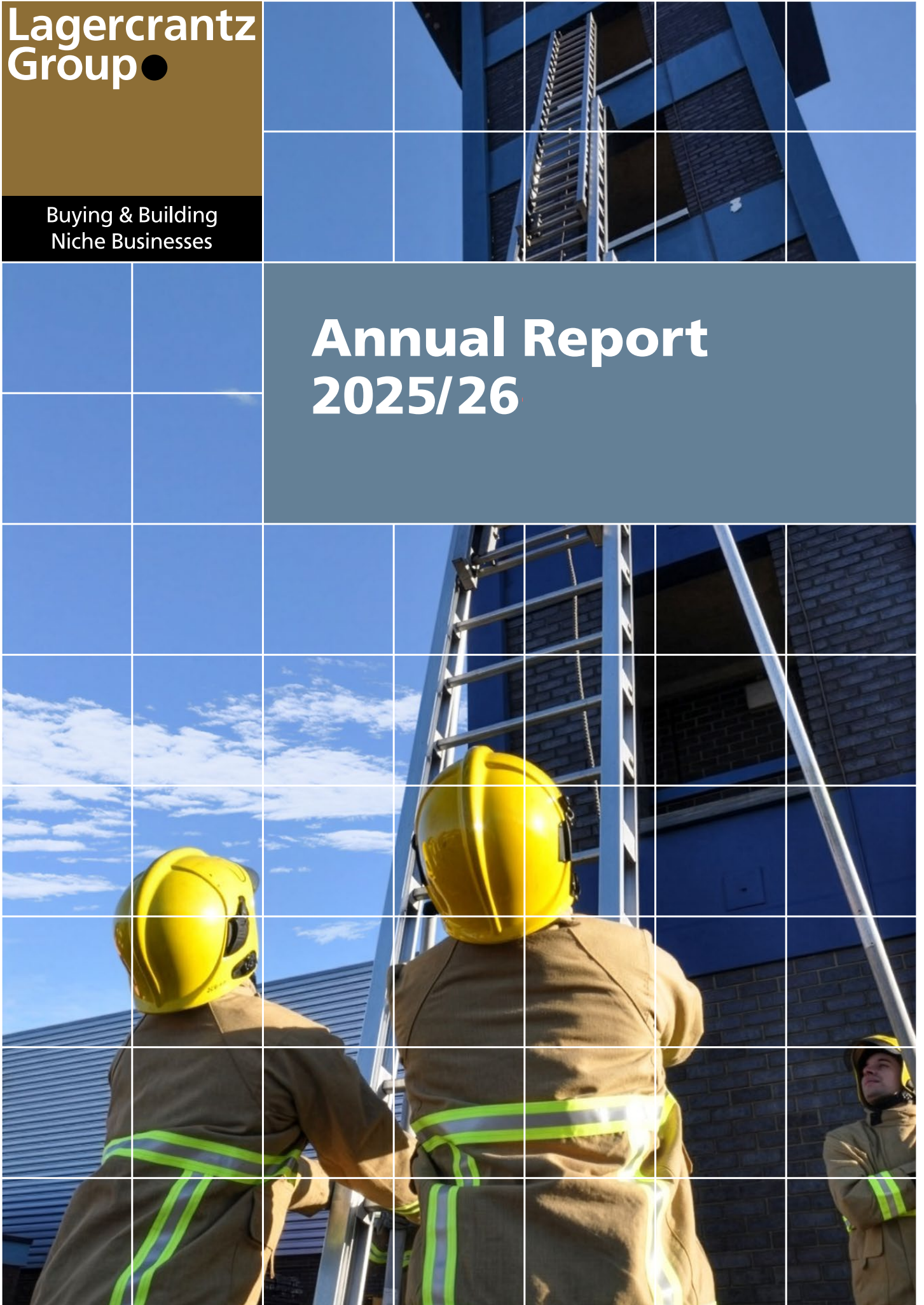


**Lagercrantz
Group** ●

Buying & Building
Niche Businesses

Annual Report 2025/26





The subsidiary Supply Plus

has been part of Lagercrantz Group since 2023. Supply Plus is a leading player in the design, manufacturing and global distribution of life-saving and life-sustaining equipment, for example fire ladders.

Contents ≡

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ABOUT THIS REPORT

The formal annual report, which contains the Report of the Board of Directors and financial statements, comprises pages 40–83. The Sustainability Report can be downloaded as an attachment here: See www.lagercrantz.com/en/sustainability, constitutes the company's and the Group's statutory sustainability report in accordance with the Annual Accounts Act and the European Sustainability Reporting Standards (ESRS).

Lagercrantz Group

Lagercrantz Group is a technology group consisting of 85 independent businesses, which offer value-adding technology to other companies, mainly through proprietary products.

Lagercrantz continually acquires new, successful businesses with leading positions in expansive niches and creates favourable conditions for the companies' continued development, profitability and growth, in a decentralised manner.

BUYING & BUILDING NICHE BUSINESSES

The year in brief

1 APRIL 2025 – 31 MARCH 2026

Financial

- Net revenue increased by 13% to MSEK 10,609 (9,389).
- Operating profit (EBITA) increased by 17% to MSEK 1,923 (1,646), equivalent to an operating margin of 18.1% (17.5).
- Profit after financial items (EBT) increased by 17% to MSEK 1,523 (1,298).
- Cash flow from operating activities amounted to MSEK 1,502 (1,322).
- Profit after taxes increased by 18% to MSEK 1,200 (1,019) and earnings per share after dilution increased to SEK 5.81 (4.93).
- Return on equity was 29% (28). The equity ratio at the end of the financial year was 35% (34).

Operational

- During the year, eight acquisitions were carried out, (of which two were add-on acquisitions MT Miljøteknik and Qvintus) with total annual revenue of about MSEK 1,070 (825).

Sustainability

- Climate impact from own production (tCO₂e Scope 1 & 2 /MSEK) has decreased by 44% compared to the base year 2020 and by 18% compared to the previous year. In absolute terms (tCO₂e), this is a decrease of 23% and 18%, respectively.
- Climate impact from the value chain (Scope 3/MSEK) has decreased by 9% compared to the base year 2020.
- The injury rate (number of work-related accidents with absence per million hours worked) amounted to 7.5 (6.0) and sick leave to 4.0% (4.4). Lagercrantz's vision zero remains unchanged.



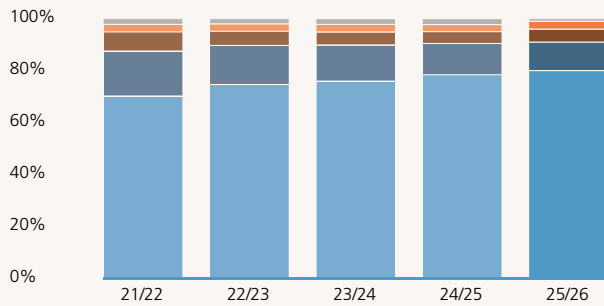
Read more about acquisitions on page 14.

FINANCIAL KEY PERFORMANCE INDICATORS

Amounts in MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Net revenue	10,609	9,389	8,129	7,246	5,482
Net revenue growth %	13	16	12	32	34
EBITA	1,923	1,646	1,431	1,205	895
EBITA margin, %	18.1	17.5	17.6	16.6	16.3
Profit after financial items	1,523	1,298	1,116	968	741
Earnings growth, %	17	16	15	31	48
Earnings per share after dilution, SEK	5.81	4.93	4.25	3.7	2.8
Dividend per share, SEK	2.50*	2.20	1.90	1.60	1.30
Return on capital employed	20	20	20	22	20
Return on equity	29	28	27	29	28
Cash flow from operating activities	1,502	1,322	1,327	1,070	594
Average number of employees during the year	3,595	2,979	2,788	2,410	1,923

*Proposed.

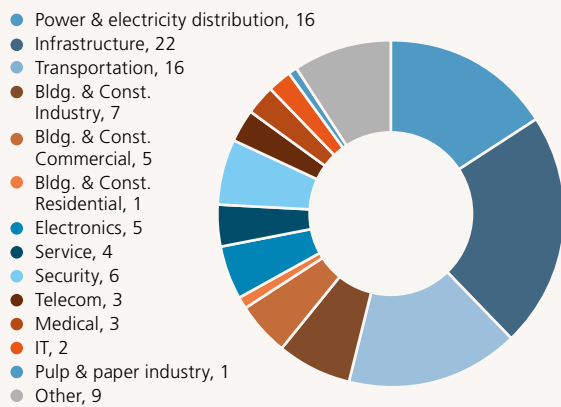
Net revenue by product type (%)



- Proprietary products, 80
- Value-adding trading, 11
- Niche production, 4
- System integration, 3
- Others, 2

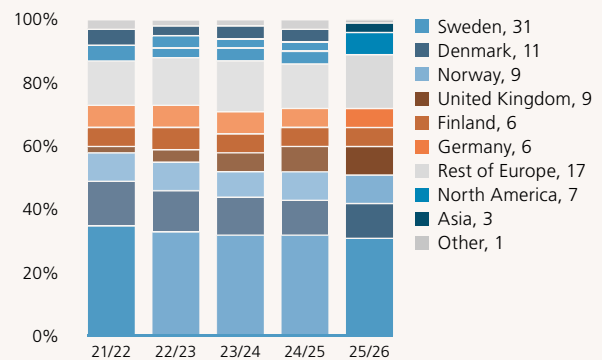
Lagercrantz acquires and develops technology and industrial companies that are characterised by strong expertise, an increasing share of proprietary products and the ability to build long-term, close relationships with customers and suppliers. The companies offer sustainable products and solutions that strengthen their competitiveness and that of their customers. The companies manufacture, develop and sell components, products, systems and services with a high technology content.

Net revenue by customer segment (%)



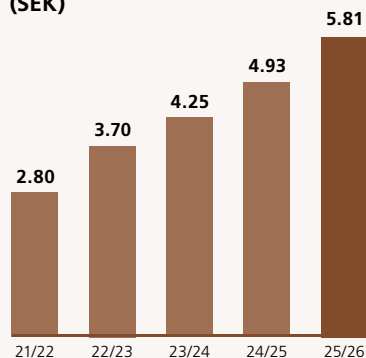
Lagercrantz’s customers are found in well-diversified, growing sectors such as power and electricity distribution, infrastructure, transportation, building and construction, electronics, service and security.

Net revenue by geographical market (%)



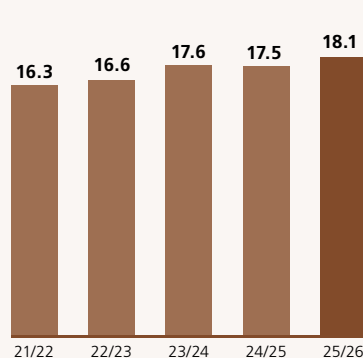
Lagercrantz consists of 85 companies that offer their products and services in more than 25 countries. The home markets in the Nordic countries represent 57%, the rest of Europe represents 32% and Asia, North America including other countries represents 11%.

Earnings and dividend per share (SEK)



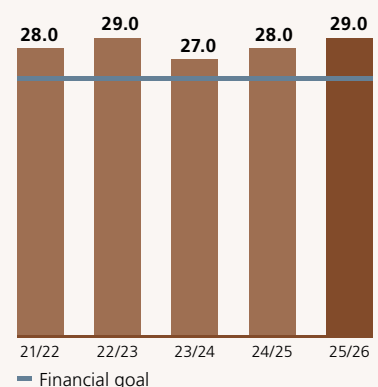
During the past five years, Lagercrantz has generated average annual earnings growth per share of about 20%. The dividend has increased steadily, equivalent to about 44% of the net profit.

EBITA margin (%)



The profitability and EBITA margin have continually improved and amounted to 18.1% during 2025/26.

Return on equity (%)



During the past five years, the average return on equity has amounted to 28%, which is above the Group’s long-term goal of at least 25%. During 2025/26, the equity ratio was 35% and the return on equity was 29%.

COMMENTS BY THE CEO

Deliberate strategy behind strong earnings trend

BUYING AND BUILDING NICHE BUSINESSES



Lagercrantz has closed a strong financial year, where the positive trend also continued in the final quarter. Profit (EBT) for the full year increased by 17% to MSEK 1,523, which is a new all-time high. The operating margin (EBITA) amounted to 18.1% and earnings per share improved by 18% to SEK 5.81 after dilution, which also represents new record highs. Cash flow from operating activities amounted to about MSEK 1,500 and continues to provide good opportunities for future acquisitions.

The past year

Demand during the financial year was good in most of our priority areas, particularly in electrification, infrastructure, security and defence, and niche industrial products, while the construction sector continued to be characterised by lower activity. The broad exposure that Lagercrantz has, both geographically and among different segments, ensures a high degree of stability. In a market situation with fluctuating demand, the decentralised model demonstrates its strength, where each subsidiary management team can adapt its initiatives and measures to the prevailing situation in its specific submarket.

With annual revenue that is now approaching SEK 11 billion and an EBITA margin of 18.1%, we took further steps during the year towards our new ambition of reaching 20% EBITA within two to three years. Most of our divisions contributed with strong earnings and improved margins. The return on working capital also remained at a high level.

“Overall, this year’s results confirm the strength of the business model, our financial discipline and our ability to combine profitable growth with a high pace of acquisitions.”

The result for the year once again confirms that our strategy is delivering. With improved profitability combined with effective capital allocation and stable cash flow, we are continuing to grow organically and through acquisitions.

Disciplined strategy and clear business model

Lagercrantz’s successes are the result of a strategy that has been consistently applied over time and executed with discipline. The business concept – to acquire well-run, profitable technology companies and developing them on a long-term

Value we created in 2025/26

BUSINESS CONCEPT

Our business concept to acquire small and medium-sized leading technology companies and to get them to grow and develop positively has continued to prove successful.

17%

increase in EBT

ACQUISITIONS

We acquired eight businesses with total annual revenue of approximately MSEK 1,070, equivalent to about 10% of net revenue in the 2025/26 financial year.

8

acquisitions

PORTFOLIO COMPANIES

Each subsidiary works independently and in a decentralised manner, guided by our Group-wide core values: businessmanship, responsibility and freedom, simplicity and efficiency, as well as willingness to change.

85

subsidiaries are part of Lagercrantz Group

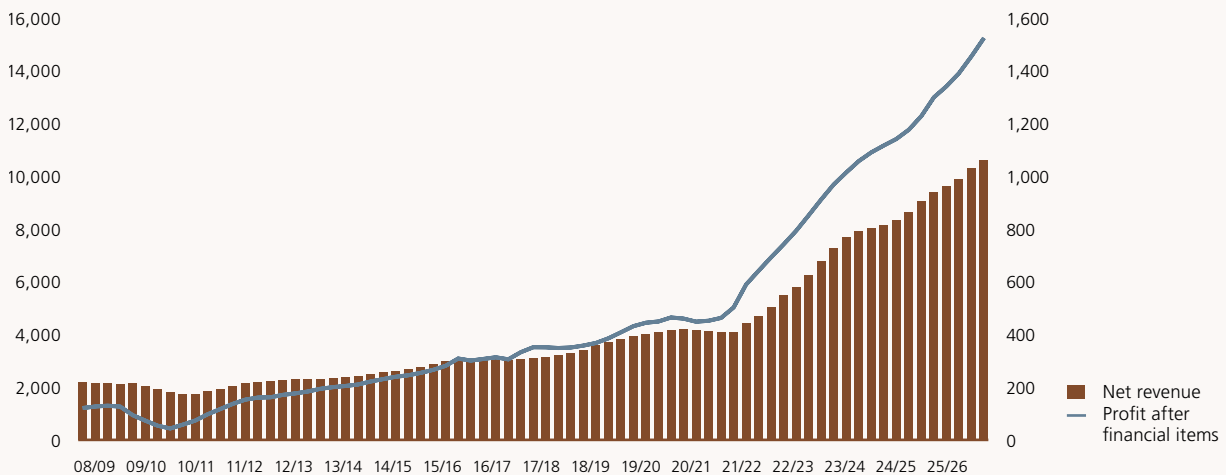
SHAREHOLDERS

During the past five years, Lagercrantz has generated average annual earnings growth per share of about 20%. The dividend has increased steadily, equivalent to about 46% of the net profit.

SEK 5.81

earnings per share after dilution

Net revenue and profit after net financial items, moving 12 months, (MSEK)



basis – is well-established. The organisational model is based on decentralisation, management by objectives and active ownership without an exit horizon.

Each subsidiary works towards clear earnings and working capital targets within a structure characterised by decentralised decision-making. This creates a strong sense of responsibility and drive even in weaker market conditions. As part of our strategy, we are looking for companies with proprietary products, where the proportion has continued to rise during the year and has now reached 80%. This contributes to good margins, improved cash flow and better potential for organic growth. The goal is to increase the total profit by at least 15% per year, which corresponds to doubling our profit every five years, where about one third should come from organic growth and two thirds from acquisitions. We have essentially succeeded with this during the past 15 years, and also in 2025/26.

During the financial year, we carried out eight acquisitions with total annual revenue of approximately SEK 1.1 billion. In addition, a further four acquisitions were completed during April 2026, which together generate annual revenue of approximately MSEK 300. Overall, this year's results confirm the strength of the business model, our financial discipline and our ability to combine profitable growth with a high pace of acquisitions.

Lagercrantz is a successful 'buy and build' group or in other words a 'business acquirer and business developer'. We continue to see good acquisition opportunities, not least due to the fact that more and more entrepreneurs and family-owned companies are attracted to our ownership model and that awareness of us is increasing outside the Nordic region. Our strong financial position provides good capacity and we are continuing to invest selectively and with a long-term perspective.

Outlook

Looking ahead to the 2026/27 financial year, I am cautiously optimistic about future developments. Although geopolitical uncertainty has increased further and the construction sector is showing limited growth, we perceive the market situation to be generally stable. We continue to implement our strategy with a clear focus on profitable growth, effective capital allocation and long-term value creation.

Finally, I would like to extend a big thank you to all our employees. It is thanks to your commitment, sense of responsibility and your willingness to change that we are experiencing such a successful development.

June 2026
Jörgen Wigh, President and CEO

About Lagercrantz Group

Vision

Lagercrantz’s vision is to be a **leading** supplier of **value-creating technology**, with **market-leading** positions in expansive niches.

Leading and sustainable

Good growth and profitability as well as creating a positive development that benefits customers, business partners, owners and society in general.

Value-creating technology

Provides added value to the goods and services offered by utilising our accumulated experience as well as technical and industrial knowledge. Customers are offered unique and competitive solutions involving new technologies and design, supplemented with service and support.

Market-leading

Being number one or two in a defined submarket – a niche.

Financial goals

Earnings growth of not less than 15% per year

Return on equity of not less than 25%

Lagercrantz’s growth target is measured over a business cycle on profit after net financial items (EBT) and the profitability target, return on equity, has been converted internally to a return on working capital (P/WC) of not less than 60% for each established business unit and business. To achieve its goals for earnings growth and profitability, Lagercrantz at every stage works according to a Group-wide strategy and on building a strong corporate culture and is also working towards long-term sustainability goals.



Strategy

Lagercrantz works on the basis of a ‘buy and build’ strategy, which involves the acquisition of value-adding businesses with long-term management and business development in focus.



Corporate culture and Values

The corporate culture consists of shared values that are based on the core values of businessmanship, responsibility and freedom, simplicity and efficiency, together with willingness to change.



Long-term sustainability goals

The aim of the sustainability work is to drive sustainable and profitable growth. Lagercrantz has established sustainability goals in the areas of climate, health and safety in order to reduce negative impacts.*

* Read more about Lagercrantz’s sustainability work, governance and progress towards the established targets in the Sustainability Report.



Strategy

Strategy

Lagercrantz shall continually strengthen its position as a profitable and growing company by developing its existing businesses and acquiring successful businesses with strong positions in expansive niches. The aim is to ensure long-term sustainable market positions where each business contributes value, both through its customer offering and through how it operates.

Decentralisation and management by objectives

The Group's working method is characterised by decentralised decision-making where each subsidiary management conducts its operations independently and with a great deal of freedom, but subject to accountability. This means that the most important business decisions are made where the expertise is greatest – close to the market, customers and the organisation. Management by objectives means that each subsidiary prepares business plans with clear financial and operational targets. Goal formulation is in focus while there is great freedom around the means of achieving them. The outcome of the business plan is monitored on an ongoing basis both locally and centrally, which means that proactive actions can be taken along the way.

Strong market positions in niches

All Lagercrantz companies strive to develop a strong and sustainable market position in an expansive niche. A niche is normally defined as a technology area, customer segment or geographical area with a total market value between MSEK 1,000–2,000. Through specialisation, companies focus on developing an effective offering in their niche, thereby enabling them to remain competitive against other, much larger players. Success through specialisation creates energy and enthusiasm, which attracts the best employees. This expertise is sought after by the leading and most demanding customers, as well as the most important suppliers, an attractive symbiotic relationship.

High value creation

Lagercrantz's profit centres shall create added value for customers and suppliers by customising, developing and combining attractive proprietary products and those of leading product suppliers, and by offering a high level of service, support and services in their solutions. The degree of value added has been continually increased by expanding the offer of proprietary products and phasing out products with low added value. The degree of value added, measured as the consolidated gross margin, has improved for many years from 21% (2005/06) to just over 39% (2025/26).

Earnings growth both organic and via acquisitions

Lagercrantz's growth targets focus on earnings growth and shall be achieved through both organic growth and acquisitions.

Organic earnings growth is achieved by each business focusing on:

- Expansive niches.
- Improved sales processes and value added.
- Innovation and new products.
- New customers and customer segments.
- Establishment in new markets and efforts to boost exports.

The goal is that the total organic earnings growth in the Group should represent at least one third of the total earnings growth target of 15%, seen over a business cycle.

Growth through acquisitions takes place both as add-on acquisitions to existing businesses to strengthen the market position and of companies in completely new niches. Primarily, B2B technology companies are acquired in Northern Europe with;

- A tried-and-tested business concept.
- Strong market position.
- Proven good stable earning capacity.
- Companies with proprietary products or value-adding distributors.
- Strong established management.
- Limited risk and good growth opportunities.

The Group contributes to organic and acquisition-led growth in the subsidiaries with experience in the board work and with tools in the form of strategic and business plans, growth-promoting initiatives, financing of acquisitions and new investments and with assistance during foreign establishments and acquisitions.



Corporate culture & Values

Corporate culture & Values

Corporate culture

The corporate culture in Lagercrantz has taken shape over a long period of time and has its roots in the entrepreneurial spirit that was established as far back as 1906 in the then Bergman & Beving. Today the culture is a key part of the Group's identity and influences how the employees act, take decisions and develop their businesses.

The corporate culture is based on the Group's core values and is expressed in strong personal commitment, an entrepreneurial approach and close collaboration built on trust and a long-term perspective.

To strengthen and further develop its culture, Lagercrantz works actively with knowledge-sharing and leadership development, where the Group's Code of Conduct provides a framework.

Values

The shared values are a key part of Lagercrantz's corporate culture and provide guidance for how the operations are conducted on a day-to-day basis. The values consist of **businessmanship, responsibility and freedom, simplicity and efficiency**, as well as **willingness to change**.

- **Businessmanship** is about creating sustainable value for customers, suppliers and other stakeholders through a professional, business-like and long-term approach.
- **Responsibility and freedom** means that employees are given the authority and trust to make decisions and drive the work forward. Through clear responsibility, commitment and focus on results, the right conditions are created for both individual development and shared success.
- **Simplicity and efficiency** characterises the way we work and make decisions. Clear priorities and a pragmatic approach help to create value.
- **Willingness to change** involves openness to new ideas and continuous learning, which strengthens the organisation and its development over time in a changing external environment.



Long-term sustainability goals

Long-term sustainability goals

Lagercrantz has established sustainability goals in the areas of climate, health and safety as well as business ethics, with the aim of strengthening the Group's long-term competitiveness and value creation. Offering sustainable products and solutions leads to increased demand and growth, while resource efficiency and risk management strengthen profitability over time. Lagercrantz's long-term sustainability work is carried out strategically on several levels:

- In evaluation of new companies in the acquisition process.
- In connection with development of existing businesses.
- In the Group's work as a long-term owner.

Lagercrantz's sustainability work is business-driven and is mainly conducted in each subsidiary, where initiatives are taken close to the market and customer. The decentralised model enables customised solutions and helps integrate sustainability issues into business decisions and value-creating activities.

An in-depth description of Lagercrantz's sustainability work and progress is provided in the Sustainability Report.

Cue Dee is specialised in mechanical solutions for telecom networks, including brackets and mounting products that enable stable and secure installation of antenna systems.





Lagercrantz toward two billion

Lagercrantz's business concept, to acquire small and medium-sized leading technology companies and get them to grow and develop positively – a so-called 'buy-and-build' strategy, has proved to be successful over many years and represents a strong platform for continued expansion.

To ensure continued growth, the '*Lagercrantz toward one billion*' programme was launched for the 2021/22 financial year. The programme meant that Lagercrantz would double its earnings and reach at least SEK 1 billion in profit within five years. This target was achieved already in summer 2023 and therefore it was made more challenging and the '*Lagercrantz toward two billion*' programme was launched during the 2023/24 financial year, with a duration of five years.

A description is provided below of what the programme entails as well as the financial and strategic goals established in order to continually monitor and support the achievement of these targets. The ambition is to continue building a strong technology group with leading businesses in different niches. During the financial year, some of the financial targets have been adjusted upwards to ensure that the level of ambition is maintained.

Financial goals

The financial goals aim to combine high growth with good profitability. Annual earnings growth (EBT) should exceed 15%. EBT should amount to more than SEK 2 billion within five years and the return on equity (ROE) should exceed 25%.

To ensure a high level of ambition, the target for the EBITA margin was raised to above 20% within two to three years. The P/WC target for existing and acquired businesses was raised from 45% to exceed 60%.

Strategic goals:

Good capacity in business development and more acquisitions, Lagercrantz has extensive and solid experience of acquiring and further developing different industrial technology companies. The ambition for number of acquisitions was raised a couple of years ago from 5 – 8 per year to 8 – 12 per year and or that the total annual revenue of the acquisitions corresponds to at least 10% of the net revenue in the previous financial year. The targets were raised due to the fact that the divisional structure has provided good opportunities to manage more companies and to conduct several acquisition processes in parallel. The acquisition market is also expected to remain favourable, with many attractive businesses to add to the Group.

Focus on underlying structural growth, the Group's focus on sustainability-oriented segments with underlying structural growth is being strengthened. Lagercrantz intends to increase the share of proprietary products to at least 85%. Experience

shows that, successful product companies generally have higher margins and a stronger market position, which leads to higher profitability, better cash flows and increased resources for growth – particularly in efforts to boost exports. Geographically, the Group is gradually increasing its presence in northern Europe, as attractive, niche, leading technology companies are identified.

Sustainability – a core part of the Group's companies, sustainability is of central importance for Lagercrantz. In addition to the broader societal perspective, this creates business benefits in the form of business opportunities and attractiveness, for customers, in the stock market, in the acquisition market and among existing and future employees. The Group has chosen to work with sustainability using the same decentralised approach as with other important issues. At Group level, Lagercrantz's main role is to inspire, set requirements and ensure that the subsidiaries conduct their business ethically and according to Lagercrantz's strategic sustainability goals. The real change management efforts should be business-driven and take place locally in the businesses.

Outcome in line with long-term goals

During the year, EBT grew by 17% (16%), which means that Lagercrantz is still moving steadily towards the SEK 2 billion target and is now halfway there. Eight acquisitions were carried out during the year with total annual revenue of approximately MSEK 1,070, equivalent to 11.4% of net revenue in the previous financial year. During the year, the organic growth amounted to 3%, with an increasing growth rate at the end of the financial year. Electrification, infrastructure as well as security and defence developed particularly strongly, while the engineering and construction sectors were affected by a challenging market situation. The share of proprietary products increased from 78% to 80%. In sustainability, the Group has further advanced its positions during the year and sustainability aspects are now an integrated part of the subsidiaries' business plans. Examples of concrete measures are described in more detail in the Sustainability Report.

In summary, we are very confident that the organisation, culture and business concept will continue to create value and deliver strong earnings. We believe that our maintained and further developed goals are both realistic and fully achievable. The strategy to achieve the SEK 2 billion target is based on continued growth in all five divisions, both organically and through strategic acquisitions.

Lagercrantz acquires and develops niche companies

Selling your company is fundamentally a matter of trust, about what happens to the business, the people and what you have built up over time. For entrepreneurs it is about leaving their life’s work in safe hands, and for other responsible owners too, it is also crucial to find a new owner who can develop the company further while respecting its identity and culture. This is precisely what Lagercrantz stands for: long-term ownership where the companies can continue to be themselves, while giving them the best possible conditions to develop, grow and take the next step.

Building on existing foundations

Our starting point is that strong companies should not be restructured. We build on what already works, the business model, brand and culture. The companies therefore continue to operate under their own name and with their own organisation. We recognise the value in what the previous owners have built and assume that this is precisely what should be developed further

Decentralisation and freedom subject to accountability

Entrepreneurship and its driving forces are central to everything we do. Lagercrantz is built around a decentralised model where each company has a high degree of responsibility and decision-making authority. Decisions are made close to the customer and market, which promotes decisiveness, commitment and a continued entrepreneurial drive, even as part of a larger group.

Context and belonging

Meanwhile, the company becomes part of a larger context. At Lagercrantz, there is a network of experienced entrepreneurs and leaders where knowledge is shared among companies. This creates opportunities to develop the business further through new perspectives. Through the experience of many like-minded companies, there is often someone to consult who has already solved a similar problem, which speeds up development and helps to avoid common mistakes.

Accelerated growth

As an owner, we take a long-term approach and focus on sustainable development. In addition to stability, we provide energy, structure and ambition, which has encouraged many companies to accelerate their growth, for example by investing

in international expansion, with the support of contacts and experience.

Support in good and bad times

We provide what is needed for the next step, capital, structure and experience. This can involve developing the work of the board, providing support on strategic issues or creating the right conditions for add-on acquisitions. Meanwhile, the companies retain their operational independence.

Continued involvement

For many entrepreneurs, it is important to remain involved, even if they want to scale back in the longer term. We view this as a strength. We often find ways in which the owner can contribute further, for example in an advisory role, as part of the board, in product development or in relationships with key customers. This creates continuity and harnesses the experience that has built the company.

Exchange of experience

Lagercrantz consists of a large number of niche companies with strong positions in their fields. We have extensive experience from working with small and medium-sized, often entrepreneur-led companies, and understand how these businesses work in practice, with close customer relationships, flexibility and a strong personal commitment.

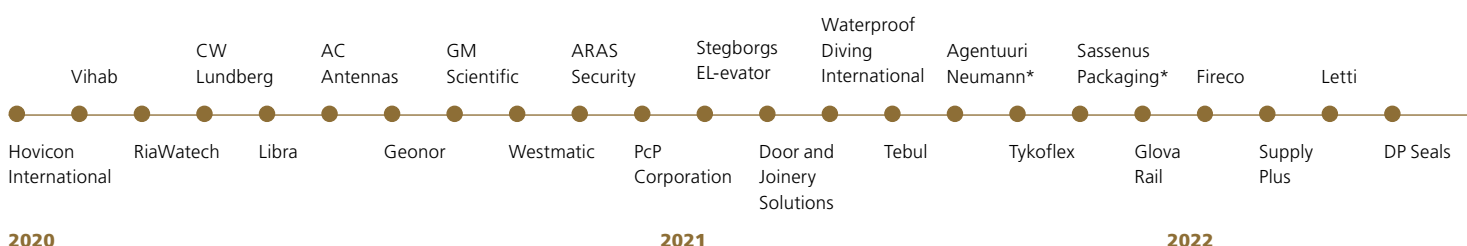
“Our role is to build further and create the conditions for the next chapter.”

*Jonas Ahlberg
Responsible for M&A and
business development,
Executive Vice President*



ACQUISITIONS FROM 2020 UNTIL TODAY

50 COMPANIES HAVE BEEN ACQUIRED FROM 2020 TO 2026. TODAY, APPROXIMATELY 85 COMPANIES ARE PART OF LAGERCRANTZ



*Asset acquisition

CASE: SUBSIDIARY CW LUNDBERG



CW LUNDBERG

HEAD OFFICE: Mora, Sweden
 BUSINESS: Roof safety and mounting systems for solar panels
 MARKETS: Sweden and the rest of Europe
 ACQUISITION: April 2021

CW Lundberg’s growth journey – with innovation and a long-term approach

Bengt Lundberg founded CW Lundberg in Mora in the mid-1990s and built the company into Sweden’s leading supplier of roof safety products, including fall protection, snow fences, ladders and walkways. The company quickly became known for its innovative, lightweight and easy-to-assemble solutions.

Meanwhile, the ambition extended beyond the Swedish market. After several years of exporting to mainland Europe, the next step was taken in 2015 with the establishment of the company’s own factory and local organisation in Poland. Bengt had been thinking about a succession plan for the company for some time, but felt that there was a lot left to do. So when the next generation in the family took over the management of the business in Mora, Bengt decided to move to Poland himself to lead the expansion on site.

“I had been in contact with Lagercrantz for several years. Others also courted us, but I felt that Lagercrantz understood both our business and our culture. They saw the value in what we had built and wanted to develop the company further, not to fundamentally change it.”

Once the European operation was properly set up, Bengt began to think more and more about who the right long-term owner for the next phase of the company’s development would be.

“The company had grown larger and more international. At that point, an owner with both a long-term perspective and financial strength was needed. After extensive discussions, the natural choice was Lagercrantz.”

For Bengt, the change of ownership has turned out as he had hoped

“Lagercrantz has been committed, down- to-earth and patient. They have strengthened us in areas such as governance and leadership, while giving the business the freedom to continue developing. The company has continued to perform very well. Even now, with a slightly weaker construction market, they have shown patience and strong confidence in the company and the people in it.”



Bengt Lundberg
 founder and former MD



120 years of value creation

2026 is an anniversary year. Bergman & Beving was founded 120 years ago, it was listed on the stock exchange 50 years ago; and 25 years ago Lagercrantz Group was founded and listed on the stock exchange – a journey characterised by growth, entrepreneurship and strong value-creating development.

120 years

In 1906, the seed for today's Lagercrantz was sown

The engineers Arvid Bergman and Fritz Beving found Bergman & Beving with a focus on introducing new technology to Swedish industrial companies. The business grows gradually and quickly becomes known for its strong technical expertise and close customer relationships.



50 years

Bergman & Beving is listed in 1976

Bergman & Beving is listed on the Stockholm Stock Exchange. Over the coming decades, the business develops through specialisation and the establishment of several technology-oriented business areas.



JOHAN LAGERCRANTZ
FOUNDER AND CEO

ENTREPRENEURSHIP SINCE 1906



**FROM COMPONENTS
TO TECHNOLOGY NICHEs**



1938

Lagercrantz is founded

Entrepreneur Johan Lagercrantz founds the electronics company and builds it around technical expertise, close customer relationships and long-term entrepreneurship, values that still characterise the Group to this day.

When Bergman & Beving acquires Lagercrantz Elektronik in 1967, the development begins of what would much later become today's Lagercrantz Group.



25 years

Lagercrantz Group is formed in 2001

In connection with the demerger of Bergman & Beving, Lagercrantz Group is formed and listed on the Stockholm Stock Exchange on 4 September 2001.

The IPO takes place during a turbulent period characterised by the IT and telecom crisis and great uncertainty in the world's financial markets.



2006–2009

A decentralised model

A focus on entrepreneurship, local responsibility and strong market positions have been a key part of Lagercrantz for a long time. During this period, the model is refined through an increased focus on proprietary products, technical content and higher value added. The companies continue to make decisions close to their customers and markets while preserving their identity and culture.

During the financial crisis of 2008–2009, the model shows its strength. The Group continues to develop its operations, which creates stability and lays the foundation for continued expansion.

2026

85 companies with a shared entrepreneurial culture

Today, Lagercrantz consists of 85 specialised companies operating in several countries. What the businesses have in common is a focus on technical expertise, close customer relationships and a strong local entrepreneurial spirit.

A key part of the model is that the companies continue to develop under their own names, with their own management teams and strong local responsibility. By further developing companies based on their own conditions, rather than centralising and standardising, Lagercrantz has built a culture where entrepreneurship continues to be the driving force behind the Group's long-term development.

100 YEARS OF
B2B TECHNOLOGY



MANY COMPANIES, ONE CULTURE

2010–2023

Expansion through entrepreneurship

During the 2010s, Lagercrantz grows rapidly through the acquisition of profitable technology companies and gradually builds leading positions in areas such as electrification, technical security, infrastructure and industrial technology.

With the business plan 'Lagercrantz toward one billion', the goal is set to double the profit to SEK 1 billion, a target that is achieved after just two years. The ambition is then raised further through the goal of reaching SEK 2 billion within five years.

CP Cases has been part of Lagercrantz Group since 2024. The company develops robust transport and protection solutions for sensitive equipment. With their customised designs, the products are used globally in demanding environments, including in the broadcast and defence sectors.



Operations

Group overview · Electrify · Control · TecSec · Niche Products · International



RIX INDUSTRIES
CAUTION
AUTOMATIC EQUIPMENT
MAY START AT ANYTIME

200
Nic
MIE
SAUERSTOFF
93%

M7835-9930
OXYGEN/KONG / L



KOLL I 1/4

1 ST
15KG

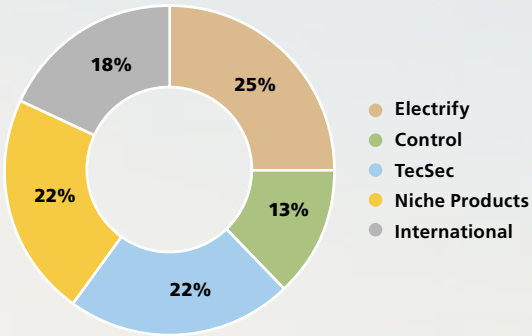
Niche companies in five divisions

All of the companies within Lagercrantz are run in a decentralised manner and with a strong entrepreneurial spirit under the motto of great freedom with own responsibility. The Group and Divisional Management add value through board work in the subsidiaries and by challenging goal formulations and through improvement projects that are expressed in the form of business and expansion plans. The Group also adds value through its network of contacts both nationally and internationally. The focus of all businesses is to grow both organically and through add-on acquisitions.

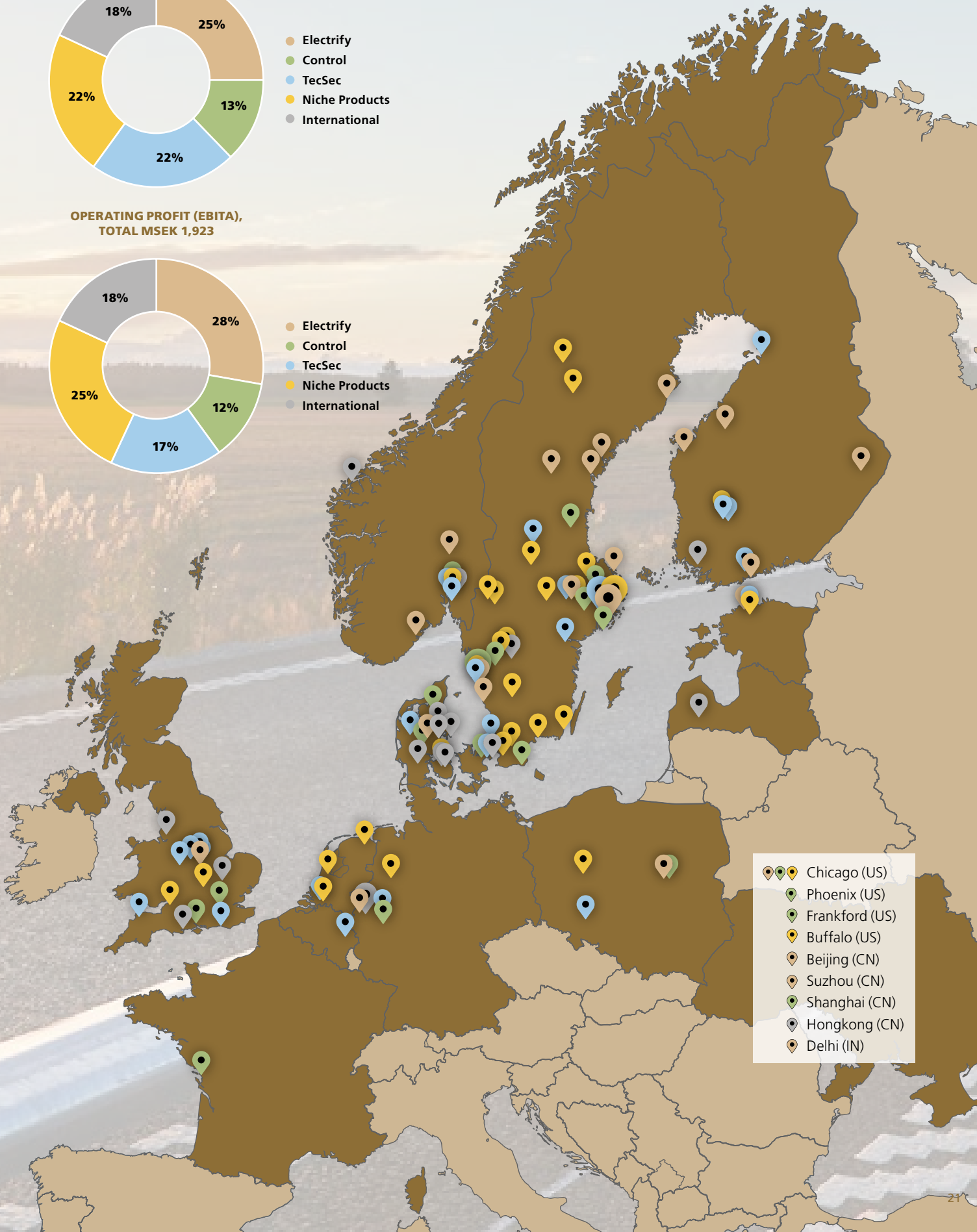
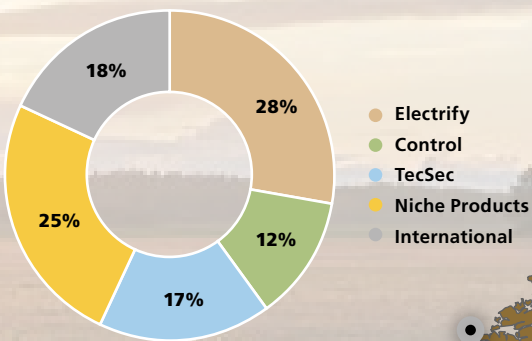
LAGERCRANTZ GROUP 2025/26				
ELECTRIFY 17 companies 11 countries	CONTROL 16 companies 8 countries	TECSEC 14 companies 10 countries	NICHE PRODUCTS 19 companies 8 countries	INTERNATIONAL 17 companies 9 countries
Electrification and infrastructure	Measurement and control technology	Safety and security solutions	Specialised product companies	Niche companies with a high degree of proprietary products
Net revenue MSEK 2,630	Net revenue MSEK 1,340	Net revenue MSEK 2,320	Net revenue MSEK 2,390	Net revenue MSEK 1,931
EBITA % = 20.6	EBITA % = 17.0	EBITA % = 14.6	EBITA % = 20.6	EBITA % = 18.5
P/WC % = 81	P/WC % = 92	P/WC % = 80	P/WC % = 94	P/WC % = 82

EBITA, operating profit before amortisation of intangible non-current assets.
 P/WC, return on working capital.
 Figures are from the 25/26 financial year as of 31 March 2026.

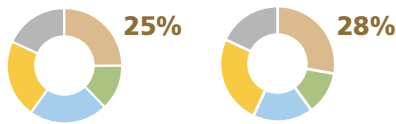
**NET REVENUE,
TOTAL MSEK 10,609**



**OPERATING PROFIT (EBITA),
TOTAL MSEK 1,923**



- 📍 Chicago (US)
- 📍 Phoenix (US)
- 📍 Frankford (US)
- 📍 Buffalo (US)
- 📍 Beijing (CN)
- 📍 Suzhou (CN)
- 📍 Shanghai (CN)
- 📍 Hongkong (CN)
- 📍 Delhi (IN)


NET REVENUE
EBITA
Share of the Group in the 2025/26 financial year.

MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Net revenue	2,633	2,285	1,801	1,677	1,466
Operating profit (EBITA)	543	387	312	283	246
Operating margin (EBITA) %	20.6	16.9	17.3	16.9	16.8
Return on working capital (P/WC) %	81	66	62	69	76

Electrify

During the year, the Electrify Division consisted of 18 companies with leading positions in their niches in electrification and infrastructure. The majority of the companies have long product lifecycles and growth is driven by society's increased electrification, connectivity and need for safe, functioning infrastructure.

The division's companies are characterised by a strong presence in Northern Europe and a growing export business. Global trends such as electrification and digitalisation, together with the need for reliable communications and protected systems, are driving market growth. Several of the companies are leaders in their niches and are showing stable growth, with proprietary products and solutions.

Customers are found in the industrial sector, electricity distribution, transmission, renewable energy, transport infrastructure, energy storage as well as fibre-optic and 5G communication networks. Several companies within the division also offer unique systems for the safe expansion of electricity, communications and road infrastructure. The sustainability transition and the EU's investment drive in energy and infrastructure are creating a structural tailwind that is strengthening the long-term demand for the division's products and systems.

The underlying business normally shows an organic growth rate of 5–15% and the division is well positioned to continue growing in line with society's increasing need for robust, reliable solutions that help strengthen resilience to crises and disruptions.

The division's development goes hand in hand with Lagercrantz's ambition to be an active enabler of growth and value creation through business development and continued acquisitions of new, niche businesses.

"The past year has really shown that our companies have products and solutions that are attractive and in high demand when society's resilience is a priority and the focus is on the expansion of infrastructure for energy, communications and transport. We look forward with confidence to the coming financial year where the strong market trend provides continued growth opportunities for our companies. It is also really exciting that we now have a presence in the UK with the acquisition of MS Switchgear."

Daniel Andersson, Head of Division

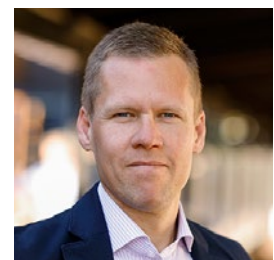
Events during the financial year

- Electrify delivered a strong financial year with broad organic growth and significantly improved profitability. Net revenue increased by 15% to MSEK 2,633 (2,285), driven by a positive development in most of the companies. Operating profit (EBITA) increased by 40% to MSEK 543 (387) and the operating margin strengthened to 20.6% (16.9).
- Progress was noted in most companies, with a particularly strong earnings trend in Elcapsling, Mastsystem, Nordic Road Safety and Elfac. Companies such as Elpress and VP Metall performed well thanks to a strong market in the expansion of electricity networks.

Events after the financial year

- The division was strengthened by the acquisition of Michael Smith Switchgear, a British specialist in customised low-voltage switchgear with high performance requirements. The acquisition broadens the division's geographical presence and strengthens its offering within electrical infrastructure in the UK market.

** During the year, Dooman was divested and, at the end of the year, Exilight was transferred to a business area within Idesco in the TecSec division.*



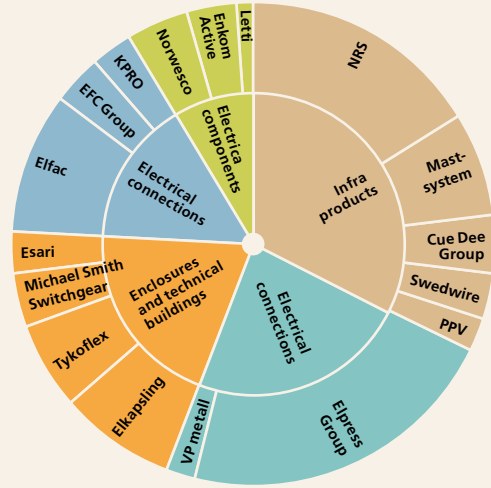
DIVISION'S COMPANIES LINK TO WEBSITE

Cue Dee AB · EFC Finland Oy · Elfac A/S · Elcapsling AB · Elpress AB · Enkom Active Oy · Esari Oy · Letti AS · Mastsystem Int'l Oy · Michael Smith Switchgear Ltd · Nordic Road Safety AB (NRS) · Norwesco AB · Plast & Plåt Vägmärken AB (PPV) · Swedwire AB · Tykoflex AB · VP Metall AS

Electrify in figures

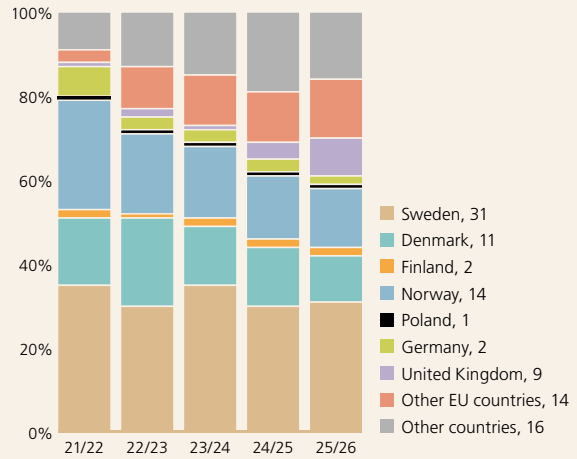
Share of companies' revenue (%)

Pro forma (included companies calculated on an annual basis)

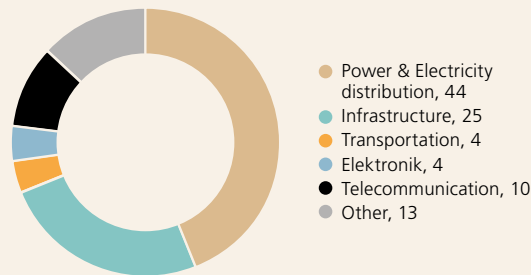


Net revenue by geographic market (%)

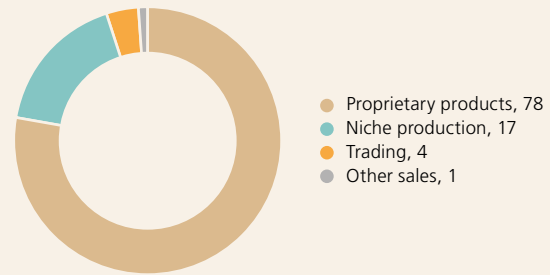
Based on the customers' geographical location



Revenue by market segment (%)



Net revenue by business type (%)



THE SUBSIDIARY: MASTSYSTEM

Finnish engineering ensures global defence

Freezing cold, complete darkness and no access to electricity? That's not a problem. With Mastsystem's mechanical composite masts, defence capabilities remain intact – even in extreme conditions.

Mastsystem, with its roots deeply embedded in the Finnish city of Joensuu and with customers in more than 50 countries, is the world's leading manufacturer of tactical telescopic masts. The company's products form the very backbone of today's modern defence systems.

Design that makes a difference

Mastsystem's design can be described as simple and elegant: no wear seals, no sensitive components, minimal maintenance requirements and low lifecycle costs. Its greatness lies in the dual-mode capability where the masts, unlike the competitors' hydraulic or pneumatic systems, can be raised both electrically and manually. This provides the user with vital reliability and critical advantages in situations where every second counts.

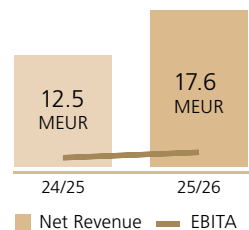
Comprehensive solutions for all assignments

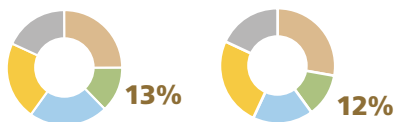
In addition to hardware, Mastsystem also provides comprehensive system support in the form of antenna pointing devices, vehicle mounting kits, and specialised hard ground kit and sand plate kit, operator training, maintenance services and spare parts availability that can be guaranteed for decades.

Mastsystem in Lagercrantz Group

In late 2024, Mastsystem became a part of Lagercrantz Group's Electrify division and is expected to generate annual revenue of approximately MEUR 20. "Lagercrantz Group as an owner provides Mastsystem with both stability and a long-term commitment, as well as new opportunities for development," says MD Heikki Miettinen.

"The current geopolitical situation is driving increased demand across the entire defence sector and our products have superior reliability even under the most challenging conditions. And this is exactly what our customers need."





NET REVENUE

EBITA

Share of the Group in the 2025/26 financial year.

MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Net revenue	1,340	1,196	1,005	991	821
Operating profit (EBITA)	228	175	145	160	149
Operating margin (EBITA) %	17.0	14.6	14.4	16.2	18.1
Return on working capital (P/WC) %	92	90	77	63	87

Control

Society's need for continually improved resource utilisation and more efficient processes is the key driving force for companies in the Control division. Here, companies in measurement and control technology are brought together, as well as businesses that in various ways move or protect sensitive assets in critical processes.

Today, the division consists of 16 specialised companies with a great variation in focus – ranging from control systems for lifts and level sensors for molten metals, to protective cases for the transport of advanced communications equipment and conveyors for foodstuff with strict hygiene requirements. What they all have in common is that, through their products and solutions, they optimise processes by contributing to increased precision, operational reliability and resource efficiency.

Many of the product companies are leaders in their respective niche, often world-leading with significant global exports. The division also includes several niche value-adding distributors in areas such as networks, signal processing, audio/video, lighting and monitoring.

Customers are found in a range of sectors with a need for optimised processes – including the defence industry, the property and construction sector, the communications industry, medical technology, the food processing industry as well as manufacturers of construction equipment. Common to these industries are the requirements for high precision, reliability and efficient use of resources.

The division's long-term goal is to achieve organic growth of more than 5% per year over a business cycle and to carry out about three acquisitions annually. The acquisitions aim to complement existing businesses or create new, independent profit centres in expansive niches – preferably with the potential to become market leaders, both nationally and internationally.

Events during the financial year

- Net revenue in the Control division increased by 12% to MSEK 1,340 (1,196), where 16% was added through acquisitions,

"We are continuing on our chosen path and are developing our growing portfolio of specialised technology companies. With our focus on customers' needs for greater precision, operational reliability and resource efficiency, the division is well equipped for the future."

Andreas Header, Head of Division

while net revenue in comparable units was unchanged, 0%. Operating profit (EBITA) increased by 30% to MSEK 228 (175), equivalent to an operating margin of 17.0% (14.6).

- The division's two companies with significant exposure to the defence industry, Leteng and CP Cases, performed very strongly during the year. Stegborgs EL-evator, Radonova, Direktronik and Precimeter also reported clear earnings improvements. He-Man Dual Controls, which was acquired just before the start of the financial year, got off to a strong start in the division. Meanwhile, several companies faced a more challenging market situation, especially those with exposure to the construction and civil engineering sector.
- In June 2025, Orax was acquired in Vårgårda, Sweden, a leading player in products for management and maintenance in the funeral and cemetery sector. The company has a stable core business and good opportunities for continued expansion in the Nordic region. In August, Direktronik carried out an add-on acquisition of Qvintus, a manufacturer and supplier of instruments for measuring temperature and pressure. In September, Nikodan carried out an add-on acquisition of Techmatic, a company with cutting-edge expertise in automation and robotics.

Events after the financial year

- In April, Hycon, a Danish manufacturer of hydraulic tools and pumps, was acquired. The products are used for drilling, sawing and cutting, etc. in demanding environments.



DIVISION'S COMPANIES LINK TO WEBSITE

CP Cases Ltd. · Direktronik AB · Excidor AB · GasIQ AB · Geonor AS · HM Holding Ltd (He-Man) · Hycon A/S · LIAB Load Indicator AB · Leteng AS · MH Modules Europe AB · Nikodan Process Equipment A/S · Orax AB · Precimeter Control AB · Radonova Laboratories AB · Stegborgs EL-evator AB · Vanpee A/S · Vanpee Norge AS

Control in figures

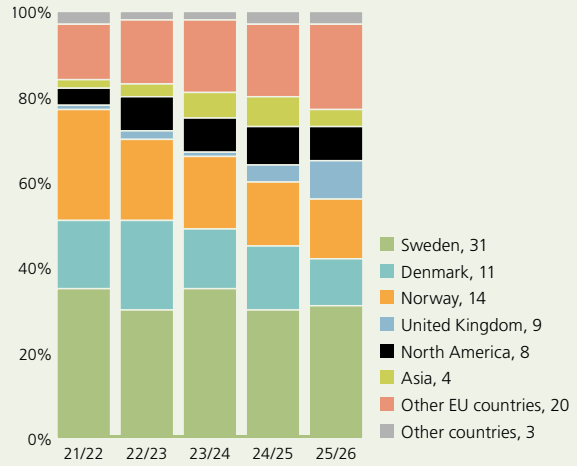
Share of companies' revenue (%)

Pro forma (included companies calculated on an annual basis)

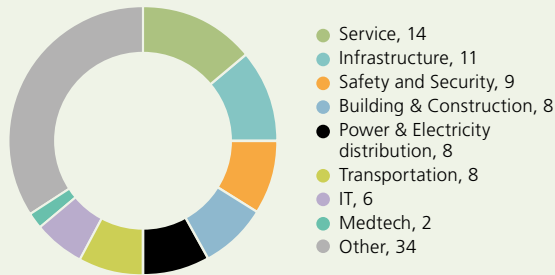


Net revenue by geographic market (%)

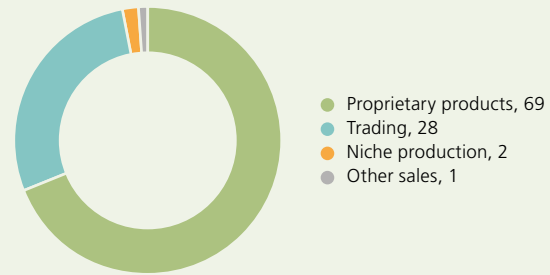
Based on the customers' geographical location



Revenue by market segment (%)



Net revenue by business type (%)



THE SUBSIDIARY: CP CASES

Protective packaging for demanding tasks

The foundation was laid in the music scene of the 1970s and today customers are found in a wide range of industries such as media, aviation and defence. The common denominator? CP Cases offers customers smart, special solutions – when the need is greatest.

CP Cases designs and manufactures high-performance protective cases and racks for some of the world's most demanding environments. The company became well known in the 1970's rock'n'roll scene for successfully protecting sensitive equipment for touring bands and today CP Cases has customers in the film, media, defence, medical, aviation, marine and industrial sectors in more than 50 countries.

Special solutions for the customer's needs

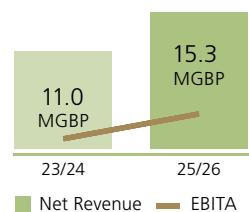
CP Cases is a material-independent and engineering-led company. This means that every solution is designed on the basis of the customer's equipment and operational context, not simply adaptations of standard solutions from a catalogue.

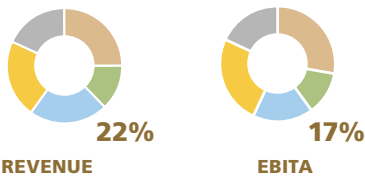
The company actively invests in product development. A recent example is the successful development of sustainable biopolymer material, created in collaboration with Queen's University Belfast, which matches and in some cases even surpasses the performance of traditional fossil-based plastics.

CP Cases in Lagercrantz Group

When CP Cases was acquired by Lagercrantz in 2024, it was the result of a search for a long-term partner which could develop the company and preserve its distinctive character. With Lagercrantz Group, the company now has access to both guidance and a broader network of companies with complementary expertise. It is a relationship that is based on trust and autonomy," says Managing Director Peter Ross.

"We have the same team, customers and values as we have always had – but now with a platform that allows us to think much bigger for the future."





Share of the Group in the 2025/26 financial year.

MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Net revenue	2,316	2,171	2,065	1,748	906
Operating profit (EBITA)	339	359	367	303	161
Operating margin (EBITA) %	14.6	16.5	17.8	17.3	17.8
Return on working capital (P/WC) %	80	98	107	129	143

TecSec

The technical security area is growing in line with the evolution of society towards increased care for people and protection of critical societal functions and equipment. The TecSec division focuses on businesses that contribute to this societal development and the assessment is that these needs are expected to continue increasing, which implies growth opportunities both organically and through acquisitions. Our ambition is to thereby contribute to a safer and more resilient society.

The TecSec division currently consists of 14 companies with operations mainly in Northern Europe but also with global exports to some extent. Most of the companies are leaders in their niche within technical security products, either with proprietary products or as a value-adding distributor or system integrator. The division's underlying market growth is driven, among other things, by the desire for greater security in society and in the workplace, which increases the demand for preventive technical solutions. Following the acquisition of I Holland in November 2025, the division also includes the MedTech segment.

The customer segments include public authorities and specific critical societal functions, companies, logistics, nursing and healthcare, construction and civil engineering as well as offshore. The operations are divided into four focus areas. Protection and safety & security solutions, Electronic security and surveillance, Fire safety and MedTech. Key technology areas are active and passive fire protection, mechanical protection such as locking devices, fences and security doors, safety & security solutions that prevent accidents and technical security systems for properties and infrastructure where digital systems and sensors are used to protect businesses and individuals.

The division's goal is to achieve profitable organic growth of 5–10% per year over a business cycle, and to supplement this

through add-on acquisitions to existing companies as well as new acquisitions. By continually developing the companies as well as strengthening and expanding their offerings, the companies' competitiveness is ensured for long-term sustainable organic growth.

Events during the financial year

- Net revenue in the TecSec division increased by 7% to MSEK 2,316 (2,171), where acquisitions contributed 8%, while net revenue in comparable units increased by 2%. Operating profit (EBITA) amounted to MSEK 339 (359), equivalent to an operating margin of 14.6% (16.5).
- Several of the safety and security companies in the TecSec division noted a favourable market situation and delivered good profits, for example ARAS, Idesco, ISG Nordic, and Frictape. The construction-related businesses CWL, Door & Joinery, Laurea, PcP and Principal Doorsets were negatively affected by a continued weak business situation.
- In November 2025, I Holland in the UK was acquired, a world-leading manufacturer of compression tools for pharmaceutical tablet manufacturing. In collaboration with research institutions, I Holland creates innovative solutions for leading pharmaceutical companies in more than 100 countries.

"The year was characterised by a mixed market picture. Our security companies – led by units such as ARAS Security, Frictape and Idesco – performed well in a favourable market climate, while the more construction-related businesses continued to be affected by a weak construction sector. We ended the year strongly with revenue growth of 21% in the fourth quarter and saw a gradual recovery in the construction market. Through the acquisition of the British company I Holland, we have also broadened the division towards a new and less cyclical growth segment, which provides a strong platform for the coming years."

Martin Sirvell, Head of Division



DIVISION'S COMPANIES LINK TO WEBSITE

ARAS Security A/S · COBS AB · CW Lundberg AB (CWL) · Door and Joinery Solutions Ltd · Fireco Ltd · Frictape Net Oy · I Holland Ltd · ISG Nordic AB · Idesco Oy · Marsden Weighing · PcP Corporation A/S · Principal Doorsets Ltd · R-Contracting AB (R-CON) · STV Video Data AB · Suomen Diesel Voima Oy

TecSec in figures

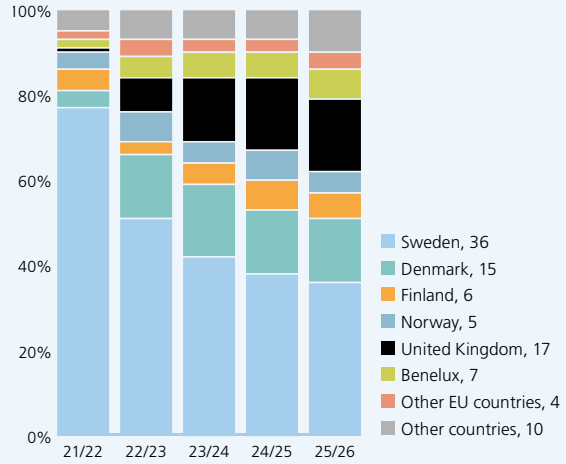
Share of companies' revenue (%)

Pro forma (included companies calculated on an annual basis)

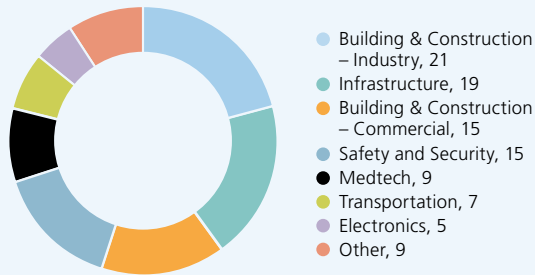


Net revenue by geographic market (%)

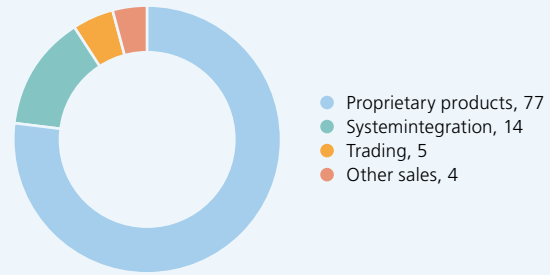
Based on the customers' geographical location



Revenue by market segment (%)



Net revenue by business type (%)



THE SUBSIDIARY: IDESCO

Idesco ensures secure access

Idesco produces advanced RFID card readers for access control and identification systems. The systems are built on open standards where Idesco can tailor the solutions based on customers' unique requirements.

Idesco was founded in 1989 as one of the world's first commercial companies in the area of RFID technology and currently focuses on high-security solutions for access control and identification systems. For example, this involves being able to reliably identify that the right people and vehicles are granted access to a building or using RFID technology to ensure that the right person has access to specific equipment.

Open standards that deliver customer benefits
Idesco develops the products in close collaboration with its customers – both retailers and end users – including in the form of customised card readers and tags, as well as apps for managing mobile access cards. The fact that Idesco's card readers are built on open standards, such as MIFARE DESFire and OSDPv2, is a major advantage for customers.

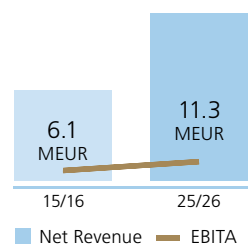
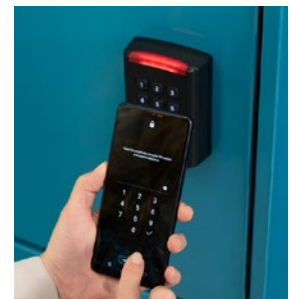
They thus gain full ownership of their security keys and avoid vendor lock-in.

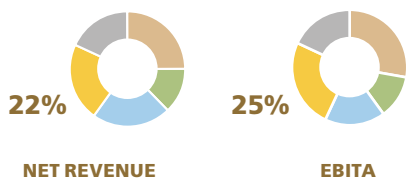
Idesco is certified for several ISO standards, such as ISO 27001, which is another example of the company's robust and continually evolving information security management, which will become important when the EU Cyber Resilience Act (CRA) comes into force.

Idesco in Lagercrantz Group

"With Lagercrantz Group as an owner, Idesco has a clear focus on developing the company within its core areas of expertise. Thanks to shared values and a shared vision concerning business development, the company is continuing to grow and develop. Since the acquisition, Idesco has grown by more than 100%," says Sales Director Anu-Leena Arola.

"Under the project name 2040, we are aiming for annual revenue of EUR 20 million when Idesco celebrates 40 years in 2029. Thanks to Lagercrantz, we have a reliable partner that provides us with valuable support on our continued development journey."





Share of the Group in the 2025/26 financial year.

MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Net revenue	2,390	2,169	1,756	1,625	1,293
Operating profit (EBITA)	492	479	399	333	258
Operating margin (EBITA) %	20.6	22.1	22.7	20.5	20.0
Return on working capital (P/WC) %	94	83	69	67	80

Niche Products

Lagercrantz has built Niche Products around a number of product companies in various sectors. Today, the division consists of 19 profit centres, where each one is a leader in its respective area with stable and high profitability. The focus is on acquiring and refining niche companies with proprietary products.

Lagercrantz has built Niche Products around a number of product companies in various sectors. Today, the division consists of 19 profit centres, where each one is a leader in its respective area with stable and high profitability. The focus is on acquiring and refining niche companies with proprietary products.

The division's companies sell proprietary products and solutions in selected technology areas, for example brake testing equipment for heavy vehicles, dispenser systems for food-stuffs, sharpening systems for knives and other edge tools, special doors for cold rooms and hospitals as well as valves for land-based fish farms and storm water systems.

Most of the division's companies are based in the Nordic countries but several also have subsidiaries in countries such as the USA, Netherlands, Poland and Estonia.

In many of the companies, the technical solutions required for a more sustainable society have become an integrated part of the business. In various ways, they deliver innovative products and solutions that directly or indirectly reduce society's consumption of water, plastic and herbicides or protect against the effects of climate change. Several companies are now developing the next generation of products from recycled or biodegradable materials by focusing on innovation and development of technical solutions.

The division is growing through both acquisitions of independent companies and through add-on acquisitions. In this way, the position is being strengthened in existing niches and sub-groups or clusters that have been established, for example, within dispensers, special brushes, flow control and special conveyors. Going forward, the goal is to continue growing in line with the Group's ambitions and to double

the division's EBITA within five years. The goal is to carry out 2–4 acquisitions per year, including add-on acquisitions.

Events during the financial year

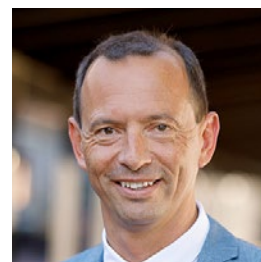
- The Niche Products division's net revenue increased by 10% to MSEK 2,390 (2,169), where 6% was added through acquisitions, -3% organically and -3% currency. Operating profit (EBITA) increased by 3% to MSEK 492 (479), equivalent to an operating margin of 20.6% (22.1).
- Niche Products delivered a stable quarter, with good profitability in a continued favourable market situation for many of the businesses. Truxor, Profsafe and Waterproof delivered clear improvements in earnings compared to the previous year. Meanwhile, Niche Products is being challenged by weaker organic growth in several businesses, including Asept, Tormek and Westmatic. The units were impacted by a slightly weaker sales trend in the US and by a weaker US dollar compared to the previous year.
- The recently acquired Swedish companies Sit Right and Enskede Hydraul have also got off to a good start in Lagercrantz.

Events after the financial year

- In April, Nivex Topsafe Group was acquired, a leading player in the Swedish market for secure storage solutions, offering products such as security and fire cabinets, and safe rooms and in May, Stalon was acquired, a Swedish manufacturer of silencers for hunting firearms.

"2025/26 was another stable year for Niche Products, where the division showed good resilience in a more sluggish market. After a strong previous year, the period was characterised by more balanced demand, and the development was mainly driven by completed acquisitions. Overall, the division showed a stable earnings trend and a continued diversification of its operations over time."

Magnus Nilsson Head of Division



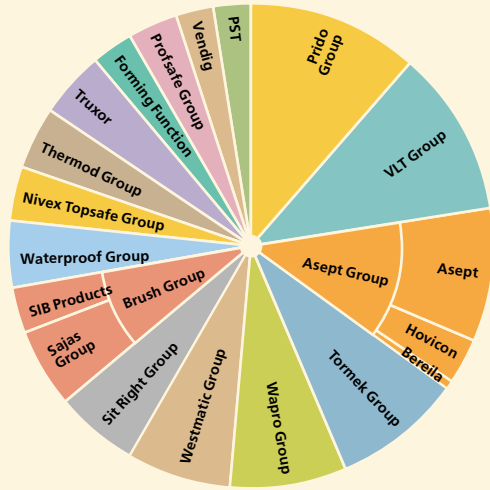
DIVISION'S COMPANIES LINK TO WEBSITE

Asept International AB · Bereila BV · Enskede Hydraul AB · Forming Function Stockholm AB · Hovicon International BV · Nivex Topsafe AB · Plåt och Spiralteknik AB (PST) · Prido AB · Profsafe AB · SIB Products AB · Sajas Group · Sit Right AB · Stalon AB · Thermod AB · Tormek AB · Truxor Wetland Equipment AB · Van Leeuwen Test Group · Vendig AB · Wapro AB · Waterproof Diving International AB · Westmatic

Niche Products in figures

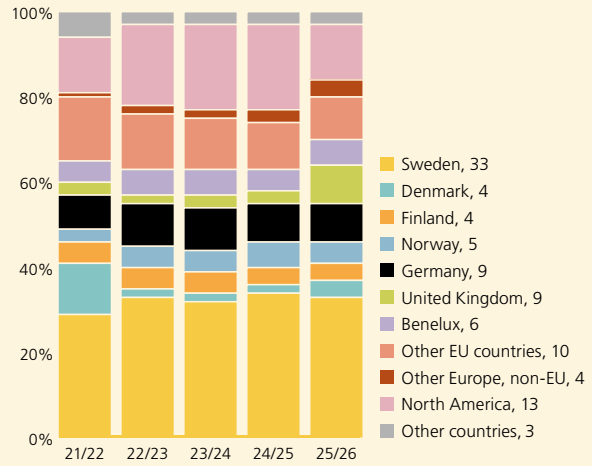
Share of companies' revenue (%)

Pro forma (included companies calculated on an annual basis)

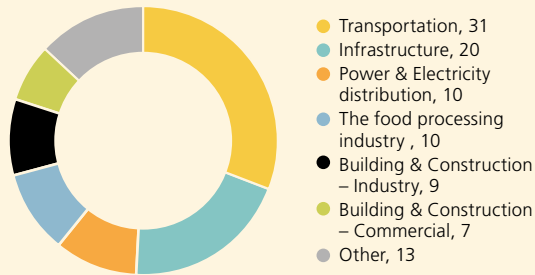


Net revenue by geographic market (%)

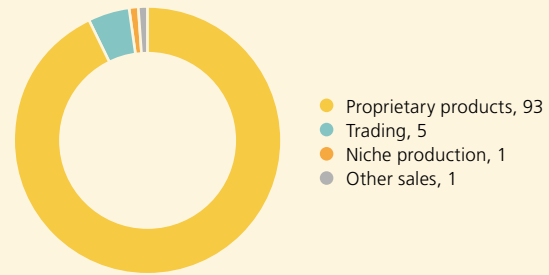
Based on the customers' geographical location



Revenue by market segment (%)



Net revenue by business type (%)



THE SUBSIDIARY: VLT

Increased automation strengthens VLT's competitiveness

Brake testing equipment, emission analysers and hydraulic pit jacks are three examples of products that have made VLT an industry leader. Now the company is looking to the future with technical expertise, flexibility and an entrepreneurial spirit.

The company VL Test Group – better known as VLT – was founded in 1958 with a clear vision: to improve safety in the mobility sector. VLT currently develops, produces and provides innovative and reliable testing and inspection solutions for passenger cars, trailers/ caravans, commercial vehicles, semi-trailers and dump trucks.

Faster for customers

VLT continually develops solutions to quickly meet new requirements in a changing market, which is impacted by both legislation and technical advancements.

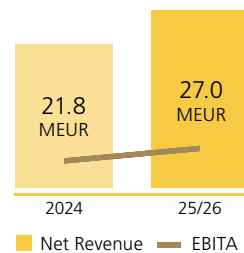
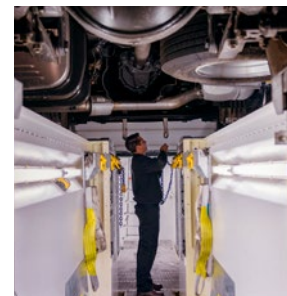
VLT, for example, is one of the few companies that can deliver fully integrated vehicle test lanes, which are largely computer-controlled and have

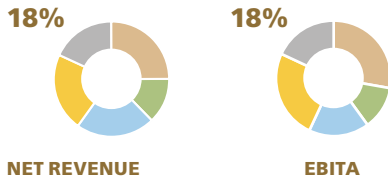
a vehicle tracking system. This results in a capacity of 20 to 25 or even more vehicles per test track per hour, requiring only half the number of inspectors as previously needed. VLT's customers report that they can therefore work up to 50% faster using the company's test lanes.

VLT in Lagercrantz Group

Since Lagercrantz acquired the company, VLT has scaled up the business, developed its product offerings and explored new markets. The support from Lagercrantz has been crucial to our success, offering everything from strategic guidance and operational expertise to access to a broader network and investments in innovation," says MD Marcel van den Berk.

"We are optimistic about our future opportunities for expansion. By building on our combined strengths, we are well positioned to remain at the cutting edge of our industry, to deliver high-quality solutions and to generate sustainable growth in the coming years."





Share of the Group in the 2025/26 financial year.

MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Net revenue	1,931	1,568	1,501	1,204	996
Operating profit (EBITA)	358	273	252	185	134
Operating margin (EBITA) %	18.6	17.5	16.8	15.4	13.5
Return on working capital (P/WC) %	82	76	76	66	63

International

The International Division is Lagercrantz’s platform for long-term international expansion. Here, the Group’s successful model is further developed – acquisitions of profitable niche technology companies combined with decentralised entrepreneurship in markets outside Sweden.

The division brings together the majority of the Group’s businesses in Denmark, Norway, Germany and the UK, while serving as an important platform for the international growth of the other divisions.

International consists of 17 independent and specialised companies with strong positions in their respective niches. The businesses include both product companies with their own technology and distributors in the infrastructure, electronics and electrical components segments, which together create a robust and diversified portfolio.

Customers are found in structurally growing segments such as the marine industry, railways, power distribution and industrial production, but also in highly specialised areas such as medical technology and renewable energy.

A key part of the strategy is to build strong niche clusters where companies together strengthen their market position and create new growth opportunities. In the marine industry, for example, a Nordic cluster has been established through ISIC, AC Antennas, Libra and Tebul. In industrial sealing technology, Schmitztechnik and DP Seals are another clear example of specialised and scalable platforms.

Sustainability is an integrated part of the operations and several companies are developing solutions that help to improve resource efficiency and reduce the customers’ environmental impact.

Going forward, the ambition is to continue to grow in line with the Group’s financial targets through a combination of acquisitions and profitable organic growth. The UK is

a priority market, while the opportunities to strengthen the position in Germany and neighbouring countries are considered to be significant.

International intends to carry out 2–4 platform acquisitions annually, supplemented by add-on acquisitions that strengthen the existing businesses. In parallel, the division continues to identify new technology niches in order to achieve leading positions and drive long-term value-creating growth through technological development, internationalisation and entrepreneurial leadership.

Events during the financial year

- During the year, net revenue increased by 23% to MSEK 1,931 (1,568), where 24% was added through acquisitions, 5% organically and -6% currency. Operating profit (EBITA) increased by 31% to MSEK 358 (273), equivalent to an operating margin of 18.6% (17.5).
- The market situation was stable overall and despite negative currency effects, the International division delivered a strong year with good growth and improved margins. The marine business Libra in Norway and DP Seals in the UK continued to show a strong performance. After a seasonally strong winter period, the acquisition Epoke in Denmark, together with Friggeråkers Verkstäder, are now entering a period with a lower level of activity. The acquisitions were consolidated for the first time in July 2025, which is why the weaker spring and early summer period will not have an impact until the 26/27 financial year.

“A very positive year in which we created a new level of growth for the division and also continued to strengthen our operating margin. Our strong growth was primarily explained by the acquisitions of the two market-leading niche companies Epoke in Denmark and Friggeråkers Verkstäder in Sweden, but also by organic growth of 5%. We have created a strong platform for further growth, both in the geographical markets where we currently operate, and also going forward, with an increased focus on Germany and neighbouring countries.”

Patrik Klerck Head of Division



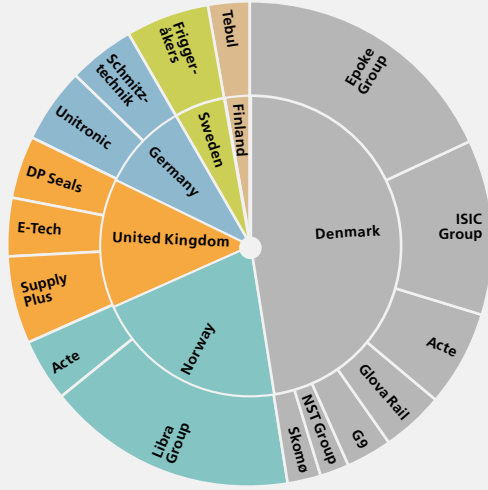
DIVISION’S COMPANIES LINK TO WEBSITE

ACTE A/S · ACTE AS · AC Antennas A/S · DP Seals Ltd · E-Tech Components Ltd · Epoke A/S · Friggeråkers Verkstäder AB · G9 landskab. park & byrum A/S · Glova Rail A/S · ISIC A/S · Libra-Plast AS · NST DK A/S · Schmitztechnik GmbH · Skomø A/S · Supply Plus Limited · Tebul Oy · Unitronic GmbH

International in figures

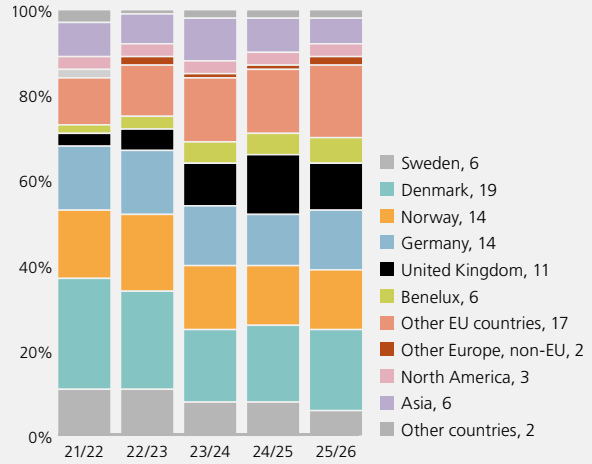
Share of companies' revenue (%)

Pro forma (included companies calculated on an annual basis)

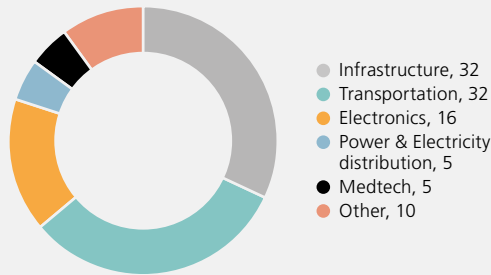


Net revenue by geographic market (%)

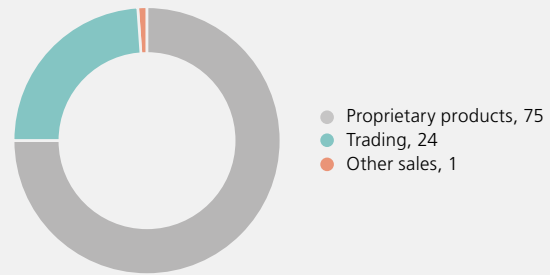
Based on the customers' geographical location



Revenue by market segment (%)



Net revenue by business type (%)



THE SUBSIDIARY: DP SEALS

Application-critical solutions that ensure success

From renewable energy to Formula 1 – DP Seals offers customised rubber solutions with performance, safety and longevity even in extreme environments.

Ever since the start in 1979, DP Seals has delivered high-performance, business-critical, customised components for demanding and strictly regulated applications. These include rubber seals, gaskets and mouldings which are used in everything from cars on the race track to ticket machines in the London Underground.

Invisible but critical to operations

DP Seals' customised rubber solutions are found in a wide range of sectors, such as aerospace, renewable energy and medicine.

In the aerospace sector, DP Seals supplies critical components for platforms such as the, Boeing 787, Black Hawk and Typhoon, where they help to ensure performance, safety and longevity in demanding environments. In the sub-sea and marine sector, DP Seals' expertise lies in advanced wet-mate and

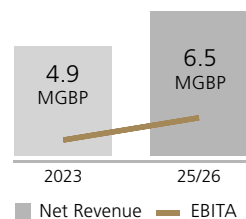
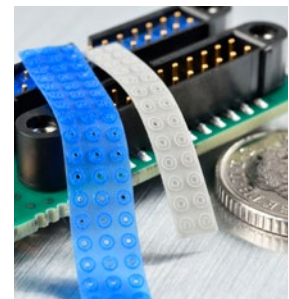
dry-mate fibre-optic connector technologies, where precision, durability and material strength are crucial.

DP Seals in Lagercrantz Group

With Lagercrantz Group as owner, DP Seals can continue to operate independently while benefiting from the strength of a larger group.

Since the acquisition, DP Seals has broadened its capacity, including by entering new markets and expanding its product range.

This strategic growth has led to an increase in revenue of 31% and this is what MD Shane Murphy has to say about the performance: *"The future looks bright and with the progress we have already achieved during our short time in the Lagercrantz family, we are well positioned to build on this and gear up for the next exciting chapter in DP Seals' development."*



Leteng in Norway provides efficient and reliable solutions for communication networks, specializing in audio and video signal processing.



Financial information

The Share · Multi-year review





The Share

Over a five-year period between 1 April 2021 and 31 March 2026, the market price of the Lagercrantz share increased by 152%. The broad OMX Stockholm PI index rose by 16% during the same period.

The market price of the share as of 31 March 2026 was SEK 198.90 (206.40). During the 2025/26 financial year (April – March), the market price of the share fell by 6%. During the same period, the OMX Stockholm Price Index rose by 7%. Lagercrantz Group had a market capitalisation of MSEK 41,005 (42,537) as of 31 March 2026, calculated based on the number of shares outstanding excluding repurchased shares.

Proposed dividend

The dividend proposed by the Board of Directors for the 2025/26 financial year means a dividend of SEK 2.50 (2.20) per share. The total dividend corresponds to MSEK 515 (453).

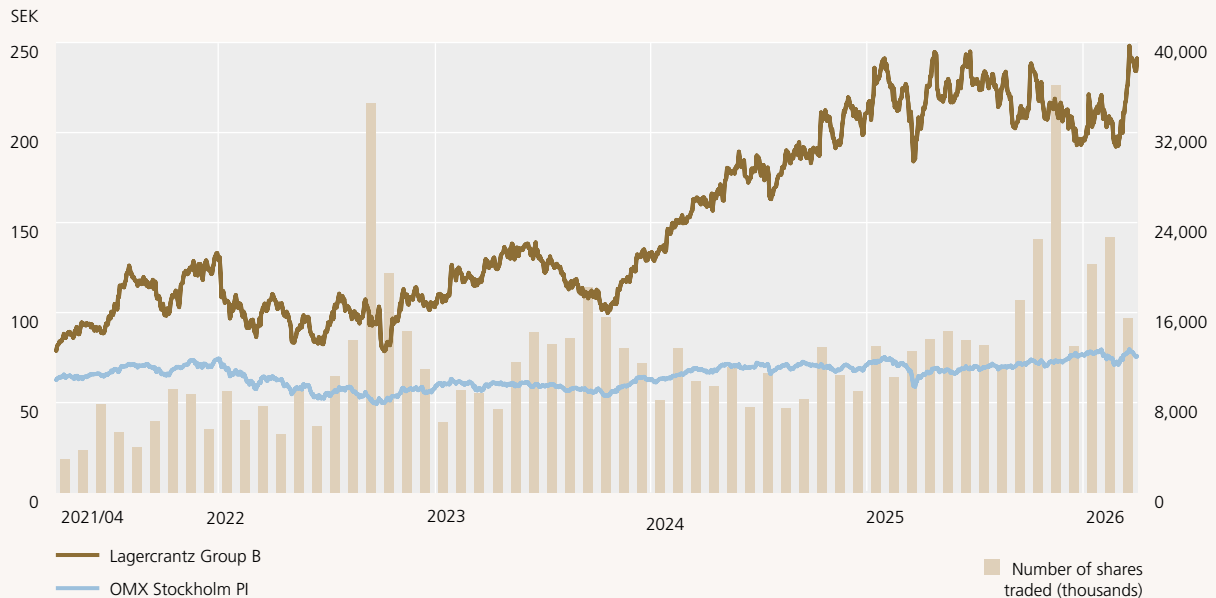
Trading of the share on the stock exchange

During the financial year, 67.8 million (47.7) shares, equivalent to a value of MSEK 14,458 (9,331) were traded. The turnover rate for the number of outstanding shares was 33% (23). The average number of transactions per trading day in the Lagercrantz share was 1,387 (1,467) during the year.

Own shares

The 2025 Annual General Meeting authorised the Board during the period until the next AGM to acquire or sell the company's own shares in order to cover the company's obligations under outstanding option programmes, and to decide on a new issue of up to 10% of the number of B shares to finance acquisitions or to strengthen the balance sheet in connection with acquisitions. In conjunction with redemption of options, a total of 71,576 repurchased Class B shares were also sold.

LAGERCANTZ GROUP AKTIE



SHARE DATA

Short name: LAGR B	Sector: Industrial goods and services
ID: SSE14335	ICB code: 2700
ISIN code: SE0014990966	Listed since 3 September 2001
Segment: Large Cap	

At the end of the period, Lagercrantz Group held 3,058,962 Class B shares, equivalent to 1.5% of the total number of shares and 1.0% of the votes in the Lagercrantz Group. The average cost of the repurchased shares amounts to SEK 10.75 per share.

TSR – TOTAL SHAREHOLDER RETURN

During the past 5 years, the average annual total return to the shareholders including reinvested dividend (TSR=Total Shareholder Return) has amounted to about 22% and during the past 20 years it amounted to about 26%.

	1 yr	3 yrs	5 yrs	10 yrs	20 yrs
Lagercrantz	-3%*	17%	22%	25%	26%

*Based on data as of 31 March 2026. Since the end of March 2026, the share price has gone from SEK 198.90 to a maximum of SEK 265.60 as regards the closing price

LARGEST OWNERS IN LAGERCRANTZ GROUP, 31 MARCH 2026

Owner	Number of A shares	Number of B shares	Holding	Votes
Anders Börjesson & Tisenhult-gruppen	8,190,630	3,445,650	5.6	29.0
Fidelity Investments (FMR)		19,337,024	9.4	6.6
SEB Funds		15,273,278	7.4	5.2
Swedbank Robur Funds		14,199,312	6.9	4.8
Lannebo Asset Management		12,772,110	6.2	4.3
Handelsbanken Funds		9,363,627	4.5	3.2
Jörgen Wigh	698,998	1,760,350	1.2	3.0
Vanguard		7,856,795	3.8	2.7
Norges Bank Investment Management		6,191,437	3.0	2.1
Capital Group		6,111,880	3.0	2.1
Total 10 largest owners	8,889,628	96,311,463	51.0	63.0
Total other owners	885,758	100,072,422	49.0	37.0
Total excluding repurchased shares	9,775,386	196,383,885	100%	100%
Lagercrantz Group (repurchased)		3,058,962		
Total	9,775,386	199,442,847		

OWNERSHIP STRUCTURE IN LAGERCRANTZ GROUP, 31 MARCH 2026

Number of shares	Number of owners	Holding	Votes
1 – 5,000	17,568	3.1	2.2
5,001 – 10,000	380	1.4	1.0
10,001 – 100,000	454	6.2	5.0
100,001 – 500,000	78	8.3	7.2
500,001 – 1,000,000	15	5.2	3.6
1,000,001 –	34	73.6	79.4
Other owners	N/A	2.3	1.7
Total	18,529	100%	100%

Category	Number of owners	Holding	Votes
Swedish institutional owners	80	41.6	54.1
Swedish private individuals	17,389	20.0	18.4
Foreign institutional owners	146	33.4	23.5
Other owners	914	5.0	3.0
Total	18,529	100%	100%

Multi-year review

Financial performance in summary

Income statement

Amounts in MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Net revenue	10,609	9,389	8,129	7,246	5,482
Profit before depreciation and amortisation	2,284	1,967	1,704	1,451	1,094
Depreciation and amortisation, other non-current assets	-361	-321	-273	-246	-199
Operating profit (EBITA)	1,923	1,646	1,431	1,205	895
Amortisation of intangible assets that arose during acquisitions	-229	-207	-175	-143	-114
EBIT (profit before financial items)	1,694	1,439	1,256	1,062	781
Financial income and expenses	-171	-141	-140	-94	-40
Profit after financial items	1,523	1,298	1,116	968	741
Taxes	-323	-279	-239	-210	-169
Net profit for the year	1,200	1,019	877	758	572

Balance sheet

Amounts in MSEK	31 Mar 2026	31 Mar 2025	31 Mar 2024	31 Mar 2023	31 Mar 2022
Assets					
Intangible assets	7,075	6,106	5,152	3,964	3,091
Property, plant and equipment	1,339	1,290	1,143	973	741
Financial assets	40	32	25	19	19
Other current assets	3,986	3,338	3,167	2,717	2,146
Cash and cash equivalents	331	456	355	360	210
Total assets	12,771	11,222	9,842	8,033	6,207
Equity and liabilities					
Equity	4,436	3,837	3,468	3,009	2,228
Interest-bearing provisions and liabilities	4,545	4,090	3,312	2,687	2,224
Non-interest-bearing provisions and liabilities	3,790	3,295	3,062	2,337	1,755
Total equity and liabilities	12,771	11,222	9,842	8,033	6,207
Pledged assets and contingent liabilities	196	182	219	67	82

Statement of cash flows

Amounts in MSEK	2025/26	2024/25	2023/24	2022/23	2021/22
Profit after financial items	1,523	1,298	1,116	968	741
Adjustment for taxes paid and items not included in the cash flow	143	32	208	159	146
Cash flow before changes in working capital	1,666	1,330	1,324	1,127	887
Cash flow from changes in working capital	-164	-8	3	-57	-293
Cash flow from operating activities	1,502	1,322	1,327	1,070	594
Cash flow from investing activities	-1,306	-1,291	-1,293	-1,017	-765
Cash flow from operating activities and investing activities	196	31	34	53	-171
Cash flow from financing activities	-316	90	-47	86	224
Cash flow for the year	-120	121	-13	139	53


Key performance indicators

Amounts in MSEK unless otherwise stated	2025/26	2024/25	2023/24	2022/23	2021/22
Revenue	10,609	9,389	8,129	7,246	5,482
Change in revenue, %	13.0	15.5	12.2	32.2	34.0
Operating profit (EBITA)	1,923	1,646	1,431	1,205	895
Operating margin (EBITA), %	18.1	17.5	17.6	16.6	16.3
Profit before financial items (EBIT)	1,694	1,439	1,256	1,062	781
EBIT margin, %	16.0	15.3	15.5	14.7	14.2
Profit/loss after financial items (EBT)	1,523	1,298	1,116	968	741
Profit margin, %	14.4	13.8	13.7	13.4	13.5
Profit after taxes	1,200	1,019	877	758	572
Equity ratio, %	35	34	35	37	36
Operating profit (EBITA)/Working capital (P/WC), %	81	79	77	78	79
Return on capital employed, %	20	20	20	22	20
Return on equity, %	29	28	27	29	28
Net debt (+)/receivables (-) *	4,213	3,634	2,957	2,327	2,014
Net debt/equity ratio, times *	0.9	0.9	0.9	0.8	0.9
Operating net debt (+)/receivables (-)	3,653	3,033	2,439	1,902	1,621
Operating net debt/equity ratio	0.8	0.8	0.7	0.6	0.7
Interest coverage ratio, times	9	9	8	9	15
Number of employees at year-end	3,627	3,124	2,762	2,425	1,953
Average number of employees	3,595	2,979	2,788	2,410	1,923
Revenue outside Sweden	7,346	6,397	5,561	4,830	3,559

* Net debt and net debt/equity ratio include pension liabilities and lease liabilities.

Per-share data

	2025/26	2024/25	2023/24	2022/23	2021/22
Number of shares at year-end after repurchases ('000)	206,159	206,088	205,955	205,930	203,637
Weighted number of shares after repurchases, ('000)	206,124	206,052	205,940	204,439	203,547
Weighted number of shares after repurchases and dilution ('000)	206,537	206,553	206,227	204,718	204,102
Earnings per share before dilution, SEK	5.82	4.95	4.26	3.71	2.81
Earnings per share after dilution, SEK	5.81	4.93	4.25	3.70	2.80
Cash flow from operations per share after dilution, SEK	7.28	6.39	6.43	5.23	2.91
Dividend per share, SEK (dividend for the year as proposed)	2.50	2.20	1.90	1.60	1.30
Equity per share, SEK	21.52	18.54	16.84	14.61	10.94
Latest price paid per share, SEK	198.90	206.4	163.8	129.7	106.8

A scenic view of a winding road on a hillside. The road is paved and has a metal safety railing along its edge. In the foreground, there is a curved section of the road with a wooden bench and a street lamp. The background shows a grassy hillside with a few houses and a bridge in the distance under a blue sky with some clouds.

Nordic Road Safety develops and delivers road safety solutions, focusing on road and workplace safety through products such as protective equipment, barrier systems and temporary traffic control devices. The company contributes to safer traffic conditions and reduced risk during roadworks and in high-risk traffic environments.

Annual Report

Report of the Board of Directors · Corporate Governance Report · Financial Statements · Notes · Reconciliation tables · Alternative performance measures · Definitions · Auditor's report



Report of the Board of Directors

The Board of Directors and the President of Lagercrantz Group AB (publ), corporate identity number 556282-4556, hereby submit the annual accounts and consolidated financial statements for the 2025/26 financial year.

The legal annual accounts consist of the Report of the Board of Directors, with proposed appropriation of profits, the financial statements, notes and auditor's report. Lagercrantz's Sustainability Report forms part of the Report of the Board of Directors and is presented on pages 96–124. Comparisons in brackets refer to the corresponding period in the previous year unless otherwise stated

Operations

Lagercrantz Group AB (publ) is a Swedish listed technology group consisting of approximately 85 independent companies, which offer value-adding technology to other companies, either with proprietary products or with products from leading suppliers. All of the businesses offer technical products and solutions to corporate customers, and value creation is significant, with a high degree of customisation, support, service and other services.

The Group has approximately 3,600 employees and generates annual revenue of just over SEK 10 billion. Lagercrantz continually acquires new companies and creates favourable conditions for the companies' profitability and growth. The Lagercrantz B share is listed on Nasdaq Stockholm since 2001.

Financial overview and performance

The 2025/26 financial year was another successful year for Lagercrantz where the profit increased compared to the previous year, for the sixteenth consecutive year.

- Net revenue increased by 13% to MSEK 10,609 (9,389).
- Operating profit (EBITA) increased by 17% to MSEK 1,923 (1,646), equivalent to an EBITA margin of 18.1% (17.5).
- Profit after financial items (EBT) increased by 17% to MSEK 1,523 (1,298).
- Cash flow from operating activities amounted to MSEK 1,502 (1,322).

- Earnings per share after dilution increased by 18% to SEK 5.81 (4.93).
- The Board of Directors proposes a dividend of SEK 2.50 (2.20) per share, an increase of 14% compared to 2024/25
- During the financial year, eight acquisitions were completed with total annual revenue of approximately MSEK 1,070, equivalent to 10% of net revenue in the previous financial year 2024/25.

Net revenue and profit

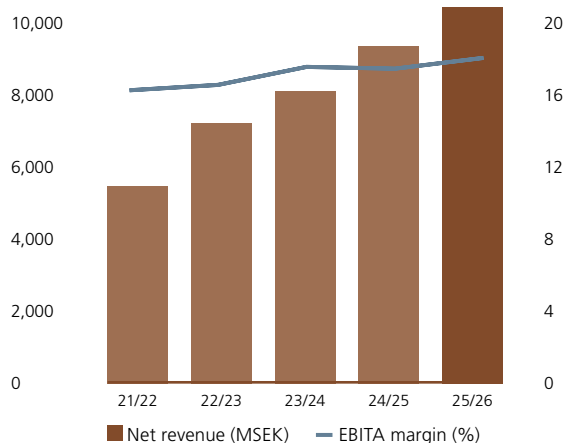
Demand was good in most of Lagercrantz's priority areas during the financial year, with a strong performance in electrification, infrastructure, security and defence as well as in niche industrial products. However, the construction sector continued to be characterised by a lower level of activity.

During the financial year, Lagercrantz's net revenue increased by 13% to MSEK 10,609 (9,389), where acquisitions contributed 13% and the organic growth was 3%. Exchange rate fluctuations impacted net revenue negatively by 3%.

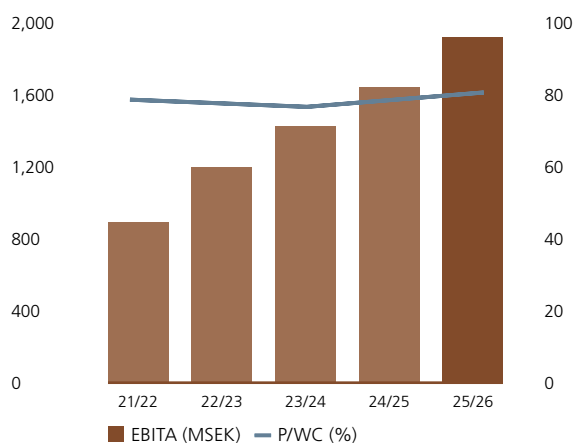
Profitability improved and operating profit before acquisition-related amortisation of intangible assets (EBITA) for the financial year increased by 17% to MSEK 1,923 (1,646), equivalent to an EBITA margin of 18.1% (17.5). The increased profit and EBITA margin was mainly explained by high value creation, which was evident in strong gross margins and good profitability in recently acquired companies. The share of proprietary products increased to 80% (78).

Consolidated profit after financial items increased by 17% to MSEK 1,523 (1,298). Net financial items amounted to MSEK -171 (-141), of which net interest items amounted to MSEK -161 (-173) and currency translation effects on foreign currency loans amounted to MSEK -17 (28). Profit after taxes increased by 18% to MSEK 1,200 (1,019) and the effective tax rate amounted to 21% (21). Earnings per share after dilution increased by 18% to SEK 5.81 (4.93).

Net revenue (MSEK) and EBITA margin (%)



EBITA (MSEK) and return on working capital (P/WC %)



Acquisitions

Lagercrantz is continually searching for companies to acquire and since 2006 has carried out just over 90 acquisitions. During the 2025/26 financial year, the following eight acquisitions (including subsidiaries) were carried out:

Acquisition	Takeover	Equity interest, %	Annual revenue at acquisition date, MSEK	Number of employees	Division
MT Miljøteknik ApS, Denmark	April 2025	90	37	25	Niche Products
AB Orax, Sweden	June 2025	100	50	14	Control
Epoke A/S, Denmark	June 2025	100	360	115	International
Friggeråkers Verkstäder AB, Sweden	July 2025	100	110	40	International
AB Qvintus, Sweden	August 2025	100	25	6	Control
Sit Right AB, Sweden	November 2025	70	90	6	Niche Products
Enskede Hydraul AB, Sweden	November 2025	70	60	5	Niche Products
I Holland Group, UK	November 2025	85	335	185	Tec Sec
			1,067	396	

In April 2025, 90% of the shares in Miljøteknik ApS in Denmark were acquired, a leading manufacturer of products for fresh-water and wastewater distribution networks. MT Miljøteknik is an add-on acquisition to Wapro in the Niche Products division and generates annual revenue of about MDKK 25.

In June 2025, AB Orax was acquired for the Control division. Orax is a leading product and full-service supplier, primarily for the management of cemeteries throughout Sweden and generates annual revenue of about MSEK 50.

In June 2025, Epoke A/S in Denmark was acquired for the International division. Epoke is a leading manufacturer of winter road maintenance equipment and generates annual revenue of about MDKK 240.

In July 2025, Friggeråkers Verkstäder AB in Sweden was acquired for the International division. Friggeråkers, under the Falköping brand, is a leading manufacturer of sand and salt spreaders and generates annual revenue of about MSEK 110.

In August 2025, the Swedish company Qvintus was acquired, which manufactures and supplies instruments for measuring temperature and pressure. The company generates annual revenue of approximately MSEK 25 and is an add-on acquisition to Direktronik.

In November 2025, 70% of the shares were acquired in the two Swedish companies Sit Right and Enskede Hydraul AB, two leading players in products and aftermarket parts for forestry and construction machinery. The companies generate combined annual revenue of about MSEK 150.

In November, 85% of the shares were acquired in I Holland in the UK, a leading manufacturer of tablet compression tools for pharmaceutical tablet manufacturing. The acquisition adds about MSEK 335 in business volume on an annual basis.

The purchase price allocation for the acquired businesses is presented in Note 35 Investments in businesses.

Cash flow and capital expenditures

Cash flow from operating activities during the financial year amounted to MSEK 1,502 (1,322), equivalent to SEK 7.28 (6.39) per share.

Cash flow from investments in businesses was affected by acquisitions, including settlement of contingent consideration relating to acquisitions carried out in previous years, of MSEK 1,068 (1,131).

Investments in other non-current assets amounted to MSEK 238 (160), of which the larger items related to production equipment and facilities.

Dividend to the parent company's shareholders amounted to MSEK 453 (392), which is equivalent to SEK 2.20 (1.90) per share, where the dividend was paid during the second quarter of the financial year.

The parent company

The operations in the parent company Lagercrantz Group AB include Group Management, divisional management, consolidated reporting and financial management. The parent company's net revenue for the financial year amounted to MSEK 86 (83) and profit after taxes amounted to MSEK 795 (708). The result includes dividends from subsidiaries of MSEK 646 (553). The parent company's equity ratio was 38% (38).

Product development

With the aim of strengthening and developing their positions in their respective operational areas, the companies allocate resources to product development. Development occurs in close cooperation with the customers and is normally based on

identified customer needs. Development expenditure consists of ongoing costs for product development both under own management and in collaboration with customers and suppliers, as well as amortisation of investments in new products and acquired intangible assets.

Outlook

Lagercrantz operates in a global market where demand is influenced by macroeconomic factors. The broad portfolio of companies in different niches and a focus on electrification, infrastructure and safety & security products provides stability and balance among markets and segments.

The goal is sustainable earnings growth of at least 15% per year, through both organic growth and acquisitions. With strong cash flow and a good financial position, the Group has a stable platform for continued profitable growth and is well positioned to seize new opportunities even in uncertain times.

Risks and uncertainty factors

Lagercrantz's earnings, financial position and future development are affected by internal factors as well as external circumstances, where the possibility to influence is limited. The risk management process is focused on identifying, evaluating and reducing risks related to the operations. The Group has policies and procedures to detect deviations, and the risk level is continuously monitored through board work and reporting.

The most significant risks are the economic situation and macroeconomic changes, including global events such as pandemics and geopolitical uncertainty, as well as structural changes, competition, customer and supplier dependencies, and IT and cybersecurity. The Group is also affected by financial risks such as currency, translation, financing and interest rate risks as well as credit and counterparty risks, which are described below.

Economic situation

Demand for Lagercrantz's products and services is affected by macroeconomic factors, such as industrial development, willingness to invest and the general economic situation, as well as by global events such as pandemics and geopolitical uncertainty.

The Group manages these risks through its niche focus and decentralised structure, which reduces dependence on individual markets. Changes within a sector or geographical area may affect individual companies, but normally have a limited effect on the Group's overall performance. This decentralised model also means that each profit centre continually monitors its market and can take swift action in the event of changes.

Structural changes

Globalisation, digitalization and rapid technological developments are driving structural changes that can both increase demand for Lagercrantz's products and services, but may also lead to changes in the customer base through, for example, mergers, closures or relocation of production.

This impact has gradually decreased in line with an increased niche focus, more acquisitions in infrastructure and construction and a trend where production is increasingly being moved back to the Nordic region and Northern Europe. Although costs influence location decisions, proximity, flexibility and access to development resources are often decisive factors. Customers largely choose Lagercrantz companies based on quality, customisation and high added value rather than price.

Meanwhile, there is still some dependence on customers and industrial production in the markets where the Group operates.

Competition

Lagercrantz's subsidiaries operate in competitive sectors where technological developments and efficiency improvements imply a continual need to innovate. To strengthen its position, the Group works within well-defined niches with a focus on creating and maintaining strong market positions.

A niche is defined as a defined technology area or customer segment with a total market size of approximately MSEK 200–2,000. In each niche, the Group strives to create high value for customers and suppliers through strong relationships, customised offerings as well as high quality, service and support. This helps to limit competition from larger global players and creates favourable conditions for continued development, both in the short and long term.

Customer and supplier dependence

Lagercrantz depends on external suppliers fulfilling agreements regarding volume, quality and delivery time. Delays or short-comings in deliveries may negatively affect the Group's earnings and financial position. Suppliers' business ethics, for example in relation to working conditions and the environment, are also important for the Group's reputation.

The Group has a broad customer and supplier base where no single party accounts for more than 5% of revenue. Meanwhile, dependence on individual relationships is a significant risk at subsidiary level, especially where the operations are based on a few key customers or suppliers.

To manage this risk, the subsidiaries work closely with their customers and suppliers to build long-term and stable relationships and to be able to deal with changes at an early stage. The Group also works actively to limit credit risks through credit assessments, follow-up and management of late payments. No significant bad debt losses were incurred during the financial year.

IT security and cyber risks

Lagercrantz like most companies, is dependent on information systems and technology to run and develop its business.

Operational disruptions or cyber incidents, such as intrusions, viruses or sabotage, can lead to both loss of revenue and damage to the Group's reputation. Incidents at suppliers or customers can also affect the Group's delivery capacity.

To manage these risks, Lagercrantz conducts regular risk assessments and works continually with the maintenance and development of IT security, both centrally and in the subsidiaries. The decentralised structure with separate systems and infra-structures helps to limit this risk exposure. The Group also uses external cybersecurity experts to ensure that the security level is adapted to current threats and increased customer demands.

Environment

Changes in environmental legislation may impact demand for Lagercrantz's products, modes of transport and how the products are used. Increased environmental requirements from customers can also affect sales if they are not met. There is also a risk that one of the subsidiaries may be subject to historical environmental liability.

The Group's operations mainly have a limited direct environmental impact. Environmental risks are monitored within the framework of the sustainability reporting and all companies

are covered by the Group's Code of Conduct. Analyses of environmental risks are carried out in connection with acquisitions.

Ability to recruit and retain staff

Lagercrantz's continued success depends on being able to retain and recruit employees with the relevant competencies. Key people are found both in management positions and in the organisation as a whole.

The Group works actively to create good conditions for the development and wellbeing of its employees. The acquisition strategy includes ensuring that key people are motivated to continue running the business independently within the Group. Lagercrantz Business School contributes to the development of knowledge, the exchange of experience and a stronger corporate culture.

Organisation

Lagercrantz's decentralised organisation means that the subsidiaries have a significant local responsibility, which imposes strict demands in relation to financial reporting and follow-up. Shortcomings in this can negatively affect control and management.

The Group manages its operations through active board work, shared policies, financial targets and clear reporting procedures. Through close ownership and ongoing monitoring, risks can be identified and addressed at an early stage.

Seasonal effects

Lagercrantz is not affected by any significant seasonal effects but partly follows the seasonal patterns of industry, with lower activity during holiday periods. Variations between quarters may also arise due to the number of production days as well as changes in customer demand and willingness to invest.

Business ethics and human rights

Lagercrantz's continued success is dependent on a good reputation and high standards of business ethics. Violations of human rights in our own or suppliers' operations, may negatively affect demand and the Group's relationships with employees, customers and other stakeholders. The Group works actively with business ethics and monitors compliance with the Code of Conduct on an annual basis, including anti-corruption and human rights. Several companies also apply a Supplier Code of Conduct.

Acquisitions and goodwill

Lagercrantz has historically carried out a large number of acquisitions of businesses and companies. Strategically, acquisitions will continue to represent an important part of the growth. Intangible surplus values normally arise in connection with acquisitions. The risk of impairment of intangible surplus values and goodwill arises if a cash generating unit underperforms in relation to the assumptions that applied at the valuation and any impairment may adversely affect the Group's financial position and earnings, see Note 1, 16 and 17, Impairment testing of intangible assets. Additional risks associated with acquisitions are integration risks and exposure to unknown obligations.

Lagercrantz has many years' experience of acquiring and pricing companies. All potential acquisitions and their operations are carefully examined before the acquisition is completed. There are well-established processes and structures for pricing, carrying out acquisitions and integrating acquired companies. The agreements entered into strive to obtain the necessary guarantees to limit the risk of unknown obligations. The relatively large number of companies that are acquired also means a significant risk diversification.

Financial risks

Lagercrantz is exposed to different kinds of financial risks through its operations. Currency risk is the risk that changes in exchange rates may have a negative impact on the financial position and earnings. Transaction exposure is the risk arising from the fact that the Group has incoming and outgoing payments in foreign currency. Translation exposure arises due to the fact that the Group has recognised assets and liabilities in foreign currencies. The Group is also exposed to financing risk, in other words, the risk that financing of the Group's capital requirements will become more difficult or more expensive. Interest rate risk refers to the risk that changes in interest rate levels may have a negative impact on the financial position and earnings.

Lagercrantz strives for a structured and efficient management of the financial risks that arise in the operations in accordance with the finance policy adopted by the Board. The finance policy expresses the ambition to identify, minimise and control the financial risks and how the responsibility for managing these risks is to be allocated within the organisation. The goal is to minimise the effect on earnings of the financial risks. For a further description of the Group's and the parent company's financial risks and sensitivity analysis, refer to Note 37 Risk management.

Corporate Governance Report

Governance of the Group

Lagercrantz Group AB (publ) is a Swedish limited liability company listed on Nasdaq Stockholm.

Lagercrantz's corporate governance is based on the Swedish Annual Accounts Act, the Swedish Companies Act, Nasdaq Stockholm's rulebook for issuers and the Swedish Corporate Governance Code.

The Group also applies internal policies, including the Code of Conduct, which all employees must know and follow.

Shareholders

On 31 March 2026, the number of shareholders amounted to 18,528 (17,906). The largest shareholders were Anders Börjesson & Tisenhult-gruppen, Fidelity, SEB Fonder and Swedbank Robur Fonder. The combined shareholding of the ten largest shareholders was 49% (53) of the shares and 63% (65) of the votes. Further information about the ownership structure is provided on page 35 and on the company's website.

Lagercrantz's shareholders exercise their rights by submitting proposals, participating in and voting on the matters put forward to the Annual General Meeting. Shareholders exercise their influence through the Annual General Meeting.

Annual General Meeting

The Annual General Meeting (AGM) is the company's highest decision-making body. The Annual General Meeting decides on matters such as the Board of Directors, the auditor, remuneration and allocation of profits. For information about the articles of association, see the company's website.

Annual General Meeting 2025

The 2025 AGM was held on 26 August in Stockholm. Shareholders had the opportunity to participate either in person, by proxy or by advance voting (postal voting).

At the AGM, shareholders representing 124 million shares and 209 million votes, respectively, were present. This was equivalent to 59% (59) of the number of shares outstanding and 71% (70) of the votes in the company.

At the AGM, resolutions were passed regarding, among other things, a dividend (SEK 2.20 per share), discharge from liability, election of the Board of Directors and the auditor, and authorisation of a share buyback and a new share issue.

In accordance with the proposal of the Board of Directors, the AGM also resolved that the company – in a departure from the pre-emptive rights of shareholders – invite managers and senior executives to acquire up to 800,000 call options on repurchased Class B shares.

The resolutions passed at the 2025 AGM were recorded in the minutes of the AGM that were published on Lagercrantz's website, where the minutes of previous AGMs are also available.

Annual General Meeting 2026

Lagercrantz's Annual General Meeting 2026 is planned to be held on Tuesday, 25 August 2026. For further information about the Annual General Meeting 2026, see Lagercrantz's website.

Election Committee

The Election Committee represents the shareholders. It has the task of preparing and submitting proposals to the AGM regarding the number and election of Board members, the Chairman of the Board, fees to the Board and its committees, the election of auditors and their fees and, where applicable, the procedures and criteria that shall apply to participation

and work in the Election Committee. Shareholders may submit proposals to the Election Committee in accordance with the instructions available on the company's website.

The AGM decides on the principles for the appointment of the Election Committee and its tasks. At the 2025 AGM, the principles for the Election Committee's mandate were adopted, and for how the Election Committee shall be appointed and this shall be valid until the general meeting decides to amend these principles. This means that the Chairman of the Board was tasked with contacting the largest shareholders in terms of votes as of 31 December 2025, and requesting them to appoint members, to form an Election Committee together with the Chairman of the Board. In accordance with this, an Election Committee was formed consisting of:

- Fredrik Börjesson, Chairman of the Board
- Malin Nordesjö (own ownership and appointed by Tisenhult-gruppen AB)
- Leif Alhorn (appointed by SEB Investment Management AB)
- Caroline Sjösten (appointed by Swedbank Robur Fonder)
- Per Trygg (appointed by Lannebo Fonder)

The Election Committee's proposals and rationale are published in connection with the notice convening the AGM and are also made available on the company's website. The Election Committee's term of office extends until a new Election Committee has been appointed. No fees are payable for Election Committee work.

Board of Directors

The Board of Directors is appointed by the shareholders and is ultimately responsible for the company's organisation and the management of its affairs. According to the provisions of the Articles of Association, the Board of Directors shall consist of a minimum of three and a maximum of nine members elected by the AGM.

Since the 2025 AGM, the Board, which is elected for one year at a time, has consisted of six ordinary members elected by the AGM. Together the members possess broad, commercial, technical and public experience:

- Fredrik Börjesson, Chairman of the Board
- Anna Almlöf
- Anna Marsell
- Anders Claeson
- Malin Nordesjö
- Jörgen Wigh, President & CEO

A majority of the Board members are independent in relation to the company's major shareholders and a majority of the Board members are also independent of the company and its Management team. The Board thus fulfils the requirements of the Swedish Corporate Governance Code regarding independent members. The Board members are presented on page 92 and on the company's website.

Ordinary members attend Board meetings. The President and CEO is a member of the Board of Directors and presents reports at Board meetings. The CFO serves as the secretary to the Board. Other members of Group Management and other managers may also participate from time to time to present special issues as required.

The Board decides on the company's financial goals and strategy, and appoints and evaluates the President & CEO. At the statutory Board meeting, held in connection with

the AGM each year, the Board adopts rules of procedure that regulate its work and areas of responsibility in more detail.

The division of work between the Board and the President & CEO is described in the instructions to the President & CEO that the Board adopts at the statutory Board meeting. The Chairman leads the work of the Board and ensures an open and constructive dialogue. The Board and its work are evaluated annually and the results of the evaluation are presented to the Election Committee.

Work of the Board 2025/26

The Board continuously monitors the company's performance through reporting from Management.

Each regular meeting starts with a review of the operations, focusing on the business situation, financial performance, any challenges or risks that have been identified, current acquisitions and other relevant issues.

The Board of Directors held eight recorded meetings during the 2025/26 financial year, including a statutory meeting in conjunction with the AGM. The Board was in full attendance at all meetings during the year.

During 2025/26, the work of the Board was dominated by questions relating to acquisitions, market development and business models. The Board also held a separate meeting focusing on the Group's strategy and longer-term development.

At the Board meeting in January/February, the Board's work is evaluated and then presented to the Election Committee. The President & CEO is evaluated separately in accordance with the Code.

Board committees

The Board's overall responsibility cannot be delegated. However, the Board can establish internal committees to handle issues in defined areas. Accordingly, Lagercrantz's Board has established an Audit Committee and a Remuneration Committee. The members of the committees are appointed at the statutory Board meeting, which is held after the AGM.

Remuneration Committee

The Remuneration Committee submits proposals to the Board for decisions concerning remuneration and other terms of employment for the President & CEO, and monitors and evaluates variable remuneration programmes for Group Management. The committee also approves proposals for salaries and other terms of employment for Group Management, according to proposals from the President & CEO. The Remuneration Committee prepares proposals for principles for remuneration of the President & CEO and Group Management, which the Board then submits for decision to the AGM. The application of the guidelines and the relevant remuneration structures and levels in the company are also monitored by the committee. In 2025/26, the Remuneration Committee continued its work on a recurring long-term share-based incentive programme for an expanded group of senior employees. The proposal to launch the call option programme 2025/2029 was approved by the AGM in August 2025. See Note 5 for a description of the remuneration to senior executives and Note 7 for information about the company's incentive programmes. During 2025/26, the Remuneration Committee consisted of Chairman of the Board Fredrik Börjesson and Malin Nordesjö. The President & CEO participates in a reporting capacity but does not participate in matters that concern him personally. The committee held one meeting during the year and all members were present.

Audit Committee

The Board has appointed an audit committee to prepare matters relating to financial reporting and internal control.

The Audit Committee maintains contact with the company's auditors to discuss the focus and scope of the audit work. In connection with the adoption of the annual accounts, the company's auditors report on their observations from the audit and their assessment of the internal control. Deviations from the Code regarding the review of the half-yearly report or the interim report for the third quarter are made in accordance with the subsidiaries' annual self-assessments during the third quarter, which are received by the auditors.

During 2025/26, the committee consisted of all Board members apart from the President & CEO. In the opinion of the Board of Directors, this is most appropriate in view of Lagercrantz Group's business. For further information, see Board members on page 92 and on the company's website.

Auditor

The external auditor conducts independent audits of the accounts to ensure that they present a true and fair view of the company's position and financial performance in all material respects. The auditor also reviews the administration of the Board of Directors and the President & CEO and reports the results to the Board. The auditor maintains contact with Group Management in connection with audits or issues that arise. The auditor meets the Board once a year without the presence of the Management team.

The auditor also reports to the shareholders at the AGM. At the 2025 AGM, the registered auditing firm Deloitte AB was elected auditor for the period until the end of the 2026 AGM. The audit firm appointed the Authorised Public Accountant Alexandros Kouvatso as auditor in charge. Fees to the auditors shall be paid according to approved invoice. See Note 6 for information about remuneration.

Lagercrantz's half-year and nine-month reports have not been reviewed by the company's external auditors during the 2025/26 financial year, which is a deviation from the Code's rule 7.6. To date, the Board has made the assessment that the benefit and additional cost for the company of an expanded quarterly audit cannot be justified.

CEO and Management

The President & CEO and Group Management have the ultimate responsibility for Lagercrantz's operating activities, compliance with and implementation of the Board's decisions, for example regarding acquisitions, and strategic direction, and to ensure that risk management, control systems, organisation and processes function in a satisfactory manner. Lagercrantz Group's Group Management during 2025/26 consisted of the President (also the CEO), the Executive Vice President, with responsibility for acquisitions and business development, and the Group's Chief Financial Officer (CFO), a total of three people. The Management team has consisted of Group Management and five division heads, in total eight persons who constitute the Group's senior executives. A detailed presentation of Group Management can be found under Group Management on page 93.

Operational organisation and governance

Lagercrantz consists of about 85 independent businesses in around 15 countries and during the 2025/26 financial year, the Group was organised in five divisions; Electrify, Control, TecSec, Niche Products and International.

The Group's operating activities are conducted in subsidiaries of the Lagercrantz Group. Active board work is conducted in all subsidiaries under the leadership of the division heads. The subsidiaries' boards monitor the day-to-day operations and establish business plans. The operations are conducted in accordance with the rules, guidelines and policies adopted by Group Management and according to guidelines established by each subsidiary's board of directors.

Subsidiary presidents have profit responsibility for their respective companies, as well as responsibility to ensure growth and development in their companies. Allocation of investment capital within the Group is carried out in accordance with an annually updated investment policy established by the parent company Lagercrantz Group's Board of Directors.

Operational control is defined by clear demands from Group Management and considerable freedom of action for each subsidiary to make decisions and act to achieve the set goals.

The Group offers an anonymous whistleblower function, both at the Group level and through channels that connect directly to subsidiaries.

Code of Conduct

The Code of Conduct consists of the guidelines for business ethics established by the Group's Board of Directors for how employees, suppliers, customers and other stakeholders should be treated in a lawful, fair and ethical manner, as well as how diversity should be ensured. Lagercrantz strives to ensure that everyone is afforded equal opportunities for a secure and fulfilling working life. It is the Group's operational management which ensures that the Board's guidelines are complied with and developed.

Sustainability management

Lagercrantz's sustainability work is based on the issues that are most important to the business. These issues are handled by the Board of Directors through the President & CEO and Group Management, the Divisional Management and the Group Sustainability Manager. Day-to-day responsibility for sustainability issues is decentralised to each operating unit. Sustainability issues are integrated into the operating companies' strategies and are followed up and discussed at Group Management meetings, Board meetings and local management meetings. Read more in Lagercrantz's Sustainability Report.

Internal control

The internal control shall ensure that the company's strategies and goals are followed up and that shareholder investments are protected. It also aims to ensure accurate and relevant information to the stock market in accordance with generally accepted accounting principles and that laws, regulations and other requirements for listed companies are complied with throughout

the Group. The Board of Directors of Lagercrantz Group has delegated the practical responsibility to the President & CEO, who in turn has allocated the responsibility to other members of the Management team and to subsidiary presidents.

Control activities occur at all levels throughout the organisation. Follow-up is included as an integrated part of Management's day-to-day work. For the financial reporting there are policies and guidelines, and also automatic controls in systems as well as a manual reasonableness assessment of flows and amounts.

Management regularly assesses the existence of new financial risks and risks of errors in financial reporting.

At each Board meeting, Management reports its assessment of existing risks and any other relevant issues concerning internal control. The Board can then call for further measures if considered necessary. The Group's financial department under the leadership of the Group's CFO conducts an annual evaluation of the internal control in the companies. This is performed by each company as a self-assessment based on pre-defined questions, which are drawn up by the financial department in consultation with the Group's auditors. This evaluation aims to examine the Group's internal control procedures and compliance with them. The result is reviewed by the Group's financial department, which makes proposals on possible improvements to the companies concerned. The Group's auditors also receive the results, and in turn report their observations and recommendations to the Audit Committee and to the entire Board. The Board of Directors is of the opinion that a business of Lagercrantz Group's scope, in a decentralised organisation, does not require a more comprehensive audit function in the form of an internal audit department. The Board of Directors evaluates this issue on an annual basis.

Information and communication

To ensure good communication with the capital market, the Board of Directors has adopted a communications policy. This policy determines what should be communicated, by whom and how. The basic premise is that regular financial information is provided in the form of:

- Press releases about significant or potentially price-sensitive events.
- Interim Reports, Year-end Report and press release in conjunction with the Annual General Meeting.
- Annual Report and Sustainability Report.

Through openness and transparency, Lagercrantz's Board of Directors and Management team strive to provide the company's owners and the stock market with relevant and accurate information.

Proposed appropriation of profits

The Board of Directors proposes that the following profits, SEK 3,347,284 thousand, shall be allocated as follows:

Dividend to the shareholders 2.50 SEK x 206,159,271 shares*	515,398
To be carried forward	2,831,886
Total*	3,347,284

*Based on the total number of shares outstanding as of 31 March 2026.

In making the proposal for dividend, the company's dividend policy, equity ratio and financial position in other respects were taken into account, and due consideration was given to the company's ability to fulfil present and anticipated payment obligations in a timely manner and to carry out necessary investments.

Board Assurance

The consolidated and Parent Company income statements and the consolidated statement of financial position and the Parent Company balance sheet will be subject to approval at the Annual General Meeting on 26 August 2026. We consider that the consolidated financial statements have been prepared in accordance with the international financial reporting standards referred to in regulation (EC) No. 1606/2002 of 19 July 2002 of the European Parliament and the Council on the application of international financial reporting standards and provide a true and fair view of the financial position and results of operations of the Group. The annual accounts have been prepared in accordance with generally accepted accounting principles in Sweden and provide a true and fair view of the financial position and results of operations of the Parent Company. The Report of the Board of Directors for the Group and the Parent Company provides a true and fair overview of the business activities, financial position and results of operations of the Group and the Parent Company and describes the significant risks and uncertainty factors facing the Group and the Parent Company.

*The annual report is dated and signed
Stockholm, 3 July 2026*

Fredrik Börjesson
Chairman of the Board

Anna Almlöf
Board member

Anders Claeson
Board member

Anna Marsell
Board member

Malin Nordesjö
Board member

Jörgen Wigh
President and Board member

Our audit report was submitted on 3 July 2026

Deloitte AB

Alexandros Kouvatso
Authorised Public Accountant

Financial statements

Consolidated Statement of Comprehensive Income

Amounts in MSEK	Note	2025/26	2024/25
Net revenue	3	10,609	9,389
Cost of goods sold		-6,450	-5,730
Gross profit		4,159	3,659
Other operating income	8	119	113
Selling expenses		-1,583	-1,448
Administrative expenses		-937	-811
Other operating expenses	9	-64	-74
Profit before net financial items (EBIT)	3, 4, 5, 6, 10, 11, 14	1,694	1,439
<i>Profit from financial items</i>			
Financial income	12	22	45
Financial expenses	13	-193	-186
Profit before taxes	14	1,523	1,298
Taxes	15	-323	-279
Net profit for the year attributable to the parent company's shareholders		1,200	1,019
Earnings per share, SEK	36	5.82	4.95
Earnings per share after dilution, SEK	36	5.81	4.93
Weighted number of shares ('000)		206,124	206,052
Weighted number of shares, adjusted after dilution ('000)		206,537	206,553
Number of shares outstanding ('000)		206,159	206,088
Proposed dividend per share, SEK		2.50	2.20

Other Consolidated Comprehensive Income

Amounts in MSEK	Note	2025/26	2024/25
Net profit for the year		1,200	1,019
Other comprehensive income			
<i>Items transferred or that may be transferred to net profit</i>			
Translation differences for the year		-9	-163
Taxes related to the above item		3	12
<i>Items that may not be transferred to profit/loss for the year</i>			
Actuarial effects on pensions		0	3
Taxes attributable to actuarial effects		0	-1
Comprehensive income for the year		1,194	870

Consolidated Statement of Financial Position

Amounts in MSEK	Note	31 Mar 2026	31 Mar 2025
ASSETS	3		
Non-current assets			
Goodwill	16	4,214	3,618
Other intangible assets	17	2,861	2,488
Property, plant and equipment	18	849	753
Right-of-use assets	11	490	537
Other non-current receivables	21, 30	18	15
Deferred tax assets	28	22	17
Total non-current assets		8,454	7,428
Current assets			
Inventories	22	1,688	1,426
Trade receivables	23	1,687	1,356
Contract assets	24	111	113
Tax receivables		246	212
Other receivables		102	93
Prepaid expenses and accrued income	25	152	138
Cash and cash equivalents	30	331	456
Total current assets		4,317	3,794
TOTAL ASSETS		12,771	11,222

Consolidated Statement of Financial Position

Amounts in MSEK	Note	31 Mar 2026	31 Mar 2025
EQUITY AND LIABILITIES			
Equity	26		
Share capital		49	49
Other paid-up capital		415	415
Reserves		-85	-79
Retained earnings including net profit for the year		4,057	3,452
Total equity attributable to the parent company's shareholders		4,436	3,837
Non-current liabilities	3, 30, 31		
<i>Non-current interest-bearing liabilities</i>			
Provisions for pensions	27	55	55
Liabilities to credit institutions	31	3,483	2,997
Non-current lease liabilities	11	314	364
Other non-current interest-bearing liabilities		21	2
		3,873	3,418
<i>Non-interest-bearing liabilities, non-current</i>			
Deferred tax liability	28	746	645
Non-interest-bearing liabilities, non-current		514	477
Other provisions	29	41	36
		1,301	1,158
Total non-current liabilities		5,174	4,576
Current liabilities	3, 30, 31		
<i>Current interest-bearing liabilities</i>			
Committed credit facilities	31	469	482
Liabilities to credit institutions	31	9	6
Current lease liabilities	11	191	182
Other current interest-bearing liabilities		2	2
		671	672
<i>Non-interest-bearing liabilities, current</i>			
Advanced payments from customers		93	90
Trade payables		806	679
Tax liabilities		230	204
Contract liabilities	24	85	67
Other liabilities		725	577
Accrued expenses and deferred income	32	500	451
Provisions	29	51	69
		2,490	2,137
Total current liabilities		3,161	2,809
TOTAL EQUITY AND LIABILITIES		12,771	11,222

Consolidated Statement of Changes in Equity

31 Mar 2026					
Amounts in MSEK	Share capital	Other paid-up capital	Translation reserve	Retained earnings including net profit for the year	Total equity
Opening balance	49	415	-79	3,452	3,837
COMPREHENSIVE INCOME					
Net profit for the year				1,200	1,200
Actuarial effects on pensions				0	0
Taxes attributable to actuarial effects				0	0
Translation effect for the year			-9		-9
Tax related to translation effects			3		3
Comprehensive income for the year			-6	1,200	1,194
Transactions with owners					
Dividend				-453	-453
Dividend to minority shareholders in subsidiaries				-53	-53
Repurchased options				-42	-42
Issued options				22	22
Redemption of options				10	10
Debt instruments measured at fair value				-79	-79
Closing balance	49	415	-85	4,057	4,436
31 Mar 2025					
Amounts in MSEK	Share capital	Other paid-up capital	Translation reserve	Retained earnings including net profit for the year	Total equity
Opening balance	49	415	72	2,932	3,468
COMPREHENSIVE INCOME					
Net profit for the year				1,019	1,019
Actuarial effects on pensions				3	3
Taxes attributable to actuarial effects				-1	-1
Translation effect for the year			-163		-163
Tax related to translation effects			12		12
Comprehensive income for the year			-151	1,021	870
Transactions with owners					
Dividend				-392	-392
Dividend to minority shareholders in subsidiaries				-42	-42
Repurchased options				-92	-92
Issued options				18	18
Redemption of options				12	12
Debt instruments measured at fair value				-5	-5
Closing balance	49	415	-79	3,452	3,837

Note 30 contains further information regarding equity.

Consolidated Statement of Cash Flows

Amounts in MSEK	Note	2025/26	2024/25
Operating activities			
Profit after financial items		1,523	1,298
Adjustments for items not included in the cash flow etc.	34	543	400
		2,066	1,698
Taxes paid		-400	-368
Cash flow from operating activities before changes in working capital		1,666	1,330
<i>Cash flow from changes in working capital</i>			
Increase (-) / Decrease (+) in inventories		-32	67
Increase (-) / Decrease (+) in operating receivables		-208	-4
Increase (+) / Decrease (-) in operating liabilities		76	-71
Cash flow from operating activities		1,502	1,322
Investing activities			
Investments in businesses	35	-1,082	-1,136
Sold subsidiaries	35	13	5
Investments in intangible non-current assets		-53	-42
Purchase of property, plant and equipment		-161	-127
Divestment of property, plant and equipment		19	18
Changes in financial assets		-42	-9
Cash flow from investing activities		-1,306	-1,291
Financing activities			
Repurchased options		-32	-80
Issued options		22	18
Dividends paid to the parent company's shareholders		-453	-392
Dividend paid to minority owner in subsidiaries		-53	-42
Borrowings		2,158	1,774
Amortisation of loans		-1,771	-1,053
Amortisation of lease liabilities		-192	-175
Change in committed credit facilities and other financial liabilities	31	5	40
Cash flow from financing activities		-316	90
Cash flow for the year		-120	121
Cash and cash equivalents at the beginning of the year		456	354
Exchange difference in cash and cash equivalents		-5	-20
Cash and cash equivalents at end of the year		331	456

CHANGE IN NET LOAN LIABILITIES/ RECEIVABLES

Amounts in MSEK	Note	2025/26	2024/25
Net loan liabilities (+) / receivables (-) at the start of the year		3,634	2,956
Change in interest-bearing liabilities		317	776
Interest-bearing liabilities in acquired businesses		137	9
Changes in interest-bearing pension provisions		0	-7
Cash and cash equivalents in acquired businesses		-153	-122
Change in cash and cash equivalents, other		278	22
Net loan liabilities (+) / receivables (-) at end of year		4,213	3,634

Parent Company Income Statement

Amounts in MSEK	Note	2025/26	2024/25
Net revenue	3	86	83
Gross profit		86	83
Administrative expenses		-146	-119
Operating profit	3, 6, 10, 11, 14	-60	-36
<i>Profit from financial items</i>			
Profit from participations in Group companies	12	998	912
Interest income and similar profit/loss items	12	140	136
Interest expenses and similar profit/loss items	13	-175	-194
Profit after financial items	14	903	818
<i>Appropriations</i>			
Change in untaxed reserves		-56	-65
Profit before taxes		847	753
Taxes	15	-52	-45
Net profit for the year		795	708

Other Comprehensive Income, Parent Company

Amounts in MSEK	Note	2025/26	2024/25
Net profit for the year		795	708
Comprehensive income for the year		795	708

Parent Company Balance Sheet

Amounts in MSEK	Note	31 Mar 2026	31 Mar 2025
ASSETS			
Non-current assets			
Property, plant and equipment	18	1	2
Participations in Group companies	19	5,530	4,947
Receivables from Group companies	20	1,957	1,955
Deferred tax assets	28	4	4
Total non-current assets		7,492	6,908
Current assets			
<i>Current receivables</i>	30		
Receivables from Group companies	30	1,186	1,106
Tax receivables		119	117
Other receivables		2	1
Prepaid expenses and accrued income	25	66	36
Cash and bank balances	30	–	–
Total current assets		1,373	1,260
TOTAL ASSETS		8,865	8,168

Parent Company Balance Sheet

Amounts in MSEK	Note	31 Mar 2026	31 Mar 2025
EQUITY AND LIABILITIES			
Equity	26		
Share capital		49	49
Legal reserve		13	13
Restricted equity		62	62
Retained earnings		2,553	2,310
Net profit for the year		795	708
Non-restricted equity		3,348	3,018
Total equity		3,410	3,080
Untaxed reserves		410	353
Provisions			
Provisions for pensions	27	18	19
Non-current liabilities	30, 31		
<i>Non-current interest-bearing liabilities</i>			
Liabilities to credit institutions	31	2,946	2,964
Liabilities to Group companies		1	1
Total non-current liabilities		2,965	2,984
Current liabilities	30, 31		
<i>Current interest-bearing liabilities</i>			
Committed credit facilities	31	450	479
Liabilities to credit institutions	31	–	–
		450	479
<i>Non-interest-bearing liabilities, current</i>			
Trade payables		5	3
Liabilities to Group companies		920	656
Tax liabilities		96	104
Other liabilities		542	450
Accrued expenses and deferred income	3	67	59
		1,630	1,272
Total current liabilities		2,080	1,751
TOTAL EQUITY AND LIABILITIES		8,865	8,168

Parent Company Statement of Changes in Equity

31 Mar 2026

Amounts in MSEK	Share capital	Legal reserve	Retained earnings including net profit for the year	Total equity
Opening balance	49	13	3,018	3,080
COMPREHENSIVE INCOME				
Net profit for the year			795	795
Other comprehensive income			–	–
Comprehensive income for the year			795	795
Transactions with owners				
Dividend			-453	-453
Repurchased options			-43	-43
Issued options			22	22
Redemption of options			10	10
Closing balance	49	13	3,349	3,410

31 Mar 2025

Amounts in MSEK	Share capital	Legal reserve	Retained earnings including net profit for the year	Total equity
Opening balance	49	13	2,764	2,826
COMPREHENSIVE INCOME				
Net profit for the year			708	708
Other comprehensive income			–	–
Comprehensive income for the year			708	708
Transactions with owners				
Dividend			-392	-392
Repurchased options			-92	-92
Issued options			18	18
Redemption of options			12	12
Closing balance	49	13	3,018	3,080

Note 30 contains further information regarding equity.

Parent Company Cash Flow Statement

Amounts in MSEK	Note	2025/26	2024/25
Operating activities			
Profit after financial items		903	818
Adjustments for items not included in the cash flow etc.	34	-378	-450
		525	368
Taxes paid		-62	-71
Cash flow from operating activities before changes in working capital		463	297
<i>Cash flow from changes in working capital</i>			
Increase (-) / Decrease (+) in operating receivables		-80	252
Increase (+) / Decrease (-) in operating liabilities		284	-214
Cash flow from operating activities		667	335
Investing activities			
Investments in businesses		-536	-87
Purchase of property, plant and equipment		-	-
Change in financial assets		-2	-1,021
Cash flow from investing activities		-538	-1,108
Financing activities			
Sale of own shares		-	-
Repurchased options		-42	-92
Issued options		22	18
Redemption of options		10	12
Dividend paid		-453	-392
Received/provided Group contributions		386	452
Borrowings		1,623	1,772
Amortisation of loans		-1,644	-1,000
Change in committed credit facilities	34	-30	3
Changes in liabilities to Group companies		-	-
Cash flow from financing activities		-129	773
Cash flow for the year		-	-
Cash and cash equivalents at the beginning of the year		-	-
Exchange difference in cash and cash equivalents		-	-
Cash and cash equivalents at end of the year		-	-



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Note 1 Accounting policies

General accounting policies

The annual accounts for the Group have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as well as interpretations from the International Financial Reporting Interpretations Committee (IFRIC), as adopted by the European Commission for application in the EU. In addition, the Swedish Corporate Reporting Board's recommendation RFR 1, Supplementary Accounting Rules for Groups is applied.

The annual accounts of the Parent Company have been prepared in accordance with the Swedish Annual Accounts Act (1995:1554) and recommendation RFR 2 Accounting for Legal Entities issued by the Swedish Financial Reporting Board. The Parent Company's and the Group's accounting principles are the same with the exception of the instances specified in the section "Parent Company accounting policies".

Discrepancies that exist between the Parent Company's and the Group's policies are due to limitations in applying IFRS in the Parent Company as a result of the Swedish Annual Accounts Act and the Pension Obligation Vesting Act and in certain cases for tax reasons.

The consolidated financial statements and the Parent Company's annual accounts were approved for publication by the Board of Directors on 29 June 2026. The consolidated income statement and statement of financial position and the Parent Company's income statements and balance sheets are subject to adoption by the Annual General Meeting on 25 August 2026.

Significant accounting policies

The Group discloses information on its significant accounting policies. Significant accounting policies mean that the underlying transaction is significant and that the information in the accounting policy is material to an understanding of the transaction, for example, whether the Group has made a policy choice or whether the accounting policy is company-specific. In those cases where the Group applies an accounting policy only as described in IFRSs, disclosure of the policy is not made provided that the policy is not necessary for an understanding of the recognised transactions or events.

Presentation of the annual accounts

The financial statements are presented in millions of Swedish kronor (MSEK) unless otherwise stated. The Parent Company's functional currency is SEK, which also constitutes the presentation currency for the Parent Company and the Group.

Assets and liabilities are recognised at historical cost, with the exception of certain financial assets and liabilities, which are measured at fair value. Financial assets and liabilities recognised at fair value consist of derivative instruments and financial assets classified as financial assets measured at fair value through profit or loss.

Non-current assets and available-for-sale disposal groups are recognised at the lower of the previous carrying amount and fair value, after deduction of selling expenses.

Set-off of receivables and liabilities and of revenue and costs occurs only where required or expressly permitted under IFRS.

Preparing the financial statements in accordance with IFRS requires that the company management makes assessments and estimates as well as assumptions that affect the application of accounting policies and the recognised amounts of assets, liabilities, revenue and costs. Estimates and assumptions are based on historical experience and on a number of other factors that, under prevailing circumstances, are considered reasonable. The result of these judgments and assumptions is then used to judge the carrying amounts of assets and liabilities that would not be evident from other sources. The actual outcome may differ from these estimates and judgments. Estimates and assumptions are reviewed regularly.

The annual accounts are prepared in accordance with IAS 1 Presentation of financial statements, which means, among other things, that separate statements are prepared with regard to profit or loss, other comprehensive income, financial position, change in equity and cash flow, and that a description of the applied accounting policies and disclosures is provided in notes.

The specified accounting policies for the Group have been consistently applied for all periods presented in the consolidated financial statements, unless otherwise stated.

Amended accounting policies

New IFRS standards and interpretations, that will only become effective in future financial years, have not been early adopted in the preparation of these financial statements.

New or revised standards and interpretations that are applied from the 2025/26 financial year

The new or amended standards that have come into effect for the 2025/26 financial year have not had a material impact on the consolidated financial statements.

New and revised IFRS that apply from the 2026/27 financial year

IFRS 18 Presentation and Disclosure in financial statements replaces IAS 1 and is applicable for the Group from the 2027/2028 financial year. The Group is evaluating the effects of the new standard. There are no new IFRS standards or IFRIC interpretations that will have a material impact on the Group's results and financial

position during the 2026/27 financial year. None of the newly issued IFRS standards or interpretations have been early adopted. The OECD's Pillar Two rules entered into force on 1 January 2024. Lagercrantz is not subject to the rules as the Group's turnover is below the threshold, and no Pillar Two tax exposure has arisen.

Operating segment reporting

An operating segment is a part of the Group that conducts business from which it can generate income and incur costs and for which independent financial information is available. Operating segments are reported in a manner consistent with the Group's internal reporting, which is followed up by the chief operating decision-maker.

The Group's chief operating decision-maker is the function responsible for allocating resources and evaluating the operating segments' results. Refer to Note 3 for additional description of the breakdown and presentation of operating segments.

Basis of consolidation

Subsidiaries

The consolidated financial statements include the annual accounts of the Parent Company and the entities over which the Parent Company exercises a controlling influence. Control exists if the Parent Company has influence over the investment object, is exposed to or has rights to variable returns from its involvement, and can exert its influence over the investment to affect those returns.

Subsidiaries are recognised according to the acquisition method. This method means that the acquisition of a subsidiary is treated as a transaction in which the Group indirectly acquires the subsidiary's assets and assumes its liabilities and contingent liabilities. The acquisition cost to the Group is determined by a purchase price allocation in conjunction with the acquisition. The analysis establishes the cost of the shares or entity, the fair values of acquired identifiable assets, and assumed liabilities and contingent liabilities, as well as any non-controlling interests. Transaction expenses incurred are recognised directly in profit or loss. The difference between the cost of acquisition of the shares in a subsidiary and the fair value of acquired assets, assumed liabilities and contingent liabilities is recognised as goodwill in the Group. When the difference is negative, it is recognised directly in profit or loss. Contingent consideration is recognised at fair value at the date of acquisition and is remeasured at each reporting date and any change in value is recognised in profit or loss.

In the subsidiaries where Lagercrantz does not hold 100% of the shares, Lagercrantz always has a mutual call/put option, which gives the company the right to acquire the remaining shares at a predetermined price from the holder of the shares (i.e. the seller of the rest of the shares in the company in question), and the holder has a put option to sell the shares to Lagercrantz at a predetermined price. In other words, Lagercrantz has control over these shares as they can be acquired and incorporated into the Group's total bulk of assets when so desired. The subsidiary is thus 100% consolidated and the value of the option is recognised as a financial liability in the Group. Changes in the liability are recognised in equity. Therefore, the Group does not recognise any minority interests.

The financial statements of subsidiaries are consolidated from the date of acquisition until the date when control ceases.

Transactions eliminated on consolidation

Intra-Group receivables and liabilities, revenue or costs and unrealised gains or losses arising in intra-Group transactions between Group companies are eliminated in their entirety when preparing the consolidated financial statements.

Exchange rate effects

Transactions in foreign currency

Transactions in foreign currency are translated to the functional currency using the rate of exchange that prevailed on the transaction date. Monetary assets and liabilities in foreign currency are translated to the functional currency at the exchange rate prevailing on the balance sheet date. Non-monetary assets and liabilities that are recognised at historical cost are translated at the exchange rate on the transaction date. Non-monetary assets and liabilities that are recognised at fair value are translated to the functional currency at the exchange rate that prevailed at the time of fair value measurement. Exchange rate differences arising during translations are recognised in the income statement. Exchange differences on operating receivables and operating liabilities are included in operating profit, while exchange differences on financial receivables and liabilities are recognised in financial items.

Translation of financial statements of foreign Group companies

Assets and liabilities in foreign operations, including goodwill and other surpluses and deficits in the Group, are translated to Swedish kronor at the exchange rate that prevailed at the end of the reporting period. Revenue and costs in a foreign operation are converted to Swedish kronor at an average rate. Translation differences arising in connection with currency translation of foreign operations and the related effects of hedging of net investments, are recognised in other comprehensive income.

Revenue

The Group recognises revenue when the Group fulfils a performance obligation, which is when a promised product or service is delivered to the customer and the customer assumes control of the product or service. Control of a performance obligation can be transferred over time or at a point in time. The majority of

the Group's revenues are recognised at a point in time. Revenue is the amount that the company expects to receive as remuneration for goods or services transferred. In order for the Group to report revenue from an agreement with customers, each customer agreement is analysed according to the five stage model that is provided in the IFRS standard.

Sale of goods

Sale of goods occurs in all of the Group's segments and revenue is usually recognised at a certain point in time when the goods have been delivered to the buyer, i.e. when the control over the goods has been transferred. Volume discounts to customers occur and then reduce the revenue. Guarantees exist but do not constitute a separate performance and do not affect revenue recognition. Revenue is not recognised if it is probable that the economic rewards will not accrue to the Group. If the sold product includes installation at the buyer, and the installation constitutes a significant part of the delivery, revenue is recognised when the installation is completed.

Revenue from the sale of property

Income from property sales is normally recognised on the date of taking possession unless the risks and rewards have been transferred on another date.

Rendering of services

Revenue from rendering of services is normally recognised when the service is performed. Revenue from rendering of services of the service and maintenance agreement type is recognised in accordance with the principles of the so-called percentage of completion method. The stage of completion is normally determined based on the proportion of expenditure incurred at the end of the reporting period compared to the estimated total expenditure. In certain companies, recorded time is used as a basis for the stage of completion. An expected loss is immediately recognised in the consolidated income statement.

Government grants

Government grants are recognised in the statement of financial position as prepaid income when there is reasonable assurance that the grant will be received and that the Group will be able to fulfil the conditions associated with the grant. Grants are systematically allocated to the correct periods in profit or loss in the same way and in the same periods as the costs that the grants are intended to compensate for. Government grants related to assets are recognised as a reduction in the carrying amount of the asset.

Operating expenses and financial income and expenses

Payments relating to leases

The minimum leasing fees are allocated to interest expense and repayment of the outstanding liability. The interest expense is distributed over the lease term in such a way that each accounting period is charged with an amount equivalent to a fixed rate of interest for the liability recognised during each period. Variable fees are expensed in the periods in which they arise.

Financial income and expenses

Financial income and expenses consists of interest income on bank balances, receivables and interest-bearing securities, interest expense on loans, dividend income, exchange differences, changes in value of financial assets measured at fair value through profit or loss, impairment losses on financial assets and gains and losses on hedging instruments recognised in profit or loss.

Interest income on receivables and interest expense on liabilities are calculated using the effective rate method. The effective rate is the rate that means that the present value of all estimated future incoming and outgoing payments during the expected fixed interest term equals the carrying amount of the receivable or the liability. Interest income includes allocated amounts of transaction costs and any rebates, discounts, premiums and other differences between the original value of the receivable and the amount received at maturity.

Interest expense includes allocated amounts of transaction costs in connection with raising loans.

Borrowing costs are recognised in profit or loss using the effective interest method, except to the extent they are directly attributable to the acquisition, construction or production of assets that take a substantial period of time to get ready for their intended use or sale, in which case they are included in the cost of the assets.

Dividend income is recognised when the right to receive payment has been determined. Exchange gains and exchange losses are recognised net.

Financial instruments

Financial instruments are measured and recognised in the Group in accordance with the rules in IFRS 9. Financial instruments on the asset side that are recognised in the balance sheet include cash and cash equivalents, trade receivables, other receivables, financial investments and derivatives. Liabilities include borrowings, trade payables, other liabilities and derivatives.

Recognition and derecognition in the balance sheet

A financial asset or financial liability is recognised in the balance sheet when the Group becomes a party to the contractual terms of the instrument. A financial asset or part of a financial asset is derecognised when the rights in the contract are realised, lapse or the Group loses control over them. A financial liability is derecognised when the contractual liability is discharged or otherwise expires.

A financial asset and a financial liability are offset and recognised as a net amount in the balance sheet only where there is a legal right to offset the amounts and it is intended that the items will be settled by a net amount or that the asset will be realised and the liability settled simultaneously. Acquisition and disposal of financial

assets are recognised on the transaction date, which represents the day when the Group committed to acquire or dispose of the assets.

Classification and measurement

Financial instruments are initially recognised at cost corresponding to the fair value of the instrument plus transaction costs for all financial instruments, apart from derivatives and financial assets and liabilities that are recognised at fair value via profit or loss, which are recognised at fair value excluding transaction costs. A financial instrument's classification determines how it is measured after initial recognition. The classification of financial assets under IFRS 9 is based on the company's business model for the management of the financial assets and the characteristic features of the contractual cash flows from the financial asset.

The instruments are classified as:

- Amortised cost
- Fair value via profit or loss

The Group's holdings of financial instruments are classified as follows:

Trade receivables, other receivables which are financial assets and cash equivalents

Trade receivables, other current receivables, non-current receivables and cash and cash equivalents are recognised at amortised cost less any provision for impairment losses. Amounts are not discounted when it has no material effect. The items are recognised after deduction of expected credit losses. Any write-down requirement in respect of the receivables is assessed on the basis of an individual assessment of the credit risk when the receivable initially arises and then during its entire term. The companies in the Group measure the credit risk using available information about historical credit events, current circumstances and forecasts for future development. Credit risk is generally spread over a large number of customers and reflects the Group's trading operations well where the total revenue is made up of many business transactions and a good risk diversification of sales in various industries and companies. Historically, there have only been a few cases of confirmed bad debt losses in the Lagercrantz Group and they have been minor. The credit quality of the trade receivables that have not fallen due is considered good.

Assets that do not meet the criteria for amortised cost are measured at fair value through profit or loss.

Financial liabilities measured at amortised cost

Loans, trade payables and certain other operating liabilities are included in this category. Borrowing is recognised at amortised cost and any difference between the amount borrowed (net after transaction costs) and the repayment amount is recognised in net profit for the year, allocated over the term of the loan using the effective interest method. Borrowing is classified as current liabilities unless the Group has an unconditional right to defer payment for at least 12 months after the balance sheet date. Trade payables and other operating liabilities are not discounted, since it does not have a material effect. Liabilities for put options arising in business combinations are measured at amortised cost. Changes in value are recognised in equity.

Financial liabilities measured at fair value

Liabilities for contingent considerations arising in business combinations are measured at fair value through profit or loss. The measurement of these items pertains to Level 3 of the valuation hierarchy, where the measurement is based on the operations' expected future financial performance, which has been estimated by the company management.

Cash and cash equivalents

Cash and cash equivalents in the balance sheet include cash and bank balances and other investments in securities with a remaining maturity of three months or less from the date of acquisition.

Financial investments

Financial investments are classified as either financial assets or investments in securities depending on the purpose of the holding. If the term or the expected holding period is more than one year, they are classified as financial assets.

Derivatives and hedge accounting

The Group's derivative instruments are acquired to hedge the exchange rate risks to which the Group is exposed. Currency exposure relating to future contracted and forecast flows is hedged using currency futures, swaps and currency clauses in customer and supplier contracts. Embedded derivatives, for example currency clauses are separated from the host contract and are recognised separately if the host contract is not a financial asset and special requirements are met. Derivatives are initially measured at fair value, which means that transaction costs are charged to profit or loss for the period. After initial recognition, the derivative instrument is measured at fair value. Hedge accounting is not applied at present for the futures, the swaps or the embedded derivatives in the currency clauses. Increases and decreases in value are recognised as revenue and expenses, respectively, within operating profit.

Hedging of forecast sales in foreign currency – cash flow hedges

Currency futures contracts used for hedging of highly likely forecast sales in foreign currency are recognised in the statement of financial position at fair value. Changes in value for the period are recognised in other comprehensive income and the accumulated changes in value are recognised under financial assets and liabilities until the hedged flow affects profit or loss, whereupon the accumulated changes in value of the hedging instrument are reclassified to net profit for the year when the hedged item (sales revenue) affects profit or loss.

Note 1 continued

Receivables and liabilities in foreign currency

Currency futures contracts can be used for hedging an asset or a liability against currency risk. For such hedges, no hedge accounting is required since the hedged item as well as the hedging instrument are measured at fair value through the income statement in respect of exchange differences. Changes in value of operations-related receivables and liabilities are recognised in operating profit, while changes in value of financial receivables and liabilities are recognised in net financial items.

Net investments

Investments in foreign subsidiaries (net assets including goodwill) have been partially hedged by raising loans in the corresponding currency. On closing day, these items are translated at the closing day rate. The period's translation differences relating to financial instruments used as hedging instruments in hedging a net investment in a Group company are recognised, to the extent the hedge is effective, in other comprehensive income and the accumulated changes are recognised as a special component of equity (the translation reserve). This procedure is used to offset the translation differences that affect other comprehensive income when Group companies are consolidated.

Property, plant and equipment**Owned assets**

Property, plant and equipment is recognised as an asset in the statement of financial position if it is probable that future economic benefits will accrue to the company and the cost of the asset can be reliably measured.

Property, plant and equipment is recognised in the Group at cost less accumulated depreciation and any impairment losses. The purchase price is included in the cost as well as expenses directly attributable to the asset in order to bring it to the location and in the condition to be used in accordance with the aim of the acquisition. Examples of directly attributable costs included in the cost of acquisition are costs for delivery and handling, installation, registration of title, consulting services and legal services.

Property, plant and equipment consisting of units with different useful lives are treated as separate items of property, plant and equipment. The carrying amount of an item of property, plant and equipment is derecognised on retirement or disposal or when no future economic benefits can be expected from use or disposal/sale of the asset. Gains or losses arising from disposal or retirement of an asset consist of the difference between the selling price and the asset's carrying amount less directly related selling expenses. Gains and losses are recognised as other operating income/expenses.

Leased assets

Leases that are longer than 12 months and of material value are initially recognised as a value in use and a lease liability in the balance sheet. The rights of use are initially recognised at cost, i.e. the lease liability's original value and other prepaid expenses. After the initial recognition, the rights of use are recognised on an ongoing basis at cost less depreciation. The lease liabilities are initially recognised at the present value of future unpaid leasing fees. The leasing fees are discounted by the incremental borrowing rate. Thereafter, the carrying amount is increased by interest expenses and reduced by paid lease fees. Depreciation of the rights of use and the interest on the lease liabilities are recognised in the income statement. Payments attributable to the amortisation of lease liabilities are recognised in the cash flow within financing activities and payments relating to interest as cash flow from operating activities. Short-term leases and low-value leases are exempted from the measurement and are recognised as an expense in the income statement.

Additional expenditure

Additional expenditure is added to the cost only if it is probable that the future economic benefits associated with the asset will accrue to the company and the cost can be measured in a reliable way. All other additional expenditure is recognised as a cost in the period in which it arises.

Depreciation methods

Assets are depreciated on a straight-line basis over their estimated useful life. Land is not depreciated. The Group applies component depreciation, which means that the components' estimated useful life forms the basis for depreciation.

Estimated useful lives:

■ buildings, business premises	15–50 years
■ plant and machinery	3–10 years
■ equipment, tools, fixtures and fittings	3–5 years

Business premises consist of a number of components with varying useful lives. The main classification is buildings and land. The land component is not depreciated since its useful life is considered to be unlimited. Buildings, however, consist of a number of components where the useful lives vary.

The useful lives have been deemed to vary between 15 and 50 years for these components.

Assessment of the residual value and useful life of an asset is made on an annual basis.

Intangible assets**Goodwill**

Goodwill represents the difference between the cost of a business combination and the fair value of the assets acquired and the liabilities and contingent liabilities assumed. Goodwill is measured at cost less any accumulated impairment losses. Goodwill is distributed to cash-generating units and tests are performed on an annual basis or as soon as there are indications the asset in question has suffered an impairment loss (also see the impairment losses section).

In business combinations where the cost of acquisition is less than the net value of acquired assets, and liabilities and contingent liabilities assumed, the difference is recognised directly in profit or loss.

Research and development

Research expenditure aimed at obtaining new scientific or technological knowledge is recognised as a cost when it is incurred.

Development expenditure, where research results or other knowledge is applied in order to produce new or improved products or processes, is carried as an asset in the statement of financial position, if the product or process is technologically and commercially useful and the company has sufficient resources to complete development and subsequently use or sell the intangible asset. The carrying amount includes expenditure for material, direct expenditure for salaries and indirect expenditure, which can be attributed to the asset in a reasonable and consistent manner. Other development expenditure is recognised in profit or loss as a cost as it is incurred. Recognised development expenditure in the statement of financial position is carried at cost less accumulated amortisation and any impairment losses.

Other intangible assets

Other intangible assets, not including trademarks, acquired by the Group are recognised at cost, less accumulated amortisation and impairment losses. This also includes capitalised IT expenditure for development and purchase of software. Acquired trademarks are recognised at cost, less any impairment losses. The useful life of trademarks is assessed on a case-by-case basis, in cases where the useful life is indefinite, the value is tested annually for impairment. Trademarks with a fixed useful life are amortised on a straight-line basis over the useful life. Costs incurred for internally generated goodwill and internally generated trademarks are recognised in profit or loss when the cost is incurred.

Amortisation

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of the intangible assets, provided such useful lives are determinable. Goodwill, trademarks and intangible assets with an indeterminable useful life are tested for impairment on an annual basis or as soon as there are indications suggesting that the asset in question has decreased in value. Intangible assets that may be amortised are amortised from the date on which they are available for use.

The estimated useful lives are:

■ Patents, innovations and customer relationships	5–20 years
■ Capitalised development expenditure and software	3–7 years
■ Trademarks with limited useful life	5–30 years

Inventories

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and for bringing about a sale. The cost of inventories is calculated by applying the first-in first out method (FIFO), or weighted average acquisition cost and includes expenditure arising on the acquisition of the inventory items and transporting them to their current location and condition. For manufactured goods and work in progress, the cost of acquisition includes a reasonable portion of indirect costs based on normal capacity utilisation.

Impairment losses

The carrying amounts of the Group's assets are tested on each balance sheet date to determine if any impairment has occurred. Goodwill and trademarks with indefinite useful lives are tested for impairment at least annually. If there is an indication that an asset may be impaired, the asset's recoverable amount is calculated. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separate identifiable cash flows (cash generating units). For the Group, this means that the assessment is made at segment level, which corresponds to the Group's divisions. In calculating value in use, future cash flows are discounted using a discount factor that takes into account the risk-free rate of interest and the risk associated with the specific asset.

Impairment of financial assets

The recoverable amount of financial assets which are measured at amortised cost, is calculated as the present value of future cash flows discounted by the effective rate that applied upon initial recognition of the asset. On each reporting date, the company assesses if there is objective evidence that a write-down requirement exists for a financial asset or group of assets. Assets with short maturities are not discounted. An impairment loss is recognised as a cost in profit or loss.

Reversal of impairment losses

Impairment losses on loans and receivables recognised at amortised cost are reversed if a later increase in the recoverable amount can be objectively attributed to an event that occurred after the impairment was made.

Impairment losses on other assets are reversed where there has been a change in the assumptions on which the calculation of the recoverable amount was made. An impairment loss is reversed only to the extent the carrying amount of the asset after the reversal does not exceed the value the asset would have had if no impairment loss had been recognised, taking into account the amortisation that would then have occurred. Impairment losses on goodwill are not reversed.

Equity

The Group's equity can be divided into share capital, other paid-up capital, reserves, retained earnings and non-controlling interests.

Repurchase of own shares

Holdings of own shares and other equity instruments are recognised as a decrease in equity. The acquisition of such instruments is recognised as a deduction from equity.

Proceeds from the sale of equity instruments are recognised as an increase in equity. Any transaction expenses are recognised directly against equity.

Dividends

Dividends are recognised as a liability after the general meeting has approved the dividend.

Earnings per share

The calculation of earnings per share is based on the Group's net profit for the year attributable to the Parent Company's shareholders and on the weighted average number of shares outstanding during the year. When calculating earnings per share after dilution, the average number of shares is adjusted to take account of the effects of dilutive potential ordinary shares, which during reported periods were attributable to options issued to employees. Dilution from options affects the number of shares and occurs only when the redemption price is lower than the market price.

Employee benefits

Defined contribution plans

Obligations in respect of charges for defined contribution plans are recognised as an expense in the income statement as they arise.

Defined benefit plans

The Group's net obligations relating to defined benefit plans are calculated separately for each plan through an estimate of the future remuneration that the employee has earned as a result of his/her employment. A provision for special payroll tax is included in IAS 19. The measurement is based on the difference between the pension obligation determined in the legal entity and the Group. Interest on pension provisions is recognised in net financial items.

Actuarial gains and losses are recognised directly in equity under other comprehensive income in the period in which they arise. Other cost and income items are recognised over operating profit. The obligations are measured at the present value of expected future payments.

The discount rate used in the present value computation is based on housing bonds with an equivalent term to the pension obligation.

The company's obligations for defined benefit retirement pensions are handled within the so-called FPG/PRI system in accordance with the ITP plan. Family pensions and new vesting of retirement pensions are secured by insurance in Alecta. Alecta does not provide the information necessary to recognise these obligations as a defined benefit plan. These pensions secured by insurance in Alecta are therefore recognised as defined contribution plans (under UFR10). The collective consolidation level is defined as the market value of Alecta's assets as a percentage of the insurance commitments calculated in accordance with Alecta's actuarial calculation assumptions. Alecta's surplus can be distributed to the policyholders and/or the insured.

Remuneration upon termination of employment

In connection with termination of personnel, a provision is only made when the company is demonstrably obligated, without a realistic opportunity to reverse the decision, by a formal detailed plan to terminate employment before the normal point in time. When remuneration is offered to encourage voluntary redundancy, it is recognised as a cost if it is likely that the offer will be accepted and the number of employees accepting the offer can be reliably estimated.

Employee share option plan

The Group's option plan enables senior executives to acquire shares in the company. The employees have paid a market-related premium for this opportunity. Premiums received are carried in equity as a transaction with the owners.

Provisions

A provision is recognised in the statement of financial position when there is an existing legal or informal obligation as a result of past events, and it is probable that an outflow of financial resources will be required to settle the obligation and the amount can be reliably estimated. In cases where the effect of payment timing is significant, provisions are calculated by discounting the expected future cash flow at an interest rate before tax that reflects current market assessments of the time value of money, and if applicable, the risks specific to the obligation.

Cash flow statement

When preparing a cash flow statement, the indirect method is applied according to IAS 7 Statement of Cash Flows. The year's changes of operating assets and operating liabilities have been adjusted for the effects of exchange rate fluctuations. Acquisitions and disposals are recognised in investing activities. The assets and liabilities that the acquired and divested companies had at the time of the change are not included in the statement of changes in working capital, nor are changes in balance sheet items recognised in investing and financing activities. Apart from cash and bank flows, cash and cash equivalents also include investments in securities, which may be converted to bank funds at an amount that is essentially known in advance. Cash and cash equivalents include investments in securities with a term of less than three months.

Parent Company accounting policies

The Parent Company applies the same accounting policies as the Group except in the instances where the Swedish Annual Accounts Act and the Pension Obligation Vesting Act prescribe a different application or when connection to taxation leads to different accounting treatment. The Parent Company has prepared its annual accounts according to the Swedish Annual Accounts Act (1995:1554) and the Swedish Financial Reporting Board's recommendation RFR 2, Accounting for Legal Entities.

Statements issued by the Swedish Financial Reporting Board for listed companies are also applied. RFR 2 means that the Parent Company in the annual accounts for the legal entity should apply all IFRS and statements approved by the EU to the greatest extent possible within the framework of the Swedish Annual Accounts Act and with due regard to the relationship between accounting and taxation. The recommendation sets out which exceptions and supplements are to be made from IFRS.

The Parent Company has opted not to apply IFRS 16 Leasing contracts and IFRS 9 for financial instruments. However, some of the principles in IFRS 9 are still applicable such as for impairment losses, recognition/derecognition, criteria for applying hedge accounting and the effective interest method for interest income and interest expenses. In the Parent Company, financial assets are measured at cost less any impairment losses and financial current assets according to the lower of cost or net realisable value. For financial assets recognised at amortised cost, the impairment rules in IFRS 9 are applied.

Overall, this results in differences between the Group's and the Parent Company's accounting in the areas indicated below.

Classification and presentation

The Parent Company's income statement and balance sheet are presented in accordance with the format used in the Swedish Annual Accounts Act. Differences compared to IAS 1 Presentation of Financial Statements applied in preparing the consolidated financial statements are primarily in the recognition of financial income and expenses, non-current assets and equity

Subsidiaries

Participations in subsidiaries are recognised in the Parent Company in accordance with the cost method, which means that transaction costs are included in the carrying amount for holdings in subsidiaries. In the subsidiaries where Lagercrantz does not hold 100 percent of the shares, there is always a mutual call/put option, i.e. Lagercrantz/the seller of shares has the right to acquire/sell the remaining shares at a predetermined price. Lagercrantz has a controlling influence over these shares as they can be acquired and incorporated into the Group's total bulk of assets.

Dividends received from subsidiaries' retaining earnings are recognised as revenue. Larger dividends can result in impairment losses and thereby reduce the carrying amount of the participation.

Revenue

Anticipated dividends

Anticipated dividends from subsidiaries are recognised if the Parent Company has the exclusive right to determine the size of the dividend and the Parent Company has decided on the size of the dividend before publishing its financial statements.

Property, plant and equipment

Owned assets

Items of property, plant and equipment in the Parent Company are recognised at cost less accumulated depreciation and any impairment losses in the same way as in the Group but with the addition of any write-ups.

Leased assets

All lease agreements in the Parent Company are recognised in accordance with the rules for operating leases. This means that the Parent Company has elected to apply the possibility in RFR 2 to not adopt the IFRS 16 lease standard.

Taxes

In the Parent Company, untaxed reserves are recognised including deferred tax liability. In the consolidated financial statements, on the other hand, untaxed reserves are divided into deferred tax liability and equity.

Group contributions and shareholders' contributions for legal entities

Group contributions received are recognised as dividends and group contributions paid are recognised as investments in shares in subsidiaries, or where nothing of value is added as an impairment loss on the shares via the income statement. Shareholders' contributions are recognised directly in equity in the case of the receiver and capitalised in shares and participations by the grantor, to the extent that impairment is not required.

Financial guarantees

Lagercrantz Group has chosen not to apply the rules in IAS 39 regarding financial guarantee agreements in favour of subsidiaries in accordance with RFR 2.

Note 2 Critical estimates and judgments

Carrying amounts for certain assets and liabilities are based partly on estimates and judgments. This mainly applies to testing the need for impairment of goodwill (Note 16) and defined benefit pension commitments (Note 31). Estimates and assumptions are continually evaluated and are based on historical experience and on future events, which appear reasonable under the existing circumstances.

Impairment testing of goodwill

The Group tests if any impairment of goodwill has occurred, at least on an annual basis. The recoverable amount of the cash-generating units is determined through a calculation of the value in use. For these calculations, certain estimates must be made (see Note 16).

Acquisitions

Determining the fair value of assets acquired and liabilities assumed in a business combination involves judgment and assumptions. Distribution of surplus values (see Note 35). The valuation of the liability for contingent considerations and the option liability for the acquisition of minority interests is based on the expected future performance of the acquired company, which is subject to Management's estimates and judgments.

Note 3 Segment reporting

Segment reporting is prepared for the Group's operating segments and is based on the chief operating decision-maker, i.e. the Management team's follow-up of business operations. The Group's internal reporting system is thus built based on follow-up of earnings, cash flows and the return generated by the Group's goods and services. This follow-up forms the basis for the chief operating decision-maker's decisions about the best possible allocation of resources in relation to what the Group produces and sells in the segments.

The segments' results and non-current assets include directly attributable items, which can be allocated to the segments in a reasonable and reliable manner. Segment investments in non-current assets include all capital expenditures, both in intangible assets and plant, property and equipment. Assets added as a result of acquisitions are not included, but amortisation of Group surplus values is included.

Pension assumptions

Pension assumptions are an important element of the actuarial methods used to measure pension obligations and they can have an effect on the recognised pension liability and the annual cost of pensions. One of the most critical assumptions is the discount rate, which is important for measuring the year's pension expense as well as the present value of the defined benefit pension obligations. The assumed discount rate is reviewed at least once per year for each plan in each country. Other assumptions may relate to demographic factors, such as retirement age, mortality and employee turnover and are not reviewed as often. The actual outcome often differs from the actuarial assumptions for economic and other reasons. The discount rate makes it possible to measure future cash flows at present value at the time of measurement. This interest rate should correspond to the return on investment grade corporate bonds, or government bonds (including housing bonds) or, if no functioning market for such bonds exists, government bonds. A reduced discount rate increases the present value of the pension liability and the annual cost.

Operating segments

The Group consists of the following operating segments:

- **Electrify division:** Offers products and solutions that meet the need of an increasingly electrified and connected society.
- **Control division:** Offers products and solutions within control technology, for example sensors and radon measurement.
- **TecSec division:** Offers different types of products and solutions within the growing security and surveillance area, examples of solutions are alarms, sprinklers and fire protection.
- **Niche Products division:** Offers proprietary products and solutions in selected technology niches, for example pumps for foodstuffs, sharpening systems and special doors.
- **International division:** Offers innovative products and technologies in, for instance, automation, railway infrastructure and expansion of renewable energy with a geographical distribution mainly in Northern Europe.

Sales and profit by operating segment

	Electrify		Control		TecSec		Niche Products		International	
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Revenue										
External sales	2,633	2,285	1,340	1,196	2,316	2,171	2,389	2,169	1,931	1,568
Internal sales	18	22	4	4	1	1	4	7	2	0
Total revenue	2,651	2,307	1,344	1,200	2,317	2,172	2,393	2,176	1,933	1,568
Operating profit (EBITA)	543	387	228	175	339	359	492	479	358	273
Amortisation of intangible assets that arose during acquisitions	-39	-34	-24	-25	-63	-59	-60	-52	-42	-36
EBIT (profit before financial items)	504	353	204	150	276	300	432	427	316	237
							Parent Company, central functions and eliminations		Total	
							2025/26	2024/25	2025/26	2024/25
Revenue										
External sales							-	-	10,609	9,389
Internal sales							-29	-34	-	-
Total revenue							-29	-34	10,609	9,389
Earnings										
EBIT (profit before financial items)							-37	-27	1,694	1,439
Financial income									22	45
Financial expenses									-193	-186
Profit before taxes									1,523	1,298
Taxes									-323	-279
Net profit									1,200	1,019

Transaction pricing between operating segments occurs on market-related terms.

Other information by operating segment

	Electrify		Control		TecSec		Niche Products		International		Parent Company		Total	
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Assets	2,853	2,788	1,446	1,355	2,767	2,139	2,953	2,660	2,124	1,528	132	130	12,274	10,600
Undistributed assets	–	–	–	–	–	–	–	–	–	–	–	–	497	622
Total assets	2,853	2,788	1,446	1,355	2,767	2,139	2,953	2,660	2,124	1,528	132	130	12,771	11,222
Liabilities	1,195	539	430	316	1,395	511	1,265	514	1,182	312	3,683	4,155	5,797	6,347
Undistributed liabilities	–	–	–	–	–	–	–	–	–	–	–	–	2,538	1,038
Total liabilities	1,195	539	430	316	1,395	511	1,265	514	1,182	312	3,683	4,155	8,335	7,385
Investments	47	37	29	29	49	42	54	35	28	23	0	0	207	168
Depreciation and amortisation	124	110	70	73	152	133	148	125	91	81	4	5	589	528

External sales by geographical market

The basis for sales by geographical market is the country where invoicing occurs.

	2025/26	2024/25
Sweden	3,267	2,992
Denmark	1,174	1,044
Norway	937	871
Finland	653	604
UK	982	724
Germany	638	555
Poland	244	191
Rest of Europe	1,522	1,168
Asia	352	339
Rest of the world	840	901
	10,609	9,389

Capital expenditures and non-current assets by geographical market

	Capital expenditures		Non-current assets	
	2025/26	2024/25	31 Mar 2026	31 Mar 2025
Sweden	102	90	3,757	3,339
Denmark	39	44	1,324	1,135
Norway	3	6	467	481
Finland	13	15	912	972
UK	27	5	1,277	839
Netherlands	11	1	433	341
Germany	1	1	153	150
Poland	5	2	58	57
Rest of Europe	1	1	12	12
Rest of the world	5	2	32	25
Undistributed assets	–	–	29	78
	207	168	8,454	7,428

Parent Company, central functions and eliminations

	2025/26	2024/25
Internal net revenue by operating segment		
Electrify	25	23
Control	16	15
TecSec	24	23
Niche Products	25	23
International	21	18
	111	102
Internal net revenue by geographical market		
Sweden	55	56
Denmark	24	23
Norway	7	7
Finland	10	9
UK	10	5
Germany	2	2
Other countries	3	1
	111	102

External net revenue by product category 2025/26

	Electrify	Control	TecSec	Niche Products	International	Total
Proprietary products	2,065	920	1,775	2,232	1,457	8,448
Trading	101	371	104	125	465	1,167
Niche production	452	33	0	0	0	486
System integration	1	0	314	0	0	315
Other net revenue	14	15	123	33	8	194
	2,633	1,340	2,316	2,389	1,931	10,609

External net revenue by market 2025/26

	Electrify	Control	TecSec	Niche Products	International	Total
Power & Electricity distribution	1,149	106	52	227	106	1,640
Infrastructure	649	151	434	484	622	2,341
Transportation	11	68	44	1	0	124
Building & Construction – Industry	11	17	357	159	14	557
Building & Construction – Commercial	1	21	487	221	42	772
Building & Construction – Private	114	34	124	0	300	572
Electronics	100	103	154	740	608	1,706
Service	24	117	354	79	6	581
Security	7	183	23	232	7	453
Telecommunication	265	12	14	0	12	302
IT	26	79	0	0	45	151
Pulp & paper industry	15	5	0	66	9	95
Medical	7	31	210	0	100	348
Other	253	413	63	181	61	968
	2,633	1,340	2,316	2,389	1,931	10,609

Note 3 continued

External net revenue by product category 2024/25

	Electrify	Control	TecSec	Niche Products	International	Total
Proprietary products	1,775	790	1,667	2,031	1,045	7,308
Trading	97	355	106	70	513	1,141
Niche Production	394	33	0	33	0	461
System integration	1	1	255	0	0	257
Other Net revenue	18	16	143	35	10	222
	2,285	1,196	2,171	2,169	1,568	9,389

External net revenue by market 2024/25

	Electrify	Control	TecSec	Niche Products	International	Total
Power & Electricity distribution	1,016	126	51	252	116	1,561
Infrastructure	562	123	431	422	190	1,728
Transportation	11	46	54	1	0	112
Building & Construction – Industry	11	12	356	157	18	554
Building & Construction – Commercial	5	45	499	217	39	805
Building & Construction – Private	123	30	104	0	334	591
Electronics	91	33	166	559	596	1,445
Service	29	94	337	66	25	551
Security	6	251	26	294	7	584
Telecommunication	271	13	10	0	15	309
IT	18	89	0	0	44	152
Pulp & paper industry	15	13	0	79	9	117
Medical	7	27	58	0	109	200
Other	120	294	79	120	66	680
	2,285	1,196	2,171	2,169	1,568	9,389

Note 4 Operating costs allocated by type of cost

Group	2025/26	2024/25
Cost of goods sold	4,594	4,213
Compensation-related personnel costs	2,637	2,254
Depreciation and amortisation	590	528
Other operating expenses	1,213	1,068
Total operating expenses	9,034	8,063

Note 5 Employees, personnel costs and fees to the Board of Directors

Average number of employees

	2025/26	of whom men	2024/25	of whom men
Parent Company				
Sweden	21	67%	19	68%
Other Group companies				
Sweden	1,371	77%	1,273	77%
Denmark	751	74%	591	74%
Norway	126	81%	124	79%
Finland	334	64%	313	66%
USA	72	85%	75	85%
Netherlands	112	82%	45	78%
Germany	64	77%	46	72%
Poland	69	82%	75	80%
UK	636	84%	391	86%
Other countries	40	67%	26	458%
Total in Group companies	3,574	77%	2,960	77%
Group total	3,595	77%	2,979	77%

Salaries, other remuneration and social security expenses

	2025/26		2024/25	
	Salaries and remuneration	Social security expenses	Salaries and remuneration	Social security expenses
Parent Company	81	36	57	28
(of which pension expense)		(14) ¹⁾		(10) ¹⁾
Other Group companies	1,989	531	1,692	460
(of which pension expense)		(185)		(156)
Group total	2,070	567	1,749	488
(of which pension expense)		(200) ²⁾		(166) ²⁾

¹⁾ SEK 4 (4) of the parent company's pension expense refers to the group Board of Directors and President. This group also includes executive vice presidents. There are no outstanding pension obligations.

²⁾ MSEK 27 (25) of the Group's pension expense refers to the group Board of Directors, President and executive vice presidents and presidents of Group companies. The Group's outstanding pension obligations to this group amount to MSEK 0 (0).

Salaries and other remuneration distributed by country and among Board members etc. and other employees

	2025/26		2024/25	
	Board of Directors and President	Other employees	Board of Directors and President	Other employees
Sweden				
Parent Company	29	52	25	32
(of which, bonus etc.)	(5)	(10)	(4)	(1)
Other Group companies in Sweden	64	667	61	624
(of which, bonus etc.)	(5)	(13)	(4)	(12)
Sweden total	93	719	86	656
	(11)	(23)	(8)	(13)
Outside Sweden				
Denmark	39	479	34	427
(of which, bonus etc.)	(3)	(5)	(3)	(7)
Norway	13	88	15	76
(of which, bonus etc.)	(1)	(4)	(5)	(7)
Finland	17	144	17	129
(of which, bonus etc.)	(2)	(6)	(2)	(5)
Germany	7	38	6	31
(of which, bonus etc.)	(0)	(1)	(1)	(1)
USA	3	60	5	61
(of which, bonus etc.)	(0)	(3)	(0)	(4)
Netherlands	4	69	2	26
(of which, bonus etc.)	(0)	(0)	(0)	(0)
Poland	1	25	1	25
(of which, bonus etc.)	(–)	(1)	(–)	(1)
UK	29	230	21	124
(of which, bonus etc.)	(2)	(7)	(1)	(4)
Other countries	1	12	0	7
(of which, bonus etc.)	(–)	(0)	(–)	(0)
Group companies outside Sweden total	113	1 145	100	906
(of which, bonus etc.)	(10)	(27)	(12)	(29)
Group total	206	1 864	187	1 562
(of which, bonus etc.)	(21)	(50)	(20)	(42)

The group Board of Directors and Presidents includes directors, presidents and executive vice presidents.

Gender distribution in company managements

	31 Mar 2026	31 Mar 2025
	Proportion women	Proportion women
Parent Company		
Board of Directors	50%	50%
Other senior executives	0%	0%
Group total		
Board of Directors	8%	8%
Other senior executives	2%	3%

Remuneration and other benefits to senior executives 2025/2026

SEK '000	Basic salary	Bonus*	Other remuneration	Other benefits	Pension expense	Total
President & CEO	8,830	2,340	1,319	135	2,655	15,279
Executive Vice President / Head of Acquisitions	4,800	1,260	784	118	1,268	8,230
Other senior executives (1 person)	2,815	763	810	120	795	5,303
Total	16,445	4,363	2,913	373	4,718	28,811

* Bonus is based 80% on earnings targets and 20% on return on equity target (P/WC). During the year, the outcome was 86% (91%). Also includes organic growth bonus up to 10% of other bonus.

Remuneration and other benefits to senior executives 2024/2025

SEK '000	Basic salary	Bonus*	Other remuneration	Other benefits	Pension expense	Total
President & CEO	7,972	2,052	715	137	2,412	13,288
Executive Vice President / Head of Acquisitions	4,288	880	671	127	1,260	7,226
Other senior executives (1 person)	2,595	684	625	122	775	4,801
Total	14,855	3,616	2,011	386	4,447	25,315

* Bonus is based 80% on earnings targets and 20% on return on equity target (P/WC). During the year, the outcome was 91% (81%). Also includes organic growth bonus up to 10% of other bonus.

Principles of remuneration for the Board of Directors and senior executives

Fees are paid to the Chairman of the Board and to Board members according to the resolution of the Annual General Meeting (AGM). The President & CEO does not receive directors' fees. The guidelines for remuneration to senior executives that applied during the 2025/26 financial year were adopted at the 2025 AGM. Remuneration to the President & CEO and other senior executives consists of fixed basic salary, variable remuneration, other benefits and pension. In addition, the general meeting of shareholders, for example, can resolve on incentive programmes and share-based payment, see Note 7. Other senior executives refers to the persons who constituted Group Management during the year. Group Management at the end of the financial year consisted of three persons including the President & CEO. All members of Group Management are employed in Sweden. The remuneration should be market-related and competitive, and should be commensurate with responsibility and authority. The fixed basic salary shall be reviewed annually, paid as a cash salary and constitute a main component of the remuneration. Pension benefits and other benefits to the President & CEO and other senior executives are taken into account in the determination of fixed and variable remuneration. The Board of Directors may, in individual cases, decide to depart from the guidelines, in whole or in part, if there are special reasons for this and a departure is necessary to meet the company's long-term interests.

Variable remuneration

Variable remuneration shall be linked to predetermined and measurable targets that may be financial or non-financial and individual performance. The variable remuneration should normally include pension expense on variable remuneration and may correspond to a maximum of 40% of the fixed basic salary. In addition to this, a further bonus of 20% of the variable remuneration received may be paid to be used for acquisition of shares in Lagercrantz Group AB.

Pensions

The retirement age for the President & CEO is 63 years. The retirement age for other senior executives is 65 years. Pension is paid equivalent to the ITP plan, which is a defined contribution plan.

Termination benefits

The period of notice for the President & CEO is 12 months when termination is initiated by the company and 6 months when termination is initiated by the President & CEO. In the case of termination initiated by the company, the President & CEO is entitled to termination benefits equivalent to one year's salary in addition to salary during period of notice. No termination benefits are payable in the case of termination initiated by the President & CEO. The period of notice for the other members of the Group Management is 6 – 12 months when termination is initiated by the company and up to 6 months when termination is initiated by the employee. In the case of termination initiated by the company, members of Group Management are entitled to termination benefits equivalent to up to one year's salary, in addition to salary during the period of notice. No termination benefits are payable in the event of termination at the member's own request. The termination benefits are usually set off against other income.

Preparation and decision-making process

Information is provided in the Corporate Governance Report for 2025/2026. The remuneration guidelines were adopted by the 2025 AGM. The Board has not proposed any changes to the guidelines ahead of the 2026 AGM.

Remuneration Board members (incl. fee Remuneration Committee)

SEK '000	2025/26	2024/25
Fredrik Börjesson, Chairman of the Board	1,565	1,305
Anna Almlöf, Board member	575	500
Anders Claeson, Board member	575	500
Anna Marsell, Board member	575	500
Malin Nordsjö, Board member	690	605
Total	3,980	3,410

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Note 5 continued

Change in remuneration and the company's results during the past five financial years

	2025/26 vs 2024/25	2024/25 vs 2023/24	2023/24 vs 2022/23	2022/23 vs 2021/22	2021/22 vs 2020/21
Remuneration to President & CEO¹⁾					
Annual change in total remuneration (%)	15%	13%	4%	3%	13%
The company's earnings trend					
Annual change in Net profit for the year after taxes (%), Group	18%	16%	16%	33%	47%
Remuneration to employees²⁾					
Annual change in total remuneration (%), Sweden	7%	10%	18%	-6%	3%

¹⁾ The remuneration refers to the sum of all compensation components that are reported in the table below.

²⁾ Calculated on average number of employees based on full-time equivalents in Group companies in Sweden. The number of employees in the Parent Company, excluding Group Management, is considered to be too small to constitute a relevant basis for comparison.

Total remuneration to the President & CEO during 2025/26

SEK '000 / Proportion of total remuneration	Basic salary	One-year variable remuneration	Multi-year variable remuneration	Benefits ¹⁾	Occupational pension ²⁾	Total remuneration
President & CEO	8,830	2,340	1,319	135	2,655	15,279
Executive Vice President	4,800	1,260	784	118	1,268	8,230

¹⁾ Mainly refers to car and fuel.

²⁾ Pension is only payable on the basic salary.

In addition to the President & CEO, senior executives refers to the Management team consisting of: Executive Vice President / Head of Acquisitions 1 person, the Group's CFO 1 person. Remuneration to this group, a total of 3 persons in 2025/26, was covered by the resolution of the 2025 AGM regarding principles of remuneration for senior executives. The Remuneration Committee has verified compliance with the AGM's resolution. Among other things, the Remuneration Committee has verified conformity with market conditions by making a comparison with the remuneration in other similar listed companies.

Note 6 Fees to auditors**Audit fees and reimbursements**

	Group		Parent Company	
	2025/26	2024/25	2025/26	2024/25
Deloitte				
Audit assignment	9	8	2	2
Tax advisory assignments	–	–	–	–
Other assignments	–	–	–	–
Other auditors				
Audit assignment	9	7	–	–
Tax advisory assignments	1	–	–	–
Other assignments	2	2	–	–
	21	17	2	2

Audit assignment refers to the review of the annual accounts and the administration by the Board of Directors and the President, other tasks the company's auditors are obliged to perform, and advice or other assistance prompted by observations in the course of such review.

Note 7 Incentive programme

The 2025 AGM resolved on an incentive programme for managers and senior executives in the Lagercrantz Group. This programme consists of call options on Lagercrantz Group repurchased shares, where each call option gives the holder a right to acquire one repurchased share of Class B. The programme has two redemption periods that expire after 3 years and 3.5 years, respectively, and where redemption can take place during these two periods; (i) during a two week period from the day after the company publishes its Interim Report for the period 1 April 2028 – 30 September 2028, (ii) after the company has published its Year-end Report for the period 1 April 2028 – 31 March 2029 (probably the period 17 May – 30 May 2029). In all programmes, the share is acquired at a redemption price determined as a percentage mark-up of an average share price after the AGM in accordance with the quoted prices paid. The programmes cover senior executives and managers with a direct possibility of affecting the Group's results. Board members have not been entitled to acquire call options, with the exception of the company's President & CEO. In order to be allocated call options, the employee must have concluded a special pre-emption agreement with the company. Pre-emption shall occur at the market value at the time of termination of employment, an offer from a third party for all shares in the company and in cases when the call options are to be transferred to a third party. In all other respects the call options are freely transferable.

The options premium in the programme has been calculated by the independent firm People & Corporate Performance AB using the generally accepted valuation method, the Black & Scholes model. The assumptions in the calculations have been that the redemption price was set at 125% of the calculated average of the highest and lowest prices paid during the measurement period, the volatility has been based on statistical information based on historical data, the risk-free interest rate has been based on the interest rate for government bonds, the term and redemption period according to the terms and conditions of the programmes and dividends according to the analyst estimates available in conjunction with the Group's dividend policy.

The allocation resolved by the 2021 AGM for 2021 comprised 80 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 67,000 options per person. The measurement period to determine the average share price, which was SEK 116.42, was 30 August – 10 September 2021. The redemption price for the call options, which was resolved to be 125 percent of the average price, was set at SEK 145.50 (now remeasured to SEK 148.60). The market value of the call options was set at SEK 10.80 per option by an independent valuation institution. Options programme 2021/25 extends to 30 May 2025.

The allocation resolved by the 2022 AGM for 2022 comprised 80 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 65,000 options per person. The measurement period to determine the average share price, which was SEK 100.10, was 6 September – 16 September 2022. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 127.7. The market value of the call options was set at SEK 11.00 per option by an independent valuation institution. Options programme 2022/26 extends to 29 May 2026.

The allocation resolved by the 2023 AGM for 2023 comprised 84 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 65,000 options per person. The measurement period to determine the average share price, which was SEK 114.46, was 5 September – 15 September 2023. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 143.10. The market value of the call options was set at SEK 13.30 per option by an independent valuation institution. Options programme 2023/27 extends to 28 May 2027.

The allocation resolved by the 2024 AGM for 2024 comprised 79 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 55,000 options per person. The measurement period to determine the average share price, which was SEK 187.10, was 3 September – 13 September 2024. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 233.90. The market value of the call options was set at SEK 22.65 per option by an independent valuation institution. Options programme 2024/28 extends to 28 May 2028.

The allocation resolved by the 2025 AGM for 2025 comprised 91 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 60,000 options per person. The measurement period to determine the average share price, which was SEK 221.32, was 27 August – 9 September 2025. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 276.60. The market value of the call options was set at SEK 27.45 per option by an independent valuation institution. Options programme 2025/29 extends to 30 May 2029.

In addition to this, redemption of options relating to the 2020 and 2021 programmes meant an increase in equity of MSEK 10, in connection with parent company's sale of repurchased Class B shares to the option holders and repurchased options according to the pre-emption principle of MSEK 0.

Option programme	31 Mar 2026		31 Mar 2025	
	SEK/option	Number	SEK/option	Number
2021/25	–	–	148.60	203,597
2022/26	131.10	396,500	127.70	754,000
2023/27	143.60	760,000	143.10	763,000
2024/28	233.90	796,000	233.90	796,000
2025/29	276.60	792,000		
Total number of options		2,744,500		2,516,597

Holding on 31 Mar 2026	President & CEO	
	Subscribed	Number remaining
2021/25	67,000	–
2022/26	65,000	65,000
2023/27	64,000	64,000
2024/28	55,000	55,000
2025/29	60,000	60,000
Total number of options	311,000	244,000

Note 8 Other operating income

	2025/26	2024/25
Group		
Other remuneration and contributions	3	3
Exchange gains on receivables/liabilities of an operating character	33	28
Reversal of contingent consideration previous acquisitions	39	39
Other	45	43
	119	113

Note 9 Other operating expenses

	2025/26	2024/25
Group		
Exchange losses on receivables/liabilities of an operating character	-30	-38
Impairment and revaluation of goodwill	-	-2
Reversal of contingent consideration previous acquisitions	-9	2
Other expenses	-25	-36
	-64	-74

Note 10 Depreciation and amortisation of property, plant and equipment and intangible assets

	2025/26	2024/25
Group		
<i>Depreciation and amortisation according to plan allocated by asset</i>		
Intangible assets	-257	-233
Lands and buildings	-16	-13
Costs incurred in leasehold property	-5	-5
Plant and machinery	-75	-69
Equipment, tools, fixtures and fittings	-38	-33
Right-of-use assets	-199	-176
	-590	-528
<i>Depreciation and amortisation according to plan allocated by function</i>		
Cost of goods sold	-191	-171
Selling expenses	-324	-294
Administrative expenses	-74	-64
	-590	-528

Parent Company

Depreciation and amortisation according to plan allocated by asset

Equipment, tools, fixtures and fittings	-1	-1
	-1	-1

Depreciation and amortisation according to plan allocated by function

Administrative expenses	-1	-1
	-1	-1

Note 11 Leasing

	31 Mar 2026	31 Mar 2025
Maturity structure lease liabilities		
Within one year	200	193
1–2 years	147	153
2–5 years	171	214
More than 5 years	19	24
Expected future payments, undiscounted	538	585
Recognised amount, discounted	505	546

	2025/26	2024/25
Costs from leases		
Depreciation of right-of-use assets	199	176
Interest on lease liabilities	18	16
Costs for short-term leases	0	2
Costs for leased assets of low value	4	1
Lease expenses	221	194

	31 Mar 2026	31 Mar 2025
The recognised right-of-use assets are distributed as follows:		
Properties	413	451
Vehicles	65	72
Other	12	15
Total right-of-use assets	490	537

	31 Mar 2026	31 Mar 2025
Depreciation for the year by type of asset		
Properties	152	131
Vehicles	41	39
Other	6	6
Total right-of-use assets	199	175

Opening lease liability according to IFRS 16 at the beginning of the 2025/26 financial year amounted to MSEK 546. Additions during the year totaled to MSEK 135. At the end of the 2025/26 financial year, the lease liability amounted to MSEK 505, of which MSEK 191 was current and MSEK 314 was non-current. The Group's right-of-use assets mainly refer to rented premises and cars but also to IT equipment etc. Cash flow related to amortisation of lease liability amounted to MSEK 192 million (175). Depreciation of right-of-use assets is included in Note 10 Depreciation and amortisation.

Note 12 Financial income

	2025/26	2024/25
Group		
Interest income	12	14
Exchange gains	-	26
Other financial income	10	4
	22	45
Parent Company		
<i>Result from participations in Group companies</i>		
Group contributions received	394	369
Dividends	646	553
Write-down of participations in Group companies	-43	-10
	998	912
<i>Other interest income and similar profit/loss items</i>		
Interest income from Group companies	134	129
Exchange gains	-	-
Other	6	6
	140	136

Note 13 Financial expenses

	2025/26	2024/25
Group		
Interest expenses pensions	-2	-2
Interest expenses lease liabilities	-18	-16
Interest expenses financial liabilities	-153	-168
Exchange losses	-17	-
Other	-3	-
	-193	-186
Parent Company		
Interest expenses pensions	-1	-1
Interest expenses to Group companies	-6	-12
Interest expenses financial liabilities	-142	-161
Exchange losses	-26	-
Other	-	-20
	-175	-194

Note 14 Exchange differences that affected profit

	2025/26	2024/25
Group		
Exchange differences affecting operating profit	2	-9
Financial exchange differences	-17	28
	-15	19
Parent Company		
Financial exchange differences	-26	-25
	-26	-25

Note 15 Tax on net profit for the year

	2025/26	2024/25
Group		
<i>Current tax expense (-) / tax revenue (+)</i>		
Taxes for the period	-364	-316
Adjustment of taxes pertaining to prior years	-6	-10
	-370	-326
<i>Deferred tax expense (-) / tax revenue (+)</i>		
Deferred tax related to temporary differences	47	47
Change in deferred tax related to change in capitalised tax value of loss carryforwards	-	-
	47	47
Total recognised tax expense/ tax revenue in the Group	-323	-279

The value of tax loss carryforwards is taken into account when it is deemed they will result in lower tax payments in the future.

Reconciliation of effective tax	2025/26	2024/25
Group		
Profit before taxes	1,523	1,298
Tax according to tax rate for the Parent Company, 20.6%	-314	-267
Effect of other tax rates in Group companies outside Sweden	-10	2
Non-deductible expenses	-11	-19
Non-taxable income	18	16
Tax relating to unrecognized loss carryforwards	-7	-
Taxes pertaining to prior years	-6	-10
Other	7	-1
Recognised effective tax	-323	-279

	2025/26	2024/25
Parent Company		
<i>Current tax expense (-) / tax revenue (+)</i>		
Tax expense for the period	-41	-32
	-41	-32
<i>Deferred tax expense (-) / tax revenue (+)</i>		
Deferred tax related to temporary differences	-11	-13
	-11	-13
Total recognised tax expense/tax revenue in the Parent Company	-52	-45

Reconciliation of effective tax	2025/26	2024/25
Parent Company		
Profit before taxes	846	753
Tax according to current tax rate, 20.6%	-174	-155
Dividends from Group companies	133	114
Non-deductible expenses	-10	-2
Other	-1	-
Recognised effective tax	-52	-45

Note 16 Goodwill

	31 Mar 2026	31 Mar 2025
Group		
<i>Accumulated cost</i>		
Opening balance	3,618	3,110
New purchases	587	609
Reclassification	-	0
Amortisation for the year	-	-1
Exchange difference	9	-100
Carrying amount at the end of the period	4,214	3,618
<i>Goodwill allocated by division and cluster</i>		
Electrify	946	942
Control	508	443
TecSec	875	691
Niche Products	1,131	980
International	748	556
Other	6	6
Total goodwill	4,214	3,618

Impairment testing of goodwill

The Group's recognised goodwill amounts to MSEK 4,214 (6,618). Goodwill is not amortised under IFRS. Instead the value of goodwill is tested annually in accordance with IAS 36. The most recent test was performed during March 2025. Goodwill is allocated to cash-generating units, which consist of clusters of companies in each division. These clusters have been established by grouping companies that have similar operations and business models and that have common market conditions.

The recoverable amount is calculated based on the value in use and a current assessment of the cash flows for the next three-year period. The most important variables for estimating the value include the sales trend, gross margin, overhead levels, working capital requirement and the need for capital expenditures. Assumptions are made based on previous experience and statistical analysis. These parameters are normally set to correspond to the forecast levels for the next financial year, mainly based on the relevant entity's business plan equivalent to growth rates of 0–10% (0–10) annually. For subsequent years, growth has been based on an estimated sustainable GDP growth rate of 2% (2).

Cash flows have been discounted using a weighted cost of capital equivalent to about 12.3% before taxes and 9.8% after taxes (11.4 and 9.0% last year).

The calculation showed that the value in use exceeded the carrying amount. Thus the impairment testing did not result in any write-down requirement. No risk of a write-down requirement exists based on reasonable change assumptions. The sensitivity of the calculations demonstrate that the goodwill value can be defended going forward, even if the sustainable growth rate was 0% instead of 2%, or if the recoverable amount of each cluster were to decline by 10%.

Note 17 Other intangible assets

	31 Mar 2026	31 Mar 2025
<i>Trademarks allocated by division and cluster</i>		
Electrify	277	286
Control	107	91
TecSec	219	158
Niche Products	230	222
International	207	100
Other	0	0
Total trademarks	1,040	857

Trademarks with indefinite useful lives amount to MSEK 180. Every year impairment testing of trademarks with indefinite useful lives is carried out according to the same principles used in the testing of goodwill. The calculation showed that the value in use exceeded the carrying amount. Thus the impairment testing did not result in any write-down requirement. No risk of a write-down requirement exists based on reasonable change assumptions. Other trademarks are amortised according to plan over 5–30 years.

31 Mar 2026	Trademarks	Patents and products	Customer relations	Other	Total Group
<i>Accumulated cost</i>					
Opening balance	992	1,570	996	253	3,810
New purchases	1	12	–	33	47
Purchases via new companies	233	171	161	1	565
Transferred from construction in progress	–	–	–	–	–
Disposals	–	-8	–	–	-8
Reclassifications	–	–	–	16	16
Exchange difference	1	3	-1	1	5
Closing balance	1,227	1,748	1,156	305	4,436
<i>Accumulated amortisation according to plan</i>					
Opening balance	-136	-662	-352	-174	-1,323
Amortisation for the year according to plan	-51	-104	-73	-22	-250
Disposals	–	8	–	–	8
Reclassifications	–	–	–	-7	-7
Exchange difference	–	-3	-1	–	-4
Closing balance	-187	-761	-425	-202	-1,575
Carrying amount at year-end	1,040	987	730	103	2,861

31 Mar 2025	Trademarks	Patents and products	Customer relations	Other	Total Group
<i>Accumulated cost</i>					
Opening balance	755	1,391	791	243	3,180
New purchases	2	13	–	32	47
Purchases via new companies	267	208	238	–	713
Transferred from construction in progress	–	–	–	–	–
Disposals	-3	–	–	-16	-20
Reclassifications	–	0	–	3	4
Exchange difference	-29	-43	-33	-9	-114
Closing balance	992	1,570	996	253	3,810
<i>Accumulated amortisation according to plan</i>					
Opening balance	-98	-568	-294	-177	-1,138
Amortisation for the year according to plan	-41	-108	-66	-20	-235
Disposals	–	–	–	16	16
Reclassifications	–	–	–	0	0
Exchange difference	3	13	9	8	33
Closing balance	-136	-662	-352	-174	-1,323
Carrying amount at year-end	857	907	644	79	2,488

Note 18 Other property, plant and equipment

31 Mar 2026	Group					Parent Company
	Lands and buildings	Costs incurred in leasehold property	Plant and machinery	Equipment, tools, fixtures and fittings	Total the Group	Equipment, tools, fixtures and fittings
<i>Accumulated cost</i>						
Opening balance	360	53	732	358	1,502	5
New purchases	7	10	63	81	161	–
Purchases via new companies	36	1	48	5	90	–
Transferred from construction in progress	–	–	–	–	–	–
Disposals	-5	–	-10	-13	-28	–
Reclassifications	5	–	26	-46	-15	–
Exchange difference	-1	–	-2	-1	-4	–
Closing balance	402	63	857	385	1,707	5
<i>Accumulated depreciation according to plan</i>						
Opening balance	-73	-27	-434	-215	-749	-3
Depreciation for the year according to plan	-16	-5	-75	-38	-133	-1
Disposals	4	–	7	7	18	–
Reclassifications	–	–	–	3	4	–
Exchange difference	–	–	1	–	2	–
Closing balance	-84	-32	-501	-241	-858	-4
Carrying amount at the end of the year	318	31	357	143	849	1

31 Mar 2025	Group					Parent Company
	Lands and buildings	Costs incurred in leasehold property	Plant and machinery	Equipment, tools, fixtures and fittings	Total the Group	Equipment, tools, fixtures and fittings
<i>Accumulated cost</i>						
Opening balance	351	48	692	330	1,421	4
New purchases	7	3	44	72	126	0
Purchases via new companies	22	4	47	18	90	–
Transferred from construction in progress	–	–	–	–	–	–
Disposals	-15	-1	-41	-32	-90	–
Reclassifications	4	0	5	-22	-13	–
Exchange difference	-9	-2	-15	-8	-33	–
Closing balance	360	53	732	358	1,502	5
<i>Accumulated depreciation according to plan</i>						
Opening balance	-66	-24	-419	-217	-726	-2
Depreciation for the year according to plan	-13	-5	-69	-33	-120	-1
Disposals	4	1	36	28	70	–
Reclassifications	–	–	6	0	6	–
Exchange difference	2	1	12	7	22	–
Closing balance	-73	-27	-434	-215	-749	-3
Carrying amount at the end of the year	287	26	297	143	753	2

Note 19 Participations in Group companies

	31 Mar 2026	31 Mar 2025	Carrying amount	
Parent Company			31 Mar 2026	31 Mar 2025
<i>Accumulated cost</i>				
Opening balance	5,113	5,019		
External acquisitions	589	103		
External disposal	-14	-		
Repaid shareholders' contributions	-	-9		
Adjustment of contingent consideration and call options	38	-		
	5,726	5,113		
<i>Accumulated impairment losses</i>				
Opening balance	-166	-156		
Impairment losses for the year	-30	-10		
	-196	-166		
Carrying amount at the end of the period	5,530	4,947		

Group company ¹⁾ / Corp. ID. no. / Registered office	Number of participations	Participation as % ²⁾	31 Mar 2026	31 Mar 2025
Forming Function AB (fd Kondator AB), 556500-1947, Tyresö	2,000	100	71	71
Lager CC AB, 556260-2127, Stockholm	1,000	100	3	3
Lagercrantz NL B.V, 867274657, Vijfhuizen	1	100	-	-
Van Leeuwen Test Group B.V, 20037667, Helvoirt	22	100	-	-
Autec Automotive Equipment B.V, 18128657, Etten-Leur	50	100	-	-
VL Test Systems Far East B.V, 199407511H, Singapore	1	100	-	-
VL Test Solutions B.V, 30089751, Etten-Leur	150	100	-	-
Van Leeuwen Test Systems B.V, 20036585, Etten-Leur	22	100	-	-
VL Test Systems Ltd., 02566304, Buckingham	50,000	100	-	-
Laurea Teknisk Säkerhet AB, 559115-2904, Norrköping	45,500	100	176	176
R-Contracting AB, 556681-9404, Norrköping	5,000	100	-	-
Bjurenwall Laurea AB, 556217-6098, Kolbäck	5,000	100	-	-
Leteng AS, 952 002 872, Tynset, Norway	12,968	95	51	50
Letti AS, 993541850, Søndeled, Norway	500	100	93	102
Libra Plast AS, 950 603 739, Hareid, Norway	750	75	295	264
Libra Plast SIA, 485 030 11 528, Sandes, Latvia	10	100	-	-
Material Handling Modules Europe AB, 556490-7458, Ystad, Sweden	3,982	97	72	83
Fastigheten Ystad Ingelstorp 49:59 AB, 559306-7316, Ystad, Sweden	250	100	-	-
Load Indicator AB, 556081-3569, Hisings Backa	1,000	100	35	35
Norwesco AB, 556038-4090, Täby	15,000	100	61	61
Nordic Road Safety AB, 559022-0173, Timrå, Sweden	510	85	396	356
Orax AB, 556657-7622, Jönköping	5,000	100	64	-
Orax Fastigheter AB, 559135-7032, Jönköping	1000	100	-	-
Plåt och Spiralkonstruktion i Torsås AB, 556682-9197, Torsås	10,000	100	46	46
PPV Plast & Plåt Vägmärken AB, 556349-0225, Källered	5,000	100	103	103
Precimeter Control AB, 556511-8980, Hönsö	10,000	100	36	36
Precimeter Inc, 20-0110568, Phoenix, USA	100	100	-	-
Precimeter GmbH, 212/5752/0032, Wiehl, Germany	1	100	13	13
Prido AB, 556182-2981, Tråvad, Sweden	8,640	96	526	526
Prido Norway AS, 912462455, Askim, Norway	1,000	100	-	-
Prido OY, 3245984-4, Tråvad, Finland	1,000	100	-	-
Profsafe AB, 556722-2459, Anderstorp	4,000	100	67	67
Profsafe Norge AS, 911552388, Oslo, Norway	100	100	-	-
Skandex i Bromma AB, 556515-1189, Anderstorp	5,000	100	-	-
Radonova Laboratories AB, 556690-0717, Uppsala	1,000	100	66	66
Radonova SAS, 931077945, La Rochelle, France	100	100	-	-
Radonova Scientific Ltd, 11106167, Yatton, UK	1,000	100	-	-
Radonova, Inc, 70206544, Chicago, USA	100	100	-	-
Radonova Ltd, 751869165, Toronto, Canada	100	100	-	-
Track Analysis Systems Ltd, 01771626, Bristol, UK	12	100	-	-
Schmitztechnik GmbH, HRB 956, Mönchengladbach, Germany	135,015	90	123	124
Enskede Hydraul AB, 556208-5778, Östervåla	200,000	70	39	-
Sit Right AB, 556040-6066, Nås	500,000	70	185	-
STV Sv Tele & Video Konsult AB, 556307-4565, Stockholm	65,000	100	16	16
LCG Fast AB, 556842-6000, Värnamo	100,000	100	32	32

¹⁾ Group companies recognised at carrying amount. Other companies are owned indirectly via Group companies.

²⁾ The participating interest in the capital is referred to, which also corresponds to the share of the votes of the total number of shares.



Group company ¹⁾ / Corp. ID. no. / Registered office	Number of participations	Participation as % ²⁾	Carrying amount	
			31 Mar 2026	31 Mar 2025
Stegborgs EL-elevator AB, 556284-9686, Strängnäs	1,000	100	50	51
Svenska Industriborstar i Västerås AB, 556109-2221, Västerås	5,000	100	42	42
SwedWire AB, 556297-0060, Varberg	100,000	100	95	95
Thermob AB, 556683-7125, Klässbol	1,000	100	47	47
Tormek AB, 556586-5788, Lindesberg	960	96	193	194
Tormek Inc., 352653923, Westmont, USA	100	100	-	-
Truxor Wetland Equipment AB (f d Dorotea Mekaniska), 556407-7823, Dorotea	2,500	100	83	83
TykoFlex AB, 556692-9344, Tyresö	50,000	100	217	217
Unitronic GmbH, HRB 40042, Düsseldorf, Germany	153,600	100	28	28
Vanpee AB, 556213-2406, Stockholm	50,000	100	-	-
Vanpee Norge AS, 976 286 324, Oslo, Norway	100	100	83	113
Vendig AB, 556626-7976, Skara	5,000	100	29	29
VP Ledbelysning AB, 556084-5975, Nyköping	4,000	100	2	2
VP metall AS, 982 082 048, Raufoss, Norway	600	100	88	88
Waterproof Diving International AB, 556575-8959, Gothenburg	15,810	93	118	118
Waterproof Diving GmbH, 62356, Darmstadt, Germany	1,000	100	-	-
Waterproof Pro & Service GmbH, 93127865, Eckenförde, Germany	1,000	100	-	-
Wapro AB, 556352-1466, Karlshamn	1,000	100	55	55
Wapro Inc., Chicago, USA	100	100	-	-
Wapro Ltd, 14731897, London	100	100	-	-
Wapro GmbH, 459301590, Osnabruck, Germany	25,000	100	-	-
Westmatic Invest AB, 556494-1242, Arvika	164	82	234	245
Westmatic i Arvika AB, 556326-7185, Arvika	2,000	100	-	-
Westmatic AS, 978 640 818, Oslo, Norway	900	100	-	-
Westmatic Corporation, 71-0980723, St Claire Shores, USA	10,000	100	-	-
Westmatic Inc, 690492, Newbrunswick, Canada	1,000	100	-	-
Lagercrantz A/S, 81 74 67 10, Köpenhamn, Denmark	6	100	131	131
ACTE A/S, 71 28 89 19, Köpenhamn, Denmark	2	100	-	-
ACTE Poland Sp Z o.o., 5 753, Warszawa, Poland	2	100	-	-
Aras Security A/S, 27 55 65 74, Rødovre, Denmark	500	100	-	-
Aras Security AB, 559236-0027, Malmö	25,000	100	-	-
Camé Danmark A/S, 33 06 10 21, Randers, Denmark	33,400	100	-	-
Elfac A/S, 17 46 50 31, Silkeborg, Denmark	1	100	-	-
Epoke Investment III A/S, 43315927, Vejen, Denmark	1,028,193	100	-	-
Epoke Investment II A/S, 33964730, Vejen, Denmark	3,250,000	100	-	-
Ejendomselskabet Skibelund ApS, 25679806, Vejen, Denmark	80,000	100	-	-
Epoke A/S, 14125345, Vejen, Denmark	15,000,000	100	-	-
Epoke Maschinenbau Alfred Thomsen GmbH, Germany	0	100	-	-
Alfred Thomsen GmbH, Germany	26,000	100	-	-
Epoke Sp.z.o.o., Poland	400	100	-	-
G9 landskab, park & byrum A/S, 22 65 29 32, Randers, Denmark	500,000	100	-	-
Glova Rail A/S, 10120268, Odense, Denmark	500,000	100	-	-
ISIC A/S, 16 70 45 39, Århus, Denmark	33,400	100	-	-
AC Antennas A/S, 25 67 37 86, Glostrup, Denmark	550,000	100	-	-
AC Antennas Inc, Wilmington USA	5,000	100	-	-
Lagercrantz Asia Ltd, Hong Kong, China	20,000	100	-	-
MT Miljøteknik Aps, 26834783, Denmark	1,250	90	-	-
Nikodan Conveyor Systems A/S, 13 47 38 03, Snede, Denmark	694,168	100	-	-
NST A/S, 25844998, Odense, Denmark	600,000	100	-	-

Group company ¹⁾ / Corp. ID. no. / Registered office	Number of participations	Participation as % ²⁾	Carrying amount	
			31 Mar 2026	31 Mar 2025
Wapro A/S (Proagri Miljø A/S), 27443745, Otterup, Denmark	1,000,000	100	-	-
PcP Corporation A/S, 35242147, Vildbjerg, Denmark	9,500,000	95	-	-
PcP Danmark A/S, 14310940, Vildbjerg, Denmark	2,000	100	-	-
P.F. Værktøj. Herning ApS, 10012600, Herning, Denmark	3,600	100	-	-
Nordjysk Dønggalvanisering A/S, 76819718, Støvring, Denmark	200	100	-	-
ElefantRiste A/S, 48332013, Herning, Denmark	500	100	-	-
Elefant Gratings Ltd, 3626194, Wolverhampton, UK	200	100	-	-
PcP. Norge AS, 929693264, Stavanger, Norway	11,000	100	-	-
PcP Gratings Ltd., 1991883, Wolverhampton, UK	2	100	-	-
PcP Deutschland GmbH, HRB 5921, Breckerfeld, Germany	50	100	-	-
PcP Nederland B.V, 20032748, Oudenbosch, Netherlands	15,000	100	-	-
Pcp. Belgium S.A, 433582575, Sprimont, Belgium	92,000	100	-	-
PcP. Sverige AB, 556648-3292, Göteborg, Sweden	2	100	-	-
Guardrail Engineering Ltd., 3020408, Wolverhampton, UK	100	100	-	-
Skomø A/S, 11801978, Ebeltoft, Denmark	500,000	100	-	-
Vanpée A/S, 25 69 58 01, Copenhagen, Denmark	500	100	-	-
Lagercrantz Holding Oy, 3010692-2, Vasa, Finland	100	100	119	119
EFC Finland Oy, 1750567-0, Korsholm, Finland	1,550	100	-	-
EFC Estonia OÜ, 12681821 Estonia	1	100	-	-
Enkom Active Oy, 0183125-2, Helsingfors, Finland	1,800	100	-	-
Noctaris Oy, 1865741-4, Tammerfors, Finland	8,000	100	-	-
Frictape Net Oy, 1079463-3, Helsingfors, Finland	10,001,000	100	-	-
Frictape Net Oü, 11831750, Harju maakond, Estonia	1	100	-	-
Idesco OY, 2024497-7, Uleåborg, Finland	403,391	90	-	-
Mastsystem Int'l Oy, 1036670-0, Joensuu	1,100	100	-	-
Oy Esari Ab, 1599414-0, Kaustinen, Finland	93	100	-	-
Sajakorpi Oy, 0154773-7, Ylöjärvi, Finland	5,000	100	-	-
Saja GmbH, 110696, Hagen, Germany	1	100	-	-
Sajas Group Estonia Oü, 10570900, Jüri, Estonia	1	100	-	-
Suomen Diesel Voima OY, 1885764-3, Tampere, Finland	143	86	-	-
Tebul OY, 0792836-2, Lieto, Finland	8,000	80	-	-
Lagercrantz UK Limited Limited, 4209447, Hampshire, UK	49,999	100	44	44
CP Global, 04103195	85,099	87	-	-
CP Cases Limited, 01111889	62	100	-	-
CP Cases Inc	100	100	-	-
Door and Joinery Solutions Limited, 4732923, Burton-On-Trent, UK	6	100	-	-
D. P. Seals Limited, 739542, Dorset, UK	300	100	-	-
E-Tech Components UK Ltd, Liverpool, UK	5,000	100	-	-
Fireco Limited, 2965550, Brighton, UK	122,987	95	-	-
IH (Topco) Limited, 12891824, Nottingham, UK	104,550	85	-	-
I Holland (Holdings) Ltd, 09515039, Nottingham, UK	375,100	100	-	-
Cognoisette Ltd, 04363348, Nottingham, UK	680,070	100	-	-
Gellaw 199 Ltd, 06696864, Nottingham, UK	100,000	100	-	-
I Holland Ltd, 03503148, Nottingham, UK	1,000,000	100	-	-
I Holland Asia Inc	100	100	-	-
I Holland (Shanghai) Ltd	100	100	-	-
I Holland LATAM, 22775-028	800,000	100	-	-

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Note 19 continued

Group company ¹⁾ / Corp. ID. no. / Registered office	Number of participations	Participation as % ²⁾	Carrying amount	
			31 Mar 2026	31 Mar 2025
Tabletting Science Ltd, 02752337, Nottingham, UK	142,858	100	–	–
Tabtool Ltd, 00415498, Nottingham, UK	216,448	100	–	–
HM Holding Limited, 09983007, Southampton	1,171,030	100	–	–
He-Man Dual Control Ltd, 00255130, Southampton	2,000	100	–	–
Principal Doorsets, 09196220, Devon	1,000	100	–	–
Seeback 162 Limited, 11786022, Cambridgeshire, UK	20,000,000	80	–	–
Supply Plus Limited, 1047919, Cambridgeshire, UK	3,550	100	–	–
Supply Plus (Ireland) Limited, 686947, Cork, Ireland	1	100	–	–
			5,530	4,947

Note 20 Receivables from Group companies

	31 Mar 2026	31 Mar 2025
Parent Company		
<i>Accumulated cost</i>		
Opening balance	1,955	925
Additional receivables	564	1,082
Settled receivables	-559	-3
Exchange difference	-4	-50
Carrying amount at the end of the period	1,957	1,955

Note 21 Other non-current receivables

	31 Mar 2026	31 Mar 2025
Group		
<i>Accumulated cost</i>		
Opening balance	15	11
Additional receivables	10	1
Settled receivables	-7	3
Exchange difference	0	-1
Carrying amount at the end of the year	18	15

Note 22 Inventories

Inventories etc.	31 Mar 2026	31 Mar 2025
Raw materials and consumables	659	530
Work in progress	157	104
Finished goods and goods for resale	872	792
Total inventories	1,688	1,426

During the year, impairments losses of MSEK 7 (9) on the inventory value were recognised.

Note 23 Trade receivables

Age analysis, not impaired trade receivables due	31 Mar 2026	31 Mar 2025
Group		
Trade receivables not due	1,462	1,180
Trade receivables due 0–30 days	187	143
Trade receivables due > 30–90 days	38	26
Trade receivables due > 90–180 days	0	6
Trade receivables due > 180 days	0	0
Total	1,687	1,356
Provision account for bad debt losses	31 Mar 2026	31 Mar 2025
Group		
Opening balance	15	11
Reversal of previously recognised impairment losses	-5	-2
Impairment losses for the year	4	4
Exchange difference	0	0
Closing balance	14	12

Confirmed bad debt losses during the year of MSEK 0 (0) were charged to earnings.

Note 24 Contract balances

Contract assets	31 Mar 2026	31 Mar 2025
Group		
Opening balance	113	101
New companies	1	–
New contracts and increase in existing contracts	495	686
Reclassification of contract assets to trade receivables	-496	-671
Exchange difference	-2	-3
Closing balance	111	113
Contract liabilities	31 Mar 2026	31 Mar 2025
Group		
Opening balance	67	117
New companies	–	–
Increase in contract liabilities during the year	269	228
Contracts taken up as income	-251	-274
Exchange difference	0	-4
Closing balance	85	67

Contract assets primarily relate to the Group's right to remuneration for performed but non-invoiced work at the balance sheet date. Contract liabilities primarily relate to the advances received from the customer for installations and inventories and service assets where no assets are created and where the customer consumes the service when it is provided e.g. service contracts, for which revenue is recognised over time.

Note 25 Prepaid expenses and accrued income

	31 Mar 2026	31 Mar 2025
Group		
Prepaid IT-costs	19	–
Prepaid rent	25	29
Prepaid insurance premiums	9	7
Other items	99	102
	152	138
Parent Company		
Prepaid rent	1	1
Accrued interest income	59	31
Other items	6	5
	66	36

Note 26 Equity

Parent Company
Under Swedish law, equity shall be allocated between non-distributable (restricted) and distributable (non-restricted) funds.

Restricted reserves

Restricted funds consist of share capital and the following reserves:

Legal reserve

The purpose of the legal reserve is to set aside the portion of net earnings not required to cover a loss brought forward.

Non-restricted equity

Non-restricted funds consist of retained earnings:

Retained earnings

Consist of the preceding year's unrestricted equity after any allocation to legal reserve and after any dividends paid. Constitute the total unrestricted equity together with this year's income, i.e. the amount available for payment as dividends to the shareholders. Retained earnings include the effect of put options issued to non-controlling interests.

Share capital

Distribution and change of Class of share

Classes of shares	Number of shares	Number of votes
A shares, 10 votes per share	9,775,386	97,753,860
B shares, 1 vote per share	199,442,847	199,442,847
The company's repurchased B shares	-3,058,962	-3,058,962
Total	206,159,271	294,137,745

	A shares	B shares
Number of outstanding shares at start of period	9,775,386	199,442,847
Conversion of shares from A to B	–	–
Number of shares at end of period		

Number of repurchased shares

At the start of the period	3,130,538
Shares used during redemption of options	-71,567
At the end of the period	3,058,962

The share capital amounted to MSEK 48.9 at the end of the period. The B share is listed on the Nasdaq Stockholm exchange. According to the Articles of Association, the share capital shall not be less than MSEK 25 and not more than MSEK 100.

The share's quota value is SEK 0.23.

The options programmes described in Note 7 are secured by shares repurchased at an average cost of SEK 10.75.

When the call options are exercised at a redemption price of SEK 131.10, 143.60, SEK 233.90 SEK and SEK 276.60, respectively, per share, the number of outstanding shares may increase by the number of call options redeemed, or a total of 2,744,500 shares. The number of repurchased shares will then decline by an equivalent amount.

Group

The Group's equity consists of share capital and the following items:

Other paid-up capital

Refers to equity contributed by the owners.

Reserves

Reserves refer to translation reserve

The translation reserve includes all exchange differences that arise when translating the financial statements of foreign operations. These entities prepare their financial statements in other currencies than the Group and the Parent Company, which report in Swedish kronor (SEK). The translation reserve also consists of exchange rate differences that arise upon remeasurement of net investments in a foreign operation.

Retained earnings

Retained earnings include earned profit in the Parent Company and its subsidiaries. Net profit for the year is reported separately in the statement of financial position. Prior provisions to the legal reserve, excluding transferred share premium reserves, are included in this equity item.

Capital management

The Group's objective according to its finance policy, is to maintain a good capital structure and financial stability in order to preserve the confidence of investors, credit institutions and the market. Furthermore, this provides a foundation for continued development of the business operations. Capital is defined as total shareholders' equity, excluding non-controlling interests.

The Board of Directors aims to maintain a balance between high returns and the security provided by a strong capital base. The Group's target is to achieve a return on equity of at least 25% per year. For the financial year 2025/26, the return was 29% (28). Profit amounted to MSEK 1,200 (1,019) and the average equity during the year amounted to MSEK 4,436 (3,653).

The Group's dividend policy is to pay a dividend corresponding to 30–50% of the year's profit, taking into account cash flow and investment needs. Ahead of the 2026 Annual General Meeting, the Board has proposed a dividend of SEK 2.50 (2.20) per share. The proposed dividend corresponds to a payout ratio of 43% (44) and represents 12% (12) of the Group's equity as of the balance sheet date.

The Group's Board of Directors has a mandate from the 2021 Annual General Meeting to repurchase shares. No shares were repurchased during the year. The timing of repurchases is determined by the share price. The repurchased shares are partly intended to cover the Group's commitments under outstanding option programs, whereby senior executives and certain key individuals may acquire repurchased Class B shares by exercising acquired options. There is no formal repurchase plan; decisions to buy or sell the Group's shares are made by the Board within the mandate granted by the Annual General Meeting. The Board proposes that the 2026 Annual General Meeting also authorize the Board to make decisions regarding repurchases of the company's own shares.

No changes have occurred in the Group's capital management during the year.

Note 27 Provisions for pensions and similar obligations

Defined benefit obligations

Lagercrantz Group has defined benefit pension plans in just a few countries. The plans in Sweden cover certain Group companies. The plans provide benefits based on the remuneration and length of service the employees have at or close to retirement. The pension plan according to ITP, secured by insurance with Alecta, is recognised as a defined contribution plan since the company has not had access to such information to make it possible to recognise this plan as a defined benefit plan. The collective consolidation ratio in Alecta amounted to 163% (161%) as of 31 March 2026.

	31 Mar 2026	31 Mar 2025
Group		
The present value of unfunded defined benefit obligations	55	55
Net obligations including adjustments	55	55
Distribution of amount on plans in the following countries	31 Mar 2026	31 Mar 2025
Sweden	54	54
Germany	1	1
Amount in statement of financial position	55	55

Actuarial gains and losses may arise when the present value of the obligation and the fair value of managed assets are determined. They arise either when the actual outcome differs from the previously made assumption, or when assumptions are changed.

	2025/26	2024/25
Pension expense		
Group		
<i>Defined benefit plans</i>		
Cost of pensions earned during the year	0	0
Change payroll tax	0	2
Interest expenses	-2	-2
Cost of defined benefit plans	-2	0
Cost of defined contribution plans	-185	-156
Total cost of payments, post-employment	-187	-156

The pension expense relating to the most important defined benefit pension plans is recognised in the income statement in the line items Selling expenses, Administrative expenses and Interest expenses. Since virtually no new salaries are earned in this category, the change in the liability for payroll tax and the interest portion of the pension expense represent the main part of this. The change in the liability for payroll tax is recognised as an administrative expense of MSEK 0 (2) and the interest expense as a financial expense of MSEK -2 (2). The pension expense for defined contribution plans amounted to MSEK 185 (156). The total pension expense for defined benefit and defined contribution plans amounted to MSEK 187 (156).

The forecast for the period 2026/27 is that the pension expense will be in line with 2025/26, of which the financial expense for defined benefit plans is estimated at MSEK 2.

Reconciliation of net amount of pensions in the statement of financial position

The following table explains how the net amount in the statement of financial position changed during the period:

	2025/26	2024/25
Opening balance: Present value of obligation	55	65
Additional Group companies	1	-
Cost of defined benefit plans	2	2
Payments disbursed	-3	-4
Changes in actuarial gains/losses	0	-7
Exchange rate differences	0	0
Closing balance: Present value of obligation	55	55
Net amount in statement of financial position, closing balance	55	55

Actuarial assumptions

The following significant actuarial assumptions have been applied when calculating the obligations:

(weighted average values)	31 Mar 2026	31 Mar 2025
Discount rate	3.8%	3.9%
Expected inflation	2.0%	2.0%

As in prior years, the basis for the discount interest rate in Sweden is the interest rate on housing bonds. The Group estimates that MSEK 4 will be paid during 2026/27 to funded and unfunded defined benefit plans.

For life expectancy assumptions, DUS21 is used, which is a more recently updated study than the one in the Swedish Financial Supervisory Authority's technical bases.

Sensitivity analysis

Change of the unfunded defined benefit obligation, MSEK:

	31 Mar 2026	31 Mar 2025
Discount rate, decrease of 0.5%	3.1	3.3
Discount rate, increase of 0.5%	-2.8	-3.0
Inflation, decrease of 0.5%	-2.9	-3.1
Inflation, increase of 0.5%	3.2	3.3
Life expectancy, increase of 1 year	2.4	2.4
Life expectancy, decrease of 1 year	-2.3	-2.4

	31 Mar 2026	31 Mar 2025
Parent Company		
Provision for pensions	18	19
	18	19

Pledged assets for pension obligations

The Parent Company has guaranteed the PRI liabilities of Group companies.

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Note 28 Deferred tax

31 Mar 2026	Deferred tax assets	Deferred tax liabilities	Net
Group			
Non-current assets	4	-613	-609
Pension provisions	4	0	4
Other provisions	4	6	10
Untaxed reserves	–	-141	-141
Loss carryforwards	2	–	2
Other	8	2	10
	22	-746	-724

31 Mar 2025	Deferred tax assets	Deferred tax liabilities	Net
Group			
Non-current assets	0	-525	-525
Pension provisions	2	0	2
Other provisions	6	8	14
Untaxed reserves	–	-126	-126
Loss carryforwards	3	–	3
Other	6	-2	4
	17	-645	-628

The value of tax loss carryforwards is taken into account to the extent it is deemed possible that they will result in lower tax payments in the future.

Change of deferred tax in temporary differences and loss carryforwards

	Opening balance	Recognised over profit or loss	Recognised over financial position	Recognised via other comprehensive income	Change via acquisitions	Exchange difference	Closing balance
Group							
Non-current assets	-526	54	2	–	-139	–	-609
Pension provisions	2	1	1	0	–	–	4
Other provisions	14	-5	-2	–	3	–	10
Untaxed reserves	-126	-4	1	–	-12	–	-141
Loss carryforwards	3	-1	–	–	–	–	2
Other	4	3	–	–	2	–	10
	-629	48	2	0	-146	–	-724

The company recognises no deferred taxes on temporary differences attributable to investments in Group companies. Any effects in the future will be recognised when the company can no longer control the reversal of such differences, or when it for other reasons is no longer probable that reversal will take place within the foreseeable future.

The Parent Company has a deferred tax asset of MSEK 4 (4).

Note 29 Other provisions

	31 Mar 2026	31 Mar 2025
Group		
<i>Other provisions such as non-current liabilities</i>		
Guarantee reserve	19	24
Other	1	–
Övrigt	21	12
	41	36
<i>Other provisions such as current liabilities</i>		
Costs for restructuring measures	6	11
Other provisions	45	58
	51	69
Carrying amount at start of the period	105	99
Provisions in acquired subsidiaries	16	10
Provisions made during the period.	23	34
Amounts claimed during the period	-47	-19
Unutilised amount reversed during the period	-5	-18
Increase during the period of discounted amounts	0	-1
Carrying amount at end of the period	92	105

Restructuring

Reserved restructuring costs mainly consist of measures related to structural and personnel changes.

Note 30 Financial assets and liabilities**Financial instruments by category**

Fair values of financial assets and liabilities essentially correspond to the carrying amounts. Contingent considerations are measured using a cash flow-based measurement. Measurement that is not based on observable inputs is included in IFRS 13's level 3.

31 Mar 2026	Financial assets measured at		Total
	amortised cost	fair value via profit or loss	
<i>Assets in statement of financial position</i>			
Non-current receivables	18		18
Trade receivables	1,687		1,687
Other receivables	102		102
Cash and cash equivalents	331		331
Total	2,138		2,138

All financial assets of MSEK 2,138 (1,920) are measured at amortised cost. Cash and cash equivalents consist of bank balances.

31 Mar 2026	Financial liabilities measured at		Total
	amortised cost	fair value via profit or loss/OCI	
<i>Liabilities in statement of financial position</i>			
Current liabilities to credit institutions	671		671
Non-current liabilities to credit institutions	3,797		3,797
Trade payables	805		805
Other current liabilities	393	331	724
Total	5,666	331	5,997

Contingent considerations amount to MSEK 331, of which MSEK 207 falls due within one year. Contingent considerations are measured at fair value through profit or loss. Other financial liabilities of MSEK 5,666 (5,376), which include put and call options of MSEK 591, are measured at amortized cost. Financial liabilities mainly mature within 24 months. Other items are non-financial. non-financial.

31 Mar 2025	Financial assets measured at		Total
	amortised cost	fair value via profit or loss	
<i>Assets in statement of financial position</i>			
Non-current receivables	15		15
Trade receivables	1,355		1,355
Other receivables	94		94
Cash and cash equivalents	456		456
Total	1,920		1,920

All financial assets totaling MSEK 1,920 are measured at amortized cost.

31 Mar 2025	Financial liabilities measured at		Total
	amortised cost	fair value via profit or loss/OCI	
<i>Liabilities in statement of financial position</i>			
Current liabilities to credit institutions	672		672
Non-current liabilities to credit institutions	3,362		3,362
Trade payables	678		678
Other current liabilities	664	390	1,054
Total	5,376	390	5,766

Contingent considerations amount to MSEK 390, of which MSEK 274 falls due within one year. Contingent considerations are measured at fair value through profit or loss. Other financial liabilities total MSEK 5,376, which include put and call options of MSEK 433, and are measured at amortized cost. Financial liabilities mainly mature within 24 months. Other items are non-financial.

Change in contingent considerations including call options (category 3)

	2025/26	2024/25
Opening balance	390	296
Additional liabilities during the year	72	158
Settled liabilities	-140	-17
Remeasured liabilities	42	3
Recognised in the income statement	-30	-37
Exchange difference	-3	-13
Carrying amount at the end of the period	331	390

Contingent considerations are measured at fair value via profit or loss and call options are measured via equity.

Parent Company

	Loans and trade receivables	Contingent consideration	Total
31 Mar 2026			
<i>Assets in the balance sheet</i>			
Non-current receivables from subsidiaries	1,957		1,957
Other current receivables	1,187		1,187
Cash and cash equivalents	–		–
Total	3,144		3,144

	Other liabilities	Contingent consideration	Total
31 Mar 2026			
<i>Liabilities in the balance sheet</i>			
Non-current liabilities to Group companies	1		1
Current liabilities to credit institutions	450		450
Non-current liabilities to credit institutions	2,946		2,946
Trade payables	5		5
Other current liabilities	817	103	920
Total	4,219	103	4,322

Contingent consideration are recognised of MSEK 103, measured using the acquisition method and based on the probability that the consideration will be paid. Any changes in provisions/receivables are added to/reduce the acquisition value.

	Loans and trade receivables	Contingent consideration	Total
31 Mar 2025			
<i>Assets in the balance sheet</i>			
Non-current receivables from subsidiaries	1,955		1,955
Other current receivables	1,106		1,106
Cash and cash equivalents	0		0
Total	3,062		3,062

	Other liabilities	Contingent consideration	Total
31 Mar 2025			
<i>Liabilities in the balance sheet</i>			
Non-current liabilities to Group companies	1		1
Current liabilities to credit institutions	479		479
Non-current liabilities to credit institutions	2,964		2,964
Trade payables	3		3
Other current liabilities	516	140	656
Total	3,963	140	4,103

Contingent consideration payments are recognised of MSEK 140, measured using the acquisition method and based on the probability that the consideration will be paid. Any changes in provisions/receivables are added to/reduce the acquisition value.

Note 31 Interest-bearing liabilities and provisions

The Group's interest-bearing liabilities are allocated in the statement of financial position as follows: Provision for pensions MSEK 55 (55), Non-current liabilities MSEK 3,483 (2,997), Current liabilities to credit institutions MSEK 9 (6), Committed credit facilities 469 (482) and Other non-current liabilities MSEK 22 (2). Total MSEK 4,038 (3,542). The provision for pensions is defined as an interest-bearing provision since the present value of defined benefit pension obligations is calculated using a discount rate in accordance with IAS 19. For details, see Note 31.

Credit terms on trade payables in the Group follow normal industry practice, i.e. 30 days payment terms. Nominal value of interest-bearing liabilities and provisions essentially correspond to carrying amounts.

Liabilities to credit institutions

	31 Mar 2026	31 Mar 2025
Group		
Short-term portion	9	6
Maturity date, 1–2 years from the balance sheet date	3,477	2,977
Maturity date, 3–5 years from the balance sheet date	4	12
Maturity date, more than 5 years from the balance sheet date	2	8
	3,492	3,003

Parent Company

Short-term portion	–	–
Maturity date, 1–2 years from the balance sheet date	2,946	2,964
Maturity date, 3–5 years from the balance sheet date	–	–
Maturity date, more than 5 years from the balance sheet date	–	–
	2,946	2,964

Committed credit facilities

	31 Mar 2026	31 Mar 2025
Group		
Approved credit limit	1,030	1,018
Unutilised portion	-561	-536
Utilised credit amount	469	482

Credit limits on committed credit facilities are extended annually.

Parent Company

Approved credit limit	1,000	1,000
Unutilised portion	-550	-521
Utilised credit amount	450	479

The credit limit on committed credit facilities is extended annually.

Pledged assets for committed credit facilities

	31 Mar 2026	31 Mar 2025
Group		
Chattel mortgages	118	117
	118	117

Note 32 Accrued expenses and deferred income

	31 Mar 2026	31 Mar 2025
Group		
Personnel expenses	324	286
Other items	176	164
	500	451
Parent Company		
Personnel expenses	24	22
Other items	43	37
	67	59

Note 33 Interest paid and received

	2025/26	2024/25
Group		
Interest received	3	13
Interest paid	-37	-168
Parent Company		
Interest received	35	137
Interest paid	-37	-173

Note 34 Cash flow**Reconciliation of liabilities arising from financing activities**

	Opening balance 31 Mar 2025	Cash flows	Changes not affecting cash flow			Closing balance 31 Mar 2026
			Exchange rate	Acquisition of subsidiaries	Leasing	
Group						
Committed credit facilities	482	-31	-1	19		469
Liabilities to credit institutions	3,003	487	3	0		3,493
Liabilities relating to leases	546	-192	1	0	150	505
Other financial liabilities	3	-100	0	120		23
Total liabilities arising from financing activities	4,034	163	3	139	150	4,489

	Opening balance 31 Mar 2024	Cash flows	Changes not affecting cash flow			Closing balance 31 Mar 2025
			Exchange rate	Acquisition of subsidiaries	Leasing	
Group						
Committed credit facilities	490	-8	0	-	-	482
Liabilities to credit institutions	2,302	754	-81	28	-	3,003
Liabilities relating to leases	455	-175	14	0	251	546
Other financial liabilities	-	-33	0	35	-	3
Total liabilities arising from financing activities	3,247	539	-66	63	251	4,034

	Opening balance 31 Mar 2025	Cash flows	Exchange rate			Closing balance 31 Mar 2026
Parent Company						
Committed credit facilities	479	-30	-			450
Liabilities to credit institutions	2,966	-22	3			2,947
Total liabilities arising from financing activities	3,445	-51	3			3,396

	Opening balance 31 Mar 2024	Cash flows	Exchange rate			Closing balance 31 Mar 2025
Parent Company						
Committed credit facilities	476	3	0			479
Liabilities to credit institutions	2,273	773	-80			2,966
Total liabilities arising from financing activities	2,749	776	-80			3,445

Adjustment for non-cash items

	2025/26	2024/25
Group		
Depreciation and amortisation	589	528
Other provisions	-	-10
Reversal contingent consideration	-43	-33
Other items	-3	-86
	543	400
Parent Company		
Depreciation and amortisation	1	1
Group contributions not yet received	-394	-369
Unpaid Group contributions	-	-
Other items	15	-82
	-378	-450

Note 35 Investments in businesses

Acquisition	Country	Acquisition date	Estimated annual net revenue, (MSEK)	Division
MT Miljöteknik ApS	Denmark	April 2025	37	Niche Products
AB Orax	Sweden	June 2025	50	Control
Epoke A/S	Denmark	June 2025	360	International
Friggeråkers Verkstäder AB	Sweden	July 2025	110	International
AB Qvintus	Sweden	August 2025	25	Control
Sit Right AB	Sweden	November 2025	90	Niche Products
Enskede Hydraul AB	Sweden	November 2025	60	Niche Products
I Holland Group	UK	November 2025	335	TecSec
			1,067	

Specification of acquisition

- MT Miljöteknik ApS is a leading manufacturer of products for distribution networks for freshwater and wastewater. MT Miljöteknik is an add-on acquisition to Wapro and generates approximately MDKK 25 in annual revenue.
- Orax is a leading product and total solutions supplier, primarily to cemetery administrations across Sweden, with revenues of approximately MSEK 50.
- Epoke is a leading manufacturer of equipment for winter road maintenance and generates approximately MDKK 240 in annual revenue.
- Friggeråkers, under the Falköping brand, is a leading manufacturer of sand and salt spreaders, with revenues of approximately MSEK 110.
- AB Qvintus, which manufactures and supplies measuring instruments for temperature and pressure, has revenues of approximately MSEK 25 and is an add-on acquisition to Direktronik
- Sit Right AB and Enskede Hydraul AB are leading players in products and after-market parts, respectively, for forestry and construction machinery. Together, the companies generate approximately MSEK 150 in annual revenue.
- I Holland is a leading manufacturer of compression tooling for tablet presses in the pharmaceutical industry. The acquisition adds approximately MSEK 335 in annual revenue.

The outcome of contingent considerations depends on the results achieved in the companies and has a set maximum level. The acquisitions during the financial year include contingent considerations of MSEK 72, which represents 79% of the maximum outcome.

During the financial year, MSEK 140 (17) was paid in contingent consideration for previous acquisitions. Goodwill is motivated by expected future sales development and earnings growth and also by personnel and accumulated knowledge that are part of the acquired businesses. Goodwill in the Group as of 31 March 2026 amounted to MSEK 4,214 (3,618), goodwill is deemed not to be tax deductible.

Net assets of acquired companies at the time of acquisition

	Carrying amount in companies	Fair value adjustment	Fair value in the Group
Intangible assets	26	569	594
Other non-current assets	92	0	92
Inventories	233	0	233
Other current assets	307	0	307
Interest-bearing liabilities	-137	0	-137
Other liabilities	-195	-127	-322
Net identifiable assets/liabilities	325	441	766
Goodwill			509
Estimated consideration			1,276

Net assets of acquired companies at the time of acquisition

	2025/26	2024/25
Net identifiable assets/liabilities	766	854
Goodwill	509	593
Estimated consideration	1,276	1,447

Cash flow effect

	2025/26	2024/25
Group		
Intangible assets	-1,103	-1,311
Property, plant and equipment	-92	-94
Inventories	-233	-170
Other current assets	-307	-330
Provisions	37	17
Non-current liabilities	98	0
Current liabilities	324	441
Total consideration	-1,276	-1,447
Cash and cash equivalents in the acquired businesses	153	152
Unpaid consideration	245	175
Impact on the Group's cash and cash equivalents from acquisitions during the year	-879	-1,120
Adjustment of estimated contingent consideration in older acquisitions	-203	-16
Cash flow related to investments in businesses	-1,082	-1,136

Distribution of intangible assets in connection with acquisitions

	2025/26	2024/25
Goodwill	535	593
Trademarks	231	267
Other intangible assets	338	446
Total intangible assets via acquisitions	1,104	1,307

Contribution of the acquired units to consolidated revenue and earnings

	2025/26	2024/25
Revenue	720	350
Operating profit before acquisition costs	160	67
Transaction costs	-11	-21
Amortisation of surplus values	-16	-13
Profit contribution after acquisition costs	133	33

Contribution of the acquired units to consolidated revenue and earnings if they been included for the entire year

	2025/26	2024/25
Revenue	1,072	841
Operating profit before acquisition costs	164	143
Transaction costs	-11	-21
Amortisation of surplus values	-28	-38
Profit contribution after acquisition costs	125	84

Transaction costs relating to acquisitions during the year of MSEK 11 (21)) are recognised as administrative expenses.

Note 36 Earnings per share

	2025/26	2024/25
Earnings per share, SEK	5.82	4.95
Earnings per share, after dilution, SEK	5.81	4.93

The calculation of earnings per share for 2025/26 is based on profit for the year attributable to the Parent Company's shareholders amounting to MSEK 1,200 (1,019) and a weighted average number of shares outstanding during 2025/26 of 206,124,211 (206,051,912). The weighted number of shares outstanding including dilution is 206,553,500 (206,552,695).

Instruments that may generate future dilutive effects

The company had four outstanding call option programmes during 2025/26 which have resulted in dilutive effects in all quarterly reports. For a description of the options programmes refer to Note 7. Repurchased shares are used as a hedge for these programmes.

Note 37 Risk management

Financial risk factors and risk management

Lagercrantz strives for a structured and efficient management of the financial risks that arise in the operations, as reflected in the finance policy adopted by the Board. Financing activities are not conducted as a separate operating segment. Instead the intention is solely to support the business operations and to reduce and control risks related to financing activities. The Lagercrantz Group is exposed to different kinds of financial risks through its operations, such as currency risk, financing risk, interest rate risk, and credit risk. It is essential for Lagercrantz Group that both financial and business-related risks are assessed in an efficient and systematic manner. The company's risk management model for business risks does not aim to avoid risk, but rather to identify, manage, and price these risks.

The Board of Directors of Lagercrantz is responsible for establishing the financial policy, which sets out guidelines, objectives, and limits for financial management and the handling of financial risks within the Group. The financial policy governs the distribution of responsibilities between Lagercrantz Group's Board of Directors, Group Management and Group companies. Within the Group, Group Management has the operational responsibility for ensuring the Group's financing, as well as for efficiently managing cash liquidity, financial assets, and liabilities.

Currency risk

Currency risk is the risk of changes in value due to fluctuations in exchange rates. Through its international operations, the Group is exposed to currency risks in the form of transaction exposure and translation exposure. Transaction exposure arises from future business transactions while translation exposure arises from recognized assets and liabilities in foreign currency. Despite Lagercrantz Group's international presence, the Group's operations are normally local in nature with regard to currency risks. Through local operations, incoming and outgoing payments in various local currencies are balanced. Currency risk is the largest financial risk to which Lagercrantz Group is exposed and affects the Group's earnings, equity and competitive position in various ways:

- Earnings are affected when sales and purchases are denominated in different currencies (transaction exposure).
- Earnings are affected when assets and liabilities are denominated in different currencies (translation exposure).
- Earnings are affected when subsidiaries' results in different currencies are translated into Swedish kronor (translation exposure)
- Equity is affected when the subsidiaries' net assets in different currencies are translated into Swedish kronor (translation exposure).

Transaction exposure

For an internationally operating trading company such as the Lagercrantz Group, it is important to offer customers and suppliers the option to transact in their own currency. This means that the Group is continuously exposed to currency risks in both accounts receivable and accounts payable denominated in foreign currencies. During the year, the Group's payment flows in foreign currencies were distributed as follows:

Purchasing and sales in important currencies

Amounts in MSEK	Purchasing	Sales
USD	697	685
CAD	3	21
EUR	2,813	3,380
GBP	885	1,033
DKK	1,288	1,223
NOK	326	511
JPY	89	60
PLN	180	67
CNY	132	49
Group total	6,411	7,028

Cash and cash equivalents by currency

Amounts in MSEK	31 Mar 2026	31 Mar 2025
SEK	22	14
USD	54	76
EUR	174	132
CNY	19	13
DKK	12	5
GBP	33	190
NOK	6	11
Other currencies	12	15
Group total	331	456

According to the Lagercrantz Group's guidelines, the effects of exchange rate fluctuations should, as far as possible, be reduced through purchasing and sales in the same currency, as well as through currency clauses. A currency clause means that compensation is provided for exchange rate changes that exceed a predetermined level during the contract period. Hedging of current exposure in foreign currency is used sparingly. The long-term benefits of currency hedging are considered to be limited, particularly when combined with increased complexity in the accounting of financial derivatives.

Translation exposure

The Lagercrantz Group's translation exposure is currently not hedged. The translation exposure in the Group's equity may, during certain periods of significant exchange rate fluctuations, be substantial. The largest exposures are in EUR, DKK (which is pegged to EUR), USD, and NOK. The impact of translation differences on equity is shown in the statement of changes in equity.

Exchange rate sensitivity

A change in EUR (including DKK whose exchange rate is linked to the EUR) in relation to SEK of 5% is estimated to affect the Group's operating profit by MSEK +/- 25 (40) and the equivalent change in USD of +/- 5% has an effect of MSEK +/- MSEK 1 (1).

The effects of exchange rate changes can also have other effects on results since measures are continually taken to minimise the negative effects of exchange rate fluctuations. This makes the actual effects on the result difficult to predict and analyse.

Interest rate risk

Interest rate risk refers to the risk that changes in interest rates will affect Lagercrantz's earnings negatively through increased costs for the company's borrowings with variable interest. The financial policy states that maximum borrowing and fixed interest periods should relate to the period where a borrowing need is expected to exist. The general rule is that a maximum of 50% of borrowing can be fixed for one to five-year terms. Interest rate risk arises in two ways:

- The company may have invested in interest-bearing assets, the value of which changes when interest rates change.
- The cost of the company's borrowing changes when the interest rate scenario changes.

Lagercrantz Group does not have any long-term surplus liquidity and normally does not invest funds in anything other than short-term bank deposits or short-term money market instruments with a maturity of less than 90 days. The interest rate risk in the Group's short-term investments in securities is therefore minimal. Changes in interest rates therefore primarily affect the company's borrowing costs. The debt portfolio consists of committed credit facilities with a fixed interest term of one year, as well as external loans with a fixed interest term of three to six months. A change in the weighted average interest rate of 1% is estimated to affect the Group's interest expense before tax by MSEK 40 on an annual basis, given the conditions that prevailed during the financial year.

The Group's objective is to maintain an appropriate liquidity reserve through cash holdings and an overdraft facility or committed credit facilities.

Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer agreement, resulting in a financial loss. Lagercrantz Group's credit risk relating to trade receivables is well diversified through a large number of projects and other business agreements of varying size and type, with a wide number of customer categories across numerous geographical markets. The company therefore has no significant concentration of credit risk. Financial credit and counterparty risk are identified, managed and reported in accordance with the framework defined by the Group's finance policy, as well as risk policy and authorization rules. In connection with financing of projects and other business agreements, Lagercrantz may in certain cases assume responsibility for bank guarantees in the form of Parent Company guarantees towards a third party, in order to ensure financing for a limited period. According to the financial policy, the aim is to have as few credit counterparties as possible, and they must always be of the highest credit quality. No material financial losses occurred during the year. See also Note 23 Trade Receivables.

Financing risk

The overriding goal of Lagercrantz's capital structure is to ensure the ability to continue operations, allowing the Group to continue generating a return for its shareholders, and to minimise borrowing costs. Capital requirements are secured through an active and professional borrowing process for overdraft facilities and other credit facilities. Raising of external financing is centralised to the Parent Company, Lagercrantz Group AB. Adequate payment readiness is to be achieved through agreed credit commitments and surplus liquidity is primarily used to amortise outstanding loans. The Parent Company is responsible for both the Group's long-term financing and liquidity management. The Parent Company also provides an internal bank, which lends to and borrows from the subsidiaries.

Financing risk is the risk that Lagercrantz does not have access to sufficient financing at any given time. Financing risk increases if Lagercrantz's creditworthiness deteriorates or if the company becomes overly dependent on a single source of financing. If all or large portions of the debt portfolio fall due at one or a few points in times, this may result in the refinancing or rollover of a large share of the loan volume under unfavorable interest rate and credit conditions. To limit financing risk, the procurement of long-term credit commitments is initiated no later than nine months before the existing credit commitment expires.

Established relationships with capital market are a prerequisite for Lagercrantz's ability to ensure the supply of capital on market terms with a long-term perspective. Through negotiated credit facilities, there is strong preparedness for temporary fluctuations in the Group's liquidity requirements. For maturity dates, see Note 31 Interest-bearing liabilities and provisions. As of the balance sheet date, Lagercrantz had confirmed bank credit facilities consisting of:

- Overdraft facility of MSEK 1,000.
- Revolving credit facilities of MSEK 2,100 and a Term loan of 500 MSEK, maturing in September 2027.
- Revolving credit facilities of SEK 2,100 million and a term loan of SEK 500 million mature in September 2026, with an option to extend for one year. The option is secured under the existing financing agreement and may be exercised by the company within an extension window running from 23 July 2026 to 23 August 2026.

Capital risk

The Group's objective regarding its capital structure is aligned with the purpose of securing the ability to continue operations, enabling it to continue generating a return for shareholders and value for other stakeholders, while maintaining capital structure that ensures a low cost of capital. Risk related to the Group's capital level is assessed in terms of equity ratio and interest coverage ratio. The current levels of these measures comfortably meet the requirements set by capital providers, the so-called covenants.

Note 38 Related parties**Related parties**

The Parent Company has a related-party relationship with its Group companies and with the members of the Management team. The company's directors and their close family members control approximately 32% of the votes in the company.

Transactions with related parties

The Parent Company invoices subsidiaries for intra-Group services. Sales among Group companies have occurred in small amounts. Transactions are based on market-related terms. No other related party transactions have occurred within the Group. No other purchases or sales have occurred between the Parent Company and Group companies.

Note 39 Significant events after closing day

During the period April–June 2026, five business acquisitions were completed. In April, 100% of the shares in Michael Switchgear and Nivex Topsafe Group, as well as 95% of the shares in Hycon, were acquired. In May, 88% of the shares in Stalon were acquired and in June, 100% of the shares in Marsden Machine Group Limited were acquired. These acquisitions contribute combined annual sales of approximately SEK 400 million to the Group. Otherwise, no significant events affecting the Group have occurred after the end of the reporting period.

Note 40 Information about the Parent Company

Lagercrantz Group AB (publ), with corporate identity number 556282-4556, is the Parent Company in the Group. The company's registered office is in Stockholm, Stockholm County, and it is a limited liability company according to Swedish legislation:

Address of the head office:
Lagercrantz Group AB (publ)
Vasagatan 11, 10th floor (visiting address)
P.O. Box 3508
SE 103 69 Stockholm, Sweden
Tel: +46 8 700 66 70
www.lagercrantz.com

Note 41 Pledged assets and contingent liabilities

	31 Mar 2026	31 Mar 2025
Group		
<i>Pledged assets</i>		
<i>For own liabilities and provisions</i>		
Chattel mortgages	118	117
Other	–	–
	118	117
<i>Contingent liabilities</i>		
Guarantee commitments, FPG/PRI11	1	1
Other guarantees	77	65
	78	66
Parent Company		
<i>Pledged assets</i>	none	none
<i>Contingent liabilities</i>		
Guarantee commitments, FPG/PRI11	50	53
Other guarantees	1	1
	51	54

The Parent Company guarantees the subsidiaries' pension obligations via FPG/PRI.

Note 42 Appropriation of profits

The Board of Directors proposes that the following profits, SEK 3,347,284 thousand, at the disposal of the Annual General Meeting shall be allocated as follows:

Dividend to the shareholders SEK 2.50 x 206,159,271 shares*	515,398
To be carried forward	2,831,886
Total	3,347,284

* Based on the total number of shares outstanding as of 31 March 2026.

The total dividend amount is subject to change until the record day, depending on share repurchases and transfer of shares to participants in long-term incentive programmes. In making the proposal for dividend, the company's dividend policy, equity ratio and financial position in other respects were taken into account, and due consideration was given to the company's ability to fulfil present and anticipated payment obligations in a timely manner and to carry out necessary investments.

Reconciliation tables alternative performance measures

EBITA and EBITDA

Group, MSEK	2025/26	2024/25
Profit before net financial items according to the income statement	1,694	1,439
Amortisation, intangible non-current assets (+)	229	207
EBITA	1,923	1,646
Depreciation property, plant and equipment (+)	361	321
EBITDA	2,284	1,967

Working capital and return on working capital (P/WC)

Group, MSEK	2025/26	2024/25
EBITA (moving 12 months)	1,923	1,646
Inventories, annual average (+)	1,557	1,398
Trade receivables, annual average (+)	1,634	1,421
Trade payables, annual average (-)	817	747
Working capital (annual average)	2,373	2,071
Return on working capital (P/WC), (%)	81%	79%

Acquired growth and organic growth

Group	2025/26	%	2024/25	%
Acquired growth (MSEK, %)	1,273	13%	1,157	14%
Organic growth (MSEK, %)	272	3%	121	2%
Exchange rate effects (MSEK, %)	-326	-3%	-18	0%
Total growth (MSEK, %)	1,219	13%	1,260	16%

Net debt/Receivables and net debt/equity ratio

Group	2025/26	2024/25
Non-current interest-bearing liabilities	3,873	3,418
Current interest-bearing liabilities	671	672
Cash and cash equivalents	-331	-456
Net debt (MSEK)	4,213	3,634
Equity (MSEK)	4,436	3,837
Net debt / Equity	0.9	0.9

Operational net debt/receivables and operating new debit/equity ratio

Group	2025/26	2024/25
Net debt	4,213	3,634
Less pensions	-55	-55
Less lease liability	-505	-546
Operating net debt (MSEK)	3,653	3,033
Equity (MSEK)	4,436	3,837
Operating Net debt / Equity	0.8	0.8

Definitions

Capital employed¹

Total assets, less non-interest-bearing provisions and liabilities.

Cash flow from operating activities per share¹

Cash flow from operating activities in relation to the weighted average number of shares outstanding after repurchases and adjusted for dilution.

Cash flow per share after dilution¹

Cash flow for the year in relation to the weighted number of shares outstanding after repurchases and adjusted for dilution.

Change in revenue¹

Change in net revenue as a percentage of the preceding year's net revenue.

Earnings per share after dilution

Net profit for the year attributable to the parent company's shareholders in relation to the weighted number of shares outstanding after repurchases and dilution.

Earnings per share before dilution

Net profit for the year attributable to the parent company's shareholders in relation to the weighted number of shares outstanding after repurchases.

EBITDA¹

Operating profit before depreciation and impairment.

EBIT margin

Profit before net financial items as a percentage of net revenue.

Equity/assets ratio¹

Equity, plus non-controlling interests as a percentage of total assets. The equity portion of untaxed reserves is included in the parent company's calculation of the equity ratio.

Equity per share¹

Equity divided by the number of outstanding shares on the balance sheet date.

Interest coverage ratio¹

Profit after financial items plus financial expenses divided by financial expenses.

Net debt/equity ratio¹

Interest-bearing liabilities divided by equity, plus non-controlling interests.

Net debt/receivables¹

Interest-bearing provisions and liabilities, including pension liabilities and including liabilities related to financial leases according to IFRS 16, less cash and cash equivalents and investments in securities.

Operating margin¹

Operating profit (EBITA) as a percentage of net revenue.

Operating net debt/equity ratio¹

Interest-bearing provisions and liabilities, excluding pensions and excluding lease liability, less cash and cash equivalents and investments in securities, divided by equity plus non-controlling interests.

Operating net debt/receivables¹

Interest-bearing provisions and liabilities, excluding pensions and excluding liabilities related to financial leases according to IFRS 16, less cash and cash equivalents and investments in securities.

Operating profit (EBITA)¹

Operating profit before amortisation of intangible non-current assets that arose in connection with acquisitions.

Organic growth¹

Changes in net revenue excluding currency effects, acquisitions and disposals compared to the same period of the previous year.

Profit margin¹

Profit after financial items, less participations in associated companies as a percentage of net revenue.

Return on capital employed¹

Profit after financial items, plus financial expenses as a percentage of average capital employed (opening balance plus closing balance for the period, divided by two).

Return on equity¹

Net profit for the year after tax as a percentage of average equity (opening plus closing balance for the period, divided by two).

Return on working capital (P/WC)¹

Operating profit (EBITA) as a percentage of average working capital, (opening balance plus closing balance for the period, divided by two), where working capital consists of inventories, trade receivables and claims on customers less trade payables and advance payment from customers.

¹ The key ratio is an alternative performance measure according to ESMA's guidelines.

Auditor's report

To the general meeting of the shareholders of Lagercrantz Group AB (publ), corporate identity number 556282-4556

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of Lagercrantz Group AB (publ) for the financial year 2025-04-01 – 2026-03-31, except for the corporate governance statement on pages 44–47 and 96–124. The annual accounts and consolidated accounts of the company are included on pages 40–83 and 96–124 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 March 2026 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 March 2026 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts. Our opinions do not cover the corporate governance statement on pages 44–47 and 96–124. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

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

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's Board of Directors in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

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

Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

Acquisition-related transactions and assets

Lagercrantz Group conducts an acquisition-intensive business where acquisitions of new subsidiaries are accounted for using the acquisition method, which means that goodwill is recognized at fair value, calculated as the purchase consideration minus the fair value of the net assets acquired and assumed liabilities. Acquisitions may include contingent additional purchase considerations and options relating to minority interests. The valuation of assets and liabilities dependent on future results of the acquired companies is complex and requires significant estimates and judgments by management.

The goodwill and other intangible assets arising from completed acquisitions constitute a significant portion of Lagercrantz Group's total assets. As of 31 March 2026, the group's reported value of goodwill amounts to MSEK 4,214 and other intangible assets amount to MSEK 2,861. These assets are tested for impairment annually or when events or changes in circumstances indicate that the carrying value of the asset may be below its recoverable amount. Management typically determines the recoverable amount based on value in use, which is based on management's assessment of factors such as expected sales growth, margin development, weighted average cost of capital, level of future investments, and assumption of growth rate beyond the forecast period.

For further information, refer to note 1 "Accounting policies," note 35 "Investments in Operations", note 16 "Goodwill", and note 17 "Other Intangible Assets" in the consolidated financial statements.

Our audit procedures

Our audit procedures included, but were not limited to:

- Reviewing the company's acquisition analyses, including valuation and accounting for contingent purchase considerations and liability for purchase and sale options;
- Reviewing and challenging, with the support of our internal valuation specialists, management's assessments of the fair value of acquired assets and liabilities for significant acquisitions;
- Reviewing and challenging, with the support of our valuation specialists, significant assumptions in management's valuation model for determining recoverable amount, including assessment of
 - assumptions such as sales growth, margin development, weighted average cost of capital, level of future investments, and assumption of growth rate beyond the forecast period;
- Comparing historical forecasts to actual outcomes;
- Performing arithmetic testing of cash flow models and reconciling assumptions to approved business plans; and
- Evaluating that the disclosures in the consolidated financial statements meet the requirements of IFRS

Responsibilities of the Board of Directors and the Managing Director

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

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

Auditor's responsibility

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

A further description of our responsibility for the audit of the annual financial statements and consolidated financial statements can be found on the website of the Swedish Supervisory Board of Public Accountants: www.revisorsinspektionen.se/revisornsansvar.

This description is part of the audit report.

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Lagercrantz Group AB (publ) for the financial year 2025-04-01 – 2026-03-31 and the proposed appropriations of the company's profit or loss.

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

Basis for Opinions

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

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

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

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

Auditor's responsibility

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

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

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

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

A further description of our responsibility for the audit of the annual financial statements and consolidated financial statements can be found on the website of the Swedish Supervisory Board of Public Accountants: www.revisorsinspektionen.se/revisornsansvar. This description is part of the audit report.

The auditors' examination of the Esef report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Lagercrantz Group AB (publ) for the financial year 2025-04-01 – 2026-03-31.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the Esef report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section. We are independent of Lagercrantz Group AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

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

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with the Chapter 16, Section 4 a of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4a of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The firm applies International Standard on Quality Management 1, which requires the 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.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual accounts and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

The auditor's examination of the corporate governance statement

The Board of Directors is responsible for that the corporate governance statement on pages 44–47 has been prepared in accordance with the Annual Accounts Act.

Our examination of the corporate governance statement is conducted in accordance with FAR's auditing standard RevU 16 *The auditor's examination of the corporate governance statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted

auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 of the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act/ the Annual Accounts Act for Credit Institutions and Securities Companies/ the Annual Accounts Act for Insurance Companies.

Auditor's limited assurance report

Conclusion

We have conducted a limited assurance engagement of the sustainability statement for Lagercrantz Group AB (publ) for the financial year 2025/26. The sustainability statement is included on pages 96–124 in this document.

Based on our limited assurance engagement as described in the section Auditor's responsibility, nothing has come to our attention that causes us to believe that the sustainability statement does not, in all material respects, meet the requirements of the Swedish Annual Accounts Act which includes,

- whether the sustainability statement meets the requirements of European Sustainability Reporting Standards (ESRS),
- whether the process the company has carried out to identify reported sustainability information has been conducted as described in the sustainability statement,
- compliance with the reporting requirements of the *EU's Green Taxonomy Regulation Article 8 (EU Taxonomy)*.

Basis for conclusion

We have conducted the limited assurance engagement in accordance with FAR's recommendation RevR 19 *Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten*. Our responsibility according to this recommendation is further described in the section Auditor's responsibility.

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

Other matters

Prior year's sustainability statement has not been subject to limited assurance procedures and no review of the comparative figures in the sustainability statement for the year 2024/25 has been performed.

Other information than the sustainability statement

This document also contains other information than the sustainability statement and is found on pages 2–83 and 90–95.

The Board of Directors and the Managing Director are responsible for this other information.

Our conclusion on the sustainability statement does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our limited assurance engagement on the sustainability statement, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the sustainability statement. In this procedure we also take into account our knowledge otherwise obtained in the limited assurance engagement and assess whether the information otherwise appears to be materially misstated.

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

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors [and the Managing Director] are responsible for the preparation of sustainability statement in accordance with Chapter 6, paragraphs 12–12f of the Swedish Annual Accounts Act, and for such internal control as they determines is necessary to enable the preparation of the sustainability statement that is free from material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express a conclusion on whether the sustainability statement has been prepared in accordance with Chapter 6, Sections 12–12f of the Swedish Annual Accounts Act based on our review. The limited assurance engagement has been conducted in accordance with FAR's recommendation RevR 19 *Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten*. This recommendation requires that we plan and perform our procedures to obtain limited assurance that the sustainability statement is prepared in accordance with these requirements.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. 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. This means that it is not possible for us to obtain such assurance that we become aware of all significant matters that could have been identified if a reasonable assurance engagement had been performed.

Our firm applies ISQM 1 (International Standard on Quality Management), which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We are independent of Lagercrantz Group AB (publ) in accordance with professional ethics for auditors in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

A limited assurance engagement involves performing procedures to obtain evidence to support the sustainability statement. The auditor selects the procedures to be performed, including assessing the risks of material misstatements in the sustainability statement, whether due to fraud or error. In this risk assessment, the auditor considers the parts of the internal control that are relevant to how the Board of Directors and the Managing Director prepare the sustainability statement, in order to design procedures that are appropriate under the circumstances, but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control. The review consists of making inquiries, primarily of persons responsible for the preparation of the sustainability statement, performing analytical review, and conducting other limited review procedures.

Our review procedures concerning the entity's process for identifying sustainability information to be reported included, but were not limited to:

- Obtain an understanding of the process by:
 - Performing inquiries to understand the sources of the information used by management, and
 - Reviewing the entity's internal documentation of its process
- Evaluate whether the evidence obtained from our procedures about the process implemented by the entity is consistent with the description of the process set out on pages 100-101 in the sustainability statement.

The review procedures with respect to the sustainability statement included but were not limited to the following:

- By inquiries obtain an understanding of the entity's control environment, reporting processes, and information systems relevant to the preparation of its sustainability statement
- Evaluate whether information identified to be material by the entity's the process for identifying sustainability information reported, is included in the sustainability statement

- Evaluate whether the structure and the presentation of the sustainability statement is in accordance with the requirements in ESRS
- Perform inquiries of relevant personnel and analytical procedures on selected disclosures in the sustainability statement
- Perform substantive assurance procedures on a sample basis on selected disclosures in the sustainability statement
- Perform inquiries and analytical procedures to evaluate whether the methods, data and significant assumptions used to make estimates in the sustainability statement are appropriate and applied consistently

The review procedures with respect to the EU Taxonomy included but were not limited to the following:

- Obtain an understanding of the process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the sustainability statement
- Evaluate whether the activities within the EU Taxonomy are consistent to the financial statements and related notes
- Evaluate processes, documentation and assessment of eligibility and alignment with the economic activities and technical screening criteria within the EU Taxonomy
- Evaluate whether the reporting is in accordance with the requirements in EU Taxonomy

Inherent limitations

In reporting forward-looking information in accordance with ESRS, the Board of Directors and the Managing Director for Lagercrantz Group AB (publ) are required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the entity. The actual outcome is likely to be different since anticipated events frequently do not occur as expected.

Deloitte AB, was appointed auditor of Lagercrantz Group AB (publ) by the general meeting of the shareholders on the 2025-08-26 and has been the company's auditor since 2023-08-29.

Stockholm according to subsequent digital signature on the Swedish original

Deloitte AB

Alexandros Kouvatso
Authorized Public Accountant

The Auditor's Report has been taken from the combined version of the Annual Report and the Sustainability Report. Therefore, the page references relating to the Sustainability Report do not correspond to those in this version.

R-CON supplies pumps and sprinkler systems for fire protection in buildings and industrial facilities. The company has been part of the Lagercrantz Group since 2017.



Other information

Board of Directors · Group Management · Addresses



A control panel with several buttons and indicators is mounted on the wall, likely used to operate the machinery.

A black toolbox is placed on a table in the background, containing various tools and equipment.

Technical specifications and safety instructions are visible on the red machinery panel.

OIL AN

R-CO

GOODHE

Board of Directors



FREDRIK BÖRJESSON

Born 1978, Bachelor of Science (Econ.)

Chairman of the Board since 2021, elected to the Board in 2016.

Board member of Bergman & Beving AB and Addtech AB, and of a number of companies within Tisenhult-gruppen AB.

Experience: Leading positions within Tisenhult-gruppen AB.

Holding: 78,080 B shares (family), 8,190,630 A shares and 3,445,650 B shares (via Tisenhult-gruppen) (25 May 2026).

Dependency conditions: Independent in relation to the company and its senior executives. Dependent in relation to the major shareholders.



ANNA ALMLÖF

Born 1967, Bachelor of Science (Econ.)

Director since 2016.

Experience: COO & Regional General Manager Northern Europe – Securitas Technology, President Xylem Sverige AB, President Dala Vatten och Avfall AB, Senior Vice President Services Hiab, Gunnebo Group Management, management positions within Ericsson and Unisys.

Holding: 5,521 B shares (25 May 2026).

Dependency conditions: Independent in relation to the company and its senior executives. Independent in relation to the major shareholders.



ANDERS CLAESON

Born 1956, Master of Science (Industrial Economics).

Director since 2020.

Board member of A Claeson Consulting Company AB.

Experience: Over 30 years in the Addtech and Bergman & Beving groups, last as Executive Vice President of Addtech.

Holding: 30,000 B shares (25 May 2026).

Dependency conditions: Independent in relation to the company and its senior executives. Independent in relation to the major shareholders.



ANNA MARSELL

Born 1978, Master of Science.

Director since 2018.

Board member of Inossia AB and Galenica AB.

Experience: COO Gyros Protein Technology AB, COO Olink Proteomics AB (Thermo Fisher Scientific), COO Galderma Nordic AB. Head of Business Development and Corporate Governance within the Nestlé Group. Senior positions in medical technology companies.

Holding: 11,148 B shares (25 May 2026).

Dependency conditions: Independent in relation to the company and its senior executives. Independent in relation to the major shareholders.



MALIN NORDEJÖ

Born 1976, Master's Degree in Economics.

Director since 2024.

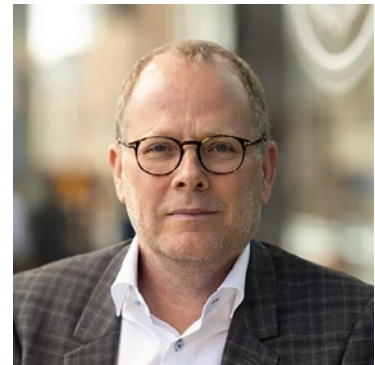
Chairman of the Board of Addtech.

Board member of Bergman & Beving and a number of directorships within Tisenhult-gruppen.

Experience: Senior positions within the Tisenhult Group and Trittech Technology, as well as auditor.

Holding: 63,050 B shares (family), 8,190,630 A shares and 3,445,650 B shares (via Tisenhult-gruppen) (25 May 2026).

Dependency conditions: Independent in relation to the company and its senior executives. Dependent in relation to the major shareholders.



JÖRGEN WIGH

Born 1965, Bachelor of Science (Econ.) from Stockholm School of Economics.

Director since 2006.

President and CEO.

Chairman of the Board of Bergman & Beving AB (publ).

Experience: Executive Vice President Bergman & Beving, founder of PriceGain, management consultant McKinsey & Co and investment manager Spira Invest.

Holding: 698,988 A shares, 1,760,350 B shares and 124,000 call options on B shares (3 Jun 2026).

Dependency conditions: Dependent in relation to the company and its senior executives. Independent in relation to the major shareholders.

Group Management



JÖRGEN WIGH

President and CEO

Born 1965.

Employed since: 2006.



JONAS AHLBERG

**Executive Vice President and responsible
for Business Development**

Born 1966.

Employed since: 2012.



PETER THYSELL

Chief Financial Officer

Born 1970.

Employed since: 2021, ended 31 March
2026.



KARIN MELLEGÅRD DJÄRF

Chief Financial Officer

Born 1973.

Employed since: 2026, commenced 1 April
2026.

Addresses

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Organisationsnr: 556282-4556

ELECTRIFY

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Tel: +46 934 153 10
www.cuedee.se

EFC Finland Oy

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Tel: +358 6 322 6222
www.efc.fi

Elfac A/S

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Elkapsling AB

Industrivägen 1, Alby
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Elpress AB

Industrivägen 15
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Enkom Active Oy

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Letti AS

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www.mssl.uk.com

Nordic Road Safety AB (NRS)

Ärvältsvägen 18
SE-861 36 Timrå, Sweden
Tel: +46 60 144 144
www.nordicroadsafety.com

Norwesco AB

Enhagslingan 19
SE-187 26 Täby, Sweden
Tel: +46 8 792 27 00
www.norwesco.se

Plast & Plåt Vägmarken AB (PPV)

Bangårdsvägen 49
Box 11
SE-428 36 Källered, Sweden
Tel: +46 31 99 70 90
www.ppv.se

SwedWire AB

Birger Svenssons väg 16 D
SE-432 40 Varberg, Sweden
Tel: +46 340 64 54 30
www.swedwire.se

Tykoflex AB

Radiovägen 29
P.O. Box 614
SE-135 26 Tyresö, Sweden
Tel: +46 8 505 949 00
www.tykoflex.se

VP metall AS

Raufoss Industripark
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SE-2830 Raufoss, Norway
Tel: +47 6115 1787
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CONTROL

CP Cases Ltd

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Worton Hall Industrial Estate
Worton Rd, Isleworth TW7 6ER
United Kingdom
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www.cpcases.com

Direktronik AB

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www.direktronik.se

Excidor AB

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GasiQ AB

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Tel: +46 302 246 80
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Hycon

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www.hycontools.com

Leteng AS

Enebakkveien 117
NO-0680 Oslo, Norway
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Load Indicator AB (LIAB)

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MH Modules Europe AB

Österlennvägen 280
SE-271 75 Glemmingebro
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Nikodan Process

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Orax AB

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