's needs, training over 4,000 people, equipping vessels, and installing oil spill response equipment.

The project was an essential part of achieving the region's environmental protection goals.

LAMOR

SOIL REMEDIATION

Extensive experience in soil remediation and restoration on different continents

We restore soil polluted by industries and conflicts around the world so that life can return to the area. Our operations expanded from oil spill response to soil remediation in the 2010s, starting in Latin America. We have strong expertise in soil remediation and impressive track record, especially of solutions in demanding and extreme conditions.

Legacy oil-contamination is an enormous global problem. In oil-contaminated soil, vegetation and wildlife suffer and die. Hydrocarbons seep through to contaminate groundwater and evaporate into the air, accelerating climate change. There is a continuous need for our soil remediation expertise, especially in areas in oil production.

Studies of contamination, as well as remediation and restoration require technical and scientific expertise to reuse the soil as a platform for life. In soil remediation projects, we focus not only on cleaning the soil or water but also on local needs and perspectives.

We design the optimal remediation method for each site based on the quality and quantity of the contaminant and the risks they pose. Remediation methods include biological treatment with various bacteria and additives, soil washing, chemical or thermal treatment.

In 2024, new soil remediation projects were won, for example, in Latin America and the Middle East. Many of them span over many years.

> Cleaning the soil prevents hydrocarbons from spreading into the air and groundwater. The clean soil can be restored to foster new life in the area.

World's Largest Soil Remediation Project

In Kuwait, we are cleaning up the world's largest man-made oil spill. We designed the remediation methods and manage two extensive cleanup areas with our local partner.

In 2024, the biological remediation continued efficiently, and the soil washing processes in both areas reached their target level. During the year, we remediated over 2.7 million tons of soil in Kuwait.

MATERIAL RECYCLING

Expert in waste and water treatment for challenging conditions

We implement waste and water treatment solutions that help use natural resources sustainably. The transition to business began naturally when more advanced solutions were needed in projects. Today, we operate in the treatment of hazardous and non-hazardous waste worldwide, providing efficient comprehensive waste management and water treatment solutions.

Waste management for large ports and maritime traffic is one of our latest focus areas. The MARPOL Convention, which aims to prevent marine pollution, mandates that all seaports must have appropriate equipment for the collection, reception, and treatment of ship waste. When ships discharge their waste in ports, it does not end up in the seas harming ecosystems. Our environmental protection and material recycling solutions are widely used in MARPOL solutions.

In September 2024, we signed a cooperation agreement with the Portuguese company Greenflow to promote the availability of MARPOL-compliant waste treatment solutions, which include Greenflow's speciality, port reception facilities. There are still hundreds of ports worldwide without adequate technology to prevent pollution.

Our water treatment solutions relate to both the purification and recycling of industrial waters and the production of potable water in challenging conditions. They are based on customised reverse osmosis and ultrafiltration systems, which have been delivered, for example, to secure clean water supply or to remove parasites from salmon in fish farms. Often built into shipping containers, they are easy to transport and deploy at new sites.

> "Proper treatment of waste and wastewater, along with the recycling of raw materials for reuse, protect the planet's scarce resources and the environment. Potable water is available for food production and hygiene.

MARPOL-compliant waste solution for a major port

In Bangladesh, the collection and treatment solution for ship waste at the Mongla Port was delayed due to political instability and hurricanes in the autumn. Two oil spill response vessels and a waste collection vessel have already been delivered to the port.

Once the port reception facility is completed in 2025, the polluting impact of maritime traffic will be minimized.

LAMOR

PLASTIC RECYCLING

The maker of the pilot facility transforms plastic waste into raw material

We are building a chemical recycling plant for plastics, which will start producing oil suitable for various uses from plastic waste. The plastic recycling plant being built in Kilpilahti, Porvoo, will start production in the third quarter of 2025.

In the plant's thermochemical process, plastic waste is converted into a liquid that replaces virgin oil in the production of plastic. It is suitable for many applications where mechanically recycled plastic granulates are not, such as food packaging that requires complete hygiene.

To date, nearly 9 billion tons of plastic have been produced worldwide, of which only 9% has been properly recycled. Over 8 million tons of plastic end up in the oceans every year.

In Europe, the goal is to increase the share of recycled plastic to 25% by 2030. The current share is just over half of the target. Chemical recycling is essential for producing circular materials for recycled plastic from various types of plastics.

The Kilpilahti plant, with an annual processing capacity of 10,000 tons, is a pilot through which Lamor aims to achieve a 100,000-ton recycled plastic portfolio.

In 2024, we signed an agreement with a Finnish waste management company Remeo for the supply of plastic waste as feedstock for the plant. An agreement with the buyer of the end product was already in place at the time of plant's ground-breaking ceremony in August 2023. During the year, the production hall, oil storage tanks, and yard were completed, ready for the arrival of the pyrolysis equipment.

We have extensive experience in combining the best technologies from various fields in many types of international waste management projects. Building a chemical recycling plant for plastics is an ambitious but logical next step towards a cleaner tomorrow.

> Plastic is transformed from waste into a valuable raw material and stops polluting our environment. The technological solution is scalable worldwide.

Implementation of the pilot facility

In Finland, the chemical recycling facility for plastics being built in Porvoo combines various technologies from plastic pre-treatment to thermochemical processing and post-treatment. The facility will start operations in 2025, processing 10,000 tons of plastic waste annually to produce circular oil for plastic production.

Plastic waste will become a valuable raw material that will no longer end up in nature, the seas, or the entire food chain.

Board of Directors' report and Sustainability statement

Board of Directors' Report 1 Jan–31 Dec 2024

The year 2024 was a year of change and renewal for Lamor, during which we laid important groundwork for the development of our business for the new strategy period. During the year, several steps were taken to improve operations and sales. Additionally, Lamor renewed the company's group management team to strengthen local customer and market understanding. Lamor's determined efforts to reduce working capital were reflected in a stronger cash flow. Received orders nearly doubled compared to the comparison period, and the environmental protection business grew, but overall revenue and profitability remained below the target-level. In the strategy updated at the end of the year, operational and sales resources were concentrated in markets where the greatest opportunities for profitable growth are seen. Investments were primarily directed towards the construction of the Kilpilahti plastic recycling plant. The company sees significant long-term potential in the production of circular oil for generating continuous profitable growth.

The year 2024 in brief

- Revenue was EUR 114.4 million (122.5), a decrease of 6.6%
- EBIT was EUR 5.3 million (8.4) or 4.6% of revenue (6.9%), a decrease of 36.9%
- Adjusted EBIT was EUR 6.4 million (11.3) or 5.6% of revenue (9.2%), a decrease of 43.6%
- Net cash flow from operating activities increased significantly and was EUR 16.6 million (-12.7)
- Net working capital decreased by EUR 7.5 million euros during the financial year, amounting to EUR 54.8 million euros at the end of the period (62.2).
- Earnings per share (basic) was EUR -0.06 (0.09)
- Orders received was EUR 80.9 million (44.0), an increase of 84.2%
- Order backlog at the end of the period amounted to EUR 88.0 million (124.2)
- In December, the company published an updated strategy and long-term financial goals
- The Board of Directors proposes that no dividend be distributed for the financial year 2024

The figures in brackets refer to the comparison period, which is the same period the previous year, unless otherwise stated.

Market outlook

Globally increasing environmental awareness creates continuous demand for sustainable environmental solutions. The objectives set for the green transition emphasise mitigation of climate change, protection of biodiversity and recycling of materials. Increased understanding of the sensitivity of ecosystems has added pressure for the governmental and private sectors to be better prepared for future incidents, to increase material recycling, and to finance the clean-up operations of legacy contamination. Lamor leverages its strong expertise and references to grow in these market segments and further expand its presence. Lamor expects the demand for its solutions to increase significantly also in the future.

Increased environmental awareness has led to tightening environmental legislation. Consequently, the demand for oil spill response technology and services related to environmental protection has increased. A growing proportion of the demand is targeted to total solutions, which include also training and continuous preparedness as-a-service in addition to consulting and technology. In addition to increasing environmental awareness, demand is driven by on-going crisis, such as those in the Middle East and Ukraine, which raise the risk of environmental incidents in the Red Sea and the Baltic Sea significantly. The increased risk level may result in a greater inclination to prepare for such risks in the neighbouring regions.

The increasing awareness has also led governments and the private sector to pay attention to legacy soil and water contamination. There is a large number of restoration liabilities arising from earlier environmental incidents on a global level, and for instance a considerable number of earlier significant oil spills still remain uncleaned. The market in soil remediation and restoration is currently very active. Lamor participates in several on-going soil remediation tendering processes of different sizes, especially in the Middle East, Africa, and South America.

As a part of their actions to combat climate change, the petrochemical industry aims at decreasing the need for virgin crude oil. Material recycling offers one part of the solution. The amount of plastic waste in the world has doubled in the past 20 years. Currently, approximately only one tenth of all plastic waste is recycled correctly. Lamor participates in solving the global plastic waste problem by building a chemical recycling facility for plastics in Finland, with the aim of building similar facilities in its strong market areas by utilising its global network. There is also a growing need for Lamor's water and waste treatment solutions worldwide. Developing economies are seeking solutions for hazardous waste and industrial effluent treatment, as well as for producing clean potable water flexibly.

Additionally, ports in the Global South require reception services for ship-generated MARPOL waste to meet international requirements.

Lamor's strategy

On 19 December 2024, Lamor updated its strategy and long-term financial targets. The aim for the 2025-2027 strategy period is to strengthen Lamor's position and achieve profitable growth in all market areas and product lines.

Lamor's vision is to become one of the world's leading environmental protection and recovery companies. Lamor has strong expertise in solving hydrocarbon-based pollution and environmental challenges, which the company leverages through its unique global network built over decades.

The demand for environmental services is expected to grow due to increased awareness, corporate and governmental focus on climate and biodiversity, tightening regulations, increasing geopolitical risks, and widespread legacy pollution.

Cornerstones of profitable growth:

- The company's environmental protection equipment and service sales, built over more than 40 years, will be grown globally by enhancing and expanding sales
- The soil remediation and material recycling product lines will grow with a more focused approach, concentrating the company's growth efforts on strengthening Lamor's position in existing bridgehead markets and their surrounding regions, where the greatest potential is seen
- In terms of chemical recycling of plastics, Lamor sees strong market demand and continues progressing towards the production phase of its first concept plant. Upon reaching this, Lamor will during 2025 assess how to best scale the business towards the 100-tonne target
- Profitability will be improved by focusing and increasing efficiency sales, offering, and operations

Long-term financial targets

The company's long-term financial targets (by the end of 2027) are:

- Growth: Increase revenue to EUR €170 million
- Profitability: Adjusted operating profit (EBIT) over 14% of revenue
- Dividend policy: Aim to distribute dividends, considering business development
- Capital structure: Suitable for the company's strategy, targets, and project portfolio by maintaining a strong balance sheet

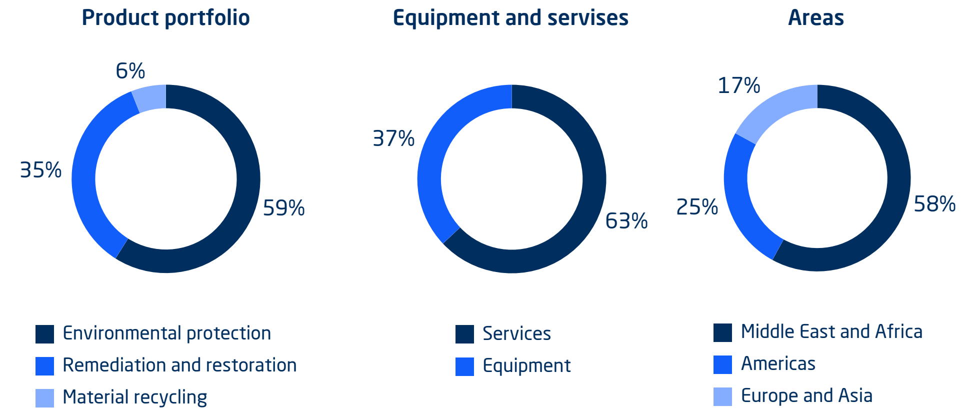
Business review 2024

In 2024, Lamor continued to deliver efficient and effective environmental solutions to its customers globally, in line with its strategy, while maintaining a local presence.

Lamor is one of the globally leading providers of environmental solutions. The company's revenue is generated from three product lines: environmental protection, soil remediation and restoration, and material recycling.

Lamor focuses globally on increasing actions to improve the state of the environment in ways that enable profitable business. Synergy in the product portfolio is at the core of Lamor's business. Environmental protection includes solutions for preventing and cleaning environmental incidents, with a particular focus on oil spill response both at sea and on land. Soil remediation and restoration includes restoration of contaminated land areas, promoting ecological recovery and biodiversity. Furthermore, Lamor develops and delivers waste management and water treatment solutions that support the sustainable use of natural resources and promote circular economy. These include the chemical recycling of plastic.

Revenue split in 2024



Environmental protection

For decades, Lamor has been a strategic partner for local authorities and energy companies helping them improve their environmental protection capabilities around the world. Lamor has also participated in the clean-up and environmental protection projects related to major oil spill incidents, which has strengthened its position as a global leader in oil spill response and control.

During 2024, revenue from environmental protection increased from the comparison period across all market areas, with the highest growth in South America.

For the major service projects, the most significant factor affecting revenue was the environmental protection project in Saudi Arabia, which was ultimately extended to 3.5 years and successfully completed at the end of September. During this major service project, three oil spill response bases were established along the Red Sea coast in collaboration with the National Center for Environmental Compliance (NCEC) of Saudi Arabia, and over 4,000 experts were trained. After the project's completion, responsibility for oil spill response was successfully transferred, as planned, to a local governmental entity. The project is an important reference as Lamor continues to expand its environmental protection business.

Additionally, Lamor announced that it had signed an agreement with NEOM Company for another major environmental protection service project in Saudi Arabia. The original contract, signed in May, included oil spill response services and technology, with a duration of at least three years and a total value of EUR 55 million. Later, Lamor announced negotiations with the client to reallocate responsibilities, and in December, the companies agreed that Lamor would supply NEOM Company with oil spill response technology worth a total of EUR 9 million. The majority of deliveries took place in December. The order backlog was adjusted to reflect the new contract value. The significant equipment deliveries further strengthened Lamor's installed equipment base in the Middle East.

Throughout the year, Lamor continued its work on three smaller environmental remediation projects (in Peru and Ecuador) and carried out several significant equipment deliveries, particularly in Europe and Asia (Singapore and Hong Kong).

In May, Lamor opened a new oil spill response equipment rental and response center in the Netherlands to enhance global equipment availability. The same facility also houses the European Maritime Safety Agency's (EMSA) North Sea oil spill response center, which Lamor won the operation of the previous year.

The majority of new orders received by Lamor in 2024 were related to environmental protection. The most significant individual new order was a three-year, EUR 12 million contract signed in September for maintaining and developing oil spill response capabilities in Peru.

Soil remediation and restoration

Lamor aims at being the preferred strategic partner in the remediation and restoration of contaminated soil and to expand its operations into new countries. The major projects won in the Middle East and South America have been incremental in the growth of this business. They have strengthened both local connections as well as Lamor's technological and operative competencies enabling participation in similar projects globally.

During 2024, the amount of revenue from soil remediation decreased compared to the comparison period, mainly due to lower revenue recognition from the Kuwait project during the comparison period.

Most of the revenue came from Kuwait, where Lamor has had a significant role in the world's largest land remediation project since 2021. During the year, Lamor's processes for both bioremediation and soil washing reached target levels. Bioremediation, which utilizes local oil-degrading bacterial strains, has proven to be even more effective than initially expected. For soil washing, the ramp-up process took longer than expected, impacting the realized costs. Lamor also had several smaller soil remediation projects underway in Oman.

In South America, most of the revenue came from Lamor's soil remediation sites in Ecuador, but smaller projects were also underway in countries like Chile.

The most significant order received during 2024 was related to a two-year soil remediation project in Ecuador worth EUR 8 million.

Material recycling

Lamor's material recycling business focuses on the sustainable use of natural resources and promotion of circular economy. The company delivers waste management and water treatment solutions that reduce environmental impact and support sustainable development. Recent significant projects, such as the delivery of the Marpol waste treatment facility at Mongla Port in Bangladesh, innovative water treatment solutions in aquaculture, and the plastic chemical recycling plant under construction in Finland, are creating new growth opportunities for Lamor. The facility will be the first industrial-scale plastics chemical recycling facility in Finland with its first phase having an annual processing capacity of 10,000 tons. It will be a concept facility, with which Lamor targets a 100,000-ton plastic recycling portfolio.

During the 2024, the revenue from material recycling decreased from the comparison period. Most of the revenue came from South America and the project related to the Mongla Port in Bangladesh.

Regarding the Bangladesh project, oil spill response vessels and a Marpol waste collection vessel were delivered to the customer during the year. The installation schedule for the waste reception and treatment facility (Port Reception Facility, PRF), delivered in the autumn, had to be postponed. This was due to exceptional weather conditions and increased political instability in the country in the autumn, which limited the infrastructure work under the responsibility of an external supplier. However, the construction of the treatment facility was able to start soon after the reporting period, and Lamor's management estimates that the project will be completed in the first half of 2025. In April, Lamor and Greenflow, involved in the Bangladesh project, announced that they would start broader cooperation to promote the availability of Marpol-compliant waste treatment solutions and improve the global availability of comprehensive solutions.

The construction of the Kilpilahti plastic recycling plant made significant progress during the year. The pre-treatment equipment was delivered in the second quarter, the large storage tanks for the circular oil, which is the final product, were installed in the third quarter, and the laboratory and office facilities were completed in the fourth quarter. The construction of the thermochemical processing equipment also progressed during the year. However, due to identified additional work, management estimates that their installation will take place during the first half of 2025. According to management's assessment, production will commence in the third quarter of the year, after which the production ramp-up will continue gradually throughout the rest of the year. Market demand for circular oil has remained very strong.

Most of the other revenue came from South America (Guyana), but smaller projects were also underway in Oman and Senegal.

The most significant order received in 2024 was a water treatment system worth over one million euros, ordered by Frøy.

Key figures

EUR thousand unless otherwise noted	1- 12/2024	1- 12/2023	1- 12/2022
Revenue	114,396	122,520	127,656
EBITDA	11,587	16,182	16,659
EBITDA margin	10.1%	13.2%	13.1%
Adjusted EBITDA	12,422	18 838*	19,006
Adjusted EBITDA margin	10.9%	15.4%	14.9%
Operating profit or loss (EBIT)	5,315	8,426	10,018
Operating profit or loss (EBIT) margin	4.6%	6.9%	7.8%
Adjusted operating profit or loss (EBIT)	6,385	11 317*	12,608
Adjusted operating profit or loss (EBIT) margin	5.6%	9.2%	9.9%
Profit (loss) for the period	-1,273	2,679	3,535
Earnings per share, EPS (basic), euros	-0.06	0.09	0.13
Earnings per share, EPS (diluted), euros	-0.06	0.09	0.13
Return on equity (ROE) %	-2.0%	4.3%	5.8%
Return on investment (ROI) %	4.5%	8.7%	12.0%
Equity ratio %	37.5%	40.0%	53.0%
Net gearing %	62.1%	60.7%	23.2%
Net working capital	54,751	62,245	41,490
Orders received	80,938	43,950	87,368
Order backlog	88,020	124,192	203,069
Number of employees at the period end	643	840	508
Number of employees on average	636	658	604

* Restructuring costs related to adjustments in 2023 have been adjusted to reflect the changed calculation formula in the financial year 2024. Previously reported adjusted operating profit was EUR 10,943 thousand and adjusted EBITDA was EUR 18,464 thousand (1-12/2023).

Formulas for the calculation of key figures are presented at the end of the Board of Directors' Report.

Alternative performance measures (APM)

Lamor follows the guidance issued by ESMA in 2016 (European Securities and Markets Authority) about the presentation of alternative performance measures. Lamor uses and presents the following alternative performance measures to better illustrate the performance of Lamor: adjusted operating profit (EBIT), adjusted EBITDA, ROI, ROE, equity ratio and net gearing.

The Adjusted EBIT and Adjusted EBITDA are calculated as follows:

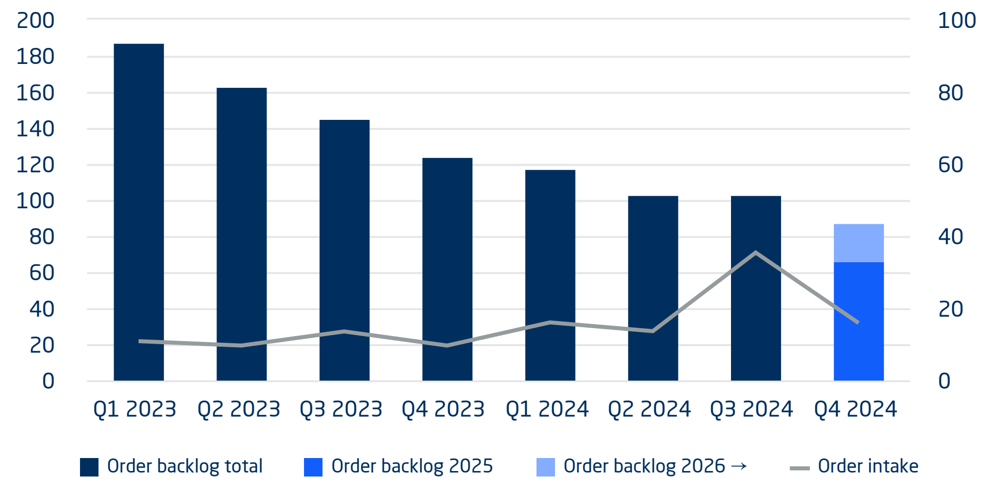
Adjusted EBIT and EBITDA EUR thousand	1 Jan- 31 Dec 2024	1 Jan- 31 Dec 2023	1 Jan- 31 Dec 2022
Operating profit (EBIT)	5,315	8,426	10,018
Depreciations, amortisations and impairment	6,272	7,756	6,641
EBITDA	**11,587**	**16,182**	**16,659**
Non-recurring Items			
Business combinations expenses	0	0	71
Restructuring expenses	834	1,318*	318
Impairment of Russian business	0	1,338	1,958
Adjusted EBITDA	**12,422**	**18,838***	**19,006**
Depreciations, amortisations and impairment	-6,272	-7,756	-6,641
Amortisation of intangible assets identified in PPA	236	235	242
Adjusted EBIT	**6,385**	**11,317***	**12,608**

* Calculation method changed in 2024

Financial performance

Revenue (EUR million) and adjusted EBIT % per quarter

Order backlog and order intake per quarter (EUR million)



January–December 2024

During the reporting period, the Group's revenue amounted to EUR 114.4 million (122.5). Revenue decreased by 6.6% from the comparison period. At comparable exchange rates, revenue decreased by 6.7%. The ongoing land remediation project in Kuwait, the environmental protection project in Saudi Arabia, deliveries to Bangladesh, the clean-up of environmental damage in South America and the delivery of equipment to Asia (Hong Kong, Singapore) were the most significant individual projects that affected the January-December revenue.

Adjusted EBIT was EUR 6.4 million (11.3) and 5.6% of the period's revenue (9.2%). Profitability was weakened by the lower level of revenue and one-time items related to completed projects, which increased fixed costs during the fourth quarter.

The order backlog at the end of the reporting period was EUR 88.0 million (124.2). The value of new orders received during the review period was EUR 80.9 million (44.0), which is 84.2% more than in the comparison period. The order backlog includes NEOM Company's order according to the new allocation of responsibilities announced in December (EUR 9.0 million oil spill response technology delivery).

Depreciation was EUR 6.3 million (7.8) and included EUR 3.6 million (4.1) of depreciation of right-of-use assets (IFRS 16), which are mainly related to the vessels used in the group's projects in Saudi Arabia and land lease agreement in Kilpilahti plastic recycling facility.

Financial income and expenses, EUR -5.8 million (-5.2), consisted of interest and guarantee costs for business financing, as well as valuations of US dollar-denominated and dollar-linked receivables and liabilities and related currency hedging. The increase from the comparison period was caused by the interest costs of the green bond issued in August 2023.

The group's profit before taxes was EUR -0.4 million (3.2). Earnings per share (basic) in January-December 2024 was EUR -0.06 (0.09).

Net cash flow from operations was EUR 16.6 million (-12.7). The committed net working capital on December 31, 2024 was EUR 54.8 million (62.2). The decrease in working capital compared to the comparison period was due to project invoicing payments received at the end of the year and an increase in short-term liabilities. Cash flow from investments was EUR -15.8 million (-6.9).

The group's equity ratio was 37.5% (40.0%) and the net debt ratio was 62.1% (60.7%). The net gearing ratio was particularly impacted by new bank loans and credit facilities drawn during the financial year.

Investments and R&D activities

In January–December 2024, investments in tangible and intangible assets were EUR 19.4 million (7.4). The growth in January-December was especially influenced by the investments and development costs of the pilot plant for chemical recycling of plastic in Kilpilahti. During the reporting period, the company received a EUR 1.6 million government grant for the development expenses of the plastic recycling plant in Kilpilahti.

The right-of-use assets, primarily related to the land lease agreement for the Kilpilahti plastic recycling plant, amounted to EUR 2.6 million at the end of the period (5.0).

The Group's development costs during the year amounted to EUR 2,1 (2,8) million, consisting of general business development costs and expenses relating to the preparatory stage of the project on the chemical recycling of plastics. Received government grant of EUR 1.6 million is taken into account when calculating the activated development expenses. Lamor takes part in the Business Finland Growth Engine (Kasvumoottori) program, and the related costs of approximately EUR 1,0 (1,3) million, are included in the abovementioned costs.

In January–December 2024, depreciation and impairment totalled EUR 6.3 million (7.8).

The purpose of Lamor's research and development activities is to support the project operations and growth targets of the business, as well as to create new operating models. Lamor strives to continuously develop new solutions for the environmental challenges of its customers, and furthermore, it aims to find new applications for its existing solutions.

Financial position

Lamor's interest-bearing liabilities consist of bank loans, bonds, capital loans and lease contract liabilities according to the IFRS 16 standard. Lamor's interest-bearing liabilities on December 31, 2024 were EUR 56.9 million (49.8), of which lease liabilities were EUR 2.7 million (5.4). The group's net liabilities were EUR 40.0 million (38.8). At the end of the reporting period, the group's cash and cash equivalents were EUR 16.9 million (11.0).

Lamor's senior conditional financing included a EUR 25.0 million green bond issued in August 2023, whose payments are secured by a post-mortgage for Lamor's corporate mortgages. In addition, it included a total of EUR 7.9 million in financial institution loans, including Lamor Recycling's EUR 4.4 million loan. The group has a financing limit of EUR 11.0 million and a credit account of EUR 7.0 million as well as EUR 1.0 million credit account for Lamor Recycling. At the end of the reporting period on December 31, 2024, EUR 9.5 million were used from the financing limit and EUR 1.0 million from the credit account. In addition, Lamor had a total of EUR 1.0 million worth of undrawn loans related to the investment project of a plastic chemical recycling plant.

At the end of the reporting period, there were EUR 0.7 million in other financial institution loans. The value of the guarantees given at the end of the period was EUR 35.8 million (42.9). When evaluating the amount of interest-bearing debt financing, it is good to also take into account the amount of the company's total liabilities, including the company's guarantee obligations, which especially apply to large delivery projects.

At the end of the reporting period, the company had a total of EUR 10.5 million in capital loans. The capital loan granted by the State Treasury related to Business Finland's growth engine competition was EUR 5.5 million. In addition, the Climate Fund has granted a capital loan for the company's plastic chemical recycling project, from which the company has withdrawn EUR 5.0 million. Capital loans have a secondary position compared to senior financing and are not taken into account in the covenant calculation.

Guidance for 2025

- Revenue is expected to increase compared to the previous year (2024: EUR 114.4 million).
- Adjusted operating profit is expected to increase compared to the previous year (2024: EUR 6.4 million).

Assumptions

The guidance is based on the existing order backlog and the management's view on market demand and known tenders. The company is currently negotiating several significant equipment sales and medium-sized service contracts in all its market areas.

Revenue is expected to be below the comparison period during the first half of the year and exceed it during the second half of the year. Achieving the revenue guidance requires a strong accumulation of new orders in the first half of the year. In 2025, the revenue from the continuing large service project in Kuwait is expected to be at the same level as the previous year, while the growth of other revenue outside of large service projects is expected to continue. For plastic recycling, the guidance assumes revenue will be limited during 2025.

In terms of profitability, the company estimates that the enhancement of sales and operational activities will lead to improved profitability, but the planned measures will have a more significant impact in 2026.

Risks and business uncertainties

Lamor's operations are affected by various business environment related, regulatory, operational and financial risks. Lamor seeks to exploit emerging opportunities and to limit the adverse effects of potential threats. The objective of Lamor's risk management is to ensure efficient and successful strategy implementation for achieving both long- and short-term goals. The task of Lamor's Board of Directors is to regulate risk appetite.

Risks related to operating environment

Lamor operates in over 100 countries through its subsidiaries and associated companies and its partner and distribution networks. Lamor has subsidiaries and associated companies in over 20 countries, and the company carries out its business on all continents. In addition, Lamor aims to grow and expand its business also in the future. Since Lamor has business operations across the world, it is exposed to, for example, the political, economic, legislative, and social conditions in each country in which it conducts its business. Due to the global nature of its operations, Lamor is exposed to the impacts of risks related to international trade. In addition, the development of Lamor's business is partly dependent on the general development of the public finances and the political decisions steering them.

The geopolitical situation may have a negative impact on Lamor's business, for example, in the form of changes in project schedules and costs, as well as changes in supply chains and local operational opportunities. Additionally, escalated situations may affect the safety of personnel.

Legal and regulatory risks

Lamor operates in a highly regulated industry, which is also under constant pressure to change due to increasing environmental awareness, among other factors. Therefore, Lamor must comply with a large volume of legislation governing the industry, as well as various standards and regulations concerning, for example, the handling of waste and harmful substances, operating permits, health and safety, data protection, public procurements, the use of labour, competition, business activities in general and taxation. The global nature of Lamor's business materially increases the number of various regulations it is subject to, as the content of regulations may vary significantly from one country to another.

In their operations, Lamor and its subcontractors must comply with laws, regulations, permit terms and conditions, official guidelines and standards that concern, among other things, the cleaning up of contaminated areas, handling and disposal of hazardous and harmful substances, and the reception, handling, and transportation of waste. The most significant environmental risks are related to the potential release into the soil or water of environmentally harmful substances, such as collected oil, used chemicals or the fuels of heavy machinery and vessels used in Lamor's and its subcontractors' activities.

Risks related to business operations

Negative changes in the availability and market prices of the components and subcontractors that Lamor uses in its business or in the transportation and production costs of Lamor's equipment could have a material adverse effect on the profitability of Lamor's business. The prices of components and the transportation and production costs of Lamor's equipment could increase significantly due to, for example, natural disasters and problems in Lamor's supply contracts or a global state of emergency, or due to disruptions in supply chains.

Since Lamor's reporting currency is the euro, the company is exposed to the risk of fluctuations in exchange rates every time it makes or receives payments in a currency other than the euro. For Lamor, the most significant risk related to an individual currency is the fluctuation of the U.S. dollar and U.S dollar linked rates.

In addition to equipment sales, a significant part of Lamor's business is project-based. The number of new orders and the success of project management may significantly affect Lamor's business profitability and future outlook.

Lamor is constructing its first industrial-scale plastic chemical recycling plant. Limited experience with the functionality of the processing technologies functionality may pose a risk to the commissioning schedule of the plant.

The effects of climate change also cause changes to Lamor's business environment. Climate change can lead to extreme phenomena, which on one hand increase the risks of various accidents as well as oil and chemical spills, but may also complicate Lamor's project deliveries. A significant part of Lamor's business is related to the oil industry or the cleaning of contamination caused by it.

Risks related to Lamor's financing and financial position

Lamor's business is working capital intensive. Even though the fixed costs of Lamor's business are mainly scalable, achieving significant growth in the business will require investments in equipment and personnel, among other things. In addition, Lamor's new plant projects related to the chemical recycling of plastics will require significant investments in the future. Lamor's ability to finance its business depends on several factors, such as cash flows from operating activities, the company's ability to generate profits, creditworthiness and the availability of new debt and equity financing.

Lamor is exposed to the credit risk related to, for example, unfinished projects and customer receivables as well as prepayments paid to suppliers. Any downturn in the economy could weaken the solvency of Lamor's contractual counterparties, which could have an adverse effect on Lamor's ability to collect its receivables in full or at maturity.

Lamor tests its tangible and intangible assets for impairment annually on the balance sheet date and when events or changes in circumstances indicate that the value of a certain asset would be impaired. If the book value of an asset is higher than its estimated recoverable amount, its book value will be written down immediately so that it corresponds to the recoverable amount.

Persistently high inflation and slow-down of the economy may cause uncertainties also in Lamor's operating environment. The high interest rates may also increase Lamor's financial expenses.

Near-term risks and uncertainties

The geopolitical risk level related to the market remains elevated due to multiple global conflicts and political instability. The situation has escalated in certain countries in the Middle East, and the instability has also continued in South American countries. Additionally, Russia's war in Ukraine is still ongoing. Risks have also increased in the Baltic Sea. Beyond the deterioration of general security conditions, these conflicts impact Lamor's business in many ways and significantly increase the risk of oil spills. The situation may also have a negative impact on Lamor's business, changing for instance the schedules and costs of the projects as well as the supply chains and the local operating possibilities.

Lamor's business is global, and the company is exposed to political, economic, regulatory and social conditions and risks related those in its operating countries. In addition to equipment sales, a significant part of Lamor's business consists of medium-sized and large service projects based on tenders. In particular, the continuity of the largest projects, as well as uncertainties related to the timing and success of tenders, can significantly impact Lamor's revenue and profitability. Additionally, the schedule for the commissioning and ramp-up of the first concept plant for plastic recycling may impact the company's profitability and investments, as well as, to a limited extent, this year's revenue.

The development of Lamor's business is also partially dependant on the overall economic trends and the political decision-making guiding public finances. While interest rates have decreased from their previous high levels, fluctuations may still impact Lamor's financing costs. Additionally, potential global trade wars and the resulting increase in tariffs could affect Lamor, but at this stage, it is difficult to assess their effect.

Governance

Corporate Governance Statement

Lamor will publish a separate Corporate Governance Statement for 2024 in accordance with the recommendations of the Finnish Corporate Governance Code as part of the company's annual report.

Resolutions of the Annual General Meeting

The Annual General Meeting of Lamor was held on 26 March 2024 as a virtual meeting in accordance with the Finnish Companies Act. The Annual General Meeting was in favour of all proposals submitted to the General Meeting by the Board of Directors and the Shareholders' Nomination Board.

The Annual General Meeting adopted the 2023 financial statements, resolved not to distribute dividend, discharged the Board members and the Managing Director from liability, and approved the 2023 Remuneration Report for Governing Bodies.

The Annual General Meeting resolved on the remuneration payable to the members of the Board of Directors, and the number of members of the Board of Directors, and re-elected Nina Ehrnrooth, Fred Larsen, Kaisa Lipponen, Timo Rantanen and Mika Ståhlberg as members of the Board of Directors. The firm of authorised public accountants Ernst & Young Oy was elected as the Company's Auditor and the sustainability reporting assurance provider, with APA Mikko Rytilahti as the auditor and the sustainability reporting assurance provider with principal responsibility.

The resolutions by and minutes of the Annual General Meeting are available in their entirety on the company's website.

Annual General Meeting's authorisations to the Board of Directors

The Annual General Meeting resolved on 26 March 2024 to authorise the Board of Directors to decide on the issuance of new shares or treasury shares, on the terms defined in the resolution. Under the authorisation, a maximum of 2,500,000 shares, which corresponds to approximately 9 per cent of all of the shares at the time of the proposal, may be issued. The share issue may be targeted, in deviation from the shareholders' pre-emptive rights, provided that there is a weighty financial reason for the company to do so and provided that a directed share issue is in the interest of the company and its shareholders.

The Annual General Meeting resolved on 26 March 2024 to authorise the Board of Directors to decide on the acquisition of the company's own shares in such a way that the number of own shares to be repurchased shall not exceed 2,500,000 shares, on the terms defined in the resolution. However, the company together with its subsidiaries cannot at any moment own and/or hold as pledge more than 10 per cent of all the shares in the company.

The Annual General Meeting resolved on 26 March 2024 to authorise the Board of Directors to decide on the issuance of shares as well as the issuance of option rights and other special rights entitling to shares pursuant to Chapter 10 of the Companies Act and on the terms defined in the resolution in such a way that the shares to be issued either directly or on the basis of option rights and other special rights under the authorisation shall not exceed 300,000 shares in aggregate, which would correspond to approximately one (1) per cent of all the company's shares at the time of the proposal.

The authorisations are valid until the close of next Annual General Meeting, however no longer than until 30 June 2025. The Board of Directors did not use the authorisations during January–December 2024.

Organisation of the Board of Directors

The Board of Directors held its organisational meeting after the Annual General Meeting on 26 March 2024 and in connection with its organisation, Board of Directors decided on the composition of the Board of Directors and its committees as follows.

In the organisational meeting of the Board of Directors on 26 March 2024, Mika Ståhlberg was re-elected as the Chairman of the Board and Fred Larsen was re-elected as the Vice Chairman of the Board.

The composition of the committees of the Board of Directors was resolved as follows:

- Audit Committee: Chairman Timo Rantanen; Kaisa Lipponen; Mika Ståhlberg
- Remuneration Committee: Chairman Nina Ehrnrooth; Kaisa Lipponen; Timo Rantanen.

Composition and organisation of the Shareholders' Nomination Board

The Shareholders' Nomination Board was organised on 18 September 2024, as the follows. Fred Larsen was appointed as the Chair.

- Fred Larsen (Chairman of the Board of Larsen Family Corporation Oy)
- Juuso Puolanne (Investment Director (Finnish Industry Investment Ltd.)
- Annika Ekman (Head of Direct Equity Investments, Ilmarinen Mutual Pension Insurance Company)
- Mika Ståhlberg (Chairman of Lamor's Board of Directors).

LAMOR

Disclosure Policy update

Lamor's updated Disclosure Policy. Lamor's Board of Directors has approved the Company's updated Disclosure Policy. The update includes various technical and stylistic updates, specified responsibilities related to the approval of stock exchange releases and company announcements and specified criteria for publishing press releases. Changes took effect immediately. The updated disclosure policy is available on the company's website at **https://www.lamor.com/investors/governance/disclosure-policy**

Related party transactions

Related party transactions as defined in the Finnish Company Act have been presented in Note 5.2 Related Party Transactions.

Personnel and leadership

Changes in the Group Leadership Team

In February, Juha Korhonen, M.Sc. (Eng.) was appointed as Vice President, Supply Chain and Project Management and as a member of the Group Leadership Team, and M.Sc. (Econ.) Östen Lindell was appointed as Senior Vice President of Lamor's market area Europe and Asia and as a member of the Group Leadership Team, as of 16 February 2024.

M.Sc. (Econ.) Vesa Leino was appointed as the company's interim Chief Financial Officer and member of the Group Leadership Team starting from 1 March 2024, and served in this role until 31 October 2024. Mikko Forsell (M.Sc. and M.Sc. (Econ.)) was appointed as the new Chief Financial Officer and member of the Group Leadership Team as of 1 November 2024.

In the last quarter of the year, Lamor renewed the company's Group Leadership Team to strengthen local customer and market understanding. Regarding the market area leadership, Rob James was appointed as SVP for the European and Asian markets as of 11 November 2024, Aziz Al-Othman as SVP for the Middle Eastern and African markets as of 1 November 2024, and Jesus Pelayo as SVP for the South and North American markets as of 1 January 2025. It was also announced that the outgoing SVP for the South and North American market area, Santiago Gonzalez, would retire as planned. Additionally, Richard Hill was appointed as Chief Operating Officer (COO) and member of the Group Leadership Team as of 13 November 2024.

On 31 December 2024, the members of the Group Management Team were:

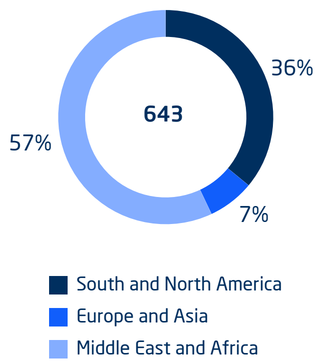
- Johan Grön, Chief Executive Officer
- Mikko Forsell, Chief Financial Officer
- Richard Hill, Chief Operating Officer
- Santiago Gonzales (until 31 December 2024; Jesús Pelayo from 1 January 2025 onwards), SVP, North and South America
- Rob James, SVP, Europe and Asia
- Aziz Al-Othman, SVP, Middle East and Africa
- Mervi Oikkonen, VP, People and culture

Personnel

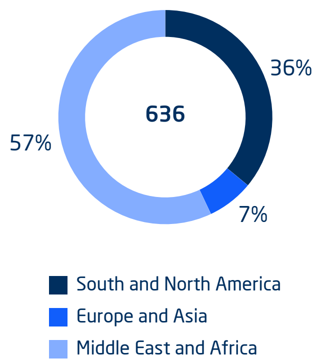
During January-December 2024, Lamor employed on average 636 (658) persons. At the end of the period, Lamor employed 643 (840) persons. The number of personnel fluctuates according to the major projects Lamor has on-going at each time.

The total salaries and fees paid to Lamor's personnel in the financial year 2024 amounted to EUR 17,964 (20,586) thousand.

Number of personnel at the end of the reporting period



Average number of personnel in the reporting period



Group structure

There were no significant changes in Lamor's Group structure during the financial year 2024.

Foreign branches

The group's parent company has two registered branches in Saudi Arabia.

Shares and trading

Lamor has one share class. Each share has equal voting rights, and all shares of the company provide equal rights to dividend. There are no voting restrictions related to the shares. The shares do not have a nominal value. The shares have been issued in accordance with Finnish laws, and all shares have been paid in full. The shares are denominated in euros. Lamor's shares are registered in the Finnish book-entry system maintained by Euroclear Finland, and they are traded on the main list of Nasdaq Helsinki Ltd.

Share capital and number of shares	31 Dec 2024	31 Dec 2023
Share capital, EUR	3,866,375.40	3,866,375.40
Shares total	27,502,424	27,502,424
of which treasury shares	542,450	542,450
Issue-adjusted weighted average number of shares outstanding during the financial year, basic	26,959,974	26,959,974
diluted	26,959,974	27,557,474
Issue-adjusted number of shares outstanding at the end of the financial year, basic	26,959,974	26,959,974
diluted	26,959,974	26,959,974
Market value, EUR million	33.4	69.8
Number of shareholders	5,797	6,486

Trading in Lamor shares on Nasdaq Helsinki	1-12/2024	1-12/2023
Share turnover, million shares	2.0	1.7*
As a % of total number of shares	7.6	6.3
Value of trading, EUR million	3.9	6.4
Closing price on the last trading day, EUR	1.22	2.59
Highest price, EUR	2.66	4.85
Lowest price, EUR	1.12	2.33

* Approximately 1.42 million shares were traded on the Nasdaq First North Premier segment marketplace between January 1 and November 22, 2023, and approximately 0.28 (0) million shares were traded on the stock exchange between November 23 and December 31, 2023.

Other share-related figures	2024	2023
Earnings per share (EPS), diluted, EUR	-0.06	0.09
Earnings per share (EPS), basic, EU	-0.06	0.09
Equity per share, EUR	2.39	2.37
Price per earnings per share (P/E ratio)	-20.8	26.7

Shareholders

At the end of the reporting period 2024, Lamor had 5,797 (6,486) shareholders. In 2024, there were no significant changes in Lamor's ownership or voting rights.

The company's ten (10) largest shareholders and the distribution of shares by shareholder category and by number of shares is presented in the following tables.

	Owner	Shares and votes (pcs)	% of shares and votes
1	Larsen Family Corporation Oy *	9,406,177	34.20
2	Finlands Industriinvestering Ab	1,938,800	7.05
3	Imarinen Mutual Pension Insurance Company	1,738,850	6.32
4	Mandatum Life Insurance Company	1,662,029	6.04
5	Larsen Nico Benjamin	1,355,290	4.93
6	Larsen Fred Jörgen	1,098,350	3.99
7	Veritas Pension Insurance Company	724,637	2.63
8	Santiago Gonzalez	722,627	2.63
9	Capital Dynamics Oy	631,850	2.30
10	Sp-Fund Management Company	621,118	2.26
	10 largest shareholders total	19,899,728	72.36
	100 largest shareholders total	25,796,514	93.80
	Nominee registered total	1,434,574	5.22
	Total	**27,502,424**	**100.00**

* Larsen Family Corporation Oy is Fred Larsen's controlled entity.

Shareholding by shareholder category 31 December 2024

	Shares and votes (pcs)	% of shares and votes
Private companies and other	10,663,641	38.77
Private individuals	7,128,353	25.92
Pension and insurance	5,272,390	19.17
State	1,938,800	7.05
Fund companies	1,374,575	5.00
Treasury shares	542,450	1.97
Investment and private equity	446,620	1.62
Foundations	0	0.00
Unknown owner type	135,595	0.49
Total	**27,502,424**	**100.00**

Shareholding by number of shares on 31 December 2024

Number of shares	Owners (pcs)	% of owners	Shares (pcs)	% of shares
1-100	3,209	55.62	192,064	0.70
101-500	1,759	30.49	420,162	1.53
501-1 000	372	6.45	283,696	1.03
1 001-5 000	336	5.82	749,066	2.72
5 001-10 000	32	0.55	238,811	0.87
10 001-50 000	30	0.52	612,467	2.23
50 001-100 000	6	0.10	386,304	1.40
100 001-500 000	13	0.23	3,530,252	12.84
500 001-	12	0.20	21,013,530	76.41
Total	**5,797**	**100.00**	**27,502,424**	**100.00**

Lamor is not directly or indirectly owned or controlled by any person (as control is defined in Chapter 2, Section 4 of the Finnish Securities Market Act) and the company is not aware of any arrangement the operation of which could result in a change of control of the company. No takeover bids have been made for the company's shares or equity-based securities.

Management's ownership

The company's board members, CEO, and group management team, along with entities under their control, collectively owned 11,991,404 shares, representing 43.6 percent of Lamor's shares as of 31 December 2024. CEO Johan Grön owned 71,400 shares, while other group management team members collectively owned 702,750 shares. Up-to-date information on management's ownership can be found on Lamor's website.

Flagging notifications

Lamor received a notification pursuant to Chapter 9, section 5, of the Securities Markets Act according to which the holding of Nico Larsen in Lamor's shares and votes had fallen below the threshold of 5 per cent as a result of transactions on 31 July 2024.

Share-based initiatives

In February, Lamor's Board of Directors resolved (stock exchange release, 16 February 2024) on establishing a new share-based incentive plan for the company's key employees. The performance-based share incentive plan has one earning period that covers the fiscal years 2024-2026. The program's target group includes approximately nine key employees, including the members of the Group Leadership Team and the CEO. The potential rewards to be paid based on the plan correspond to the value of a maximum of 700,000 Lamor's shares, including the portion paid in cash. Any rewards earned from the plan will be paid during the financial years 2025-2027.

Events after the reporting period

Significant technology order from Kuwait

Lamor announced (stock exchange release, 8 January 2025) the company had received an EUR 8 million order for environmental protection technology from Kuwait. The technology will used to protect marine life and the shores of the Arabian Gulf. The order has been entered into Lamor's order backlog in the first quarter of 2025 and will be delivered in the second half of 2025.

Proposals by the Shareholders' Nomination Board

Lamor announced (stock exchange release, 26 February 2025) the proposals by the Shareholders' Nomination Board to Lamor Corporation Oyj's Annual General Meeting 2025. The Nomination Board proposes that the board's five current members be re-elected. Additionally, the Nomination Board proposes that the board's remuneration remains unchanged and recommends that board members acquire company shares at the price paid in public trading with 40 percent of the board member's gross fixed annual fee until the value of the shares in the company owned by the respective member equals twice their gross fixed annual fee.

Increasing ownership in the strategic chemical recycling of plastics business

Lamor announced (press release 6 March 2025) that it is increasing its ownership in the company's strategic chemical recycling of plastics business by acquiring the remaining

30 percent stake of minority shareholder Resiclo Oy in Lamor Recycling Oy. As a result of the transaction, Lamor owns 100 percent of the chemical recycling of plastics business, underscoring the company's strong commitment to this significant project, which aims to address the growing global demand for circular oil in the plastics industry.

Board of Directors' proposal for profit distribution

The parent company's distributable funds on 31 December 2024 EUR were 12,505,566.09 of which net loss for the financial year was EUR -14,022,774.91. The Board of Directors proposes to the Annual General Meeting that no dividend be distributed and that the result for the financial year 2024 be entered in the retained earnings.

Lamor as a company

Board of Directors' report and Sustainability statement

Sustainability statement

Financial review

Corporate governance statement

Remuneration report

Formulas of key figures

Key figure		Calculation formula	
EBITDA	=	Operating profit + depreciation and amortisation	
EBITDA %	=	Operating profit + depreciation and amortisation / Revenue	x 100
Adjusted EBITDA	=	Reported EBITDA + restructuring income/expense + gains or losses related to sale of businesses or non-current assets outside normal course of business + indemnity payments/income + transaction costs related to business combinations + costs from listing on security market	
Adjusted EBITDA %	=	Reported EBITDA + restructuring profit/costs + sales profit/- loss of tangible assets related to business combinations or other than day-to-day business + profits/ costs from compensation for damages + transaction costs related to business combinations + costs from listing on security market / Revenue	x 100
Operating profit (EBIT)	=	Profit for the financial year before financing periods and taxes .	
Operating profit (EBIT), %	=	Operating profit / Revenue	x 100
Adjusted operating profit (EBIT)	=	Reported EBIT + goodwill impairment charges and depreciation of allocations related to business combinations + restructuring income/expense + gains or losses related to sale of businesses or non-current assets outside normal course of business + indemnity payments/ income + transaction costs related to business combinations + costs from listing on security market	
Adjusted operating profit (EBIT), %	=	Reported EBIT + goodwill impairment charges and depreciation of allocations related to business combinations + restructuring income/expense + gains or losses related to sale of businesses or non-current assets outside normal course of business + indemnity payments/ income + transaction costs related to business combinations + costs from listing on security market / Revenue	x 100

Key figure		Calculation formula	
Earnings per share (EPS), basic, euros	=	Profit for the financial year attributable for shareholders of the company / Weighted average number of shares outstanding during the period	x 100
Earnings per share (EPS), diluted, euros	=	Profit for the financial year attributable for shareholders of the company / Weighted average number of shares outstanding during the period, including potential shares	x 100
Equity ratio, %	=	Shareholders' equity / Balance sheet total – advances received	x 100
Return on equity (ROE), %	=	Profit for the period / Average shareholder's equity	x 100
Return on investment (ROI), %	=	Profit before taxes + financial income and expenses / Average shareholder's equity + average interest-bearing loans and borrowings	x 100
Net gearing, %	=	Non-current interest-bearing liabilities + Non-current lease liabilities + Current interest-bearing liabilities + Current lease liabilities – Cash and cash equivalents - Other rights of ownership under Current and non-current investments / Shareholders' equity	x 100
Net working capital	=	Inventories + Current non-interest bearing receivables - Current non-interest bearing liabilities, excluding provisions	
Orders received	=	The total value of customer orders received during the period	
Order backlog	=	Total value of customer orders to be delivered in the future	
Average number of employees	=	Average number of personnel at the end of the previous financial year and at the end of the calendar month of each reporting period	

LAMOR

Sustainability statement

General information

ESRS 2 General information

BP-1 General basis for preparation of the sustainability statement

Lamor´s Sustainability Statement has been prepared pursuant to the Finnish Accounting Act and Corporate Sustainability Reporting Directive (CSRD) and structured around European Sustainability Reporting Standards (ESRS). The sustainability information is based on the double materiality assessment (DMA), conducted under the CSRD framework. Lamor's DMA includes information on the material impacts, risks and opportunities connected with Lamor through its direct and indirect business relationships covering its upstream and downstream value chain.

Lamor prepares its sustainability statement, including the scope of consolidation and the upstream and downstream value chain information, in line with its financial statements i.e. on consolidated basis. The entities included in the are the same as those consolidated as subsidiaries or joint operations in Lamor's financial statements. Associated companies are excluded from the sustainability reporting. Please refer to Annual Financial Statement 2024, Section 1.1 General Information for detailed list of companies included in the sustainability statement. This information is incorporated by reference to the sustainability statement. All financial information presented in this report is based on Lamor's consolidated and audited financial statements, unless otherwise indicated.

The reported figures are included in the sustainability statement in full for the subsidiaries. Non-controlling interests have not been excluded from the calculations. However, for the joint operations, only the share owned by Lamor is included in the reported data. Acquired and disposed companies are taken into account following the methods applied in IFRS, e.g., starting from the date Lamor receives control over the acquired entity until the date Lamor has control over the entity disposed of. Currently Lamor does not have subsidiaries that are exempted from sustainability reporting.

Lamor has not exercised the option to omit any specific information related to intellectual property, know-how, or results of innovation or any disclosure regarding impending developments or matters in the course of negotiation from this report. Lamor has adopted ESRS prescribed time intervals as of the end of the reporting period.

BP-2 Disclosures in relation to specific circumstances

Lamor Corporation Plc reports its entity specific disclosures using generally accepted sustainability reporting standards. Entity specific disclosures are reported in accordance with the GRI standards using following paragraphs: Waste 306-4 and Biodiversity 304-3.

In the circumstances where Lamor cannot collect the information from its upstream and downstream value chain, after making reasonable efforts to do so, Lamor makes estimations by using all reasonable and supportable information, such as sector-average data and other proxies.

Due to the unavailability of primary data from suppliers and other value chain partners during the reporting period, Scope 3 greenhouse gas (GHG) emissions have been estimated using secondary data. In addition, resource inflows and outflows have been estimated based on Lamor product design. Furthermore, substances of concern and substances of very high concern have been estimated based on inventory. These metrics are subject to high level of measurement uncertainty. Further information on these uncertainties is presented in connection with the disclosed information under each topic.

LAMOR

Lamor as a company

Board of Directors' report and Sustainability statement

Sustainability statement

General information

Environmental information

Governance information

Appendix

Financial review

Corporate governance statement

Remuneration report

Phased-in Topics

Lamor has assessed S1 Own workforce and S2 Workers in the value chain to be material for which information it will use phase-in option.

S1 Own workforce

ESRS Topic: S1 Own workforce		Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	Sub-sub-topic	Negative impact			Positive impact			Value chain		
Working conditions	Secure employment									
	Health and safety									
Equal treatment and opportunity for all	Gender equality and equal pay for work of equal value									
	Diversity									

S2 Workers in the value chain

ESRS Topic: S2 Workers in the value chain		Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	Sub-sub-topic	Negative impact			Positive impact			Value chain		
Working conditions	Working time									
	Adequate wages									
	Health and safety									

Policies related to own workforce and workers in the value chain

Lamor Code of Conduct and Business Partner Code of Conduct govern Lamor's social topics in relation to all its activities and people involved. In addition to its Codes of Conduct Lamor has implemented policies which further enhance its commitment to social sustainability. These policies are reviewed on the annual basis.

Lamor's Human Rights Policy ensures alignment with international standards, promotes fair labour practices, prevents discrimination, and safeguards health and safety. It includes due diligence to identify and address human rights impacts, holds partners accountable in the value chain, and provides mechanisms for grievance resolution, demonstrating a commitment to ethical and responsible operations.

HSSEQ Policies Lamor is an ISO 9001 (Quality), 14001 (Environment) and 45001 (health and safety) certified company and has developed and implemented an Integrated Management System (IMS) to comply with these standards.

Policies related to Lamor's own workforce

Recruitment policy ensures a fair, transparent, and compliant hiring process, aligned with company objectives and relevant legislation. It promotes equal opportunity, prohibits discrimination, and prioritizes local community recruitment where possible. The policy includes guidelines for internal mobility, confidentiality and protection of applicant data, and the use of external assessments for supervisory roles. It also emphasizes ethical recruitment practices, requiring formal authorization before proceeding with hiring.

Employee handbook provides practical guidelines related to working time, absences, travel, compensation, well-being and other work related instructions. It ensures transparency, supports employee satisfaction, promotes consistency, and fosters a safe and healthy work environment aligned with company values and goals.

People actions and targets

Lamor's strategy and business model prioritize the well-being and inclusion of its workforce. The company promotes open communication and collaboration, and a sense of shared purpose. Lamor's strategy of operating as "globally local" allows the integration of local workforce and cultural sensitivities into its global operations. This approach supports local employment, leverages regional expertise, and adapts to diverse stakeholder needs.

Respect for human rights of its own workforce and workers in its value chain is integral. Lamor business model incorporates due diligence processes focusing on avoiding adverse social impacts covering business partner and human rights screening as well as prequalifications of suppliers and partners.

Lamor is committed to respect human right in relation to its own workforce and workers in its value chain. In 2023 Lamor set a medium-term target to ensure respect for human rights. In line with this Lamor has reviewed and updated its Human Rights Policy in 2024 which now better aligns with its material sustainability matters. Furthermore Lamor conducted an internal Human Rights Due Diligence covering both own workforce and workers in the value chain in order to identify and develop corrective actions. Lamor is in the process of developing a measurable KPI to report progress towards achieving this target. Lamor has not identified risks related to workers in the value chain in connection with its DMA.

Lamor conducts an annual employee survey to assess satisfaction and well-being of its own workforce. Based on the results, the Group Leadership Team defines the key development areas. The progress is measured by employee survey resulting in LIT-index results for Lamor's employee experience. In 2023, the medium-term target for the LIT-index was set to be >80 (out of 100). The 2023 LIT-index results were 77 but in 2024 they decreased to 72. The LIT-index target for 2025 remains to reach >80. Lamor has identified medium negative impacts and risks related to its own workforce and has developed actions to improve employee experience. The development areas for 2025 include clear strategic direction and focused target setting, improving people leadership, collaboration and open communication.

To avoid negative impacts on Health and Safety both in relation to its own workforce and workers in the value chain, Lamor annually sets up corporate targets. For 2024 the target was to maintain the global lost time incident rate (LTIR) at zero. During 2024 Lamor had one LTIR accident, which resulted in lost time. The LTIR rate represents Lamor's own workforce and workers in the value chain under Lamor's operational control.

In relation to its own workforce Lamor has set a time-bound target to comply with the forthcoming EU Pay Transparency Directive, which is currently under negotiation aiming to enhance salary equity and foster a fairer and more transparent pay structure. This includes addressing any identified gender pay gap. Lamor expects to implement the required changes in the implementation timeline to be confirmed by EU. This initiative is part of Lamor's broader commitment to advancing social sustainability and promoting fairness and equality in the workplace.

To prevent and address actual violations, Lamor has established a Whistleblowing Channel and Grievance Mechanism as proactive sustainability actions. These tools enable both internal and external stakeholders to confidentially report suspected crimes, violations, or abuses, including human rights infringements. By providing a secure and transparent reporting platform, Lamor upholds its ethical principles, fosters trust, and ensures accountability in its operations.

Lamor's employees

Lamor's own workforce employees are categorized based on two main dimensions: 1) Area organizations (Europe and Asia - EURASIA: Middle East and Africa - MEAF; Americas - AMER) and 2) Global functions. The designated global functions contribute to the entire Lamor Group and the employees dedicated for these functions may be located in the Headquarters in Finland or in any other Lamor entity in of Lamor market areas.

Based on the ESRS definitions of 'Own Workforce' and 'Value Chain Workers' as well as the Double Materiality Analysis, Workers in Lamor's 45% share of the Kuwait Joint Operation are considered Value Chain workers. Therefore, these workers are not included in Lamor's employee statistics. Out of the total number of employees at the end of the reporting period (643 / FTE), as presented in the Lamor's Financial Statements, 44% are employed by the joint operation in Kuwait and categorized workers in the value chain, hence not included in the employee information presented in this report

In the below table presenting the employee headcount in Lamor's own workforce as of 31.12.2024, both the Area organizations' employees and employees in Lamor's Global functions are included in the headcount figures based on their country of employment.

Lamor employee headcount as of 31.12.2024 - breakdown by geographical areas:

EURASIA	MEAF	AMER	Total
120	22	217	359

Characteristics of Lamor's employees - As of 31 December 2024 (Head count)

Gender	Number of Employees (Head count)
Male	271
Female	86
Other	0
Not Reported	2
Total Employees	**359**

Number of employees in countries with 50 or more employees representing at least 10% of total number of employees - As of 31 December 2024 (Head count)

Country	Number of Employees (Head Count)
Ecuador	116
Finland	81
Peru	71
Other counties (total)	91
Total Employees	**359**

Number of employees - As of 31 December 2024 (Head count)

	Female	Male	Other*	Not Disclosed	Total
Number of employees					
	86	271	0	2	**359**
Number of permanent employees					
	59	172	0	2	**233**
Number of temporary employees					
	25	88	0	0	**113**
Number of non-guaranteed hours employees					
	2	10	0	0	**12**
Number of full-time employees					
	80	258	0	2	**340**
Number of part-time employees					
	4	3	0	0	**7**

* Gender as specified by the employees themselves.

Lamor operates in regions with strict regulations aimed at protecting local communities, empowering them to make local employment decisions. To comply with these regulations and promote community inclusion, Lamor often employs rotating local workers, which increases temporary employment and affects secure employment statistics.

GOV-1 The role of the administrative, management and supervisory bodies

Top management at Lamor is defined as the Board of Directors and the Group Leadership Team, covering the highest-level executives responsible for the strategic direction, oversight, and implementation of the organization's activities. These top management roles - Members of the Board, the CEO and other C-suite executives - are responsible for setting policies that affect the entire organization, also in relation to sustainability, governance, and risk management at Lamor.

Lamor's governance structure includes a Board of Directors and its committees and the Group Leadership Team. The company's administrative, management and supervisory bodies do not include representatives of employees and other workers or a set quota for such representation.

The Lamor Board of Directors as a whole, and through its individual members, possesses versatile capabilities, expertise, and experience from various fields of global business as well as from industries and technologies strategically important to Lamor. This includes legal, financial, HR, communications, sustainability, HSSEQ, and value chain related competencies as well as sector and product line specific information relating particularly on the oil spill response.

The Group Leadership Team (GLT) consists of the Lamor Group CEO and other GLT members to support the CEO in the business planning and operational management. Currently, the expertise mix of the GLT members includes a financial, strategic, project delivery and personnel management as well as market area specific insight via three appointed SVPs for the company's three geographical business areas.

The number of executive and non-executive members in these administrative, management and supervisory bodies

Role / Body	Number of Executive Members	Number of Non-Executive Members
Board of Directors	1	4
Audit Committee	0	3
Remuneration Committee	0	3
Group Leadership Team	7	0

Gender distribution in number and percentage of employees at top management level

Top Management Group	Gender Distribution (Head Count)	Gender Distribution (%)	Under 30 Years Old (Head Count)	30 - 50 Years Old (Head Count)	Over 50 Years Old (Head Count)
Board of Directors					
Male	3	60%	0	0	3
Female	2	40%	0	1	1
Group Leadership Team					
Male	6	86%	0	1	5
Female	1	14%	0	1	0

Sustainability governance and control

The Board of Directors, the Board's Audit Committee, and the GLT have each dedicated roles relating to the oversight of Lamor's impacts, risks and opportunities.

The responsibilities of Lamor's Board of Directors are regulated by the laws and also described in the Charters of the Board of Directors and its Committees, Lamor's Code of Conduct, and the company's policies such as the Corporate Governance and Risk Management Policy. Furthermore, the role of the CEO, the GLT, and the Lamor Group subsidiary representatives are specified in the Corporate Governance and Risk Management Policy.

GLT and CEO ensure effective sustainability governance by integrating sustainability into strategy and implementing policies like the Code of Conduct. Lamor's Board of Directors oversees sustainability matters both directly and through governance committees.

The Chief Financial Officer, a member of the GLT, leads sustainability efforts alongside the Head of Sustainability. The impacts Lamor is creating on the economy, environment, and society are managed by the sustainability team working in collaboration with various company functions, including sales, R&D, offering, sourcing, logistics, project execution, finance, compliance, and HR functions.

Sustainability data is collected by Lamor's global support functions and regional organizations, with input from representatives in each country where Lamor operates. This process follows guidelines and reporting methods developed by the sustainability team and approved by the GLT. The sustainability team then analyses and reviews the data, with results reported to the GLT and subsequently to the Board of Directors.

Sustainability controls and procedures

At Lamor, dedicated sustainability controls and procedures are integrated with other internal functions to ensure alignment with the company's overall strategy. Our sustainability team works closely with other company functions to embed ESG considerations into project execution and with GLT to promote sustainability practices. Governance structures, such as our GLT, include representatives from multiple functions to ensure cross-departmental alignment.

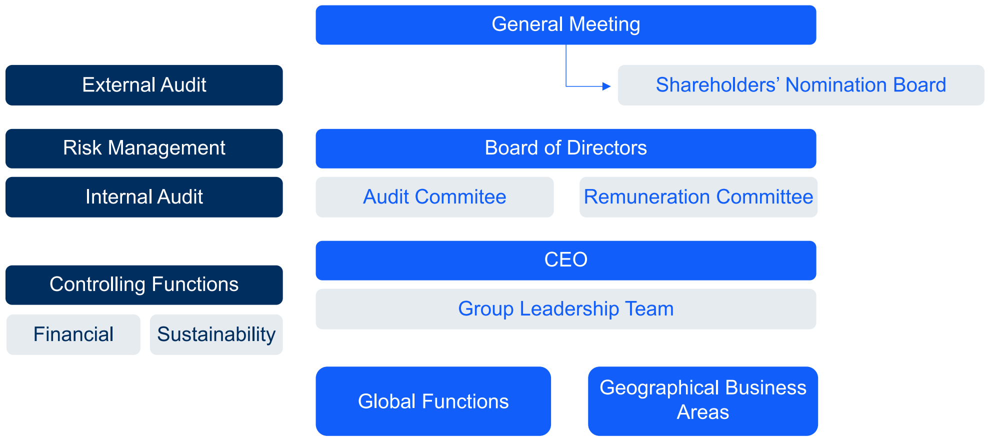
Lamor's IMS system is integral to embedding sustainability-related controls into its operations. These practices, alongside the annual strategy and risk review processes, support the achievement of strategic objectives by identifying and addressing potential sustainability risks, such as heightened risks of corruption and bribery in specific countries or projects.

The risk review process also serves as a critical foundation for defining management action plans and prioritizing areas for internal audit focus, taking also into consideration Lamor's sustainability commitments. The effectiveness of these controls and procedures is regularly reviewed by the Board of Directors and the Audit Committee to ensure they remain consistent with Lamor's long-term sustainability goals and strategic priorities, fostering transparency, accountability, and resilience.

The Board of Directors approves Lamor's sustainability principles and oversees sustainability reporting. The Audit Committee reviews the company's strategy, sustainability targets, and material topics annually before Board approval. For matters delegated to the Audit Committee, the committee provides updates to the Board as outlined in its Charters and Annual Clocks or as otherwise agreed.

The CEO and Group Leadership Team are responsible for implementing, monitoring, and reporting progress towards the targets to the Board and Audit Committee. The Board of Directors annually approves Lamor's sustainability reporting, ensuring accountability and alignment with governance standards. Sustainability outcomes are shared annually with external stakeholders as part of Lamor's reporting.

Lamor´s organisation of governance and controls regarding sustainability matters



Sustainability-related skills and expertise

The Board of Directors, together with its Remuneration Committee, is responsible for appointing the CEO and approving the composition of the Group Leadership Team based on the CEO's proposal. This ensures that the Group Leadership Team, both collectively and individually, has the necessary expertise, including the skills required to effectively oversee sustainability matters.

In addition to the sustainability-linked officers and personnel, the Group Leadership Team and the Members of the Lamor Board of Directors – individually and collectively – are expected to advance their collective knowledge, skills, and experience on sustainable development to advance meeting of Lamor's sustainability goals.

Both the Group Leadership Team members and Board members received external sustainability training in 2024 on the new EU sustainability regulation and standards (Corporate Sustainability Reporting Directive and European Sustainability Reporting Standard), including the double materiality assessment and EU Taxonomy, and their application in the company's sustainability related target setting and reporting.

In addition to internal resources, Lamor leverages external expertise to enhance its processes. The company's Double Materiality Assessment was conducted with support from the Upright Project, utilizing its advanced scientific data engine specifically designed to align with CSRD regulations for double materiality assessments.

GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

Sustainability is part of Lamor's strategy and business model, with the Group Leadership Team (GLT) and CEO ensuring it is integrated into strategy, operations, and decision-making. Sustainability is also leveraged externally as a competitive advantage and a means to access financing, supporting sustainable and profitable growth.

The Chief Financial Officer, together with the Head of Sustainability, regularly informs the Group Leadership Team (GLT) and the Board of Directors about material impacts, risks, and opportunities related to sustainability. These updates occur at agreed intervals based on the nature of the issues. Lamor is in the process of developing a more systematic approach to due diligence processes, and monitoring of results and effectiveness of sustainability related policies, actions, metrics, and targets in the company's control environment and management structure.

Sustainability considerations are integrated into the annual risk assessment process, where the GLT evaluates risks related to the business environment, governance, management, and operations, assessing their significance and potential impact on strategic targets. These identified risks inform the Internal Audit Plan and drive the development of risk management practices.

Key short-to-long-term risks have also been assessed in connection with the company's capital market transactions, and they are regularly reviewed in connection with the financial reporting. Additionally, risk assessment and mitigation plans are embedded in decision-making processes, particularly when evaluating new complex sales projects or entering new markets.

Material sustainability matters addressed the by administrative, management and supervisory bodies

The GLT and the Board of Directors review and approve Lamor's Double Materiality Assessment annually.

During the reporting period, Lamor's governance bodies, including the Audit Committee, Board of Directors, GLT, and Remuneration Committee, addressed key material impacts, risks and opportunities in support of long-term strategic objectives.

Material material sustainability matters addressed the by administrative, management and supervisory bodies have included:

Commitment to Human Rights: Lamor's updated Human Rights Policy was reviewed and approved by Lamor's GLT. In addition Human Rights Due Diligence results were reviewed by the GLT.

Whistleblowing mechanism: The Audit Committee monitored the whistleblowing channel and grievance mechanism related activities to promote ethical business conduct and transparency.

Health and Safety: The GLT continuously reviews operational KPI's related to health and safety. In the monthly CEO reports to the Board, risks such as safety related concerns in certain operating countries have been addressed.

GOV-3 Integration of sustainability-related performance in incentive schemes

Lamor's remuneration policy for governing bodies, approved by the Annual General Meeting of Shareholders, outlines the principles and framework for the remuneration of the Board of Directors and the CEO.

While Lamor´s remuneration policy does not mandate specific sustainability-related performance metrics, sustainability-related performance targets, such as compliance with environmental, social, and governance (ESG) criteria, among others, may be incorporated into the company's short- and long-term incentive schemes for the CEO and Group Leadership Team.

The Board of Directors approves the incentive schemes applicable to the CEO and Group Leadership Team (GLT) and ensures their alignment with Lamor's corporate targets. The Remuneration Committee of the Board of Directors is responsible for preparing proposals related to the incentive schemes, participants, and applicable performance metrics concerning the CEO as well as other GLT participants.

In line with the remuneration policy, members of the Board of Directors do not participate in the company´s short- or long-term incentive schemes. The Group Leadership Team´s remuneration currently includes short-term and long-term incentive schemes as follows:

Short-term incentive scheme (STI): An annually confirmed incentive plan including performance metrics tied to both company´s and individual´s performance. The specific metrics and their weightings vary based on annually set priorities, with maximum earning opportunities depending on participants' roles.

Long-term incentive schemes (LTI): Designed to align the interests of the GLT with shareholders, aiming to enhance long-term company value, retain talent, and provide competitive rewards based on earning and accumulating company shares. The current plan covers the financial years 2024–2026.

Sustainability-related variable remuneration

In 2024, the main sustainability targets integrated into the company's short-term incentive plan included regulatory compliance regarding business partner screening, ensuring ethical business conduct, and a personnel satisfaction KPI.

Up to 20% of the GLT's short-term incentive plan's maximum earning potential for 2024 has been linked to Group-level sustainability-related targets and impacts. For other participants, up to 10% of their maximum earning potential has been similarly dependent on sustainability-related targets and impacts. Additional individual sustainability-related metrics may increase the potential maximum for sustainability-linked variable remuneration for certain participants.

No climate-related KPIs were factored into the 2024 remuneration of the Board of Directors and the Group Leadership Team and the percentage of their climate-related remuneration was 0%.

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GOV-4 Statement on due diligence

CORE ELEMENTS OF DUE DILIGENCE	PARAGRAPHS IN THE SUSTAINABILITY STATEMENT
a) Embedding due diligence in governance, strategy and business model	BP-2 Disclosures in relation to specific circumstances; ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies; ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 SBM-2: Interests and views of stakeholders
c) Identifying and assessing adverse impacts	ESRS 2 IRO-1 Description of the process to identify and assess material impacts, risks and opportunities; E1 IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities; E2 IRO-1 Description of the processes to identify and assess material pollution-related impacts, risks and opportunities; E3 IRO-1 Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities; E4 IRO-1 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks, dependencies and opportunities; E5 IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities
d) Taking actions to address those adverse impacts	E1-3 Actions and resources in relation to climate change policies; E2-2 Actions and resources related to pollution; E3-2 Actions and resources related to water and marine resources; E4-3 Actions and resources related to biodiversity and ecosystems; E5-2 Actions and resources related to resource use and circular economy; G1-3 Prevention and detection of corruption and bribery
e) Tracking the effectiveness of these efforts and communicating	E1-5 Energy consumption and mix; E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions; E2-4 Pollution of air, water and soil; E2-5 Substances of concern and substances of very high concern; E3-4 Water consumption; E4-5 Impact metrics related to biodiversity and ecosystems change; E5-4 Resource inflows; E5-5 Resource outflows

GOV-5 Risk management and internal controls over sustainability reporting

In relation to sustainability reporting, Lamor incorporates risk management and internal control to ensure accuracy, compliance, and effectiveness in disclosing its sustainability performance. Lamor risk prioritisation methodology includes following steps: risk identification and assessment, risk prioritisation, risk mitigation which includes taking actions and tracking their effectiveness.

Regular reporting and progress tracking: Regular and periodic reporting helps Lamor's leadership stay informed on sustainability risks. This includes scheduled assessments and tracking sustainability progress.

Regional and corporate-level analysis: The sustainability data is initially collected on a regional basis following internal data checks and analysis. It is submitted to the group level on a monthly basis where it is checked and analysed as well as reviewed with each area quarterly.

Internal audits for data integrity: Lamor has integrated a multiple level data check approach where the responsibility for data integrity starts at the source and ends at the decision making level. In order to increase data integrity the sustainability team conducts internal audits annually and reports the results to the Group Leadership Team.

Guidance through IMS Policies: Lamor IMS policies and procedures guide the monitoring, collection and reporting of sustainability data, focusing on transparent and consistent methodologies across all operations.

The main risks identified in regards to sustainability data is related to the data completeness and accuracy. In most of the cases Lamor collects the sustainability data manually and has no technology-driven monitoring tools in place. In regards of upstream and downstream supply chain, where the data is limitedly available, Lamor still has to use some estimations, the accuracy of which could be considered as a risk.

To address the identified risks related to sustainability data completeness and accuracy, Lamor is aiming to implement new technology-driven monitoring tools and further develop digital data management. Employee training and periodic audits are improving data quality, while strengthening collaboration with supply chain partners will enhance data availability. In addition leveraging external expertise, such as Upright, has supported Lamor to address data gaps.

SBM-1 Strategy, business model and value chain

Lamor's strategy promotes sustainability by highlighting the importance of environmental solutions. Lamor's solutions are focused on reducing environmental pollution and contributing to biodiversity and circular economy.

Lamor specialises in end-to-end environmental solutions focused on environmental protection and restoration. Lamor operates globally, serving a variety of industries with a focus on sectors where environmental protection and pollution control are critical.

Environmental protection: Oil spill preparedness and response

Lamor is well-known for its range of equipment designed for efficient oil spill containment and recovery. This includes oil skimmers, containment booms, pumps, and other specialised technology that helps recover spilled oil from marine and terrestrial environments. The company also provides vessels and vessel design specifically designed for oil recovery and clean-up in different conditions, from open seas to nearshore waters.

Lamor offers a range of services to help organizations and governments prepare for oil spill incidents effectively. These services focus on building capacity, enhancing readiness, and ensuring rapid, effective responses to environmental emergencies. Key services include risk assessments, contingency planning, training, and simulation drills to enhance response capabilities.

Lamor's oil spill preparedness and response solutions minimize ecological impacts, protect biodiversity, and reduce pollution. By aiding in disaster preparedness and response, particularly for climate-related incidents, Lamor additionally targets resilience to environmental disruptions, ensuring swift recovery and mitigating long-term environmental damage.

Site remediation and restoration

For environmental clean-up, Lamor provides technologies and services for contaminated soil and water treatment, aiming to restore ecological balance. This often involves decontaminating soils polluted with hydrocarbons or other hazardous substances. The company also provides assessment, planning, and execution for large-scale environmental clean-up projects. This service often supports companies in meeting environmental regulations and restoring sites to a safe state. These services support sustainability by restoring ecosystems and returning land to safe conditions, which is essential for biodiversity and community health.

Material recovery

Lamor collaborates with port authorities to establish waste reception facilities that comply with MARPOL regulations, ensuring proper collection, treatment, and disposal of ship-generated waste. For instance, at Mongla Port in Bangladesh, Lamor is developing waste management solutions to meet MARPOL requirements.

Lamor provides systems to treat industrial wastewater, reducing pollutants and allowing for safer discharge or reuse. These systems address water pollution concerns across multiple sectors, including fish farming industry. Lamor also provides solutions for increased demand of potable water.

Lamor is in the process of setting up a chemical recycling of plastics facility with the aim of promoting resource circularity and minimising ecosystem contamination. The process will transform plastic waste into reusable raw materials, lowering the environmental impact of new plastics production and contributing to a more sustainable future and circular economy.

Through its waste-to-value and recycling services, Lamor aims to minimize waste and maximize resource recovery, supporting industries in adopting more sustainable practices.

Supporting customers in positive change

Lamor's goal is to help its clients to reduce the environmental footprint of their operations by providing cutting-edge pollution control and response services. The company serves industrial clients, providing them with waste treatment solutions, recycling technologies, and consultancy on sustainable practices. Lamor's equipment and services help these companies comply with environmental regulations and prepare for emergency response situations.

Lamor collaborates with national governments, environmental agencies, and marine authorities to provide solutions for areas prone to marine pollution and environmental disasters. By providing tools for emergency response and pollution prevention, Lamor aims to enable public sector clients to protect ecosystems and enhance public safety. Lamor collaborates with international agencies, including the United Nations, particularly in the aftermath of environmental disasters or in areas requiring ecological rehabilitation.

Lamor engages with its stakeholders to ensure transparent communication about its environmental impact and response capabilities. This involves consistent sustainability reporting and open feedback with clients, communities, and investors. These collaborations are aimed at strengthening global environmental protections and ensuring shared knowledge in sustainability practices.

Geographical focus areas

Lamor's operations target regions with a high need for pollution control, including oil-rich areas prone to spills and densely populated industrial zones, such as Middle East and Latin America.

Lamor also aims to expand its services in emerging markets, where pollution control infrastructure is often developing, such as Middle East and Asia. This expansion supports both local environmental protection and economic growth through sustainable practices.

In line with its disaster response capabilities, Lamor targets regions with high climate risk, such as Middle East and Latin America. By providing resources and technology for rapid pollution response, the company aims to mitigate the impact of climate-related environmental events.

Business model and value chain

Lamor's business model and value chain are built around delivering comprehensive solutions, with a strong foundation in environmental resilience. Lamor acts as an integrator, providing end-to-end environmental solutions in oil spill response, waste management, and remediation, making it a value-adding partner for clients with high environmental goals. This approach allows Lamor to address diverse customer needs and contribute to global sustainability goals effectively.

Upstream: Lamor's suppliers provide the company with essential resources and expertise. Lamor engages with suppliers to procure materials, equipment, and technology required for its operations. Lamor does not have own production or manufacturing of equipment and thus rely on its upstream value chain in this regard.

Lamor designs its remediation and restoration solutions, but relies on its upstream value chain for acquiring resources needed for execution, such as machinery and equipment, chemicals and amendments, as well as construction materials. In major operations Lamor also relies on local workforce through suppliers or as project employees. Both in Ecuador and Peru Lamor regularly employs workforce from the local communities.

Downstream: Lamor's customers include governments, corporations, and organisations in need of environmental solutions. Lamor provides its customers with solutions and offers post-sales support, maintenance, and training to enhance product longevity and solution effectiveness.

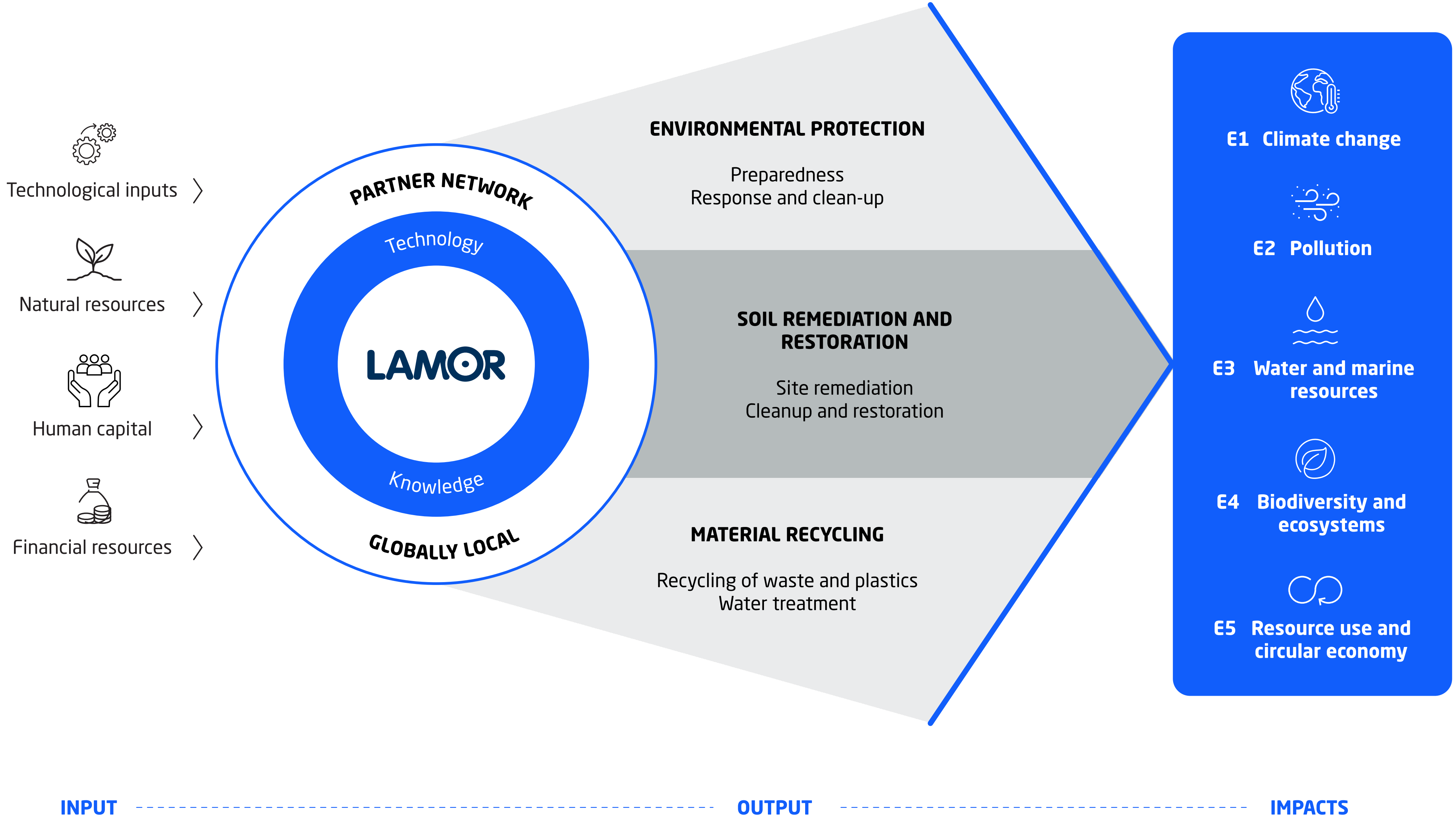
Lamor solutions mitigate negative environmental impacts and supports communities in achieving long-term environmental impacts. This holistic approach ensures that Lamor's activities generate positive outcomes aligned with the growing global emphasis on sustainability.

To secure value chain inputs Lamor relies on its strategy of being globally local, which focuses on long-term strategic partnerships with local expertise and presence.

The competence and experience of Lamor's employees are significant factors for the development and success of the company. To succeed in recruiting new talents as well as in securing the commitment of Lamor's employees, Lamor must ensure its position as an attractive employer. Lamor focuses on leadership development to allow its strategy and business model to better incorporate its own workforce interests.

Refer to BP-2, Disclosures in relation to specific circumstances for Lamor employee headcount and breakdown by geographical areas.

Lamor's business model and value chain



SBM-2 Interests and views of stakeholders

Lamor has evaluated its business model, value chain, and strategy to identify stakeholders who are affected by its operations and those who have an influence on its activities. Lamor's stakeholder engagement focuses on maintaining open and collaborative relationships to align on environmental goals and service expectations.

Last year's strategy update was primarily executed internally within Lamor. However, feedback from analysts, particularly regarding the business model, was incorporated, and customer feedback was taken into account as extensively as possible. A key focus point during the strategy update process was market analysis, which helped in selecting priority countries and key accounts specifically to enhance Lamor's ability to serve its customers better. Employee insights were considered to ensure a comprehensive approach.

The main further steps involve rolling out the strategy internally and continuing dialogue with investors, analysts, and the market to adjust accordingly. Overall, the company has recently taken steps to increase its understanding of key customers and markets, including changes in sales management during the reporting period.

The views and interests of affected stakeholders have been integrated in the report based on the results of Lamor's DMA. The DMA has been shared with and reviewed by the Group Leadership Team, the Audit Committee, and the Board of Directors.

Lamor's customers

Lamor's customers are primarily industries and public entities in need of environmental solutions, including emergency response, waste management and material recycling. Lamor's customers are increasingly focused on sustainability, though cost, effectiveness and reliability of solutions remain significant priorities. Lamor works closely with its customers to meet their evolving environmental needs, such as environmental protection and restoration as well as circular economy.

Lamor's suppliers and partners

Lamor's suppliers and partners provide the company with essential resources and local expertise. Lamor's strategy to be "globally local" enhances Lamor's commitment to human rights and local stakeholder engagement, allowing it to better integrate interests and community insights into its operations. This approach means that Lamor establishes a presence in diverse regions and adapts its practices to local contexts while maintaining global standards for safety, sustainability, and well-being.

By employing and working closely with local teams, Lamor can more effectively respect regional work cultures, labour laws, and human rights expectations. This "globally local" approach supports' sense of belonging and trust in the organisation, while aligning Lamor's global goals with regional insights and needs.

Lamor aims to increase access to supply chain sustainability data by initiating discussions with its suppliers and partners. Currently Lamor extensively relies on industry average data as well as on the supplier-specific information gained via screening, but considers linking supplier information more closely to its PDM, ERP and CRM systems to systematically assess ESG risks in the supply chain. Given that Lamor's customers already request sustainability data, developing a more comprehensive processes for data capture is essential for Lamor's supply chain management.

Lamor's own workforce

To advance employee engagement, Lamor conducts anonymous employee surveys annually. The open dialogue is further promoted via "people discussions" between the employees and the managers as well as different company, function, or team-specific development initiatives or workshops related e.g. to Lamor's strategy implementation, product lines, or business operations. In 2024, Lamor also conducted an internal communications survey and integrated an interactive platform into its global employee meetings to advance employee engagement.

Investors

Lamor's main shareholders include both institutional investors and private stakeholders, consisting mainly of Nordic and Finnish investment groups. Lamor considers investors as key stakeholders due to their vital role in supporting the company's growth, strategic direction, and sustainability initiatives.

Investor expectations influence Lamor's long-term strategy and operational priorities. Investors, particularly institutional ones, often focus on transparent reporting, sustainable growth, and regulatory compliance, which are essential to maintaining Lamor's credibility and attracting further investment. Engaging with investors helps Lamor anticipate potential concerns, such as reputational risks related to high-risk markets or association with the oil industry, and proactively address these in its strategic planning.

Regulators and policymakers

Decisions of regulators and policymakers influence Lamor's operations, compliance practices, and sustainability efforts in the long-term. Lamor is subject to third-party standards and initiatives which incorporate environmental compliance and sustainability considerations. These standards primarily address pollution prevention, site remediation and risk management.

Lamor's oil spill preparedness and response activities are governed globally by international conventions such as OPRC (International Convention on Oil Pollution Preparedness, Response and Co-operation) and MARPOL (International Convention for the Prevention of Pollution from Ships). Furthermore Lamor applies guidelines and best practices by organisations like IPIECA (International Petroleum Industry Environmental Conservation Association) and IMO (International Maritime Organization).

Lamor leverages a range of internationally recognized standards and guidelines to ensure effective environmental site assessment, risk management, and remediation. As an industry standard Lamor performs environmental impact assessments for all its remediation activities. Before project initiation, Lamor conducts environmental and social impact assessments to evaluate potential impact of the project on the direct and indirect area of influence and define preventative measures. Based on these findings, Lamor develops tailored mitigation plans to minimise the impacts of its operations.

Environmental site assessment

- ASTM Standards (E1527-13, E1903-11, E1528-14): These guidelines provide processes for identifying and assessing environmental liabilities through Phase I and Phase II Environmental Site Assessments and limited due diligence for transactions.
- ITRC Guidelines (2024): Tools and checklists for soil investigation, emphasizing accuracy in site analysis.
- Technology Screening Matrix (2024): A resource from the Federal Remediation Technologies Roundtable, aiding in selecting appropriate technologies for remediation.

Environmental risk assessment

- ASTM E1739-95: A risk-based corrective action guide for petroleum release sites (recently withdrawn), emphasizing tailored remediation strategies.
- ISO 18504:2017: Focuses on sustainable soil remediation, balancing environmental, social, and economic considerations.
- Environmental Risk Assessment Frameworks: Provides structured approaches for assessing and reporting environmental conditions.

Remediation Standards

- US EPA, EU, and ISO Standards: Comprehensive methodologies for remediation, ensuring environmental protection and compliance with regulations.
- CL:Aire (UK): Sustainable remediation practices emphasizing resource efficiency and minimal environmental impact.
- IPIECA (2014): Specific guidelines for managing and remediating sites in the petroleum industry, focusing on minimizing harm to ecosystems.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Lamor's material ESRS topics based on the DMA process are presented in the table on the next page.

Lamor's positive environmental impacts and opportunities closely align with its strategy of cleaning the world. Lamor generates positive impacts on pollution, biodiversity and circular economy in its downstream value chain. Metrics related to these positive IRO's are reported as entity-specific disclosures under relevant topic. Based on its positive impacts Lamor has identified short-to-long-term opportunities related to environmental topics.

Lamor's negative impacts are concentrated on its own operations and its upstream value chain based on resource and fossil fuel use. In addition to environmental considerations Lamor has identified negative social and governance impacts and risks. Lamor especially needs to in the medium-term focus on equality and diversity mitigation actions to promote employee satisfaction and meet investor interests. Lamor has already implemented mitigation actions to avoid governance risks. Negative health and safety impacts related to own employees and value chain workers are identified, but are well mitigated through current IMS procedures.

IROs, relevant for each ESRS topic, are described in summary tables in the beginning of topical sustainability sections accompanied by the relevant information on time-horizon, value chain information and the management actions taken.

The current financial impact of Lamor's material risks and opportunities does not pose significant risks to its financial position, financial performance, or cash flows that would require material adjustments to Lamor´s financial information.

Lamor's strategic focus on environmental protection has strengthened its positioning in the sustainability sector. Compliance with environmental standards and responsible sourcing have become central to its business model, as clients increasingly demand solutions that align with regulatory and ethical standards. As climate regulations tighten and global emphasis on sustainability grows, Lamor also expects revenue growth over medium-to-long-term if it manages to materialise these opportunities.

Lamor faces both physical and transitional short-to-long-term risks in its value chain. To stay competitive it is anticipated that Lamor may need to adopt more advanced technologies to meet the future efficiency demands. This shift may necessitate greater investment in R&D and partnerships. Future disruptions due to climate change, such as extreme weather or resource scarcity, could impact Lamor's upstream (material sourcing) and downstream (product delivery) activities. Lamor may need to develop more robust sourcing strategies to mitigate these risks. This may require additional CapEx for long-term upgrades.

Lamor's business model centres on delivering environmental solutions that generate lasting value for both the environment and society. However, some activities, particularly related to its upstream equipment production, have and may have long-term negative impacts on both climate and natural resources. Lamor has medium-to-long-term mitigation plans in place focusing on supplier sustainability and circular economy.

Based on the nature of Lamor's business model and strategy primarily all Environmental Topics continue to be material to Lamor, mainly based on its positive environmental contribution. For 2024 Lamor reports on topics which clearly represent Lamor's core business and where Lamor has measurable impact. For this reason, S3 Affected communities and S4 Consumers and end-users are excluded from 2024 reporting.

ESR topic		Sub topic	Material
E - Environment	E1 Climate change	E1 Climate change adaption	**yes**
		E1 Climate change mitigation	**yes**
		E1 Energy	**yes**
	E2 Pollution	E2 Pollution of air	**yes**
		E2 Pollution of water	**yes**
		E2 Pollution of soil	**yes**
		E2 Substances of concern	**yes**
		E2 Substances of very high concern	**yes**
		E2 Microplastics	no
	E3 Water and marine resources	E3 Water	**yes**
		E3 Marine resources	no
	E4 Biodiversity and ecosystems	E4 Direct impact drivers of biodiversity loss	**yes**
		E4 Impacts on the state of species	**yes**
		E4 Impacts on the extent and condition of ecosystems	no
		E4 Impacts and dependencies on eco-system services	no
	E5 Resource use and circular economy	E5 Resources inflows, including resource use	**yes**
		E5 Resource outflows and waste	**yes**

ESR topic		Sub topic	Material
S - social	S1 Own workforce	S1 Working conditions	**yes**
		S1 Equal treatment and opportunities for all	**yes**
		S1 Other work-related rights	no
	S2 Workers in the value chain	S2 Working conditions	**yes**
		S2 Equal treatment and opportunities for all	no
		S2 Other work-related rights	no
	S3 Affected communities	S3 Communities' economic, social and cultural rights	no
		S3 Communities' civil and political rights No	no
		S3 Rights of indigenous peoples	no
	S4 Consumers and end-users	S4 Information-related impacts for consumers and/or end-users	no
		S4 Personal safety of consumers and/or end-users	no
		S4 Social inclusion of consumers and/or end-users	no
G - Governance	G1 Business conduct	G1 Corporate culture	no
		G1 Protection of whistle-blowers	**yes**
		G1 Animal welfare	no
		G1 Political engagement and lobbying activities	no
		G1 Management of relationships with suppliers including payment practices	no
		G1 Corruption and bribery	**yes**

IRO-1 Description of the process to identify and assess material impacts, risks and opportunities

Lamor has conducted a double materiality assessment ("DMA") to determine the scope of its sustainability reporting and efficiently allocate the resources needed to achieve CSRD compliance. Lamor's DMA is performed by sustainability team in cooperation with its finance function. For its DMA Lamor utilised results from Upright Project's (Upright) scientific data engine. Inputs from key stakeholders, including customers, employees, investors, and partners, helped align the company's approach with external expectations. The outcomes of Lamor's DMA have been reviewed and approved by Lamor's Group Leadership Team and the Board of Directors.

Lamor used the Upright data engine to get an indicative and objective view on its impacts, risks and opportunities. For this purpose, Upright collected data and information from Lamor, covering its business model, geographic context and data related to Lamor's products and services as well as supply chain, and revenue. Upright also conducted several interviews with Lamor to understand the context in more detail.

The Upright data engine combines information from science-based data sources and assesses impact materiality from various perspectives that reflect the company's capabilities to address specific sustainability matters. The primary input data considered in the materiality assessment comprises scientific articles, leveraging the CORE database, and third-party datasets such as ILOSTAT, World bank, The World Economic Forum, OECD to assess Lamor's impacts, risks and opportunities. Upright's DMA approach takes into account the affected stakeholders by analysing the evidence between the impacts and their effects on the stakeholder groups in question. So, rather than seeking input from individual stakeholders, Upright has gathered evidence from scientific articles on how Lamor's stakeholders are affected.

Furthermore, the Upright engine consolidates various information sources and applies the ESRS guidance to assess the scale, scope, misremediability, and likelihood for impact materiality, as well as the magnitude and probability for financial materiality. The output of the analysis encompasses all ESRS sustainability matters, indicating their materiality status, and provides additional information as guided by the ESRS.

Lamor's risks and opportunities have been identified over short-, medium- and long-term time horizons. Impact-driven risks and opportunities are identified through patterns that translate impacts into risks and opportunities. Dependency-driven risks and opportunities relate to dependencies on natural, human, and social resources.

To understand the significance of each material matter, concepts of "materiality scores" and "materiality levels" are utilized. Materiality score for financial risks and opportunities takes in account the magnitude and probability of these risks/opportunities. Probabilities and magnitudes are assessed and each risk and opportunity is assigned a materiality score by multiplying the values of probability and magnitude. These materiality scores are aggregated per sustainability matter. An analysis of Lamor's IROs across sustainability topics was conducted. When an impact, risk or opportunity score of any topic exceeded a certain threshold, the topic was identified as material to Lamor.

Lamor's process for identifying, assessing, and managing impacts, risks, and opportunities has evolved compared to the prior reporting period. In 2024 Lamor engaged a broader range of stakeholders in the DMA process through enhanced cooperation, training, and communication initiatives. Updates were also made to Upright's data engine for generating more specific and refined data. The DMA results will be reviewed annually and updated when necessary.

Lamor risk management process

Lamor's sustainability risk management process is integrated into the company's broader risk management cycle. As part of the annual risk review, key risks are identified and prioritized by management based on the perceived likelihood, significance, and nature of the risks in relation to Lamor's ability to achieve its strategic targets. Based on the results of the annual risk review, associated management action plans and risk mitigation plans are reviewed and updated as necessary. The Audit Committee reviews the annual risk assessment results and related action plans, which also serve as the foundation for defining the annual internal audit plan, confirmed by the Board of Directors.

In addition, Lamor's management periodically conducts more comprehensive risk assessments, covering a broader range of sustainability-related risks, among others, to evaluate the severity, likelihood, and duration of different risks, as well as associated short-term financial risks and potential long-term impacts. Furthermore, topical risk assessments and due diligence processes are conducted in accordance with Lamor's associated policies and procedures.

The nature and particularities of Lamor's business, its service portfolio, and its geographical areas of operations contribute to the complexity of managing and mitigating associated risks. Identified risks, as well as potential impacts and opportunities, are also considered in connection with the financial estimation and strategy review processes.

In 2024, Lamor addressed its main material sustainability-related risks and opportunities as follows:

Business conduct and social risks in business relationships

To mitigate potential adverse impacts related to increased corruption and other business conduct related risks in certain geographical areas where Lamor operates, Lamor has integrated relevant measures into its policies and procedures. These include pre-assessments for new market entries and specific procedures for initiating, assessing, and managing business partnerships.

In 2024, Lamor further strengthened its efforts to mitigate business conduct risks by expanding the scope of its business partner and customer screenings. Additionally, Lamor has improved its pre-assessment and risk management processes related to sales processes and partnerships.

For supply chain management, Lamor conducts pre-qualification assessments for its main suppliers. Based on the outcomes of these screenings, Lamor either makes a "go/no-go" decision or defines appropriate mitigation actions to avoid adverse impacts. To further ensure compliance, Lamor may also perform on-site visits to suppliers, observing their operations and verifying alignment with Lamor's standards.

Certain geographical areas where Lamor operates present heightened social and human rights risks. To assess the severity and likelihood of such risks and their potential negative impacts, Lamor conducts an annual internal due diligence process. Based on the outcomes of this assessment, Lamor defines the necessary mitigation actions and targets. Additionally, all Lamor employees, as well as external parties involved in Lamor's operations, have access to the company's Whistleblowing and Grievance Mechanism.

Health and safety risks

The geopolitical situation has remained challenging in 2024, with deteriorating security conditions (e.g., conflicts, political instability) in certain countries where Lamor operates, increasing the potential human safety risks for Lamor's employees and workers in its value chain. Throughout 2024, Lamor and its management and supervisory bodies have monitored the geopolitical conditions in Lamor's operating regions to assess risks and implement mitigating actions, as necessary, to protect human health and safety.

Many of Lamor's employees work in challenging environments, and the impacts of climate change have also contributed to changes in the business landscape. Extreme weather events, such as heavy rainfall and severe drought, can complicate project deliveries and increase health and safety risks, requiring additional mitigating actions.

Lamor also faces health and safety risks related to its operations, since they involve dealing with chemicals, heavy machinery, and equipment. To mitigate such risks Lamor has trained personnel on sites who perform checks on that all qualitative requirements are met and complied with, assesses site conditions and issues reports. Additionally Lamor's HSSEQ director conducts annual audits and site visits of Lamor's operations.

Standard-specific considerations

Lamor engaged with Upright Project (Upright) for consultation and used Upright's scientific data engine to support its double materiality assessment and to get an indicative and objective view on its impacts, risks and opportunities in its own operations and across its value chain. Following this indicative and science based assessment Lamor conducted its own analysis focusing on its products and services.

To better understand the environmental and social impacts of its operations, particularly in remediation projects, Lamor conducts Environmental and Social Impact Assessments (ESIA) before initiating operations. These assessments provide insight into the severity and likelihood of potential risks, enabling Lamor to develop tailored mitigation plans. To be better informed about impacts in its own activities and across its value chain Lamor also performs Life Cycle Assessments (LCA's). This enables Lamor to identify resource-intensive stages in the lifecycle of its services and apply more sustainable practices and recycling options in the future. Lamor has an LCA software in use for performing these assessments.

Climate-related impacts, risks and opportunities

Lamor uses Upright's data-driven, systematic approach to identify climate-related risks and opportunities across its operations and value chain. In line with ESRS E1, Upright relies on well-established climate and energy transition scenarios from sources such as the IPCC (Intergovernmental Panel on Climate Change) and the IEA (International Energy Agency). Specifically, Upright follows ESRS E1 AR 12(c) by calculating transition risk and opportunities based on a scenario consistent with the Paris Agreement and limiting climate change to 1.5°C (e.g. IEA Net zero Emissions by 2050); following ESRS E1 AR 11(d), physical risks and opportunities are calculated based on a high emissions climate scenario of 3°-4° warming (e.g. IPCC SSP5-8.5).

Physical risks are assessed based on vulnerabilities to climate hazards such as floods, droughts, and sea-level rise, with risks quantified by their potential impact on operations, resource availability, and the environment. This analysis guides Lamor in prioritizing adaptation and mitigation strategies.

Transition risks and opportunities are identified through the integration of scientific research, market trends, and sustainability insights, analysing regulatory, technological, market, and reputational factors linked to the low-carbon transition.

Lamor's business model, which focuses on mitigating climate impacts, results in a strong connection between global climate risks and transition opportunities. Consequently, climate scenarios play a crucial role in Lamor's strategic planning, shaping investments in resilient operations and evolving business opportunities. In Lamor's financial statements, no critical climate-related assumptions have been identified.

Short-term risk and opportunity analysis

Lamor's short-term risk analysis focuses on immediate risks such as extreme weather events like storms, floods, droughts, or heatwaves. The risk analysis is then used for aligning Lamor's offering with emerging regulations and market demand for sustainable solutions and developing response strategies for its operational disruptions.

Lamor has identified opportunities for growth in areas like equipment leasing and environmental remediation services, which reduce the carbon footprint of operations and support circular economy practices.

Medium-term risk and opportunity analysis

Lamor's medium-term risk analysis focuses on evolving risks from gradual climate changes, such as increased temperature averages, sea-level rise, and shifting weather patterns. The risk analysis is then used for strategic planning, such as scaling sustainable practices and geographical focus areas. In this regard Lamor looks for expansion into regions with evolving environmental policies and an increased focus on sustainable value chains.

Long-term risk and opportunity analysis

Lamor's long-term risk analysis focuses on significant and systemic climate risks involving scenarios for long-term investments. Lamor invests in innovation for biodiversity restoration and advanced waste-to-value technologies to position as a leader in environmental solutions.

Pollution-related impacts, risks and opportunities

Lamor generates positive impacts through its environmental solutions such as oil spill preparedness, response and remediation services, which decrease pollution in water and soil.

Lamor has identified negative impacts in relation to pollution of air in its value chain activities. Air emissions are monitored in Lamor's operations as required by the local environmental permits and applicable regulatory frameworks. The amount of NO_X, SO_X and VOC emissions Lamor produces is very limited and within the limits of local regulatory requirements.

Lamor's pollution of water and soil is primarily monitored through the tracking of environmental incidents. As a result, Lamor had zero accidents during 2024 and did not produce direct emissions to soil or water. Lamor's value chain has high probability of operational pollution and thus Lamor prefers ISO certificated suppliers and partners.

Lamor has medium risk related to pollution which could likely increase its operational costs imposed by regulation in medium term. Since the global environmental trends will likely increase the demand for Lamor's products and services, Lamor has also identified medium opportunities for its activities in short-to-long-term.

Substances of concern and very high concern

Due to handling of substances of concern and very high concern in its operations Lamor identified having negative impacts in this regard. These substances are mainly chemicals used in Lamor's remediation activities.

Lamor's short-to-long-term risks are medium in regards of substances of concern and high for substances of very high concern. The risks may increase Lamor's operational costs due to stringent regulation in this regard.

Water and marine resources-related impacts, risks and opportunities

In relation to water withdrawals and consumption Lamor has identified high positive and medium negative impacts. The negative impacts are related to its upstream value chain, as Lamor's products typically demand significant water usage during the manufacturing phase, particularly in relation to metal components.

Lamor was assessed to have highly positive impacts in relation to water withdrawals and consumption based on Lamor's contribution to improved water quality. This impact is based on Lamor's environmental solutions in oil spill response and its remediation activities.

Lamor's opportunities align with its strategic focus on environmental protection and resource management. Lamor has numerous opportunities related to water and marine resources through its core activities and sustainable practices. Lamor has a low risk of increasing costs imposed by regulation aimed at reducing the private sector's negative impacts related to water.

Lamor's negative impacts are related to manufacturing of its products in upstream value chain, which typically creates large amounts of industrial wastewater. Lamor's positive impacts relate to its solutions for treatment of industrial wastewater.

Biodiversity and ecosystem-related impacts, risks, dependencies and opportunities

Lamor has assessed the geographical locations, nature of operations and ecological status of its own sites and the sites where it has operational control in order to identify its actual and potential impacts on biodiversity and ecosystems.

In Kuwait and Oman Lamor's remediation sites are located in industrial areas. Lamor's Ecuador sites are the only sites located in biodiversity-sensitive area. Since Lamor has continuous active outdoor operation on its remediation sites, all remediation sites have been identified as material.

Lamor warehouses and its future chemical recycling of plastics plant have not been assessed as material sites. Lamor's chemical recycling site is located in an industrial area and is still under construction hence not operational. Lamor has warehouses for equipment storage located in Finland, Netherlands, Oman, India, China, Chile and the USA. Their approximate areal range vary from 400 m^2 to 3000 m^2. Lamor warehouses are located in industrial areas and have limited operational activities. The locations where Lamor is providing oil spill response and preparedness are temporary and do not have physical installations, hence these do not meet the site criteria.

Commitment to sustainable practices

Lamor has further assessed the nature and practices of its operations to identify its actual and potential impacts on biodiversity and ecosystems. Lamor's operations remediate water and soil from pollution and thus material positive impacts on biodiversity are identified. In this context Lamor positively contributes to the impacts on land-use, freshwater-use and sea-use.

Lamor has taken steps to assess its dependencies on biodiversity and ecosystems at its site locations and across its value chain. Lamor recognises that its upstream activities (like material sourcing) can affect ecosystems and that possible disruptions could also impact on its own operations. Lamor has identified both transition and physical risks related to biodiversity and ecosystems by assessing its site locations and operations.

Lamor may face potential regulatory risks as environmental regulations increasingly prioritise biodiversity protection potentially causing increased monitoring of operations and compliance costs. However, these regulations also present opportunities for Lamor to strengthen its market position by providing environmentally responsible solutions in line with biodiversity standards.

Lamor's physical risks include ecosystem degradation and climate-change-induced events (like flooding and droughts), which could disrupt Lamor's service delivery. On the other hand these risks also create opportunities for Lamor. Lamor's climate resilience and ecosystem restoration services are in rising demand which advocates for expansion of its business activities. Lamor has not considered systemic risks in its assessment.

Lamor develops solutions to prevent pollution and restore contaminated land and water. These activities create positive environmental impacts by enabling species to return and ecological processes to recover. Through detailed site assessments, Lamor identifies contaminants, evaluates risks to human health and the environment, and tailors remediation efforts to the specific needs of each ecosystem. This approach helps safeguard biodiversity and prevent habitat degradation.

Lamor has not conducted consultation on raw materials production or sourcing with negative or potential negative impacts on affected communities. Communities have not directly been involved in materiality assessment, but indirectly through environmental and social impact assessments of remediation projects.

Resource use and circular economy-related impacts, risks and opportunities

Lamor identifies its circular economy impacts and mitigation actions by collecting data from its operations globally. Currently Lamor does not have a software for tracking its resource inflows and outflows. In 2024 Lamor focused on analysing its inflow and outflow inventory in order to find a suitable monitoring solution.

Lamor's negative resource inflow impact is related to utilisation of materials from virgin sources in our supply chain. These are used for production of our own equipment and equipment used in our operations. Lamor's main risk is related to dependency on these fossil-based raw materials. This may affect access to upstream value chain products and increase their costs.

Lamor's positive resource outflow impact is related to our environmental solutions focusing on treatment of waste. The negative impact relates to generation of hazardous waste in the value chains. Lamor has identified opportunities related increased demand for its products and services. Additionally, the global focus on environmental resilience may decrease Lamor's cost of capital by attracting impact-sensitive investors.

Environmental information

EU Taxonomy

The EU Taxonomy serves as a classification system for environmentally sustainable economic activities, directing investments towards more sustainable practices. Lamor's main activities i.e. oil spill preparedness and response as well as remediation and restoration are in the scope of Taxonomy. Lamor has identified certain taxonomy-eligible and aligned activities within its business activities.

Assessment of taxonomy-eligible activities

In 2024, Lamor has identified taxonomy-eligible activities under climate change mitigation, climate change adaptation and pollution prevention and control.

Lamor's future chemical recycling of plastics business meets the description of the Taxonomy activity 3.17 manufacture of plastics in primary form. Lamor intends to manufacture plastic in its primary form by chemical recycling of plastic waste, when mechanical recycling is assessed not to be technically feasible or economically viable.

In 2024 Lamor re-screened its environmental protection activities i.e. oil spill preparedness and response and identified them best meeting the description of 14.1 emergency services. Lamor's solutions focus on building up preparedness for emergency situations, including those caused by climate hazards. This involves development and update of relevant plans to ensure readiness of response activities and training and capacity building of staff and experts.

Lamor continued to identify it soil remediation and restoration activities meeting the description of 2.4 Remediation of contaminated sites and areas. These activities focus on decontamination or remediation of soils, either in situ or ex situ, using physical, chemical or biological methods and remediation of surface water and its shores following accidental pollution.

Assessment of taxonomy-aligned activities

An eligible activity is considered to be aligned if it is making a substantial contribution to at least one of the six environmental objectives, while also doing no significant harm to the other environmental objectives as well as meeting the minimum standards on human rights and labour standards. In 2024, Lamor identified taxonomy-aligned activities under climate change mitigation, climate change adaptation and pollution prevention and control objectives and is reporting alignment for these activities.

Substantial contribution criteria

Lamor has reviewed the substantial contribution criteria for economic activities 3.17, 14.1 and 2.4 and screened the relevant projects for alignment.

A preliminary study of Lamor's future processes of chemical recycling was conducted to assess the substantial contribution criteria to climate change mitigation. The plastic in primary form is expected to be manufactured by chemically recycling the plastic waste and the life-cycle GHG emissions of the manufactured plastic are expected to be lower than the life-cycle GHG emissions of the equivalent plastic in primary form manufactured from fossil fuel feedstock. Lamor future solutions were assessed to meet the criteria of activity 3.17., based on which Lamor has also received funding for the project. The accuracy of life-cycle GHG emissions depends on the processes that will be implemented by Lamor. The results will be verified once the recycling facility is operational. Since Lamor has not recognised any revenue from this activity, Lamor reports its CapEx related to this activity as a CapEx plan.

With regards to substantial contribution to climate change adaptation Lamor meets the criteria set out for activity 14.1. Lamor's oil spill preparedness and response solutions focus on building up preparedness for increased frequency and intensity of climate related extreme weather events. Lamor provides both equipment, consultation and training for development and update of relevant plans to ensure readiness of emergency response activities. These adaptation measures increases the level of climate resilience and substantially contribute to climate change adaptation.

With regards to substantial contribution to pollution prevention and control Lamor has screened its operational activities and procedures, such as environmental and social impact assessment. Lamor has reviewed the technical screening criteria for taxonomy activity 2.4. and assessed Lamor's remediation activities to be aligned.

Do No Significant Harm assessment

Lamor continuously monitors and analyses its impact on climate change in its operations. During 2024 Lamor performed life cycle assessment for its largest remediation operation in Kuwait, analysing environmental impacts both from bioremediation and soil washing. Lamor also uses industry's best practices and best available technology to mitigate impacts on climate change in comparison to alternative solutions.

Lamor's largest remediation projects have adopted climate change adaptation measures focused on location relevant climate hazards. To reduce impacts caused by physical climate hazards Lamor has implemented measures focusing on work time adaptation to climate.

Lamor has systematic practices in place in its IMS requiring that the substances of concern and very high concern are properly handled and stored. A large part of Lamor's activities are related to their storage and maintenance and thus have a limited risk of pollution.

The way Lamor treats and uses water aims at reuse and recycling. Lamor uses water in its soil remediation and restoration operations, as well as material recycling. Lamor monitors its water withdrawals, consumption and discharges, as well as their sources. Lamor recycles water whenever possible. In Kuwait, water used in soil washing activities is recycled at a rate of 70%. In Latin America, which is medium water-stress area Lamor receives wastewater, which it remediates for its own operational use.

Lamor monitors i) waste generation, management and treatment and applies relevant IMS procedures for ii) storage and disposal of chemicals. During the execution-phase of projects Lamor handles all non-hazardous waste according to approved waste management plans. When the projects are temporary the demolition of the temporary facilities is part of end-of-life plan and demobilization activities are handled through approved waste management companies for future recycling.

Lamor's environmental protection operations do not generate direct negative environmental impacts on protection and restoration of biodiversity. In remediation projects Lamor conducts environmental and social assessments to avoid negative impacts on biodiversity. In case potential biodiversity risks are identified Lamor has an approved mitigation plan in place to minimize the adverse impacts identified by the ESIA.

Minimum social safeguards

Based on the assessment of the Minimum safeguards criteria on human rights, bribery and corruption, taxation and fair competition, which are laid out by the EU Platform on Sustainable Finance, Lamor has found its activities to be aligned. Lamor's Codes of Conduct, Human Rights Policy and other related policies set out the principles and standards expected from Lamor employees, its suppliers, distributors and other business partners. Lamor is committed to respecting and endorsing internationally recognised labour and human rights standards in its operations and across the value chain. Lamor has a human rights due diligence process in place, consisting of internal impact assessments, third party screenings and supplier screenings and prequalification. To prevent bribery and corruption, Lamor has risk assessments, clear policies, mandatory training, and proactive measures in place.

CapEx

In 2024 Lamor's CapEx amounted to a total of EUR 17.9 million of which EUR 15.4 million (86%) was Taxonomy-aligned.

CapEx Plan

The economic activity 3.17 manufacture of plastics in primary form was found to be best suited for Lamor's chemical plastic recycling business. This activity is regarded to make a substantial contribution to climate change mitigation objective. Since Lamor has not recognised any revenue from this activity, Lamor reports its CapEx related to this activity as a CapEx plan. This plan aims to expand Lamor's Taxonomy-aligned economic activities ('CapEx plan') as referred to in Category B. The construction of the chemical plastic recycling facility is planned to be finalised and the recycling process to be started during 2025.

In 2024 Lamor recognised its capital expenditure associated with this Taxonomy-aligned economic activity, consisting of tangible assets (EUR 14.2 million) and intangible assets (EUR 1.1 million).

OpEx

Lamor reports OpEx from research and development, short-term lease, maintenance and repair of equipment related to the soil remediation projects as taxonomy-aligned Opex. For OpEx, Lamor has defined the total aligned operational expenditure (denominator), EUR 9.7 million, based on the methodology specified in the Taxonomy Regulation. Lamor did not identify any turnover-related or standalone Taxonomy-eligible operational expenditure.

Changes in Taxonomy reporting after 2023

In 2023 Lamor was required to report only Taxonomy-eligibility and alignment was not reported. Lamor reports alignment for 2024 which results in an increase in Taxonomy-aligned activities. Furthermore, Lamor has re-categorized the revenue from sales of oil spill preparedness activities from economic activity 2.4. Remediation of contaminated sites and areas to 14.1 emergency services.

	Nuclear energy related activities	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
	Fossil gas related activities	
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

Turnover

Financial year 2024		2024		Substantial Contribution Criteria						DNSH criteria ('Does No Significant Harm')(h)									
Economic Activities	Code	Turnover	Proportion of Turnover, year 2024	Climate change Mitigation	Climate change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate change Mitigation	Climate change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (a.1.) or eligible (A.2.) Turnover, year 2023	Category enabling activity	Category transitional activity
Text		MEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Emergency Services	14.1	22.6	20%	N	Y	N	N	N	N	Y	N/A	Y	Y	Y	Y	Y	NA	E	
Remediation of contaminated sites and areas	2.4	39.8	35%	N	N	N	Y	N	N	Y	Y	Y	N/A	Y	Y	Y	NA	E	
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**62.4**	**55%**	**0%**	**36%**	**0%**	**64%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**NA**		
Of which Enabling		**62.4**	**55%**	**0%**	**20%**	**0%**	**35%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**		**E**	
Of which Transitional		**0.0**	**0%**																
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)										
Remediation of contaminated sites and areas	2.4	44.7	39%	N	N	N	Y	N	N								61%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**44.7**	**39%**	**0%**	**0%**	**0%**	**100%**	**0%**	**0%**								**71%**		
A. Turnover of Taxonomy eligible activities (A.1 + A.2)		**107.1**	**94%**	**0%**	**21%**	**0%**	**79%**	**0%**	**0%**								**71%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		**7.3**	**6%**																
Total		**114.4**	**100%**																

CapEx

Financial year 2024		2024		Substantial Contribution Criteria						DNSH criteria ('Does No Significant Harm')(h)									
Economic Activities	Code	Capex	Proportion of Capex, year 2024 (4)	Climate change Mitigation	Climate change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate change Mitigation	Climate change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (a.1.) or eligible (A.2.) Capex, year 2023	Category enabling activity	Category transitional activity
Text		MEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of plastics in primary form	3.17	15.4	86%	Y	N	N	N	N	N	NA	Y	Y	Y	Y	Y	Y	59%		T
Capex of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**15.4**	**86%**	**86%**	**0%**	**0%**	**0%**	**0%**	**0%**	**NA**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**NA**		
Of which Enabling		**0.0**	**0%**															**E**	
Of which Transitional		**15.4**	**86%**	**86%**	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**			**T**
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)	EL; N/EL (f)										
Capex of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**0.0**		**0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**23%**		
A. Capex of Taxonomy eligible activities (A.1 + A.2)		**15.4**		**0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**82%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Capex of Taxonomy-non-eligible activities		**2.5**	**14%**																
Total		**17.9**	**100%**																

OpEx

Financial year 2024		2024		Substantial Contribution Criteria						DNSH criteria ('Does No Significant Harm')(h)									
Economic Activities	Code	Opex	Proportion of Opex, year 2024	Climate change Mitigation	Climate change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate change Mitigation	Climate change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (a.1.) or eligible (A.2.) Opex, year 2023	Category enabling activity	Category transitional activity
Text		MEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Remediation of contaminated sites and areas	2.4	9.7	100%	N	N	N	Y	N	N	Y	Y	Y	N/A	Y	Y	Y		E	
Opex of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**9.7**	**100%**	**0%**	**0%**	**0%**	**100%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**NA**		
Of which Enabling		**9.7**	**100%**	**0%**	**0%**	**0%**	**100%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**		**E**	
Of which Transitional																			**T**
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Opex of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**0.0**															**97%**		
A. Opex of Taxonomy eligible activities (A.1 + A.2)		**9.7**	**100%**	**0%**	**0%**	**0%**	**100%**	**0%**	**0%**								**97%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Opex of Taxonomy-non-eligible activities		**0.0**	**0%**																
Total		**9.7**	**100%**																

E1 Climate change

E1-1 Transition plan for climate change mitigation

Lamor has started the preliminary work related to its transition plan. The plan is expected to be adopted by the end of 2026. Considering the exclusion criteria stated in the Article 12 of the Commission Delegated Regulation (EU) 2020/1818, Lamor is not excluded from the EU Paris-aligned Benchmarks.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

ESRS Topic: E1 Climate change	Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	Negative impact			Positive impact			Value chain		
Climate change mitigation									
Climate change adaptation									
Energy									

Lamor has identified both physical and transitional climate related risks and opportunities in its double materiality assessment (DMA). Lamor engaged with Upright Project for consultation and used its scientific data engine as a source for its own resilience analysis. Refer to ESRS 2, Description of the process to identify and assess material impacts, risks and opportunities for the methodology description. Lamor's climate-related risks have been identified over short-, medium- and long-term time horizons. Related to Lamor's upstream and downstream operations, Upright product taxonomy is used to understand Lamor's value chain and what risks could stem from there.

This analysis was reviewed by the Group Leadership Team in June 2024 and approved by the Board of Directors in December 2024 in its amended form. Lamor analyses its climate resilience for strategic purposes to identify investment needs and opportunities in diverse business, innovative technologies, and resilient operations. Lamor positions itself as a resilient and future-proof business that capitalises on sustainable development trends.

Climate change mitigation risks and opportunities

Lamor has identified a transitional climate change mitigation risk in its activities. This risk is primarily linked to its role in providing environmental solutions and the company's ability to maintain operational efficiency, meet evolving environmental standards, and contribute positively to sustainability efforts within its value chain. Lamor's transition risk arise from stringent regulatory frameworks and expectations tied to carbon reduction.

Lamor has also identified a transitional climate change mitigation opportunity in its activities. Lamor's opportunities concentrate to its ability to align its business strategy with global sustainability trends and provide impactful solutions for addressing climate-related challenges. Lamor has opportunities to scale its expertise globally since there is an increasing demand for remediation services to address pollution from industrial and environmental disasters. As regulations evolve to prioritise carbon neutrality and biodiversity preservation, Lamor's environmental services position the company to capitalise on government and private-sector contracts.

Climate change adaptation risks and opportunities

Lamor has identified physical climate change adaptation risks in its activities. Lamor's risks are associated with the need to adjust its business model and practices in response to environmental changes. Operational disruptions from extreme weather, such as increased frequency and intensity of storms, floods, and other extreme events could disrupt Lamor's field operations, particularly in oil spill response and remediation activities. Operating in geographically diverse locations exposes Lamor to varied climate risks, including temperature rise, droughts, or other location-specific impacts, affecting project implementation and operational continuity.

In the process of EU Taxonomy screening Lamor assessed to have a high transitional opportunity in providing adaptation solutions to its customers. Increased frequency and intensity of climate related extreme weather events will add vulnerability in its customer sector and increase a demand for emergency services and preparedness.

Energy risks

Lamor has identified transitional energy risk in its activities. Lamor's risk is related to energy-intensive nature of its environmental solutions. Increasing expectations from clients and stakeholders for clean and renewable energy usage in services may pressure Lamor to innovate and invest in greener technologies, potentially increasing operational costs in the short term.

E1-2 Policies related to climate change mitigation and adaptation

Lamor's business activities specifically focus on decreasing global pollution, where Lamor also generates a high positive impact. Furthermore Lamor is subject to third-party standards and initiatives which incorporate elements of climate change mitigation and adaptation. Refer to ESRS 2, Interests and views of stakeholders.

Lamor's Code of Conduct highlights its commitment to sustainable development which focuses on providing solutions that help customers achieve sustainability goals while ensuring its own operations are sustainable. Lamor Code of Conduct promotes careful use of natural resources in all Lamor activities. In relations with its stakeholders Lamor applies its Business Partner Code of Conduct to ensure its relevant business partners comply with Lamor's ethical principles in all their business activities. The Global Leadership Team oversees the implementation of these commitments.

Lamor is an ISO 9001 (Quality), 14001 (Environment) and 45001 (health and safety) certified company and supplements its Code of Conduct with Integrated Management System (IMS) policies and procedures, which govern Health, Safety, Security, Quality, and Environmental practices in its operations. Lamor has not adopted policies specifically addressing climate change mitigation, climate change adaptation, energy efficiency and renewable energy deployment.

E1-3 Actions and resources in relation to climate change policies

In 2024 Lamor has taken actions focusing on its own operations. These are short-to-medium-term actions, which will result in long-term improvements. These efforts will contribute to the achievement of Lamor's policy objectives in terms of its commitment to sustainable development. Refer to EU Taxonomy for significant capital expenditures (Capex).

Climate change mitigation

In 2024, Lamor has invested significantly in the completion of the first production line in its Kilpilahti chemical recycling of plastics facility, which will start the production of circular oil in 2025. There is a substantial and growing demand for circular oil in the market to replace virgin oil in plastics production.

Resource optimization assessment

To be better informed about climate impacts in its own activities and across its value chain Lamor performs Life Cycle Assessments (LCA's). This enables Lamor to identify resource-intensive stages in the lifecycle of its services and apply more sustainable practices and recycling options in the future. Lamor has an LCA software in use for performing these assessments.

In its bioremediation method Lamor assessed an optimization strategy to reduce amendments while maintaining treatment efficiency for soils with Total Petroleum Hydrocarbon (TPH) levels of 1–5%. This scenario was analysed by LCA with positive results.

Regarding soil washing technology, an optimisation of chemicals was also analysed by LCA. A decrease in chemical usage suggests there can be achieved a significant reduction in the carbon footprint, with emissions decreasing from 105.85 kgCO_2eq per MT of soil treated in the baseline scenario to 93.86 kgCO_2eq per MT after optimization, achieving a total reduction of 11.99 kgCO_2eq per MT, equivalent to a 11.3% decrease.

The estimated reductions primarily stem from upstream environmental burdens associated with the extraction, production, and transportation of materials and chemicals used in remediation, rather than from direct changes in operational resource consumption. It is assumed that Lamor needs to allocate additional resources to increase sustainable sourcing and procurement practices in the upstream value chain.

E1-4 Targets related to climate change mitigation and adaptation

Lamor has not set any measurable outcome-oriented targets related to climate change mitigation and adaptation. Lamor plans to continue the development of its transition plan during 2025 which will help the company to define the level of its targets. Lamor nevertheless tracks the effectiveness of its policies and actions through monitoring and collecting data on the impacts from its operations and supply chain. These climate related impacts are demonstrated in Lamor's energy consumption and mix as well as its Scope 1, 2 and 3 GHG emissions.

E1-5 Energy consumption and mix

Energy mix in MWh	2024
Fuel consumption from coal and coal products	0
Fuel consumption from crude oil and petroleum products	23,061
Fuel consumption from natural gas	0
Fuel consumption from other fossil sources	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	77
Total energy from fossil fuel	23,138
Share of fossil sources in total energy consumption (%)	97.3%
Total energy from nuclear	3
Share of consumption from nuclear sources in total energy consumption (%)	0.01%
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	609
The consumption of self-generated non-fuel renewable energy (MWh)	23
Total energy from renewable sources	633
Share of renewable sources in total energy consumption (%)	2.7%
Total energy consumption (MWh)	23,774
Energy intensity (MWh/MEUR)	208
Total energy consumption in high climate sector	22,916
Energy intensity of high climate sector (MWh/MEUR)	492

* Renewable energy: Lamor generates renewable energy at its Kuwait project sites, NKETR and SKETR, using a 119.9 kW solar power system. The system includes 220 photovoltaic panels, supplying over 15% of the project's total electricity needs.

High climate impact sectors used to determine energy intensity

The high climate impact sectors have been identified in accordance with the annex of activities outlined in Sections A to H and Section L of Annex I to Regulation (EC) No 1893/2006. Lamor's soil remediation and demolition projects fall under the high climate impact sector. During the reporting period in Ecuador, Kuwait, and Oman and India falling under these sectors. Refer to Note 2.1 of the consolidated financial statements for Lamor´s revenue and its geographic split per business area.

Greenhouse gas emissions

E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions

	Retrospective				Milestone and targets			
	2024 Base year	Comparative	N	%N/N-1	2025	2030	Annual % (target/base year)	
Scope 1 GHG emissions								
Gross scope 1 GHG emissions (tCO2eq)	5,667	NA	NA	NA	NA	NA	NA	NA
Scope 2 GHG emissions								
Gross location-based scope 2 GHG emissions (tCO2eq)	102	NA	NA	NA	NA	NA	NA	NA
Gross market-based scope 2 GHG emissions (tCO2eq)	44	NA	NA	NA	NA	NA	NA	NA
Percentage of contractual instruments, scope 2 GHG emissions	18.4%							
Significant scope 3 GHG emissions								
Total gross indirect (Scope 3) GHG emissions (tCO2eq)	**351,733**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**
1 Purchased goods and services	312,693							
2 Capital goods	10,944							
3 Fuel and energy-related activities (not included in Scope1 or Scope 2)	3,737							
8 Upstream leased assets	10,367							
11 Use of sold products	13,992							
Total GHG emissions location based (tCO2eq)	**357,502**							
Total GHG emissions market based (tCO2eq)	**357,445**							

Greenhouse gas emissions intensity

	2024
Total GHG emissions (location-based) per net revenue (tCO2eq/MEUR)	3,125
Total GHG emissions (market-based) per net revenue (tCO2eq/MEUR)	3,125

The GHG emission intensity is calculated based on gross total location-based or market-based GHG emissions divided by the net revenue from the consolidated activities. Refer to Note 2.1 of the consolidated financial statements for information on net revenue.

Methodologies used to calculate GHG emissions

Lamor calculates its GHG emissions in line with the Greenhouse Gas (GHG) Protocol. Lamor has chosen a financial control approach, and thus the emission inventory is limited to companies where Lamor has financial control (subsidiary) or joint control in a form of joint operation. Associated companies are excluded from the inventory. The definitions of control and joint operation are aligned with the International Financial Reporting Standards (IFRS). Emissions are calculated for services and equipment delivered by Lamor, covering all relevant geographic locations. Lamor's GHG emissions are reported in CO_2 equivalents (CO_2 eq). Gases included in the calculation are CO_2, CH_4 and N_2O.

Direct (Scope 1) GHG emissions

Direct GHG emissions include emissions from Lamor's own or financially controlled mobile and stationary combustion. Emissions are calculated from fuel used in combustion, and converted to CO_2 eq emissions. SI/metric units have been used for conversion. UK Government GHG Conversion Factors for Company Reporting (2024) have been used as the emission factor and conversion source.

Energy indirect (Scope 2) GHG emissions

Energy indirect GHG inventory include emissions from the generation of purchased electricity and heating, consumed by Lamor in company owned or controlled offices and warehouses. The resulting emissions are based on invoicing and converted from kWh to CO_2 eq emissions. SI/metric units have been used for conversion. Scope 2 emissions have been calculated following market- and location-based methods.

The reported emissions are calculated using the market-based method for locations where energy certificates specify the energy sources used. This approach accounts for contractual instruments such as energy supply agreements, renewable energy certificates (RECs), and guarantees of origin (GOs), which define the energy mix and associated emissions. For locations where these certificates were available, they were used to determine the proportion of renewable and non-renewable energy consumed. Supplier-specific emission factors have been applied in Finland, the Netherlands, Chile, the UK, and the USA. In locations where energy certificates were not available, location based emission factors were used. The IEA (2024), Emission Factors have been used as a source for location-based emission factors.

Other indirect (Scope 3) GHG emissions

Due to the unavailability of primary data from suppliers and other value chain partners during the reporting period, Scope 3 greenhouse gas (GHG) emissions have been estimated using secondary data. This includes industry averages, standardized emission factors, and assumptions based on financial data (e.g., spend-based methods).

Where applicable, emission factors were sourced from recognized frameworks such as the DEFRA, and other publicly available databases. These estimates are subject to inherent limitations, such as variability in supplier practices, regional differences, and data availability. The accuracy of the estimation is considered reasonable, as emissions were calculated for items with a high financial value (over €10,000). For most items, emission factors were available from reliable sources. For items without available data, emissions were estimated using closely related items with similar weight, function, and composition. The source of uncertainty is mainly due to limited supplier emissions data and emissions are based on industry average

Lamor is committed to improving the accuracy of Scope 3 emissions reporting by working with value chain partners to enhance data collection processes and increase the use of primary data in future reporting periods.

Category 1: Purchased Goods and Services

For goods and services designed by Lamor, the average-data method was used, estimating emissions based on material composition, mass, and product function. Product categories were created, and emissions were calculated based on industry-average emission factors. Purchased products were allocated accordingly to estimate total emissions in 2024. This method provides an indicative level of accuracy, as emissions were not calculated for each individual item but rather by category allocation.

For goods and services not designed by Lamor, the spend-based method was applied. Emissions were estimated using the economic value of purchases and multiplying it by industry-average emission factors (e.g., average emissions per monetary value of goods). A financial threshold of €10,000 and above was applied to include relevant purchases.

Purchased services were classified into three main categories. Professional services which include subcontractor and supplier services such as excavation, transportation, and maintenance; legal services covering advisory and regulatory compliance support; and financial services which include auditing, investment advisory, and related services. Emissions from purchased services were calculated based on their monetary value. The emission factors used were sourced from Ecoinvent (v3.10) and USEEIO (v2.1).

Category 2: Capital Goods

This category covers emissions from the production of capital goods such as equipment and machinery purchased by Lamor in 2024. The spend-based method was primarily used, with emissions estimated based on the economic value of capital goods and corresponding industry-average emission factors.

Where sufficient data was available, the average-data method was applied, considering material composition, mass, and other relevant factors.

Information on purchased capital goods was gathered from purchase orders and invoices, and a financial threshold of €10,000 and above was applied. Emission factors were selected based on the best match to the purchased goods and their intended use. The primary sources of emission factors include: Finnish Environment Institute (SYKE), UK Government GHG Conversion Factors for Company Reporting (2024), Earthster, Ecoinvent (v3.10), and USEEIO (v2.1).

Category 3 Fuel- and Energy-Related Activities

Category 3 emissions encompass the upstream emissions associated with fuel and energy consumption, including the production, refining, and transportation of fuels used in Lamor's operations.

The emissions are calculated using the reported fuel consumption data from both Scope 1 and Category 8 (Upstream Leased Assets). This includes emissions from mobile and stationary combustion sources, as well as leased equipment.

The calculation applies Well-to-Tank (WTT) emission factors from the UK Government GHG Conversion Factors for Company Reporting (2024) to account for the full lifecycle emissions of fuel production and transportation. SI/metric units are used to ensure consistency and accuracy in conversion to CO_2e.

The accuracy of the estimation is high, as it was assumed that the amount of fuel consumed matches the amount procured.

Category 8: Upstream leased assets

Emissions from upstream leased assets are generated from e.g. vessels, generators and vehicles leased by Lamor. Emissions from leased premises are included in Scope 2 calculations. The resulting emissions are based on fuel used in mobile and stationary combustion and converted to CO_2 eq emissions. SI/metric units have been used for conversion. The UK Government GHG Conversion Factors for Company Reporting (2024) have been used as emission factor and conversion source.

Category 11 - Use of sold products

The emissions were estimated based on information provided by Lamor's design engineering team. Estimations on the expected fuel consumption of sold equipment, including diesel and electrically powered units are used as a basis for estimation. The methodology involves:

- Fuel and electricity estimation: Determining the total number of equipment units sold and estimating their total operational hours based on data from rental equipment operation hours. This approach provides an approximation of the expected annual operational hours for the sold equipment.
- Emission factor application: For diesel-powered equipment, the UK Government GHG Conversion Factors for Company Reporting (2024) were used. These factors assume 100% mineral diesel for emissions calculations. For electricity, the World Emission Factors for electricity generation from the International Energy Agency (IEA, 2024) were applied.
- Lifetime emissions: The total emissions were calculated by multiplying the estimated operational hours by the expected lifetime years of the equipment and then applying the relevant emission factors for diesel fuel and electricity usage.

The accuracy of the estimation of the emission of this category is very low, as it was assumed that the product would be used for the same number of operational hours as rental equipment during the reporting year. However, this is not the case, as usage depends on the occurrence of spills requiring the equipment. Main source of uncertainty is variability in use of sold products which depends on external factors such as spill occurrences, making it difficult to predict operational hours accurately.

E2 Pollution

ESRS Topic: E2 Pollution	Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	Negative impact			Positive impact			Value chain		
Pollution of air									
Pollution of water and soil									
Substances of concern									
Substances of very high concern									

E2-1 Policies related to pollution

Lamor's business activities specifically focus on decreasing global pollution, where Lamor also generates a high positive impact. Furthermore Lamor is subject to third-party standards and initiatives which incorporate strategies to mitigate negative impacts related to pollution of air, water, and soil by establishing best practices. Refer to ESRS 2, Interests and views of stakeholders for information on third-party standards.

Lamor's Code of Conduct highlights its commitment to sustainable development which focuses on providing solutions that help customers achieve sustainability goals while ensuring its own operations are sustainable. In relations with its stakeholders Lamor applies its Business Partner Code of Conduct to ensure its relevant business partners comply with Lamor's ethical principles in all their business activities. The Global Leadership Team oversees the implementation of these commitments.

Lamor is an ISO 9001 (Quality), 14001 (Environment) and 45001 (health and safety) certified company and supplements its Code of Conduct with Integrated Management System (IMS) policies and procedures, which govern Health, Safety, Security, Quality, and Environmental practices in its operations.

Lamor IMS focuses on mitigating operational pollution risks and has developed and implemented a procedure which defines measures for the on-going identification of work-related hazards and assessment of risks and necessary controls. Measures to reduce and control risks and impacts are developed considering the hierarchy of controls. Lamor performs risk assessments for all its operations and projects.

Lamor IMS incorporates procedures focusing on avoiding incidents and emergency situations. To mitigate potential health and safety risks in case of an accident, human error or misconduct by company's employees or subcontractors, Lamor has occupational health and safety regulations and guidelines, rescue plans, continuous monitoring, risk assessments, and supervision at different levels of the operations.

According to Lamor's IMS policy, all workers working for Lamor have the right and obligation to stop any task or procedure that they believe is unsafe. Additionally, Lamor has a system in place for incident reporting and recording of immediate action taken. This enables Lamor to define needed corrective action, a responsible person and a deadline for implementation of the corrective action.

Lamor has implemented the necessary procedures and practices to ensure the safe handling of chemicals in accordance with the Control of Substances Hazardous to Health (COSHH) regulations and ISO standards. As part of the company's commitment to meeting the requirements of the European Sustainability Reporting Standards (ESRS), Lamor has updated the classification of chemicals used in operations to report substances of concern, including those categorized as high concern based on the European Chemicals Agency (ECHA) guidelines.

E2-2 Actions and resources related to pollution

In 2024 Lamor has taken actions focusing on its own operations as well as Lamor's downstream value chain. These are short to medium-term actions, which will result in long-term improvements. Lamor will continue to work on developing and implementing the actions initiated for its own operations. These efforts will contribute to the achievement of Lamor's policy objectives in terms of its commitment to sustainable development. Refer to EU Taxonomy for significant operational expenditures (Opex).

Actions focusing on global pollution reduction

Lamor plays a critical role in combating pollution through its expertise and solutions in environmental protection and remediation.

In 2024, Lamor has contributed to pollution prevention and control by remediating 2,795,905 tonnes of contaminated soil and cleaned up 657,816 m^2 area from pollution. Furthermore, Lamor has participated in 79 spill response operations and emergency call outs to mitigate ecological risks and prevent further damage.

The focus area of site remediation is reducing pollutants in the soil. Total Petroleum Hydrocarbon (TPH) is a key indicator of toxic substances used for measuring progress of soil remediation projects.

Pollution reduction from soil

Location	Parameter	Quantity	Unit
Kuwait	TPH	91,733,884	kg
Oman	TPH	3,723	kg
Ecuador	TPH	7,045,140	kg
Total		**98,782,747**	**kg**

The data for TPH reduction is collected from soil remediation projects in Kuwait, Oman, and Ecuador. TPH levels are measured based on the TPH percentage present in contaminated soil and reduction is calculated by comparing these initial numbers to final TPH results after treatment. 2024 data includes only TPH that met remediation criteria set by the customer or environmental authority. This ensures that the reported data accurately reflects contaminants that were effectively treated and removed.

Actions focusing on sustainability in Lamor's operations

Lamor conducts regular assessments to evaluate pollution risks associated with its operations. This includes analysing risks related to pollution of air, water and soil in environmental remediation activities. Risk assessment is used to evaluate the toxicological risk of the contaminants towards the human health and the environment so that Lamor can determine the remediation target levels with a risk-based approach.

Furthermore, to be better informed about impacts in its own activities and across its value chain Lamor performs Life Cycle Assessments (LCA's). This enables Lamor to identify resource-intensive stages in the lifecycle of its services and apply more sustainable practices and recycling options in the future. Lamor has an LCA software in use for performing these assessments.

In 2024, Lamor continued to execute its site remediation project in Kuwait using bioremediation and soil washing methods. In its bioremediation method Lamor assessed an optimization strategy to reduce amendments while maintaining treatment efficiency for soils with Total Petroleum Hydrocarbon (TPH) levels of 1–5%. Regarding soil washing technology, an optimisation of chemicals was also analysed by LCA.

Pollution-related impacts that may affect human health and communities were assessed using LCA. The Life Cycle Assessment (LCA) quantified the impact on damage to human health, measured in Disability-Adjusted Life Years (DALY). The bioremediation process optimization resulted in a 13.5% reduction in DALY, while the soil washing optimization led to a 10.9% reduction.

The estimated reductions primarily stem from upstream environmental burdens associated with the extraction, production, and transportation of materials and chemicals used in remediation, rather than from direct changes in operational resource consumption. Human health impacts, quantified in Disability-Adjusted Life Years (DALY), are driven by the environmental and human health burdens of chemical manufacturing, transportation, and emissions. The lower impact stems from reduced supply chain emissions and pollutant generation, not from direct changes in on-site air quality.

E2-3 Targets related to pollution

Lamor is in the process of redefining its targets to better align with the new ESRS requirements and to provide transparency on its actions. Lamor's business model already focuses on pollution control through its environmental protection, remediation, and circular economy practices. Furthermore, Lamor already tracks the effectiveness of its policies and actions through operational KPI's. Since reducing pollution is inherent to its operations, separate pollution targets might not add significant new value.

E2-5 Substances of concern and substances of very high concern

During the reporting period, Lamor implemented a mid-year update, requiring the use of estimates to quantify and report on substances of concern (SC) and very high concern (SVHC).

The chemicals reported are primarily used in Lamor's soil remediation projects, accounting for over 92% of the total chemicals procured within this service category. Chemicals associated with oil response activities, which constitute approximately 8% of the total chemicals procured, were excluded from this report as they are mainly used for equipment maintenance and assembly of Lamor's oil response equipment.

The classification of these chemicals has been conducted based on the information provided in their Safety Data Sheets (SDS) and in accordance with the Globally Harmonized System (GHS) of classification. Each chemical was categorized based on its Environmental, Health, and Physical hazards. In cases where a chemical posed multiple hazards, the highest hazard rating was applied to determine its classification.

Lamor does not produce chemicals as part of its operations. Consequently, no estimations or reporting on the release of these substances in waste streams were conducted during the reporting period.

Estimation Methodology

The reported quantities of substances of concern (SC) and substances of very high concern (SVHC) were estimated based on partial procurement data collected during specific months. Estimation of the data assumed that monthly procurement quantities remained consistent throughout the year. However, the annual estimation was scaled to 10 months instead of 12 to accommodate procurement variations. Moreover, for trade products with undisclosed compositions, the total SC and SVHC content was assumed to be uniform across all purchases. This approach may overestimate quantities due to limited manufacturer data.

The accuracy of these estimates is low due to reliance on a one-month dataset extrapolated over 10 months, introducing variability and uncertainty. The main sources of uncertainty derive from incomplete procurement data and consistency in chemical purchases, which may not reflect actual fluctuations.

To improve accuracy, Lamor has implemented a new tracking procedure for SC and SVHC in Q3 2024, with complete rollout planned for 2025. This initiative aims to enhance data reliability and ensure more precise reporting to align with ESRS requirements.

Substances of Concern

#	Classification	Substances of concern	Total amount of substances of concern that are generated or used during production or that are procured	Unit
1	Environmental hazard	Kerosene	379	l
2		2-Ethylhexyl Methacrylate	1,514	l
3		Blue Dye (CI Solvent Blue 98)	260	l
4		Dialkyl Zinc Dithiophosphate	38	l
5		Distillates (Petroleum), Hydrogen-Treated Light Paraffinic Fraction	1,514	l
6		Glyphosate	757	l
7		Methyl Oleate	6,435	l
8		Petroleum Benzine	379	l
9		Polysulfides, Di-tert-butyl	644	l
10		Reaction Products of 1-Decene, 1-Dodecene, and 1-Octene, Hydrogenated	644	l

#	Classification	Substances of concern	Total amount of substances of concern that are generated or used during production or that are procured	Unit
11	Health hazard	1-Dodecene, Polymer with 1-Decene, Hydrogenated	1,287	l
12		Distillates (Petroleum), Hydrotreated Light Fraction	227	l
13		WD-40 Lubricant Aerosol	40	l
14		1-Decene Tetramer Mixed with 1-Decene Trimer, Hydrogenated	644	l
15		2,6-Di-tert-butylphenol	1,666	l
16		Acrylamide	3,250	kg
17		Agua Solution	9,157	l
18		Aliphatic Hydrocarbon	40	l
19		Bis(nonylphenyl)amine	795	l
20		Calcium Nitrate	84,000	l
21		Diesel	20,130	l
22		Diethylene Glycol	38	l
23		Disodium Carbonate Compound with Hydrogen Peroxide (2:3)	41	kg
24		Distillates (Fischer-Tropsch), Heavy, C18-50 Branched, Cyclic, and Linear	1,666	l
25		Dodecylbenzene Sulfonic Acid	757	l
26		Ethylene Glycol	833	l
27		Granulated Chlorine	3,200	kg
28		Highly Refined Mineral Oil (C15-C50)	2,082	l
29		Hydrogen Peroxide 50-60%	379	l
30		Magnesium Sulfate	2,500	kg
31		Methyl Palmitate	6,435	l
32		Methyl Soyate (Soybean Oil Methyl Ester)	6,435	l
33		Naphthenic Acids	159	kg
34		O,O,O-Triphenyl Phosphorothioate	644	l
35		Paraquat	795	l
36		Petroleum-Based Oil	40	l
37		Phosphoric Acid	2,120	l
38		Phosphorodithioic acid, O,O-di-C1-14-alkyl esters, zinc salts	2,839	l
39		Poly-Aluminum Chloride PAC-V1	21	kg
40		Quaternary Ammonium Compounds, Benzyl-C12-18-Alkyldimethyl Chlorides	2,271	l
41		Quaternary Ammonium Compounds, C12-14-Alkyl[(ethylphenyl)methyl]dimethyl, Chlorides	2,271	l
42		REPSOL Oil 15w40 (Zinc Dithiophosphate)	454	l

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#	Classification	Substances of concern	Total amount of substances of concern that are generated or used during production or that are procured	Unit
43	Health hazard	Sodium 2-Ethylhexanoate	795	l
44		Sodium Carbonate (Soda Ash)	6,191	kg
45		Sodium Metasilicate	757	l
46		Sodium Silicate	41	kg
47		Tetrapropenyl Phenol	379	l
48		Trichloroisocyanuric Acid	400	kg
49		Vinyl Acetate Monomer	114	l
50		Zinc Aryl Dithiophosphate	379	l
51		Zinc Dithiophosphate	2,082	l
52	Physical hazard	Dimethyl Ether	24	l
53		Acetone	2,839	l
54		Aluminum Sulfate	5,000	kg
55		Butoxyethanol	1,855	l
56		Carbon Dioxide	349	l
57		Ethyl Acetate	2,839	l
58		Ethylbenzene	24	l
59		Hydrochloric Acid	265	l
60		Methyl Ethyl Ketone (MEK)	2,839	l
61		Naphtha (Petroleum), Heavy Hydrodesulfurized	24	l
62		Toluene	2,839	l
63		Xylene	24	l

Substances of very high concern

#	Classification	Substances of very high concern (SVHC)	Total amount of substances of concern that are generated or used during production or that are procured	Unit
1	Environmental hazard	C7-9-Alkyl (Branched) 3-(3,5-Di-tert-butyl-4-hydroxyphenyl)propanoate	2,082	l
2		Fatty Acids, C18-Unsaturated, Dimers	227	l
3	Health hazard	Solvent Naphtha (Petroleum), Medium Aliphatic	251	l
4		Distillates (Petroleum), Heavy Paraffinic Desulfurized by Hydrogen	2,082	l
5		"Bis(Dithiophosphate) of Zinc, Bis[O-(6-Methylheptyl)] and Bis[O-(Sec-Butyl)]"	2,082	l
6		Boric Acid Powder	5	kg
7		Butyl Stearate	227	l
8		Calcium Carbonate	12	kg
9		Calcium Hydroxide	12	kg
10		Calcium Oxide	12	kg
11		Distillates (Petroleum), Heavy Paraffinic Fraction Refined with Solvent	227	l
12		Distillates (Petroleum), Heavy Paraffinic Solvent-Dewaxed	2,088	l
13		Distillates (Petroleum), Hydrotreated Light Naphthenic	7	l
14		Distillates (Petroleum), Light Paraffinic Fraction Dewaxed with Solvent	2,088	l
15		Ligroin	100	l
16		Lubricating Oils (Petroleum), C15-30, Hydrogen-Treated Neutral Oil-Based	2,082	l
17		Lubricating Oils (Petroleum), C20-50, Hydrogen-Treated Neutral Oil-Based	2,082	l
18		Magnesium Hydroxide	12	kg
19		Molybdenum Dithiocarbamide Complex, Long-Chain Alkyl Polysulfide	2,082	l
20		Nonane	227	l
21		Paraffin Oils (Petroleum), Catalytically Dewaxed Heavy Fraction	2,082	l
22		Petrolatum	227	l
23		Quartz	12	kg
24		Stoddard Solvent	606	l
25		Sulfonic Acids, Petroleum, Sodium Salts	227	l
26	Physical hazard	Dichloromethane	100	l
27		Octane	227	l

E3 Water and marine resources

ESRS Topic: E3 Water and marine resources		Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	**Sub-sub-topic**	**Negative impact**			**Positive impact**			**Value chain**		
Water	Water withdrawals and consumption									
	Water discharges									

E3-1 Policies related to water and marine resources

Lamor generates a high positive impact in relation to this topic by providing solutions for sustainable water management. Furthermore Lamor is subject to third-party standards and initiatives which incorporate sustainable water management by promoting practices that protect water resources, minimize pollution, and ensure efficient and sustainable use of water. Refer to ESRS 2, Interests and views of stakeholders for information on third-party standards.

Lamor's Code of Conduct highlights its commitment to sustainable development which focuses on providing solutions that help customers achieve sustainability goals while ensuring its own operations are sustainable. In relations with its stakeholders Lamor applies its Business Partner Code of Conduct to ensure its relevant business partners comply with Lamor's ethical principles in all their business activities. The Global Leadership Team oversees the implementation of these commitments.

Lamor Code of Conduct promotes careful use of natural resources in all Lamor activities, but Lamor does not have a policy specifically addressing product and service design in view of addressing water-related issues and preservation of marine resources or commitment to reduce material water consumption in areas at water risk.

Lamor is an ISO 9001 (Quality), 14001 (Environment) and 45001 (health and safety) certified company and supplements its Code of Conduct with Integrated Management System (IMS) policies and procedures, which govern Health, Safety, Security, Quality, and Environmental practices in its operations.

Lamor relies on third-party standards such as ISO and has thus not adopted internal policies specifically addressing water management, including areas of high-water stress.

E3-2 Actions and resources related to water and marine resources

In 2024, Lamor has taken actions focusing on its own operations and its downstream value chain. These are short-to-medium-term actions, which will result in long-term improvements. These efforts will contribute to the achievement of Lamor's policy objectives in terms of its commitment to sustainable development.

Protection of water and marine resources

Lamor's water treatment solutions contribute to increased water reuse, which will be increasingly important to tackle water security. Lamor also has solutions to provide potable water to areas with insufficient infrastructure. In 2024, Lamor has participated in 79 spill response operations and emergency call outs focusing on preventing and mitigation marine pollution.

Sustainable use of water in operations

The way Lamor treats and uses water aims at reuse and recycling. Lamor uses water in its soil remediation and restoration operations, as well as material recycling. Lamor monitors its water withdrawals, consumption and discharges, as well as their sources.

In Kuwait, which is a high water stress area, Lamor uses industrial water, which is not suitable for drinking to minimize impacts on water scarcity. Moreover, Lamor recycles water whenever possible. In Kuwait water used in soil washing activities is recycled at a rate of 70%.

In Latin America, which is medium water-stress area Lamor receives wastewater, which it remediates for its own operational use. In Ecuador, third-party-produced wastewater is treated by Lamor to a level that meets safe discharge criteria as surface water, which is then used for irrigating the surrounding natural environment. Lamor also maintains limited water discharges, as most of the water is consumed within its operations.

In 2024, Lamor achieved an 27% reduction in water consumption compared to 2023, despite the full commissioning of the soil washing process at the Kuwait project. This significant decrease is primarily attributed to the design of the soil washing system, which operates with a 99% closed-loop system, minimizing water usage. As a result, there was a corresponding reduction in water withdrawal.

E3-3 Targets related to water and marine resources

Lamor is in the process of redefining its targets to better align with the new ESRS requirements and to provide transparency on its actions. Lamor's core operations already focus on protecting and restoring water bodies, resulting in a positive impact. Rather than contributing to water-related harm, Lamor's projects typically reduce pollution and restore ecosystems, making its overall impact on water resources positive. Setting water-related targets would benefit Lamor by ensuring efficient water use and managing site-specific risks, particularly in water-stressed areas.

E3-4 Water consumption

	2023	2024
Water withdrawal in m3	500,207	578,013
Water consumption in m3	485,212	352,369
Water discharge in m3	14,995	4,444
Water intensity ratio (m3/MEUR)	**3,960**	**3,080**
Total water recycled or reused		6,670,135
Water storage	165,155	386,356
Share of water consumption from direct measurements		2.2%
Water consumption in areas at water risk		352,119
Water intensity ratio in areas at water risk (m3/MEUR)		**3,078**

Lamor global operations include areas classified as high water-stress areas. These include the United States, India, China, Peru, Chile, Kuwait, Oman, and Saudi Arabia. Ecuador, one of Lamor's key operational locations, is classified as a medium water-stress area. Other locations, such as Finland, the United Kingdom, the Netherlands, and Colombia, are considered low water-stress areas.

Approximately 99% of Lamor's total water consumption takes place in areas experiencing high water stress. This is mainly attributed to large-scale soil remediation projects in Kuwait, which require substantial water usage. In response to this challenge, Lamor has implemented following mitigation measures:

1- Recycling systems for soil washing processes: Lamor's soil washing system in Kuwait includes a recycling unit that recycles nearly 90% of the water used in the process, significantly reducing overall consumption.

2- Use of treated water for bioremediation activities: Lamor sources treated tertiary water for use in bioremediation activities, ensuring a more sustainable water supply for these operations.

The reported volume of recycled and reused water is predominantly from the Kuwait soil washing operations, highlighting the efficiency of the closed system in reusing water. The amount of water recycled in the soil washing process is calculated based on the efficiency rate of the washing cycles. At the commissioning of first cycle of soil washing operation, an initial volume of water is added. This water is recycled and reported as recycled water for each completed cycle. During the soil washing process, only fresh water is used as a 10% top-up for the water tank at the start of each new cycle. This addition compensates for moisture loss and evaporation.

Kuwait's water storage increased in December 2024 compared to January 2024, this is due to the fact that the second lagoon was not yet completely filled by the January 2024. However, by the end of the year, it had reached its maximum capacity, leading to the overall increase in water storage. Water storage in lagoons is monitored by tracking inflows and outflows. The lagoon's known capacity serves as a reference, with inflows replenishing storage and outflows used for operations like bioremediation, dust control, and wastewater discharge. Net storage change is calculated by subtracting outflows from inflows, ensuring accurate tracking.

Kuwait's water consumption was tracked based on usage in site activities rather than the withdrawal-minus-discharge method (which is applied to all other locations) due to storage lagoons. Withdrawal was measured via meters or tanker records, while discharge was based on septic tank volumes or estimated at 20% of withdrawal for sewer-connected sites.

E4 Biodiversity and ecosystems

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

ESRS Topic: E4 Biodiversity and ecosystems		Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	Sub-sub-topic	Negative impact			Positive impact			Value chain		
Direct impact drivers of biodiversity loss	Climate change									
	Land-use change, fresh water-use change and sea-use change									
	Pollution									
Impacts on ecosystems and species										
Impacts on ecosystem services										

Lamor's environmental solutions contribute to protection and restoration of biodiversity. Its core activities, such as environmental protection and remediation, preserve ecosystems by mitigating damage to biodiversity in both emergency and planned scenarios. Lamor prevents oil spills from spreading, safeguarding marine and coastal ecosystems from contamination. Lamor's remediation projects restore polluted environments, enhancing ecosystem resilience and biodiversity recovery. Additionally, Lamor's waste treatment services reduce environmental burdens, minimise contamination risks, and support healthier ecosystems. Its future chemical recycling of plastics promotes reduction of plastic pollution, resource circularity, and lowers risks to wildlife and habitats.

Lamor has identified the following material sites within its operational control:

Ecuador 1: CENTRO DE TRATAMIENTO AMBIENTAL "LA PARKER", CTA. Site owned by Lamor and used for bioremediation and treatment of hazardous and non-hazardous waste. Location: Parish: La Parker, Canton: Joya de los Sachas, Province: Orellana, Country: Ecuador

Ecuador 2: CENTRO DE TRATAMIENTO "LÁGRIMAS DE CONEJO", CDT. Site owned by Lamor and used for bioremediation and treatment of hazardous and non-hazardous waste. Location: Parish: Pacayacu, Canton: Lago Agrio, Province: Sucumbíos, Country; Ecuador.

Kuwait 1: This site is under partial operational control of Lamor and is used for the treatment of contaminated soil through bioremediation and soil washing methods. It is located in an industrial area within Kuwait Oil Company's South Kuwait operational area, specifically in the North Burgan (Magwa) oil field.

Kuwait 2: Similarly, this site is under partial operational control of Lamor and is used for the treatment of contaminated soil through bioremediation and soil washing methods. It is situated in an industrial area within Kuwait Oil Company's North Kuwait operational site, covering the Raudhatain and Sabriya oil fields.

Oman: 10.000 m^2 site in customer's ownership and Lamor's operational control. The site is used for bioremediation of hazardous waste. Location: Samail Industrial City, industrial area.

Activities negatively affecting biodiversity-sensitive areas and breakdown by impacts, dependencies, and ecological status

Ecuador 1: CENTRO DE TRATAMIENTO AMBIENTAL "LA PARKER", CTA.

Lamor has performed an environmental impact assessment prior to initiating its operations on this site. The operations base facilities are located in a highly altered forest area, resulting in a moderate environmental impact. There are no sensitive or rare flora species within the area that could be significantly affected. Due to past interventions, biodiversity is low, and sensitive species have migrated to better-preserved areas. The dominance of resilient species that can thrive in disturbed environments indicates the level of environmental alteration. Surveys confirm that these species, which have a high capacity for adaptation, are the primary inhabitants of the area surrounding the operations base.

Ecuador 2: CENTRO DE TRATAMIENTO "LÁGRIMAS DE CONEJO", CDT.

Environmental impact assessment performed by Lamor prior to initiating its operations on this site concludes:The direct influence area of the project covers 270,000 square meters (m^2), where vegetation will be cleared for the construction of treatment pools and access routes. Overall, the biological risk level is low, except during vegetation clearing, which poses a moderate risk of snake bites, insect-borne diseases, contact with toxic plants, or falling branches. However, for the entire project area, the overall biological risk remains low.

In relation to both Ecuador sites Lamor has identified dependencies mainly related to ecosystem services. Lamor relies on access to clean water for environmental remediation. Degraded ecosystems can affect water availability and quality.

Responsible authority for both sites is Ecuadorian Ministry of Environment, Water, and Ecological Transition.

Lamor's impacts on biodiversity and ecosystems in its upstream and downstream value chain

Lamor has a positive impact on land-use, freshwater, and sea-use changes in its downstream value chain by reducing non-GHG emissions, repurposing contaminated habitats, and promoting favourable land-use transformations. It also contributes to pollution reduction and biodiversity enhancement by restoring natural habitats and minimizing hazardous waste risks.

However, in its upstream value chain, Lamor has a low negative impact due to land-use changes from mineral extraction for product sourcing and a medium negative impact linked to energy-intensive processes in its supply chain.

E4-2 Policies related to biodiversity and ecosystems

Lamor's business activities largely contribute to positive impacts on biodiversity and ecosystems. Furthermore Lamor is subject to third-party standards and initiatives which incorporate biodiversity considerations through specific measures aimed at minimising environmental damage, preserving ecosystems, and restoring affected areas. Refer to ESRS 2, Interests and views of stakeholders.

Lamor's Code of Conduct highlights its commitment to sustainable development which focuses on providing solutions that help customers achieve sustainability goals while ensuring its own operations are sustainable. Lamor Code of Conduct promotes careful use of natural resources in all Lamor activities. In relations with its stakeholders, Lamor applies its Business Partner Code of Conduct to ensure its relevant business partners comply with Lamor's ethical principles in all their business activities. The Global Leadership Team oversees the implementation of its Codes of Conduct commitments.

Lamor is an ISO 9001 (Quality), 14001 (Environment) and 45001 (health and safety) certified company and supplements its Code of Conduct with Integrated Management System (IMS) policies and procedures, which govern Health, Safety, Security, Quality, and Environmental practices in its operations.

Lamor relies on third-party standards such as ISO and has thus not adopted internal policies specifically addressing biodiversity and ecosystems. Lamor does not have a policy supporting traceability of products, components and raw materials with significant actual or potential impacts on biodiversity and ecosystems along value chain. Lamor does not have a policy addressing production, sourcing or consumption from ecosystems that are managed to maintain or enhance conditions for biodiversity.

E4-3 Actions and resources related to biodiversity and ecosystems

Lamor's main actions related to biodiversity and ecosystems are its provided environmental solutions. Lamor reduces pollution and enables the environment to regenerate. Lamor restores polluted environments, such as oil-contaminated shorelines, rivers, and soils, using best available practices. By returning treated soil to the environment, Lamor aims to restore natural vegetation and create habitats that support the growth and survival of local flora and fauna.

Recognizing the importance of nature-based solutions, Lamor integrates them into its environmental and sustainability initiatives to enhance biodiversity, strengthen climate resilience, and mitigate pollution. The company employs bioremediation techniques, leveraging natural microbes to break down contaminants in soil, reducing reliance on synthetic chemicals. Additionally, Lamor incorporates organic materials such as woodchips, which minimize the use of chemicals and water in the remediation process.

While committed to restoring ecosystems, Lamor does not use biodiversity offsets, instead focusing on direct restoration efforts that promote long-term environmental sustainability.

E4-4 Targets related to biodiversity and ecosystems

Lamor's impacts on biodiversity and ecosystems are highly positive. Lamor has not set any measurable outcome-oriented targets. Lamor's main purpose is to clean and remediate more polluted areas which aligns with EU environmental objective of protection and restoration of biodiversity and ecosystems.

Lamor's policies promote biodiversity and ecosystems by focusing on compliance with law and sustainability requirements, as well ass providing solutions to its clients that positively impact biodiversity and ecosystems. Lamor tracks the effectiveness of its policies and actions through its IMS processes.

E4-5 Impact metrics related to biodiversity and ecosystems change

Lamor's entity-specific disclosures outline the size of the areas where contaminated soil has been extracted and treated. Entity-specific metrics which are reported in accordance with

GRI are mainly collected from Kuwait, Oman and Ecuador, where Lamor has active soil remediation projects. In Ecuador, the remediation efforts are especially vital for sensitive areas, such as the Amazon rainforest, which are rich in biodiversity.

Refer to E4, Material impacts, risks and opportunities and their interaction with strategy and business model for number of sites in biodiversity areas.

Area cleaned up or remediated

	2023	2024
Areas cleaned up or remediated in m2 (Entity specific disclosure)	2,238,733	657,816

E5 Resource use and circular economy

ESRS Topic: E5 Resource use and circular economy impacts	Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	Negative impact			Positive impact			Value chain		
Resource inflows, including resource use									
Resource outflows and waste									

E5-1 Policies related to resource use and circular economy

Lamor's business activities related to this topic specifically focus on providing solution for sustainable waste management, where Lamor also generates a high positive impact. Furthermore Lamor is subject to third-party standards and initiatives which incorporate circular economy considerations through their emphasis on resource efficiency, waste minimization, and sustainable practices. Refer to ESRS 2, Interests and views of stakeholders.

Lamor's Code of Conduct highlights its commitment to sustainable development which focuses on providing solutions that help customers achieve sustainability goals while ensuring its own operations are sustainable. Lamor Code of Conduct promotes careful use of natural resources in all Lamor activities. In relations with its stakeholders Lamor applies its Business Partner Code of Conduct to ensure its relevant business partners comply with Lamor's ethical principles in all their business activities. The Global Leadership Team oversees the implementation of its Codes of Conduct commitments.

Lamor is an ISO 9001 (Quality), 14001 (Environment) and 45001 (health and safety) certified company and supplements its Code of Conduct with Integrated Management System (IMS) policies and procedures, which govern Health, Safety, Security, Quality, and Environmental practices in its operations. Lamor IMS focuses on resource outflows like avoiding and reducing waste and mitigating its impacts in Lamor's operations. For each project a waste management plan is to be developed and implemented. Lamor is in the process of developing actions and policies focused on resource use and circular economy in its upstream value chain.

Lamor relies on third-party standards such as ISO and has thus not adopted internal policies specifically addressing resource inflows including transitioning away from extraction of virgin resources, sustainable sourcing and use of renewable resources.

E5-2 Actions and resources related to resource use and circular economy

The taken actions focus on own operations as well as Lamor's downstream value chain. These are short to medium-term actions, which will result in long-term improvements. Lamor will continue to work on developing and implementing the actions initiated for its own operations. These efforts will contribute to the achievement of Lamor's policy objectives in terms of its commitment to sustainable development.

Actions focusing on diverting downstream waste from disposal

In the current waste-intensive world waste treatment and material recycling has become a priority. Lamor's focuses on advancing a circular economy by transforming waste into value.

Lamor's environmental solutions include the recovery, treatment and recycling of hazardous and non-hazardous materials. By reclaiming resources from waste streams, Lamor contributes to reduction in landfill dependency and improving resource efficiency.

Client waste diverted from disposal (Entity specific disclosure)

	2023	2024
Solid waste diverted from disposal in MT	1,597,484	2,795,905
Liquid waste diverted from disposal in MT	10,292	5,596
Total	**1,607,776**	**2,801,500**

This table demonstrates Lamor's global results from material recycling and soil remediation. When untreated, waste can have negative impacts, which usually extend beyond the locations where waste is generated and discarded – increasing the area for remediation and restoration. Lamor has many years of experience in handling remediation projects and provides its expertise globally. For instance, oil and gas activities typically generate high volumes of hazardous waste. Waste streams may contaminate surface water, groundwater, seawater and negatively impact plant and animal species as well as human health.

E5-3 Targets related to resource use and circular economy

Lamor's environmental targets setting is under development and will continue in 2025. Thus Lamor has not yet set any defined level to be achieved for these targets. When developing its target Lamor is focusing on both enabling solutions for circular economy as well as reducing negative impact of its own operations.

Resource use and circular economy targets could help Lamor to reduce waste and improve its supply chain sustainability. This would also prepare the company for regulatory changes and secure resources against future scarcity risks.

E5-4 Resource inflows

	Chemicals kg	Biological kg	Water kg	Metals kg	Plastic kg	Non-metallic kg
Resources inflow	23,452,076	20,277,057	85,144,471	1,932,165	45,354	1,424,046,753
Recycled material			50,235,238			
Recycled material share			3%			
Sustainable biological material share		0%				

Resource inflow data is based on purchased goods, primarily oil spill response (OSR) equipment and project-related materials. The design team estimated each product's material composition and mass for calculations. OSR equipment mainly consists of metallic materials (steel, aluminium, stainless steel, and copper) for structural components, while plastics are used in boom fabrics. Non-metallic materials, such as wooden pallets and paperboard for packaging, are also included. Project purchases cover operational materials, including chemicals, biological inputs like woodchips and manure, and non-metallic materials such as sand, concrete, water, and plastics.

Resource inflow calculations were based on two approaches: purchased goods for projects and oil spill response (OSR) equipment procurement.

For project purchases, a spend-based approach aligned with GHG Scope 3, Category 1 was used. Only goods and services valued at EUR 10,000 or more were included, with material splits and mass estimated using emission calculation methodologies.

For OSR equipment, the design team estimated the weight and material composition of each item based on component analysis. Packaging materials, including paperboard and wooden pallets, were classified under non-metallic components.

The accuracy of material flow estimation varies. The split between sold products has medium to high accuracy, while packaging and material assumptions reduce precision. To improve accuracy, Lamor plans to collaborate with design and sourcing teams to refine material tracking and enhance supplier data.

Avoiding double counting

To ensure accuracy in resource inflow reporting, a structured approach was implemented to prevent double counting. Data sources were carefully categorized, distinguishing between direct purchases and estimated inflows derived from waste generation. Each material category was tracked separately to avoid duplication across different reporting streams.

For oil spill response (OSR) equipment purchases and project-related acquisitions, materials were recorded based on procurement data while ensuring that items included in waste estimations were not counted again under resource inflows. In cases where the same material appeared in multiple categories, clear allocation rules were established to ensure each resource was only accounted for once.

The choice of categorization was based on material composition, procurement records, and operational relevance. Metals, plastics, and non-metallic materials were classified separately to align with ESRS requirements, providing a transparent and traceable reporting structure.

E5-5 Resource outflows

	Metals kg	Plastic kg	Packaging material kg	Total
Resources outflow	21,132	15,303	5,151	**41,586**
Recyclable content	21,132		5,151	**26,283**
Recyclable rate	100%		100%	**63%**

Resource outflows mainly consist of Lamor's oil spill response products, including Skimmers, Power Packs, Boats, Booms, Hydraulic Hose Sets, GTA Pumps, Boom Reels, Containers, Air Blowers, Oil Transfer Hoses, Absorbents, Collapsible Tanks, Bagging, and Floating Bladders. These products are made up of materials such as steel, aluminium, stainless steel, copper, plastics (mainly for booms), and packaging materials like wooden pallets and paperboard. The packing material reported under non-metallic component is considered 100% recyclable as it is mainly paperboard and wood ballets which makes 12% of the resources outflow.

The material flow estimation accuracy ranges from low to medium, with the product split having medium to high accuracy, but several products were excluded from analysis. Packaging materials were assumed to be consistent across countries, reducing accuracy. The main uncertainty comes from the lack of detailed supplier-specific data and assumptions about product categories.

To improve accuracy, Lamor plans to collaborate with design and sourcing teams for better emissions data and material tracking, including all packaging materials.

Expected durability

Lamor acts as an integrator, providing end-to-end environmental solutions in oil spill response, waste management, and remediation. Lamor does not have own equipment production and thus uses suppliers to procure materials, equipment, and technology required for its operations. All Lamor products are designed for a long expected lifespan, provided they are regularly well-maintained. The table below illustrates the average lifespan and durability of Lamor products which align with the industry average for such products.

Key products	Estimated durability and life time (years)
Skimmers	15
Power Packs	15-30
Boats & vessels	25
Booms	15
Hydraulic Hose Sets	10
GTA pumps	25
Boom Reels	20
Containers	25
Air Blowers	20
Oil transfer hoses	10
Absorbents	10
Collapsible Tanks & Bagging	10
Floating Bladders	10

Lamor waste generated and its final disposal

	Solid hazardous MT	Solid non hazardous MT	Liquid hazardous MT	Liquid non hazardous MT	Total
Waste generated in operations	16	4,248	1	1,010	**5,275**
Waste diverted from landfill or discharge	9	200	1	953	**1,163**
Waste directed to landfill or discharge	7	4,048	0	57	**4,112**
Percentage of waste diversion	56%	5%	100%	94%	**22%**
Percentage of non-recyclable waste	44%	95%	0%	6%	**78%**

Lamor waste streams

	Solid hazardous MT	Solid non hazardous MT	Liquid hazardous MT	Liquid non hazardous MT
Recycled	9	198	0	0
Treated	0	0	0	953
Reuse	0	2	0	0
Other Recovery	0	0	1	0
Total	**9**	**200**	**1**	**953**

Lamor waste directed to landfill or direct discharge

	Solid hazardous MT	Solid non hazardous MT	Liquid hazardous MT	Liquid non hazardous MT
Landfill	1	4,048	0	0
Incineration	6	0	0	0
Direct discharge	0	0	0	57
Total	**7**	**4,048**	**0**	**57**

In 2024, Lamor enhanced waste management by updating procedures and KPIs to track waste globally. Waste is categorized as liquid or solid, hazardous or non-hazardous. With a focus on recycling and treatment, nearly 22% of waste was diverted from disposal.

Lamor's waste composition is mainly influenced by soil remediation and oil spill response activities, containing contaminated soil, hydrocarbons, and hazardous materials used in treatment and maintenance. All waste is managed in compliance with regulations, with no radioactive waste reported in 2024.

Most waste originates from soil remediation, oil response operations, and warehouses, with minimal waste from office locations. Waste streams are categorized as hazardous which includes chemical containers, used oil and batteries., and non-hazardous (81% solid, 19% liquid), which includes construction waste, packaging materials, general domestic waste and sewage. Lamor prioritizes waste reduction and recycling to enhance sustainability.

Methodologies used

Waste data is calculated based on operational waste records from manifests and receipts, while office waste is estimated by landlords using standard calculations. Lamor ensures consistent and accurate reporting aligned with regulations and sustainability targets.

Resource outflow estimations are based on oil spill response products. For internally designed equipment, the design team estimates weight and material composition by analysing component materials. Packaging waste, including paperboard and wooden pallets, is reported under non-metallic components. This standardized approach enhances accuracy, transparency, and ESRS compliance.

Governance information

G1 - Business Conduct

ESRS Topic: G1 Governance		Low	Medium	High	Low	Medium	High	Upstream	Internal	Downstream
Sub-topic	Sub-sub-topic	Negative impact			Positive impact			Value chain		
Business conduct	Protection of whistle-blowers									
	Corruption and bribery									

G1-1 Business conduct policies and corporate culture

Lamor's sustainable business conduct is built on compliance with the relevant regulatory framework and its Codes of Conduct and various policies and procedures addressing key ethical principles such as anti-corruption, human rights, and environmental responsibility.

Lamor's manages the material impacts, risks and opportunities related to business conduct and corporate culture with the following policies:

Lamor's Code of Conduct applies to all Lamor employees and it covers all Lamor's business activities across its value chain, addressing material risks and opportunities related to anti-corruption, human rights, environmental impact, and labour rights. Through the Code of Conduct, Lamor and its employees are committed to transparency, accountability, and maintaining ethical relationships with customers, suppliers, and stakeholders.

Lamor's Business Partner Code of Conduct outlines the values and principles that Lamor upholds and expects its business partners to comply with or maintain equivalent or higher standards. Lamor expects all distributors, wholesalers, resellers, agents, suppliers, and their affiliates—including subcontractors and suppliers—to comply with this Code in all business activities, ensuring alignment with Lamor's commitment to transparency, accountability, and ethical conduct.

Lamor's Human Rights Policy aligns with its ethical business conduct by promoting integrity, fairness, and respect for all stakeholders. The policy ensures dignity, safety, and fair treatment for employees and communities, while also fostering transparency, accountability, and stakeholder engagement. By integrating human rights principles, Lamor strengthens its commitment to ethical operations, preventing harm, exploitation, and unethical practices.

Business Partner Screening, Know Your Customer and Supplier pre-qualification related policies are designed to ensure compliance with applicable laws while promoting ethical business conduct in line with Lamor's Codes of Conduct and sustainability standards. These policies aim to mitigate risks and prevent financial, legal, or reputational harm, reinforcing a business culture based on integrity, transparency, and accountability across all business relationships.

The policies apply to Lamor's relevant suppliers, agents, customers, consultants, distributors, resellers, intermediaries, co-owners, joint venture partners, and service providers.

In addition, Lamor has a procedure for the pre-qualification, evaluation, and management of selected critical suppliers and contractors, ensuring they meet Lamor's ethical standards and align with its business conduct principles among other selection criteria. This process also applies to relevant work sites and personnel under Lamor's control.

Alignment with the principles of the United Nations Convention Against Corruption (UNCAC)

Lamor's policies align with the principles of the United Nations Convention Against Corruption (UNCAC), focusing on integrity, transparency, and ethical conduct. While specific policy details may not explicitly cite UNCAC, Lamor demonstrates adherence to its key objectives through the following:

Anti-corruption and ethical conduct policies: Lamor's Code of Conduct emphasize zero tolerance for corruption, bribery, and unethical practices, which align with UNCAC's principles of preventing corruption.

Transparency in operations: The company processes advocate transparency in its dealings with stakeholders, governments, and clients, reflecting UNCAC's emphasis on openness and accountability.

Risk management: Lamor implements risk management mechanisms in its operations, especially in high-risk regions, to identify and mitigate corruption risks, in line with UNCAC's preventive measures.

Whistleblowing mechanism: The company provides a whistleblowing channel for reporting suspected violations, fostering accountability and aligning with UNCAC's focus on promoting integrity and reporting mechanisms.

Approval and implementation of the policies

The Lamor Code of Conduct has been approved by the Board of Directors, ensuring high-level oversight of business conduct matters. The Business Partner Code of Conduct and other key business conduct-related policies are approved and implemented by the Group Leadership Team or a designated member of the Group Leadership Team, demonstrating senior leadership accountability for these policies.

Lamor manages the aforementioned policies, as well as other supplementary policies and procedures, through its Integrated Management System (IMS) and Policy Handbook. This system supports the consistent application of business conduct principles across the organization and helps address material risks and opportunities related to business conduct and corporate culture.

Stakeholder engagement and availability of key policies and principles to affected stakeholders

In 2024, Lamor's Double Materiality Assessment process considered the views and interests of stakeholders also regarding business conduct. The material topics identified aligned with Lamor's key focus areas, particularly human and labour rights, anti-bribery and anti-corruption practices, and mechanisms for raising concerns. These issues were relevant both in Lamor's operations and across its value chain.

Lamor's Code of Conduct, Business Partner Code of Conduct, and information on the company's whistleblowing channel are publicly available on the company's website.

Actions in relation to establishing, developing, promoting and evaluating of Lamor's corporate culture

Lamor's corporate culture is based on principles of transparency, accountability, and ethical behaviour across all business functions. The governance structure, control environment, and internal mechanisms provide the framework for establishing, developing, promoting, and evaluating this culture.

At the supervisory and senior management levels, the Board of Directors and Group Leadership Team (GLT) set the framework for corporate culture, ensuring alignment with Lamor's strategic goals. Business conduct and corporate culture are reinforced through continuous oversight and leadership involvement in compliance and ethical practices.

The Board of Directors, supported by the Audit Committee, oversees risk management, ensuring compliance with laws and regulations as outlined in their charters. Lamor's Corporate Governance and Risk Management Policy further defines roles and responsibilities at both the Group and subsidiary levels.

While sustainability governance is primarily managed by the sustainability team in collaboration with senior management, business conduct and corporate culture related practices are embedded across all operations, policies, and internal controls. This commitment is further reinforced through recruitment, leadership development, and training processes. The company's Culture Book outlines the core values, operating principles, and leadership models that guide daily operations.

Lamor evaluates the effectiveness of its corporate culture through ongoing employee feedback, internal audits, and performance assessments. The independent internal audit function monitors business conduct and culture, following annual plans approved by the Audit Committee.

Specific actions to establish, develop, promote and evaluate Lamor's corporate culture included:

Employee feedback mechanisms: Lamor promotes open communication as part of its ethical principles, providing employees with channels to voice concerns, opinions, and feedback. The annual employee satisfaction survey, Signi, measures key themes such as employee experience and satisfaction through quantitative KPIs (Employee Net Promoter Score and LIT-index). Based on the 2023 employee survey results, Lamor enhanced employee participation and conducted an internal communications survey to further strengthen its feedback mechanisms.

Business partner engagement: In 2024, Lamor enhanced its partner screening and risk mitigation efforts through the Know Your Business Partner process and other management procedures. This includes background checks to assess risks related to trade sanctions, corruption, money laundering, human rights violations, and misconduct, as well as using questionnaires, partner visits, and audits. These measures, complementing Lamor's Business Partner Code of Conduct, are designed to ensure that Lamor engages only with partners who share its values, reinforcing its commitment to responsible business practices and corporate culture.

Integrated management system and global ways of working: Lamor's "globally local" strategy combines local presence with global standards to drive growth and mitigate risks. The integrated management system (IMS) ensures consistency across global operations, supported by bi-annual management reviews to assess effectiveness and identify improvement opportunities. Key policies, including the Code of Conduct, are embedded in the IMS to uphold Lamor's ethical framework across all operations.

Control mechanisms: In 2024, Lamor enhanced its process and business control mechanisms to uphold corporate culture and ethical standards across operations. This includes adopting new ethical business conduct-related clauses in agreements and defining more specific "go-no-go" criteria in the sales process to assess potential risks before approving new projects or clients. Business partner screening was also incorporated as a key performance indicator (KPI) in Lamor's short-term incentive scheme, with progress regularly monitored at the Group level.

Training and awareness: Lamor integrates commitment to its Code of Conduct into the induction process for all new employees. Although Lamor does not have a specific policy solely dedicated to business conduct-related training, it periodically provides mandatory training to employees on business conduct matters.

Grievance mechanisms and whistleblower protection

Lamor's whistleblowing channel can be used for reporting any violations of laws, policies, or human rights. It is available to Lamor's employees as well as external parties, such as workers in Lamor's value chain who are employed by suppliers, third parties, or members of the community.

Lamor is committed to investigating any incidents of misconduct promptly, independently, and objectively. To ensure ethical practices, clear procedures are in place for addressing concerns about unlawful behaviour or violations of the company's Code of Conduct and policies.The independent internal audit function oversees the grievance process, ensuring timely and thorough investigations. Incidents are escalated as necessary, following established protocols.

All reported cases, along with audit findings and corrective actions, are regularly reported to the Audit Committee of Lamor's Board of Directors. The internal audit function, responsible for the management of the company's whistleblowing channel and grievance mechanism, reports directly to the Audit Committee of Lamor's Board of Directors, and administratively to the company's CFO.

In compliance with Directive (EU) 2019/1937 on whistleblower protection, Lamor safeguards whistleblowers from retaliation, ensuring reported concerns are handled fairly, impartially, and transparently. Employees are encouraged to report violations to their direct supervisor, or through Lamor's confidential whistleblowing channel if they prefer anonymity. Whistleblowers who report in good faith are protected from retaliation, and all reports are treated confidentially in accordance with applicable laws.

G1-3 Prevention and detection of corruption and bribery

Procedures and communication to prevent, detect, and address allegations or incidents of corruption or bribery

Lamor is committed to preventing, detecting, and addressing corruption and bribery across its operations. This commitment is embedded in Lamor's Code of Conduct, which prohibits all forms of corruption and requires business partners to adhere to the same ethical principles.

To support ethical business conduct, Lamor has designed its policies and procedures to ensure compliance with anti-corruption and anti-bribery regulations.

Lamor has identified key functions most at risk for corruption and bribery, including sales, proposal and estimation teams, procurement, financial and HR functions, and decision-making roles. These high-risk functions are prioritized for targeted actions and controls to mitigate potential risks.

Key actions taken to prevent, detect, and address allegations or incidents of corruption or bribery have included:

Financial controls: Lamor's financial management procedures, such as approval policies, accounting and reporting principles, and disclosure policies, aim to ensure transparency and compliance with anti-corruption regulations.

HR processes: Lamor's recruitment and HR policies include mechanisms to prevent corrupt practices related to hiring, compensation, and promotion. Specific controls are in place for the Group Leadership Team and Board of Directors to mitigate risks.

Partnerships: Enhanced screening processes for customers and business partners—especially as part of partner selection and the sales and proposal activities—are in place to help mitigate corruption risks. Supplier screening and pre-qualification further reduce these risks in relation to partnerships.

Risk assessments: Lamor utilises both internal and external risk assessments, including independent data sources and ratings, to assess risks when entering new partnerships, projects, or geographical areas.

Sponsorships and donations: Lamor's policy prohibits supporting individual persons, political candidates, parties, or groups, aiming to ensure that funds are not misused for corrupt purposes.

Conflicts of interests: Lamor conducts regular procedures to identify and manage conflicts of interest for the Board of Directors and Group Leadership Team, assessing potential biases stemming from business relationships, cross-shareholding, or political affiliations.

Reporting and handling of alleged incidents of corruption or bribery

Alleged incidents of corruption or bribery can be reported through Lamor's Whistleblowing channel by employees, workers in the value chain, or any third party, alongside other concerns regarding unlawful behaviour or violations of the company's Code of Conduct and policies.

Reports are handled independently and objectively by the company's internal audit function, which is separate from the management chain involved in the prevention and detection of corruption or bribery. The internal audit function ensures that investigations are conducted impartially.

The outcomes of these investigations are escalated as necessary and reported to the Audit Committee of Lamor's Board of Directors, ensuring oversight, transparency, and the integrity of the investigation.

Communication, training and awareness of Lamor's anti-corruption and anti-bribery principles

Lamor is committed to ensuring that its employees, partners, and relevant stakeholders understand and adhere to its ethical principles and anti-corruption commitments. To achieve this, the company communicates its policies through both internal and external channels, such as intranet and internet, and as part of the company´s operations and related communication, ensuring that all individuals within its operational scope are aware of their responsibilities under Lamor's ethical framework.

While Lamor does not have a specific training policy dedicated to business conduct, anti-corruption measures are incorporated into its periodic Code of Conduct training. This training covers Lamor's anti-corruption and anti-bribery principles and is designed to promote consistent understanding and application across all relevant functions.

For workers within Lamor's value chain who are covered by the HSSEQ management system, information about the Code of Conduct is communicated through project management and operational procedures. Lamor's external stakeholders, including business partners, are introduced to the company's anti-corruption principles during partnership discussions and contract negotiations.

Prevention and Detection of Corruption or Bribery

The following table presents the number and percentage of Lamor employees and senior management members who have completed the Code of Conduct training, which includes anti-corruption content. Additionally, the table provides data on the participation rate among functions identified as most at risk for corruption and bribery.

The presented data is based on Lamor's Group Leadership Team, Board of Directors, and employee headcount as of December 31, 2024. The data includes all eligible employees across Lamor's controlled entities globally, excluding field personnel who do not have access to the company's data network, through which the training is conducted and tracked..

The training included a dedicated section where participants confirmed their commitment to adhering to Lamor's Code of Conduct (CoC), including the company's anti-corruption and anti-bribery principles.

Table: Prevention and Detection of Corruption or Bribery - Anti-Corruption and Bribery Training

Training Activity	Target Audience	Number of Participants	Completion Rate (%)
Code of Conduct, anti-corruption and bribery awareness and commitment	All eligible employees (excl. Group Leadership Team and Board of Directors)	177	98%
Code of Conduct, anti-corruption and bribery awareness and commitment	Group Leadership Team, Board of Directors	12	100%
Code of Conduct, anti-corruption and bribery awareness and commitment	Other functions most at risk (Decision-making roles, finance, HR, sales, proposal and estimation, procurement)	141	99%

G1-4 Incidents of corruption or bribery

Planned future actions to manage Lamor'smaterial impacts, risks, and opportunities related to corruption and bribery

Lamor's planned 2025 actions to address corruption and bribery risks include enhanced anti-corruption training content and increased participant coverage through the following means:

Communication and training scope: Lamor plans to extend its anti-corruption training content and coverage. This will involve reinforcing awareness of Lamor's policies, commitments, and the objectives of the United Nations Convention Against Corruption, with the goal of broadening understanding of anti-corruption principles among employees.

Employee coverage and inclusion: To ensure wider reach, Lamor will expand its training programs by enhancing physical training sessions, particularly for employees who do not have access to the company's data network. Additionally, training will be available in multiple major languages to accommodate Lamor's diverse workforce.

Incidents of corruption or bribery

In 2024, Lamor faced no convictions for violations of anti-corruption and anti-bribery laws, and the amount of fines for such violations was zero.

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IRO-2 Data points that derive from other EU legislation

Disclosure Requirement	Related datapoint	Sustainability disclosure	SFDR (Sustainable Finance Disclosures Regulation) reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS 2 GOV-1	Paragraph 21 (d)	Board's gender diversity	Indicator number 13 of Table #1 of Annex I		Commission Delegated Regulation (EU) 2020/1816, Annex II		GOV-1 The role of the administrative, management and supervisory bodies
ESRS 2 GOV-1	Paragraph 21 (e)	Percentage of board members who are independent			Delegated Regulation (EU) 2020/1816, Annex II		GOV-1 The role of the administrative, management and supervisory bodies
ESRS 2 GOV-4	Paragraph 30	Statement on due diligence	Indicator number 10 Table #3 of Annex I				GOV-4 Statement on due diligence
ESRS 2 SBM-1	Paragraph 40 (d) i	Involvement in activities related to fossil fuel activities	Indicators number 4 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1	Paragraph 40 (d) ii	Involvement in activities related to chemical production	Indicator number 9 Table #2 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1	Paragraph 40 (d) iii	Involvement in activities related to controversial weapons	Indicator number 14 Table #1 of Annex I		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1	Paragraph 40 (d) iv	Involvement in activities related to cultivation and production of tobacco			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS E1-1	Paragraph 14	Transition plan to reach climate neutrality by 2050				Regulation (EU) 2021/1119, Article 2(1)	E1-1 Transition plan for climate change mitigation

Disclosure Requirement	Related datapoint	Sustainability disclosure	SFDR (Sustainable Finance Disclosures Regulation) reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-1	Paragraph 16 (g)	Undertakings excluded from Paris-aligned Benchmarks		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book - Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2		E1-1 Transition plan for climate change mitigation
ESRS E1-4	Paragraph 34	GHG emission reduction targets	Indicator number 4 Table #2 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book - Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		E1-4 Targets related to climate change mitigation and adaptation
ESRS E1-5	Paragraph 38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex I				E1-5 Energy consumption and mix
ESRS E1-5	Paragraph 37	Energy consumption and mix	Indicator number 5 Table #1 of Annex I				E1-5 Energy consumption and mix
ESRS E1-5	Paragraphs 40-43	Energy intensity associated with activities in high climate impact sectors	Indicator number 6 Table #1 of Annex I				E1-5 Energy consumption and mix

Disclosure Requirement	Related datapoint	Sustainability disclosure	SFDR (Sustainable Finance Disclosures Regulation) reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-6	Paragraph 44	Gross Scope 1, 2, 3 and Total GHG emissions	Indicators number 1 and 2 Table #1 of Annex I	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book - Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions
ESRS E1-6	Paragraphs 53-55	Gross GHG emissions intensity	Indicators number 3 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book - Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		Greenhouse gas emissions intensity
ESRS E1-7	Paragraph 56	GHG removals and carbon credits				Regulation (EU) 2021/1119, Article 2(1)	Not material
ESRS E1-9	Paragraph 66	Exposure of the benchmark portfolio to climate-related physical risks			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Phase-in used
ESRS E1-9	Paragraph 66 (a)	Disaggregation of monetary amounts by acute and chronic physical risk		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Phase-in used
ESRS E1-9	Paragraph 66 (c)	Location of significant assets at material physical risk					Phase-in used

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Disclosure Requirement	Related datapoint	Sustainability disclosure	SFDR (Sustainable Finance Disclosures Regulation) reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-9	Paragraph 67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2:Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			Phase-in used
ESRS E1-9	Paragraph 69	Degree of exposure of the portfolio to climate-related opportunities			Delegated Regulation (EU) 2020/1818, Annex II		Phase-in used
ESRS E2-4	Paragraph 28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	Indicator number 8 Table #1 of Annex I Indicator number 2 Table #2 of Annex I Indicator number 1 Table #2 of Annex I Indicator number 3 Table #2 of Annex I				Not material
ESRS E3-1	Paragraph 9	Water and marine resources	Indicator number 7 Table #2 of Annex I				E3-1 Policies related to water and marine resources
ESRS E3-1	Paragraph 13	Dedicated policy	Indicator number 8 Table 2 of Annex I				E3-1 Policies related to water and marine resources
ESRS E3-1	Paragraph 14	Sustainable oceans and seas	Indicator number 12 Table #2 of Annex I				Not material
ESRS E3-4	Paragraph 28 (c)	Total water recycled and reused	Indicator number 6.2 Table #2 of Annex I				E3-4 Water consumption
ESRS E3-4	Paragraph 29	Total water consumption in m3 per net revenue on own operations	Indicator number 6.1 Table #2 of Annex I				E3-4 Water consumption
ESRS 2 - SBM-3 - E4	Paragraph 16 (a) i	Activities negatively affecting biodiversity sensitive areas	Indicator number 7 Table #1 of Annex I				SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS 2 - SBM-3 - E4	Paragraph 16 (b)		Indicator number 10 Table #2 of Annex I				Not material

Disclosure Requirement	Related datapoint	Sustainability disclosure	SFDR (Sustainable Finance Disclosures Regulation) reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS 2 - SBM-3 - E4	Paragraph 16 (c)	Operations that affect threatened species	Indicator number 14 Table #2 of Annex I				Not material
ESRS E4-2	Paragraph 24 (b)	Sustainable land / agriculture practices or policies	Indicator number 11 Table #2 of Annex I				Not material
ESRS E4-2	Paragraph 24 (c)	Sustainable oceans / seas practices or policies	Indicator number 12 Table #2 of Annex I				Not material
ESRS E4-2	Paragraph 24 (d)	Policies to address deforestation	Indicator number 15 Table #2 of Annex I				Not material
ESRS E5-5	Paragraph 37 (d)	Non-recycled waste	Indicator number 13 Table #2 of Annex I				E5-5 Resource outflows
ESRS E5-5	Paragraph 39	Hazardous waste and radioactive waste	Indicator number 9 Table #1 of Annex I				Not material
ESRS 2 - SBM-3 - S1	Paragraph 14 (f)	Risk of incidents of forced labour	Indicator number 13 Table #3 of Annex I				Phase-in used
ESRS 2 - SBM-3 - S1	Paragraph 14 (g)	Risk of incidents of child labour	Indicator number 12 Table #3 of Annex I				Phase-in used
ESRS S1-1	Paragraph 20	Human rights policy commitments	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				BP-2 Disclosures in relation to specific circumstances
ESRS S1-1	Paragraph 21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			Delegated Regulation (EU) 2020/1816, Annex II		Phase-in used
ESRS S1-1	Paragraph 22	Processes and measures for preventing trafficking in human beings	Indicator number 11 Table #3 of Annex I				Phase-in used
ESRS S1-1	Paragraph 23	Workplace accident prevention policy or management system	Indicator number 1 Table #3 of Annex I				BP-2 Disclosures in relation to specific circumstances
ESRS S1-3	Paragraph 32 (c)	Grievance/complaints handling mechanisms	Indicator number 5 Table #3 of Annex I				BP-2 Disclosures in relation to specific circumstances
ESRS S1-14	Paragraph 88 (b) and (c)	Number of fatalities and number and rate of work-related	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Phase-in used

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Disclosure Requirement	Related datapoint	Sustainability disclosure	SFDR (Sustainable Finance Disclosures Regulation) reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS S1-14	Paragraph 88 (e)	Number of days lost to injuries, accidents, fatalities or illness	Indicator number 3 Table #3 of Annex I				Phase-in used
ESRS S1-16	Paragraph 97 (a)	Unadjusted gender pay gap	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Phase-in used
ESRS S1-16	Paragraph 97 (b)	Excessive CEO pay ratio	Indicator number 8 Table #3 of Annex I				Phase-in used
ESRS S1-17	Paragraph 103 (a)	Incidents of discrimination	Indicator number 7 Table #3 of Annex I				Phase-in used
ESRS S1-17	Paragraph 104 (a)	Non-respect of UNGPs on Business and Human Rights and OECD	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		Phase-in used
ESRS 2 - SBM-3 - S2	Paragraph 11 (b)	Significant risk of child labour or forced labour in the value chain	Indicators number 12 and n. 13 Table #3 of Annex I				Phase-in used
ESRS S2-1	Paragraph 17	Human rights policy commitments	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex I				BP-2 Disclosures in relation to specific circumstances
ESRS S2-1	Paragraph 18	Policies related to value chain workers	Indicator number 11 and n. 4 Table #3 of Annex I				BP-2 Disclosures in relation to specific circumstances
ESRS S2-1	Paragraph 19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	Indicator number 10 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Phase-in used
ESRS S2-1	Paragraph 19	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			Delegated Regulation (EU) 2020/1816, Annex II		Phase-in used
ESRS S2-4	Paragraph 36	Human rights issues and incidents connected to its upstream and downstream value chain	Indicator number 14 Table #3 of Annex I				Phase-in used

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Disclosure Requirement	Related datapoint	Sustainability disclosure	SFDR (Sustainable Finance Disclosures Regulation) reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS S3-1	Paragraph 16	Human rights policy commitments	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex I				Not material
ESRS S3-1	Paragraph 17	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	Indicator number 10 Table #1 Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not material
ESRS S3-4	Paragraph 36	Human rights issues and incidents	Indicator number 14 Table #3 of Annex I				Not material
ESRS S4-1	Paragraph 16	Policies related to consumers and end-users	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				Not material
ESRS S4-1	Paragraph 17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II DelegatedRegulation (EU)2020/1818, Art 12 (1)		Not material
ESRS S4-4	Paragraph 35	Human rights issues and incidents	Indicator number 14 Table #3 of Annex I				Not material
ESRS G1-1	Paragraph 10 (b)	United Nations Convention against corruption	Indicator number 15 Table #3 of Annex I				G1-1 – Business conduct policies and corporate culture
ESRS G1-1	Paragraph 10 (d)	Protection of whistle-blowers	Indicator number 6 Table #3 of Annex I				G1-1 – Business conduct policies and corporate culture
ESRS G1-4	Paragraph 24 (a)	Fines for violation of anti-corruption and anti-bribery laws	Indicator number 17 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		G1-4 – Incidents of corruption or bribery
ESRS G1-4	Paragraph 24 (b)	Standards of anti-corruption and anti-bribery	Indicator number 16 Table #3 of Annex I				G1-1 – Business conduct policies and corporate culture

IRO-2 Disclosure Requirements in ESRS covered by the undertaking's sustainability statement

General information

ESRS 2 General disclosures

Disclosure Requirement		Section
BP-1	General basis for preparation of sustainability statements	BP-1 General basis for preparation of the sustainability statement
BP-2	Disclosures in relation to specific circumstances	BP-2 Disclosures in relation to specific circumstances
GOV-1	The role of the administrative, management and supervisory bodies	GOV-1 The role of the administrative, management and supervisory bodies
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
GOV-3	Integration of sustainability-related performance in incentive schemes	GOV-3 Integration of sustainability-related performance in incentive schemes
GOV-4	Statement on due diligence	GOV-4 Statement on due diligence
GOV-5	Risk management and internal controls over sustainability reporting	GOV-5 Risk management and internal controls over sustainability reporting
SBM-1	Strategy, business model and value chain	SBM-1 Strategy, business model and value chain
SBM-2	Interests and views of stakeholders	SBM-2 Interests and views of stakeholders
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	IRO-2 Disclosure Requirements in ESRS covered by the undertaking's sustainability statement

Environmental information

ESRS E1 Climate change

Disclosure Requirement		Section
E1-1	Transition plan for climate change mitigation	E1-1 Transition plan for climate change mitigation
E1-2	Policies related to climate change mitigation and adaptation	E1-2 Policies related to climate change mitigation and adaptation
E1-3	Actions and resources in relation to climate change policies	E1-3 Actions and resources in relation to climate change policies
E1-4	Targets related to climate change mitigation and adaptation	E1-4 Targets related to climate change mitigation and adaptation
E1-5	Energy consumption and mix	E1-5 Energy consumption and mix
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	GOV-3 Integration of sustainability-related performance in incentive schemes
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS 2, IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities

Environmental information

ESRS E2 Pollution

Disclosure Requirement		Section
ESRS 2, IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
E2-1	Policies related to pollution	E2-1 Policies related to pollution
E2-2	Actions and resources related to pollution	E2-2 Actions and resources related to pollution
E2-3	Targets related to pollution	E2-3 Targets related to pollution
E2-5	Substances of concern and substances of very high concern	E2-5 Substances of concern and substances of very high concern

Environmental information

ESRS E3 Water and marine resources

Disclosure Requirement		Section
ESRS 2, IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
E3-1	Policies related to water and marine resources	E3-1 Policies related to water and marine resources
E3-2	Actions and resources related to water and marine resources	E3-2 Actions and resources related to water and marine resources
E3-3	Targets related to water and marine resources	E3-3 Targets related to water and marine resources
E3-4	Water consumption	E3-4 Water consumption

Environmental information

ESRS E4 Biodiversity and ecosystems

Disclosure Requirement		Section
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS 2, IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
E4-2	Policies related to biodiversity and ecosystems	E4-2 Policies related to biodiversity and ecosystems
E4-3	Actions and resources related to biodiversity and ecosystems	E4-3 Actions and resources related to biodiversity and ecosystems
E4-4	Targets related to biodiversity and ecosystems	E4-4 Targets related to biodiversity and ecosystems
E4-5	Impact metrics related to biodiversity and ecosystems change	E4-5 Impact metrics related to biodiversity and ecosystems change

Environmental information

ESRS E5 Resource use and circular economy

Disclosure Requirement		Section
ESRS 2, IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
E5-1	Policies related to resource use and circular economy	E5-1 Policies related to resource use and circular economy
E5-2	Actions and resources related to resource use and circular economy	E5-2 Actions and resources related to resource use and circular economy
E5-3	Targets related to resource use and circular economy	E5-3 Targets related to resource use and circular economy
E5-4	Resource inflows	E5-4 Resource inflows
E5-5	Resource outflows	E5-5 Resource outflows

Governance information

ESRS G1 Business conduct

Disclosure Requirement		Section
ESRS 2, GOV-1	The role of the administrative, supervisory and management bodies	GOV-1 The role of the administrative, management and supervisory bodies
ESRS 2, IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
G1-1	Business conduct policies and corporate culture	G1-1 Business conduct policies and corporate culture
G1-3	Prevention and detection of corruption and bribery	G1-3 Prevention and detection of corruption and bribery
G1-4	Confirmed incidents of corruption or bribery	G1-4 Incidents of corruption or bribery

Financial review

LAMOR

Contents

Consolidated Financial Statements (IFRS)

Consolidated Statement of Profit and Loss

EUR thousand	Note	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Revenue	2.1.	**114,396**	**122,520**
Materials and services		-70,145	-69,844
Other operating income	2.2.	2,467	238
Employee benefit expenses	2.3.	-20,806	-23,871
Other operating expenses	2.2.	-14,583	-12,284
Share of results in associated companies		259	-578
EBITDA		**11,587**	**16,182**
Depreciations, amortisations and impairment	3.3.-3.6.	-6,272	-7,756
Operating profit (EBIT)		**5,315**	**8,426**
Financial income	2.4.	2,155	2,159
Financial expenses	2.4.	-7,907	-7,401
Profit before tax		**-437**	**3,184**
Income tax	2.5.	-836	-505
Profit for the financial period		**-1,273**	**2,679**
Attributable to			
Equity holders of the parent		-1,572	2,527
Non-controlling interests		299	152
Earnings per share			
Earnings per share, basic, euros	2.6.	-0.06	0.09
Earnings per share, diluted, euros	2.6.	-0.06	0.09

Consolidated Statement of Other Comprehensive Income

EUR thousand	Note	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Profit for the financial period		**-1,273**	**2,679**
Other comprehensive income, net of taxes:			
Items that may be reclassified to profit or loss in subsequent periods (net of tax):			
Exchange differences on translation of foreign operations, net of tax		2,318	-982
Items that will not be reclassified to profit or loss in subsequent periods (net of tax):			
Revaluations of Defined benefit plans		-41	-61
Other comprehensive income/(loss) for the year, net of tax		**2,277**	**-1,043**
Total comprehensive income for the financial period		**1,003**	**1,635**
Attributable to			
Equity holders of the parent		704	1,484
Non-controlling interests	1.1.-1.2.	299	152

The notes are an integral part of these consolidated financial statements.

Consolidated statement of Financial Position

EUR thousand	Note	31 Dec 2024	31 Dec 2023
Assets			
Non-current assets			
Goodwill	3.3	18,580	18,559
Intangible assets	3.4	5,805	5,087
Property, plant and equipment	3.5	24,160	12,324
Right of use assets	3.6	2,568	4,974
Investments in associated companies	3.2	1,489	1,210
Non-Current Receivables	4.3	1,134	1,070
Investments in other shares	4.3	411	411
Deferred tax assets	2.5	**6,377**	**4,117**
Total non-current assets		**60,525**	**47,752**
Current assets			
Inventories	3.7	14,279	14,224
Trade receivables	3.8	27,549	26,458
Contract assets	3.8	54,046	55,858
Prepayments and other receivables	3.8	8,512	8,194
Short term investments	4.3	4	100
Cash and cash equivalents	4.4	16,851	10,965
Total current assets		**121,240**	**115,799**
Total assets		**181,764**	**163,550**

EUR thousand	Note	31 Dec 2024	31 Dec 2023
Equity and liabilities			
Equity			
Share capital	4.7	3,866	3,866
Translation differences		2,056	-262
Reserve for invested unrestricted equity		44,303	44,303
Retained earnings / accumulated deficit		14,252	16,026
Equity attributable to equity holders of the parent		**64,478**	**63,934**
Non-controlling interests		2,397	1,993
Total equity		**66,875**	**65,927**
Non-current liabilities			
Interest-bearing loans and borrowings	4.3; 4.5	40,251	32,262
Lease liabilites	3.6	1,962	2,683
Deferred tax liabilities	2.5	5,343	3,192
Other non-current financial liabilities	3.9	2,233	1,952
Total non-current liabilities		**49,788**	**40,089**
Current liabilities			
Interest-bearing loans and borrowings	4.3, 4.5	13,939	12,049
Lease liabilites	3.6	739	2,757
Provisions	3.9	789	240
Trade payables	3.9	18,069	21,554
Contract liabilities	3.9	10,150	4,378
Other current liabilities	3.9	21,416	16,556
Total current liabilities		**65,101**	**57,535**
Total liabilities		**114,889**	**97,624**
Total equity and liabilities		**181,764**	**163,550**

The notes are an integral part of these consolidated financial statements.

Consolidated statement of Changes in Equity

2024	Attributable to the equity holders of the parent						
EUR thousand	**Share capital**	**Fund for unrestricted equity**	**Translation differences**	**Retained earnings**	**Total**	**Non-controlling interests**	**Total equity**
Equity on 1.1.2024	**3,866**	**44,303**	**-262**	**16,026**	**63,934**	**1,993**	**65,927**
Profit for the period	-	-	-	-1,572	-1,572	299	-1,273
Other comprehensive income	-	-	2,318	-35	2,283	-6	2,277
Translation differences	-	-	2,318	-	2,318	-	2,318
Revaluations of Defined benefit plans	-	-	-	-35	-35	-6	-41
Total comprehensive income	**-**	**-**	**2,318**	**-1,607**	**711**	**293**	**1,003**
Share-based compensation settled in equity	-	-	-	44	44	-	44
Acquisition of non-controlling interests*	-	-	-	38	38	-	38
Other changes	-	-	-	-249	-249	112	-137
Equity on 31.12.2024	**3,866**	**44,303**	**2,056**	**14,252**	**64,478**	**2,397**	**66,875**

* Includes the revaluation of the contingent consideration related to the purchase of shares in Corena S.A., Lamor Perú SAC and Lamor Colombia SAS.

2023	Attributable to the equity holders of the parent						
EUR thousand	Share capital	Fund for unrestricted equity	Translation differences	Retained earnings	Total	Non-controlling interests	Total equity
Equity on 1.1.2023	**3,866**	**44,303**	**719**	**12,720**	**61,609**	**1,439**	**63,048**
Profit for the period	-	-	-	2,527	2,527	152	2,679
Other comprehensive income	-	-	-982	-52	-1,034	-9	-1,043
Translation differences	-	-	-982	-	-982	-	-982
Revaluations of Defined benefit plans	-	-	-	-52	-52	-9	-61
Total comprehensive income	**-**	**-**	**-982**	**2,475**	**1,493**	**142**	**1,635**
Share-based compensation settled in equity	-	-	-	-31	-31	-	-31
Acquisition of non-controlling interests*	-	-	-	1,228	1,228	-	1,228
Dividends	-	-	-	-	-	-42	-42
Other changes	-	-	-	-365	-365	453	88
Equity on 31.12.2023	**3,866**	**44,303**	**-262**	**16,026**	**63,934**	**1,993**	**65,927**

* Includes the revaluation of the contingent consideration related to the purchase of shares in Corena S.A., Lamor Perú SAC and Lamor Colombia SAS.

The notes are an integral part of these consolidated financial statements.

Consolidated statement of Cash Flows

EUR thousand	Note	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Cash flow from operating activities			
Result for the financial year		**-1,273**	**2,679**
Adjustments for:			
Depreciation, amortisation and impairment	3.3.-3.6.	6,272	7,756
Finance income and expenses	2.4.	5,752	5,242
Gain on disposal of property, plant and equipment		-107	-41
Share of result of associates and joint ventures		-259	578
Taxes	2.5.	836	505
Other non-cash flow adjustments		2,672	929
Total adjustments		**15,167**	**14,969**
Change in working capital			
Change in trade and other receivables		2,917	-15,745
Change in inventories		62	-4,165
Change in trade and other payables		5,484	-1,028
Total change in working capital		**8,463**	**-20,937**
Operating cash flow before financial and tax items		**22,357**	**-3,290**
Interest paid		-4,002	-1,383
Interest received		114	53
Other financial items		-1,723	-3,872
Taxes paid		-137	-4,169
Net cash flow from operating activities		**16,608**	**-12,661**

EUR thousand	Note	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Cash flow from investing activities			
Purchase of intangible and tangible assets	3.3.-3.4.	-19,444	-7,355
Receipt of government grants		1,551	-
Proceeds from sale of tangible and intangible assets	3.3.-3.4.	2,251	117
Loans granted		-391	-175
Repayment of loans receivable		222	467
Net cash flow from investing activities		**-15,811**	**-6,947**
Cash flow from financing activities			
Proceeds from borrowings	4.5.	61,830	58,323
Repayment of borrowings	4.5.	-51,869	-27,770
Repayment of lease liabilities	3.6.	-3,652	-3,619
Acquisition of non-controlling interests		-1,221	-1,236
Dividends paid to non-controlling interests		-	-15
Net cash flow from financing activities		**5,088**	**25,684**
Net change in cash and cash equivalents		**5,885**	**6,076**
Cash and cash equivalents at 1 January		**10,965**	**4,889**
Cash and cash equivalents at 31 December	4.4.	**16,851**	**10,965**
Change		**5,885**	**6,076**

The notes are an integral part of these consolidated financial statements.

Notes to the consolidated financial statements

1.1. General information

Basic information

Lamor Corporation Plc (the "Company" or the "parent company") and its subsidiaries (together "Lamor", "Lamor Group" or the "Group") form a leading global supplier of environmental technologies. The mission of Lamor is to clean the world, and our business includes environmental protection and material recycling solutions.

Lamor Corporation Plc is a publicly listed company with its shares listed on Nasdaq OMX Helsinki stock exchange under the trading symbol LAMOR.

Lamor Corporation Plc is domiciled in Porvoo, Finland, and its registered address is Rihkamatori 2, 06100 Porvoo, Finland.

These consolidated financial statements were authorized for issue by Lamor Corporation's Board of Directors on 27 March 2025, after which, in accordance with the Finnish Companies Act, the financial statements are either approved, amended or rejected at the next Annual General Meeting.

Group information

The consolidated financial statements of the Group include the following subsidiaries and associated companies, which provide environmental solutions. More information on the consolidation principles is presented in Note 1.2 Basis of preparation.

		Equity interest, %	
Subsidiaries	**Country of incorporation**	**2024**	**2023**
Lamor USA Corporation	USA	100.00	100.00
Lamor Corporation UK Ltd	United Kingdom	100.00	100.00
Lamor Beijing Co Ltd	China	100.00	100.00
Lamor Environmental Solutions Spain S.L	Spain	100.00	100.00
Corena Group Bolivia SRL	Bolivia	100.00	100.00
Lamor Environmental Services LLC	United Arab Emirates	100.00	100.00
Lamor Netherlands B.V.	Netherlands	100.00	100.00
Lamor Peru SAC	Peru	100.00	100.00
Lamor Chile SpA	Chile	92.55	92.55
Lamor Colombia SAS	Colombia	92.50	92.50
Corporacion Para Los Recursos Naturales Corena S.A.	Ecuador	85.01	85.01
Lamor Recycling Oy	Finland	70.00	70.00
Lamor Middle East LLC	Oman	70.00	70.00
Lamor India Private Ltd	India	60.00	60.00
Lamor Water Technology Oy	Finland	50.67	50.67
Lamor Vostok LLC*	Russia	100.00	100.00
World Environmental Service Technologies LLC*	USA	100.00	100.00
Lamor Environmental Solutions Panama*	Panama	52.00	52.00
Lamor Americas LLC**	USA	100.00	100.00
Lamor International Sales Corp**	USA	100.00	100.00

* Inactive

** Closed in 2024

Associated companies

Owned by the Group's parent company	Country of incorporation	Equity interest, % 2024	Equity interest, % 2023
Gaico-Corena Environmental Services Inc.	Guyana	49.00	49.00
Sawa Petroleum Services Ltd	Senegal	45.00	45.00
Lamor Cevre Hizmetleri	Turkey	30.00	30.00
Shanghai Dongan Water Pollution Control Center Co Ltd	China	28.60	28.60
Limpeza e Descontaminacao de Superficies Maritimas LTDA (Lamor Do Brazil)*	Brazil	50.00	50.00
Lamor NBO LLC*	Azerbaijan	50.00	50.00
Lamor Central Asia LLP*	Kazakhstan	40.00	40.00
Lamor Ukraine LLC*	Ukraine	19.90	19.90

Owned by Gaico-Corena Environmental Services Inc.	Country of incorporation	Equity interest, % 2024	Equity interest, % 2023
Sustainable Environmental Solutions Guyana Inc (SES)	Guyana	24.50	24.50

Owned by Lamor Peru SAC	Country of incorporation	Equity interest, % 2024	Equity interest, % 2023
Lamor Paraguay S.A.	Paraguay	99.00	-

Owned by the Group's parent company	Country of incorporation	Equity interest, % 2024	Equity interest, % 2023
K Lamor for Environmental Consulting, W.L.L.	Kuwait	45.00	-

Joint Ventures

Significant branches of the parent company	Country of incorporation
Lamor Corporation Plc, Saudi Arabian branch (LAMOR Corporation AB Br Co)	Saudi Arabia
Lamor Corporation Plc, Saudi Arabian branch (LAMOR Company for Environmental Services)	Saudi Arabia

* Inactive

** Closed in 2024

For more details relating to associated companies and joint ventures, refer to Note 3.2 Associates and joint arrangements.

1.2. Basis of preparation

Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (IFRS) and IFRIC Interpretations as adopted by European Union as of December 31, 2024. The notes to the financial statements also comply with the Finnish accounting and corporate legislation.

The consolidated financial statements have been prepared on a historical cost basis, unless otherwise stated in the accounting policies below. The consolidated financial statements are presented in euros and all values are rounded to the nearest thousand, except when otherwise indicated. Therefore, the sum of individual numbers may deviate from the presented sum figure due to rounding differences. The comparative year information is presented in brackets after the information for the current financial year.

Consolidation principles

The consolidated financial statements include the financial statements of the parent company and its subsidiaries. Lamor has control of an entity when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Control exists when Lamor has a majority of voting rights in a subsidiary or can otherwise demonstrate having control in a subsidiary. Acquired subsidiaries are consolidated from the date on which control is transferred to Lamor Group, and are no longer consolidated from the date that control ceases.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with Lamor Group's accounting policies. All intra-group transactions, balances, income and expenses are eliminated in full on consolidation.

Non-controlling interests are presented in the consolidated statement of financial position as within equity, separately from equity attributable to shareholders. Non-controlling interests are separately presented in the statement of other comprehensive income.

Non-controlling interests

Transactions with non-controlling interests that do not result in loss of control are regarded as transactions with equity owners. In the case of purchases from non-controlling interests, the difference between any consideration paid and the relevant share of the carrying value of net assets acquired in the subsidiary is recorded in shareholders' equity. Gains or losses on disposal to non-controlling interests are also recorded directly in shareholders' equity.

Segment reporting

Lamor has one reportable segment, which comprises of the whole Group. See further information in the note 2.1 Revenue from contracts with customers.

Foreign currencies

Lamor's consolidated financial statements are presented in euros, which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Lamor Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

Transactions in foreign currencies are initially recorded by Lamor Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item.

On consolidation, the assets and liabilities of foreign operations are translated into euros at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at average exchange rates of the period. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified in profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot exchange rate at the reporting date.

1.3. Accounting estimates and judgements applied in the preparation of the financial statements

The preparation of Lamor Group's consolidated financial statements requires management to use judgement, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

In the process of applying the Group's accounting policies, management has made various judgements. Those which management has assessed to have the most significant effect on the amounts recognised in the consolidated financial statements have been discussed in the individual notes of the related financial statement line items.

The most significant accounting policies requiring judgement by the management and the key factors of uncertainty related to estimates are presented in the following notes:

- Revenue from contracts with customers (Note 2.1.)
- Deferred tax assets (Note 2.5.)
- Business combinations, value of net assets acquired and contingent considerations (Note 3.1.)
- Associates and joint arrangements, classification of joint arrangements (Note 3.2.)
- Impairment testing (Note 3.3.)
- Leases (Note 3.6.)
- Inventory valuation (Note 3.7.)
- Expected credit losses (Note 3.8.

Due to the war started by Russia in Ukraine, Lamor has reviewed the the estimates and assumptions used in the preparation of the consolidated financial statements. The estimates used and assumptions reflect management's best judgement on the possible impacts of the war and the economic sanctions imposed on Russia. As a consequence of the war, Lamor has stopped sales of its products and services in Russia.

1.4. New and updated IFRS standards

Lamor adopts the new and amended standards and interpretations, if applicable, when they become effective. The new and amended standards that become effective of 1 January 2025 or later are not expected to have an impact on Lamor's consolidated financial statements.

The following new and amended standards have been issued and become effective on 1 January 2025 or later. Only the amendments relevant from Lamor's perspective have been included in the summary below.

Adoption of new and amended standards and interpretations applicable in future financial years

* = not yet endorsed for use by the European Union as of 31 December 2024.

Amendments to IAS 21 – Lack of exchangeability (effective for financial years beginning on or after 1 January 2025, early application is permitted)

The amendments clarify the application of materiality to disclosure of accounting policies to help companies provide useful accounting policy disclosures.The amendment to IAS 21 specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The impacts of the amendments on Lamor's consolidated financial statements are not expected to be significant.

Amendments to IFRS 9 and IFRS 7 – Amendments to the classification and measurement of financial instruments* (effective for financial years beginning on or after 1 January 2026)

The amendments clarify the recognition and derecognition of some financial assets and liabilites, clarify and add further guidance for assessing whether a financial assets meets SPPI criteria. The impacts of the amendments on Lamor's consolidated financial statements are not expected to be significant.

Amendments to 9 and IFRS 7 – Contracts referencing nature-dependent electricity* (effective for financial years beginning on or after 1 January 2026)

The amendments include guidance for renewable power purchase agreements. The amendments clarify the application of the own-use exemption to power purchase agreements. In addition, the amendment includes guidance for applying hedge accounting when the criteria for own-use exemption are not fulfilled.. The impacts of the amendments on Lamor's consolidated financial statements are not expected to be significant.

IFRS 18 Presentation and disclosure in financial statements* (effective for financial years beginning on or after 1 January 2027, early application is permitted)

The most significant changes relate to the structure of the income statement and the subtotals to be presented in the income statement. Income and expenses are required to be classified into operating, investing, financing, discontinued operations and income tax categories in the income statement. Management-defined performance measures (MPMs) are also disclosed in the financial statements as currently they are disclosed outside the financial statements. The standard determines also the principles for aggregating and disaggregating information, which is applied to both the primary financial statements and disclosures. IFRS 18 will replace IAS 1 Presentation of Financial Statements. Lamor is currently analysing the impact of the new standard.

IFRS 19 Subsidiaries without Public accountability - disclosures* (effective for financial years beginning on or after 1 January 2027)

This new standard determines disclosures for the subsidiaries using IFRS Accounting Standards. The subsidiary applying for IFRS 19 does not apply the disclosure requirements of other IFRS Accounting Standards but instead it applies to the disclosure requirements in IFRS 19. The application of IFRS 19 is eligible for subsidiaries, which do not have its debt or equity instruments traded in a public market and it has a parent company that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards. The application of the standard is voluntary. The impacts of the amendments on Lamor's consolidated financial statements are not expected to be significant.

2.1. Revenue from contracts with customers

Accounting principles

Revenue, segment reporting and geographical information

Lamor is one of the leading global suppliers of environmental technologies. The mission of Lamor is to clean the world, together with clients and partners, by providing environmental protection and material recycling solutions.

The profitability of the Group is based on the One Lamor approach. The CEO, who is the chief operating decision maker of the Group, monitors the Equipment and Service businesses and the geographical split of revenue. Reporting to the management is aggregated at the Group level. Therefore, due to the management structure and how the business is operated and managed, Lamor Group as a whole is considered as one operating segment that is also the reportable segment.

The chief operating decision maker follows the profitability of the Group and uses reporting principles that are consistent with the IFRS accounting principles of the Group. The chief operating decision maker uses performance-related key figures, most importantly order intake, revenue, EBITDA and operating profit, to support the decision making. In addition, performance is monitored by adjusted EBITDA and adjusted operating profit (EBIT), which are adjusted for income and expenses of the Group that reduce comparability of performance between reporting periods. Lamor uses alternative key figures EBITDA, adjusted EBITDA, operating profit (EBIT) and adjusted operating profit (EBIT), as part of regulated financial information to enable the users of financial information to meaningful analyses of the performance of the Group.

Items affecting comparability consist of certain income and expenses incurred outside normal course of business, such as goodwill impairment charges and depreciation of allocations related to business combinations, restructuring gains and losses, gains or losses on sale of businesses or non-current assets outside the normal course of business, indemnity payments and returns, transaction costs related to business combinations and listing on security market.

Revenue recognition

Revenue from contracts with customers is recognised when control of the services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The control is transferred either at point in time or over time. Lamor acts mainly as a principal in its revenue arrangements, as it typically controls the goods or services being transferred to the customers.

Lamor's contracts with customers include five different types of contracts:

- Environmental solutions
- Built-for-purpose environmental solutions
- Standard equipment deliveries
- Service projects
- Equipment rental

Environmental solutions including both equipment and services

Lamor's environmental solutions include large-scale projects with turnkey solutions for the customers. They typically include design, equipment, installation, commissioning, training, and maintenance of a certain environmental solution. Environmental solution can also include an overall solution, e.g. for building and maintenance of environmental protection capabilities in a certain area or for a soil remediation project. The pricing method may vary between fixed price and fixed unit price depending on the type of the solution.

The environmental solution does not have an alternative use for Lamor and Lamor has an enforceable right to payment for the performance completed to date. Thus, Lamor recognises the revenue over time by using the percentage of completion method. Lamor measures the progress using the cost-to-cost method, where revenue is recorded after measuring the accumulated costs to the budgeted total costs to complete the project. When recognising revenue over time, the estimated amount of revenue, accumulated costs, and budgeted costs are regularly reviewed by the management to assess the correctness of the timing and amount of the revenue recognition.

Built-for-purpose equipment deliveries

Lamor's built-for-purpose equipment and system deliveries include equipment and related services. The deliveries typically include built-for-purpose equipment or solution developed based on customer needs and set criteria. The range of deliveries varies by contract from single equipment deliveries to deliveries of larger scale solutions. The delivery typically include several distinct products and equipment with related installation and commissioning services. The equipment provided to the customer together with the services rendered constitute one combined output and thus, the built-for-purpose equipment and solution delivery projects are considered as one performance obligation.

When Lamor provides the customer a built-for-purpose system, where the equipment does not have an alternative use for Lamor and Lamor has an enforceable right to payment for the performance completed, Lamor recognises the revenue over time by using the percentage of completion method. Lamor measures the progress using the cost-to-cost method, where revenue is recorded after measuring the accumulated costs to the budgeted total costs to complete the project. When recognising revenue over time, the estimated amount of revenue, accumulated costs, and budgeted costs are regularly reviewed by the management to assess the correctness of the timing and amount of the revenue recognition.

Standard equipment deliveries

Lamor's standard equipment deliveries typically consist of distinct equipment delivered to the customer whereas each equipment constitutes a distinct performance obligation. Revenue is recognised at a point in time when control of the goods is transferred to the customer. Transfer of control is typically defined based on the Incoterms. In case the contract includes e.g. commissioning, a separate analysis of the timing of revenue recognition is made and revenue is recognised when the control is transferred to the customer.

Services

Lamor's service contracts mainly include services related to oil spill response services, installation, commissioning, maintenance, and training services. The services provided to the customers are distinct and therefore, each service component in a contract typically constitutes a distinct performance obligation. Revenue from services is recognised over time as customer simultaneously receives and consumes the benefits as Lamor performs the services.

Equipment rental

In Lamor's equipment rental contracts, the combination of equipment provided to the customer varies depending on the needs of the customer. The leased assets vary from oil spill response equipment to vessel rental agreements. A case-by-case analysis of the classification of the rental contract is always made to assess whether the contract is an operational or a financial lease.

The lease contracts are, in most of the cases, classified as operating leases since substantially all of the risks and rewards incidental to the ownership of the equipment are not transferred to the customer and the lease term does not cover substantially all of the useful life of the asset. Therefore, Lamor in most cases recognises the lease payments as revenue on a straight-line basis over the lease term.

Variable consideration

Lamor's customer contracts may include penalties related to delays in equipment deliveries. At the contract inception, Lamor evaluates the possibility of a variable consideration and the amount of variable consideration is assessed at each reporting period.

Other principles

Lamor does not provide any warranties to its customers that would be considered as separate performance obligation. The warranties provided are normal warranties that provide the customer assurance that the delivered equipment function as promised. The contracts do not include significant financing components.

In 2024, Lamor had two customers, the revenue from which exceeded 10% of the consolidated revenue: Kuwait Oil Company (Kuwait) and the National Center for Environmental Compliance (Saudi Arabia). The aggregated revenue from these customers comprised 48,2 % of the Group's total revenue.

Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. Lamor recognizes a contract asset, if it transfers goods or services to a customer before the customer pays consideration for the delivery or before the right to invoicing of a payment post exists. See note 3.8. for more information.

Trade receivables

A receivable represents Lamor's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to note 3.8. Trade receivables and contract assets for more detailed information relating to trade receivables.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which Lamor has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before Lamor transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when Lamor performs under the contract.

Distribution of revenue

Set out below is the disaggregation of the Group's revenue from contracts with customers:

Revenue by business line

EUR thousand	1-12/2024	1-12/2023
Equipment	42,475	38,156
Services	71,921	84,364
Total revenue from contracts with customers	**114,396**	**122,520**

Timing of revenue recognition

EUR thousand	1-12/2024	1-12/2023
Transferred at a point in time	32,957	23,661
Transferred over time	81,439	98,860
Total revenue from contracts with customers	**114,396**	**122,520**

Revenue by geography*

EUR thousand	1-12/2024	1-12/2023
EURASIA	29,114	28,415
AMER	19,343	18,878
MEAF	65,939	75,228
Total revenue from contracts with customers	**114,396**	**122,520**

* EURASIA = Europe and Asia, AMER = Americas, MEAF = Middle-East and Africa

Summary of contract balances

EUR thousand	31 Dec 2024	31 Dec 2023
Trade receivables (Note 3.8)	27,549	26,458
Contract assets (Note 3.8)	54,046	55,858
Contract liabilities (Note 3.9)	10,150	4,378

Trade receivables are non-interest bearing and generally the payment terms vary between 14 and 90 days. As of 31.12.2024, Lamor has recorded an expected credit loss related to trade receivables and contract assets amounting to EUR 3,308 thousand (EUR 1,077 thousand in 2023). Please refer to note 3.8 Trade receivables and contract assets for further information relating to the ECL calculations.

Contract liabilities consist mainly of prepayments received from the customers relating to the environmental solution deliveries and built-for-purpose equipment delivery projects.

EUR thousand	2024	2023
Revenue recognised from projects that were started but not finished during the previous periods	47,213	83,229
Revenue not yet recognised from projects that were ongoing at the end the reporting period	48,439	81,557

Accounting estimates and the management's judgement

Lamor has applied management judgement relating to the timing of revenue recognition and estimating the amount of variable consideration. Revenue recognised at a point in time is based on the transfer of control that is mainly based on the delivery terms of the contracts. Customer contracts including e.g. penalties of late delivery require management judgment and Lamor assesses the amount of variable consideration at each reporting period based on e.g. earlier experience.

Regarding projects for which revenue is recognised based on the percentage of completion method (cost-to-cost method), Lamor estimates the total sales, costs and margin to complete the project. The estimated sales, accumulated costs and budgeted costs are regularly reviewed by the management. In addition,

Lamor applies management judgement when estimating the ECL for trade receivables and contract assets according to IFRS 9.

2.2. Other operating income and expenses

Accounting principles

Other operating income

Other operating income includes income that does not directly relate to income from Group's operating activities. Other operating income consist mainly of capital gains on fixed assets and government grants. In 2024 Other operating income includes a compensation of 2.2 MEUR for already incurred expenses related to re-negotiated contract of NEOM-project.

Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. Grants related to capitalised development costs are netted with the costs incurred before the capitalisation (see Note 3.4.)

EUR thousand	2024	2023
Gain on sale of fixed assets	107	73
Government grants	3	-
Other income	2,357	164
Total other operating income	**2,467**	**238**

Other operating expenses

Other operating expenses include other expenses than costs of goods sold. Lamor's other operating expenses consist mainly of administrative expenses and external services.

EUR thousand	2024	2023
Other personnel expenses	-628	-617
Short-term and low value leases	-472	-411
Sales and marketing	-393	-562
Expenses for office facilities	-556	-79
Admin expenses	-1,467	-1,263
Travel and accomodation	-1,238	-1,177
External services	-6,810	-4,680
Other expenses	-3,018	-3,493
Total other operating expenses	**-14,583**	**-12,284**

Audit fees

EUR thousand	2024	2023
Audit fees	-289	-324
Other audit-related assignments	-22	-1
Sustainability reporting assurance	-107	-24
Tax services	-41	-
Other services	-1	-45
Total audit fees	**-459**	**-394**

2.3. Employee benefit expenses

Accounting principles

The most post-employment benefit plans in the Group are contribution-based. In the defined contribution plans, Lamor pays fixed contributions to an insurance company. After that, the Group does not have legal obligations to pay any additional amounts related to the defined contribution plans. The payments made on the defined contribution plans are recognised in the profit and loss statement during a financial period to which they relate.

In Ecuador, Lamor has a defined benefit plan for local employees. The terms of the arrangement are based on local labor legislation, which gives employees a right to a retirement benefit after a certain number of years of continuous service for the employer. Lamor recognises the net defined benefit liability (asset) and the related changes in it in accordance with IAS 19, based on a calculation by a qualified external actuary. At the end of the reporting period, the net defined benefit liability arising from the plan amounted to EUR 271 (223) thousand. The related service cost and the financing cost of the defined benefit plan during the period were EUR 42 (48) thousand and EUR 13 (14) thousand, respectively, and actuarial gain in the period amounted to EUR 8 thousand (gain of EUR 63 thousand).

Local employee benefits relating to e.g. years of service payments and jubilee payments are recognised as liabilities.

Employee benefit expenses

EUR thousand	2024	2023
Wages and salaries	-17,964	-20,586
Social security costs	-1,731	-2,127
Pension expenses	-1,111	-1,158
Total employee benefit expenses	**-20,806**	**-23,871**

Number of employees

	2024	2023
Number of employees at the end of period	643	840
Average number of employees during the period	636	658

Share-based payments

Lamor has had a share-based compansation plan for the Group CEO and the Group management. See note 5.1. for more information. No payments were made based on the plans during the period.

Salaries, fees and benefits paid for the Board of Directors and for the Group management

Please see the note 5.2. Related party transactions for information regarding compensation to Board of Directors, Group CEO and the Group management.

Defined benefit plan (IAS 19)

Change in defined benefit obligation and plan assets

2024

EUR thousand	Present value of obligation 2024	Present value of obligation 2023
1.1.	219	219
Current service cost	44	47
Past service cost	-21	-30
Interest expense/(income)	14	13
Loss from change in financial assumptions	0	-27
Kokemusperusteiset tappiot	13	-5
Experience losses	14	-
31.12.	282	219

Significant actuarial assumptions Dec 31

	2024	2023
Discount rate	5.27	5.86
Salary growth rate	1.33	1.33

Sensivity of the defined benefit obligation to changes in the most significant assumptions

EUR thousand	Effect on obligation	2024	2023
Decrease of discount rate by 0.5 percentage points	Increase	16	13
Increase of discount rate by 0.5 percentage points	Decrease	-15	12
Decrease in salaries by 0.5 percentage points	Decrease	-16	13
Increase in salaries by 0.5 percentage points	Increase	16	13
Decrease in revenue by 0.5 percentage points	Increase	2	7
Increase in revenus by 0.5 percentage points	Decrease	-2	-6

2.4. Financial income and expenses

Accounting principles

The financial income of the Group consist mainly of interest income and foreign currency exchange gains. The financial expenses relate mostly to loans from credit institutions, guarantee provisions relating to customer projects and foreign currency exchange losses. Foreign exchange gains and losses include the gains and losses from FX forward contracts.

Financial income and expenses are recognised in the period during which they are incurred. Interest income and expenses are recognised using the effective interest method. More information regarding the financial instruments is presented in the sections 4.1, 4.2 and 4.3.

Financial income

EUR thousand	2024	2023
Interest income	114	53
Foreign currency exchange gains	2,041	1,804
Gains from fair valuation of financial instruments	-	303
Total financial income	**2,155**	**2,159**

Financial expenses

EUR thousand	2024	2023
Interest on debts and borrowings	-4,111	-2,090
Interest expenses from leases	-208	-249
Foreign currency exchange losses	-1,330	-2,648
Guarantee and other credit arrangement expenses	-1,431	-1,519
Other finance costs	-828	-894
Total financial expenses	**-7,907**	**-7,401**

2.5. Income tax

Accounting principles

Current income tax

Lamor's income taxes comprise of tax recognized on the taxable income for the financial year as well as deferred taxes. Taxes for the items recognised in the statement of profit and loss are included in income taxes in the statement of profit and loss. For items recognised directly in the other comprehensive income statement (OCI), also the tax effect is recognised in other comprehensive income (OCI).

Taxes based on taxable income are recorded according to the local tax rules of each country using the applicable tax rate. If there is uncertainty included in interpretations of the income tax rules, Lamor estimates if a company is able to fully utilize the tax position that is stated in the income tax calculations and the tax recordings are adjusted if necessary.

Deferred tax

Deferred tax asset or liability is recorded on temporary differences arising between the tax bases of assets and liabilities and their financial statement carrying amounts at the reporting date. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at the reporting date. Lamor records a deferred tax liability for all taxable temporary differences. Typical temporary differences arise mainly from leases, business combinations and fair valuation of financial assets and liabilities through profit or loss.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered. Deferred tax liabilities are recognised in the balance sheet in full.

Lamor offsets the deferred tax assets and deferred liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority on either the same taxable entity.

Direct taxes

The major components of income tax expense for the years ended 31 December 2024 and 31 December 2023 are:

EUR thousand	2024	2023
Income tax on operations	-862	557
Tax for previous accounting periods	3	-449
Deferred taxes	22	-614
Income tax total	**-836**	**-505**

Tax rate reconciliation

EUR thousand	2024	2023
Profit before income tax	**-437**	**3,184**
Tax calculated at parent's tax rate of 20%	87	-637
Tax for previous years	-3	-449
Effect on different tax rates in foreign subsidiaries	666	803
Non-deductible expenses	-568	-351
Income not subject to tax	171	248
Utilisation of previously unrecognized tax losses	-1,191	-140
Other	2	21
Income taxes	**-836**	**-505**

Income tax receivables and payables

EUR thousand	31 Dec 2024	31 Dec 2023
Income tax receivables	3,149	2,683
Income tax payable	1,090	398

Deferred tax

Deferred tax assets 2024

EUR thousand	1 Jan 2024	Recognised in profit or loss	Currency translation	31 Dec 2024
Leases	68	-89	-	-20
Expected credit losses	7	-	-	7
Loss carry-forwards	3,852	2,221	58	6,131
Other temporary differences	190	61	9	259
Total	**4,117**	**2,193**	**67**	**6,377**

Deferred tax assets 2023

EUR thousand	1 Jan 2023	Recognised in profit or loss	Currency translation	31 Dec 2023
Leases	-11	79	-	68
Expected credit losses	7	-	-	7
Loss carry-forwards	2,832	886	134	3,852
Other temporary differences	88	96	6	190
Total	**2,916**	**1,061**	**140**	**4,117**

Deferred tax liabilities 2024

EUR thousand	1 Jan 2024	Recognised in profit or loss	Currency translation	31 Dec 2024
Revaluation of financial assets at fair value through profit and loss	20	-20	-	-
Allocation of transaction related fair values	96	-52	4	48
Other temporary differences	3,077	1,929	290	5,295
Total	**3,192**	**1,857**	**294**	**5,343**

Deferred tax liabilities 2023

EUR thousand	1 Jan 2023	Recognised in profit or loss	Currency translation	31 Dec 2023
Revaluation of financial assets at fair value through profit and loss	12	8	-	20
Allocation of transaction related fair values	151	-13	-43	96
Other temporary differences	1,476	1,688	-87	3,077
Total	**1,640**	**1,682**	**-130**	**3,192**

The EUR 20 thousand of net deferred tax assets on leases at the end of period included deferred tax assets of EUR 534 thousand and deferred tax liabilities of EUR 514 thousand on a gross basis.

Accounting estimates and the management's judgement

Management judgement is applied in determining the deferred tax assets as Lamor is required to make estimations about future taxable profit, the recoverability of the loss carry-forwards and potential changes to tax laws in countries where Lamor operates. Lamor has loss carry-forwards that mainly derive from the Finnish parent company and from subsidiaries located in the USA and Ecuador. The deferred tax assets have been calculated by using the local tax rates. Lamor estimates that in the future periods there will be taxable profit against which the deferred tax assets can be utilised. Loss carry-forwards expire mainly in 5-10 years. Temporary differences in Lamor's financial statements arise mainly from leases and allocations of transaction related fair values.

2.6. Earnings per share

Accounting principles

Basic EPS amounts are calculated by dividing the profit for the year attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit attributable to ordinary equity holders of the parent (after adjusting for interest on the convertible preference shares) by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares. The weighted average number of ordinary shares for diluted EPS includes the impact of the Group's share-based compensation plans (see note 5.1).

Earnings per share, basic

EUR thousand	2024	2023
Profit attributable to ordinary equity holders of the parent	-1,572,191	2,527,034
Weighted average number of ordinary shares	26,959,974	26,959,974
Earnings per share, basic	**-0.06**	**0.09**

Earnings per share, diluted

EUR thousand	2024	2023
Profit attributable to ordinary equity holders of the parent	-1,572,191	2,527,034
Weighted average number of ordinary shares	26,959,974	27,557,474
Earnings per share, diluted	**-0.06**	**0.09**

3.1. Business combinations

Accounting principles

Acquired subsidiaries are consolidated in the Group financial statements from the date when Lamor obtained control over the acquired entity. Business combinations are accounted for using the acquisition method in accordance with IFRS 3 Business Combinations. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. The Group measures the identifiable assets acquired and the liabilities assumed at their acquisition date fair values.

Acquisition-related costs are expensed as incurred and included in the statement of profit and loss as other operating expenses.

A contingent consideration recognised in a business combination is initially measured at its fair value. Subsequently, it is measured in accordance with the requirements in IFRS 9 Financial Instruments.

Acquisitions in 2024

Lamor did not have any acquistions during the year.

Acquisitions in 2023

Lamor did not have any acquisitions during the year.

Accounting estimates and the management's judgement

Net assets acquired in the business combinations are measured at fair value, which is determined based on the market value of similar assets (tangible assets) or an estimate of the expected future cash flows (intangible assets). This valuation is based on the current repurchase values, expected cash flows or estimated selling prices and it has required management's judgement. The Group's management believes that the estimates and assumptions used are sufficiently reliable for determination of fair values.

3.2. Associates

Accounting principles

An associate is a company over which Lamor has significant influence but not control. In Lamor, significant influence usually represents 20-50% of the voting shares or otherwise significant influence over the company. The Group's investments in its associate and joint venture are accounted for using the equity method.

A joint operation is a joint arrangement in which the Group has rights and obligations to the sales, purchases, assets and liabilities of the arrangement in proportion to its share of ownership or other contract. The Group consolidates its share of these items in the consolidated financial statements.

An associated company's or a joint venture's profit or loss for the period is presented before operating profit in the consolidated statement of profit or loss.

Companies that are not consolidated by using any of the mentioned methods are treated as investments in Lamor's financial statements which are valued at cost and recognised as equity investments.

EUR thousand	2024	2023
Carrying amount on 1 January	1,210	1,808
Share of Results	259	153
Dividends	-	-
Additions	-	-
Transfers	-	-
Impairment	-	-730
Translation difference	20	-20
Carrying amount on 31 December	**1,489**	**1,210**

31 Dec 2024

Name of entity	Domicile	Holding %	Non-current assets	Current assets	Equity	Non-current liabilities	Current liabilities	Revenue	Profit/(loss) for the financial period
EUR thousand									
Associates									
Lamor Cevre Hizmetleri	Turkey	30.0%	-	40	-729	-	769	22	25
Shanghai Dongan Water Pollution Control Center Co Ltd	China	28.6%	300	2,590	264	-	2,626	8,457	27
Gaico-Corena Environmental Services Inc.	Guyana	49.0%	1	619	1	619	-	-	-
Associates owned by Gaico-Corena Environmental Services Inc.									
Sustainable Environmental Solutions Guyana Inc. (SES)	Guyana	24.5%	16,316	3,614	3,020	15,294	1,615	10,555	1,056

31 Dec 2023

Name of entity	Domicile	Holding %	Non-current assets	Current assets	Equity	Non-current liabilities	Current liabilities	Revenue	Profit/(loss) for the financial period
EUR thousand									
Associates									
Lamor Cevre Hizmetleri	Turkey	30.0%	1	156	-626	-	782	169	-294
Shanghai Dongan Water Pollution Control Center Co Ltd	China	28.6%	243	2,942	58	155	2,972	9,188	-973
Gaico-Corena Environmental Services Inc.	Guyana	49.0%	1	1,048	1	1,048	-	-	-
Associates owned by Gaico-Corena Environmental									
Sustainable Environmental Solutions Guyana Inc. (SES)	Guyana	24.5%	16,261	4,201	2,113	16,342	2,007	11,436	1,769

Lamor Cevre (Lamor Çevre Hizmetleri Sanayi ve Ticaret Anonim Sirketi) manufactures and sells equipment for group companies and external clients.
Shanghai Dongan (Shanghai Dongan Water Pollution Control Center Co Ltd) operates in the oil spill market in China.
Gaico-Corena (Gaico-Corena Environmental Services Inc.) owns a 50% share of Sustainable Environmental Services Inc., which provides oilfield waste management services in Guyana.
Additionally, Lamor Perú S.A.C owns 100% of Lamor Paraguay S.A., a new entity established in 2024 to provide OSR services, preparedness, consultancy and training in the local market. The operations are expected to start in 2025.

Lamor group also includes the following associates and joint ventures: Lamor Ukraine LLC, Sawa Petroleum Services Ltd (Senegal), Lamor Do Brazil (Lamor Comercio, Servicos de Limpeza e Descontaminacao de Superficies Maritimas LTDA), Lamor NBO LLC (Azerbaijan) and Lamor Central Asia LLP (Kazakhstan). These companies are not active, and/or their business transactions are not significant.

In 2021 Lamor established a joint arrangement in Kuwait with a local partner with the purpose of providing soil remediation services to the local customer. Lamor's share of the arrangement is 45%. The joint arrangement operates under the name KAK-Lamor Consortium with its domicile in Kuwait. The Group has analyzed its contractual rights and obligations in the arrangement, and based on the analysis, classifies it as a joint operation in accordance with IFRS 11.15. Therefore, Lamor consolidates the sales, purchases, assets and liabilities of the joint operation in proportion to its share in the arrangement. In 2024, Lamor also established a new Joint Venture in Kuwait with the same local partner, with the same Lamor ownership share of 45%. This joint venture is not active as of 31 December 2024.

Non-controlling interest on Equity

EUR thousand	2024	2023
Equity on 1.1.	1,993	1,439
Profit for the period	299	152
Revaluations of Defined benefit plans	-6	-9
Total comprehensive income	293	142
Dividends	-	-42
Other changes	112	453
Equity on 31 December	**2,397**	**1,993**

3.3. Goodwill and impairment testing

Accounting principles

Goodwill arises from the business combinations, and it corresponds to the amount that the consideration transferred exceeds the fair value of identifiable net assets as of the acquisition date. Goodwill from business combinations is allocated for impairment testing to the cash generating unit that is expected to gain benefit from the synergies created by the business combination. Goodwill is related to the Services CGU and thus it is allocated to the Services CGU.

Goodwill is reviewed for impairment annually or whenever events or changes in circumstances indicate a possible impairment. The carrying amount of the cash-generating unit (CGU) including goodwill is compared to the recoverable amount which is the higher of the fair value less costs of disposal or the value in use. Possible impairment is recognised as an expense in the statement of profit and loss with immediate effect, and it will not be reversed later.

If the recoverable amount of an asset is less than its carrying amount, the impairment loss is recorded so that the carrying amount of the asset is equal to its recoverable amount.

EUR thousand	31 Dec 2024	31 Dec 2023
Acquisition cost at 1.1.	**18,559**	**18,634**
Translation differences	21	-75
Acquisition cost at 31.12.	**18,580**	**18,559**

Goodwill is tested following the IFRS guidance for impairment testing. Lamor does not have any intangible assets that has indefinite useful life. Relating to goodwill impairment testing, Lamor has assessed that it has two cash-generating units, Services and Technology Sales. As the goodwill is related to the Services CGU, all goodwill is allocated to the Services CGU.

Lamor has in the reporting period tested goodwill for impairment at 31.12.2024 and 31.12.2023. As Lamor applied IFRS 3 Business Combinations retrospectively to business combinations that occurred before the date of the transition to IFRSs, Lamor has performed goodwill impairment tests annually since 2011 for the historical periods.

The recoverable amount from the cash generating unit is determined based on value-in-use calculations. The calculations are prepared following the discounted cash flow method using the management approved estimates for the following year and subsequent development derived from the strategic plans that are based on the information gathered from the area sales teams. Terminal year value has been defined based on the long-term strategic plans.

Cash flows beyond the 5-year period are calculated using the terminal value method. The terminal growth rate of 2,0 percent (2,0%) used in projections is based on management's assessment on conservative long term growth. The estimates have been prepared to reflect Lamor's past performance and expectations for the future considering Lamor's market position and the general economic environment.

The applied discount rate is the weighted average cost of capital (WACC). It takes into account the expected return on both debt and equity and has been derived from the WACC on comparable peer industry betas, capital structure, and tax rates. The components of the WACC are risk-free rate, market risk premium, company specific factor, and industry specific beta, cost of debt and debt/equity ratio. The post-tax WACC of 15.3 percent (13.7 percent in 2023) has been used in the calculations.

As a result of the impairment tests, no impairment loss for the CGU was recognized for the financial periods ended 31 December 2024 and 31 December 2023.The key assumptions used in assessing the recoverable amount are the following:

%	31 Dec 2024	31 Dec 2023
Sales growth range in five-year estimate period	-3.0%–8.0%	-10.5%–22.2%
EBITDA % range in five-year estimate period	21.5%–24.5%	20.1%–23.1%
Growth rate in the terminal period	2.0%	2.0%
Post-tax WACC	15.3%	13.7%
Pre-tax WACC	18.4%	16.3%

Values assigned to key assumptions reflect past experience and the management's expectations on the future sales, which are based on the current sales volumes and the capacity of the CGU.

Sensitivity analysis

Lamor has performed sensitivity analysis around the key assumptions for the impairment testing. The management has assessed that any reasonable possible changes in the key assumptions would not cause the carrying amount of the Services CGU to exceed its recoverable amounts. Based on the testing at 31 December 2024, the recoverable amount of the Services CGU exceeded its carrying amount by EUR 70.9 million. The sensitivity to impairment of the calculations was tested in the following scenarios:

- Scenario 1: increasing WACC by 2 percentage points in year 2024 (2 percentage points in 2023)
- Scenario 2: reducing EBITDA with 3 percentage points in year 2024 (3 percentage points in 2023)

Impact on the CGU's value in use

%	31 Dec 2024	31 Dec 2023
WACC increase by 2 percentage points	-12.7%	-14.1%
EBITDA decrease by 3 percentage points	-14.6%	-20.2%

The sensitivity analysis include also projections on break-even levels of EBITDA % and WACC. If EBITDA % would decrease for the forecast and terminal period by 12.9%-points (7.7% in 2023), the value-in-use would equal to the carrying amount. Applying a discount rate of 40.1% (27.5% in 2023) would also lead to break-even level.

Accounting estimates and management's judgements

The management uses significant estimates and judgement when determining whether there are indications of impairment of goodwill. Management judgement has also been used when defining the amount of cash generating units.

The cash flow projections are based on budgets and financial estimates approved by management covering a 5-year period. Cash flow forecasts are based on Group's existing business structure, actual results and the management's best estimates on future sales, cost development, general market conditions and applicable tax rates. The growth rates are based on the management's estimates on future growth of the business.

Management tests the impacts of changes in significant estimates used in forecasts by sensitivity analyses as described above in this note.

3.4. Intangible assets

Accounting principles

Other intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

The expected useful life lives for the asset classes are as follows:

- Development costs: 5 years
- Other intangible assets: 5-10 years

For the Group's accounting policy on impairment for goodwill, refer to Note 3.3. Goodwill and impairment testing.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

Accounting for cloud services

In April 2021, the IFRS Interpretations Committee (IFRIC) issued a final agenda decision on the accounting treatment of configuration and customization costs for acquired cloud services. In its decision, the IFRIC considered whether the customer would recognize an intangible asset in accordance with IAS 38 and, if the intangible asset is not recognised, how the customer would account for the costs of setting up the system. Agenda decisions do not have an entry into force, so they are expected to apply as soon as possible. Lamor has cloud service arrangements in place. The accounting principles applied have been analyzed and specified for the implementation phase of the systems, and the change did not have a material impact in the consolidated financial statements.

Research and development costs

Research costs are expensed in the reporting period during which they occur. Development costs are capitalised when it is probable that the development project will generate future economic benefits for Lamor and when the related criteria, including commercial and technological feasibility, have been met. These projects involve the development of new or significantly improved products or production processes. Earlier expensed development costs are not capitalised.

Capitalised development costs are measured at cost less accumulated amortisations and impairment. Capitalised development costs are amortised on a straight-line basis over their expected useful lives of 5 years. Amortisations are started when the developent project starts and costs are accumulated. Government grants related to capitalised development costs are netted with the costs incurred before the capitalisation.

Lamor's significant governmental grants are mainly related to business development projects. Currently there are no unfulfilled conditions or contingencies attached to these grants.

EUR thousand	Development costs	Other intangibles	Total
Cost			
1.1.2023	**6,378**	**5,675**	**12,053**
Additions	2,781	111	2,892
Scrapped	-	-2	-2
Transfers	1,366	-1,365	1
Government grants	–	–	–
Translation differences	-1	-12	-13
31.12.2023	10,523	4,407	14,931
Additions	3,654	–	3,654
Scrapped	–	–	–
Transfers	–	-54	-54
Government Grants	**-1,551**	**-**	**-1,551**
Translation differences	2	5	8
31.12.2024	**12,628**	**4,359**	**16,987**
Amortisation and impairment			
1.1.2023	-5,460	-2,577	-8,037
Amortisation	**-1,133**	**-677**	**-1,810**
Scrapped	-	2	2
Transfers	-145	145	-
Translation differences	1	-	1
31.12.2023	-6,737	-3,107	-9,844
Amortisation	-739	-600	-1,340
Scrapped	–	–	–
Transfers	–	3	3
Translation differences	-2	-	-2
31.12.2024	-7,478	-3,704	-11,182
Net book value			
31.12.2024	5,151	655	5,805
31.12.2023	3,786	1,301	5,087

3.5. Property, plant and equipment

Accounting principles

Property, plant and equipment consist mainly of land, buildings and machinery & equipment. Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, if any.

Depreciation of property, plant and equipment is charged on a straight-line basis over the estimated useful lives to their residual value, as follows:

- Land is not depreciated and it will be assessed for impairment annually
- Buildings 20 years
- Machinery and equipment 3-10 years

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted prospectively, if appropriate.

Sales gains and losses on disposal or transfer of tangible assets are presented in other operating income and expenses. Sales gains or losses are calculated as the difference between the sales price and the remaining acquisition cost.

EUR thousand	Land	Buildings	Machinery & equipment	Total
Acquisition cost				
1.1.2023	**681**	**337**	**12,663**	**13,681**
Additions	0	0	736	736
Disposals	–	0	-79	-79
Work in progress	–	0	3,502	3,502
Scrapped	–	0	-42	-42
Transfers	650	0	-15	635
Translation differences	-28	-19	-305	-352
31.12.2023	**1,303**	**317**	**16,460**	**18,080**

EUR thousand	Land	Buildings	Machinery & equipment	Total
Additions	–	5	1,030	1,035
Disposals	–	–	-3,005	-3,005
Work in progress	–	–	14,217	14,217
Scrapped	–	–	-1	-1
Transfers	0	0	-165	-165
Translation differences	68	34	414	516
31.12.2024	1,370	**356**	**28,952**	**30,678**
Depreciation and impairment				
1.1.2023	**–**	**-96**	**-3,948**	**-4,044**
Depreciation charge for the year	–	-24	-1,824	-1,847
Impairment	–	–	-28	-28
Disposals	–	–	3	3
Scrapped	–	–	27	27
Transfers	–	–	–	–
Translation differences	–	3	131	134
31.12.2023	**–**	**-117**	**-5,639**	**-5,756**
Depreciation charge for the year	–	-24	-1,442	-1,466
Impairment	–	–	–	–
Disposals	–	–	860	860
Scrapped	–	–	–	–
Transfers	–	–	40	40
Translation differences	–	-6	-191	-197
31.12.2024	**–**	**-147**	**-6,371**	**-6,518**
Net book value				
31.12.2024	1,370	209	22,581	24,161
31.12.2023	1,303	201	10,821	12,324

3.6. Leases

Accounting principles

The lease contracts of Lamor consist mainly of office and warehouse buildings, vessels and vehicles. The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. A right-of-use asset and a lease liability corresponding to the present value of the future lease payments are recognised in the consolidated statement of financial position at the commencement date of the lease.

Measurement and recognition of right-of use assets

The right-of-use assets are measured at cost comprising the amount of the initial measurement of lease liability, any lease payments made at or before the commencement date (less any incentives received), any initial direct costs incurred by the Group, and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease. Typically, Lamor's lease contracts do not include any direct costs, dismantling or restoration costs.

Subsequently, the right-of-use assets are measured at initial measurement less accumulated depreciation and impairment losses. The right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset.

Lamor applies the recognition exemption provided for short-term lease contracts and leases for which the underlaying asset is of low value. Lease payments for leases of low value assets and short-term lease contracts are expensed in the income statement on a straight-line basis.

Lease liabilities

At the commencement date of the lease, Lamor measures the lease liability at the present value of the future lease payments to be made over the lease term. When calculating the present value of the future lease payments, the interest rate implicit in the lease is applied if readily available. In most of Lamor's lease contracts the interest rate implicit in the lease is not available. In such cases, Lamor uses its incremental borrowing rate which reflects the rate that at which Lamor could borrow an amount similar to the value of the right-of-use asset, in the same currency, over the same term, and with similar collateral. The incremental borrowing rate comprises the risk free reference rate, credit spread and country and currency premium if applicable.

The measurement of the lease liability include fixed lease payments, variable payments that depend on an index or rate, and potential expected payments under residual guarantees. Penalties for terminating the lease are included if Lamor is reasonably certain to exercise the termination option and that is reflected in the lease term. The non-lease (service) component is excluded from the lease payments and thus, the non-lease components are not included in the measurement of the lease liability when the amount of the non-lease component can be measured reliably.

The lease term is defined as the period when the lease is non-cancellable. The lease term includes also periods covered by an option to extend or terminate the lease, if Lamor is reasonably certain to exercise the option. Lamor's lease contracts have mainly a fixed lease period or alternatively a fixed lease period with an option to extend the contract.

The carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Interest expense on lease liabilities are recognized in financial items in the statement of profit and loss over the lease term. The lease liabilities are subsequently measured at initial recognition less lease payments that are allocated to the principal.

Accounting estimates and management's judgements

The most significant management judgment relates to lease agreements that include options to extend the lease. For these contracts, management estimates the probability of exercising the option, which may significantly affect the estimated lease term and thus, also the amounts of right-of-use asset and lease liability as well as the related depreciation and interest expense. Additionally, management judgment is applied in defining the incremental borrowing rate used to calculate the present value of the future lease payments.

Right-of-use assets

Set out below are the carrying amounts of right-to-use assets recognised and the movements during the period.

EUR thousand	Machinery and Equipment	Others	Total
Acquisition cost			
1.1.2023	**2,875**	**9,441**	**12,317**
Additions	3,888	–	3,888
Disposals	–	–	–
Translation differences	-52	-328	-380
31.12.2023	**6,712**	**9,113**	**15,825**
Additions	0	1,109	1,109
Remeasurement	-66	–	-66
Disposals	–	–	–
Translation differences	35	625	659
31.12.2024	**6,681**	**10,847**	**17,528**
Depreciation			
1.1.2023	**-2,722**	**-4,301**	**-7,023**
Depreciation charge for the year	-752	-3,341	-4,093
Disposals	–	–	–
Translation differences	49	216	265
31.12.2023	**-3,425**	**-7,426**	**-10,851**
Depreciation charge for the year	-656	-2,835	-3,490
Disposals	–	–	–
Translation differences	-32	-587	-619
31.12.2024	**-4,113**	**-10,847**	**-14,960**
Net book value			
31.12.2024	2,568	0	2,568
31.12.2023	3,287	1,688	4,974

Lease liabilities

Set out below are the carrying amounts of lease liabilites and the movements during the period.

EUR thousand	2024	2023
1 January	**5,441**	**5,134**
Additions	854	3,896
Decrease	-254	-106
Remeasurement	144	0
Translation differences	45	-114
Lease payments	-3,652	-3,619
Interest expenses	123	249
31 December	**2,700**	**5,441**

Additions in 2023 mainly pertain to property leases and new leases entered into in Saudi Arabia. Additions in 2024 are mainly related to property leases.

EUR thousand	31 Dec 2024	31 Dec 2023
Non-current lease liabilities	1,962	2,683
Current lease liabilities	739	2,757
Total	**2,700**	**5,441**

The maturity analysis of lease liabilities is disclosed in Note 4.5 Borrowings and lease liabilities.

Impact of leases on profit and loss statement

The following expenses have been recognised in profit or loss:

EUR thousand	31 Dec 2024	31 Dec 2023
Low value and short-term leases	-472	-411
Depreciations of right-of-use assets	-3,490	-4,093
Interest expenses from lease liabilities	-208	-249
Total	**-4,170**	**-4,753**

The Group had total cash outflows for leases of EUR 3,652 thousand in 2024 (EUR 4,390 thousand in 2023).

3.7. Inventory

Accounting principles

Inventories are valued at the lower of historical cost or net realizable value. The cost of inventories is based on the weighted average cost method and includes all costs incurred in bringing the inventories to their present location.

In the cost of inventories, Lamor includes the purchase price of the materials and supplies relating to projects that are not recognised over time. Relating to projects recognised over time, other costs such as import duties and transportation costs are recorded for the project and therefore, these costs are included in WIP as cost to the project.

EUR thousand	31 Dec 2024	31 Dec 2023
Materials and supplies	13,484	13,970
Work-in-progress	795	254
Total inventories	**14,279**	**14,224**

Materials and supplies consist mainly of acquires materials for customer projects. Work-in-progress consists of equipment, direct labour and other project costs for a specific project.

An allowance is recorded for obsolete items based on management's estimate of expected net realizable value at the end of each reporting period individually. Lamor has booked an allowance for obsolete items of EUR 153 thousand in 2024, EUR 115 thousand in 2023.

Accounting estimates and the management's judgement

Inventory valuation requires managements judgement of impairment provisions and the determination of the foreseeable potential sales price and sales cost in different market situations taking into account company's business environment.

3.8. Trade receivables and contract assets

Accounting principle

Trade receivables

Lamor's trade receivables are measured at amortised cost, which is the original invoiced amount less an estimated allowance for impairment. Lamor assesses any possible increase in the credit risk for financial assets measured at amortised cost at the end of each reporting period individually. Trade receivables are non-interest bearing and and the payment terms mostly vary between 14 an 90 days.

For trade receivables and contract assets, a simplified approach is applied to calculate expected credit losses (ECL) according to IFRS 9. The loss allowance is measured as an estimate of the lifetime expected credit losses. Lamor uses a provision matrix for estimating the expected credit loss, where receivables are divided to classes depending on their ageing profile and the origin of the receivable. Lamor has an effective collection process in place, which decreases the possible risk of credit losses. In calculating the expected credit loss rates, Lamor considers historical loss rates for each category, and adjusts them for forward looking macroeconomic and customer specific data. Based on the analysis, from current to a maximum of 360 days overdue trade receivables and current contract assets, the impairment of 0.1%-25% is made. In addition, trade receivables more than 360 days old are assessed individually for impairment. Examples of events giving rise to impairment include a debtor's serious financial problems, and a debtor's probable bankruptcy or other financial arrangement. Trade receivables are permanently derecognised when there is no reasonable expectation for recovery.

Contract assets and liabilities

Contract assets (see note 2.1.) relate primarily to the Lamor's right to consideration for transferred goods or services, but which are not yet billed at the reporting date. The contract assets are transferred to trade receivables when the rights become unconditional. When the customer pays consideration in advance, or when the consideration is due before transferring the contractual performance obligation, the amount received in advance is presented as a contract liability. The contract assets are assessed for impairment with trade receivables. Contract liabilities are recognized as revenue when Lamor performs under the contract. Advances received and deferred revenue relate to payments received or invoicing in excess of revenue recognized. The increase in contract assets and liabilities arises from usual business-related project variations.

Contract assets (EUR 54.0 million at the reporting date) consist of project receivables that have not yet been invoiced at the reporting date. The largest assets are in the following countries: Kuwait EUR 37.5 million, Bangladesh EUR 9.4 million, Peru EUR 4.4 million and Saudi Arabia EUR 1.1 million.

Trade receivables by ageing category

Expected credit loss 31 Dec 2024

EUR thousand	Gross value	Expected credit loss	Net value
Not past due	8,324	548	7,776
1-30 days	5,753	66	5,688
31-180 days	2,404	50	2,354
181-360 days	5,186	185	5,001
Over 360 days*	9,189	2,459	6,730
Total	**30,857**	**3,308**	**27,549**

* Trade receivables older than 360 days includes EUR 5.2 million net receivable for litigation case, which has already been written down to its probable value. The basis for the ECL provision is the remaining EUR 4,0 million receivables in this age group.

Expected credit loss 31 Dec 2023

EUR thousand	Gross value	Expected credit loss	Net value
Not past due	17,676	44	17,632
1-30 days	2,266	12	2,254
31-180 days	2,388	49	2,339
181-360 days	2,018	165	1,853
Over 360 days	3,187	807	2,380
Total	**27,534**	**1,077**	**26,458**

Lamor Group did not experience any major unexpected credit losses in 2024. Lamor's management also critically assessed the level of the expected credit loss accrual in accordance with IFRS 9 at year-end closing. Overall, Group management assessed the Group's credit risk position to be slightly higher than the previous year's level. Credit losses and impairment of receivables amounted to EUR 3.3 million (1.1 million in 2023). The Group's maximum exposure to credit risk at the balance sheet date (December 31, 2024) is the carrying amount of the financial assets. There are EUR 9.2 million (3.2 million in 2023) overdue receivables that are more than 360 days old. The majority of these receivables is related to contracts with government backed entities eg. large national oil companies. Receivables and the related risk are monitored on a regular basis and risk assessments are updated always when the surrounding circumstances change.

The Group management critically assessed the structure of the Group's trade receivables and particularly its overdue trade receivables at year-end closing. There has not been any significant indication of change in customer payment behavior, and therefore same principles have been applied for expected credit loss recognition in 2024 as in 2023. The collection of trade receivables has been emphasized. The risk associated to recovery of the contract assets is not seen to have significantly increased. As of the reporting date, Lamor has not received any significant cancellations for projects or long-term agreements under execution that would have impact on Trade receivables or Contract assets.

Other receivables

Accounting principle

Other non-interest bearing receivables are recognized in the balance sheet at fair value which can be subsequently written down due to impairment.

Other receivables and accruals

EUR thousand	31 Dec 2024	31 Dec 2023
Prepayments and other receivables	8,512	8,194
Total	**8,512**	**8,194**

3.9. Provisions, trade and other payables and contract liabilities

EUR thousand	31 Dec 2024	31 Dec 2023
Provisions		
Warranty provisions	789	240
Provisions total	**789**	**240**

Warranty provisions include estimated future warranty costs relating to products delivered. The amount of future warranty costs is based on accumulated historical experience. Typically, the standard warranty period is one year from the delivery onwards.

EUR thousand	31 Dec 2024	31 Dec 2023
Other non-current payables		
Other liabilities	2,233	1,952
Other non-current payables total	**2,233**	**1,952**

Other liabilities are related to the Kuwait joint arrangement.

EUR thousand	31 Dec 2024	31 Dec 2023
Current trade and other payables		
Trade payables	18,069	21,554
Contract liabilities	10,150	4,378
Contingent consideration	263	1,324
Accrued expenses and other liabilities	21,152	15,232
Current trade and other payables total	**49,635**	**42,489**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within 12 months or less. If not, they are presented as non-current liabilities.

The definitions for contract liabilities is presented in note 2.1 Revenue from contracts with customers.

Accrued expenses and other liablities mainly consist of payroll and interest liabilities.

4.1. Financial risk management

Financial risk management objectives and policies

Lamor is a global company which is exposed for various financial risks. Principal risk factors are changes in the market and customer behavior. Risks affecting Lamor's financial assets are mainly related to changes in counterparty payment behavior, credit risk and foreign currency risk.

Lamor's financial liabilities which comprise floating rate loans are effected by changes in the interest rate, and are thus exposed to interest rate risk.

Lamor is assessing the risk framework periodically and the management oversees these risks in accordance to the Lamor's financial risk governance framework. Lamor has appropriate policies and procedures and financial risks are identified, measured and managed in accordance with Lamor's policies and risk objectives. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

Lamor may use derivative instruments for hedging foreign exchange and interest rate risks. Currently, Lamor does not hold any derivative instruments.

Sensitivity analysis

In relation to the risk management policy Lamor estimates the exposure to the relevant market risk's by performing a sensitivity analysis periodically at each reporting date. The sensitivity analyses have been prepared on the basis that variables, such as, the amount of net debt, the ratio of fixed to floating interest rates of the debt and the proportion of financial instruments in foreign currencies are all constant.

The sensitivity analyses in the following sections relate to the position as at 31 December in 2023 and 31 December 2024.

The following assumption has been made in calculating the sensitivity analyses:

- The sensitivity of the relevant statement of profit or loss item is the effect of the assumed changes in respective market risks. This is based on the financial assets and financial liabilities held at 31 December 2023 and 31 December 2024.

Market risk

Market risk is the risk that the fair value or future cash flows arising from financial instruments will fluctuate because of changes in market prices or market conditions. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk, such as equity price risk and commodity risk. Financial instruments affected by market risk include loans and borrowings and deposits.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Lamor's exposure to the interest rate fluctuations relates primarily to the portion of Lamor's long-term debt obligations that have floating interest rates. Lamor's long-term bank loans that have floating interest rates are linked to Euribor rates. Changes in market interest rates have a direct effect on the Group's future interest payments.

Lamor's policy of reducing the effects of interest rate risk is to maintain a predefined balance between the total amount of loan facilities acquired and liquidity position. The management assesses the interest rate risk at each reporting date to establish the actions required to maintain a stable interest rate environment. Group has the ability to renegotiate the terms of the financial instruments in case the market environment and interest rate environment changes.

Lamor may use derivative instruments for hedging interest rate risks.

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected. Sensitivity analysis has been performed based on the assumption of a positive reference interest rate and outstanding loan amount at the end of the reporting period excluding any future amortisations. The changes in the interest rate level are shown in full without considering the effects of possible contractual interest rate floors related to loans. With all other variables held constant and the interest rate is changed by 2 percetage points, Lamor's profit before tax and equity would be affected through the impact on floating rate borrowings, as follows:

EUR thousand	Increase/decrease in %	Effect on profit before tax	Pre-tax effect on Equity
2024			
Euribor 6 kk	+2%	-469	299
Euribor 6 kk	-2%	469	-299

Foreign currency risk

The Lamor Group consists of the parent company in Finland and the most significant subsidiaries are located in USA, China, Ecuador, Peru and Oman.

The group's exposure to foreign currency risk at the end of the reporting period, expressed in Lamor Plc currency units, was as follows:

2024

EUR thousand	EUR	USD	CNY	SAR	KWD
Trade receivables	10,516	2,825	221	11,688	3,982
Derivative instruments	0	-42	0	0	0
Interest-bearing loans from financial institutions	-22,938	-679	0	0	0
Trade payables	-8,013	-1,701	-177	769	-3,199
Net statement of financial position exposure	-20,435	403	44	12,456	782

2023

EUR thousand	EUR	USD	CNY	SAR	KWD
Trade receivables	9,964	1,771	1,111	14,530	1,311
Derivative instruments	0	100	0	0	0
Interest-bearing loans from financial institutions	-13,631	-434	0	0	0
Trade payables	-7,626	-947	-539	-2,359	-8,218
Net statement of financial position exposure	-11,293	490	573	12,171	-6,907

Transaction risk

According to the Lamor's financial policy, transactions between the parent company and the foreign subsidiaries are primarily carried out in the local currency of the subsidiary, and the transaction risk is carried by the parent company and therefore foreign subsidiaries do not have a significant currency risk. Exceptions are subsidiaries, which have other than local currency transactions and balances due to the nature of business activities. In this case transactions between the parent company and the subsidiary are carried out in a currency appropriate for the Group currency exposure. Most of the sales of the group are denominated in USD or EUR based on the preference of the clients and the nature of the oil business. The transaction exposure of the parent company and the subsidiaries with non-local currency items comprises of the foreign currency denominated receivables and payables in the statement of financial position and the foreign currency denominated binding purchase and sales contracts. Lamor may use foreign exchange derivatives, such as forward contract, to hedge against the risk arising from significant foreign currency exposures.

Translation risk

In the statements of financial position, foreign subsidiaries are translated into Euro using the European Central Bank's closing rates and the income statements using the average rate for the year. The impacts of the exchange rate fluctuations arising on translation of the subsidiaries' income statements and statements of financial position are recorded as translation differences in other comprehensive income and in the translation reserve in equity. Lamor's total comprehensive income was positively affected by translation differences on foreign operations by EUR 2.3 million (negatively affected by EUR 1.0 million in 2023).

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity to a reasonably possible change in the base currency against the quote currency, with all other variables held constant, of the Lamor's profit before tax due to changes of FX exposure on 31 December 2024. A reasonably possible change is assumed to be a 10% base currency appreciation or depreciation against the quote currency. A change of a different magnitude can also be estimated fairly accurately because the sensitivity is nearly linear.

EUR thousand	Increase/decrease in FX rate	Effect on profit before tax
USD/EUR	+10%	46
USD/EUR	-10%	-57

The following table demonstrates the sensitivity to a reasonably possible change in the base currency against the quote currency, with all other variables held constant, of the fair value of foreign exchange forwards that Lamor held on 31 December 2024. A reasonably possible change is assumed to be a 10% base currency appreciation or depreciation against the quote currency. The instruments are measured at fair value through profit and loss.

EUR thousand	Increase/decrease in FX rate	Effect on profit before tax	Pre-tax effect on Equity
Forward contracts:			
USD / EUR	+10%	305	305
USD / EUR	-10%	-473	-473

Credit risk

Credit risk arises from counterparties, who are not able to meet their obligations under a financial instrument or customer contract, leading to a financial loss for Lamor.

Responsibility for managing the credit risks associated with ordinary commercial activities lies with the Businesses and the Group companies. Major trade and projects' credit risks are minimised by transferring risks to banks and export credit organisations.

Lamor's operational credit risk arises from outstanding receivable balances and long-term agreements with customers. Customer base and the nature of commercial contracts are different in each country, and local teams are responsible for ongoing monitoring of customer specific credit risk. The receivables are divided into two baskets of clients between equipment and service. Both of these baskets involve a separate careful estimate of the future expected credit losses.

The Group manages credit risk relating to operating items, for instance, by advance payments, payment guarantees and careful assessment of the credit quality of the customer. Majority of Lamor Group's operating activities are based on established, reliable customer relationships and generally accepted contractual terms. The payment terms of the invoices are mainly from 14 to 90 days. Credit background of new customers is assessed comprehensively and when necessary, guarantees are required and client's payment behavior is monitored actively.

Additionally, group is exposed to a counterparty risk, which is managed alongside the credit risk, by recognising the customer prior the trading or by receiving a prepayment for the services. Group trades only with recognised and creditworthy parties. Receivable balances are monitored and collected on an ongoing basis. The maximum exposure to credit risk at the reporting date is the carrying value of financial assets.

Lamor Group largest concentrations of receivables and contract assets are related to governmental or government owned entities in the Middle East, which limits the credit risk of the Group.

Expected credit losses

The Group assessess the status of the trade receivables at each reporting date on a quarterly basis. The Group uses the simplified method of assessing the potential expected credit losses (ECL) from it's trade receivables, please see Note 3.8 Trade receivables for further details.

Liquidity risk

Lamor monitors its available funds and maturity analysis as the basis for concluding the cash requirements. The management assesses the business forecast and the related cash flows to maintain the liquidity requirements.

Lamor's objective is to maintain a balance between continuity of funding and flexibility through the use of bank balances, and if necessary bank loans. The Group assessed the concentration of risk with respect to refinancing its debt and concluded the risk to be low. Lamor has access to a sufficient variety of sources of funding and debt maturing within 12 months can be rolled over with existing or new lenders. The Group has unsecured loans with underlying covenants, such as equity ratio and interest bearing debt to EBITDA.
Please see further information regarding the liquid assets in the note 4.4. Cash and cash equivalents.

The maturity analysis of the financial liabilities is presented as a maturity distribution table, which presents the relevant cash outflows for the forseeable future in the note 4.5. Borrowings and lease liabilities.

Lamor has a financing limit of 11.0 million euros and a credit accounts total of 8.0 million euros. On December 31, 2024, 1.5 million euros of the financing limit and 7.0 million euros of the credit accounts were still not in use. In addition, Lamor had a total of EUR 1.0 million worth of undrawn loans related to the investment project of a plastic chemical recycling plant.

Note 4.3 presents Lamor's current financial assets and liabilities. The total amount of current financial assets of 98.4 MEUR exceeds the amount of current financial liabilities of 64.3 MEUR. In addition to liquid cash and bank receivables (16.4 MEUR), current financial assets consist mainly of trade receivables and contract-based project receivables. Total amount of these at the balance sheet date of 31 December 2024 was 81.6 MEUR, which is the same level as a year earlier. The average turnover period of these receivables is 262 days.

Company trusts that by effective colection of trade receivables and contractual receivables, company will be able to continue to secure its liquidity over the next 12 months. In the shorter term, liquidity is secured by liquid bank balances and undrawn short-term credit facilities and loans.

4.2. Fair value measurement

Lamor measures financial instruments at fair value at each balance sheet date. Aside from this note, additional fair value related disclosures, including the valuation methods, significant estimates and assumptions are also provided in note 3.1. Business combinations.

Accounting principles

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

Lamor uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Fair value estimation

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1:

The fair value of these assets or liabilities is based on available quoted (unadjusted) market prices in active markets for identical assets or liabilities. Financial instruments in level 1 fair value include:

- Publicly listed debt instruments

Level 2:

The fair value of these assets or liabilities is based on valuation techniques, for which the lowest level input that is significant to the fair value measurement and it is directly or indirectly observable. The inputs for the valuation are based on quoted or other readily available source. Financial instruments in level 2 fair value include:

- Investments in funds
- Foreign exchange derivative contracts

Level 3:

Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable and require independent consideration and judgement from the valuation perspective. In 31.12.2024 and 31.12.2023 the Group had level 3 financial instruments, which include:

- Unlisted equity investments
- Contingent consideration

These investments do not include any significant valuation uncertainty.

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, Lamor determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

At the balance sheet date, Lamor has Level 1, 2 and 3 financial instruments and there have not been any transfers between levels during the financial periods.

At each reporting date, Lamor's management analyses the movements in the values of assets and liabilities which are required to be remeasured or re-assessed as per the Group's accounting policies.

For the purpose of fair value disclosures, Lamor has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

Fair values

Financial instruments' tabular presentation portrays a comparison of Groups financial instruments by class indicating the difference between the carrying values and fair values, except for those instruments for which the carrying amounts are a reasonable approximations of the fair values. Please see the tabular presentation in Note 4.3. Financial assets and liabilities.

4.3. Financial assets and liabilities

Accounting principles

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Lamor's financial assets are measured at fair value at initial recognition at trade date, and are classified as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), or fair value through profit or loss. The classification is based on the contractual cash flow characteristics of the financial asset and Lamor's business model for managing the instruments. The impairment of the financial assets is discussed in detail in the risk management section in Note 4.1 Financial risk management.

Amortised cost

Financial assets are classified at amortised cost, if the objective of holding the asset is to collect contractual cash flows and if the cash flows are solely payments of principal and interest. Financial assets which fulfill both of the conditions are subsequently measured using the effective interest rate method (EIR) and are subject to impairment. Any gains or losses from these financial assets are recognised in profit or loss when the asset is derecognised, modified or impaired.

Lamor's financial assets at amortised cost include cash an cash equivalents, trade receivables, and other receivables.

Financial assets at fair value through profit and loss

Financial assets are classified at fair value through profit and loss when the financial assets are held for trading and when the collection of cash flows are not based on payments of principal and interest and do not pass the SPPI test. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes derivative financial instruments entered into by the Lamor that are not designated as hedging instruments in hedge relationships as defined by IFRS 9. Additionally, this category includes investments in funds.

Financial assets at fair value through Other comprehensive income (OCI)

Debt instruments are classified and measured at fair value through other comprehensive income if the objective of holding the financial asset fulfills both to collect contractual cashflows and to sell the financial asset, and if the cash flows are solely payments of principal and interest. Interest income is recognised in income statement using the EIR method. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recorded in profit or loss.

Currently Lamor does not hold any investments in debt instruments classified at fair value through OCI.

At initial recognition Lamor can make an irrevocable election to classify and measure its equity investments designated at fair value through other comprehensive income when these instruments are not held for sale and when these financial instruments fulfill the requirements of investments to equity instruments under IAS 32. Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statement of profit or loss when the right of payment has been established, except when Lamor benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI.

Lamor has made an irrevocable election to classify investments in other shares at fair value through OCI.

Derecognition of financial assets

The Group derecognises a financial assets when, and only when the contractual rights to the cash flows from the financial asset expires or it transfers the financial asset and the transfer qualifies for de-recognition.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability.

Financial liabilities

Lamor recognises a financial liability in its statement of financial position when, and only when, the entity becomes party to the contractual provision of the instrument. Group's financial liabilities are measured at fair value at initial recognition at trade date, and are classified as subsequently measured at amortised cost and fair value through profit or loss. The financial liabilities are classified to their respective current and non-current accounts.

At amortised cost

Lamor's financial liabilities classified at amortised cost, such as interest-bearing loans and trade payables are initially recognised at fair value less any related transaction cost, and are subsequently measured using the effective interest rate (EIR) method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

Financial liabilities at fair value through profit and loss

Financial liabilities measured at fair value through profit and loss include financial liabilities held for trading and financial liabilities designated upon initial recognition at fair value through profit and loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category includes derivative financial instruments entered into by Lamor that are not designated as hedging instruments in hedge relationships as defined by IFRS 9.

Lamor has recorded at FVTPL contingent consideration related to the acquisition of Corena SA, Lamor Colombia SAS and Lamor Peru SAC non-controlling interests in accordance with IFRS 9. Contingent consideration recorded according to the SHA agreement signed in December 2020.

Derecognition of financial liabilities

Lamor derecognises financial liabilities when, and only when the obligation of a financial liability specified in its respective contract is discharged, cancelled or it expires. This includes a situation where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss. Lamor has not de-recognised any liabilities during the financial period or the comparable financial periods.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously. Lamor does not offset its financial instruments.

Financial instruments by classification 31.12.2024

Financial assets, 2024

EUR thousand	Note	Level	Fair value through profit and loss	Fair value through OCI	At amortised cost	Book value	Fair value
Non-current financial assets							
Investments in unlisted shares	4.1.	3	0	411	0	411	411
Non-current receivables			0	0	1,134	1,134	1,134
Non-current financial assets total			**0**	**411**	**1,134**	**1,545**	**1,545**
Current financial assets							
Trade receivables	3.8.		0	0	27,549	27,549	27,549
Contract assets	3.8.		0	0	54,046	54,046	54,046
Investments in funds	4.2.	2	4	0	0	4	4
Cash and cash equivalents	4.4.		0	0	16,851	16,851	16,851
Current financial assets total			**4**	**0**	**98,445**	**98,449**	**98,449**
Financial assets total			**4**	**411**	**99,579**	**99,994**	**99,994**

Financial liabilities, 2024

EUR thousand	Note	Level	Fair value through profit and loss	Fair value through OCI	At amortised cost	Book value	Fair value
Non-current financial liabilities							
Corporate bonds	4.5.	1	0	0	24,544	24,544	25,000
Interest-bearing loans from financial institutions	4.5.	2	0	0	15,707	15,707	15,707
Lease liabilities	3.6.		0	0	1,962	1,962	1,962
Other payables	3.9.		0	0	2,233	2,233	2,233
Non-current financial liabilities total			0	0	44,445	44,445	44,901
Current financial liabilities							
Interest-bearing loans from financial institutions	4.5.	2	0	0	13,939	13,939	13,939
Lease liabilities	3.6.		0	0	739	739	739
Derivative instruments	4.1.	2	42	0	0	42	42
Contingent consideration	4.5.	3	263	0	0	263	263
Trade payables	3.9.		0	0	18,069	18,069	18,069
Contract liabilities	3.9.		0	0	10,150	10,150	10,150
Other current liabilities	3.9. & 4.5.		0	0	21,111	21,111	21,111
Current financial liabilities total			305	0	64,007	64,312	64,312
Financial liabilities total			**305**	**0**	**108,452**	**108,757**	**109,214**

At the end of reporting period, Lamor had foreign exchange forward contracts, which are used to hedge against foreign currency risk. The total nominal amount of the forward contracts amounted to EUR 3.8 million, with a fair value of EUR -42 thousand.

Amortised cost of the corporate bonds has, upon emission, been reduced by EUR 825 thousand of directly attributable arrangement costs, which are expensed in profit and loss and capitalized over the term of bond.

Financial instruments by classification 31.12.2023

Financial assets, 2023

EUR thousand	Note	Level	Fair value through profit and loss	Fair value through OCI	At amortised cost	Book value	Fair value
Non-current financial assets							
Investments in unlisted shares	4.1.	0	0	411	0	411	411
Loan Receivable from Associate			0	0	1,070	1,070	1,070
Non-current financial assets total			**0**	**411**	**1,070**	**1,481**	**1,481**
Current financial assets							
Trade receivables	3.8.		0	0	26,458	26,458	26,458
Contract assets	3.8.		0	0	55,858	55,858	55,858
Derivative instruments	4.1.	2	99	0	0	99	99
Investments in funds	4.2.	0	0	0	0	0	0
Cash and cash equivalents	4.4.		0	0	10,965	10,965	10,965
Current financial assets total			**100**	**0**	**93,281**	**93,381**	**93,381**
Financial assets total			**100**	**411**	**94,351**	**94,862**	**94,862**

Financial liabilities, 2023

EUR thousand	Note	Level	Fair value through profit and loss	Fair value through OCI	At amortised cost	Book value	Fair value
Non-current financial liabilities							
Corporate bonds	4.5.	1	0	0	24,270	24,270	25,000
Interest-bearing loans from financial institutions	4.5.	2	0	0	7,992	7,992	7,992
Lease liabilities	3.6.		0	0	2,683	2,683	2,683
Other payables	3.9.		0	0	1,952	1,952	1,952
Non-current financial liabilities total			**0**	**0**	**36,897**	**36,897**	**37,627**
Current financial liabilities							
Interest-bearing loans from financial institutions	4.5.	2	0	0	12,049	12,049	12,049
Lease liabilities	3.6.		0	0	2,757	2,757	2,757
Contingent consideration	4.5.	3	1,324	0	0	1,324	1,324
Trade payables	3.9.		0	0	21,554	21,554	21,554
Contract liabilities	3.9.		0	0	4,378	4,378	4,378
Other current liabilities	3.9. & 4.5.		0	0	15,232	15,232	15,232
Current financial liabilities total			**1,324**	**0**	**55,970**	**57,294**	**57,294**
Financial liabilities total			**1,324**	**0**	**92,867**	**94,191**	**94,921**

4.4. Cash and cash equivalents

Cash and cash equivalents comprise of cash at banks and on hand and short-term deposits with a maturity of three months or less. Cash and cash equivalents are subject to an insignificant risk of changes in value.

EUR thousand	31 Dec 2024	31 Dec 2023
Cash at banks and on hand	16,145	10,786
Short-term deposits	706	180
Total	**16,851**	**10,965**

4.5. Borrowings and lease liabilities

Interest-bearing liabilities and net debt

Net debt

EUR thousand	31 Dec 2024	31 Dec 2023
Non-current interest-bearing loans and borrowings	40,251	32,262
Non-current lease liabilities	1,962	2,683
Current interest-bearing loans and borrowings	13,939	12,049
Current Lease liabilities	739	2,757
Liquid funds	-16,851	-10,965
Net debt total	**40,039**	**38,786**

Changes in the interest-bearing liabilities

31 Dec 2024

EUR thousand	Opening balance 1.1.	Cash flows	Non cash changes	Reporting date balance 31.12.
Interest-bearing loans and borrowings	44,310	9,961	-81	54,190
Lease liabilities	5,441	-3,652	912	2,700
Total changes in interest-bearing liabilities	**49,751**	**6,309**	**830**	**56,890**

31 Dec 2023

EUR thousand	Opening balance 1.1.	Cash flows	Non cash changes	Reporting date balance 31.12.
Interest-bearing loans and borrowings	14,025	30,554	-269	44,310
Lease liabilities	5,134	-3,619	3,925	5,441
Total changes in interest-bearing liabilities	**19,160**	**26,935**	**3,657**	**49,751**

Contingent consideration

Lamor has recorded at FVTPL contingent consideration related to the acquisition in accordance with IFRS 3. For the purchase of the additional shares of Corena S.A., Corena Colombia and Lamor Peru, the company has a contingent liability of EUR 263 thousand, which has been estimated on the basis of the three years' profit in the companies excluding any negative profit over the calculation period.

Maturity Distibution of Financial liabilities

The maturity distribution of the financial liabilities is presenting the contractual cash outflows in relation to the Group's financial liabilities. The objective is to present the liquidity requirements for meeting the upcoming outflows on an annual basis. The maturity analysis involves the interest-bearing financial liabilities, IFRS 16 lease liabilities and other liabilities in order to present the actual out flows in relation to all Group's liabilities.

Based on the maturity distribution position the Group management facilitates the credit position and liquidity requirement and adjusts the company's credit risk policy.

31 Dec 2024								
EUR thousand	Carrying amount	2025	2026	2027	2028	2029	Over 5 years	Total cash Outflows
Corporate bonds	24,544	2,500	27,500	0	–	–	–	30,000
Interest-bearing loans from financial institutions	29,646	14,470	3,741	2,105	3,439	1,166	10,494	35,415
Lease liabilities	2,700	825	362	357	357	357	2,900	5,157
Trade and other payables	39,485	39,485	–	–	–	–	–	39,485
Contingent liabilities	263	263	–	–	–	–	–	263
Total	**96,638**	**57,543**	**31,603**	**2,462**	**3,796**	**1,523**	**13,394**	**110,320**

Contractual cash flows of derivative instruments

EUR thousand	Carrying amount	2025	2026	2027	2028	2029	Over 5 years	Total
FX derivatives								
- cash outflows		3,850	0	0	0	0	0	3,850
- cash inflows (-)		-3,805	0	0	0	0	0	-3,805
Total	**-42**	**45**	**0**	**0**	**0**	**0**	**0**	**45**

31 Dec 2023								
EUR thousand	Carrying amount	2024	2025	2026	2027	2028	Over 5 years	Total cash Outflows
Corporate bonds	24,270	2,500	2,500	27,500	–	–	–	32,500
Interest-bearing loans from financial institutions	20,041	12,475	2,417	2,782	1,195	1,162	979	21,009
Lease liabilities	5,441	2,270	163	149	344	344	3,257	6,526
Trade and other payables	38,110	38,110	–	–	–	–	–	38,110
Contingent liabilities	1,324	1,324	–	–	–	–	–	1,324
Total	**89,186**	**56,679**	**5,081**	**30,431**	**1,538**	**1,505**	**4,235**	**99,469**

Contractual cash flows of derivative instruments

EUR thousand	Carrying amount	2024	2025	2026	2027	2028	Over 5 years	Total cash Outflows
FX derivatives								
- cash outflows		8,507	0	0	0	0	0	8,507
- cash inflows (-)		-8,458	0	0	0	0	0	-8,458
Total	**99**	**49**	**0**	**0**	**0**	**0**	**0**	**49**

4.6. Capital management

For the purpose of Lamor's capital management, capital includes issued capital, share premium and all other equity reserves attributable to the equity holders of the parent. The primary objective of Lamor's capital management is to maximise the shareholder value.

Lamor manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, Lamor may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. Lamor monitors capital structure using gearing and equity ratio.

Interest-bearing net debt is presented separately in note 4.5. Borrowings and lease liabilities.

EUR thousand	31 Dec 2024	31 Dec 2023
Net debt (note 4.5.)	40,039	38,786
Shareholders equity	64,478	63,934
Gearing ratio	62.1%	60.7%
Equity ratio	37.5%	40.0%

Lamor's senior green notes, issued in 2023, and the senior priority financing arrangement include customary covenants relating to, among other things, the Company's gearing and equity ratio. Pursuant to the covenants, the ratio between the Company's senior debt and adjusted EBITDA shall be less than 3.0 and the equity ratio over 32.5 per cent. The ratio between senior debt and EBITDA as well as the equity ratio are reviewed quarterly. Lamor did not breach the covenants relating to its interest-bearing liabilities in 2024 or 2023.

4.7. Equity

Equity and capital reserves

Equity consists of share capital, reserve for unrestricted equity, exchange differences on translation of foreign operations and retained earnings net of treasury shares. The company has one series of shares and the shares do not have a nominal value.

Number of shares		2024	2023
Total number of shares at the beginning of the period		**27,502,424**	**27,502,424**
	Shares issued during the period	0	0
Total number of shares at the end of the period		**27,502,424**	**27,502,424**
Own shares held in the beginning of period		542,450	542,450
	Shares repurchased during the period	0	0
Own shares held at the end of period		542,450	542,450
Shares outstanding at the beginning of reporting period		**26,959,974**	**26,959,974**
Shares outstanding at the end of reporting period		**26,959,974**	**26,959,974**

At the end of the reporting period on 31 December 2024, Lamor's share capital was EUR 3,866,375.40, which was fully paid, and total number of shares outstanding was 26,959,974 excluding shares held in treasury. In addition, as of 31 December 2024, Lamor held 542,450 of its own shares.

Dividends

The Board of Directors proposes to the Annual General Meeting that for the financial year ended 31 December 2024 no dividend will be paid.

Reserve for invested non-restricted equity

The reserve for invested non-restricted equity contains the other equity investments that are not included in the share capital.

Exchange differences on translation of foreign operations

Exchange differences relating to the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (i.e. the euro) are recognised in other comprehensive income in the equity.

5.1. Share-based compensation

In February 2024 the Board of Directors of Lamor Corporation Plc established a new share-based incentive plan for key employees of the company. The purpose of the plan is to align the interests of the company's shareholders and key employees to increase the company's value in the long-term, to retain the key employees at the company and to offer them a competitive incentive plan based on earning and accumulating the company´s shares.

The Performance Share Plan 2024-2026 consists of one performance period, covering the financial years 2024–2026.

In the plan, the target group has an opportunity to earn Lamor's shares based on performance. The performance criterion of the plan is tied to a volume weighted average of the share price. The potential rewards from the plan will be paid during the financial years 2025–2027.

The potential reward will be paid partly in Lamor's shares and partly in cash. The cash proportion of the reward is intended to cover taxes and statutory social security contributions arising from the reward to the participants. As a rule, no reward will be paid if the key employee's employment or CEO contract terminates before the reward payment.

The Group Leadership Team members must hold 50 per cent of the received shares, until the value of his or her total shareholding in Lamor equals to 50 per cent of his or her annual base salary for the calendar year preceding the payment of the reward. Respectively, the CEO must hold all of the received shares, until the value of the CEO's total shareholding in Lamor equals 100 per cent of the CEO's annual base salary for the preceding calendar year. Such number of Lamor's shares must be held as long as the membership in the Group Leadership Team or the position as the CEO continues.

The following table presents a summary of the share-based compensation plans during the period 2024.

Instrument	Performance Share Plan 2024-2026
Initial amount, pcs	700,000
Initial allocation date	18 Mar 2024
Estimated vesting date	30 Mar 2027
Maximum contractual life, yrs	3.0
Remaining contractual life, yrs	2.2
Number of persons at the end of reporting year	2
Payment method	Equity and cash (net settlement)

Changes during period

Pcs	Performance Share Plan 2024-2026
Outstanding at 1 Jan 2024	0
Changes during period:	
Granted	453,766
Forfeited	233,766
Exercised	0
Outstanding at 31 Dec 2024	220,000

Fair value determination

The fair value of share based incentives has been determined at grant date and will be expensed until the expected vesting date. Market condition, in this case the required share price determining the plan payout, is taken into account when determining the fair value at grant and it will not be changed during the plan.

Valuation parameters for instruments granted during period	
Share price at grant, EUR	2.25
Expected volatility *	40%
Expected vesting time, weighted average, years	2.88
Risk-free rate	2.88%
Expected dividends, EUR	0
Valuation model	Binomial model
Fair Value, €, weighted average	0.65

* Volatility is based on the volatility of the Group`s share to the extent the historical volatility for the Group's share was available using over corresponding maturity

Effect of share-based incentives on the result and financial position during period

Expenses for the financial year, share-based payments, EUR	44,470
Expenses for the financial year, share-based payments, equity-settled, EUR	44,470
Liabilities arising from share-based payments 31.12.2024, EUR	0
Estimated amount of taxes to be paid in the plans 31 December 2024, EUR	44,550

5.2. Related party transactions

The Group's related parties consist of the company's major shareholders, the Board of Directors, the CEO as well as the other members of the management team and the close members of the family of the before mentioned persons as well as their controlled entities, associated companies and joint ventures. In addition, the Group's related parties include associated companies and joint ventures in which the Group has investments.

Balances and transactions between the parent and its subsidiaries or joint operations where the Group is a party, which are related parties, have been eliminated on consolidation and are not disclosed in this note.

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year.

Transactions with related parties

EUR thousand	2024	2023
Sales to related parties	39	304
Purchases from related parties	1,462	1,437
Receivables	628	443
Liabilities	265	1,345

The sales to and purchases from related parties are carried out on usual commercial terms.

Loans receivable from and payable to related parties

EUR thousand	2024	2023
Amounts receivable from related parties	529	675

Compensation of key management personnel

Key management personnel consist of the members of the Board of Directors, Group CEO and members of the Group management team. The following table sets out the amounts paid as compensation to the key management personnel during the year.

Compensation of the members of the Board of Directors

EUR thousand	2024	2023
Chairman	76	69
Board Members	211	192
Total	**287**	**261**

Group CEO, employee benefits

EUR thousand	2024	2023
Fixed pay / Non-variable pay	240	243
Short-term employee benefits	24	159
Total	**264**	**402**

Group management team, employee benefits

EUR thousand	2024	2023
Fixed pay / Non-variable pay	1,195	1,522
Short-term employee benefits	106	299
Total	**1,301**	**1,821**

From 2022, Lamor has had two different long-term share-based compensation plans: performance share plan for the CEO and the Group Management Team. No payments were made or rewards earned based on these plans in 2023 or 2024. See note 5.1 for more information on the plans.

In addition to the above benefits, at the year-end, Lamor has recognized a liability of EUR 430 thousand due to termination benefits to be paid to various members of the management team.

Total compensation paid to key management personnel	**1,853**	**2,484**

The purchases from the related parties include the following amounts, which the members of the Board of Directors or their controlled entites have received as remunerations from consultancy agreements or other consultancy assignments and not relating to the work performed as members of Lamor's Board of Directors.

EUR thousand	2024	2023
Consultancy remuneration, total	324	330

5.3. Contingent liabilities and other commitments

Commitments

At 31 December 2024, the Group had corporate mortgages as collateral for its loans of EUR 91.8 million (EUR 91.8 million at 31 December 2023).

Legal claim contingency

An overseas previous distributor has commerced a legal action in Colombia against the Group. The final trial has not been set.

The Group has been advised by its legal counsel that it is highly unlikely that the action will succeed. Accordingly, no provision for any liability has been made in these financial statements.

Guarantees

The Group has provided the following bank guarantees given to overseas customers:

EUR thousand	2024	2023
Performance and warranty guarantees	26,468	24,540
Advance payment and payment guarantees	9,188	18,361
Tender and bid bond guarantees	100	0
Total other commitments	**35,757**	**42,901**

No liability is expected to arise from the guarantees.

5.4. Events after the reporting period

Significant technology order from Kuwait

Lamor announced (stock exchange release, 8 January 2025) the company had received an EUR 8 million order for environmental protection technology from Kuwait. The technology will used to protect marine life and the shores of the Arabian Gulf. The order has been entered into Lamor's order backlog in the first quarter of 2025 and will be delivered in the second half of 2025.

Proposals by the Shareholders' Nomination Board

Lamor announced (stock exchange release, 26 February 2025) the proposals by the Shareholders' Nomination Board to Lamor Corporation Oyj's Annual General Meeting 2025. The Nomination Board proposes that the board's five current members be re-elected. Additionally, the Nomination Board proposes that the board's remuneration remains unchanged and recommends that board members acquire company shares at the price paid in public trading with 40 percent of the board member's gross fixed annual fee until the value of the shares in the company owned by the respective member equals twice their gross fixed annual fee.

Increasing ownership in the strategic chemical recycling of plastics business

Lamor announced (press release 6.3.2025) that it is increasing its ownership in the company's strategic chemical recycling of plastics business by acquiring the remaining 30 percent stake of minority shareholder Resiclo Oy in Lamor Recycling Oy. As a result of the transaction, Lamor owns 100 percent of the chemical recycling of plastics business, underscoring the company's strong commitment to this significant project, which aims to address the growing global demand for circular oil in the plastics industry.

Parent company financial statements (FAS)

Profit and loss statement

	Note	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Revenue	1	**56,218,356.97**	**61,237,878.41**
Production for own use		0.00	0.00
Other operating income	2	1,013,714.14	608,875.56
Materials and services	3	-31,385,356.64	-38,877,073.33
Personnel expenses	4	-7,440,376.45	-7,833,263.20
Depreciations	5	-1,967,588.65	-2,563,925.23
Other operating expenses	6	-27,268,108.94	-15,348,799.81
Operating profit		**-10,829,359.57**	**-2,776,307.60**
Financial income and expenses	7		
Dividend income, group companies		0.00	225,461.58
Interest and finance income			
Group companies		31,230.32	23,360.54
Others		1,996,918.33	1,795,817.89
Interest and finance expenses			
Others		-7,309,468.45	-7,613,004.99
Profit before appropriations and tax		**-16,110,679.37**	**-8,344,672.58**
Income tax	8	2,087,904.46	1,094,037.78
Profit for the period		**-14,022,774.91**	**-7,250,634.80**

Balance sheet

	Note	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
ASSETS			
NON-CURRENT ASSETS			
Intangible assets	9	3,512,613.65	3,689,574.69
Tangible assets	10	2,373,338.99	5,159,835.62
Investments	11	15,380,734.01	15,053,650.46
Non-current assets total		**21,266,686.65**	**23,903,060.77**
CURRENT ASSETS			
Inventories	12	9,301,906.90	6,537,108.84
Non-current receivables	13		
From group companies		4,720,540.71	1,272,981.59
From others		483,870.17	316,576.38
Current receivables	14		
From group companies		5,620,308.62	6,100,252.87
From others		31,679,477.99	36,732,027.50
Deferred tax assets	15	8,126,051.75	5,138,075.30
Cash and bank equivalents		9,985,236.32	2,755,067.78
Current assets total		**70,293,373.96**	**78,986,658.38**
TOTAL ASSETS		**91,560,060.61**	**102,889,719.15**

	Note	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
EQUITY AND LIABILITIES			
EQUITY	16		
Share capital		3,866,375.40	3,866,375.40
Reserve for invested unrestricted equity		47,439,004.23	47,439,004.23
Retained earnings		-18,398,053.98	-11,543,779.56
Profit (-loss) for the period		-14,022,774.91	-7,250,634.80
Total equity		**18,884,550.74**	**32,510,965.27**
LIABILITIES			
Non-current liabilities	17		
Interest bearing liabilities			
Others		32,000,000.00	32,750,000.00
Current liabilities	18		
Interest bearing liabilities			
Others		11,500,000.00	11,473,899.19
Non-interest bearing liabilities			
To group companies		1,571,381.68	1,153,033.44
Others		27,604,128.19	25,001,821.25
Total liabilities		**72,675,509.87**	**70,378,753.88**
TOTAL EQUITY AND LIABILITIES		**91,560,060.61**	**102,889,719.15**

Statement of Cash Flows

EUR thousand	2024	2023
Cash flow from operating activities		
Result for the financial year	-14,023	-7,251
Adjustments for:		
Depreciation, amortisation and impairment	1,968	2,564
Finance income and expenses	5,281	5,568
Gain on disposal of property, plant and equipment	-63	-65
Taxes	-2,088	-1,094
Other non-cash flow adjustments	1,541	1,724
Total adjustments	-7,384	1,447
Change in working capital		
Change in trade and other receivables	3,025	-4,764
Change in inventories	-3,024	-670
Change in trade and other payables	3,806	-675
Total change in working capital	**3,807**	**-6,109**
Operating cash flow before financial and tax items	**-3,577**	**-4,663**
Interest paid	-3,967	-1,092
Interest received	15	11
Other financial items	-1,867	-3,021
Taxes paid	-96	-499
Net cash flow from operating activities	**-9,491**	**-9,264**

EUR thousand	2024	2023
Cash flow from investing activities		
Acquisition of subsidiaries and businesses	-1,062	-4,223
Loans granted	-3,469	-10,536
Repayment of loans receivable	20,615	464
Purchase of intangible and tangible assets	-1,129	-1,624
Proceeds from sale of tangible and intangible assets	2,490	108
Net cash flow from investing activities	**17,445**	**-15,810**
Cash flow from financing activities		
Proceeds from borrowings	49,750	53,174
Repayment of borrowings	-50,474	-27,486
Net cash flow from financing activities	**-724**	**25,688**
Net change in cash and cash equivalents	**7,230**	**613**
Cash and cash equivalents at 1.1.	**2,755**	**2,142**
Cash and cash equivalents at 31.12.	**9,985**	**2,755**
Change	**7,230**	**613**

Notes to the parent company financial statements

Accounting principles for the parent company's financial statements

Lamor Corporation's financial statements have been prepared in accordance with Finnish Accounting Standards (FAS).

Valuation and accrual principles and methods

Valuation of non-current assets

Depreciation according to plan has been deducted from the acquisition cost of intangible and tangible assets entered in the balance sheet. Acquisition cost includes variable costs incurred in acquisition and manufacturing. Grants received have been recorded as a deduction from the acquisition cost. Depreciation according to plan is calculated as straight-line depreciation based on the economic life of intangible and tangible assets. Depreciation has been made since the month the asset was taken into use.

Depreciation times are:

- Goodwill 5-10 years
- Development expenses 5 years
- Other intangible assets 3-10 years
- Machinery and equipment 3-10 years

The acquisition costs of non-current fixed assets with a probable useful life of less than 3 years and minor acquisitions have been recognized in full as an expense during the acquisition period.

Valuation of inventories

Inventories are recorded in the balance sheet in accordance with the FIFO principle at their acquisition cost or at a lower replacement cost or probable sale price.

Valuation of financial instruments

Financial instruments are valued at the lower of cost or probable value.

Accrual of product development and long-term expenses

Research and development expenses are recognized as annual expenses in the year in which they are incurred. Product development costs that generate income for three or more years have been capitalized in the balance sheet as development costs and are depreciated over 5 years. Grants received are deducted from the capitalized acquisition cost.

Recognition of deferred taxes

Deferred tax liabilities and assets have been calculated for the differences between taxation and the financial statements using the tax rate established at the balance sheet date for the following years. The balance sheet includes a deferred tax asset in the amount of the estimated probable receivable from confirmed losses.

Branches

The transactions of the branch are included in the financial statements. Transactions between the principal and the branch have been eliminated in preparing the financial statements. The company has a branch in Saudi Arabia.

Notes to the profit and loss statement

1. Revenue

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Revenue by geography		
EURA	24,993,602.88	30,196,752.22
AMER	2,175,958.18	5,306,546.74
MEAF	29,048,795.91	25,734,579.45
Total revenue	**56,218,356.97**	**61,237,878.41**

2. Other operating income

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Gain of sale of fixed assets	62,658.33	64,924.72
Other income	951,055.81	543,950.84
Total operating income	**1,013,714.14**	**608,875.56**

3. Materials and services

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Purchases	-19,608,121.59	-22,869,832.35
Change in Inventory	680,543.47	667,204.07
Materials and supplies	**-18,927,578.12**	**-22,202,628.28**
External services	-12,457,778.52	-16,674,445.05
Total materials and services	**-31,385,356.64**	**-38,877,073.33**

4. Personnel expenses

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Wages and salaries	-6,412,613.21	-6,701,043.42
Pension expenses	-903,357.54	-1,017,166.94
Social security costs	-124,405.70	-115,052.84
Total personnel expenses	**-7,440,376.45**	**-7,833,263.20**
Average number of employees during the period	110	101
Salaries and fees paid to Board of Directors and CEO		
Salaries, fees and benefits paid for the Board of Directors and for the CEO	551,233.02	663,035.00

5. Depreciations

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Depreciations according to plan	-1,967,588.65	-2,563,925.23
Total depreciations	**-1,967,588.65**	**-2,563,925.23**

6. Other operating expenses

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Other personnel expenses	-408,749.77	-460,855.73
Leases	-971,407.86	-673,781.44
Travel and accomondation	-727,302.93	-662,241.20
Transportation	-922,833.13	-610,257.72
Sales and marketing	-190,037.85	-363,893.84
Operating and maintenance costs	-134,768.71	-98,645.01
Provisions and royalties	-12,223,725.37	-3,041,249.03
Administration	-972,808.28	-716,103.86
External services	-6,362,899.49	-4,316,910.27
Other operating expenses	-4,353,575.55	-4,404,861.71
Total other operating expenses	**-27,268,108.94**	**-15,348,799.81**
Audit fees		
Audit fees	260,540.00	293,815.00
Other audit-related assignments	21,863.55	600.00
Tax services	41,259.62	0.00
Other services (tax- and special services)	107,750.00	24,200.00
Total audit fees	**431,413.17**	**318,615.00**

7. Financial income and expenses

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Financial income		
Dividend income, group companies	0.00	225,461.58
Interest income	33,357.56	32,250.76
Interest income, group companies	31,230.32	23,360.54
Foreign currency exchange gains	1,963,560.77	1,763,567.13
Financial income total	**2,028,148.65**	**2,044,640.01**
Financial expenses		
Interest expenses	-4,059,740.74	-2,055,986.51
Foreign currency exchange losses	-1,108,827.11	-2,537,641.19
Other finance costs	-2,140,900.60	-3,019,377.29
Financial expenses total	**-7,309,468.45**	**-7,613,004.99**
Financial income and expenses total	**-5,281,319.80**	**-5,568,364.98**

Other financial expenses in 2023 include EUR 0,7 million of impairment losses on non-current investments.

8. Income tax

	1 Jan-31 Dec 2024	1 Jan-31 Dec 2023
Income tax on operations	-270,109.92	0.00
Tax for previous accounting periods	0.00	-1,652.54
Other taxes	-95,634.58	-497,599.45
Deferred taxes	2,453,648.96	1,593,289.77
Total income taxes	**2,087,904.46**	**1,094,037.78**

Notes to assets

9. Intangible assets

	31 Dec 2024	31 Dec 2023
Development expenses		
Book value 1.1	2,246,656.69	868,791.15
Additions	991,379.63	1,296,677.02
Transfers	0.00	1,199,304.86
Depreciation for the financial year	-725,427.08	-1,118,116.34
Book value 31.12	**2,512,609.24**	**2,246,656.69**
Immaterial rights		
Book value 1.1	1,063,969.05	2,594,321.99
Additions	0.00	110,661.63
Transfers	0.00	-1,199,304.86
Depreciation for the financial year	-374,801.61	-441,709.71
Book value 31.12	**689,167.44**	**1,063,969.05**
Goodwill		
Book value 1.1	378,948.95	447,061.19
Depreciation for the financial year	-68,111.98	-68,112.24
Book value 31.12	**310,836.97**	**378,948.95**
Total intangible assets	**3,512,613.65**	**3,689,574.69**

10. Tangible assets

	31 Dec 2024	31 Dec 2023
Machinery and equipment		
Book value 1.1	5,159,835.62	5,930,056.50
Additions	137,427.80	216,180.62
Disposal	-2,427,003.81	-42,621.12
Transfers	191,742.68	88,162.37
Exchange differences	110,868.01	-95,955.81
Depreciation for the financial year	-799,531.31	-935,986.94
Book value 31.12	2,373,338.99	5,159,835.62
Total tangible assets	**2,373,338.99**	**5,159,835.62**

11. Investments

	31 Dec 2024	31 Dec 2023
Investments in subsidiaries		
Acquisition cost 1.1	12,727,973.62	12,597,068.08
Additions	327,083.55	1,986,515.20
Disposals	0.00	-1,228,101.70
Impairment	0.00	-627,507.96
Transfers	1,600,988.47	0.00
Acquisition cost 31.12	**14,656,045.64**	**12,727,973.62**

The impairment in 2023 was related to the Group's holdings in Russia. The disposals in 2023 were related to an acquisition of minority interests in three foreign subsidiaries (Corena S.A., Lamor Peru S.A.C., Lamor Colombia SAS) and the revaluation of a related contingent consideration.

Name of entity	Domicile	Holding %
Lamor USA Corporation	USA	100.00%
Lamor Corporation UK Ltd.	United Kingdom	100.00%
Lamor Beijing Co Ltd.	China	100.00%
Lamor Americas LLC**	USA	100.00%
Lamor International Sales Corp. **	USA	100.00%
Lamor Peru S.A.C	Peru	100.00%
Lamor Environ. Solutions Spain	Spain	100.00%
Corena Group Bolivia SRL	Bolivia	100.00%
World Environmental Service Technologies LLC*	USA	100.00%
Lamor Environmental Services L.L.C.	United Arab Emirates	100.00%
Lamor Netherlands B.V.	Netherlands	100.00%
Lamor Vostok	Russia	100.00%
Corena Chile SpA	Chile	92.55%
Lamor Colombia SAS	Colombia	92.50%
Corporacion Para Los Recursos Naturales Corena S.A.	Ecuador	85.01%
Lamor Recycling Oy	Finland	70.00%
Lamor Middle East LLC	Oman	70.00%
Lamor India Private Ltd	India	60.00%
Lamor Environmental Solutions Panama*	Panama	52.00%
Lamor Water Technology Oy	Finland	50.67%

*Inactive

** Closed in 2024

Shares in associates	31 Dec 2024	31 Dec 2023
Acquisition cost 1.1	1,914,327.93	2,015,706.93
Disposals	0.00	-101,379.00
Transfers*	-1,600,988.47	0.00
Acquisition cost 31.12	**313,339.46**	**1,914,327.93**

*West LLC acquisition price previously incorrectly presented in associated company group

Associates	Domicile	Holding %
Direct ownership		
Shanghai Dongan Water Pollution Control Center Co Ltd	China	28.60%
Lamor Cevre Hitzmetleri Sanayi ve Ticaret Anomin Sirketi	Turkey	30.00%
Lamor Central Asia LLP	Kazakhstan	40.00%
Limpeza e Descontaminacao de Superficies Maritimas LTDA (Lamor Do Brazil)	Brazil	50.00%
Lamor NBO LLC	Azerbaijan	50.00%
Sawa Petroleum Services Ltd	Senegal	45.00%
Lamor Ukraine LLC	Ukraine	19.90%
Gaico-Corena Environmental Services Inc.	Guyana	49.00%
Joint Ventures		
K Lamor for Environmental Consulting, W.L.L.	Kuwait	45.00%
Gaico-Corena Environmental Services Inc.:n omistamat		
Sustainable Environmental Solutions Guayana Inc. (SES)	Guyana	24.50%
Significant branches of the parent company		
Lamor Corporation Plc, Saudi Arabian branch (LAMOR Corporation AB Br Co)	Saudi-Arabia	
Lamor Corporation Plc, Saudi Arabian branch (LAMOR Company for Environmental Services)	Saudi-Arabia	

Other shares	31 Dec 2024	31 Dec 2023
Acquisition cost 1.1	411,348.91	411,348.91
Acquisition cost 31.12	411,348.91	411,348.91
Investments total	**15,380,734.01**	**15,053,650.46**

12. Inventories

	31 Dec 2024	31 Dec 2023
Materials and supplies	8,850,913.65	6,483,817.39
Work-in-progress	450,993.25	53,291.45
Total inventories	**9,301,906.90**	**6,537,108.84**

13.Non-current receivables

	31 Dec 2024	31 Dec 2023
Non-current receivables from group companies		
Loan receivables	4,720,540.71	1,272,981.59
Non-current receivables from associates and joint ventures		
Loan receivables from associates and joint ventures	375,981.50	20,134,568.12
Non-current receivables from others		
Loan receivables	483,870.17	316,576.38
Non-current receivables total	**5,580,392.38**	**21,724,126.09**

14. Current receivables

	31 Dec 2024	31 Dec 2023
Current receivables from group companies		
Trade receivables	5,274,860.35	5,241,730.51
Other receivables	345,448.27	858,522.36
Current receivables from group companies total	**5,620,308.62**	**6,100,252.87**
Current receivables from others		
Trade receivables	18,876,526.59	25,133,557.57
Advance payments	252,616.67	2,552,901.44
Contract assets	10,566,883.25	6,651,959.25
VAT receivables	256,610.61	417,918.82
Other receivables	1,233,814.74	1,010,225.72
Accrued income	493,026.13	965,464.70
Current receivables from others total	**31,679,477.99**	**36,732,027.50**
Current receivables total	**37,299,786.61**	**42,832,280.37**
Current accrued income		
Government grants	0.00	203,917.75
Deferred finance expenses	456,417.89	730,180.78
Other accured income	36,608.24	31,366.17
Current accrued income total	**493,026.13**	**965,464.70**

15. Deferred tax assets

	31 Dec 2024	31 Dec 2023
Deferred tax assets for confirmed losses	8,126,051.75	5,138,075.30

Notes to equity and liabilities

16. Equity

	31 Dec 2024	31 Dec 2023
Restricted equity		
Share capital 1.1	3,866,375.40	3,866,375.40
Share capital 31.12	**3,866,375.40**	**3,866,375.40**
Restricted equity total	**3,866,375.40**	**3,866,375.40**
Unrestricted equity		
Reserve for invested unrestricted equity 1.1	47,439,004.23	47,439,004.23
Reserve for invested unrestricted equity 31.12	**47,439,004.23**	**47,439,004.23**
Retained earnings 1.1	-18,794,414.36	-10,981,709.98
Translation differences on branch operations	396,360.38	-562,069.58
Retained earnings 31.12	**-18,398,053.98**	**-11,543,779.56**
Profit for the period	-14,022,774.91	-7,250,634.80
Unrestricted equity total	**15,018,175.33**	**28,644,589.87**
Equity total	**18,884,550.73**	**32,510,965.27**

At the end of the reporting period on 31 December 2024, Lamor's share capital was EUR 3,866,375.40 and total number of shares outstanding was 26,959,974 excluding shares held in treasury. In addition, as of 31 December 2024, Lamor holds 542,450 of its own shares.

	31 Dec 2024	31 Dec 2023
Calculation of distributable equity		
Retained earnings	-18,398,053.98	-11,543,779.56
Profit for the period	-14,022,774.91	-7,250,634.80
Reserve for invested unrestricted equity	47,439,004.23	47,439,004.23
Capitalized development expenses	-2,512,609.24	-2,246,656.69
Total	12,505,566.09	26,397,933.18

17. Non-current liabilities

	31 Dec 2024	31 Dec 2023
Interest-bearing liabilities		
Corporate bonds	25,000,000.00	25,000,000.00
Loans from financial institutions	1,500,000.00	3,500,000.00
Others	5,500,000.00	4,250,000.00
Interest-bearing liabilities total	**32,000,000.00**	**32,750,000.00**
Interest-bearing liabilities total	**32,000,000.00**	**32,750,000.00**
Interest and non-interest bearing liabilities total	**32,000,000.00**	**32,750,000.00**
Liabilities maturing after more than five years		
Others	1,100,000.00	950,000.00

18. Current liabilities

	31 Dec 2024	31 Dec 2023
Interest-bearing current liabilities		
Loans from financial institutions	11,500,000.00	11,473,899.19
Total	**11,500,000.00**	**11,473,899.19**
Interest-bearing current liabilities total	**11,500,000.00**	**11,473,899.19**
Non-interest bearing liabilities to group companies		
Trade payables	1,571,381.68	1,153,033.44
Total	**1,571,381.68**	**1,153,033.44**
Non-interest bearing liabilities to others		
Advance payments	8,300,412.38	2,033,118.69
Trade payables	7,191,456.82	9,062,363.95
Other payables	161,742.22	194,219.67
VAT liabilities	1,954,129.50	1,470,397.98
Accruals	9,996,387.27	12,241,720.96
Total	**27,604,128.19**	**25,001,821.25**
Accruals		
Salary payable with social costs	836,454.84	809,017.21
Avustushankkeet	334,748.40	445,894.38
Verovelka	1,167,732.33	1,074,877.15
Accrued liabilities from M&A transactions	263,121.64	1,438,967.44
Accrued liabilities from ongoing projects	6,529,546.25	7,892,169.14
Other current accruals	864,783.81	580,795.64
Total	**9,996,387.27**	**12,241,720.96**
Non-interest bearing liabilities total	**29,175,509.87**	**26,154,854.69**
Interest and non-interest bearing current liabilities total	**40,675,509.87**	**37,628,753.88**

Notes on collateral and contingent liabilities

19. Collateral provided

	31 Dec 2024	31 Dec 2023
Business mortgages	91,806,375.84	91,806,375.84
Liabilities secured by mortgages or liens		
Credit account (limit 7.0 MEUR)	0.00	5,973,899.19
Loans from financial institutions	13,000,000.00	9,000,000.00
Corporate bonds	25,000,000.00	25,000,000.00
Total	**38,000,000.00**	**39,973,899.19**

20. Contingent liabilities and other liabilities

	31 Dec 2024	31 Dec 2023
Payable under leasing contracts		
Payable next financial year	56,139.61	64,530.30
Payable later	41,417.52	47,215.10
Total	**97,557.13**	**111,745.40**
Guarantees		
On behalf of companies belonging to the same group	3,711,751.54	1,481,087.92
Tender and performance guarantees	34,250,661.22	41,769,784.91
Total	**37,962,412.76**	**43,250,872.83**
Leasing liabilities		
Payable, next financial year	334,865.22	285,460.52
Total	**334,865.22**	**285,460.52**

Signatures to the Board of Directors' Report and the Financial Statements

At the reporting date, the parent company's distributable funds total EUR 12,505,566.09 which includes the net loss of EUR -14,022,774.91 for the year. The Board of Directors proposes to the Annual General Meeting that no dividend will be distributed and that the loss for the financial year shall be transferred to retained earnings.

The financial statements have been prepared in accordance with applicable accounting laws and regulations and give a true and fair view of the assets, liabilities, financial position and profit or loss of the parent company and of the companies included in its consolidated financial statements.

We also comfirm that the Board of Director's Review includes:

- A true and fair view of the development of the businee and the financial result,
- A description of the most significant risks and uncertainties and other aspects of the company's condition, and
- A sustainabilitys report prepared in accordance with the reporting standards referred to in Chapter 7 of the Accounting Act and Article 8 of the Taxonomy Regulation.

Porvoo, 27 March 2025

Mika Ståhlberg Chairman of the Board	**Fred Larsen** Vice Chairman of the Board
Nina Ehrnrooth Member of the Board	**Kaisa Lipponen** Member of the Board
Timo Rantanen Member of the Board	**Johan Grön** CEO

Auditor's note

A report on the audit performed has been issued today.

Helsinki, 28 March 2025

Ernst & Young Oy

Authorised Public Accountant Firm

Mikko Rytilahti

Authorised Public Accountant

Auditor's report

(Translation of the Finnish original)

To the Annual General Meeting of Lamor Corporation Oyj

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Lamor Corporation Oyj (business identity code 2038517-1) for the year ended 31 December, 2024. The financial statements comprise the consolidated balance sheet, income statement, statement of comprehensive income, statement of changes in equity, statement of cash flows and notes, including material accounting policy information, as well as the parent company's balance sheet, income statement, statement of cash flows and notes.

In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU.
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report submitted to the Audit Committee.

Basis for Opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our best knowledge and understanding, the non-audit services that we have provided to the parent company and group companies are in compliance with laws and regulations applicable in Finland regarding these services, and we have not provided any prohibited non-audit services referred to in Article 5(1) of regulation (EU) 537/2014. The non-audit services that we have provided have been disclosed in note 2.2 to the consolidated financial statements.

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

We have also addressed the risk of management override of internal controls. This includes consideration of whether there was evidence of management bias that represented a risk of material misstatement due to fraud.

Key Audit Matter	How our audit addressed the Key Audit Matter
Valuation of Goodwill *We refer to the note 3.3.* At the balance sheet date, the value of goodwill amounted to 18,6 M€ (18,6M€) representing 10,2 % (11,3 %) of the total assets. Procedures regarding management's annual impairment test were a key audit matter because the valuation includes estimates. The Group management use assumptions in respect of future market and economic conditions such as revenue and margin developments. Valuation of goodwill was also a significant risk of material misstatement referred to in EU Regulation No 537/2014 point (c) of Article 10(2).	Our audit procedures to address the risk of material misstatement relating to valuation of goodwill included among others: • Involvement of EY valuation specialists to assist us in evaluating methodologies, impairment calculations and underlying assumptions applied by the management in impairment testing; • Testing of the mathematical accuracy of the impairment calculations; • We focused on how much recoverable amounts exceeded the carrying amounts of cash-generating units, and whether any reasonably possible change in assumptions could cause the carrying amount to exceed its recoverable amount; • Assessing the adequacy of the Group's disclosures on goodwill

Key Audit Matter	How our audit addressed the Key Audit Matter
Revenue Recognition of long-term contracts *We refer to the note 2.1* In accordance with its accounting principles, Lamor Corporation applies the percentage of completion (PoC) method (performance obligations satisfied over time) for recognizing revenue from long-term projects. We identified revenue recognition of project deliveries as a significant risk and a key audit matter as it contains significant management judgment. The percentage of completion method involves the use of management assumptions relating to estimates on costs incurred by the end of the reporting period in relation to the estimated total costs of a contract. In year 2024, approximately 71 % percent of the sales of 114,4 million euro were recognized under the PoC method. Revenue recognition of long-term contracts is a key audit matter and a significant risk of misstatement as defined by EU Regulation No 537/2014, point (c) of Article 10(2).	Our audit procedures to address the risk of material misstatement in respect of the long-term contracts included among others: • Assessing the Group's accounting policies over revenue recognition of long-term contracts; • Gaining an understanding of the revenue recognition process; • Examination of the project documentation and haphazardly testing the calculations and inputs of estimates in the calculations and comparing the estimates to actuals; • Analytical procedures; • Assessing significant judgments made by management based on an examination of the associated project documentation and discussion on the status of ongoing projects with the finance department and project managers of the Company; and • Assessing the Group's disclosures in respect of revenue recognition.

Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, 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 opinion. 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 internal control relevant to the 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 parent company's or the group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or 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 financial statements or, if such disclosures are inadequate, to modify our opinion. 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 the parent company or the group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Plan and perform the group audit to obtain sufficient 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 group financial statements. 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 audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Reporting Requirements

Information on our audit engagement

We were first appointed as auditors by the Annual General Meeting on 17 May 2016, and our appointment represents a total period of uninterrupted engagement of nine years. Lamor Corporation Plc became a Public Interest Entity on 23 November 2023.

Other information

The Board of Directors and the Managing Director are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. We have obtained the report of the Board of Directors prior to the date of this auditor's report, and the Annual Report is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions, excluding the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions. Our opinion does not cover the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we 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.

Helsinki 28.3.2025

Ernst & Young Oy
Authorized Public Accountant Firm

Mikko Rytilahti
Authorized Public Accountant

Assurance report on the sustainability statement

(Translation of the Finnish original)

To the Annual General Meeting of Lamor Corporation Oyj

We have performed a limited assurance engagement on the group sustainability statement of Lamor Corporation Oyj (business identity code 2038517-1) that is referred to in Chapter 7 of the Accounting Act and that is included in the report of the Board of Directors for the financial year 1.1.–31.12.2024.

Opinion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the group sustainability statement does not comply, in all material respects, with

1) the requirements laid down in Chapter 7 of the Accounting Act and the sustainability reporting standards (ESRS);

2) the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy).

Point 1 above also contains the process in which Lamor Corporation Oyj has identified the information for reporting in accordance with the sustainability reporting standards (double materiality assessment) and the tagging of information as referred to in Chapter 7, Section 22 of the Accounting Act.

Our opinion does not cover the tagging of the group sustainability statement with digital XBRL sustainability tags in accordance with Chapter 7, Section 22, Subsection 1(2), of the Accounting Act, because sustainability reporting companies have not had the possibility to comply with that provision in the absence of the ESEF regulation or other European Union legislation.

Basis for Opinion

We performed the assurance of the group sustainability statement as a limited assurance engagement in compliance with good assurance practice in Finland and with the International Standard on *Assurance Engagements (ISAE) 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information.*

Our responsibilities under this standard are further described in the *Responsibilities of the Group Sustainability Auditor* section of our report.

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

Other Matter

We draw attention to the fact that the group sustainability statement of Lamor Corporation Oyj that is referred to in Chapter 7 of the Accounting Act has been prepared and assurance has been provided for it for the first time for the financial year 1.1.–31.12.2024. Our opinion does not cover the comparative information that has been presented in the group sustainability statement. Our opinion is not modified in respect of this matter.

Group sustainability auditor's Independence and Quality Management

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The group sustainability auditor applies International Standard on Quality Management ISQM 1, which requires the sustainability audit firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director of Lamor Corporation Oyj are responsible for:

- the group sustainability statement and for its preparation and presentation in accordance with the provisions of Chapter 7 of the Accounting Act, including the process that has been defined in the sustainability reporting standards and in which the information for reporting in accordance with the sustainability reporting standards has been identified as well as the tagging of information as referred to in Chapter 7, Section 22 of the Accounting Act and
- the compliance of the group sustainability statement with the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088;
- such internal control as the Board of Directors and the Managing Director determine is necessary to enable the preparation of a group sustainability statement that is free from material misstatement, whether due to fraud or error.

Inherent Limitations in the Preparation of a Sustainability Statement

The preparation of the group sustainability statement requires a materiality assessment from the company in order to identify relevant disclosures. This significantly involves management judgment and choices. Group sustainability reporting is also characterized by estimates and assumptions, as well as measurement and estimation uncertainty.

The determination of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific data used to determine the emission factors and the numerical values needed to combine emissions of different gases.

In addition, when reporting forward-looking information, the company must make assumptions about possible future events and disclose the company's possible future actions in relation to these events. The actual outcome may be different because predicted events do not always occur as expected.

Responsibilities of the Group Sustainability Auditor

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the group sustainability statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion. 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 decisions of users taken on the basis of the group sustainability statement.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional scepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the group sustainability statement, whether due to fraud or error, and obtain an understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. 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.

Description of the Procedures That Have Been Performed

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures included for ex. the following:

- We have interviewed the key persons responsible for collecting and reporting the information included in the group sustainability statement.
- Through interviews, we gained an understanding of the group's control environment related to the group sustainability reporting process.
- We evaluated the implementation of the company's double materiality assessment process against the requirements of ESRS standards and the compliance of the information provided for the double materiality assessment with ESRS standards.
- We assessed whether the group sustainability statement in material respect meets the requirements of ESRS standards for material sustainability topics:
  - We have tested the accuracy of the information presented in the group sustainability statement by comparing the information on a sample basis with supporting company documentation.
  - We have on a sample basis performed analytical assurance procedures and related inquiries, recalculation and inspected documentation, as well as tested data aggregation to assess the accuracy of the group sustainability statement.
- We gained an understanding of the process by which a company has defined taxonomy-eligible and taxonomy-aligned economic activities and evaluate the regulatory compliance of the information provided.

Helsinki 28.3.2025

Ernst & Young Oy
Authorized Sustainability Audit Firm

Mikko Rytilahti
Authorized Sustainability Auditor

Information for Lamor's shareholders

Lamor Corporation Plc's shares are traded on the official list of Nasdaq Helsinki Ltd., with trading code LAMOR.

- Lamor has one share class.
- Lamor's shares have been issued in accordance with Finnish laws, and the shares are registered in the Finnish book-entry system maintained by Euroclear Finland.
- There are no voting restrictions related to the shares.
- Each share has equal voting rights, and all shares of the company provide equal rights to dividend.
- The shares are denominated in euros.
- The shares do not have a nominal value.
- All shares have been paid in full.

In addition, Lamor's green bond is listed on Nasdaq First North Finland.

Dividend policy

In accordance with the company's dividend policy, Lamor aims to distribute annual dividends, while considering the requirements deriving from business development.

Annual General Meeting 2025

Lamor's Annual General Meeting is planned to be held on 28 April 2025. Lamor plans to publish the notice to convene the Annual General Meeting on 7 April 2025. The meeting notice will be published on the company's website, and as a stock exchange release.

The notice includes the proposals of the Board of Directors and the Shareholders' Nomination Board to Lamor's Annual General Meeting 2025, and additionally information to the shareholders, proxy representatives, and the holders of nominee-registered shares on their meeting registration and attendance.

Board of Directors' proposal for profit distribution

The parent company's distributable funds on 31 December 2024 EUR were 12,505,566.09 of which net loss for the financial year was EUR -14,022,774.91. The Board of Directors proposes to the Annual General Meeting that no dividend be distributed and that the result for the financial year 2024 be entered in the retained earnings.

Lamor's financial calendar for 2025

In 2025, Lamor will publish its financial reports as the following:

- Interim Report for January-March 2025 will be published on 8 April 2025.
- Half-year Report for January-June 2025 will be published on 31 July 2025.
- Interim Report for January-September 2025 will be published on 30 October 2025.

Financial reports are available on Lamor's website from the publishing date.

Results publication event

Before the publication of each financial report, Lamor informs its shareholders and other stakeholders of the possibility to participate in the financial results publication event. Any additional material and/or recording will be available on Lamor's website after the event.

Subscribing to Lamor's releases

Subscription to Lamor's releases can be done using the release subscription form available on the company's website.

In addition to stock exchange releases and press releases, Lamor publishes company releases in accordance with the terms and conditions of the Nasdaq Helsinki Bond Market, as Lamor's first green bond was noted on the said marketplace in 2023.

Silent period

Lamor adheres to a 30-day silent period preceding the publication of interim reports, half-year reports, and financial statements bulletin. During this period, Lamor does not give comments to the media or other parties on its financial position, markets or outlook or meet with capital markets or financial media representatives in other purposes than for reviews of general or technical nature.

Shares and trading

There were no changes in the total number of Lamor's shares or the number of shares held by the company during 2024, and there were no open commitments regarding the company's shares or their issuance at the end of the financial year 2024.

- In 2024, Lamor's Board of Directors did not use the authorisations by the Annual General Meeting to the Board to decide on the issuance of new shares or treasury shares, on the acquisition of the company's own shares, or on the issuance of shares as well as the issuance of option rights and other special rights entitling to shares.
- No share rewards have been paid or accrued based on the company's share-based incentive plans.
- The company's shares are not subject to open stock options.

Analysts

Up-to-date information on the analysts following the company is provided on Lamor's website.

Lamor Investor Relations

Lamor's Chief Executive Officer, Chief Financial Officer, and Director for IR, Communications and Strategy are responsible for the company's investor relations.

Lamor IR contacts: Ir@lamor.com

Basic share information 31 December 2024

Listed on*	Nasdaq Helsinki
Trading code	LAMOR
ISIN code	FI4000512488
Sector	Utilities
Segment	Small
Listing date*	23 Nov 2023
Shares total	27,502,424
Shares outstanding	26,959,974
The company's shares held in treasury	542,450
Share capital	EUR 3,866,375.40
Market value**	EUR 32.7 million
Number of shareholders (total)	6,486

Lamor's share trading and performance 2024

Trading volume total	2.0 million (pcs)
Trading value total	EUR 3.9 million
Highest share price	EUR 2.66
Lowes share price	EUR 1.12
Closing price on the last trading day in 2024	EUR 1.22

*On the First North Premier Growth Market Finland marketplace maintained by Nasdaq Helsinki between 8 December 2021 and 22 November 2023.

** Excluding the company's shares held in treasury.

Corporate governance statement

Introduction

Lamor Corporation Plc´s ("Lamor") Corporate governance statement has been prepared in accordance with the current laws and regulations and is issued separately from the Board of Directors' report. This statement has been reviewed by the Board of Directors' Audit Committee.

Regulations affecting Lamor's corporate governance

The most significant external regulations and internal policies and procedures affecting Lamor's corporate governance have in 2024 been as presented below:

External regulation

Lamor has complied with the applicable EU and Finnish legislation for public limited liability companies as well as the Finnish Corporate Governance Code ("Corporate Governance Code") issued by the Finnish Securities Market Association in force at each time, and available at www.cgfinland.fi. This Corporate Governance Statement has been prepared in accordance with the Finnish Corporate Governance Code, which entered into force on 1 January 2025. Lamor has followed the Corporate Governance Code in full.

Lamor has additionally followed the instructions and regulations of the European Securities Market Authority and the Finnish Financial Supervisory Authority as well as Nasdaq Helsinki's insider guidelines and rules as follows:

- Nasdaq Helsinki's rules for issuers of shares
- Nasdaq Helsinki Bond market rules for the issuers of notes

Lamor's financial reports, including consolidated financial statements, are prepared in accordance with the International Financial Reporting Standards (IFRS) and their IFRIC Interpretations as adopted by the European Union.

Internal regulation

The most significant internal regulations, policies and rules affecting Lamor's corporate governance include:

- Articles of Association
- Code of Conduct
- Policies and instructions concerning corporate governance
- Charters of the Board of Directors and those of the Board Committees
- Charter of the Shareholders' Nomination Board
- Green Finance Framework

Lamor's Corporate Governance Statement is available on the company's website.

Governance structure

Lamor's governance structure

In accordance with the Finnish Limited Liability Companies Act, the responsibility for Lamor's management and administration is divided between the General Meeting and the Board of Directors. Lamor's governing bodies include the General Meeting, the Shareholders' Nomination Board, which is established as a permanent governing body of the shareholders, the company's Board of Directors with its committees, and the CEO. In addition, Lamor's Group Leadership Team assists the CEO in managing the company's business.

The shareholders have the ultimate decision-making power at the General Meeting. The Annual General Meeting resolves on the election of the Board of Directors and the auditor as well as on other matters, in accordance with the Finnish Limited Liability Companies Act and Lamor's Articles of Association and falling within the competence of the General Meeting.

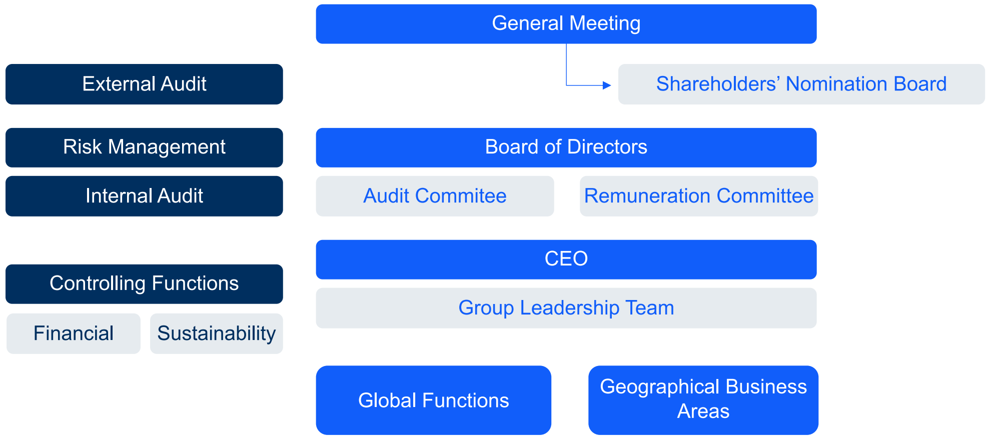
The Shareholders' Nomination Board is a permanent corporate body of Lamor, and is responsible for annual proposals to Lamor's Annual General on the composition and remuneration of the Board of Directors.

Lamor's Board of Directors decides on the appointment of the company's CEO as well as on the terms of the CEO's contract of duty and remuneration, in accordance with the remuneration policy approved by the General Meeting. In addition, based on the CEO's proposal, the Board also decides on the composition and remuneration of the Group Leadership Team.

The Board of Directors steers and supervises the management of the CEO and the Group Leadership Team as well as the achievement of the objectives for the strategic and financial targets defined for Lamor Group's global functions and geographical business areas, as well as those concerning shareholder value development and business sustainability.

The Board's committees prepare proposals to the Board and carry out tasks as delegated by the Board to their committees in accordance with the respective areas of responsibility.

In 2024, no significant changes were made to Lamor's governance structure and control system.



General Meeting

The General Meeting is Lamor's highest decision-making body. It makes decisions on the matters pertaining to it in accordance with the Finnish Limited Liability Companies Act and the company's Articles of Association. At the General Meeting, all shareholders of the company may participate in the company's supervision and exercise their right to vote, speak and present questions. Resolutions are generally passed with a simple majority of votes.

The General Meeting is convened by the company's Board of Directors. In addition to the Annual General Meeting, the Board can convene an Extraordinary General Meeting on its own initiative. An Extraordinary General Meeting must also be convened if requested by the company's auditor or shareholders who represent at least ten (10) percent of all company shares.

The notice of the General Meeting shall be sent to the shareholders by publishing it on the company's website no earlier than three (3) months before the record date of the General Meeting as referred to in the Finnish Limited Liability Companies Act and no later than three (3) weeks before the General Meeting, however no later than nine (9) days before the record date of the General Meeting referred to in the Finnish Limited Liability Companies Act. In addition, Lamor publishes the notice of the meeting as a stock exchange release.

The documents and proposals for the resolutions to be presented to the General Meeting are published on Lamor's website.

To participate in a General Meeting, a shareholder must be registered in Lamor's shareholder register maintained by Euroclear Finland Ltd on the record date of the General Meeting. Each share corresponds to one vote. Instructions on the participation of nominee-registered shareholders in the General Meeting are included in each meeting notice.

Annual General Meeting

The Annual General Meeting is held annually on a date determined by the Board of Directors, however no later than six (6) months from the end of the company's financial year. The General Meeting resolves on matters belonging to it in accordance with the Finnish Limited Liability Companies Act and the company's Articles of Association, including:

- adopting the financial statements, including the consolidated financial statements
- resolving on the use of the profit shown in the balance sheet, such as the distribution of dividends
- resolving on the discharge of Board members and the CEO from liability
- resolving on the election of the members of the Board of Directors and the auditor
- resolving on the remuneration of the Board of Directors and the auditor, including the basis for reimbursement of travel expenses
- approving the remuneration report of the governing bodies and, if necessary, the remuneration policy (advisory resolution)
- other proposals to the General Meeting made by the Board of Directors or shareholders, including for instance amending the Articles of Association or giving authorisations to the Board of Directors, for example, in relation to the company's shares, their issuance or acquisition.

A shareholder has the right, in accordance with the Finnish Limited Liability Companies Act, to have a matter belonging to the General Meeting on the agenda of the General Meeting, if he or she requests it in writing from the Board of Directors in sufficient time for the matter to be included in the notice of the Meeting. On its website, the company announces the date by which a shareholder must present a matter required for consideration by the Annual General Meeting to the Board of Directors. The date will be announced no later than the end of the financial year preceding the Annual General Meeting.

The Chairman of the Board of Directors, the members of the Board of Directors, the CEO and the auditor are required to be present at the Annual General Meeting, as well as persons nominated as new members of the Board of Directors.

General Meetings held during 2024

Lamor's Annual General Meeting was held on 26 March 2024 as a virtual meeting in accordance with the Finnish Companies Act. The General Meeting was in favour of all proposals submitted to the General Meeting by the Board of Directors and the Shareholders' Nomination Board.

The Annual General Meeting adopted the financial statements for the year 2023 and resolved not to distribute dividends. The Annual General Meeting discharged the Board members and the CEO from liability, and approved the 2023 remuneration report of the governing bodies.

In addition, Lamor's Annual General Meeting 2024 decided, in accordance with the Board's proposals, to authorize the Board to decide on the acquisition of own shares, the issuance of shares and the granting of special rights in accordance with the terms approved by the General Meeting.

The General Meeting resolved, in accordance with the Shareholders' Nomination Board's proposal, on the remuneration for the Board of Directors, confirmed the number of Board members to be five (5) and re-elected Nina Ehrnrooth, Fred Larsen, Kaisa Lipponen, Timo Rantanen and Mika Ståhlberg as the Board members.

Public accountants Ernst & Young Oy were re-elected as the company's auditor, with APA Mikko Rytilahti as the new auditor with principal responsibility. Ernst & Young Oy was elected as the Company's sustainability reporting assurance provider, with ASA Mikko Rytilahti as the responsible sustainability reporting assurance provider. In addition, the Annual General Meeting resolved on the remuneration to the Auditor and the sustainability reporting assurance provider, and the principles on compensating their travel expenses.

The minutes of the General Meeting and other documents related to the General Meeting are available on the company's website.

Shareholders' Nomination Board

The Shareholders' Nomination Board was established by a resolution of the Annual General Meeting 2022 as a permanent corporate body of Lamor. As a rule, the Nomination Board has four (4) members, of whom the company's three (3) largest shareholders are each entitled to nominate one member.

The duties of the Nomination Board include the annual preparing and presenting for the Annual General Meeting, and when necessary to the Extraordinary General Meeting, proposals on the remuneration, number of the members and the members of the Board of Directors. Further, the duties include searching for possible candidates for new members of the Board of Directors.

When preparing a proposal for the composition of Lamor's Board of Directors, in addition to evaluating the complementary competences and independence of the proposed persons, as well as other set criteria, the Nomination Board must consider the principles regarding the diversity of Lamor's Board members, and if necessary, propose changes to them.

When preparing a proposal on remuneration for the Board of Directors, the Nomination Board must consider the remuneration policy approved in the advisory vote of Lamor's General Meeting.

The charter of the Nomination Board, as approved by the General Meeting, is available in its entirety on Lamor's website.

Organisation of the Nomination Board

In accordance with the charter of the Shareholders' Nomination Board, the Chairman of the Board of Directors of Lamor ensures on behalf of the Board that the Shareholders' Nomination Board is appointed annually. In addition, the Chairman of Lamor's Board convenes the first meeting of the Nomination Board after the annual nomination process and acts as the fourth member of the Nomination Board.

The person appointed by the largest shareholder serves as the Chairman of the Nomination Board, unless the Nomination Board decides otherwise, and is responsible for convening the Nomination Board after organisation.

Activities and composition of the Nomination Board

The members of the Nomination Board during 2024 have been appointed by Lamor's three largest shareholders, based on the nomination right as determined based on the share ownership as of 1 September of each term of office.

The Nomination Board appointed in 2023 convened once (1) during 2024, and on 24 January 2024, informed the Lamor Board of Directors of its proposal for Lamor's Annual General Meeting 2024 regarding the composition and remuneration of the Board.

The Nomination Board appointed in 2024 convened once (1) during 2024.

All members of the Nomination Board (100%) participated in the meetings.

Proposals by the Shareholders' Nomination Board to the Annual General Meeting 2025

On 26 February 2025, the Shareholders' Nomination Board notified Lamor's Board of Directors of its proposal for Lamor's Annual General Meeting 2025 regarding the Board's composition and remuneration. Lamor announced the proposals as a stock exchange release on the same day.

The Nomination Board's proposals are included in the notice of the Annual General Meeting. The proposals and additional information about the proposed persons are also available on Lamor's website.

The composition of the Nomination Board for the term starting in 2024

Shareholder	Representative	Position	Member since
Larsen Family Corporation Oy	Fred Larsen (M), Chairman of the Board	Chairman	2022
Finnish Industry Investment Ltd.	Juuso Puolanne (M), Investment Director	Member	2022
Ilmarinen Mutual Pension Insurance Company	Annika Ekman (F), Head of Direct Equity Investments	Member	2023
Lamor Corporation Oyj	Mika Ståhlberg (M), Chairman of the Board	Member	2022

In the above table, the gender of the members of the Nomination Board is presented in brackets as follows: (M)=male, (F)=female.

Board of Directors

The Board of Directors is responsible for appropriate organisation of Lamor's governance and operations.

According to Lamor's Articles of Association, the company's Board of Directors has at least three (3) and a maximum of eight (8) ordinary members, and the term of office of the members of the Board of Directors ends at the end of the Annual General Meeting following the election.

The operating procedures and rules of Lamor's Board of Directors are described in the charter approved by the Board. The Board shall convene monthly, i.e. at least twelve (12) times annually.

There is a quorum when more than half of the Board members are present. Disqualified members shall not be considered when calculating the quorum.

The Board's tasks

The Board's responsibilities and obligations are primarily defined in Lamor's Articles of Association and in the Finnish Limited Liability Companies Act. In accordance with its charter, the duties of the Board of Directors also include:

Strategy and financial targets

- deciding on Lamor's strategy and the company´s strategic and financial targets
- determining Lamor's dividend policy

Supervising and ensuring the compliance of operations

- supervising and controlling Lamor's management and operations
- confirming the charters of the Board and the Board Committees

Risk management

- approving Lamor's risk management principles and certain risk management policies and practices and supervising their implementation

Investments

- deciding on significant investments, acquisitions and divestments

Financial reporting and sustainability reporting

- overseeing Lamor's financial reporting and approving Lamor's interim and half-year reports, annual reports and financial statements
- approving Lamor's sustainability principles and overseeing the company's sustainability reporting

Management remuneration

- deciding on the remuneration, incentive schemes and performance metrics of the CEO and the Group Leadership Team, in accordance with Lamor's remuneration policy

Other matters to be decided by the Board

- deciding on other significant issues concerning Lamor's operations

Activities of the Board of Directors in 2024

In 2024, a total of twenty-one (21) Board meetings were held. Twelve (12) of the meetings were regular meetings and nine (9) were additional meetings, relating particularly to the assessment of the Group Leadership Team composition as well as on the review of the company's strategy and long-term targets, and key strategic matters. In connection with the regular meetings, the Board received up-to-date information on Lamor's operations, financial situation and risks. The CEO and CFO and, depending on the issues discussed, other members of the Group Leadership Team also participated in the meetings. Some of the additional Board meetings were internal meetings of the Board. Minutes were kept of all Board meetings.

The assessment of the Board's work was carried out in a form of internal assessment.

Committees of the Board of Directors

Lamor's Board of Directors has two permanent committees: the Audit Committee and the Remuneration Committee.

The main tasks and operating principles of the committees are defined in written charters, which the Board approves in connection with its annual organisation and which are updated when necessary.

The election of the members and the work of both committees are guided by the following principles:

- The Board's committees prepare proposals to the Board and carry out tasks delegated by the Board and in accordance with the Corporate Governance Code, within their respective areas of responsibility.
- The Board has confirmed the main tasks and operating principles of the committees in their written charters

- The Board elects the chairs and members of the committees from among themselves at its constitutive meeting and supervises their work during their term of office.
- Each committee has at least three (3) Board members.
- The term of office of the committees is one (1) year, and their term of office ends at the end of the Annual General Meeting following the election.
- A person who participates in the day-to-day management of Lamor or a company belonging to the same group of companies as it, for example as CEO, cannot be accepted as a committee member.

If necessary, the committees may consult external experts to the extent agreed with the company and the Board of Directors and taking into consideration independence factors.

Audit Committee

The Audit Committee prepares matters relating to, among other things, financial reporting, sustainability reporting, risk management, compliance with laws and regulations, monitoring and evaluation of related party transactions, audit and auditors, internal audit as well as preparation of proposals related to these matters. In addition, the Audit Committee is responsible for other matters as mandated by the Finnish Corporate Governance Code or matters delegated by the Board of Directors.

The majority of the members of the Audit Committee must be independent of Lamor and at least one (1) member of the Committee must be independent of Lamor's significant shareholders.

The members of the Audit Committee must have sufficient expertise and experience with respect to the committee's area of responsibility and the mandatory tasks relating to auditing. At least one (1) Audit Committee member must have expertise in accounting or auditing.

Remuneration Committee

The duties of the Remuneration Committee include preparing remuneration matters to be considered by the Board relating to the appointment and remuneration of the CEO and other key individuals at Lamor as well as Lamor's general remuneration principles and incentive schemes.

The majority of the members of the Committee shall be independent of the company.

The members of the Remuneration Committee shall possess sufficient competence and experience considering the committee's area of responsibility

Expertise and diversity of the Board of Directors

The members of the Board were elected at the 2024 Annual General Meeting in accordance with the recommendation of the Shareholders' Nomination Board regarding the Board's election procedure, so that the shareholders took a position at the General Meeting on the composition of the Board as a whole. The aim of the recommendation was to ensure that, in addition to the qualifications of the individual members of the Board, the proposed Board as a whole would have appropriate expertise and experience for the company, and that the composition of the Board would meet the requirements of the Finnish Corporate Governance Code.

In order to secure diverse perspectives, in addition to professional expertise and experience, other aspects advancing diversity have also been considered. In 2024, two (2) out of five (5) Board members, constituting to 40% of the members of the Board of Directors, were female.

Independence of the members of the Board of Directors

The assessment of the independence of the Board of Directors is carried out at least annually and when needed.

Composition of the Board of Directors and its Committees

Following the 2024 Annual General Meeting, Lamor's Board of Directors reappointed from among its members Mika Ståhlberg as the Chair and Fred Larsen as the Vice Chair. The other members of the Board of Directors are Nina Ehrnrooth, Kaisa Lipponen and Timo Rantanen.

The Board of Directors elected the following members to its Committees:

Audit Committee: chair Timo Rantanen; members Kaisa Lipponen, Mika Ståhlberg

Remuneration Committee: chair Nina Ehrnrooth; members Kaisa Lipponen, Timo Rantanen

Information on the Board members, including their shareholding, independence and participation in the Board and Committee meetings, is provided on the next page.

Composition of the Board of Directors 31 December 2024

Mika Ståhlberg (M)

Chair of the Board since 2022
Member of the Audit Committee since 2022

Born: 1969
Nationality: Finnish
Education: LL.B, Attorney of Law

Main positions of duty and of trust: Partner, law firm Krogerus

Independence: Independent of the company and the company's main shareholders

Meeting attendance in 2024:
21/21 Board meetings,
7/7 Audit Committee meetings

Shareholding on 31 Dec. 2024*:
34,500

Fred Larsen (M)

Vice Chair of the Board since 2022
Member of the Board since 1998

Born: 1968
Nationality: Finnish and Danish
Education: High school diploma

Main positions of duty and of trust: Chair of the Board, Larsen Family Corporation Oy; Chair of the Board, Fastighets Ab Krämaretorget

Independence: Not independent of the company and the company's main shareholders

Meeting attendance in 2024:
21/21 Board meetings

Shareholding on 31 Dec. 2024*:
10,504,527

Nina Ehrnrooth (F)

Member of the Board since 2021
Member of the Remuneration Committee since 2022, Chair since 3/2024
Member of the Audit Committee in 2021–2022

Born: 1962
Nationality: Finnish
Education: M.Sc. (Econ.)

Main positions of duty and of trust: Advisory roles in several companies; Chair of the Board, Oy Bonnina Ab; Member of the Board, Ori Solution Oy

Independence: Independent of the company and the company's main shareholders

Meeting attendance in 2024:
21/21 Board meetings
5/5 Remuneration Committee meetings

Shareholding on 31 Dec. 2024:
23,000

Kaisa Lipponen (F)

Member of the Board since 2021
Member of the Audit Committee since 2021
Member of the Remuneration Committee since 2022

Born: 1980
Nationality: Finnish
Education: MA

Main positions of duty and of trust: SVP, Sustainability, HSE & Communications, Paulig Ab; Member of the Board, Third Rock Finland Oy

Independence: Independent of the company and the company's main shareholders

Meeting attendance in 2024:
19/21 Board meetings
7/7 Audit Committee meetings
5/5 Remuneration Committee meetings

Shareholding on 31 Dec. 2024:
3,500

Timo Rantanen (M)

Member of the Board since 2019
Chair of the Audit Committee since 2021
Chair of the Remuneration Committee since 2022, member since 3/2024

Born: 1961
Nationality: Finnish
Education: M.Sc. (Econ.)

Main positions of duty and of trust: CEO, Capital Dynamics Oy; Chair of the Board, Genera group companies; other Board memberships in several companies

Independence: Independent of the company and the company's main shareholders

Meeting attendance in 2024:
20/21 Board meetings
7/7 Audit Committee meetings
5/5 Remuneration Committee meetings

Shareholding on 31 Dec. 2024*:
631,850

* Including direct ownership and indirect ownership through controlled entity. The gender of the members is indicated in brackets: (M)= male, (F)=female.

CEO and Group Leadership Team

CEO

The CEO's duties are mainly governed by the Finnish Limited Liability Companies Act. The CEO is responsible for managing, directing and supervising Lamor's business. In addition, the CEO is responsible for the day-to-day management of Lamor in accordance with the instructions and regulations issued by the Board of Directors. The CEO is also responsible for ensuring that Lamor's accounting practice complies with applicable legislation and that the company's financial management is organised in a reliable manner.

The CEO must provide the Board and its members with the information necessary to perform the Board's duties.

The Board selects and dismisses the CEO and decides on the terms of the CEO's employment.

Johan Grön has served as the CEO of Lamor. The company has not had a deputy CEO.

Group Leadership Team

The task of Lamor Group's Leadership Team is to support the CEO in the business planning and operational management. In addition, the Group Leadership Team prepares possible investments, acquisitions and development projects.

The members of the Group Leadership Team have been given broad mandates in their areas of responsibility, and they have a duty to develop Lamor's operations in accordance with the goals set by the Board of Directors and the CEO. The position of the Group Leadership Team is not regulated by law or in the company's Articles of Association, but it has a key role in the management of the company.

During 2024, both personnel changes and changes in the areas of responsibility of individual members were implemented within the Group Leadership Team. At the end of the 2024, Lamor's Group Leadership Team consisted of the CEO, CFO, COO and HR Director (people and culture) as well as the SVPs of the company's three geographical business areas.

The activities of the Management Team in 2024

In 2024, Lamor's Group Leadership Team focused especially on the implementation and monitoring of the company's strategic development projects, the renewal of the organizational structure, and the preparation related to the update of the strategy and long-term financial targets in cooperation with the Board of Directors.

The Group Leadership Team convened regularly during the year, at least monthly or more frequently, if needed.

Group Leadership Team composition 31 December 2024

Johan Grön (M)
CEO

Born: 1966
Nationality: Finnish
Education: D.Sc. (Chem. Eng.)

Other key experience: several earlier director or management positions at Gasum, Outotec, Kemira, Xylem Inc., Stora Enso and Valmet

Shareholding on 31 Dec. 2024: 71,400

Mikko Forsell (M)
CFO since 1 Nov. 2024

Born: 1974
Nationality: Finnish
Education: M.Sc. (Eng.) and M.Sc. (Econ.)

Other key experience: CFO for Verkkokauppa.com, HKScan and Metsä Tissue

Shareholding on 31 Dec. 2024: 0

Richard Hill (M)
COO since 13 Nov. 2024

Born: 1979
Nationality: British
Education: Engineer

Other key experience: Director of Lamor's Environmental Protection Portfolio; various management positions in e.g. Vikoma International and Markleen Limited

Shareholding on 31 Dec. 2024: 0

Santiago Gonzalez (M)
SVP, North and South America

Born: 1962
Nationality: Columbian and Spanish
Education: Industrial Engineer

Other key experience: previously General Manager of Corena Ecuador, part of Lamor Group

Shareholding on 31 Dec. 2024: 702,750

Robert James (M)
SVP, Europe and Asia since 11 Nov. 2024

Born: 1963
Nationality: British
Education: B.Sc. (Physics) and M.Sc. (Eng.)

Other key experience: leadership positions at Oil Spill Response Ltd, Cleanaway, International Environmental Management Ltd.

Shareholding on 31 Dec. 2024: 0

Aziz Al-Othman (M)
SVP, Middle East and Africa since 1. Nov. 2024

Born: 1972
Nationality: Saudi Arabian
Education: M.Sc. (Eng.)

Other key experience: director positions at NEOM Company, NCEC, and Gulf Industrial Technologies

Shareholding on 31 Dec. 2024: 0

Mervi Oikkonen (F)
HR Director

Born: 1976
Nationality: Finnish
Education: M.Sc. (Econ.)

Other key experience: HR director positions at Neste Oyj and in different business units at ABB

Shareholding on 31 Dec. 2024: 0

In addition, the following persons belonged to Lamor's Group Leadership Team in 2024: Johanna Grönroos, Chief Strategy Officer until 12 Nov. 2024; Timo Koponen, CFO until 1 March 2024; Vesa Leino, interim CFO between 1 March and 31 Oct. 2024; Juha Korhonen between 1 March and 12 Nov. 2024; Östen Lindell, SVP, Europe and Asia between 1 March and 22 Oct. 2024; Pentti Korjonen, SVP, Middle East and Africa until 22 Oct. 2024. The gender of the members is indicated in brackets: (M)= male, (F)=female.

LAMOR

Control system

Starting points and objectives

The main function of Lamor's control system is to support the compliance and transparency of the company's operations. The Lamor's operating principles, internal control environment and risk management support and secure the achievement of the company's financial and strategic targets and prevent events that could have a negative impact on the realisation.

The objective of Lamor's internal control and risk management operating model related to financial reporting is to provide sufficient assurance about the reliability of financial reporting and that the financial statements have been prepared in accordance with the applicable laws and regulations, accepted accounting principles (IFRS standard at the Group level, local accounting standards in each country) and the other applicable requirements for listed companies.

Compliance and operating principles

Lamor's ethical principles (Code of Conduct) and other operating principles form the basis for daily business operations. Lamor and all its employees are expected to comply with all local laws and regulations in all their activities and to create and maintain ethical relationships with their customers, suppliers and other stakeholders.

Lamor's ethical principles (Code of Conduct) define the company's ethical business practices, environmental values, human rights and employee rights also in the company's entire value chain.

Principles of internal control and risk management related to the financial reporting process

Internal control is essential in ensuring the company's operational capability. It is a critical part of risk management, enabling the creation and maintenance of the company's value.

Internal control aims to ensure that the company complies with applicable laws, regulations, ethical principles (Code of Conduct) and other instructions and recommendations.
In addition, internal control aims to ensure the reliability of the company's financial and operational reporting.

The operating models of internal control are aligned with the risk management process. The aim of the risk management is to support the strategy and the achievement of targets by identifying possible business threats and opportunities and mitigating them.

The key objectives of internal control and risk management related to financial reporting are, among other things, to ensure:

- sufficient certainty about the reliability of financial reporting
- preparation of financial statements in accordance with applicable laws and regulations, accounting principles (IFRS) and other set requirements
- securing the company's funds and assets
- the effectiveness and overall efficiency of the company's operations to achieve strategic, operational and financial goals
- protecting the resources of the company and its business units from misuse
- propriety of transactions
- proper functionality and management of IT systems and information security.

Areas of internal control

The areas of internal control are the control environment, risk assessment, control functions, communication and monitoring. This report presents the control environment that is part of Lamor's control system, especially from the point of view of financial reporting. The description of the control system for non-financial information is presented in the company's Sustainability statement.

Control environment

The main responsibility for the internal control of Lamor's financial reporting rests with the company's Board of Directors. The Board's responsibilities and the internal division of labour between the Board and its committees are defined in the working order confirmed in writing by the Board. The task of the Audit Committee appointed by the Board is to ensure that the principles defined for financial reporting, risk management and internal control are followed, and to enable an appropriate audit.

The CEO is responsible for organising an effective control environment and continuous operation of internal control related to financial reporting, as well as appropriate allocation of resources. Financial risk management is coordinated by the company's CFO. Risks and related changes are reported to the company's Board if necessary.

The most important tools that guide financial reporting are the Code of Conduct, approval policy, disclosure policy, accounting principles and other accounting and reporting rules and standards.

Risk assessment

Risk management supports the achievement of Lamor's strategic and business goals. Risk management covers all areas of the organisation and considers strategic, financial and operational risks, including project-specific risk management processes. The goal is to systematically identify and evaluate the most significant threat factors at the level of the Group, operations and processes. Effective risk management ensures the continuity of operations even in changing conditions.

The Board of Directors approves Lamor's risk management principles, certain risk management policies and practices and supervises their implementation. Main risks and opportunities are identified and evaluated annually in relation to business goals, and they are an important part of both long- and short-term business planning. The most important risks and business uncertainties identified by Lamor are described in the interim financial reports and also in the Board of Directors' report published as part of the financial statements.

Control activities

The CEO is responsible for implementing internal control. Finance-related internal control as well as business and administration control are integrated into the company's business processes. The company has defined and documented significant internal control measures related to the interim and financial statement reporting process as part of the business processes. Key internal control measures include approval mechanisms, access rights, segregation of duties, authorisations, reconciliations and regular unit and Group level monitoring of financial reporting.

Financial reporting is prepared monthly with appropriate monitoring. The management monitors the achievement of goals through monthly management reporting. The consolidated interim reports are prepared quarterly, and financial statements annually. The financial reports and statements must give a correct and sufficient picture of the results of the Group's operations. The financial organisation ensures that the quarterly and half-yearly reporting as well as the financial statements correspond to the company's principles and guidelines and that all financial reporting is prepared according to the schedule.

The company has a separate internal audit function. The Board can also use external experts for a separate evaluation of the control environment or control functions.

Communications

The company's internal communication supports the coverage and accuracy of financial reporting. All employees in the Group's various units dealing with the related matters are given information for example about the company's financial reporting goals and internal control requirements, operating instructions and procedures related to accounting and financial reporting, changes to reporting principles, reporting and disclosure obligations.

The disclosure policy defines how and when information needs to be disclosed, who discloses it, and the accuracy and completeness of the information disclosed to fulfil the information disclosure requirements. The current Code of Conduct, disclosure policy and insider guidelines are available on the company's webpage.

LAMOR

Monitoring

Financial monitoring includes systematic processes and formal and informal procedures applied by management to monitor, analyse, and control Lamor's financial performance in relation to budgets and plans. The monitoring includes the monitoring of monthly financial reports, the review of rolling forecasts and plans, and the auditors' and internal audit's reports.

The budgeting process is carried out annually. Realised values are compared to the budget every month. In addition, a quarterly forecast is prepared to ensure that the budget is valid, and it is revised if necessary. In addition, implementation and financial monitoring of the largest projects are carried out in separate project steering groups.

Division of monitoring duties

The CEO, the Group Leadership Team and the management of subsidiaries and associated companies are responsible for compliance, taking into account financial regulation, accounting standards (IFRS) and public market rules and regulations, as well as maintaining an effective control environment. The Board of Directors, the Audit Committee and the CEO monitor the effectiveness of internal control over financial reporting.

In addition to Lamor's internal control, the internal audit function has an independent role to monitor and regularly evaluate the effectiveness and functionality of Lamor's management, risk management and internal control of financial reporting. The evaluation takes place in accordance with the charter of the internal audit as approved by the Board of Directors.

Avoidance of conflicts of interests

Lamor's decision making processes and the charters of the Board Directors and its Committees include procedures to prevent and mitigate possible identified conflicts of interests.

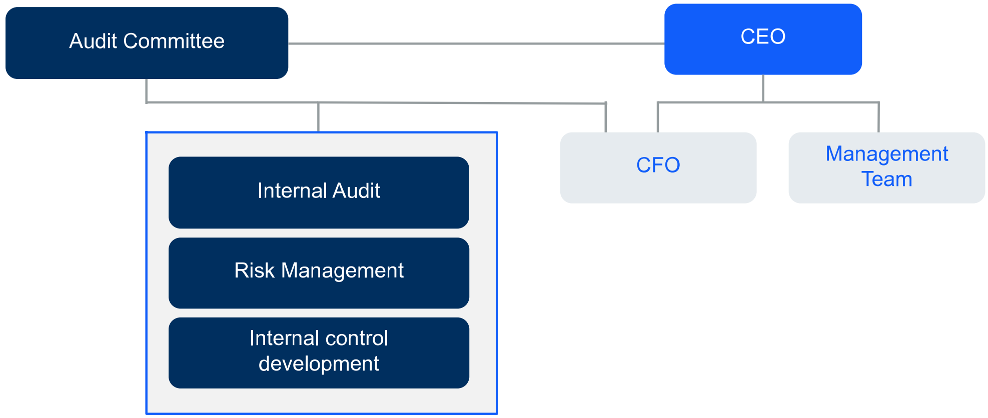
Audit functions

Internal audit

Lamor's internal audit is an independent and impartial verification and consulting function, the goal of which is to generate added value for Lamor and improve its operations. Internal audit supports the organisation in achieving its goals by providing a systematic approach to evaluating and developing the effectiveness of the organisation's risk management, control and management processes.

Lamor's Board of Directors decides on the operating principles of the internal audit, which are defined in the charter of the internal audit prepared by the Audit Committee. In addition, the Audit Committee approves the annual internal audit plan, considering the results of the annual risk assessment, various business needs and feedback from management and the Audit Committee and the Board. The internal audit plan is updated if necessary, and separate audit assignments are also carried out if necessary.

The audit findings, recommendations and management's corrective measures are regularly reported to the Audit Committee. The internal audit function reports functionally to the Audit Committee and administratively to the CFO.



External audit

According to the company's Articles of Association, Lamor has one (1) auditor, who must be an auditing firm approved by the Finnish Patent and Registration Office. The auditor's term of office begins at the General Meeting where the auditor is elected, and ends at the end of the Annual General Meeting following the election. The General Meeting elects the auditor and resolves on the auditor's remuneration.

The Annual General Meeting 2024 re-elected Ernst & Young Oy as the company's auditor, with APA Mikko Rytilahti as the new auditor with principal responsibility. The Annual General Meeting 2024 further elected Ernst & Young Oy as the Company's sustainability reporting assurance provider, with ASA Mikko Rytilahti as the responsible sustainability reporting assurance provider. In addition, the Annual General Meeting resolved on the remuneration to the Auditor and the sustainability reporting assurance provider, and the principles on compensating their travel expenses.

Lamor's Audit Committee monitors and evaluates the auditor's activities and monitors and approves the auditor's assignments and fees related to activities other than auditing. The audit of the Key Audit Matters (KAM) and possible audit findings are described in connection with the auditor's report for the financial year 2024.

Fees paid to the auditor

Thousand euros	2024	2023
Audit services	289	324
Other inspection services	22	1
Tax services	41	0
Other services (incl. sustainability reporting assurance)	108	69
Total	**459**	**394**

Management of insider issues

Lamor has prepared insider guidelines to establish clear guidelines for, among other things, the administration of inside information, the maintenance of insider lists and the notification of transactions by persons subject to the notification obligation. Lamor's insider guidelines were updated in 2024 with regard to the division of responsibilities in the management of insider issues.

Lamor's insider guidelines supplement the provisions of the Market Abuse Regulation (MAR) and other regulations, such as the Finnish Criminal Code (39/1889) and the Finnish Securities Markets Act, Nasdaq Helsinki Ltd's Guidelines for Insiders, Nordic Main Market Rulebook for Issuers of Shares, Nasdaq First North Bond Market Rulebook and the Finnish Financial Supervisory Authority's rules and regulations on insider matters in force at each time.

Lamor's CEO is responsible for the Lamor's insider guidelines and insider administration. Lamor's Chief Financial Officer acts as the deputy.

Project-specific insiders

If necessary, Lamor maintains project- and event-specific insider lists.

As a rule, the Chairman of the Board of Directors and the CEO jointly decide on delaying the disclosure of inside information in case the conditions of delaying set out in the Market Abuse Regulation (MAR) are met. Simultaneously, a project- or event-specific insider list is established.

The project- or event-specific insider lists drawn up each time include the persons who receive insider information about a specific project or event.

List of persons discharging managerial responsibilities and closely associated persons, and trading notifications

Lamor has defined the Chairman of the Board of Directors and the possible Vice Chairman as well as other members and possible deputies of the Board, the CEO of the company and his possible deputy and the members of the Group Leadership Team, including the possible members of the Extended Management Team, as persons discharging managerial responsibilities and are required to report their transactions in accordance with the Market Abuse regulation (MAR).

Persons discharging managerial responsibilities and persons closely associated with them must notify Lamor and the Finnish Financial Supervisory Authority of transactions concerning Lamor's financial instruments. The notification shall be made without delay and no later than three (3) days after the date of execution of the transaction.

Lamor publishes notifications regarding the transactions of persons discharging managerial responsibilities and persons closely associated with them without delay and at the latest within two (2) working days of receiving the notification regarding the transaction.

Lamor maintains a list of persons discharging managerial responsibilities and persons closely associated with them in accordance with the Market Abuse regulation. The list is not public.

Trading restrictions

The managers defined by Lamor are subject to a closed period of 30 calendar days before the publication of interim reports, half-yearly reports, or financial statements release and financial statements. The closed period ends at the end of the date of the publication day of such report. The closed period also applies to persons who participate in the preparation of the reports in question.

Transactions between Lamor and its management or those related to management

According to the company's definition, the Group's related parties consist of Lamor's significant shareholders, the Board of Directors, the CEO and the rest of the company's Management Team and their family members, as well as the entities and associated and joint ventures controlled by them. In addition, the Group's related parties include associated and joint ventures in which the Group is the owner.

Lamor's financial organisation monitors related party transactions as part of the company's normal reporting and control practices. The Audit Committee must separately deal with a related party transaction that is not part of the company's usual business or that is not based on market conditions. In addition, the Board must approve such a related party transaction.

The members of Lamor's Board of Directors, CEO, members of the Group Leadership Team and significant shareholders confirm annually whether they or their related parties as defined in the IAS 24 standard have had related party transactions during the past financial year.

The related party transactions are presented in the financial review as part of the published interim reports and financial statements. In addition, in connection with the company's remuneration report, any remuneration received by members of the company's Board of Directors or their related companies for other than for Board work is reported annually.

Disclosure policy

In 2024, Lamor updated its disclosure policy with regard to the division of responsibilities in investor communications and silent period practices. Under the updated policy, Lamor will continue to observe a 30-day silent period in its communication with investors and the media.

Communication with capital markets, including the issuance of statements and being the contact person for investors, shareholders and analysts, is the responsibility of the Company's CEO, CFO and Director for Investor Relations and Communication.

Remuneration report

Introduction

This remuneration report contains information on the remuneration of Lamor's Board of Directors and CEO for the period 1 January–31 December 2024, and it is based on the recommendations of the Securities Market Association's Corporate Governance Code in force in Finland and the requirements of the Securities Markets Act and the Finnish Limited Liability Companies Act.

Lamor's remuneration policy

The remuneration of Lamor's governing bodies is based on the company's current remuneration policy, which was adopted in accordance with the advisory vote of Lamor's Annual General Meeting 2022.

The policy is valid for four years from its approval, and it will next be put to an advisory vote at the 2026 Annual General Meeting.

The Board of Directors may, at its discretion, submit the remuneration policy to the Annual General Meeting for advisory decision-making already before 2026.

The key objective of the remuneration policy is to promote:

- implementation of Lamor's strategy
- achieving Lamor's long-term financial targets
- favourable development of shareholder value
- individual accountability and fair remuneration

Remuneration report for 2024

This remuneration report for Lamor's governing bodies for the year 2024 presents how Lamor's Board of Directors and CEO were remunerated during the financial year 1 January-31 December 2024.

Reporting and remuneration practices have been based on Lamor's current remuneration policy. In addition, the recommendations of the new Finnish Corporate Governance Code, which entered into force on 1 January 2025, have been taken into account in the preparation of the report.

The remuneration report for 2024 will be presented at Lamor's Annual General Meeting 2025.

Shareholders' feedback on Lamor's remuneration policy and report

The proportion of shareholders who participated in the advisory vote on the remuneration policy at the Annual General Meeting 2022 corresponded to approximately 63.57 per cent of all shares and approximately 64.85 per cent of all votes in the company. 100 per cent of the votes cast were cast in favour of the Board's proposal. No votes were cast against the Board's proposal. The number of shares abstaining from voting corresponded to approximately 9.5 per cent of the shares represented at the meeting.

At Lamor's Annual General Meeting held on 26 March 2024, the General Meeting supported the adoption of the presented remuneration report for 2023 in the form proposed by the Board of Directors. The proportion of shareholders who participated in the advisory advance vote corresponded to approximately 70.06 per cent of all shares and approximately 71.46 per cent of all votes in the company. In the advance vote, 99.99 per cent of the votes cast were cast in favour of the Board's proposal. 0.01 per cent of the votes cast were cast against the Board's proposal. In line with shareholder feedback, the report contained more extensive information than before on the indicators and weights of the CEO's short-term performance-based remuneration and the level of long-term remuneration in relation to other remuneration. The earlier feedback has also been considered in the preparation of the remuneration report for 2024.

Lamor's Remuneration Report and Remuneration Policy are available on the company's website.

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Summary of remuneration, financial year 2024

Remuneration principles for the financial year 2024

Lamor's remuneration in 2024 has been implemented within the framework of the company's remuneration policy and guided by its key objectives

The Remuneration Committee of Lamor's Board of Directors supervises the implementation of the remuneration policy and ensures that the remuneration of the company's governing bodies is carried out within the framework of the remuneration policy presented to the General Meeting.

The remuneration of the Board of Directors has been based on the resolutions of Lamor's General Meeting. In accordance with the proposal made by the Shareholders' Nomination Board to the Annual General Meeting 2024, it was resolved to keep the level and structure of the remuneration of the Board of Directors and the Board's committees at the level of the previous term of office.

Lamor's Board of Directors has decided on the CEO's remuneration and the grounds for it based on proposals prepared by the Remuneration Committee of the Board. In addition to the CEO's fixed remuneration, the Board of Directors has, in accordance with the proposals of the Remuneration Committee, decided on a variable salary component, including short- and long-term incentive plans, for the company's CEO, Group Leadership Team and other key employees.

Exceptions and clawbacks

During the financial year 2024, Lamor has not had a situation where it would have been necessary for the company to postpone, cancel, not pay in full or in part, or to recover any remuneration or incentives paid or unpaid to the Board of Directors or the CEO.

In the financial year 2024, the remuneration policy has been complied with, and no deviations from the policy have been made in any respect.

Development of Lamor's financial performance and remuneration

Over the past five years, Lamor's business has stabilised at a significantly higher level than in previous years.

Lamor was listed on Nasdaq Helsinki's First North Premier Growth Market marketplace in 2021 and transferred to the main list of Nasdaq Helsinki in November 2023.

The rapid change from a family business to a listed company to enable the continuing growth and the new requirements set by operating as a listed company have been reflected in the remuneration of the company's Board of Directors and CEO, but after certain increases implemented in connection with the listing, the changes in remuneration have levelled off.

In accordance with Lamor's remuneration policy and the CEO's remuneration implemented in line with it, a significant part of the remuneration of the company's CEO is linked to the company's financial performance and the favourable development of shareholder value, and therefore remuneration may vary significantly from one financial year to another.

The next page describes in more detail how Lamor's financial performance and remuneration have developed over the past five years and how performance metrics tied to the development of business and shareholder value are reflected in the company's actual remuneration.

Salaries and fees paid and Lamor Group's financial performance over a five-year period

The fixed annual fees paid to the Board of Directors remained at the same level in 2024 as in the previous year. The approximately 10% increase in remuneration was due to the higher number of Board meetings than in the previous year; both the monthly meetings in accordance with the updated charter in connection with the company's transition to the main list of the stock exchange, as well as the extraordinary Board meetings, which increased the amount of meeting fees paid.

In accordance with the principles of performance-based remuneration, a significant part of the CEO's remuneration is based on variable remuneration, i.e. short- and long-term incentives. Since these incentives are linked to business performance, result development affects the CEO's remuneration. The annual performance bonus paid to the CEO in 2024 from the short-term incentive plan was significantly lower than the annual bonus paid to the previous CEO in 2023. This was mainly because the financial result for the financial year 2023, which was the basis for payment, was weaker than in the previous year, both in terms of net sales and other performance indicators. In addition, the level of remuneration was affected by the fact that the remuneration terms and conditions of Johan Grön, who previously served as Lamor's Chief Operating Officer, were lower than those applicable in the role of CEO. Together, these factors led to a decrease in the CEO's remuneration of approximately 34% in 2024.

The remuneration of employees is not as variable as that of the CEO, as a significantly smaller part of their total remuneration is based on a variable salary component tied to performance indicators. However, the lower performance bonuses paid for the short-term incentive plan in 2024 also partly explain the 9% decrease in the average salary of a Lamor Group employee compared to the previous year.

Salaries and fees paid

The table shows the average remuneration of the board of directors and CEO, and the group's personnel fees and the group's financial development during the five previous financial periods 2020-2024.

All the board and CEO's fees have been paid by the parent company. Lamor Group averages the payers of wages and bonuses have also been other group companies worldwide.

EUR thousand, unless otherwise specified (IFRS)	2024	2023	2022	2021	2020
Chair of the Board of Directors	76	69	47	34	32
Change-%	10%	47%	38%	6%	10%
Other members of the Board, total	211	192	160	21	27
Change-%	10%	20%	662%	-22%	-31%
CEO, total	264	402	269	229	125
Change-%	-34%	49%	17%	83%	-46%
Average Lamor employee remuneration	32	36	32	26	16
Change-%	-9%	13%	22%	63%	-11%

Performance metrics for 2024

- Lamor's net sales and adjusted operating profit (adjusted EBIT) were common indicators for all participants in the short-term incentive plan
- In addition, the short-term incentive plan included other indicators related to the company's financial performance in 2024, success in operational functions and strategy implementation, as well as targets related to the achievement of sustainability targets.
- The performance metric of the long-term incentive plan for Lamor's management was the volume weighted average of Lamor's share prices.
- The impact of performance metrics on the remuneration of Lamor's CEO is described in additional detail in the section "Remuneration of the CEO in 2024" of this report.

Performance metrics

EUR thousand, unless otherwise specified (IFRS)	2024	2023	2022	2021	2020
Short-term incentive plan metrics					
Revenue, EUR million	114	123	128	52	46
Change-%	-7%	-4%	148%	13%	-5%
Adjusted EBIT, EUR million	6	11	13	3	3
Change-%	-44%	-13%	345%	-18%	-48%
Long-term incentive plan metrics					
Volume-weighted average of Lamor's share price, EUR*	1.9				
Change-%					

*The volume-weighted average of Lamor's share price has been the long-term incentive plan metric from 2024 on. Performance metrics for long-term incentive plans that expired before the financial year 2024 are no longer presented in the table above.

Remuneration of the Board of Directors in 2024

Basis for fees for Board work

According to the Finnish Limited Liability Companies Act, the General Meeting resolves on the fees to be paid to the members of the Board of Directors and their rationale. The remuneration of the Board of Directors in 2024 was based on two different resolutions of the Annual General Meeting:

- During the period 1 January–25 March 2024, the Board of Directors was paid meeting and annual fees as well as fees for committee work in accordance with the decision of the Annual General Meeting 2023 described in the Remuneration Report 2023. The proposal to the Annual General Meeting was made by the Shareholders' Nomination Board.

- During the period 26 March–31 December 2024, the Board of Directors was paid meeting and annual fees as well as fees for committee work in accordance with the decision of the Annual General Meeting 2024. The proposal to the Annual General Meeting was made by the Shareholders' Nomination Board.

In accordance with the resolution of the Annual General Meeting 2024, the fees for the Board of Directors have been as follows:

Annual fees for the Board of Directors

- Chair of the Board EUR 50,000
- Vice Chair of the Board EUR 45,000
- Other Board members EUR 20,000

Annual fees for the Board's committees

- Audit Committee: Chair EUR 10,000 and each member EUR 5,000
- Remuneration Committee: Chair EUR 5,000 and each member EUR 2,500

Board meeting fees

- Meeting fee for the members of the Board of Directors and the Chair of the Board EUR 1,000 for each Board meeting
- No separate meeting fee was paid for committee meetings

Outcome of the Board remuneration in 2024

The following table shows the annual Board and Board committee fees paid to the members of the Board of Directors, as well as the meeting fees, presented in thousands of euros (EUR thousand). The remuneration was paid in full in cash.

Board Member	Board	Audit Committee	Remuneration Committee	Meeting fees	Total
Mika Ståhlberg, Chair of the Board	50.0	5.0		21.0	76.0
Fred Larsen, Vice Chair of the Board	45.0			21.0	66.0
Nina Ehrnooth, Member of the Board	20.0		4.4	21.0	45.4
Kaisa Lipponen, Member of the Board	20.0	5.0	2.5	19.0	46.5
Timo Rantanen, Member of the Board	20.0	10.0	3.1	20.0	53.1
Total, EUR thousand	**155.0**	**20.0**	**10.0**	**102.0**	**287.0**

In addition, reasonable accrued travel expenses and other potential costs related to Board and committee work have been reimbursed in accordance with the Company's travel policy.

Other financial benefits paid to the members of the Board of Directors in the financial year 2024

None of the Board members have had an employment relationship with the company in the financial year 2024. The members of the Board of Directors have not been included in the company's performance-based remuneration, and they do not have a supplementary pension, or other benefits arranged by Lamor.

In 2024, the members of the Board of Directors were paid consultancy fees for other than Board work as follows:

- Larsen Family Corporation Oy, a company controlled by Vice Chairman of the Board, Fred Larsen, was paid consultancy fees for other than Board work, totalling EUR 324,000 and based on a consulting agreement valid until further notice.

Remuneration of the CEO in 2024

Basis for the remuneration of the CEO

The basis for the remuneration of Lamor's CEO in the financial year 2024 has been as follows:

- In accordance with the company's remuneration policy, the remuneration of the CEO includes a fixed monthly salary, customary fringe benefits and valid incentives.
- In addition, the same principles apply to the remuneration of Lamor's CEO and possible deputy CEO as to the remuneration of personnel.
- In 2024, Johan Grön has served as Lamor's CEO.
- The company has not had a deputy CEO.

The CEO's fixed salary component

Fixed salary for Lamor's CEO, like for other members of the Group Leadership Team, consists of a fixed monthly salary and customary fringe benefits included in the reported fixed salary. In addition, the company has a medical expenses insurance, which also covers the company's CEO.

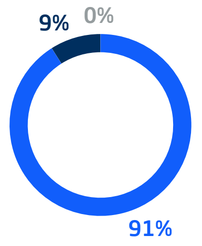
The pension benefits of the company's CEO and other members of the Group Leadership Team are determined in accordance with the law and general practice. The company has not had any valid supplementary pensions for the CEO or other members of the Group Leadership Team.

The Board of Directors decides on possible annual revisions of the fixed salary component of the CEO. In 2024, no changes were made to the CEO's contract signed in December 2023, or its terms and conditions.

The CEO's notice period is six (6) months for both the CEO and the company. The CEO's contract does not include a separate severance pay.

Division of the CEO's remuneration into fixed and variable remuneration components in 2024

EUR thousand	FIXED SALARY	VARIABLE COMPONENTS		
	Fixed salary	Short-term incentives	Long-term share-based incentives	IN 2024 TOTAL*
CEO Johan Grön	240	24	0	264



Fixed base salary (including fringe benefits)

Annual performance bonus (short-term variable pay component)

Share-based remuneration (long-term variable remuneration; no earned share awards)

*The presented remuneration of the CEO does not include the following remuneration disclosed in Lamor's Remuneration Report for 2023: the short-term performance bonus earned by the company's previous CEO based on the financial year 2023 and paid in the financial year 2024 or the salary from his notice period, which partly took place in 2024.

Fees due and payable in the financial year 2025

CEO Johan Grön has not earned any annual performance bonuses from the financial year 2024, which would be due and payable in the financial year 2025.

CEO does not have any valid stock options or earned share rewards.

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Short-term incentive plan

Basis for the annual short-term incentive for the CEO

The company's key personnel, including the CEO and the members of the Group Leadership Team, are covered by the annual short-term incentive plan approved by the Board of Directors. The Board of Directors annually sets and evaluates the targets and metrics to be used in the plan for the participants, concerning both the company's financial result and the personal performance of each Group Leadership Team member. The targets may relate to the company's financial performance, success in operative functions and strategy implementation, and the achievement of sustainability targets. The weighting of the metrics may vary based on annually set priorities.

In accordance with Lamor's remuneration policy, the Board of Directors determines the maximum amount of the short-term incentive opportunity for the CEO annually based on market practices and performance so that the level cannot exceed 100 per cent of their fixed annual salary. In 2024, the maximum earning level was 100 per cent. For other persons participating in the incentive plan, the maximum amount of the earning opportunity varies depending on their position and role in the organisation.

Targets and outcome of performance bonuses under the short-term incentive plan in 2024

The CEO's 2024 short-term performance indicators included targets for both the company's financial performance and personal performance.

Depending on the performance metrics, the actual results were based either on the thresholds set by the Board of Directors for numerical targets or on the achievement of the qualitative sub-targets set. Additionally, Next Leap development programme progress was subject to the discretion of the Board of Directors.

For the CEO Johan Grön, the weighting of the targets was divided into company-specific (80%) and personal (20%) targets, as presented in the table, and the Board confirmed that the CEO achieved the set targets in 2024 as follows:

Company's key performance metrics (KPIs) 2024	Target %	Outcome %
Revenue	20.0%	0.0%
Order intake	20.0%	0.0%
Adjusted EBIT	20.0%	0.0%
Personnel's employee experience (LIT index)	10.0%	0.0%
Sustainability targets (Business partner screening and risk mitigation)	10.0%	10.0%
Targets and outcome total	**80.0%**	**10.0%**

Johan Grön's personal KPIs 2024	Target %	Outcome %
Next Leap development programme progress	10.0%	5.0%
Group Leadership Team's employee experience (LIT index)	10.0%	0.0%
Targets and outcome total	**20.0%**	**5.0%**

Outcome of company and personal performance in 2024 in total	
Johan Grön	15.0%

As Lamor's net result on the balance sheet date was below the minimum level defined in the terms and conditions of the short-term incentive plan, the Board of Directors decided that no annual bonuses will be paid to the CEO and the rest of the Management Team for the financial year 2024.

Long-term incentive plan

Performance Share Plan

The Board of Directors of Lamor Corporation Plc has resolved in February 2024 to establish a new share-based incentive plan for the company's key employees, including the members of the Group Leadership Team and the CEO. In the plan, the target group has an opportunity to earn Lamor's shares based on the performance criterion set by the Board of Directors.

The Performance Share Plan consists of one three-year performance period, covering the financial years 2024–2026. The performance criterion of the plan is tied to a volume weighted average of the share price and three (3) different thresholds set for it. The value of the rewards to be paid on the basis of the plan corresponds to a maximum total of 700,000 Lamor shares, including also the proportion to be paid in cash.

The table below describes the maximum earning potential of the CEO in relation to his fixed annual earnings. The calculation is based on the value of the reward shares at the time each individual threshold is reached.

Volume-weighted average of Lamor's share price	Gross reward (shares, pcs)	Gross reward (reward value, €)	% of fixed annual earnings*	Estimated net reward (shares, pcs)	Estimated net reward (reward value, €)	% of fixed annual earnings*
Threshold 1: 5.00 €	120,000	600,000 €	250%	60,000	300,000 €	125%
Threshold 2: 6.25 €	20,000	125,000 €	52%	10,000	62,500 €	26%
Threshold 3: 7.50 €	20,000	150,000 €	63%	10,000	75,000 €	31%
Total	**160,000**	**875,000 €**	**365%**	**80,000**	**437,500 €**	**182%**

*Calculated in relation to the CEO's actual earnings level in 2024, as presented in this report, including a fixed monthly salary and fringe benefits.

Terms and conditions of payment of share-based rewards and transfer restrictions

The potential rewards of the current long-term share-based incentive plan may be paid during the financial years 2025—2027 at the earliest 12 months after the granting of the rewards and, in the case of the highest threshold value, in 2027, after the end of the performance period.

The share-based incentives are primarily paid partly in Lamor's shares and partly in cash to cover taxes and social security expenses.The Board of Directors may decide whether the share portion of the rewards will be paid with shares held by the company or with new shares to be issued, within the limits of the authorisations granted to the Board by the General Meeting.

As a rule, no rewards related to long-term incentive plans will be paid if the thresholds for performance indicators set by the Board of Directors are not reached, or if the participant's employment or director contract ends before the reward payment.

The terms and conditions of the plan include possible transfer restrictions for the CEO and the members of the Management Team in relation to their fixed annual salary in the year preceding the reward payment. For the CEO, the transfer restriction has corresponded to twelve (12) months' salary and for the rest of the Group Leadership Team, to six (6) months' salary.

Earned long-term share rewards

The threshold values set by the Board of Directors for the current plan were not yet reached during the financial year 2024. At the end of the reporting period on 31 December 2024, the CEO or other members of the Group Leadership Team did not have any share-based rewards to be paid on the basis of the company's long-term performance-based incentive plans due to the expiry of the previous long-term performance-based incentive plans covering the financial years 2022–2024 and 2023–2025 without any payment of rewards.

Programme period	Performance target	Weight	Outcome	Payment year
PSP 2024-2027	Volume-weighted average of Lamor's share price 2024-2026 (3 different thresholds)	100%, divided as follows: Threshold 1: 75% Threshold 2: 12.5% Threshold 3: 12.5%	0 (Performance period continues)	No payment in 2024; Payment of rewards possible in financial years 2025-2027, depending on the achievement of the thresholds
PSP 2023-2025	Earnings per share (EPS, adjusted), 2023	100%	0	No payment in 2026
PSP 2022-2024	Earnings per share (EPS, adjusted), 2022	100%	0	No payment in 2025

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