Annual &
Sustainability
Report 2024

Moving people, material, and businesses safely to new heights

Content

In the event of any discrepancies between the Swedish and the English versions of the Annual Report, the Swedish version shall take precedence.

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August 2024
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Alimak Group
Photo Competition

Alimak Group has a photo competition where the employees participate with own photos from the every-day-business. Every month, a winner from each divison is chosen. In this annual report you will see some of the winning photos.

This symbol indicates a photo from the competition.

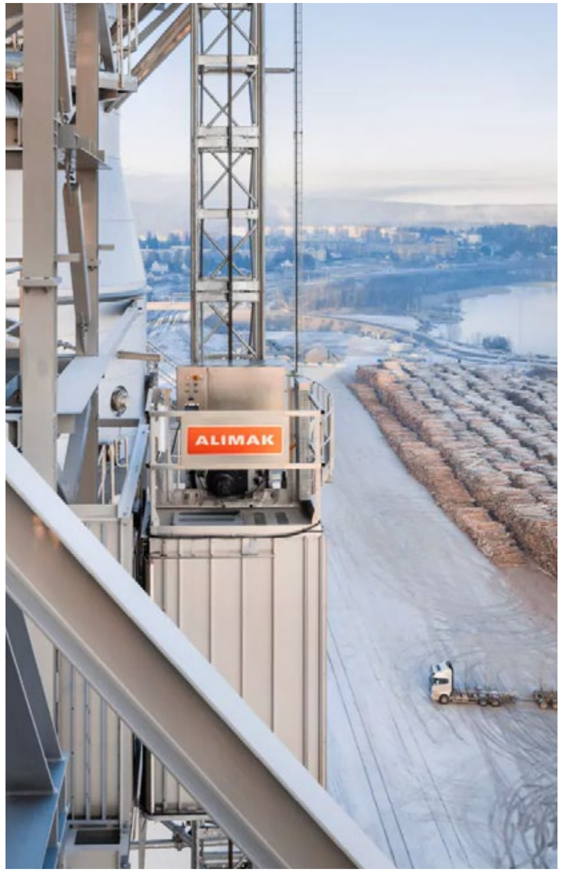
In Brief

In Brief

Who we are

Alimak Group is a global provider of sustainable vertical access and working at height solutions. With a presence in more than 120 countries, the Group develops, manufactures, sells and services vertical access and working at height solutions with a focus on adding customer value through enhanced safety, higher productivity and improved cost efficiency.

Founded in Sweden in 1948, the Group has its headquarters in Stockholm and approximately 3,000 employees around the world. Alimak Group is listed on Nasdaq Stockholm.

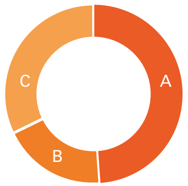


Revenues

MSEK

7,099

Per region



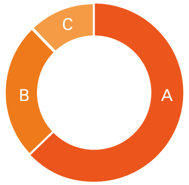
A) EMEA, 49
B) APAC, 19
C) Americas, 32

Average number of full time employees

Dec. 31, 2024

2,957

Per region, average 2024



A) EMEA, 65
B) APAC, 21
C) Americas, 14

Where we are

Alimak Group has a global network of sales offices, distributors and service partners. This puts us close to our customers and ensures good knowledge of their business as well as long-term relationships. It also benefits the customers through a unique combination of international and local service and support.

Geographic

No. of countries

120+

Global presence

Our brands

ALIMAK SCANCLIMBER AVANTI

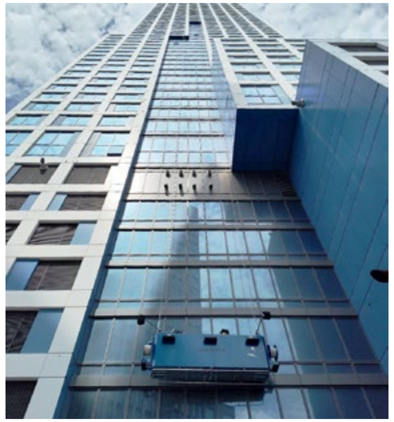
Tractel manntech COX GOMYL

ALIMAK GROUP

What we do

Our divisions

Facade Access



Facade Access offers equipment and systems that are permanently installed and provide access to various kinds of structures – mainly buildings, but also bridges, tunnels and industrial installations. The offering comprises sales of new equipment in turnkey solutions as well as services for existing equipment.

Read more on page 24

27%	Share of Group Revenue
41%	Service share of sales
12%	EBITA margin

Construction

Construction sells and rents new and used equipment for temporary use in construction, industrial and refurbishment projects. The offering is broad and comprises construction hoists, transport platforms, suspended platforms and mast climbing work platforms. There is also a range of services linked to the equipment.

Read more on page 27

23%	Share of Group Revenue
38%	Service share of sales
14%	EBITA margin

Height Safety & Productivity Solutions

The largest product category for HSPS is wire rope hoists for man-riding and material lifting applications. The offering also comprises personal protective equipment, confined space access and rescue equipment, and systems such as lifelines, safety ladders and guardrails and other lifting equipment.

Read more on page 30

19%	Share of Group Revenue
14%	Service share of sales
18%	EBITA margin

Industrial

Industrial works with installed elevators for permanent use. The equipment is used for maintenance and secure access for people and goods in various industrial sectors, often in demanding environments. The offering comprises traction and rack and pinion elevators, where rack and pinion elevators are the largest category.

Read more on page 33

21%	Share of Group Revenue
55%	Service share of sales
25%	EBITA margin

Wind

The Wind division is a specialised player with a broad geographic reach. The products are designed for use in wind farms, ensuring reliable operation throughout the life of the wind turbines. The offering comprises service lifts, ladders and safety solutions, as well as services and spare parts.

Read more on page 36

10%	Share of Group Revenue
32%	Service share of sales
19%	EBITA margin

ALIMAK GROUP

Highlights 2024
for Alimak Group

Product development to increase safety

At Alimak Group, safety is a core element of our product development process. We are committed to designing and manufacturing vertical access solutions that not only meet but exceed industry safety standards. We actively participate in standard committees driving the development of new standards. Throughout the year, we have also collaborated with key stakeholders, including rental companies, construction firms, interest groups, inspection bodies, unions, and authorities, to develop solutions that enhance safety at construction sites. One example is the possibility to prevent machine operation unless a certified technician has completed the required inspections.

Digital innovations

Safety is a cornerstone also for our digital innovations. Through connected services, customers can efficiently monitor the performance and safety of machines in real-time. Additionally, the online tool AliCalc simplifies the calculation of stress forces exerted by construction hoists on buildings and the ground, ensuring precise assessments for a safe and reliable installation process.

Improved Employee Net Promoter Score, eNPS

The Voice survey has been in place for nearly three years. During this time, we have increased score eNPS from –2 to +26. We are proud of this improvement and remain dedicated to reaching our goal of exceeding 40.

Continued execution of the New Heights programme

Since the launch of the New Heights programme in 2020, we have established a stronger, more resilient industrial group that delivers significantly higher earnings and margins. We achieved our previous set of financial targets, and we are now on track to meet the goals set in 2023. Since 2021, the Wind division has successfully completed its turnaround, while the Facade Access division has made significant progress. We have created a stronger Construction division, a fast-growing and highly profitable Industrial division, and have successfully integrated Tractel that was acquired in 2022.

The Year
in Key Figures

Key Figures

	2024	2023	2022	2021	2020
Order intake*, MSEK	6,947	7,027	4,784	3,772	3,761
Revenue, MSEK	7,099	7,097	4,512	3,728	3,740
Operating profit adj (EBITA adj)*, MSEK	1,221	1,150	616	483	396
Operating profit adj (EBITA adj)*, %	17.2%	16.2%	13.6%	13.0%	10.6%
Operating profit (EBITA)*, MSEK	1,198	1,145	603	483	319
Operating profit (EBITA)*, %	16.9%	16.1%	13.4%	13.0%	8.5%
EBIT*, MSEK	998	945	546	448	278
Profit for the period, MSEK	623	515	376	307	183
Earnings per share, before dilution, SEK	5.89	5.25	5.26[1)]	4.24[1)]	2.52[1)]
Earnings per share, after dilution, SEK	5.87	5.25	5.26[1)]	4.24[1)]	2.52[1)]
Earnings per share adj*, before dilution, SEK	7.45	6.76	5.90	4.57	2.92
Cash flow from operating activities, MSEK	1,149	1,067	501	646	505
Dividend, SEK	3.00[2)]	2.50	1.82[3)]	2.46[1)]	2.24[1)]
Leverage (Net Debt/EBITDA)*	1.79	2.26	8.00[4)]	0.55	1.50

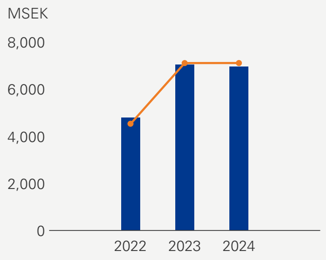
[1)] Recalculated in comparison periods to consider rights issue.
[2)] Proposed by the Board of Directors based upon number of outstanding shares as of year end 2024.
[3)] Dividend per share according to amount of shares at the time of dividend payment.
[4)] EBITDA in leverage calculation only include 5 weeks from Tractel
* Definitions see page 136.

Sustainability KPI

	2024	2023	2022	2021	2020
Energy intensity, tot energy MWh/revenue in MSEK[1)]	5.0	N/A	N/A	N/A	N/A
Share of renewable energy, %[1)]	35	N/A	N/A	N/A	N/A
CO_2e emissions, ton/revenue in MSEK[2)]	1.52	1.53	1.65	2.05	1.98
Share of product range covered by LCA studies, %	81	52	50	8	0
Lost time injury frequency rate (LTIFR), all sites	4	6	5	9	7
Total recordable injury frequency rate (TRIFR[3)]), all sites	8	12	10	17	12
e-NPS	+26	+15	+6[4)]	N/A	–6
ESG mapping of direct material suppliers, %	77	66	N/A	N/A	N/A
ESG mapping of direct material expenses, %	67	60	N/A	N/A	N/A

[1)] New KPI in line with ESRS reporting demands, no data from previous years.
[2)] Data for 2020–2023 does not include commuting emissions.
[3)] TRIFR includes MTI, LTI and FTI.
[4)] Average from three surveys (–2, +7, +13)

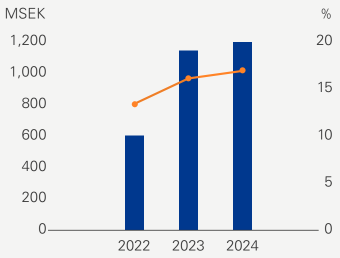
Order Intake and Revenue



Order intake — Revenue

Order intake decreased by 1% with flat constant currency decrease. Revenue was flat with 1% constant currency increase.

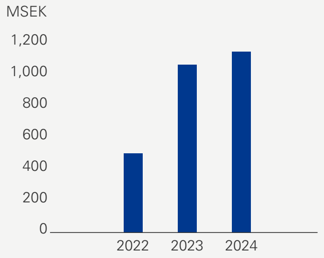
Profitability



EBITA — EBITA margin

EBITA increased to MSEK 1,198 with a margin of 16.9%

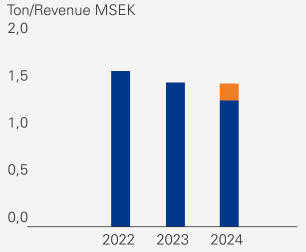
Cash Flow



Cash flow from operations

Cash flow from operations was MSEK 1,149.

CO_2 emissions



Without commuting Commuting

CO_2 emissions, Scope 1, Scope 2 and Scope 3 (business travel and commuting) per revenue. Emissions related to commuting started to be measured in 2024.

CEO Letter 2024

Building resilience and driving profitable growth to New Heights

We took yet another important step in the Group's development and execution of our strategy during 2024.

Since the launch of the New Heights programme in 2020, we have established a stronger and more resilient industrial Group, delivering significantly higher earnings and margins. This success is built on a simple, yet clear strategy introduced in late 2020, guided by our four strategic drivers: customer obsession, technology leadership, operational efficiency, and a commitment to people.

We complement this strategy with a lean, empowered, and decentralized organizational structure, ensuring that decisions are made close to our customers. This approach enables us to remain agile, adaptable, and produces resilient, sustainable results.

"With a robust financial position, we are driving progress across the Group to accelerate our profitable growth."

Since 2021, the Wind division has achieved a successful turnaround, and the Facade Access division is making strong progress. Additionally, we have strengthened the Construction division, established a fast-growing and highly profitable Industrial division, and successfully integrated Tractel, that was acquired in 2022, into our operations.

Customer-centric solutions

We continuously build on our customer-centric approach by actively engaging with customers to understand their needs. To achieve this, we aim to have the best people in the industry. Combined with our decentralized way of working, this enables us to make decisions under the right conditions and act swiftly. Sustainability is integral to our innovation process, ensuring that our products are built to last, are safe to use, energy efficient, and that materials can be recycled at the end of their life. Additionally, our solutions are designed to enhance the productivity of our customers.

Some examples of product developments during the year include the cost-competitive Alimak SL-Ex lift and the Alimak Medius 350 construction hoist, designed for small and medium-sized projects. The Medius was first developed and used on a local project in France and has now become part of the global offering. In the Facade Access division, we secured several significant projects in the infrastructure segment, most notably for major bridge projects, demonstrating our expansion into new market segments and our ability to develop products and solutions that address complex customer needs.

We also continue to develop new digital solutions, an area of increasing importance. With AliCalc, customers gain access to a tool that enables precise force calculations for construction hoist operations. This tool supports project planning, ensures compliance with safety standards, and contributes to safer and more efficient construction site management. These developments reflect Alimak Group's commitment to innovation and to meeting the evolving needs of the construction and industrial sectors.

Strategy for accelerated profitability

Alimak Group hosted an Investor Update on November 20, 2024, to provide investors, analysts, and media with an update on the Group's progress and efforts to meet the financial targets set in June 2023. We also presented our plans for "New Heights 2.0," an evolvement of the New Heights programme that will further accelerate profitable growth in 2026-2030.

In 2024, each division mapped its market and gained a deeper market understanding. This mapping will serve as the foundation for updated division strategies. During 2024 we also sent our committment letter to Science Based targets and cemented our commitment to net zero based target setting.

Strong financial position creates opportunities

With a robust financial position, we are driving progress across the Group to accelerate profitable growth. As interest rates decline, we anticipate a positive shift in the construction market throughout 2025, and we continue to invest in product development, sales, marketing, and services to drive organic growth. Our acquisition pipeline is filling with promising opportunities, and we are well-positioned to act. Overall, I am confident that our journey toward new heights will accelerate.

A special thank you to all our employees, who work as a team every day to help the Group reach its full potential. I would also like to thank all our customers, suppliers, partners, and shareholders for their continued support.

Ole Kristian Jødahl
President & CEO

Alimak Group
as an investment

Driven by global megatrends, including urbanisation and sustainability, and the growing focus on safety, Alimak Group is well-positioned to capitalise on the increasing demand for innovative and efficient solutions. With a strong niche presence, global reach, and a customer-centric business model, Alimak Group delivers innovative, sustainable and efficient solutions and is well positioned for accelerated profitable growth.

Supported by strong trends
As urbanisation accelerates, the world's cities continue to grow, creating an increased demand for the modernisation and renovation of buildings. Additionally, there is a heightened global emphasis on health and safety at work sites, and we are committed to addressing these needs through innovative, sustainable solutions and industry-leading practices. At the same time, the demand for efficient access solutions that minimise our customers' climate footprint and improve productivity is steadily rising. Together, these trends serve as a strong foundation for the sustained growth of our business.

Leading market position through technology leadership
Alimak Group has a long history and a market-leading range of high-quality products and services in selected niches. Through our technology leadership, we develop customised solutions that are safe, built to last, energy efficient and contribute to higher productivity and lower carbon footprint. This strong foundation allows us to maintain competitive advantages, drive innovation, and deliver tailored solutions that meet the demands of our customers.

Digital development
Automation, big data and AI tools are creating smarter and more efficient and safer ways to develop, produce, operate and maintain our products. Through connected services, customers can efficiently monitor the performance and safety of machines in real-time.

Global footprint with a large installed base
With a footprint in more than 120 countries, Alimak Group delivers a diverse portfolio of products and services designed to enhance customer value. By prioritising safety and sustainability, boosting productivity, and optimising cost efficiency, the Group builds strong customer loyalty and retention through its comprehensive offerings.

Growing service and aftermarket revenue
Each division operates a global service organisation that provides support throughout the entire lifecycle of equipment, including performing routine maintenance, repairs, renovations, retrofits, and replacements. Our wide range of services plays a pivotal role in prolonging product lifetime, reducing carbon footprint, ensuring continued safe product operations, and enhancing customer utilisation and cost efficiency.

Proven business model
Alimak Group is organised into five decentralised, customer-centric divisions that are responsible for the full customer journey: original equipment, asset lifecycle, spare parts and service. With a high degree of responsibility and a close relationship with our customers, we develop and innovate effective and sustainable solutions that benefit our customers and drive solid profitability for the Group.

Attractive financial metrics and strong financial position
Alimak Group has a capital-light model and maintains a longstanding track record of profitability and robust cash generation, driven by strong earnings, a focus on working capital improvements, and limited capital expenditure requirements.

Acquisition opportunities
The fragmented nature of the market presents numerous opportunities for bolt-on acquisitions that align with Alimak Group's strategic priorities. By integrating complementary businesses and technologies, the Group can expand the product portfolio, enhance customer value, and strengthen the market presence globally.

Read more about the New Heights programme on page 19.

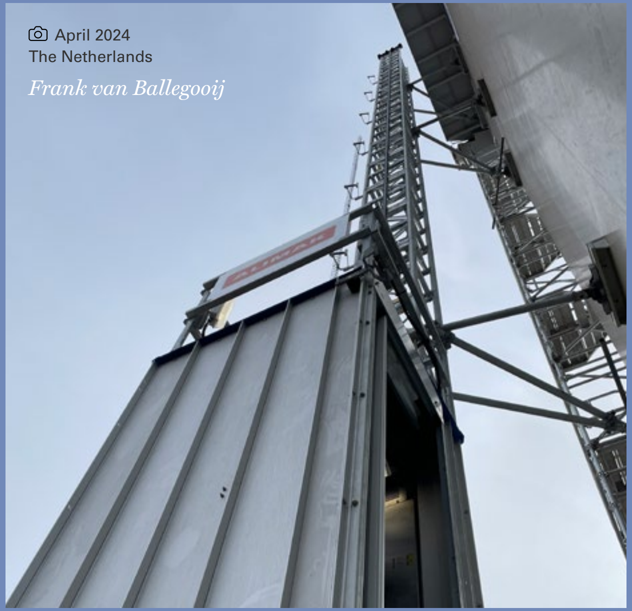
Our mission

Moving people, material and businesses safely to new heights.

This is what we promise to deliver to our customers. Alimak Group has a market leading position, and we see good opportunities to grow and strengthen profitability as well as to accelerate value creation for all stakeholders. Through our products and services, we help our customers to enhance safety and productivity, and reduce their carbon impact.

ALIMAK GROUP

Strategy & Targets



Strategy & Targets

Generating sustainable and profitable growth

Our strategy builds on the four pillars of the New Heights programme; people development, technology leadership, operational excellence and customer obsession. The four pillars together with the core values of the Group defines the output and value created in terms of “Who we are” (Sustainable Relationships), “How we operate” (Sustainable Operations) and “What we deliver” (Sustainable Solutions).

1 People development
“Our most valuable asset”

Read more on page 12.

2 Technology leadership
“Pioneering progress”

Read more on page 13.

3 Operational excellence
“Maximising every opportunity”

Read more on page 14.

4 Customer obsession
“Putting the customer at the forefront”

Read more on page 15.

”Who we are”
Sustainable Relationships

”How we operate”
Sustainable Operations

”What we deliver”
Sustainable Solutions

Our values

Take ownership
- We embrace an ownership mentality – take the initiative to leave things better than you found them.
- We can be relied upon by our colleagues and customers.
- We are all accountable for the quality and outcome of our work.

Move fast & deliver
- We get things done in the most efficient way.
- We are responsive to customer needs.
- We deliver on our promises promptly and on time.

Challenge the limits
- We go outside of our comfort zones, and consider alternate perspectives, but never compromise on safety.
- We strive for continuous improvement and growth.
- We manage risk to optimise results.

Be inclusive
- We embrace diversity and differing perspectives.
- We ensure everyone is being treated fairly and has the same opportunities.
- We ensure communication is always transparent and accessible.
- We collaborate effectively across the business.

People development

When all employees share Alimak Group's vision this creates drive and development that increases our sustainable value creation. Accordingly, we have built a corporate culture, where common goals are clarified, and our people are given the space to utilise their strengths and qualities.

Motivating work environments
The work of the divisions is based on decentralisation, which provides the right customer focus and clarifies the responsibility of each manager. Meanwhile, our employees feel responsible for their projects and for producing the best solutions for the customer. People development is also based on everyone feeling recognised and valued for their talents. This is monitored through performance conversations that sets individual development goals and provides feedback in a process where the individual has a high level of responsibility.

Clear managerial responsibility
The Group's strategy provides the direction for people development and ensures an understanding of where the business is heading. A lot of effort is put into ensuring that everyone feels responsible for the common goals. Managers shape the local environments that stimulate development. This means that they must be good role models in the businesses they are responsible for. At Alimak Group, there is a common programme for succession and talent planning, ensuring that this work is structured. By identifying potential leaders, we grow our people in their next steps and at the same time decrease the business risks.

Managers shape the local environments and working methods that support and stimulate development.

Safe and secure
Alimak Group strives to be an attractive employer. The work environment is safe and characterised by well-developed and sustainable safety thinking. We minimise the risk of direct injuries and prevent long-term work environment problems. Health activities such as the Active Together programme encourage exercise, reduce stress and increase social interaction. The Group's employee survey, The Voice, measures health and well-being. The eNPS score increased from 15 to 26 in 2024. We continue our improvement efforts – both at local and global levels – to reach our target of exceeding 40.

In practice

Increased engagement

Engagement surveys are conducted regularly to encourage everyone to contribute to the group' s development. The results are summarized in an Employee Net Promoter Score (eNPS), which has improved considerably. A series of measures have contributed to this, for example overall communication efforts and local improvement plans that have made more people understand the group's direction. To this is added the strategic work in the divisions, where individual development goals and group goals are connected. Global initiatives such as Sustainability Week help strengthen commitment to addressing various environmental, social, and governance aspects.

Strong increase in e-NPS

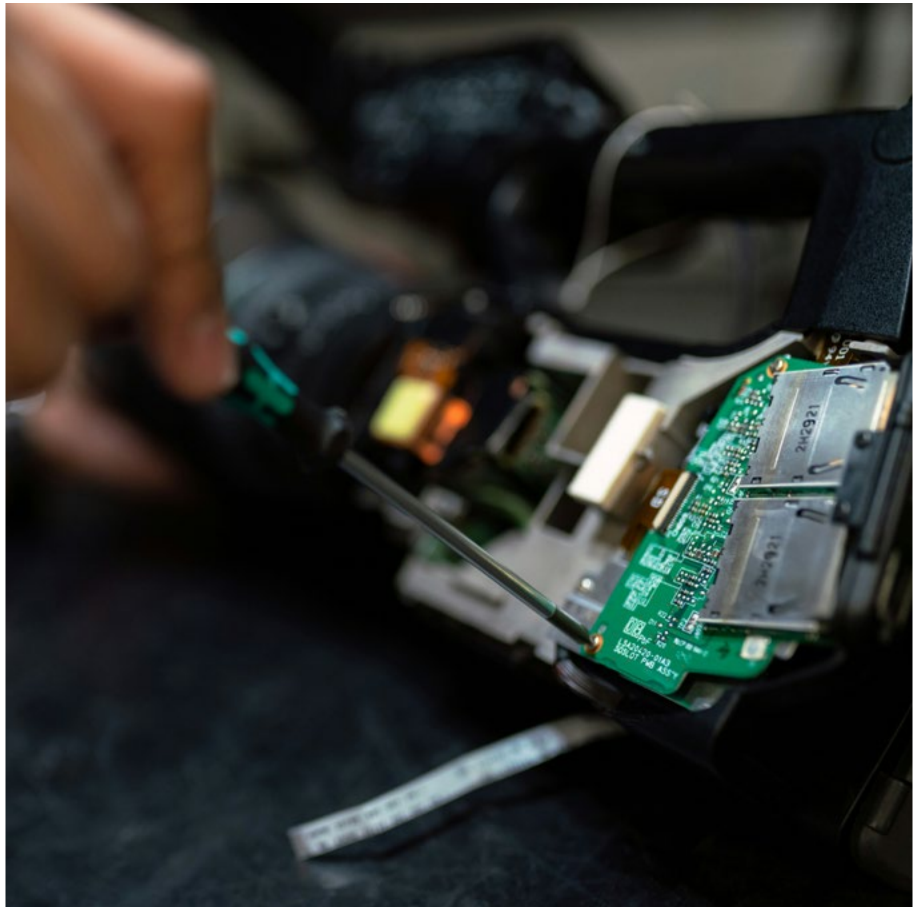
26 (15)

Technology leadership

Through technology leadership, we develop customised solutions that are safe, energy efficient and contribute to higher productivity. We stand for a smart, sustainable use of technology and services. This strengthens our customers' businesses and drives profitable growth in Alimak Group.

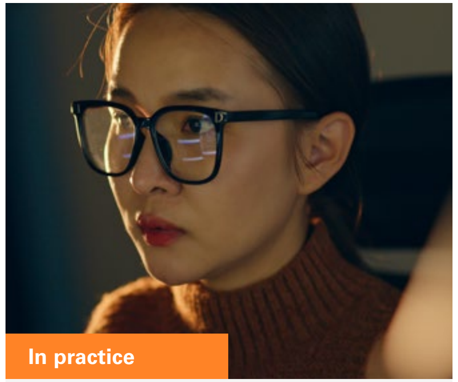
Broad, customised portfolio
The product portfolio has become broader and more tailored to needs. Customer obsession means that we listen to customers and develop products that match their demands and requirements. This responsiveness ensures that we are accurate in the development of technical solutions that provide easier and better access in more places. Environmental aspects are integrated in our development processes via life cycle analysis to reduce the carbon footprint over the life cycle. It is equally important that our solutions increase productivity for our customers.

Developing the right solutions
The focus on technology leadership has made us a stronger and more diversified group. The Industrial division is developing more solutions that meet specific customer needs. Wind has broadened the offering and increased the proportion of safety solutions, which has improved growth. Facade Access is providing innovative solutions for infrastructure, including new solutions for bridge and tunnel projects. HSPS has further developed its VoltTrac, a double-speed electric chain hoist, in close collaboration with customers. Construction is expanding the mast climbing work platforms business with the goal of replacing conventional scaffolding.



The focus on technology leadership has made us a stronger and more diversified industrial group.

Intelligent machines
Technical leadership also implies that we develop increasingly intelligent machines, equipped with real-time data access and smart service tools. This means that the use of a lift can be tailored to specific customer needs, which improves customers' energy efficiency and productivity. Becoming more digital also enables collection of more datapoints which will further strengthen our ability to provide better services for our customers in terms of total cost of ownership and lower carbon footprint.



In practice

Sustainable throughout the lifecycle

Life cycle analyses are carried out on most product lines, where the carbon footprint is measured at each stage – from the extraction of the product's raw materials, through manufacturing, installation and use until the day it is recycled or scrapped.

Servicing, preventive maintenance and repairs ensure safe operation and extended lifetime. The work is also based on circular thinking, where used equipment is bought back in order to be refurbished or upgraded with more advanced technology, to be then sold on to new customers.

Machines with proprietary software based control systems

>25,000

Operational excellence

We are focused on increasing efficiency throughout the organisation. By using our resources in new, smart ways, the business is strengthened, productivity is increased, and our carbon footprint is minimised. In this work, we learn from each other and benefit from decentralisation, which creates incentives for continuous improvements.

Clear results

The increased efficiency has strengthened Alimak Group. We have raised our margins in many areas and are delivering higher profitability as a result of this. Productivity has increased in the divisions. At the same time, our carbon footprint has been reduced. It is important that we focus on improvements in all parts of the organisation. Equally important is to "walk the talk" – that we actually do what we say we will do and concretely increase efficiency over time.

Working close to customers

Decentralisation is a cornerstone of our efficiency work. Alimak Group is run in an entrepreneurial way close to customers and markets. Giving our people responsibility and entrusting them to develop each local business makes the organisation powerful and increases the pace of the work on continuous efficiency improvements.

Using own resources

As a result of increased efficiency, we are achieving more with less resources. This is a saving that also makes us more sustainable and improves our cost efficiency. We are also skilled at learning from each other and at using our own resources in the development of better solutions. Using internal resources as far as possible – rather than using consultants – increases control and ownership of the product or service we develop or improve.

Productivity has increased in the divisions, which are results-oriented and have the right knowledge of customer needs.

Securing expertise

In our work on improving efficiency, we need to be good at recruiting and developing skilled people. To help us, we have structured methods for succession planning and performance management. We also highlight the importance of each individual in the work with continuous improvements. Strategies and goals are clarified in our communication channels. This increases understanding of the way forward for the organisation and how individual employees are expected to contribute to this journey.

In practice

Innovative solutions

At Alimak Group, there are currently many examples of products and services that save time and improve a customer's performance and productivity. Digitalisation is a strong driving force that is providing even more smart solutions. It is also giving us access to a lot of interesting data about how our equipment is used by customers around the world. In the next step, artificial intelligence will be used. This knowledge can then be turned into new solutions, which strengthen our technology leadership and further increase efficiency.

Higher operating margin

+5.9 p.p.

Customer obsession

Customer obsession means that we are always close to our customers and anticipate their needs in any given situation. Because when we do this, more business opportunities are realised, helping to drive growth and increase profitability in Alimak Group.

Listen, adapt and deliver
In practice, customer obsession means that we – irrespective of customer, segment or geographical market – are always responsive, can interpret needs and turn them into the right technical solutions. This requires us to have a broad understanding of how the governance, flows, sustainability aspects and logistics management look in the customer's business. This understanding ensures that we are accurate when designing offerings while confirming to the customers that we really speak their language.

Own responsibility
Customer obsession is based on us being organised in the right way and encourages clear responsibility for each individual transaction. Decentralisation is crucial and enables those closest to customers and the market to act and make decisions based on the right conditions. It is equally important to stimulate collaboration where employees – based on a shared view of what is to be achieved – work together to develop, fine-tune and refine what is to be delivered to the customer.

Increased value creation
The strategic focus on customer obsession has taken the Group to a new level, with a revenue growth from SEK 4 billion to SEK 7 billion in four years. The focus on carbon footprint throughout the value chain has also been strengthened, which in our case is about everything from material use and energy performance to safety aspects and the lifetime of our products.

Customer obsession, in combination with a decentralised structure and strong market alignment, has positioned Alimak Group as a resilient, sustainable and highly profitable industry leader with a clear path for continued growth.

> *Customer obsession is based on us being organised in the right way and encourages clear responsibility for each transaction*

In practice

Driving forces in the divisions

A concrete example of our customer obsession is the development in the Industrial division, where there are numerous segments and needs therefore vary. By working in a structured way to understand the customer's conditions in each segment, the division has improved its ability to deliver the right products and solutions. In a challenging market situation, the Wind division has also successfully worked closely with customers and developed customised solutions for specific needs. In the same way, all divisions work strategically and systematically to identify new business opportunities. This has boosted profitability and is driving future growth for the Group.

No. of countries

120+

Case study

Driving lasting change and ensuring safe operations

Safety is at the core of everything we do. The people who operate and work around our equipment should never face unnecessary risks, and we take every possible measure to ensure their safety.

In December 2023, a serious accident occurred in Sweden involving an Alimak construction hoist. An investigation by the Swedish Accident Investigation Authority concluded that due to faulty installation by the rental company, five of the screws and nuts that are required to hold the mast sections in place were missing. This tragedy has reinforced our ongoing commitment to lead and drive enhanced safety practices in the industry.

Collaboration for system innovation

Driving genuine and lasting change requires collaboration across the entire value chain. "Our ambition is to establish a new standard in safety by fostering partnerships between various stakeholders, systems, and components. Together, we can create solutions that make it easy to do the right thing – for example, systems that prevent machine operation unless a certified technician has completed the required inspections," says Peter Lindelöf, Business Development Manager Digitalisation at Alimak Group.

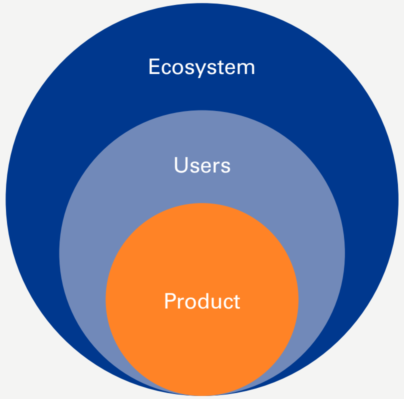
He adds, "We believe that workplaces should be as safe as possible. To achieve this, we have initiated discussion forums and opened channels for dialogue with industry partners. By working together, we aim to find common ground, lead innovation, and drive improvements that benefit the entire industry."

"We aim to find common ground, lead innovation, and drive improvements that benefit the entire industry."

Peter Lindelöf
Business Development Manager Digitalisation

Reducing human error with technology

Minimising risks associated with human error is another critical focus area. Alimak Group has developed a suite of digital tools and services designed to make safe practices intuitive and accessible. Safety and productivity go hand in hand, and our commitment extends beyond our products to promoting a culture of responsibility and safety across the industry.



To remain the leader, we must influence the entire system

Our mission: Moving people, material and businesses safely to new heights.

Alimak Group provides innovative tools and features to ensure safe and sustainable operations, some examples:

Access to vital information: Our systems confirm daily inspections and provide access to critical data for safe operations.

My Alimak/BMU/Avanti platforms: These tools provide an overview of machine information, including performance data, manuals, and usage statistics, enabling better safety and productivity management.

AliCalc: Simplifies the calculation of forces exerted by construction hoists on buildings and the ground to ensure safe installations and operational stability.

Enforced safety features: Equipment features that enable mandatory daily inspections and approvals before machines can be operated, reinforcing the importance of proactive safety checks.

Case study

A safer, smarter future

Increased safety, productivity and lower carbon footprint. These are some of the goals of the digitalisation initiative, which is in full swing at Alimak Group. Digital technologies are creating new customer value throughout the value chain, while the Group's own work can be streamlined.

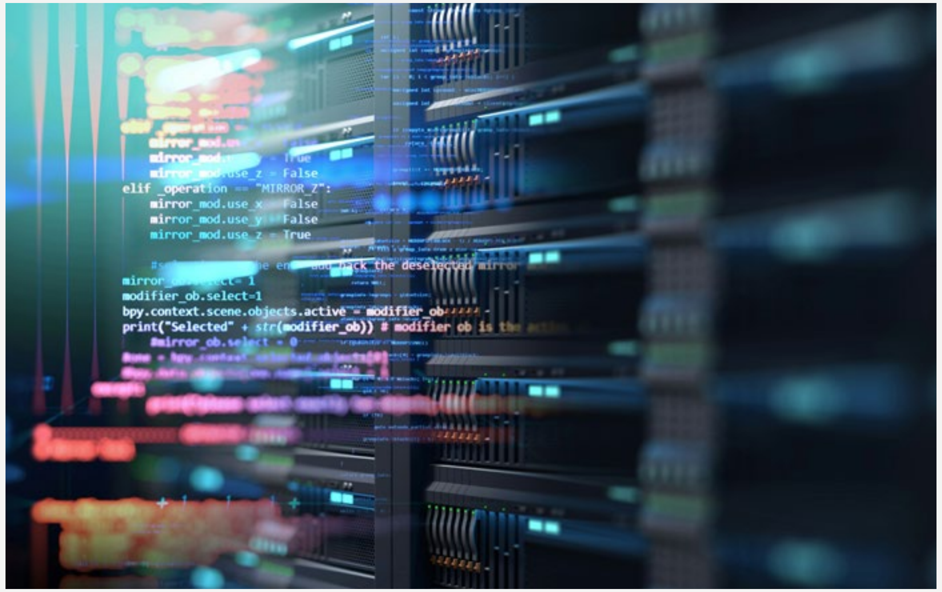
Like other machinery manufacturers, Alimak Group's product development was long focused on mechanics and electronics. The launch of the New Heights programme marked a trend reversal, as large investments also began to be made in digital technologies.

"The goal is to increase customer value throughout the entire life cycle of the products – from finding the right equipment, during installation and use, during service, maintenance and until the day the equipment is phased out," explains Charlotte Brogren, CTO at Alimak Group.

Today, QR codes are used in the machines. They provide access to information, for example, confirming that a daily inspection has been carried out. The My Alimak platform provides an overview of all relevant information for the machine such as performance, manuals and usage. The online tool – AliCalc makes it possible to easily calculate the stress forces a construction hoist exerts on buildings and the ground. This is important for carrying out a safe installation.

"Our digital solutions increase safety, efficiency and know-how about how to optimise the use of the equipment."

Charlotte Brogren
Chief Technology Officer



Safety in focus

The issue of safety is central and also dominates digital developments. Digital installation guides are available to customers and user data is continuously collected via connected services. This enables customers to monitor that the hoists are operating efficiently and safely.

Meanwhile, more and more effort is being put into developing the software in the control systems that manage the equipment. These systems are the brains of the technology, which is gaining increased importance in issues relating to user-friendliness, sustainability and operational flexibility.

Knowledge of control systems in particular has increased significantly. A major step was taken with the acquisition of Dataline in 2019. The company specialises in the development of smart, cost-effective embedded systems for control of lift applications. The acquisition has created an internal, digital development hub. This has been further developed and has paved the way for new solutions that have increased the performance and functionality of products and services throughout the Group.

One such example is the Wind division, which now offers customers the possibility to monitor the service lifts. Based on information about how the lifts are used, service and maintenance efforts are then optimised. The right maintenance at the right time increases cost efficiency, but also reduces the risk of downtime in a green energy source, which is important for the climate.

"What our digital solutions have in common is that they increase safety, efficiency, sustainability and know-how about how to optimise the use of the equipment," concludes Charlotte Brogren. And this journey has only just begun, so the most exciting digital developments are still ahead of us.

Alimak Group's journey towards CSRD

To ensure that we meet the requirements of the CSRD (Corporate Sustainability Reporting Directive), we have established an implementation plan. This plan reflects our commitment to integrating sustainability into our operations and reporting. Regarding Sweden's implementation of the CSRD, which came into effect on 1 July 2024, the first mandatory reporting in accordance with the directive will be for the financial year 2025.

Our implementation plan

1

Assign a team

Assign a team of company experts in the areas of Governance, Sourcing, Environmental, Human Resources and Health & Safety.

Q4 2023

2

Training

Training of the team in the CSRD/ESRS and other relevant standards to be able to share and involve other key personnel from the divisions.

Q4 2023

3

Decide on structure

Decide on a governance structure with responsible persons appointed for each site ensuring involvement from all divisions.

Q1 2024

4

Invest in ESG data system

Investment in a new ESG data reporting system to prepare proper documentation and disclosures on ESRS topics as well as collection of ESG data from each division and site.

Q1 2024

5

Double materiality

Conduct a double materiality assessment ("DMA") where potential and actual financial and impact materiality of the Group's activities on people and the environment were identified based on stakeholder dialogues.

Q3 2024

6

Review and approval

Review and approval of the DMA by the Group Leadership Team.

Q3 2024

7

Reporting in AR 2024

Sustainability statement in the 2024 Annual Report, with a focus on the IRO's (Impacts, Risks and Opportunities), ESRS 2 (General disclosures) and E1 (Climate change).

Q3 2024/Q1 2025

During 2025

The work will continue on developing the implementation plan and fine-tuning of reporting process to ensure compliance with the CSRD requirements.

- E1 Climate change
- E5 Resource use and circular economy
- S1 Own workforce
- S2 Workers in the value chain
- S4 Consumers and end users
- G1 Business Conduct

The New Heights programme
a strategic roadmap for profitable growth

The New Heights programme is a strategic initiative launched in 2020 with the goal of creating a sustainable, resilient, highly profitable, and growing industrial company. Over the past four years, it has driven a significant evolution in the organisation, underpinned by clear goals, robust execution, and a focus on delivering results.

Key achievements of the New Heights programme

1 Strategic restructuring

- Shifted from a centralised, product-focused approach to a decentralised, market-driven business model.
- Established five divisions with full accountability for profit, balance sheet, and cash flow.
- Empowered decision-making at the local level while providing strategic guidance through a core framework.

2 Profitability and growth

- Increased group turnover from approximately 4 billion to 7 billion SEK.
- Improved profitability with adjusted EBITA margin up from 13% to 17.2%, driven by both organic growth and effective acquisitions.

3 Operational excellence

- Enhanced focus on operational efficiency and market needs, ensuring robust margin improvements.
- Transformation of underperforming divisions – the Wind division has achieved a successful turnaround, and the Facade Access division is making strong progress.
- The Construction division has been strengthened, we have established a fast-growing and highly profitable Industrial division, and successfully integrated Tractel into our operations.

Read more about the divisions on pages 24–38.

4 Market and product diversification

- Expanded the range of products and services.
- Introduced innovative products to reach into untapped market segments.

5 Sustainability and safety

- Embedded digital solutions into products to ensure safe usage.
- Cooperated with key stakeholders to establish a new standard in safety. Together, we can create solutions that make it easy to do the right thing.

6 Cultural transformation

- Fostered a culture centred on customer obsession, technology leadership, operational excellence, and people development.
- Promoted teamwork, ownership, and agility, empowering employees to deliver measurable results.

Plan going forward

The New Heights programme was set to run from 2020 to 2025, and Alimak Group has successfully completed the first three steps.

Preparations for the next phase, New Heights 2.0, are underway. This strategy will further accelerate our profitable growth.

In 2024, each division mapped its market and gained deeper insights into its market conditions. This market mapping serves as the foundation for updated division strategies, to be developed in 2025. These strategies, focused on driving sustainable, profitable growth, will outline objectives for the period from 2026 to 2030.

ALIMAK GROUP

Megatrends,
how they impact and our response

Global trends impacting our industry include urbanisation, digitalisation, and sustainability. Alimak Group is driving a number of initiatives to respond to these trends.

Urbanisation

Impacts on the industry

- Urbanisation is driving increasing investments in infrastructure and heightened activity in the construction sector, particularly in building at height. This is boosting demand for vertical access solutions, both during the construction phase and for the ongoing maintenance of buildings and structures.

Examples how Alimak Group responds to the trend

- Alimak Group offers a wide range of vertical access solutions for construction and maintenance of buildings, mainly in the Facade Access and Construction divisions.
- Additionally, Alimak Group has a large offering of products for infrastructure projects, mainly through its Height Safety & Productivity Solutions and Industrial divisions.

Digitalisation

Impacts on the industry

- Automation, big data and AI tools are creating smarter and more efficient and safer ways to develop, produce, operate and maintain advanced machines.
- It also creates opportunities to optimize and further develop internal processes.

Examples how Alimak Group responds to the trend

- During 2024 Alimak Group added new functionalities to our customer portals enabling easy access to key machine data and information.
- QR codes have been added to most products for easy access of key technical information like manuals etc.
- Introduced generative AI to improve internal working processes
- New BIM gallery was launched with more than 90 standard products.

Sustainability

Impacts on the industry

- There is an increasing demand from customers for products with a low carbon footprint.
- Regulatory requirements regarding improved resource efficiency and reduced climate impact are becoming stricter.
- Health and safety regulations are also becoming increasingly stringent.

Examples how Alimak Group responds to the trend

- Safety for our workforce and the users of the products and solutions we provide is the top priority for Alimak Group.
- In 2024, the Group took its first steps toward ESRS reporting.
- Alimak Group has defined four sustainability targets, addressing Environmental, Social, and Governance aspects.
- In 2024, an application for Science-Based Targets was submitted.

Macro challenges in 2024

In 2024, we continued to see a headwind in the construction industry. Geopolitical tensions have remained a challenge, but we have maintained a flexible and diversified sourcing strategy to mitigate these risks. Alimak Group's regional production and assembly set-up, with 26 production sites in 15 countries, continues to bring us closer to end markets, helping reduce supply chain risks.

In 2024, global inflationary pressures remained high, and although interest rates stayed elevated in many markets, we managed cost inflation through active pricing strategies and operational efficiency improvements. The year also saw continued success in managing our financial position, with strong cash flow resulting in reduced debt and a leverage ratio in line with our financial targets.

Group Targets
and Progress 2024

Alimak Group is committed to delivering on its financial targets and has taken another major step in that direction.

CFO comment on the financial targets

"It is pleasing to see that the organisation has delivered on the organic profitability improvement to reach an unprecedented adjusted EBITA margin of 17.2% in 2024. Strong cash-flows led to a leverage down to 1.79, well within our target of being below 2.5."

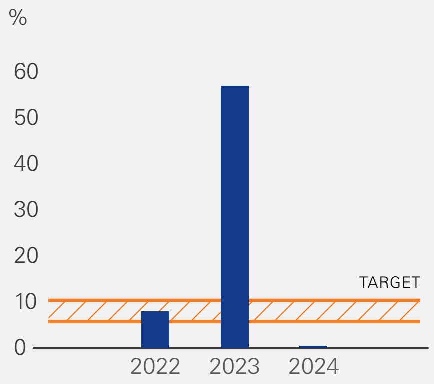
In 2024, we faced market headwinds in some divisions, in particular those exposed to the construction cycles. However, the strength of our diversified and service-weighted model helped mitigate these challenges. We are confident that we are well positioned to capture the benefits of any market rebound.

We are consistently working on embedding the financial performance focus in the organisation processes and culture. This gives us comfort to meet the financial targets. We will carry on de-leveraging, thus creating space to finance bolt-on and value-creative acquisitions.

Sylvain Grange, Chief Financial Officer

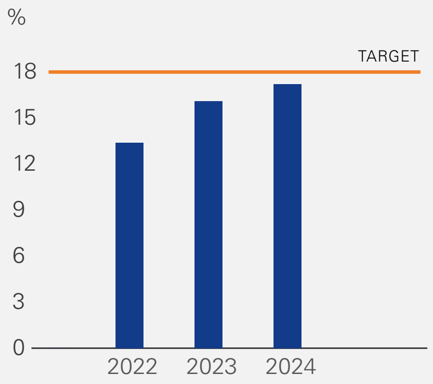
Financial Targets

Revenue growth 6–10%



2024 revenue increased by 0.03% to MSEK 7,099.

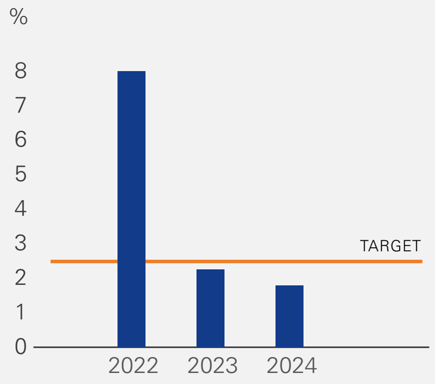
Adjusted EBITA margin >18%[1)]



The 2024 margin increased by 1.0 percentage points to 17.2%.

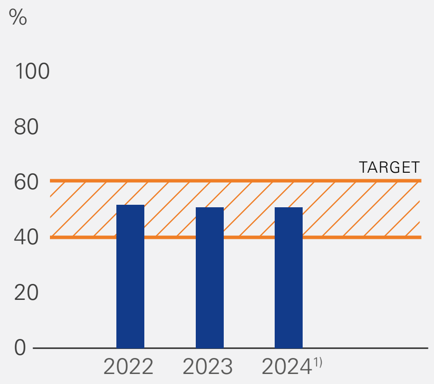
[1)] As communicated in June 2023: The Group's target is to achieve an adjusted operating EBITA margin exceeding 18% within 2–3 years.

Leverage ratio <2.5x



Leverage (Net debt/EBITDA) decreased to 1.79 by the end of 2024, due to the increased profitability and the strong cash flow generation.

Dividend pay-out policy 40–60% of net profit



The Board of Directors propose a dividend of SEK 3.00 (2.50) per share based on number outstanding shares at year end.

[1)] Proposed dividend



Comment on the sustainability targets

"Sustainability is at the heart of Alimak Group. In 2024, our Group Leadership Team and ESG experts began adopting the new CSRD/ESRS reporting requirements to align our sustainability targets with stakeholder expectations and to ensure our commitment to sustainability throughout the value chain."

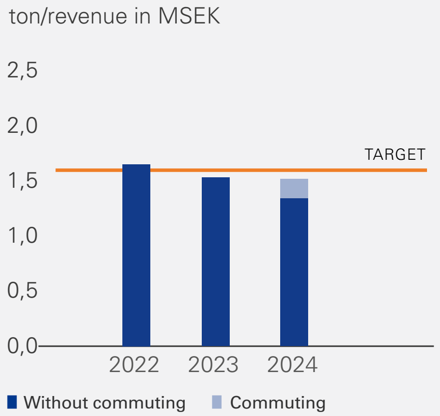
Charlotte Brogren
Chief Technology Officer

Annika Haaker
Chief People & Culture Officer

Rhys Baker
Senior HSEQ Manager

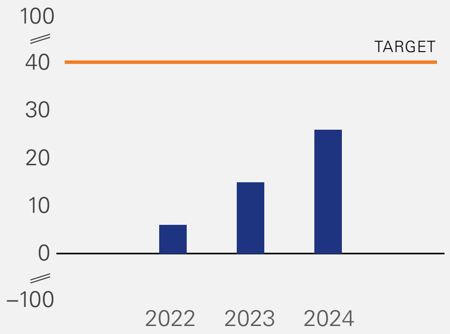
Sustainability Targets

CO_2e reduction[1] to 2025 30%



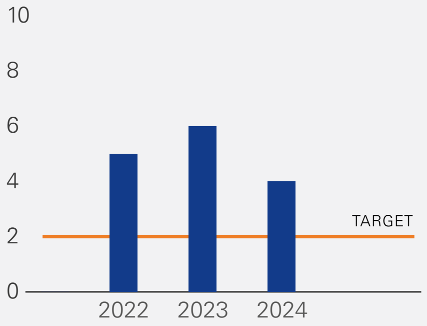
Alimak Group has a target to reduce total CO_2e emissions relative to revenue with 30% by 2025, in comparison with 2019. Emissions from the group's operations have decreased by 35% between 2019 and 2024. Mapping emissions connected to the value chain is in progress.

Employee NPS >40



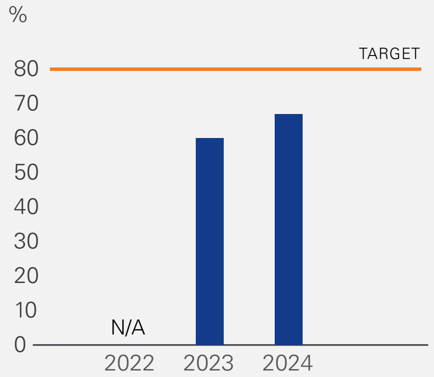
Employee Net Promoter Score is the average score given by engagement survey respondents in response to the question How likely is it that you would recommend Alimak Group as a place to work? NPS 26 is an improvement compared to previous years and took the company closer to the long term goal of 40, which is considered to be top 25% of employers.

LTIFR[2] <2



Lost Time Injury Frequency Rate (LTIFR) is used to measure the effectiveness of health & safety improvement programs across the Group. The current LTIFR target for Alimak Group is <2 LTIFR, and we are making good progress in support of our zero-harm objective.

ESG assessment of suppliers[3] >80%



Since 2023, the Groups suppliers of direct material are assessed from an ESG perspective. In 2024 we further improved the mapping covering 66% of material spend.

[1] Scope 1, 2, 3, normalized based on revenue, reduction compared to 2019.
[2] Injury rate per million working hours.
[3] Corresponding to 80% of direct material spend.

Divisions

May 2024
The Netherlands
Piet Weber

Divisions

Facade Access division

2024 was the second successful year of transformation for the Facade Access division. Despite strong head-winds in the construction market and low order intake for new construction equipment, infrastructure and service orders largely compensated. Together with strict tender reviews and project execution discipline, a substantial improvement in profitability was generated, creating a solid base for 2025 and beyond.

"Engineering know-how is used to develop the right solution for each project."

Philippe Gastineau
Senior EVP, Facade Access

May 2023, Jakarta
Hana Rahimin

Key figures

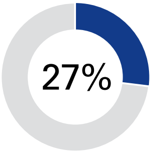
MSEK	2024	2023	2022
Order intake	1,720	1,815	1,389
Revenue	1,985	1,992	1,372
EBITA	233	125	56
EBITA margin, %	11.7	6.3	4.1

2024 highlights

Order intake	–5%
Revenue	0%
EBITA margin	11.7%

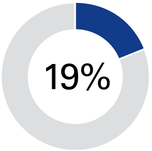
Share of Group

Revenue[1]



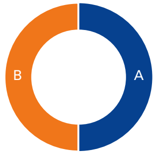
[1] External revenue

EBITA



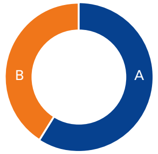
Split 2024

Order intake



- Equipment, 50%
- Service, 50%

Revenue



- Equipment, 59%
- Service, 41%

Brands

Tractel manntech COX GOMYL

Strong global brands

The Facade Access division offers equipment and systems that are permanently installed and provide access to various types of buildings, as well as bridges, energy facilities, and industrial installations. The solutions are used during the construction phase, as well as for cleaning, regular maintenance, and repairs. The offering includes sales of new equipment, usually sold as turnkey projects, as well as services. Sales of new equipment are focused on general contractors, while services are provided to asset owners (property or infrastructure) or facilities managers. The business is global and has been structured around three regions: North America, Europe-Middle East-Africa-India, and Asia Pacific and China. The division benefits from three strong global brands – Manntech, CoxGomyl, and Tractel – as well as a large installed base of 20,000 assets spread across the three regions. New products are continuously being developed in a process where digital and sustainable solutions are becoming increasingly important. The division uses the methodology of life cycle analysis to identify measures to further reduce the carbon footprint of the solutions we provide.

Sale of new equipment: from simple to complex access solutions

One of the key aspects of the transformation programme, which started in 2023, was to specialise teams into those managing new equipment and those managing services. This has enabled the teams, either regional for new equipment or local for services, to be dedicated to their markets, required competencies, and profitability requirements.

For new equipment sales, the access solutions vary in complexity – from simple tie-back or anchorage points to davit systems, to complex building maintenance units (BMUs) and uniquely designed infrastructure access solutions, such as the one deployed on Sydney Harbour Bridge.

Engineering know-how is used to develop the right solution for each project, taking into account the specificities of the building or infrastructure architecture, which determines, for example, the height or reach that the equipment must handle. The ability to identify these and other customer needs – and turn them into innovative solutions – is one of the two main competitive advantages of Facade Access, the other being the ability to service the asset for its entire life cycle.

Offering the right technology to the right customer aligns with our sustainability agenda, which includes reducing our carbon footprint. A recent example is Advanced Mechatronic Systems (AMS), a technology that uses new advanced controls to optimise the movement of the machine. The machine becomes much lighter, requires fewer mechanical parts, and can be used in a more flexible way than the traditional BMU design. The lower weight has a positive impact on material use, transportation, installation, and service, which reduces the overall carbon footprint by 30 per cent over its lifetime (scope 3 emissions).

The digitalisation of products is also increasingly important for our customers, who want to manage their assets more effectively. This starts with the ability to download a large part of our equipment solutions as BIM files during the design phase. In the customer's operations, all data relating to ongoing operations and service intervals are available in real time by connecting the equipment using My BMU. This facilitates remote troubleshooting and maintenance efforts, improving performance, safety, and the environment.

Integrated Design Services: a new offering for access design, meeting a clear market need

One of the newer growth areas is Facade Access' new service, Integrated Design Services (IDS), where the division offers consulting services in the design of access solutions. The benefit to customers is that they save time and money compared to when this work is performed by third-party design offices. IDS strengthens our relationship with customers and increases the likelihood that the division will also deliver the proposed solutions once the IDS work is finished. IDS was principally offered in North America in 2024, but the objective is to roll it out to the EMEAI and APAC regions in 2025. The market response so far in North America has been excellent, proving that the solution addresses a clear market need from customers, with a powerful value proposition: deliver the most optimal access solution quicker, at lower costs, and with the clear market leader.

Infrastructure projects: very specific client needs, covered by specialised Facade Access teams

Facade Access made substantial inroads in 2024 in large infrastructure projects, mainly relating to public sector clients in segments such as bridges, energy assets, and nuclear power plants. This segment is served by specialised teams that understand the specificities of such clients and the complexity of these projects. Several projects are underway across the three regions, including the continuation of the Sydney Harbour Bridge, the Gordie Howe Bridge between the USA and Canada,

Journal Squared
New Jersey USA

and the Houston Ship Channel Bridge. The Facade Access division is well-positioned to capture future infrastructure growth, for instance, in the nuclear power sector, by having the required competencies, references, and certifications to deliver successful projects.

Services: identify right customer needs and improve sustainability

2024 saw a substantial push in the services area. In addition to addressing a larger market share of the installed base for regular maintenance, local service teams have been promoting the Refurbishment, Retrofit, and Replacement (RRR) strategy with asset owners.

Services are performed in each market by specialised employees in their respective local Facade Access organisations. This was an important reason for the successful performance of the service part of the business in 2024. The experience to date shows that sales increase when services are offered close to customers and are tailored to their needs.

Through the RRR strategy, Facade Access offers safe and cost-effective use of equipment during its entire life cycle, thereby promoting sustainable operations for our clients and improving our scope 3 emissions targets. Refurbishment and retrofits ensure that ongoing maintenance and eventual upgrades are made to the highest professional standards, enabling customers to enjoy a low total cost of ownership over the asset's life cycle. When the equipment has reached the end of its life cycle, replacement ensures continued safe, efficient operations with new, more modern technology.

Sustainable manufacturing operations
The concentration of manufacturing at the Spanish factory has had a positive impact on internal efficiency, enabling us to streamline manufacturing processes both financially and from a sustainability perspective. As a result, the German assembly site has been closed in a rationalisation project, with a payback period of less than one year. Work is also underway to standardise component use in the brand portfolio. The goal is to generate synergies in sourcing and manufacturing among the three brands – CoxGomyl, Manntech, and Tractel – in order to increase cost efficiency.

Employee satisfaction driving improvements
The clarity of the Facade Access strategy, together with the specialisation of the teams in service and new equipment sales, has delivered positive effects on employee development. Roles and responsibilities have been clarified, and the way forward is clear, which has increased employee engagement, as shown by the improvement of the division's Employee Net Promoter Score (e-NPS) in 2024.

Sustainable business model is driving profitability
Although faced with strong headwinds in the construction market in 2024, the conditions for accelerating the profitability of the Facade Access division have played a full part in driving improvements. This includes a clear strategy, regionalisation, and specialisation of our teams. We are committed to sustainable operations, which included the necessary and well-executed closure of the assembly facility in Germany. Additionally, we focus on communication and employee satisfaction, an innovation team dedicated to harmonising technologies among our three brands, and the introduction of new sustainable technologies such as Advanced Mechatronic Systems (AMS) to the market. We also maintain discipline in tender review and project execution for new equipment, along with a strong focus on the RRR strategy for services. All of these factors have contributed to Facade Access' profitability improvements in 2024. We are looking forward to further improvements in 2025.

Business highlights in 2024

Continued strong development of the RRR strategy which increased service sales, including projects such as The Shard in London and for Radio France in Paris. RRR ensures the safe use of access solutions throughout the entire life cycle and provides a competitive total cost of ownership.

New major infrastructure projects, including bridge maintenance. During the year, a new consulting service called IDS was also launched, which enables the design of tailor-made access solutions for customers.

Launch of a multi-brand website (facadeacesssolutions.com) for the division's three brands – Manntech, CoxGomyl and Tractel.

Frankfurt, Germany

Smart technology for complex maintenance

FOUR is a large, exclusive property complex consisting of four skyscrapers in Frankfurt. The shape of the buildings presented a challenge when developing equipment for ongoing property maintenance. The assignment was entrusted to Facade Access, which developed an innovative solution for the customer using new technology. This solution involves three Building Maintenance Units (BMUs) that have been cleverly adapted to the complex façade elements _of the buildings.

To meet the strict requirements, a technology known as the Articulated Mechatronic System (AMS) was used. Equipped with several sensors and through intelligent synchronisation of the drives, the inclined façade sections could be accessed with a linear horizontal motion of the knuckle jib. Additionally, to automatically access the particularly sensitive, transverse façade projections, a special hoisting mechanism was incorporated into the solution. This enables the programming of all motion sequences in all dimensions, significantly increasing safety and preventing collisions with the building. The access solutions for FOUR are also designed to be lighter and more compact while maintaining their robust functionality.

Construction division

In a weaker market situation, order intake for new equipment and the rental services business remained solid in several markets. Meanwhile, the division is strengthening its business through broader geographical coverage and improved product offerings, which are supported by more digitalised services.

"Our decentralised model encourages our people to take ownership and make decisions that adds value to both shareholders and customers."

David Batson
EVP Construction Division

October 2023
Tony Dragone

Key figures

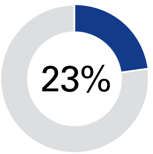
MSEK	2024	2023	2022
Order intake	1,756	1,753	1,466
Revenue	1,626	1,748	1,346
EBITA	228	315	243
EBITA margin, %	14.0	18.0	18.1

2024 highlights

Order intake	0%
Revenue	–7%
EBITA margin	14.0%

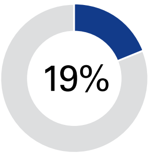
Share of Group

Revenue[1)]



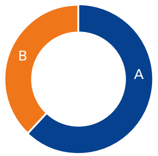
[1)] External revenue

EBITA



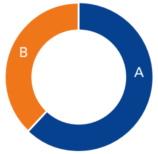
Split 2024

Order intake



- Equipment, 62%
- Service, 38%

Revenue



- Equipment, 62%
- Service, 38%

Brands

ALIMAK
SCANCLIMBER

Digital development in focus

The division is driving growth by developing temporary access solutions, which are safe, sustainable and innovative. The equipment improves the customers' productivity by allowing them to move people and materials in an optimal way. Improved logistics increases efficiency in large, complex construction projects. The development work is global and is closely linked to the division's own manufacturing. Broad geographical coverage ensures proximity to all major markets. This enables the development of technical solutions that match different customer requirements and needs, particularly in relation to health and safety. Construction hoists make it possible to access work areas in a safe and ergonomic way. This improves both productivity and health.

High-tech equipment is increasingly connected to digital services, which have become a natural part of the division's product development plans. These tools help to ensure that the technology is installed and used safely, but also that service and maintenance efforts are simplified. With the AliCalc tool, customers can perform technical calculations online, which are collected in a report via the My Alimak portal. Alimak's Building Information Modelling (BIM) contains 3D models with information on construction hoists, including capacity, speed and space requirements. The models can be configured as needed and make it easy for customers to make the right choice.

Customer-oriented development

In recent years, the division has broadened its product offering and market strategy. The background is more systematic efforts to identify and adapt to customer needs as well as using life cycle analysis to identify correct measures to reduce the carbon footprint. Regular customer surveys are carried out to determine requirements and needs, which are then incorporated in the internal work. Roadmaps are also used in the development of new or improved technologies that are often developed in collaboration with customers. This means that needs are met in a customer-oriented way. Meanwhile, the division's perspective is global which ensures that the entire organisation benefits from local development projects. One relevant example is the Alimak Medius 350. This construction hoist for small and medium-sized projects was used for the first time in a local project in France, but has now become part of the global offering.

October 2024
Stockholm, Sweden
Cecilia Colling

Business highlights in 2024

In the rental services business, 16 work platforms were delivered to a property project in Zürich. Four skyscrapers have undergone façade renovation and have been fitted with new windows. Efforts have also been made to optimise the energy efficiency of the properties, which are around 95 metres high. In the course of this work, four platforms were used at each property.

An Australian infrastructure development company **purchased a large quantity of used and refurbished equipment.** This involved a large number of work platforms with 19 drive units and around 1,000 mast sections in total. In addition, the division also delivered a number of support and safety solutions to this customer.

In addition to new products, the division has a rental services business and sales of used equipment. These market channels provide proximity to more types of customers, including construction contractors and property developers that are offered customised, innovative solutions. These also include sustainability aspects as the need to physically climb – or manually move materials – disappears. This increases safety and reduces the risk of injury.

Today, the rental and sale of used equipment are global businesses, distributed through distributors or own sales companies. Thus, the work with these products is broadening the geographical expansion. Meanwhile, it is positive from a sustainability perspective as the technical lifetime of the equipment is extended.

Encouraging responsibility

The Group's decentralised working method is a cornerstone of our people development. Our decentralised model encourages our people to take ownership and make decisions that adds value to both shareholders and customers. It is equally important that our people understand strategies and business objectives and work in line with them. Therefore, a lot of effort is put into creating a strong culture, including through internal communication, partly through the Voice employee survey and partly through newsletters and other communication channels. These efforts have delivered results, which is confirmed by the division's improvements in the Employee Net Promoter Score (eNPS). As part of people development, a global organisation offers exciting career opportunities. This may involve our people being given opportunities to work in new countries or in new professional roles across the organisation.

More flexible costs

The highest possible quality at the lowest possible cost – this is how the goal of ensuring high internal efficiency can be summarised. In the weaker market development that has characterised the business during the past year, reviews have been made to reduce the fixed costs. One concrete example concerns the operations in the Polish factory in Gniezno, which is run together with the Industrial division. A review at the site led to an increase in the level of outsourcing and a review of the supply chain. As a result, the operation's fixed costs have been significantly reduced.

Customers and market

The broad offering includes construction hoists, transport and work platforms as well as suspended platforms. Equipment is increasingly connected to digital tools that strengthen customer productivity and safety at all stages – from installation and use to service/maintenance and dismantling. The main markets are Europe, North America and Australia.

Developments in 2024

Market conditions remained challenging, where inflationary pressures in construction supply chains slowed down investments. Meanwhile, the division has a stronger business with broader geographical coverage and improved product offerings supported by more digitalised services.

June 2024
Stockholm, Sweden
Per Elmfeldt

London, UK

Work platforms simplified modular construction

Wood Wharf B2 is a unique construction project in London's Canary Wharf. It is the first modular building and consists of apartments, stores and restaurants. Modular construction means that the apartment units were prefabricated, including fitted bathrooms, kitchens, and furniture. The units were then transported to the site where everything was assembled. A total of ten Alimak MC 650 and MC 450 mast climbing work platforms were installed to achieve this. The customer opted for both single and twin masted configurations, with several drives. This enabled the mast climbers to be used independently from each other, which greatly increased efficiency on site.

As each apartment unit was lifted onto the building via crane, the construction team were able to stand on the platforms and guide the units into place. Additionally, the mast climbers facilitated the installation of the glazing panels on the building façade, reducing the total build time. Glazing panels are usually installed last in this type of construction project. However, using Alimak's mast climbers, it was possible to install the panels on the lower floors, even while the upper floors were still being constructed.

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— Construction
Height Safety & Productivity Solutions
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Wind
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Other

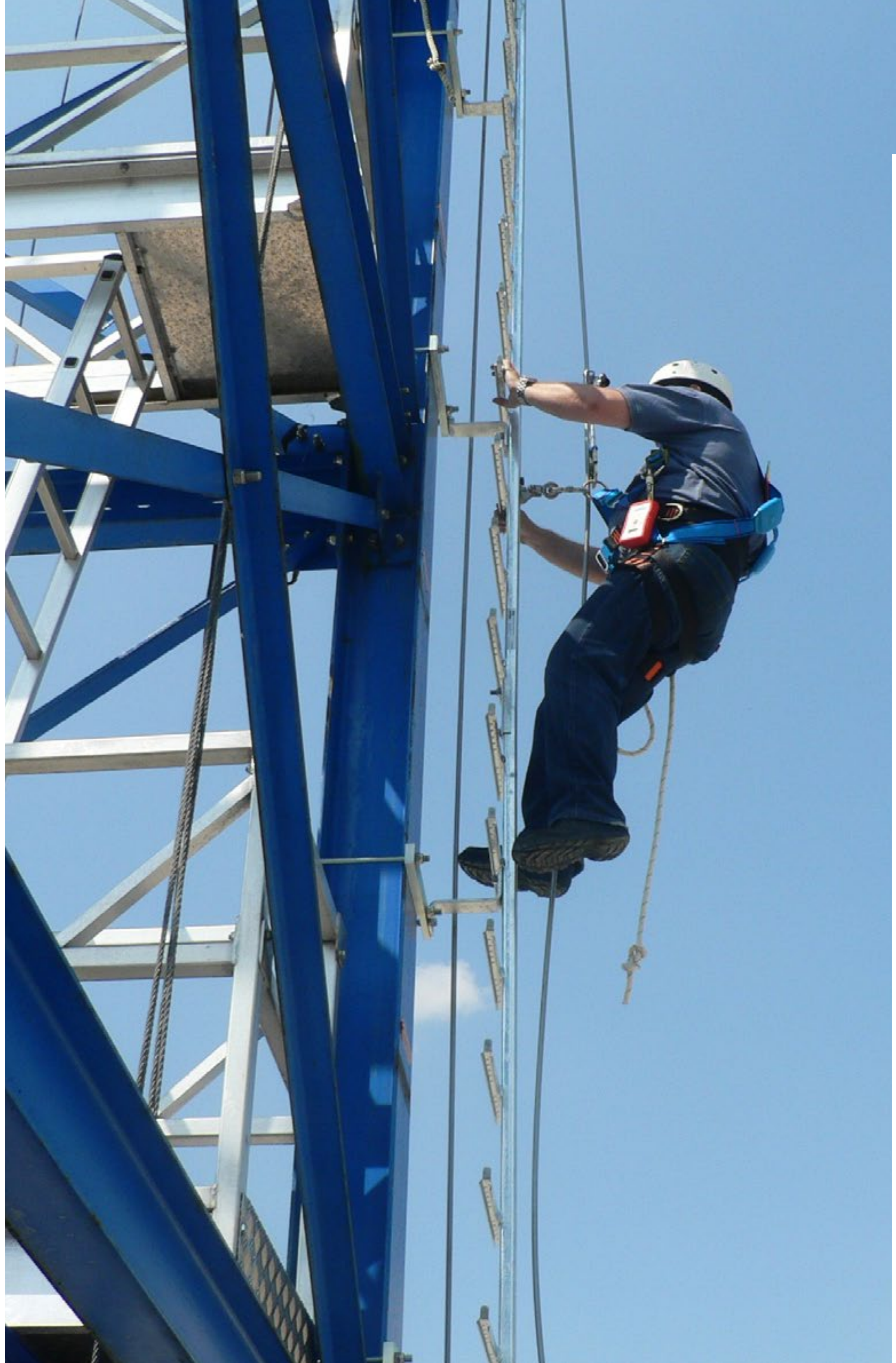
ALIMAK GROUP

Height Safety & Productivity Solutions division

Even though we faced some headwinds in the construction and industrial segments, in 2024 we successfully targeted specific end-customer segments, such as elevators, municipalities, and fire & rescue, in order to develop tailored solutions.

"Demand is driven by trends such as industrialisation, higher safety standards and requests for high productivity and sustainable solutions."

Philippe Gastineau
Senior EVP,
Height Safety & Productivity Solutions



Key figures

MSEK	2024	2023	2022[1]
Order intake	1,337	1,407	111
Revenue	1,360	1,410	111
EBITA	250	269	30
EBITA margin, %	18.4	19.1	27.2

[1] Reflects 5 weeks of Tractel.

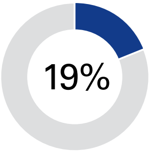
2024 highlights

Order intake[1]	–5%
Revenue[1]	–3%
EBITA margin	18.4%

[1] Aggregated numbers as if Tractel was acquired as of 1 January 2022.

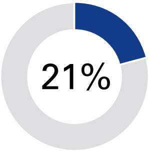
Share of Group

Revenue[1]



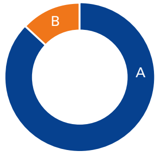
[1] External revenue

EBITA



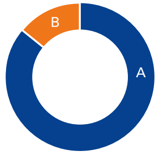
Split 2024

Order intake



- Equipment, 87%
- Service, 13%

Revenue



- Equipment, 86%
- Service, 14%

Brands

Tractel

Broad product offering

The Height Safety & Productivity Solutions division (HSPS) offers a wide range of mainly standardised products in the height safety, lifting & handling, and measurement & control product segments, with a broad array of end-user applications. The division's largest product category is manual and electric wire rope hoists for lifting applications. The strong, broad offering also includes personal protective equipment, confined space access and rescue equipment, and installed safety systems such as lifelines, safety ladders, guardrails, and safety gates.

The aftermarket business comprises service, maintenance, and training. The products are brought together in a competitive portfolio featuring iconic brands such as Tirfor, Minifor, Tirak, Faba, and Dynafor. Demand is driven by trends such as industrialisation, higher safety standards, and the need for high productivity and sustainable solutions.

The route to market is approximately 60% via a network of about 8,000 distributors, while the remainder of sales are made directly to end customers. The end-customer base is diverse and includes sectors such as energy, construction, industry, infrastructure, and telecoms. Through this broad network, the division reaches customers in 120 countries. As distributors become more digital, the division's sales support and marketing functions are being adapted to continue stimulating growth in this customer group.

Innovation and marketing as key drivers of growth

The connection between marketing and innovation, led by the division's MIT (Marketing, Innovation & Transformation) organisation, makes product development more targeted and adapted to customer needs. HSPS rotates an innovation pipeline of approximately 50 projects, from which about 10 new products are launched every year, ensuring the division's technology leadership. As in the other Alimak Group divisions, product development is based on a close dialogue with customers, an increased focus on sustainability and safety, and the possibilities offered by new technologies – all leading to a process where needs and requirements are turned into tailored solutions. Safety aspects are crucial in technological development. Our products increase safety when working at heights, minimise risks during complicated lifting, and improve safety when working in confined spaces.

Another important sustainability aspect is the long lifetime of the equipment, which is extended through service and maintenance via the HSPS network of local service centres and service partners.

Examples of new products in 2024 include a personal protection equipment kit, which was developed together with one of the division's major elevator customers. An improved version of the Volt Trac double-speed electric chain hoist was also launched. A new type of hook block was developed and certified for customers in the nuclear industry; the equipment is used for lifting in the reactor containment. For a client company in the US market, an innovative, synchronised double-hoist lifting solution was delivered during the year.

Knowing the end customers in key vertical segments

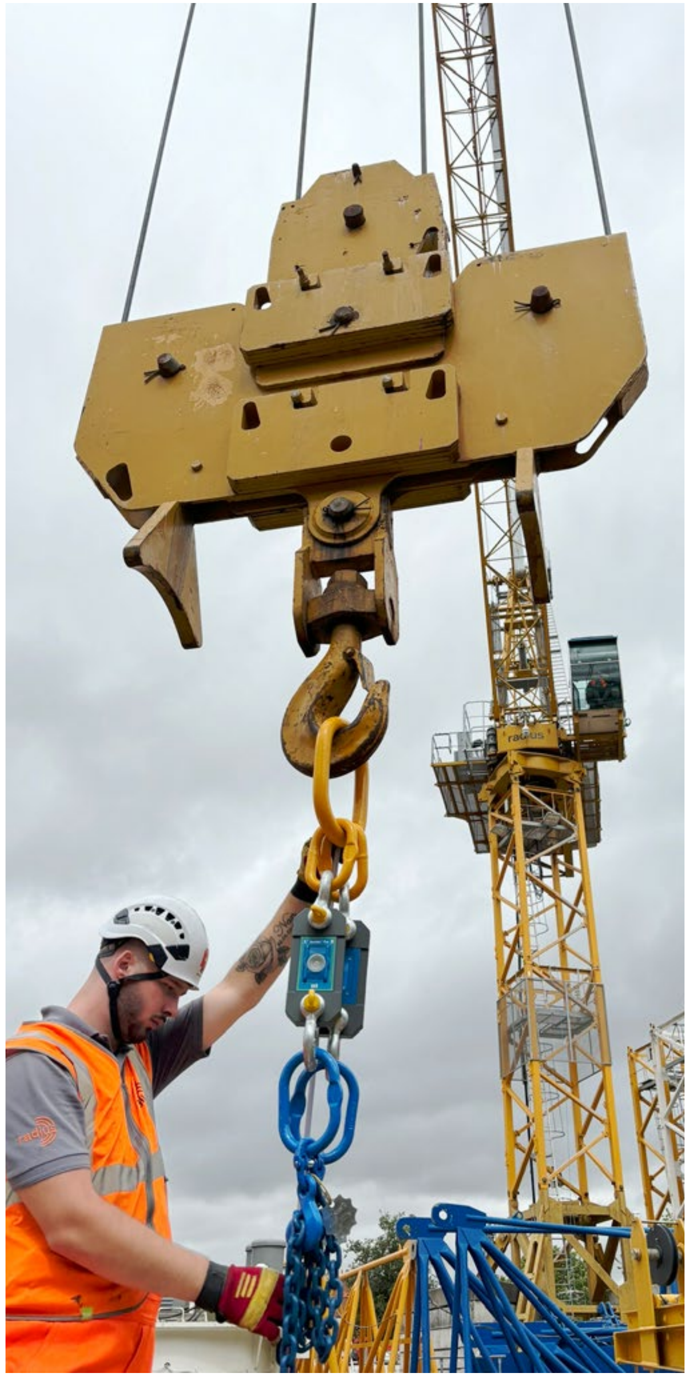
HSPS has a stable business, serves a wide variety of industries, and benefits from substantial repeat business. New in 2024 was the increased focus on digital marketing to new customers. As around 60% of all equipment is sold through distributors,

Business highlights in 2024

New marketing strategy in collaboration with local distributors. The focus is on identifying the needs of selected customer segments, which will grow sales and increase penetration in new markets.

Launch of a personal protection equipment kit, which was developed together with one of the division's largest elevator customers. During the year, an improved version of the Volt Trac double speed electric chain hoist was also launched. The new Volt Trac also improves the ergonomics of the service and maintenance work.

For customers in the nuclear industry, a new type of hook block has been developed and certified. It is used for lifting in the reactor containment. For a crane company in the US market, an innovative solution was provided featuring synchronised double hoists.



knowing what the end customer wants is crucial for strengthening the product offering and increasing sales.

To achieve this, a number of customer segments have been identified, allowing the division to deepen its dialogue with specific companies and key people. This work occurs in collaboration with distributors, who also benefit from improved knowledge of customer needs. Meanwhile, end customers gain a clearer view of what equipment HSPS can offer. This broad customer outreach and market development is also supported by social media campaigns and other informational efforts.

Close to employees and markets

The integration work following the acquisition of Tractel at the end of 2022 has been completed smoothly, enabling the division to retain employees and core competencies. The low employee turnover also confirms that employees are keen to continue developing the business.

The division's employee net promoter score (e-NPS), which has improved significantly since measurements began in 2022, also indicates that interest and engagement have strengthened. Employee engagement has further improved through the recently established regional organisation. This has brought regional leadership closer to the market and HSPS teams, positively impacting the entire business.

Better service

A review of the division's supply chain has improved the speed and quality (OTIF metric) of deliveries to customers. These efforts have focused on logistics hubs in France, Germany, and the US. The local service organisations, which offer local stock for faster delivery as well as maintenance and training services, have also continued improving their service quality.

The ongoing work to optimise the business also benefits sustainability: the local HSPS service organisation is close to customers, and the majority of suppliers are located near the division's manufacturing sites. This proximity helps reduce environmental impact.

Sustainability as a purpose

Sustainability is an integral part of what HSPS delivers to the market. Improving working-at-height safety is a key focus for sustainability. Another important area is ensuring technicians' productivity through the use of technical equipment that minimises the risk of repetitive strain injuries and facilitates the handling of heavy loads.

It is equally important that the HSPS division offers products that are robust and can be efficiently maintained, ensuring a long lifecycle and a competitive total cost of ownership. Life cycle analysis is used to identify measures to further lower the carbon footprint of the division's product portfolio.

Developments in 2024

The distribution business continued to perform reasonably well despite some headwinds in the construction and industrial sectors. Lower order intake from elevator customers and industrial end-users was partially offset by stronger specialist lifting & handling distribution sales.

France

New order from key customer

Alimak Group works with companies specialised in the manufacturing, installation, and maintenance of lifting equipment for customers in the nuclear power industry. Our products can be used, for example, in the handling of fuel in a nuclear plant, as well as for removing or replacing the reactor head.

During the year, the HSPS division received an order for a new hook block for a nuclear plant. The hook is used to grab and lift loads with a crane and has a capacity of 190 tonnes.

The nuclear power industry is an attractive growth area. The HSPS division's strengths include the capability to deliver safe, high-capacity equipment. As part of the delivery requirements, operations are certified according to ISO 19443, a quality management system for organisations in the nuclear energy sector's supply chain.

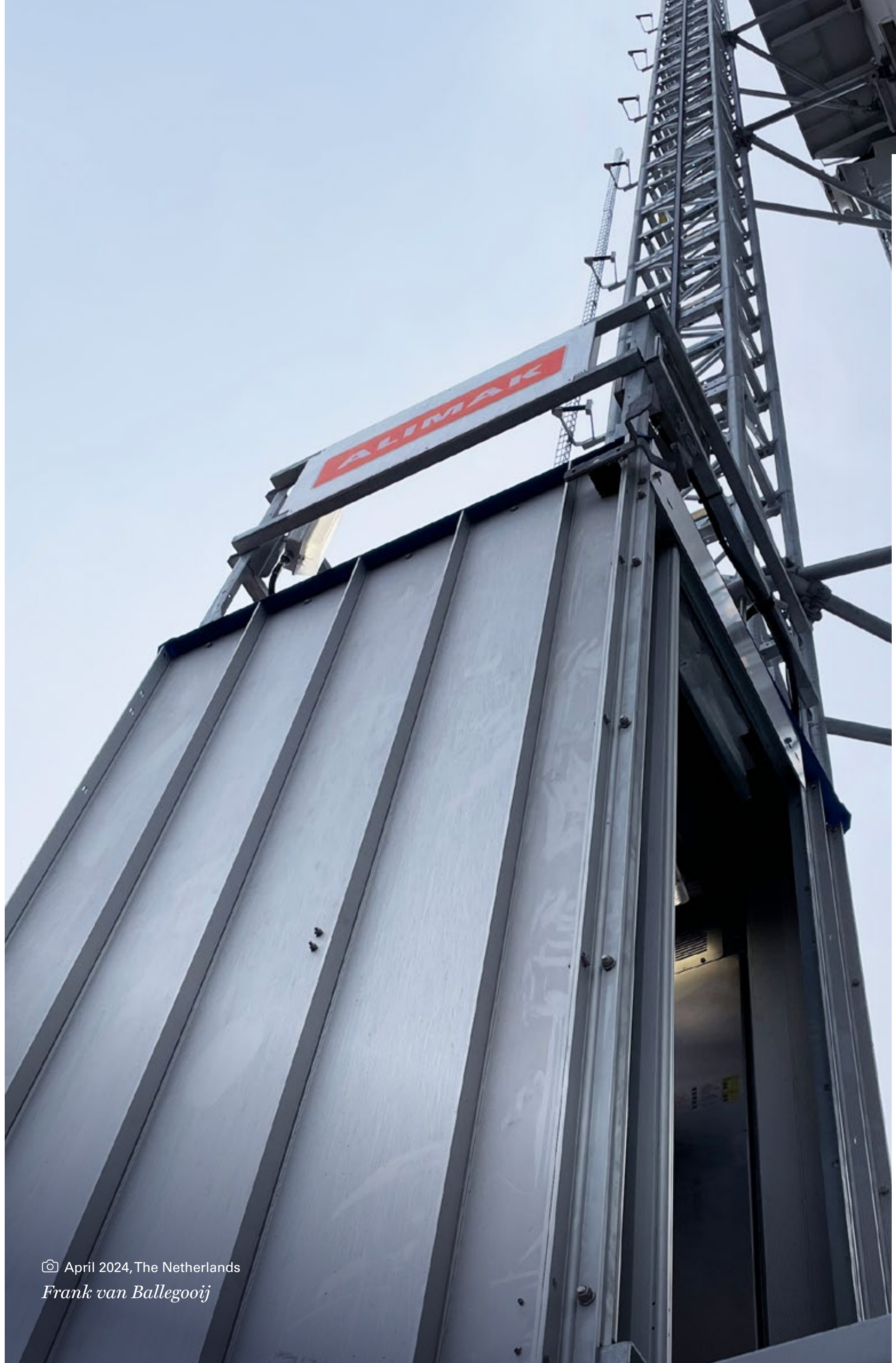
Alimak Group has been collaborating with key stakeholders in the nuclear sector for many years. The delivery of the new equipment is expected to take place at the end of 2025.

Industrial division

The division is showing clear growth and expanding to more geographical markets and customer segments. One reason for this is the systematic work on identifying the needs of each customer segment. Meanwhile, the Industrial division continues to decentralise decisions closer to its customers.

"In Industrial's global operations, there is significant growth potential in most markets and customer segments."

Jens Holmberg
EVP Industrial Division



April 2024, The Netherlands
Frank van Ballegooij

Key figures

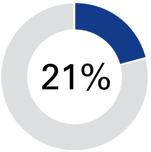
MSEK	2024	2023	2022
Order intake	1,548	1,457	1,303
Revenue	1,535	1,386	1,140
EBITA	378	322	217
EBITA margin, %	24.6	23.2	19.0

2024 highlights

Order intake	+7%
Revenue	+11%
EBITA margin	24.6%

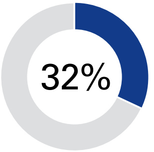
Share of Group

Revenue[1)]



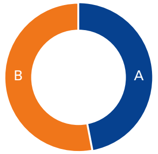
[1)] External revenue

EBITA



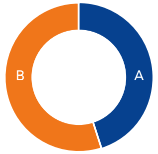
Split 2024

Order intake



- Equipment, 47%
- Service, 53%

Revenue



- Equipment, 45%
- Service, 55%

Brands

ALIMAK

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ALIMAK GROUP

September 2021
Tongchuan, Shanxi Province, China
Victor Wu

Customer-driven technical development

The main part of our technical development work is driven by customers' requirements, needs or problems. In parallel, it is also important to invest in more long-term possibilities, such as new drive technologies, materials and software solutions — to ensure future growth and profitability. Through a structured product portfolio roadmap, various initiatives are prioritised to create the most value from both a short and a long-term perspective.

During 2024, the division launched two new products. The first was the US version of the entry-level lift, SE240L, which i s intended to compete with stairs as a means of vertical access in various industrial applications such as cement, food and agriculture and power. The SE240L will provide substantial safety benefits for the customers. The risk of falling is significantly higher at industrial sites that rely on ladders or stairs. In the United States alone, about one million occupational injuries each year are linked to falls from height.

The second was a cost-efficient replacement product for the old Scando Mini and Alicom lifts of which there are more than 2,000 installations globally. By replacing on old lift with our new solution, the customer will benefit from less downtime and lower installation cost by reusing the existing mast structure. The possibility to reuse a lot of material such as masts and tie-ins is not only beneficial in terms of costs but also in relation to the carbon footprint. Life cycle analysis are used to identify and evaluate different actions from a carbon footprint perspective.

The aftermarket also plays a key role in maintaining performance over time. In service operations, remote connectivity is becoming increasingly common. The division is making a concerted effort to connecting all new and existing units, enabling better customer support and delivering improved equipment uptime, while improving sustainability through less travel. Alimak is therefore the natural service partner for most industrial customers.

Ensuring safe operations at customer site

Supplying safe products to customers is, of course, a priority, but the division also invests efforts in going beyond the product itself to ensure safe use at each customer site. An operator e-learning programme is being developed with the aim of ensuring that there is always at least one trained and certified operator using the product at any given time.

Business highlights in 2024

The division has strengthened its market positions in Southern Europe and Latin America. In the North American market, significant growth was also reported in most customer segments. One reason for this is that more sales resources were added.

The service business has continued to grow. The spare parts business is also showing growth, benefiting from the ongoing streamlining of logistics flows in this business. A review of own transports has also been carried out. As a result, the proportion of air transports has continued to decrease.

Another positive change is linked to work environment efforts at the factories, where the implemented measures meant that no occupational injuries were reported at all. Similar measures are being implemented in the rest of the organisation.

Growth in new customer segments

There is significant growth potential in most markets and customer segments. In the sales organisation, the focus on the right segments – and on what drives demand in them – is already strong. Through the large volume of installed equipment, the division has a clear view of the needs of different industrial customers. In 2024, more effort has been put into capturing growth opportunities in new markets and customer segments around the world, such as mining and power in regions like Latin America and Africa.

People development drives sales

The large-scale service and maintenance business means that service technicians are a key group. They have regular contact with customers and closely monitor their business. By extension, this drives sales in the aftermarket business. Having access to well-trained, committed technicians is thus a strong competitive advantage, which is linked to ongoing employee development. The division is in the process of rolling out a standardised skill assessment globally. This will establish a clear career path for service technicians while gradually enhancing their theoretical and practical expertise to better serve the customers. High-quality services delivered by skilled service technicians represent sustainability in practice by extending the lifetime of each lift by working proactively with condition-based maintenance.

Safety drives efficiency

Safety is a priority that permeates all activities, ensuring that all our employees return home safe and sound at the end of the working day. Targeted measures have been implemented to reduce the number of accidents, near misses, and incidents. Extensive training has been carried out throughout the year and continues to be conducted to raise awareness and understanding of safe working practices. Furthermore, significant efforts have been devoted to building a stronger safety culture, whicht is embraced and practiced by everyone. These initiatives have resulted in zero lost-time injuries at the division's manufacturing units during the year.

Customers and market

The business is global, with the largest markets being Europe and North America. In addition to existing markets and segments, there are significant growth opportunities in regions where the division currently has a weaker presence. The customer base is diversified and includes sectors such as marine, ports, wind, power, oil & gas, cement, mining, and infrastructure, to name a few.

Developments in 2024

Revenue and order intake increased during the year. Demand rose in several segments, with the largest increase seen in the power, ports and infrastructure segments. The division also secured its first order for equipment in data centres. Aftermarket development was generally stable, although the refurbishment market was weaker with customers opting for replacements. North and Latin America reported the highest relative growth.

North York Moors, UK

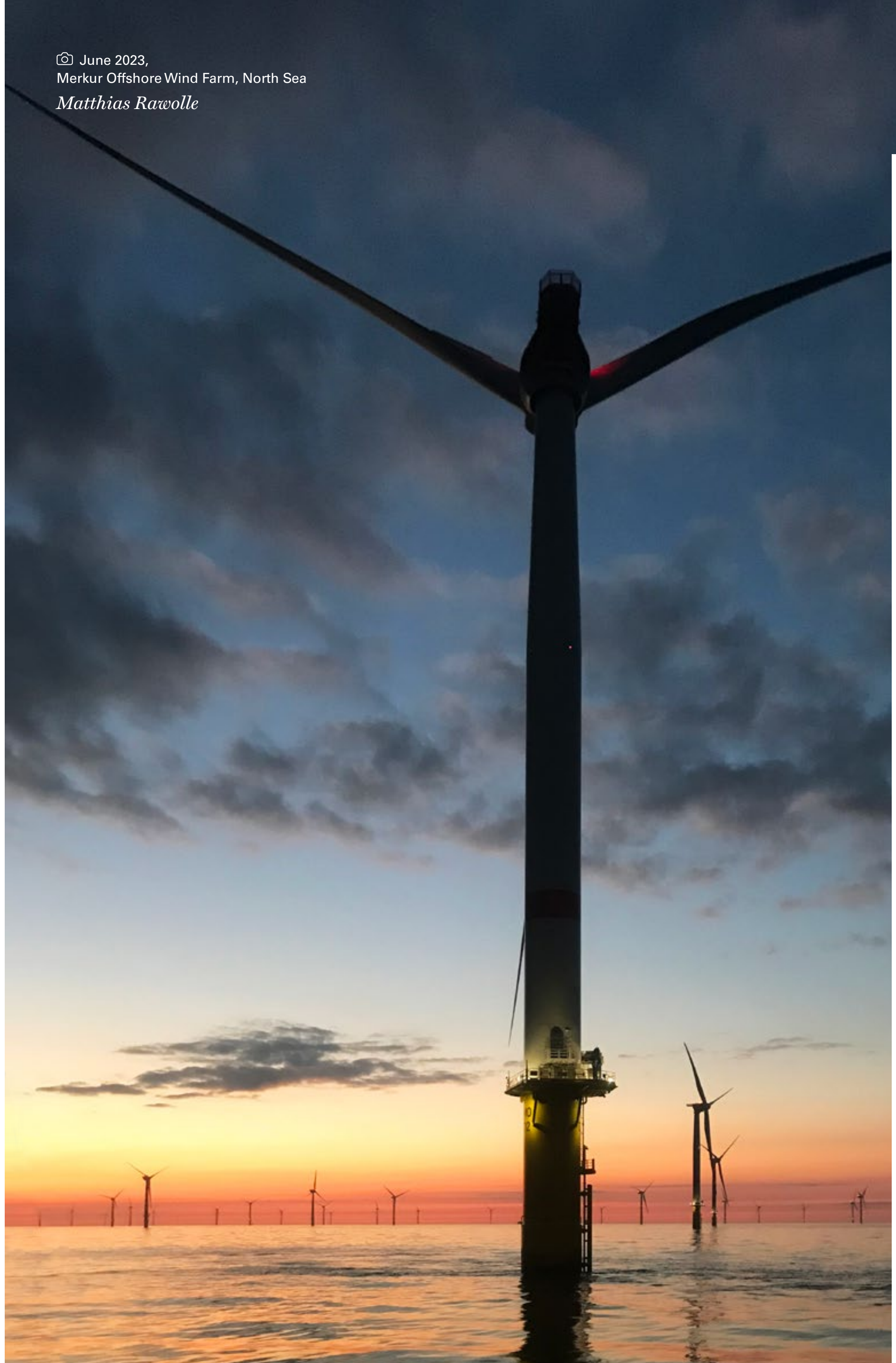
Industrial elevator in a challenging environment

Two customised industrial elevators have been installed in the WoodSmith Mine in the North York Moors, UK. The mine extracts the mineral polyhalite, which is used as an agricultural fertiliser.

The elevators are used to transport the mine workers from ground level to 370 metres below ground in a safe and efficient way. These challenges included the size of the two elevator shafts, allowing a maximum elevator width of only 1.5 metres. To solve this issue, Alimak's engineers developed a customised "double deck" rack and pinion elevator. Each elevator comprises two elevator cars, which are interconnected one above the other, and each car can hold a maximum of nine passengers. Another challenge was the fact that the elevator shaft was steel lined, which affected the installation of the mast connections. The usual option of welding was not possible. Therefore, a new anchoring solution was developed, based on firing friction welded studs into the elevator shaft. In the procurement of the supplier, sustainability was also important for the customer. This meant that Alimak was the perfect choice. The elevator was manufactured in our factory, which is powered by renewable energy and is gold-rated by the EcoVadis sustainability tool.

Wind division

June 2023,
Merkur Offshore Wind Farm, North Sea
Matthias Rawolle



The Wind division continued to increase its profitability. In the green energy market, technology is developing rapidly and innovative capacity is important. The division develops access solutions that increase safety, performance or the utilisation rate in customers' wind farms.

"The customer-driven approach is a success factor, which means that support and technical solutions are adapted to the customer's strategies and goals."

José Maria Nevot
EVP Wind Division

Key figures

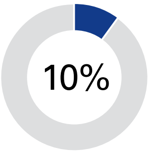
MSEK	2024	2023	2022
Order intake	670	689	514
Revenue	693	674	542
EBITA	133	120	69
EBITA margin, %	19.1	17.9	12.7

2024 highlights

Order intake	–3%
Revenue	+3%
EBITA margin	19.1%

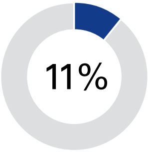
Share of Group

Revenue[1]



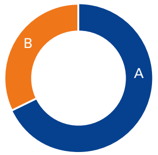
[1] External revenue

EBITA



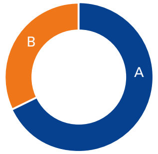
Split 2024

Order intake



- Equipment, 68%
- Service, 32%

Revenue

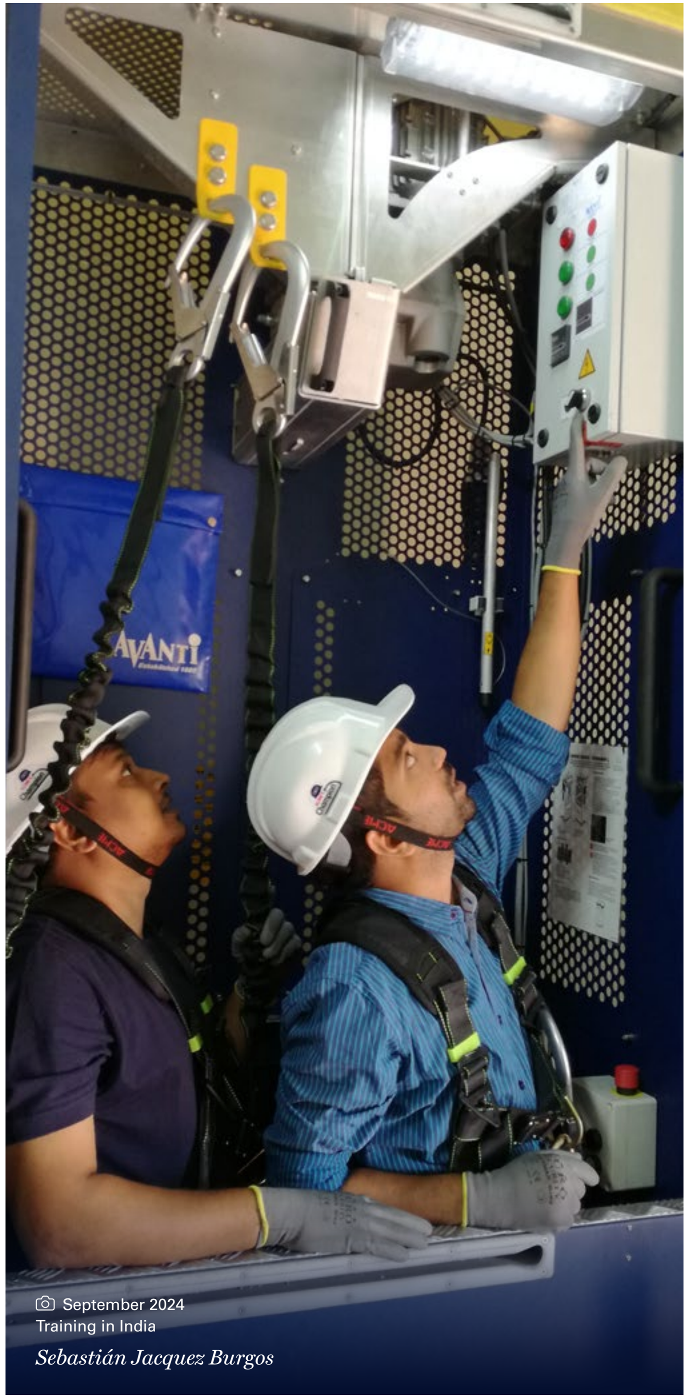


- Equipment, 68%
- Service, 32%

Brands

AVANTI

ALIMAK GROUP



September 2024
Training in India
Sebastián Jacquez Burgos

Technological development drives growth and profit
Advanced access solutions meet the needs of a wind power market where technology development is extensive and the pace of change is high. The division's innovative capacity is strong and means that new or improved solutions are continually being launched. This is also an important reason why the division has strengthened both its growth and profitability in recent years.

The technical work is prioritising improved safety, and on increased efficiency and performance in the often made-to-order solutions used by the customer. Safe access solutions are also an important sustainability issue that reduce the risk of occupational injuries. Extended technical lifetime is another area, where the division clearly advanced its positions. Through purposeful product development, the lifetime of a service lift has increased from 20 years to today's 30–35 years.

An ongoing development project is the use of batteries in service lifts, something that reduces the need for complicated wiring in the wind turbine towers. When the lift moves downwards in a tower, energy is also generated which is used to charge the battery in a smart and sustainable way. Technical improvements can also aim to reduce the need for costly servicing in a wind turbine tower. This makes the customer's business more cost-effective. Servicing is increasingly managed remotely via digital tools, which facilitate and save resources. The development of connected service tools is only beginning and creates new opportunities regarding operational data analysis and choice of service efforts. Optimising servicing is also positive from a sustainability perspective because it increases the utilisation rate of a green, renewable energy source such as wind power.

Business highlights in 2024

Product launch of Barracuda XL – a spacious service lift designed for three people. Demand has been strong to date for this product, which is developed for offshore customers in northern Europe. The next step is certification of Barracuda XL for the American market.

Broadening of the Octopus product segment through the launch of Octopus L80 – a lift that is used in the lower part of a wind turbine tower. Octopus L80 is developed for customers in China. It has also been designed and manufactured in China, which reduced development costs by 30 percent.

Customer-driven work
The customer-driven approach is another success factor. This means that support and technical solutions are adapted to the customer's strategies and goals. This work is comprehensive – from the conceptual and development phases through the entire lifecycle of the product. Strategies are also designed to address the needs of selected markets. One such example is the China-for-China initiative, launched in 2022, which has transformed sales and marketing efforts, as well as product supply and service. The effect is clear and means that the division is increasing its growth, profitability and market share in this key market.

Customer management is linked to internal communication efforts, where employees are involved and can closely follow the progress of a project. This internal anchoring means that the customer obsession is strong throughout the division. The cooperation is evaluated through regular customer surveys. The results in recent years show clear improvements, which underpins why the performance in the Wind division has been strong and positive.

Added to this is the emphasis on customer-specific training. E-learning plays an important role here, where customers conduct the training themselves when it suits them. The content can focus on use, installation, inspection and maintenance of Avanti products. Interest has been growing steadily, and in 2024, the division issued 11,000 digital training licences.

Engagement strengthens innovative capacity
Talent and skills development ensures that employees and the organisation meet the right customer requirements and stay ahead of market changes. Employee support is linked to the Wind division's business objectives and to the needs of the wind power industry. The goal is employees who take responsibility, feel engaged and strengthen the innovative capacity, including in areas such as digitalisation, data analysis and AI, which are growing in importance. This is achieved by offering challenging projects, but also new career paths. There are many examples of employees changing work duties and developing in new roles across the division. People

development is regularly monitored through internal engagement surveys. Since the surveys were introduced in 2022, the results have improved significantly.

Safety in focus

In the work on improving efficiency, the safety issue is the most important and dominates efforts at all levels of the organisation. Minimising quality defects in technical equipment is an example of this. Customised activity plans ensure high productivity, cost efficiency, delivery precision and competitive sourcing in the supply chain. Continuous evaluation has led to collaborations with new suppliers in Asia and the USA, resulting in cost savings. Gradual adjustments are also being made to deal with emerging trade barriers and to streamline delivery flows. As part of the efficiency improvement work, the proportion of recycled material in manufacturing is also increasing. For aluminium, this figure was 25 percent in 2024. In 2025, the ambition is to increase it up to 50 percent.

Investments are being made in increased automation, including at the factories in Denmark and China. Improvements have also been made at the site in Spain that optimised production flows. In the sustainability work, the set carbon dioxide emission targets have already been achieved. Life cycle analysis is used to assess Scope 3 emissions and to ensure the right measures are taken. The targets for supplier evaluations have also been achieved. This means that, in ESG work, the supplier companies representing 80 percent of the division's direct spending have been addressed. Renewable electricity is used in all factories except the American facility, which is under review. Solar panels have been installed at several sites in collaboration with the facility owners.

Customers and market

The largest customer group is OEMs (Original Equipment Manufacturers), which account for about 65 percent of total sales. To date, the division has installed about 43,000 lifts in wind turbines worldwide. The largest markets are Europe, Asia, North America and South America. With the increasing demand for wind energy - especially in offshore installations and through growing needs for refurbishment and inspection of existing installations - continued growth is also expected in the coming years.

Developments in 2024

The strong performance of recent years also characterised 2024. Order intake for new equipment was stable in all main markets, particularly in China. Aftermarket also displayed a good performance due to the larger installed base. Sales were strong in all regions, especially in Northern Europe and China. The stable margin was maintained through continued positive business development with internal and operational efficiency in focus.

May 2021
Arkona Becken, Baltic Sea
Armin Asmus

Northern Europe

Shaping the future of wind energy

The Wind division has developed a service lift for one of the world's tallest wind turbines. This was done in collaboration with the customer throughout the product development process. The end result is a product that meets the customer's exact demands and needs for optimised safety, sustainability and performance.

The innovative service lift is called Barracuda XL and is specifically developed for the wind energy market in Northern Europe. It is a wire guided, 3-person service lift constructed using seawater resistant aluminium. This means that it is a perfect fit for offshore installations and harsh environments. In addition, the Barracuda XL is built to comply with the demands of larger, more complex wind turbines. The flexible wire-guided adjustable system provides the customer with a low Total Cost of Ownership (TCO) while improving operational efficiency and reliability. Barracuda XL also has an extended lifetime of 30 years. This makes the service lift a safe, sustainable and cost-effective solution that meets the challenges of all modern wind turbine installations.

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Strategy & Targets
Divisions
Facade Access
Construction
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Industrial
— Wind
Board Report
Financial Statements
Other

Board Report

January 2024
Delingha, Qindao province, China
Andrea Yu

Board Report

Directors' Report

The Board of Directors and the President & CEO of Alimak Group AB hereby present the Annual Report and consolidated accounts for the 2024 financial year. Alimak Group AB is a public limited Company with its registered offices in Stockholm, company registration number 556714–1857.

Business and operational structure

Alimak Group AB is the Parent Company of a Group that is a global provider of access solutions for professionals working at heights.

The Group has 26 production and assembly facilities in 15 countries across the world, along with our internal sales and service network and external distributors that supply and maintain vertical access solutions in more than 120 countries.

Operations are divided into five divisions: Facade Access, Construction, Height Safety & Productivity Solutions, Industrial and Wind.

The Facade Access division offers permanently installed equipment and systems that enable regular access to the facade of buildings. The offering also includes services such as spare parts, certifications and refurbishments.

The Construction division develops, manufactures, sells, services and provides rentals of a wide range of construction hoists, transport platforms and mast climbing work platforms for temporary use in construction and renovation projects globally. The offering also includes services like spare parts and certifications.

The Height Safety & Productivity Solutions division offers reliable, innovative, high-quality lifting and fall protection equipment and services.

The Industrial division offers a wide range of elevators for permanent use across a broad spectrum of industries and harsh environments. The offering also includes service contracts to maintain reliability of the solutions which can be in use for more than 20 years.

The Wind division offers products, solutions and training courses for safe work in wind turbines, such as service lifts and ladders, with the aim of helping customers make wind energy cost competitive. The offering also includes services.

Purchasing and supply of materials

For its manufacturing, the Group purchases made-to-order and standardised materials, components and services from regional and global suppliers. Certain key components are also made within the Group. Where possible, the Group uses a range of different suppliers, and always tries to avoid being dependent on a single supplier. The Group strives to negotiate Group-wide supply agreements with its main suppliers. All suppliers must comply with the requirements stipulated by the Group regarding precision of supply and financial stability, as well as ESG compliances.

Sustainability and corporate responsibility

The Group's Code of Conduct is based on the ten principles of UN Global Compact and covers the areas human rights, labour, environment, and anti-corruption. The Code of Conduct defines the Group's ways of working, to ensure that all activities and stakeholder interactions are carried out with a high degree of integrity. The Group has developed a sustainability framework with three focus areas: Sustainable Relationships, Sustainable Solutions and Sustainable Operations. The Group has set sustainability targets related to CO_2 emissions, ESG assessment of suppliers, employee satsifaction and health & safety.

During 2024 the first steps towards future ESRS reporting were made.

Significant events during the year

Continued execution of the New Heights programme

During the year, Alimak Group has taken significant steps towards delivering on the New Heights programme and the financial targets. As a team, we have advanced our market positions globally and reported record high Group margins and cash flow.

Changes in the Board of Directors

Heléne Mellquist was elected as a new member of the Board of Directors at the Annual General Meeting, on 29 April 2024.

Committed to the Science Based Targets initiative

As of April 2024, Alimak Group holds a "commitment" status with the Science Based Targets initiative (SBTi). This marks the next logical step for the Group and reinforces our ongoing efforts to reduce environmental impact and drive positive change across our value chain. The SBTi is a collaboration between the Carbon Disclosure Project, the United Nations Global Compact, the World Resources Institute, and the World Wide Fund for Nature. It helps companies set ambitious, science-based targets for reducing greenhouse gas emissions.

Product development to increase safety

At Alimak Group, safety is a core element of our product development process. We are committed to designing and manufacturing vertical access solutions that not only meet but exceed industry safety standards. Throughout the year, we have collaborated with key stakeholders, including rental companies, construction firms, interest groups, inspection bodies, unions, and authorities, to develop solutions that enhance safety at construction sites. One example is the possibility to prevent machine operation unless a certified technician has completed the required inspections.

Digital innovations

Safety and sustainability is a cornerstone also for our digital innovations. Service and maintenance schemes can be optimised based on actual use and thereby increase the life time of the machines which has a significant impact on Scope 3 emissions. Through connected services, customers can efficiently monitor the performance and safety of hoists in real-time. Additionally, the online tool AliCalc simplifies the calculation of stress forces exerted by construction hoists on buildings and the ground, ensuring precise assessments for a safe and reliable installation process.

Improved Employee Net Promoter Score

The Voice survey has been in place for nearly three years. During this time, we have increased our engagement score (eNPS) from –2 to +26. We are proud of this improvement and remain dedicated to reaching our goal of exceeding 40.

Investor update

Alimak Group hosted an investor update on the 20th of November 2024. President and CEO Ole Kristian Jødahl, along with other members of the Group Leadership Team, provided an update on the Group's progress and ongoing activities aimed at achieving the financial and sustainability targets announced in June 2023.

Investing in new technology

On 19 December 2024 it was announced that Alimak Group and Skyline Robotics have signed a five-year exclusive agreement to develop automated Building Maintenance Units, BMUs, for permanent facade access. Alimak Group also invested a minor undisclosed amount in Skyline Robotics.

Financial overview

Multi-year overview

MSEK	2024	2023	2022	2021	2020
Revenue	7,099	7,097	4,512	3,728	3,740
Operating profit, EBIT	998	945	546	448	278
Profit before tax, EBT	810	681	485	410	241
Net profit for the year	623	515	376	307	183
Balance sheet total	14,317	13,683	14,327	5,902	5,619
Equity/assets ratio, %	53	51	31	65	63
Average number of full time employees	2,957	2,956	2,134	2,057	2,049

Revenue and operating profit (EBIT)

Revenue for the Group totalled MSEK 7,099 (7,097). Operating profit (EBIT) increased to MSEK 998 (945), representing an operating margin of 14.1 percent (13.3). 2024 was affected by items affecting comparability of MSEK –23 (–5).

Analysis per segment

	2024		2023	
MSEK	Revenue	Operating profit	Revenue	Operating profit
Facade Access	1,985	146	1,992	51
Construction	1,626	202	1,748	288
Height Safefy & Productivity Solutions	1,360	172	1,410	197
Industrial	1,535	375	1,386	320
Wind	693	127	674	95
Interdivision elimination	–99	–	–112	–
Items affecting comparability	–	–23	–	–5
Total	**7,099**	**998**	**7,097**	**945**

Division Facade Access revenue decreased by 0.3 percent to MSEK 1,985 (1,992), an increase of 0.1 percent at constant currency. EBIT increased to MSEK 146 (51). The transformation program with improved pricing and project management as well as refurbishment, retrofit and replacement strategy, impacted the margin positively.

Division Construction revenue decreased by 7.0 percent to MSEK 1,626 (1,748), a decrease of 6.6 percent at constant currency. EBIT decreased to MSEK 202 (288) driven by lower revenue and product mix.

Division Height Safety & Productivity Solutions revenue decreased by 3.5 percent to MSEK 1,360 (1,410), a decrease of 3.1 percent at constant currency. EBIT was MSEK 172 (197).

For the Industrial divison the revenue increased by 10.8 percent to MSEK 1,535 (1,386), an increase of 11.5 percent at constant currency. EBIT increased to MSEK 375 (320). The development was strong, particularly for new equipment where we strengthened our presence in some geographical regions as well as expand into additional customer segments. The operating result increased due to higher revenue, strong project management and execution.

For the Wind division the revenue increased by 2.8 percent to MSEK 693 (674), an increase of 3.7 percent at constant currency. EBIT increased to MSEK 127 (95) due to margins improvement through cost efficiency, productivity and supply chain management.

Financial income and expense

Net financial items for the year amounted to MSEK –188 (–265) Interest net was MSEK –186 (–234). The impact from IFRS 16, Leasing, was MSEK –14 (–11) and the remaining largely derived from currency impact. The decreased interest net is due to lower liability to credit institutions following repayment of loans during the period and lower level of market interest rates.

Tax

The total tax expense for the year was MSEK 187 (165), corresponding to an effective tax rate of 23.1 percent (24.3). The tax expense varies depending on the geographic distribution of where the Group's profits arise and the possibility of utilising tax loss carry forwards.

Profit for the year

Profit for the year totalled MSEK 623 (515). Comprehensive income for the year totalled MSEK 901 (365). The difference between profit for the year and comprehensive income for the year is mainly due to a increase in the translation reserve for foreign operations, and the revaluation of pension plans.

Cash flow

Cash and cash equivalents at 31 December, 2024 totalled MSEK 1095 (739). Cash generation continues to be strong. The Group's cash flow from operating activities totalled MSEK 1,149 (1,067). The Group's cash flow from investing activities amounted to MSEK –130 (–193). The Group's cash flow from financing activities totalled MSEK –686 (986).

Financing and financial position

The Group's balance sheet total was MSEK 14,317 (13,683) at year-end. Net debt totalled MSEK 2,599 (3,105), primarily consisting of loans from credit institutions (see Notes 18 and 21).

Goodwill and intangible assets

At year-end, the carrying amount for intangible assets was MSEK 8,545 (8,420), of which goodwill comprised MSEK 6,109 (5,882). The yearly impairment test did not indicate any impairment need of the carrying amount of goodwill.

Equity

On 31 December, 2024 the Group's shareholders' equity totalled MSEK 7,600 (6,955). In addition to the result from the year's operations, the change in equity reflects the dividend paid of MSEK –265 and other changes of MSEK 287, of which MSEK 298 comes from the translation reserve for foreign operations. The remainder was related to share based compensation, cash-flow hedges and revaluation of pension plans.

Employees

The Group prioritises having its own permanent workforce and works proactively and systematically to ensure the well-being of employees and safety in the workplace. Each legal entity in the Group has its own local personnel policy that complies with local laws, regulations and agreements as well as a common policy for the entire group. The staffing level during the year was considered to be well balanced in terms of order volumes, and adjustments are made on an ongoing basis to meet the demands. The average number of full time employees in 2024 was 2,957 (2,956). At year-end, the number of employees totalled 3,042 (3,046). Salaries and remuneration during the year amounted to MSEK 1,894 (1,858).

Research and development

The aim of the Group's research and development is to increase customer productivity, reduce environmental impact, improve the work environment and cut costs. R&D, a top priority in the Group, also encompasses the development of production technology, production processes and IT systems, where such is necessary. The work is mainly carried out at, or close to, the production companies and in close cooperation with customers. Extensive sharing of experiences takes place between the divisions in order to create synergies and new ideas for the future. R&D costs for the year totalled MSEK 166 (150).

Outlook

Alimak Group has a market leading range of high-quality products and services in selected niches. With a presence in more than 120 countries, the Group develops, manufactures, and sells vertical access and working at height solutions with a wide range of usage that add customer value through enhanced safety, higher productivity, sustainability and improved cost efficiency. The product offering is complemented with a global service organisation that provides support throughout the entire lifecycle of equipment, including routine maintenance, repairs, renovations, retrofits, and replacements. The global service organisation is instrumental to ensure a long life time of our products which is a core element in lowering the Group's scope 3 emissions. Despite a continued challenging business environment in 2024, the Group delivered a solid performance. As interest rates are coming down, we should see the construction market improve during 2025. We are confident that we are well-positioned to capitalise on the positive effects that will follow. Our business is supported by the strong trends of urbanisation, verticalisation of cities, digitalisation, and increased global focus on health and safety. There is also a growing demand for efficient access solutions that reduce our customers' climate footprint and increase productivity. All of this brings fundamental growth to our business.

Environmental impact

Alimak Group's impact on global warming is distributed throughout the value chain, with the most significant impact found in scope 3. Compared to our base year 2019 the Group has reduced emissions in scope 1, scope 2 and business travel in scope 3 by 42%. Within the value chain, large shares of the emissions are located upstream in material extraction and refinement. Additionally, emissions are found downstream in the energy usage of products at customer sites and in product maintenance. The Group actively works to reduce its environmental footprint, focusing on procuring more sustainable materials. R&D efforts are underway to reduce the impact of maintenance, decrease product weight, and enhance the energy efficiency of our products.

All major production and assembly sites are certified according to ISO14001 and several locations are also certified according to OHSAS18001 / ISO45001. The Group has conducted a comprehensive value chain mapping and identified impact, risks, and opportunities as part of the double materiality assessment prescribed by ESRS. The Group has implemented a sustainability target to reduce its carbon footprint by 30 percent cross our value chain by 2025 compared to 2019, and we are as of April 2024 in "commitment" status for Science Based Targets.

Sustainability reporting

In accordance with Chapter 6, § 11 of the Swedish Annual Accounts Act and the European Sustainability Reporting Standards (ESRS), Alimak Group has taken the first steps towards an ESRS statement. It includes a summary of the process to implement ESRS, a value chain mapping and details of topics being material for Alimak Group. The sustainability statement in the annual report follows the structure of the new regulation, but some disclosures and metrics are yet to be developed to be aligned to CSRD. The work will continue in 2025 to ensure the Group is compliant with the new reporting requirements by the end of 2025.

Share capital and ownership

At the end of the year, Alimak Group's share capital amounted to SEK 2,151,462, represented by 107,573,111 shares. The Group has just one class of share, and all shares carry one voting right.

On 31 December, 2024 Investment AB Latour, the single largest shareholder in Alimak Group, held 32,033,618 shares, corresponding to 29.8 percent of both votes and share capital. Alantra EQMC Asset Management held 10,769,868 shares, corresponding to 10.0 percent of the shares. NN Group N.V. held 9,000,000 shares, corresponding to 8.4 percent of the shares. Alimak Group owned 1,742,611 own shares, corresponding to 1.6 percent of the total number of shares.

No restriction applies in law or the Articles of Association as to the transferability of the shares. There are no restrictions as to how many votes each shareholder can cast at an AGM. For further information regarding the Group's shares and ownership, see pages 137–139.

Corporate Governance

In accordance with the Swedish Annual Accounts Act, Alimak Group has prepared a corporate governance report that includes the Board of Directors' report on internal control. This can be found on pages 85–95 of this document.

Current guidelines from the Board for remuneration payable to senior executives

At the annual general meeting in 2022, it was resolved to adopt the following guidelines for salary and other remuneration to directors, President and Chief Executive Officer (CEO), and other senior executives, in accordance with the Board's proposal. Senior executives refer to senior executives of the Group Leadership Team. These guidelines will be valid for agreements entered into after the general meeting's resolution and for changes made to existing agreements thereafter. These

ALIMAK GROUP

guidelines do not apply to remuneration decided or approved by the general meeting, for example director fees and share-based incentive programmes.

The guidelines' promotion of the Company's business strategy, long-term interests and sustainability

Information about the Group's business strategy can be found on page 11-22.

It is of fundamental importance to the Group and its shareholders that these guidelines, in both a short- and long-term perspective, create good conditions to attract and retain competent senior executives. The purpose of these guidelines is to increase transparency in remuneration issues and through relevant remuneration structures, create incentives for senior executives, to execute strategic plans and deliver effective operational results to support the Group's business strategy and long-term interests, including its sustainability. To obtain this, it is important to sustain fair and internally balanced terms that are at the same time competitive on the market with respect to structure, scope and compensation levels. These guidelines ensure that senior executives, regardless of geographical market, may be offered a competitive total compensation.

Remuneration and forms of remuneration

The terms of employment for senior executives should consist of a balanced combination of fixed remuneration, variable remuneration, pension and other benefits and terms for dismissal/ severance payment. Such a combination of compensation fosters and supports management and achievement of objectives in both a short and long-term perspective. The various types of remuneration that may be paid out are described below.

Fixed remuneration

The fixed remuneration shall be individually determined and shall be based on each individual's responsibility and role as well as the individual's competence and experience in the relevant position.

Variable remuneration

The variable remuneration shall be measured during a period of one year and be structured as a percentage rate of the fixed remuneration. The variable remuneration may be up to 70 percent of the fixed remuneration for the CEO and up to 50 percent for other senior executives.

Variable remuneration must be linked to predetermined and measurable goals that can be financial or non-financial and that promote the Company's long-term and sustainable development. The goal formulation must be designed so that no variable remuneration is paid if a minimum level of performance is not met.

At the end of the annual measurement period, an overall performance evaluation shall be made to determine the extent to which the objectives have been achieved. The Remuneration Committee is responsible for the evaluation with respect to variable compensation to the CEO and other senior executives. With regards to financial objectives, the evaluation shall be based on audited financial information made public by the Group.

Pension

The main principle is that pension contributions are based on collective bargaining agreement provisions in each geographical market. On entering into new pension agreements, senior executives entitled to pension will have defined contribution pension agreements based on fixed remuneration. Variable remuneration shall constitute pensionable salary only when necessary to comply with mandatory collective bargaining agreement provisions applicable to the senior executive. Pensioning of senior executives takes place in accordance with the respective country's pension rules.

Pension agreements for the CEO shall be defined contribution based and must not exceed 40 percent of the fixed remuneration.

For employments governed by rules other than Swedish, pension benefits may be duly adjusted for compliance with mandatory rules or established local practice, taking into account, to the extent possible, the overall purpose of these guidelines.

Other benefits

Other benefits, such as health and medical insurance must comprise a minor part of the total compensation and must correspond to what may be deemed market practice in each geographical market.

For employments governed by rules other than Swedish, other benefits may be duly adjusted for compliance with mandatory rules or established local practice, taking into account, to the extent possible, the overall purpose of these guidelines.

Special remuneration

Further special remuneration may be awarded for extraordinary arrangements provided that they are limited in time and are awarded on an individual basis. Examples of situations where special remuneration may be awarded are to recruit or retain executives, as remuneration for extraordinary performance beyond the individual's ordinary tasks and to induce individuals to move to new places of service or accept new positions. Any resolution on such remuneration shall be made by the Board based on a proposal from the Remuneration Committee.

Long-term incentive program

The general meeting can and has for a number of years, in addition to and independently of these and previous guidelines, decided on other long-term incentive programs. In 2024, the general meeting decided, for example, on the introduction of a long-term share-based incentive program in the form of a call option program. For more information about these programs, see the respective year's notice of the annual general meeting.

Terms for dismissal etc.

Terms for dismissal and severance pay shall correspond to what may be deemed market practice on each geographical market. The CEO has a notice period of six months on his/her part and twelve months on the part of the Company. Between the Company and other senior executives, a mutual notice period of six months normally applies. On entering into new employment agreements, agreement may be made with senior executives on severance pay corresponding to a maximum of twelve months' fixed remuneration. The foregoing applies only to notice given by the Company and, in general, the established practice in each geographical market where the executive works, applies.

Remuneration payable to Directors

In certain cases, Directors elected by the general meeting, should be able to receive fees and other renumeration for work carried out on behalf of the Group, alongside their Board work. Fees at market rates, approved by the other Board members, may be payable for such services. No remuneration shall be paid to the Group's employees acting as directors on the boards of Group companies.

ALIMAK GROUP

Remuneration and employment conditions for other employees

In the preparation of this proposal for guidelines, remuneration and employment conditions for employees of the Company have been taken into account by collecting information on the employees' total income, the components of the remuneration and increase and growth rate over time.

The decision-making process to determine, review and implement the guidelines

The Board resolves, after preparation by the Remuneration Committee, on the structures of remuneration systems, as well as levels and forms of remuneration to senior executives. The Board shall prepare a proposal for new guidelines at least every fourth year and submit it to the general meeting for adoption. The guidelines shall be in force until new guidelines are adopted by the general meeting. The Remuneration Committee shall monitor and evaluate programs for variable remuneration for the Group executive management, the application of the guidelines as well as the current remuneration structures and compensation levels in the Group.

The members of the Remuneration Committee are independent of the Group and the executive management of the Group. The CEO and other members of the Group executive management do not participate in the Board' processing of and resolutions regarding remuneration-related matters in so far as they are affected by such matters.

Derogation from the guidelines

The Board may temporarily resolve to derogate from the guidelines, in whole or in part, if in a specific case there is special cause for the derogation and a derogation is necessary to serve the Company's long-term interests, including its sustainability, or to ensure the Company's financial viability. As set out above, the Remuneration Committee's tasks include preparing the Board's resolutions in remuneration-related matters.

Miscellaneous

Total remuneration and other benefits paid to senior executives during the year are stated in the annual report.

Parent Company

The business of the Parent Company, Alimak Group AB, consists of certain Group-wide, shareholder-related services. Only the CEO is employed by the Parent Company.

In addition, the Group's borrowing is centralised within the Parent Company, which is also the account holder of a Group-wide transaction account (a cash pool) with a financial institution.

Revenue for the year totalled MSEK 9 (11) and an operating loss of MSEK –33 (–41) was recorded. Financial net totalled MSEK 44 (389) and profit before tax for the year amounted to MSEK 8 (413). Profit for the year was MSEK 7 (408).

At the end of the year, the equity/assets ratio was 61.4 percent (63.2). By resolution of the 2024 AGM, a dividend of MSEK 265 was paid to shareholders, corresponding to SEK 2.50 per share.

At year-end, the Parent Company's cash and cash equivalents, including unutilised credit commitments and overdraft facilities, totalled MSEK 2,973 (1,858).

Proposed appropriation of profit

The following amounts are available for distribution by the AGM (SEK)	
Retained earning	5,559,712,376
Net profit for the year	6,996,851
	5,566,709,227
The Board proposes that the amounts be distributed as follows	
Dividend of 3.00 SEK per share to be paid to shareholders*	317,491,500
To be carried forward	5,249,217,727
	5,566,709,227

* The proposed record day for dividend payment is 5 May, 2025. The amount proposed as dividend corresponds to SEK 3.00 per share, based on the existing number of shares, 107,573,111 and excluding the 1,742,611 shares held by the Group as per record day.

Sustainability Statements

Content

Sustainability Statements
Introduction

Alimak Group's activities have a strong connection to sustainability, where products and services ensure that work at height can be carried out safely and efficiently. The Group's business model and strategy are closely linked to solutions that can be maintained and used for many decades. Sustainability is integrated in the Group's strategic house – and covers everything we do from the relationship with stakeholders, our operations and the solutions we offer to the market.

During 2024, Alimak Group took its first steps towards ESRS reporting. The Group Leadership Team assigned a team of subject matter experts (SMEs) in the areas of Governance, Sourcing, Environmental, Human Resources and Health & Safety to lead the work across the organisation. The team of experts received training in the CSRD/ESRS and other relevant standards to be able to share and involve other key personnel from the divsions. A governance structure was put in place, with responsible persons appointed for each site ensuring involvement from all divisions. The Group invested in a new ESG data reporting system to prepare proper documentation and disclosures on ESRS topics as well as collection of ESG data from each division and site. Furthermore, a new global HR system was installed to manage data about the Group's own workforce in a better way.

Several new sustainability metrics, specifically in relation to energy used, have been introduced.

The progress of the assigned experts and the progress of each division was closely monitored by the Group's leadership team and was reported to the Board of Directors regularly.

The Sustainability Statements follow the structure of the new regulations but mostly focuses on ESRS 2 and E1. The topical standards E5, S1, S2, S4 and G1 are also material but only reported partially as we are not yet fully aligned with the CSRD and the underlying ESRS requirements. This work will continue in 2025 to ensure that the Group is compliant with the new reporting requirements by the end of 2025.

Double Materiality Assessment

As a key element of our work to prepare for the the CSRD reporting, a double materiality assessment ("DMA") was conducted. The DMA process followed what is described in ESRS 1 & 2, while also keeping a broad perspective by taking account of other relevant international standards such as the GRI, TCFD and GHG protocol. The potential and actual financial and impact materiality of the Group's activities on people and the environment was identified using a risk-based approach, which prioritised the most severe or likely effects.

Relevant stakeholders for the DMA were identified for each division, such as Alimak Group employees, workers in the value chain, and end users, the Group's owners, suppliers, and customers. Stakeholders were allowed to guide the DMA process, meaning they could highlight areas of relevance; however, it was the Group's SMEs who ultimately decided whether a topical standard was material based on their knowledge of both the topic and the Alimak Group but also factoring in international standards, guidelines and reports, and other relevant data points.

For each topic, the experts performed an impact risk and opportunity (IRO) assessment, which resulted in comprehensive lists of IROs for each ESRS topical standard. The outcome was examined a second time by other experts from each division with relevant competence. The final list of IROs was used as the foundation for the double materiality assessment of each ESRS topical standard. Some ESRS topical standards were excluded even though they had high-impact IROs due to one or both of the following reasons.

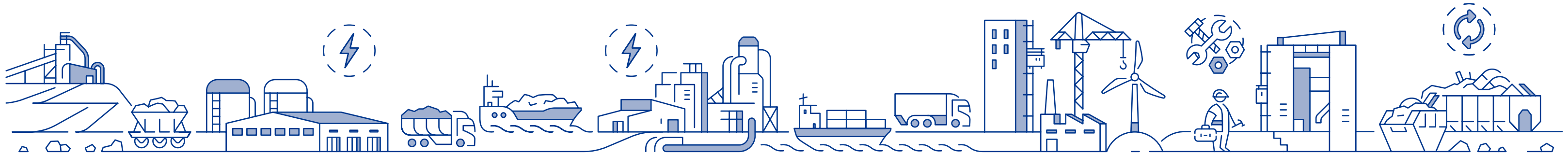
- The Group's main contribution to the negative impact was already covered by another topical standard
- If the impact was very distant from the Group in the value chain, and the Group's total share of the impact was negligible

The DMA was approved by the Group Leadership Team in September 2024.

The outcome of the DMA is shown in the Value Chain illustration on the next page and the following pages provide a summary of the material Topical Standards.

Alimak Group Value Chain

The value chain overview shows where our material sustainability impacts and risks occur across our full value chain.



Category	Topic	Raw material	Supplier manufacturing	Transport to us	Our factories	Transport to customer	Use phase	Maintenance	End of life
E Environmental	Circular business models	●	●		●		●	●	●
	After sales offering						●	●	●
	Products /solutions with low carbon footprint	●	●	●	●	●	●	●	●
	Value chain GHG emissions	●	●	●		●	●	●	●
	AG direct emissions				●				
	Energy efficiency in operations				●				
	Material waste				●				●
S Social	H&S of end users						●	●	
	Product quality	●	●		●		●	●	
	H&S of AG employees				●			●	
	Talent attraction				●				
	Training/ Skill dev				●				
	Employment conditions				●				
	Employee freedom of associttation				●				
	Gender equality				●				
	Child/forced labour in the supply chain	●							
	Equal opportunities in our supply chain	●	●						
G Governance	Corporate culture				●				
	Whistle blower	●	●	●	●	●	●	●	●
	Corruption & bribery		●		●				
	Supplier relationships		●	●	●				

E1 Climate change

	Material impact or risk	Description
Climate change adaptation		
Risk	Risk of decreased competitiveness if the Group's product range is not regarded as sustainable.	Almost all markets that the Group operates in are trying to decarbonise at varying rates. Especially the EU (27) and the UK. To remain competitive in these markets, we need to be able to meet customer demands by providing products with a lower carbon footprint from a value chain perspecitve.
Climate change mitigation		
Negative impact	Actual negative impact due to emissions connected to our own operations.	To reduce the emissions connected to the Group's own operations, we are mapping our energy use and taking action by purchasing green energy, reducing our energy consumption, or electrifying fossil-powered vehicles, machines, and equipment.
Negative impact	Actual negative impact due to both upstream and downstream emissions in the value chain.	The Group has significant emissions connected to both upstream and downstream emissions in the value chain. To reduce these emissions, the Group conducts a life cycle analysis on all major product groups to identify the right measures to reduce the emissions - from sourcing materials with lower environmental impact, changing product designs and increasing the lifetime of our products.
Risk	Risk of increase in the price of imported steel and aluminium goods due to the CBAM.	The Group and its supply chain managers will need to monitor and find alternative solutions to reduce the risk of increased raw material costs.
Energy		
Risk	Risk of higher than necessary energy consumption due to energy inefficiencies at the Group's larger factories.	Energy mappings are carried out to find cost-effective ways to reduce the energy consumption at the Groups larger factories as well to change to energy sources with a lower carbon footprint.
Opportunity	Opportunity to increase revenue in the wind and renewable energy industry.	Many industries supporting the green transition, will require vertical transportation solutions, for example, offshore wind parks, etc.

E5 Resource use and circular economy

	Material impact and risk	Description
Resources inflows, including resource use		
Negative impact	Negative impact from the use of virgin materials in our supply chain. Relevant identified material groups so far include: Steel, Aluminium, Copper, Concrete, Textiles (Mainly polyester), Plastics, Bioplastics, Cardboard, Wood, Electronics, Other hazardous materials.	To reduce its negative environmental impact, the Group aims to increase the amount of reused and recycled materials in its material inflow.
Resource outflows related to products and services		
Negative impact	Impact of waste generation during manufacturing processes.	Our assets have an expected lifetime of approx. 20-35 years, and up to approx. 90% of the total material flows used in these assets can be recycled at their end of life. There is still potential to increase the overall recyclability of renewable energy assets, so that the value of all materials can be retained at end of life. We actively investigate opportunities for repairing, refurbishing, and reusing key components.
Waste		
Negative impact	Impact of waste generation during operation and decommisioning.	The Group aims to only work with reputable waste management firms to ensure that its waste is handled properly in all locations, especially with regard to hazardous materials.
Circular business model adaptation		
Opportunity	Opportunity to increase circularity of the Group's business in the Facade Access, Construction and Industrial divisions.	The Group's products are built to last. With new technologies and a global service organisation old machines can be refurbished and rebuilt to even further prolong the service life.

S1 Own workforce

	Material impact or risk	Description
Working conditions		
Negative impact	Potential negative impact on the Health & Safety of our own workforce.	Work tasks are risk-assessed by competent persons to identify significant hazards and determine the level of risk. Control measures are implemented to mitigate significant health & safety risks and reduce them to a tolerable level. Safe working methods are documented and communicated for use by employees. The Group's positive approach to a safety first attitude has created a strong health & safety culture, and has led to a reduction in Lost Time Accidents since 2019.
Equal treatment and opportunities for all		
Risk	Risk of not providing adequate training or skills development potentially resulting in a non effective workforce.	The Group encourages a culture of continuous improvement and staff development within its workforce. We have entrenched programmes that provide the opportunity for goal setting, development and feedback which align with the goals of the Company. The Group is dedicated to providing the necessary training to upskill and cross skill the existing workforce in order to ensure that the capability exists to meet changing skillsets now and in the future.
Risk	Risk of harassment – physical or psychological injury at work.	The Group has an obligation to keep its employees safe at work; both mentally and physically. To support this, the Group has clear policies in place to mitigate the risk of harassment and violence against employees, thus creating a workplace that is free of psychosocial hazards. The Group also has a whistleblower policy and programme in place to ensure that an avenue exists for the employees to report any workplace incidents.
Other work-related rights		
Risk	Risk of regulatory and reputational consequences in the event of inadequate privacy controls related to our own workforce.	GDPR is implemented across the Group as a minimum standard and exists in collaboration with all local privacy laws and requirements. Training and education are provided to ensure awareness across the business. In 2024, a new GDPR organisation was established. A Group HR information system was also implemented in 2024 across the entire Group to provide better controls and a system to store sensitive employee data, thereby reducing the risk.

S2 Workers in the value chain

	Material impact or risk	Description
Working conditions		
Negative impact	Potential negative impact (regulatory and reputational) of working with suppliers that do not respect human rights and the OECD Due Diligence Guidance for Responsible Business Conduct, and do not commit to ensuring decent and fair working conditions.	The Group is actively working to ensure that all our suppliers' employees have an employment contract with clear terms and conditions in line with local legislation. If we detect that this is not the case, the supplier will be requested to put in place an action plan leading to compliance. We will monitor the implementation of the plan and if this does not happen, the Group will terminate the cooperation with the supplier.

S4 Consumers and end-users

	Material impact or risk	Description
Personal safety of consumers and/or end-users		
Negative impact	Potential negative impact on end-users working at height in the event of breach of safety.	The Group's products are certified according to relevant standards to ensure that relevant safey levels are met. To further improve safety, the Group participates in standards committes, which are driving new safety standards and it also invests in new technologies that can further improve safety.

G1 Business Conduct

	Material impact or risk	Description
Corporate culture		
Opportunity	Opportunity to drive the Company towards target fulfillment through a strong corporate culture.	Our vision, strategy house and core values are being actively communicated to the workforce. Understanding and acting in accordance with our shared values will develop a healthy and inspiring workplace for all our employees.
Protection of whistleblowers		
Opportunity	Solid whistleblower procedures encourage people to speak up and report concerns.	By managing whistleblower cases in a proper way and protecting whistleblowers, we create trust and people are not afraid to report suspicions about misconduct.
Corruption and bribery		
Risk	Risk of both reputational damage and financial damage (fines) if our employees or distributors engage in acts of bribery or corruption	The Code of Conduct and the Ethical Business Guidelines define the Group's general principles in relation to business ethics. The documents clearly state that any involvement in bribery or corruption is prohibited. The Group's training programme consists of both an e-learning and workshops involving dilemma discussions.

ESRS 2 — General Disclosures

1 – BASIS FOR PREPARATION

BP-1 General basis for preparation of the sustainability statement

The reporting period covers 1 Jan 2024 to 31 Dec 2024.

Alimak Group AB (publ), corporate reg. no. 556714-1857, has its registered office in Stockholm, Sweden. The address of the Company's headquarters is Blekholmstorget 30, 111 64 Stockholm, Sweden. Alimak Group AB and its subsidiaries form the Alimak Group, hereinafter referred to as Alimak Group or the Group. Alimak Group is listed on Nasdaq Nordic under the ticker ALIG. Alimak Group is a global market leader in vertical access solutions for professional use. The Group also offers a comprehensive range of aftermarket services with sales to more than 120 countries. These sustainability statements were approved for issuance by the Board of Directors in 18 March 2025.

The sustainability statement has been prepared on a consolidated basis, in the same way as the financial statements. As a main rule, all subsidiaries are included in the consolidated sustainability reporting.

The value chain in the sustainability statements has been covered in the following way:

For environmental topical standards, the full value chain has been considered: from raw material extraction & refining, supplier manufacturing, transport to us, own manufacturing and assembly, transport to customer, use phase of the product, maintenance of the product, to end of life.

For the social topical standards, besides our own workforce, we have covered tier-one suppliers, as well as social hotspots in the value chain such as mines, manufacturing sites, and people working at heights.

For the governance topical standard, we have considered our own workforce, tier-one suppliers and our distributor network.

Statements regarding policies, actions and targets are not applicable this year.

Data pertaining to what value chain information is included in the disclosed metrics will be further developed next year.

BP-2 Disclosures in relation to specific circumstances

The following metrics in E1 include value chain estimations:

Scope 1: For emissions/energy from owned/leased vehicle fleet, in locations with no fuel consumption reports, the fuel consumption has been estimated via fuel invoices and/or driving distances.

Scope 2: An average energy use per m2 has been used in locations where the energy cost is not based on actual use but a fixed cost.

Scope 3: For business travel by car where information about emissions is not available, the same methodology as for Scope 1 has been applied. The Group relies on life cycle assessments to estimate the CO_2e emissions related to Scope 3 (except business travel). The life cycle assessments are conducted according to the ISO 14040 standard with product specific data collected from experienced staff. The Group uses a weighted average to represent the different environments and conditions for each specific product group. Specific product data is paired with impact factors from reliable sources such as the Ecoinvent LCIA database and Our world in data. Many data sets are based on industrial averages and are not tied directly to the actual supplier.

The accuracy level for Scope 3 is estimated to be +/- 25%, but is sufficient to prioritise activities to reduce emissions along the value chain.

The accuracy of the data will be improved by implementation of the CBAM - specifically related to the use of steel and aluminum in the Group's products. Furthermore, the increase in the number of connected machines will provide IoT data, enabling better estimates relating to the use phase.

The Swedish Annual Accounts Act Chapter 6, Sections 10–16 has been applied in the preparation of the sustainability statement.

2 – GOVERNANCE

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

Alimak Group's corporate governance model is described in the Corporate Governance section of this annual report.

In our disclosures, we have made the following interpretations:

- Administrative body is the Board of Directors
- Management body is the Group Leadership Team
- Supervisory body is the Audit Committee

The Board is composed of eight directors, four women and four men, elected by the Annual General Meeting, held in April 2024. The gender ratio of directors elected by the Annual General Meeting is 50% women and 50% men.

One of the eight Board members is employed by Alimak Group, the President & CEO, Ole Kristian Jødahl. In addition to the eight directors elected by the Annual General Meeting, there are two employee representatives appointed by the trade unions. Five of the eight elected Board members (62.5%) are independent in relation to the Company and the Shareholders.

The Group Leadership Team has ten members, three women and seven men. All ten members of the Group Leadership Team are employed by the Group.

The members of the Board of Directors and the members of the Group Leadership Team are presented on pages 92-95 of this annual report.

At the statutory board meeting that is held after the Annual General Meeting each year, the Board adopts procedural rules for the Board and instructions for the audit committee and the CEO. These documents contain instructions relating to each party's responsibilities in the sustainability area.

The Board has appointed Tomas Carlsson and Helena Nordman-Knutson as members of the Audit Committee, see page 88. The Audit Committee is a body within the Board assigned to act as a committee for questions relating to risk assessment, internal control, financial reporting, sustainability reporting and auditing. The committee acts as the supervisory body for matters relating to sustainability reporting, i.e. including the IRO analysis and the double materiality assessment.

At Group level, the responsibility for sustainability rests with the President and CEO. The Group's Chief Technology Officer (CTO) is responsible for IROs related to E1, E5 and S4, the Chief People & Culture Officer (CPCO) for S1, the Chief Financial Officer (CFO) is responsible for S2 and G1. Internal and external experts support the leadership team with the IRO and DMA processes, strategy, implementation, monitoring and reporting.

The CTO, the CPCO and the CFO are responsible for monitoring, managing and overseeing impacts, risks and opportunities. They are supported by an internal team of experts, including the:

- Senior HSEQ Manager,
- Lead Engineer Sustainability,
- Head of Group Tax & Legal,
- Group Sourcing Manager, and
- Head of Group Reporting.

The status of the work is reported to the Group Leadership Team, the Audit Committee and the Board.

The CTO, the CPCO and the CFO report to the President & CEO. The President & CEO reports to the Chairman of the Board.

The internal experts in the CSRD working group have been selected based on their expertise in areas relating to the material IROs. Reporting lines for the internal team of experts:

- Senior HSEQ Manager reports to the CPCO
- Lead Engineer Sustainability reports to the CTO
- Head of Group Tax & Legal reports to the CFO
- Group Sourcing Manager reports to the CFO
- Head of Group Reporting reports to the CFO

Detailed actions, targets and metrics for each material topic are still in the process of being developed. This work also covers the development of appropriate control mechanisms.

Proposals for new targets relating to material IROs are first presented by the CTO, CFO and CPCO (depending on which topic it relates to) to the Group Leadership Team and thereafter to the Board for approval.

The sustainability strategy for the material topics and also the resources and specific skills needed to execute the plans are discussed at the Audit Committee meetings.

The ambition over the last few years has been to build good competence internally around ESG matters of relevance for Alimak Group.

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

The CTO, the CPCO and the CFO are responsible for monitoring, managing and overseeing impacts, risks and opportunities. The status of the work is reported to the Group Leadership Team, the Audit Committee and the Board.

Two of the four Audit Committee meetings have sustainability-related topics on the agenda. One of the meetings addresses the topic sustainability reporting and the auditor's feedback and another one has sustainability targets and activities as an agenda item. The information is normally provided to the Audit Committee by the CTO, the CPCO and/or the CFO depending on the topic.

The Global Leadership Team, the Audit Committee and the Board follow up on all the actions agreed, on metrics reported and other measures to ensure progress, and if not, corrective measures will be implemented.

The IROs identified through the DMA process and their level of materiality has been discussed and agreed by the Group Leadership Team during 2024. When strategy and risks are being reviewed, the outcome of the DMA is used as input.

During 2024, the focus has been on identifying the IROs and performing the DMA, an overview of the material IROs can be seen on pages 61-69.

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

Since 2024, the Group's Short-Term Incentive programme (STI) contains a sustainability target with 10% of the maximum STI outcome.

In 2024, the sustainability target has three components relating to the Group's commitment to Science-Based Targets and the progress on the mapping of CO_2e emissions in scope 1, 2 and 3.

The targets are proposed by the Group Leadership Team and approved by the Remuneration Committee, see page 88.

GOV-3 Statement on due diligence

The Group's due diligence is focused on two areas, suppliers and third-party sales channels (distributors). The due diligence related to suppliers is done through self-assessment questionnaires using the Worldfavor platform. Based on the result of the self-assessment, specific audits are made. The due diligence relating to third-party sales channels (sales distributors) is done through an evaluation when a new distributor is appointed.

GOV-5 Risk management and internal controls over sustainability reporting

Alimak Group has an annual risk management process that also covers risks in the sustainability area, including sustainability reporting. The Risk Management Process is described in detail on pages 78-84. Each year, the identified risks are assessed and scored in terms of likelihood and financial impact. The initial assessment is made by the divisions and the Group functions. Subsequently, a prioritisation process is performed by the Group Leadership Team to determine which risks should take focus. Owners and timelines for mitigation actions are agreed upon.

In the risk assessments performed in 2023 and 2024, sustainability reporting was identified as a risk requiring mitigation activities. It resulted in the creation of the CSRD working group consisting of internal experts in relevant areas of the organisation. This working group has a steering committee consisting of the CTO, CPCO and CFO and regular meetings are held to ensure progress.

During 2024, investments have been made in two web-based platforms to improve the collection, quality and control of sustainability metrics. The reporting structure will be further developed – both in terms of data granularity and internal control measures.

3 – STRATEGY

SBM-1 Strategy, business model and value chain

The Group's sustainability strategy includes promoting Health & Safety – for its own personnel and workers in the value chain, reducing the carbon footprint along the full value chain, and fostering a corporate culture & leadership based on the Group's governance model.

The Group develops, manufactures, sells and services machines and accessories for vertical access and working at heights in more than 120 countries. The Group's customer base consists of industrial and construction companies installing the machines/renting the machines to sites that need either temporary or permanent vertical access.

The Group offers machines for transport of people and material to heights; construction hoists, platforms, industrial lifts and building maintenance units. The Group also provides products to work safely at heights. In certain markets, the Group not only sell the products, but also provides rental services with solutions designed for customers through advanced application engineering. The Group has a global service organisation to provide service to the products offered as well refurbishing and reselling of used machines.

The full value chain of the Group can be summarised as, raw material extraction & refining, supplier manufacturing, transport to us, own manufacturing and assembly, transport to customer, use phase of the product, maintenance of the product, and end of life.

- Raw material extractors
  - Oil wells/refineries, forestry companies, mines/metal refineries
- Supplier manufacturer
  - Metal processors, plastic manufacturers, cardboard/wood packaging manufacturers, electronic manufacturers
- Transport/logistics
  - Logistic companies
- Own manufacturing
  - Cutting, milling, welding, sewing
- Intermediaries
  - Rental companies
- End users
  - Companies and people using our products
- Recycling and waste management

The Group has 26 production and assembly facilities in 15 countries around the world, along with internal sales and the service network and external distributors that supply and maintain vertical access solutions in more than 120 countries. The production and assembly facilities mainly perform welding, bending and assembly.

The Group is organised in five autonomous divisions: Facade Access, Construction, Height Safety & Productivity Solutions, Industrial and Wind. Each division is responsible for the full value chain, from supply, development, manufacturing, sales and services such as spare parts, certifications and refurbishments. For the Construction division, rental is also a significant part of the business model.

For its manufacturing, the Group sources made-to-order and standardised materials, components and services from regional and global suppliers. Certain key components are also made within the Group. Where possible, the Group uses a range of different suppliers, and always tries to avoid being dependent on a single supplier. All suppliers must comply with the requirements stipulated by the Group regarding precision of supply and financial stability, as well as ESG compliance. Relevant input materials include but are not limited to, steel, aluminum, copper, concrete, zinc, textiles, plastics, cardboard, wood, electronics and hydraulic/lubricating oil.

The Group has its own R&D units which develop and own the IP of the products we supply. Material, components etc. are sourced and the final products are manufactured/assembled in the Group's factories before being shipped to customers.

The products are supplied to customers all over the world, installation is often done using the Group's service organisation.

The Group applies the same sustainability targets for all parts of the business and for all markets.

Work is ongoing to reduce the carbon footprint related our own operations via energy efficiency measures and transfer to energy/electricity with a lower carbon footprint. Life cycle assessment is carried out to identify areas related to Scope 3, and a roadmap for implementation will be drawn up in 2025.

To achieve its targets, the Group invests in new technologies, product development, automation of production, health & safety measures, people development and leadership. A Group-wide sustainability week is held every year to enable all employees to work with sustainability matters like for example, waste, health & safety, energy efficiency.

SBM-2 Interests and views of stakeholders

The business model and strategy are reviewed and updated every year based on market development, feedback from customers, development of new machine safety standards, new emerging technologies and new solutions provided by our suppliers.

Employee satisfaction surveys are conducted 3 – 4 times a year to get the views of the Group's own workforce. The survey's results are discussed at all management levels and action plans are prepared. The results of the actions plans are followed up in the next survey.

The interests and views of workers in the value chain are indirectly considered via the ESG self-assessments of our suppliers and supplier audits.

Feedback from customers and users is collected by each division's product management team, e.g. functionality, cost, quality, etc. The feedback is incorporated in the product roadmap, which prioritises future R&D activities.

The Group conducts both organised and ad-hoc engagement sessions with key stakeholders like suppliers, employees, customers, end-users and investors. The feedback from key stakeholders is important in terms of developing and improving the Group's strategy.

- Suppliers: self-assessments, meetings, and audits
- Employees: employee satisfaction surveys
- Customers: participation in standards committees, participation in development projects, analysis of customer complaints, conferences, etc.
- Investors: financial reports and presentations

Stakeholder engagement is organised by:

- Suppliers: Global Supply Chain Coordinator
- Employees: Chief People & Culture Officer
- Customers: Head of Product Management
- Investors: Chief Financial Officer

The purpose of the stakeholder engagement is to:

- build more sustainable relationships across our value chain with our key stakeholders,
- get input from all relevant parties including the own workforce to improve the sustainability of our operations,
- get input and understand how we can generate more value and offer sustainable solutions,

- understand the general market demands and financial requirements to continue building a sustainable business.

Inputs from stakeholder dialogues have resulted in an increased focus on sustainability – from carbon footprint, supplier engagement, health & safety of the own workforce and Governance training. In 2022, new sustainability targets were set and in 2024 we sent the Group's commitment to Science-Based Targets.

The Group's business model and strategy are continuously updated based on market conditions, stakeholder dialogues, technology shifts, new regulations, etc. The Group presents its strategy – including both financial and sustainability targets – to the market every third year at a minimum.

Forming the Group's sustainability agenda is a prerequisite to be relevant for all stakeholders in the future. The agenda – covering E, S and G matters - can only be formed by knowing the needs, interests and views of the different stakeholders. The Global Leadership Team approves the sustainability agenda.

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

To continue to be a relevant player on the market – for customers, own employees, suppliers, the financial market, the Group must continuously adapt and improve its processes, business model, product offerings, services etc. to both meet financial expectations but also improve on all relevant sustainability matters. The IRO table on page 61-69 outlines the identified impacts, risks and opportunities.

4 - IMPACT, RISK AND OPPORTUNITY MANAGEMENT

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

Assumptions:
Alimak Group is a global company with low vertical integration in its supply chain. This means that the Group does not have a perfect overview of its entire value chain and must use qualified assumptions when it comes to the impacts on the environment and human rights in the value chain. Where detailed data is missing, the Group relies on country or sometimes region-wide averages and expert opinions. In each case where assumptions were made, the Group tried to acquire as accurate data as possible. Data was collected from government and intergovernmental sources, industry organisations, NGOs, and experts.

The double materiality process conducted in 2024 can be described as follows:

- One or more experts were assigned to each area of environment, social and governance
- The experts familiarised themselves with the CSRD/ESRS and other relevant standards and stakeholder views
- The potential and actual financial and impact materiality of the Group's activities and business relationships on people and the environment were identified using a risk-based approach prioritising the most severe or likely effect
- The Group monitors the changes in its financial and impact materiality and the implementation of its actions over time in relation to its position in the industry, to ensure that the Group collects and analyses relevant information and complies with relevant standards and regulations.

In the DMA process, special focus was given to the following areas:

- Environmental: Focused on areas of the value chain which are assessed to have the highest environmental impact based on the Life Cycle Assessment methodology.
- Social: Special focus was given to activities with a potential negative impact on people.
- In relation to the value chain, special focus was given to countries with a high-risk profile.
- Governance: Special focus was given to suppliers, own operations, and the distributor network.

The following information/stakeholder dialogues were used in the DMA process:

- Relevant international standards such as the GRI, TCFD and GHG protocol
- Employee surveys
- Supplier ESG self-assessment, audits, and ILO
- Internal company expertise in human resources, environmental, supply chain management, occupational health and safety, and the legal department
- Dialogues with customers and users have been conducted either directly or indirectly via participation in standards committees
- We are directly engaged with Alimak Group owners on a frequent basis via Board meetings and quarterly reports
- Market trends and competitors

IROs were prioritised based on their score. The score uses assessed relative severity, scope and likelihood as its basis of calculation. Each IRO was assigned a score based on the severity of the impact or financial magnitude multiplied by the likelihood. Whenever the score of an IRO or a collection of IROs connected to a topic was equal to or higher than the set threshold, the topic was deemed material.

The financial impact of a risk or opportunity has been estimated using the same methodology as for the overall risk assessment process implemented by the Group. Sustainability-related risks have been prioritised on the same basis as all other risks. The process to identify IROs is in line with and uses similar factors as the Group's normal risk assessment process but it had to be adapted to fit the ESRS legislation. We see no major dependencies connected to the risks and opportunities identified. Further evaluation will be done in 2025.

When the group of internal experts completed their assessments, the outcome was presented to the Group Leadership Team and they were given the opportunity to provide their feedback. The Group Leadership Team decided on the final DMA result in September 2024. The DMA will be updated on an annual basis.

IROs related to the Group's own operations are closely monitored via monthly and/ or quarterly reports for each site. Developments and the actual metrics are presented to the Group Leadership Team and this results in actions if needed.

The Group's decision-making process is as follows:

- The Group proposes the overall strategic development targets, considering both the sustainability-related risks and opportunities
- The Board of Directors approves the strategic objectives that affect the Group's long-term value creation and performance
- Each division develops a detailed strategic plan for its operations, aligned with the Group's short and long-term targets
- The Group Leadership Team oversees the implementation of the strategy and policies and monitors the sustainability-related impacts and outcomes of the undertaking's activities, products, and services

Evaluating opportunities from a sustainability and other perspectives is deeply embedded in the annual update of the Group's strategy.

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

The materiality assessment resulted in the following topics being assessed as material, ESRS 2, E1, E5, S1, S2, S4 and G1. In the 2024 annual report, ESRS2 and E1 are disclosed in the sustainability statement.

The following topics were assessed to not be material, E2, E3, E4 and S3. Details are given below.

The Group's main impact related to E2 is upstream activities from mining run-off/chemicals leaching into groundwater. The Group's use of virgin material is marginal relative to the global use and activities are ongoing to increase the use of recycled materials which is covered under E5.

The Group's main impact related to E3 is ocean acidification caused by CO_2 emissions which is covered by E1.

The Group's main impact related to E4 is upstream activities from mining run-off/chemicals leaching into groundwater and GHG emissions. The Group's use of virgin material is marginal relative to the global use and activities are ongoing to increase the use of recycled materials covered under E5 and GHG emissions are covered under E1.

The Group's operations are mainly assembly plants and service offices. The impact on surrounding communities is estimated to not be significant.

ALIMAK GROUP

ESRS E1 – Climate Change

1 – INTRODUCTION

The ESRS E1 section of the sustainability statement focuses on how the Company affects climate change, in terms of material impacts, and on the plans and capacity of the Company to adapt its strategy and business model, in line with the transition to a sustainable economy and to contribute to limiting global warming to 1.5°C. It considers the requirements of related EU legislation and regulations.

It also covers climate-related hazards that can lead to physical climate risks for the Company and its adaptation solutions to reduce these risks, in addition to transition risks arising from the needed adaptation to climate-related hazards.

2 GOV-3: E1 – INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

During 2024, ten percent (10%) of the short-term incentive programme of the Group Leadership Team was linked to climate-related issues. The renumeration is correlated to the progress of the SBTi commitment/application which will set a third-party verified, medium-term GHG emissions reduction target for the entire Group.

2 IRO-1 : E1 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL CLIMATE-RELATED IMPACTS, RISKS AND OPPORTUNITIES

The process can be described in the following steps:

- familiarisation with ESRS 1 and other relevant reports by intergovernmental organisations such as the OECD, IPCC, UN, and the EU
- impact risk and opportunity (IRO) assessment: each IRO was given a score for its external impact and/or financial impact based on the standardised scoring tables and later approved by the Global Leadership Team
- the DMA Process: input from relevant stakeholders , international standards and supportive data
- the DMA was approved by the Global Leadership Team in September 2024

To assess the Group's impact on climate change, the Group uses the reported emissions from its sites tied to own operations including commuting and business travel.

To assess emissions in the value chain, the Group uses an activity-based approach; by conducting life cycle assessments of its major product categories and tying them to sales data, the Group can assess total emissions connected to the value chain from material acquisition, manufacturing, transport, installation, operation, maintenance, and end-of-life.

The Group has not yet fully investigated which sites are at risk of extreme weather events.

The aim is to ensure that larger sites in the Group have proper insurance and that manufacturing sites have an acceptable level of risk in relation to extreme weather events.

The Group's business activities are not considered to be exposed to climate-related hazards. Further investigation will be carried out in 2025.

The Group is operating on many markets, where there is a focus on lowering the carbon footprint at varying rates, short to long term. To achieve both the financial and sustainability targets, the Group must meet customer demands by providing cost-effective low carbon solutions, from a value chain perspective. Furthermore, policy and legal changes such as the EU CBAM regulation can force the Group to change how the supply of certain raw materials should be managed.

2 SBM-3 : E1 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

2.46.E1.1 Material impacts, risks and opportunities and their interaction with strategy and business model – climate change

See IRO table on pages 61-69.

E1.18.1 For each material climate-related risk the undertaking has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk

Physical IROs

- Risk of exposure to climate-related physical risks at factories and offices

Transition IROs

- Risk of decreased market attractivity and competitiveness if the Group's product range is not regarded as sustainable
- Actual negative impact due to emissions connected to our own operations
- Actual negative impact due to emissions connected to both upstream and downstream emissions in the value chain
- Risk of increase in the price of imported steel and aluminium goods due to the CBAM
- Risk of higher than necessary energy costs due to energy inefficiencies at the Group's larger factories
- Risk of decreased revenue in the oil and gas business segments as renewable energy becomes more prevalent
- Opportunity to increase revenue in the wind, industrial and mining business segments as the renewable energy roll-out gains momentum

E1.19.1 Description of the resilience of the undertaking's strategy and business model in relation to climate change

Alimak Group has not conducted a resilience analysis of the business strategy. This is expected to be completed by 2026.

E1-1 – TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

Alimak Group does not have a complete transition plan for climate change mitigation. We are working on our CO_2e mapping and aligning our work with the Science-based targets initiative. We expect to have a transition plan in place by 2026.

The current Group-wide target is to reduce scope 1-3 emissions in relation to revenue by 30% by the end of 2025.

This Group's target is ambitious, however, the target does not demand an absolute reduction and might not be aligned with 1.5°C or well below the 2°C pathway in the event of significant growth of the Group's market share.

The Group has committed to and is working on developing a Science-based target. This process will set a target for 2030-31 in line with the 1.5°C pathway or well below 2 degrees warming, verified by a third party, SBTi.

For scopes 1-2, our factories account for the largest share of the Group's emissions and we have identified, energy efficiency, use of renewable energy, and electrification of fossil-powered machines and vehicles as the most relevant decarbonisation levers.

For scope 3 emissions, which constitute the majority of the Group's emissions, circular business models, supply chain decarbonisation, product design, and product maintenance are the most significant decarbonisation levers.

Most of the Group's emissions are related to scope 3; the locked-in emissions found in scope 1 and 2 are not large enough to mean that the Group is at risk of not reaching its GHG emissions reduction target.

E1-4 – TARGETS RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

The Group has a target to reduce its total scope 1-3 emissions relative to revenue by 30% by 2025 compared with the base year of 2019. The 30% reduction by 2025 compared with 2019 is not approved by the SBTi but it roughly aligns with a 1.5°C to well below 2°C target.

The Group is working with:

- converting to low carbon energy sources for heating, cooling and electrifying our own operations
- electrifying the car fleet
- improving product design to reduce the impact of raw materials, energy use and maintenance emissions
- sourcing reused, recycled or other sustainable materials

E1-5 - ENERGY CONSUMPTION AND MIX

E1.37* Total energy consumption related to own operations

Energy consumption (Market-based)	MWh
Fossil energy total consumption	**21,594**
Oil & petroleum products	12,957
Natural gas	6,498
Other fossil sources	88
Fossil electricity, heat, steam, cooling	2,051
Nuclear energy total consumption	**1,377**
Renewable energy total consumption	**12,467**
Renewable energy: Biofuels	300
Renewable energy: Electricity, heat, steam, cooling	12,130
Renewable energy: Self-generated, non-fuel	37
TOTAL	**35,438**

E1.39 Energy production

Energy production	MWh
Energy production: non-renewable	0
Energy production: renewable	46

E1.40* Energy intensity (total energy consumption per net revenue) associated with activities in high climate impact sectors

Energy intensity	
Energy intensity, total energy MWh/revenue in MSEK	5

E1.42.1 Specification of the high climate impact sectors that are used to determine the energy intensity required by paragraph 40

According to the NACE registry, this is likely to be the most relevant high impact activity to the Group:
C28.2.2 - Manufacture of lifting and handling equipment

Other relevant high impact activities:
C33 - Repair and installation of machinery and equipment
C33.1.2 - Repair of machinery
C33.2.0 - Installation of industrial machinery and equipment

Low impact activities in Alimak Group:
N77 - Rental and leasing activities
N77.2.9 - Renting and leasing of other personal and household goods
N77.3.2 - Renting and leasing of construction and civil engineering machinery and equipment
N77.3.9 - Renting and leasing of other machinery, equipment and tangible goods n.e.c.

E1-6 - GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS

E1.44* GHG emissions

Emissions (tCO_2e)	2024	2023	Base year 2019
Scope 1	**4,642**	**5,400**	**7,645**
Vehicles	3,173	3,482	n/a
Fossil powered equipment (sum)	1,469	1,918	n/a
– Fossil powered equipment gas heating	*1,170*	*n/a*	*n/a*
– Fossil powered equipment other	*300*	*n/a*	*n/a*
Scope 2 emissions from purchased energy (market-based)	**1,300**	**2,370**	**4,566**
Scope 3 business travel [1]	**3,568**	**3,092**	**4,529**
Car not owned	106	214	n/a
Air travel	3,262	2,639	n/a
Other business travel	200	239	n/a
Scope 3 commuting	**1,310**	**n/a**	**n/a**
TOTAL	**10,821**	**10,863**	**16,740**

Emissions (tCO_2e/MSEK revenue)	2024	2023	Base year 2019
Scope 1	**0.65**	**0.76**	**1.07**
Vehicles	0.45	0.49	
Fossil powered equipment (sum)	0.21	0.27	
– Fossil powered equipment gas heating	*0.16*	*n/a*	
– Fossil powered equipment other	*0.04*	*n/a*	
Scope 2 emissions from purchased energy (market-based)	**0.18**	**0.33**	**0.64**
Scope 3 business travel	**0.50**	**0.44**	**0.64**
Car not owned	0.01	0.03	
Air travel	0.46	0.37	
Other business travel	0.03	0.03	
Scope 3 commuting	**0.18**	**n/a**	
TOTAL	**1.52**	**1.53**	**2.35**

The scope 3 categories under mapping are, purchased goods and services, capital goods, transportation and distribution, waste generated in operations, use of sold products, end-of-life treatment of sold products.
Irrelevant scope 3 categories are fuel and energy related services, leased assets, processing of sold products, franchises, and Investments.
See page 72 for data on Scope 3 per each divison.

E1.44*.C.17 Disclosure of why scope 3 GHG emissions category has been excluded

During 2024, an extensive work has been done to map Scope 3 GHG emissions both upstream and downstream. The distribution of the emissions along the value chain is shown on page 72. During 2025, we will further quality assure the numbers and derive plans of how these emissions will be reduced. From 2025 and forward, the numbers will be disclosed as part of the Sustainability statements.

E1.53* GHG emissions intensity (total GHG emissions per net revenue)

Intensities	
GHG emissions intensity (tCO_2e/MSEK revenue)	1.52

E1.55.1 Reconciliation to the relevant line item or notes in the financial statements of the net revenue amounts (the denominator in the calculation of the GHG emissions intensity required by paragraph 53)

See Consolidated Financial Statements on page 98 pp.

E1-9 - ANTICIPATED FINANCIAL EFFECTS FROM MATERIAL PHYSICAL AND TRANSITION RISKS AND POTENTIAL CLIMATE-RELATED OPPORTUNITIES

E1.67.E.7 Net revenue from the undertaking's customers operating in coal, oil and gas-related activities

The Industrial Division has some revenue from customers in the oil & gas and coal sectors. The revenue from these customers in 2024 amounted to SEK 502m.

E1.67.E.8 Proportion (percentage) of the net revenue from the undertaking's customers operating in coal, oil and gas-related activities

The Group's revenue amounted to SEK 7,099m and the revenue from customers in these segments amounted to SEK 502m, i.e. approximately 7%.

E1.69* Potential to pursue climate-related opportunities

It is expected that the market for low-carbon products will gradually increase by working with:

- improving product design to reduce the impact of raw materials, energy use and maintenance emissions
- increased lifetime of machines
- sourcing reused, recycled or other sustainable materials
- refurbishment of old machines
- renovation and reselling of used equipment
- expand the rental business

Impacts, risks and opportunities (IRO)

E1 Climate change

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Risk of exposure to climate-related physical risks at factories and offices	Investigation is ongoing whether the Group's manufacturing footprint may be at risk from extreme weather events.	The Group has not yet fully investigated which sites are at risk from extreme weather events. The aim is to ensure that larger sites in the Group at risk have proper insurance and that manufacturing sites have an acceptable level of risk for extreme weather events.		●				●
Risk of decreased market attractivity and competitiveness if the Group's product range is not regarded as sustainable	A global shift towards a more sustainable, net-zero economy is being observed across all sectors. Changes to the regulatory landscape, customer pressures/preferences, and investor expectations all create transition risks for operating companies that do not adapt their product range to these changing expectations.	Almost all markets that the Group operates in are trying to decarbonise at varying rates. Especially the EU (27) and the UK. To remain competitive in these markets, we need to be able to meet customer demands by providing products with a lower carbon footprint from a value chain perspecitve.			●			●
Actual negative impact due to emissions connected to our own operations	The Group has scope 1 and 2 emissions connected to use of fossil-powered vehicles, other fossil-powered equipment and to the use of purchased energy. Alimak Group's share of global GHG emissions is small/negligible. However, the negative impact is global in nature, dificult to reverse and the Group has potential to influence it.	To reduce the emissions connected to the Group's own operations, we are mapping our energy use and taking action by purchasing green energy, reducing our energy consumption, or electrifying fossil-powered vehicles, machines, and equipment.		●		●		
Actual negative impact due to both upstream and downstream emissions in the value chain	The Group has significant scope 3 emissions connected to both upstream and downstream emissions in the value chain. These emissions are significantly larger than those related to the Group's own operations. The impact is global in nature, dificult to reverse and the Group can influence it to a certain extent.	To reduce these emissions, the Group conducts a life cycle assessment on all major product groups to identify the right measures to reduce the emissions - from sourcing materials with a lower environmental impact, changing product designs and increasing the lifetime of our products.	●		●	●		
Risk of increase in the price of imported steel and aluminium goods due to the CBAM	From 2026 onwards, the CBAM will put a price on imported carbon-intensive goods which may increase the price of many of the Group's products.	The Group and its supply chain managers will need to monitor and find alternative solutions to reduce the risk of increased raw material costs.	●				●	
Risk of higher than necessary energy consumption due to energy inefficiencies at the Group's larger factories	The Group has a risk of higher than necessary energy consumption due to energy inefficiencies in older buildings etc. (energy inefficient machines, poorly insulated heated/cooled areas, etc.).	Energy mappings are carried out to find cost-effective ways to reduce the energy consumption at the Group's larger factories as well to change to energy sources with a lower carbon footprint.		●		●		
Risk of decreased revenue in the oil and gas business segments as renewable energy becomes more prevalent	Lower investments in the oil and gas sector in the long term might impact the need of new vertical transportation systems.	This risk is managed by the Industrial division finding new markets to sell to, such as access to offshore windparks etc.			●			●
Opportunity to increase revenue in the wind and industry segments as the renewable energy roll-out gathers momentum	As the roll-out of renewable energy continues, the Group's large Wind division is set to gain as a result of an increased share of global wind. The Group's Industrial division also expects to increase sales to mines, in connection with the metals needed in the renewable energy transition.	Many industries supporting the green transition, will require vertical transportation solutions, for example, offshore wind parks, etc.			●	●		

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E5 Resource use and circular economy

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Actual negative impact due to use of non-recycled inflow materials	The Group deals in a wide range of materials and products and all of these have different impacts on the environment in the supply chain. Relevant identified material groups so far include: steel, aluminium, copper, concrete, textiles (mainly polyester), plastics, bioplastics, bardboard, wood, electronics, other hazardous materials.	To reduce its negative environmental impact, the Group aims to increase the amount of reused and recycled materials in its material inflow.	●			●		
Risk of raw material price fluctuations	The availability and price of the raw materials needed to manufacture the Group's products are central to its business. Relevant identified material groups so far include: steel, aluminium, copper, concrete, textiles (mainly polyester), plastics, bioplastics, cardboard, wood, electronics, other hazardous materials.	Managing availability and the price of key materials for the Group's operations is integrated into Operation Excellence, which is one of the cornerstones of the Group's strategy.	●			●		
Potential negative impact on the environment if the Group does not increase its circular offering	It is critical for the majority of the Group's sustainability targets that the product range becomes increasingly circular over time, as it impacts emissions, pollution, water and marine resources, and biodiversity.	Our assets have an expected lifetime of approx. 20-35 years, and up to approx. 90% of the total material flows used in these assets can be recycled at their end of life. There is still potential to increase the overall recyclability of renewable energy assets, so that the value of all materials can be retained at end of life. We actively investigate opportunities for repairing, refurbishing, and reusing key components.			●			●
Impact of waste generation during manufacturing processes	The Group deals in a wide range of materials with different impacts on the environment. As the Group is global and operates in many countries, proper waste management must be enforced. The Group aims to only work with reputable waste management firms to ensure that its waste is handled properly in all locations, especially with regard to hazardous materials.	Policy regarding waste management will be developed during 2025.		●		●		
Opportunity to increase revenue connected to the Group's service, reuse and refurbishment strategy	There is a large installed base of equipment with a near term end-of life. With the right expertise, the lifetime of these assets can be extended.	Investment in expertise and technologies for refurbishment and extending the lifetime of the installed base is an integral part of the Group's strategy.			●	●		
Risk of product offering not being relevant to the market if not circular designed	It is vital that the Group stays up-to-date with changing trends in the market, while reaching its sustainability goals and remaining profitable.	The Group's products are built to last. With new technologies and a global service organisation, old machines can be refurbished and rebuilt to even further prolong the service life.			●			●

S1 Own workforce

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Potential negative impact on own workforce in the event of short-term or uncertain employment terms and conditions	From time to time, the Group has a need to recruit temporary or short-term workers to meet utilisation needs within the business.	The Group does not have temportary or short-term recruitment as standard practice.		●		●		
Potential negative impact on own workforce in the event of working too many hours	If employees are overworked, or working hours that they are not paid for, employees may become unwell, injured and unable to work and provide for their families.	The Group has local employee handbooks and policies in place to ensure employees get proper time off and paid over time.		●		●		
Risk of employees leaving the Group or legal action in the event of excessive working hours, stress and limited time away from work	Employees risk leaving due to excessive working hours, stress, limited time away from work and an overall negative employee experience. If overworked, employees also risk injury, potentially leading to legal action. There is also a risk of breaching local employment laws, potentially leading to legal action in these specific locations.	Performance conversations are held regularly, to check employees stress levels and mitigate any risk with negative employee experience. The tool is also used to identify any risk of employees leaving due to being overworked. Regular employee surveys (3–4 per year) capture input regarding workload, health, and manager support. Exit interviews are held with leavers for continuous improvement.		●		●		
Risk of work and delivery delays in the event of lack of social dialogue with workers councils and local trade unions	The Group risks potential delays in its business if workers councils and trade unions are not advised/consulted on changes and actions that could affect their employees. This could potentially lead to a shutdown or slow down of work and delivery.	The Group has a tradition to cooperate with local unions and follow the procedures of workers councils consultancy, as needed prior to larger decisions.		●		●		
Potential negative impact on own workforce in the event of not allowing collective bargaining agreements	By negotiating together as a unit, workers can negotiate with much more leverage than they would have alone. Not allowing collective bargaining agreements is limiting this possibility.	The Group supports everyone's right to collective bargaining as it provides a stable working environment both for the employees and the business.		●		●		
Potential negative impact from poor ergonomics on own workforce contributing to musculoskeletal disorders (MSDs) and other injuries if not mitigated	Ergonomic hazards and potential negative impacts are workplace factors that can contribute to musculoskeletal disorders (MSDs) and other injuries. They include: Repetition: Performing the same motion or series of motions continually or frequently can lead to muscle fatigue and MSDs. Awkward Posture: Working in positions that place stress on the body, such as twisting or bending, can cause strain on muscles and joints. Forceful Motion: Using excessive force during work activities can increase the risk of injury. Stationary Position: Remaining in one position for prolonged periods can reduce blood flow and increase the risk of MSDs. Direct Pressure: Applying pressure to parts of the body, such as resting wrists against a hard edge, can cause nerve damage or blood flow issues. Vibration: Regular exposure to vibration, from tools or machinery, can lead to nerve damage and vascular disorders. Extreme Temperature: Working in hot or cold environments can lead to heat stress or cold-related injuries. Noise: Exposure to loud noise can cause hearing loss and increase stress levels. Work Stress: High levels of stress can lead to psychological and physical issues, including MSDs.	Each work task is assessed from a risk perspective based on the probability and severity aspects of each task (risk = probability *severity). Control measures, based upon hierarchy of control (Elimination, substitution, engineering controls, administrative controls, PPE/FPE) are implemented to mitigate significant health & Safety risks and reduce them to a tolerable level. Safe working methods (SSoW,JSA,SWMS) are documented and communicated for use by employees at a local level. These risk assessments are carried out by competent person(s) for health & safety and are based upon inputs from employees carrying out the task(s). The Group's positive approach to a safety first attitude has created a strong health & safety culture, and led to a reduction in Lost Time Accidents since 2022.		●		●		

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S1 Own workforce cont.

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Potential negative impact on employees in case of biological accident	Potential for employees to come into contact with: * biological agents on customer sites (bird guano, infected persons when providing first aid treatment) * biological agents/bloodborne pathogens at our premises through infected persons when providing first aid treatment * biological agents (viruses/diseases) whilst travelling overseas on company business"	Each work task is assessed from a risk perspective based on the probability and severity aspects of each task (risk = probability *severity). Control measures, based upon hierarchy of control (Elimination, substitution, engineering controls, administrative controls, PPE/FPE) are implemented to mitigate significant health & safety risks and reduce them to a tolerable level. Safe working methods (SSoW,JSA,SWMS) are documented and communicated for use by employees at a local level. These risk assessments are carried out by competent person(s) for health & safety and are based upon inputs from employees carrying out the task(s). The Group's positive approach to a safety first attitude has created a strong health & safety culture, and led to a reduction in Lost Time Accidents since 2022.		●		●		
Potential negative impact on employees in the event of physical hazards (heights, noise, radiation and pressure)	Physical hazards are environmental factors that can harm an employee without him/her necessarily touching them, including heights, noise, radiation and pressure. These are hazards that create unsafe working conditions. They include: Slips And Trips: Uneven surfaces, wet floors, or cluttered walkways can lead to slips and falls. Falls from Height: Working at heights without proper fall protection can result in serious injuries. Confined Spaces: Poorly ventilated or tight spaces pose risks. Implement procedures for safe entry, ventilation, and monitoring in confined areas. Electrical Hazards: Exposure to live wires or faulty equipment can cause electric shocks or fires. Inspect and maintain electrical systems, use proper PPE, and follow safe work practices. Fire and Explosions: Flammable materials, faulty wiring, or unsafe practices can lead to fires and explosions. Install fire alarms, extinguishers, and train employees in relation to emergency procedures. Exposure to Extreme Temperatures (including effects of global warming): Extremely hot or cold environments can harm workers. Provide proper insulation, ventilation, and protective clothing. Machinery and Equipment: Moving parts, sharp edges, and malfunctioning machinery pose risks. Use guards, follow maintenance schedules, and provide training. Vehicle Accidents: Collisions, rollovers, or pedestrian accidents can occur. Implement safe driving practices, maintain vehicles, and use reflective clothing. Noise: Prolonged exposure to loud noise can damage hearing. Use hearing protection, limit exposure, and conduct noise assessments. Vibration: Hand-arm or whole-body vibration can cause health issues. Use anti-vibration tools, take breaks, and provide ergonomic seating.	Each work task is assessed from a risk perspective based on the probability and severity aspects of each task (risk = probability *severity). Control measures, based upon hierarchy of control (Elimination, substitution, engineering controls, administrative controls, PPE/FPE) are implemented to mitigate significant health & safety risks and reduce them to a tolerable level. Safe working methods (SSoW,JSA,SWMS) are documented and communicated for use by employees at a local level. These risk assessments are carried out by competent person(s) for health & safety and are based upon inputs from employees carrying out the task(s). The Group's positive approach to a safety first attitude has created a strong health & safety culture, and led to a reduction in Lost Time Accidents since 2022.		●		●		

S1 Own workforce cont.

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Potential negative impact on employees in the event of psychosocial hazards contributing to stress and musculoskeletal disorders (MSDs)	The design and management of work, as well as its social and organisational contexts, have the potential to cause psychological or physical harm. These potential negative impacts are related to workers' psychological response to their work and workplace conditions, including their interactions with supervisors and colleagues. Examples of psychosocial hazards include: High Workloads: Excessive work demands can lead to stress and negatively impact mental health. Tight Deadlines: Unrealistic time pressures can cause anxiety and negatively affect overall wellbeing. Lack of Control: When workers have little say in their work or methods, it can lead to stress. Working Relationships: Interactions with colleagues and supervisors play a role in psychosocial risks. Psychosocial hazards can contribute to both stress (which is a hazard in itself) and musculoskeletal disorders (MSDs). Examples include: Stress-related changes in the body (such as increased muscle tension), which can make individuals more susceptible to MSDs. Coping mechanisms, such as skipping rest breaks to meet deadlines, which can affect physical health.	The Group has adopted a holistic approach addressing both physical and psychosocial factors to promote employee wellbeing and achieve the best balance between work, the environment, and workers' needs. Control measures involving consultation and collaboration with the workforce are in place. Additional measures include: Reducing task monotony. Ensuring reasonable workloads and deadlines. Improving communication and teamwork. Monitoring shiftwork and payment systems.		●		●		
Potential negative impact on employees in the event of chemical injury	A worker might get injured whilst handling chemicals in the Group's manufacturing facilities and out on customer sites.	Each work task is assessed from a risk perspective based on the probability and severity aspects of each task (risk = probability *severity). Control measures, based upon hierarchy of control (Elimination, substitution, engineering controls, administrative controls, PPE/FPE) are implemented to mitigate significant risks and reduce them to a tolerable level. Safe working methods (SSoW,JSA,SWMS) are documented and communicated for use by employees at a local level. These risk assessments are carried out by competent person(s) for health & safety and are based upon inputs from employees carrying out the task(s). The Group's positive approach to a safety first attitude has created a strong health & safety culture, and led to a reduction in Lost Time Accidents since 2022.		●		●		
Risk of female employees leaving the Group if discriminated against	If employees are discriminated against based on gender it will have an adverse effect on business as a whole. This risk will increase in time with the requirement to report on these metrics going forward. If discriminated against, female employees will look for employment at companies that have gender equality in their employment practices. In addition, there is a risk for reputational damage if the Group does not have a gender balance and equality in terms of compensation. We risk reputational damage and employees leaving if we don't have a gender balance and equality in pay. This also needs to apply in relation to opportunities in the workforce and having a fair representation of women across all roles and levels of the organisation.	Mitigating this risk involves ensuring equal opportunities in the workforce and having a fair representation of women across all roles and levels of the organisation.		●		●		

S1 Own workforce cont.

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Risk of not providing adequate training or skills development potentially resulting in an ineffective workforce that cannot deliver	Not training or developing employees could lead to an ineffective workforce where the Group cannot deliver, and where employees leave the Company. With the global skillset changing towards digitisation, it is critical that the Group can adapt and provide the necessary upskilling of the existing workforce rather than relying on new recruitment. A lack of adequate training can also create a situation where safety is compromised.	The Group encourages a culture of continuous improvement and staff development. Training is the opportunity to upskill and cross skill to address the need for business change.		●		●		
Risk of harassment – physical or psychological injury at work	Bullying, violence, aggression and harassment are examples of psychosocial hazards. The potential negative impact on indivduals could be very significant if they are subject to violence and harassment in the workplace, and if the Group is found to not provide a safe work environment with a clear policy, there could be legal consequnces.	The Group has an obligation to keep its employees safe at work, both mentally and physically, and has policies in place to mitigate the risk of harrasment and violence against employees, and create a workplace that is free of psychosocial hazards. The Group has a whistleblower policy and programme in place to ensure that an avenue exists for the employees to report workplace incidents.		●		●		
Potential negative impact on employees in the event of inadequate privacy protections	The potential negative impact to individuals of the Group not protecting their personal data could have far-reaching implications that cannot be rectified once the data is shared.	All Group locations have privacy legislation and GDPR is one of the most stringent regulations that exists. The Group applies GDPR requirements in all locations as a minimum.		●		●		
Risk of regulatory and reputational consequences in the event of inadequate privacy controls related to own workforce	The Group faces both regulatory and reputational risks if it does not have a strong privacy policy to protect personal data and privacy.	GDPR is implemented across the Group as a minimum standard and exists in conjunction with all local privacy laws and requirements.		●		●		

ALIMAK GROUP

S2 Workers in the value chain

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Risk (regulatory and reputational) of working with suppliers that do not respect human rights and the OECD due diligence guidance for Responsible Business Conduct, and that do not commit to ensuring decent and fair working conditions	Working with suppliers that do not respect human rights and the OECD due diligence guidance for Responsible Business Conduct could lead to customers cancelling their orders and removing our Group from their supplier panel. This would seriously damage the Group's reputation.	The Group takes steps to ensure that all supplier employees have an employment contract with clear terms and conditions that are aligned with company guidelines and local legislation. In case of a breach in this area, the suppliers will be given a short lead time in order to put in place an action plan leading to compliance. If not, the Group will exclude the supplier from its supplier panel.	●			●		
Potential negative impact on workers in the value chain if working with suppliers that do not respect human rights and the OECD due diligence guidance for Responsible Business Conduct, and do not commit to ensuring decent and fair working conditions	Working with suppliers that do not respect human rights and the OECD due diligence guidance for Responsible Business Conduct would have a serious negative impact on workers in the value chain and their right to decent working and living conditions.	The Group takes steps to ensure that all supplier employees have an employment contract with clear terms and conditions that are aligned with company guidelines and local legislation. In case of a breach in this area, the suppliers will be given a short lead time in order to put in place an action plan leading to compliance. If not, the Group will exclude the supplier from its supplier panel.	●			●		
Risk of loss of manufacturing knowledge due to a lack of supplier training and skills development	A lack of supplier training and skills development could lead to a loss of manufacturing know-how and potential departure of supplier employees, which could negatively affect the Group's ability to deliver quality products in a timely manner. Since if a critical supplier loses skilled staff, they might not be able to deliver to the Group.	The Group takes steps to ensure that all suppliers provide employees with relevant training focused on enhancing their skills and expanding their knowledge. In case of a breach in this area, the suppliers will be given a short lead time in order to put in place an action plan leading to compliance. If not, the Group will exclude the supplier from its supplier panel.	●			●		

S4 Consumers and end-users

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Downstream	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Potential negative impact on end-users working at height in the event of breach of safety	The Group provides a range of equipment which is used by end-users working at heights. Safety problems or incidents could potentially lead to serious end-user bodily injury or death.	The Group's products are certified according to relevant standards to ensure that relevant safety levels are met. To further improve safety, the Group participates in standards committes, which are driving new safety standards and it also invests in new technologies that can further improve safety.			●	●		
Risk of regulatory fines, prosecution and loss of licence to operate in the event of lack of end-user safety	The Group provides a range of equipment to simplify and ensure safety whilst working at heights. As these products are used at height, problems or incidents could potentially lead to serious bodily injury or death, causing serious reputational damage, fines and potentially lead to prosecution. As such, end-user safety is critical to the continuation of the business.	The Group's products are certified according to relevant standards to ensure that relevant safety levels are met. To further improve safety, the Group participates in standards committes, which are driving new safety standards and it also invests in new technologies that can further improve safety.			●	●		
Positive impact providing vertical access to industrial and construction workers	Health, safety and a long working life can be improved by not having to access heights by walking on stairs.	The Group's strategy is to transport people and materal in a safe way vertically.			●	●		

G1 Business conduct

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Full value chain	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Risk of employees not acting in accordance with our values and Code of Conduct	Risk of employees not acting in accordance with our values and Code of Conduct, which may result in: * Demotivated employees * Lack of control and alignment * Poor business and financial performance * Bad reputation	A strong corporate culture and respect for our Code of Conduct is needed to drive the Company towards target fulfillment. Our vision, strategy house and core values help drive the Group towards our targets. In addition, actively ensuring that our workforce knows our shared values and acts in accordance with them is a way to develop a healthy and inspiring workplace for all our employees.		●		●		
Risk of employees of newly acquired businesses not acting in accordance with our values and Code of Conduct (M&A)	Alimak Group has an active M&A agenda and makes regular acquisitions in different parts of the world. It is therefore almost certain that some employees in an acquired business do not follow the Code of Conduct.	The integration phase of the M&A process contains several activities aiming at giving the new employees a proper introduction to Alimak Group's Code of Conduct, core values and strategy.		●			●	
Impact on individual if wrongfully dismissed	If the whistleblower is not protected properly it may result in wrongful dismissal.	The Group's whistleblowing channel, WhistleB, offers a possibility to alert the organisation about suspicions of misconduct in a confidential way. All messages are encrypted. To ensure anonymity of the person sending a message, WhistleB deletes all meta data, including IP addresses. The person sending the message remains anonymous in the subsequent dialogue with responsible receivers of the report. Access to messages received through WhistleB is restricted to appointed individuals with the authority to handle whistleblowing cases. Their actions are logged and handling is confidential.		●		●		
Risk of decreased reporting of suspected misconduct without proper whistleblower protection	Without whistleblower protection there is a risk that people will not submit any reports about suspected misconduct through the channel at their disposal, and it is in the Company's interest to receive these alerts. Solid whistleblower procedures encourage people to speak up and report concerns.	The aim of our corporate guidelines is to encourage employees and others who have serious concerns about suspected misconduct to come forward and voice those concerns. If people have confidence that we are managing whistleblower cases properly and that we protect whistleblowers, we create trust and people are not afraid to report suspected misconduct. We take this risk seriously and there is a limited group of people handling these cases. We therefore believe that the risk likelihood is low.	●	●	●	●		
Risk of suppliers not acting in accordance with Group values and Supplier Code of Conduct	Working with suppliers that do not respect human rights could lead to customers cancelling their orders and removing the Group from their supplier panel. This would severly damage the Group's reputation.	Through our Supplier Code of Conduct, we aim to ensure that our suppliers are in full compliance with the minimum sustainability require-ments in the areas of : 1. Human Rights and Working Conditions 2. Environment, Health & Safety ("EHS") Management 3. Business Ethics 4. Material compliance and responsible minerals, and 5. Responsible Sourcing. In case of a breach in these areas, and if the suppliers are not able to comply during an acceptable lead time, we eliminate them from our Group's supplier panel.	●			●		

G1 Business conduct cont.

Name	Description	Effects and response, and connection to strategy, business model and value chain (ESRS2.48.a-c)	Value chain connection: Upstream	Value chain connection: Own operation	Value chain connection: Full value chain	Time horizon: Current	Time horizon: Near term	Time horizon: Long term
Potential negative impact on supplier employees and workers in the value chain in case of non-compliance with the contractual payment terms agreed	Non-compliance with the contractual payment terms agreed with our suppliers can cause difficulties for them which can lead to bankruptcy and/or layoffs, both for the suppliers' own employees and for their workers in the value chain, in a worst case scenario.	The Group has subsidiaries in 28 countries and payment practices are different in different parts of the world. In general, the Group's philosophy in this area is, first and foremost, that we should comply with applicable laws relating to payment practices. If there are no such regulations, our ambition is to comply with agreed payment terms, provided there are no quality or warranty issues preventing us from paying the invoice.	●			●		
Risk of supply chain interruptions, fines and reputational damage in case of non-compliance with the contractual payment terms agreed with suppliers	Not respecting the payment terms agreed with the Group's suppliers could cause financial difficulties for them, which may result in supply chain interruptions for the Group. In addition, in the event of late payment, the Group could be liable for late payment fines. Finally, when a company constantly delays its payments, it may result in negative publicity and reputational damage.	The Group has subsidiaries in 28 countries and payment practices are different in different parts of the world. In general, the Group's philosophy in this area is, first and foremost, that we should comply with applicable laws relating to payment practices. If there are no such regulations, our ambition is to comply with agreed payment terms, provided there are no quality or warranty issues preventing us from paying the invoice.	●			●		
Potential negative impact on the societies we operate in in case of corruption	The OECD Guidelines recognise that corruption damages democratic institutions, weakens corporate governance, erodes enforcement of environmental and social standards, and disproportionately affects marginalised or vulnerable groups. Companies are expected to avoid and address harm from all forms of corruption connected to their activities.	The Group's Code of Conduct is based on the ten principles of UN Global Compact and covers the areas human rights, labour, environment and anti-corruption. The Group's Code of Conduct e-learning is available in many languages. The Code of Conduct is also included in all agreements with third-party sales channels.	●	●	●	●		
Risk of both reputational damage and financial damage (fines) if employees or third party sales-channels engage in acts of bribery or corruption	Risk of corruption and bribery exists in many countries where the Group operates. If our own employees or our distributors are involved in acts of bribery it may cause both reputational and financial damage to the Company.	In addition to the Code of Conduct and the e-learning, the Group has introduced anti-bribery training in the form of dilemma discussions. Employees working in sourcing, sales and management roles are invited to the training. The Group has a whistleblower channel enabling anonymous reporting of suspicions about misconduct. The WhistleB channel is promoted both internally and externally and anyone can submit a report through the channel.		●		●		

ALIMAK GROUP

Other KPI's

E5 – Resource use and circular economy

Waste, tonne	2024
Non-hazardous waste sent to reuse	64.80
Non-hazardous waste sent to recycling	1,810.16
Non-hazardous waste sent to other recovery	12.50
Non-hazardous waste sent to incineration	145.65
Non-hazardous waste sent to landfill	101.80
Non-hazardouswaste sent to other disposal	26.10
Hazardous waste sent to reuse	0.00
Hazardous waste sent to recycling	25.47
Hazardous waste sent to other recovery	108.60
Hazardous waste sent to incineration	106.00
Hazardous waste sent to landfill	0.00
Hazardous waste sent to other disposal	60.70

S1 – Own workforce

No. of employees, by headcount at year end	2024
Total no. of employees	3,042
Male	*2,488*
Female	*534*
Other	*20*
Total no. of permanent employees	2,966
Male	*2,432*
Female	*520*
Other	*14*
Total no. of temporary employees	76
Male	*56*
Female	*14*
Other	*6*

Collective bargaining coverage and social dialogue	2024
Percentage of total employees covered by collective bargaining agreements	54%
The overall percentage of employees covered by collective bargaining agreements in the EEA, for each country in which Alimak Group has significant employment:[1]	
Spain	100%
Sweden	87%
Outside the EEA, the percentage of own employees covered by collective bargaining agreements by region:	
APAC	31%
Americas	24%
EMEA (excl. EEA)	40%

[1] Countries representing more than 10% of the Group's total employees.

Diversity metrics	2024
No. of women at top management level (GLT)	3
Percentage of women at top management level (GLT)	30%
Age distribution of employees:	
Percentage under 30 years old	9%
Percentage 30-50 years old	54%
Percentage over 50 years old	37%

S1 – Own workforce cont.

Health&Safety	2024
No. of Lost Time Injuries recorded (LTI)	23
No. of Medical Treatment Injuries recorded (MTI)	21
Hours Worked	5,281,342
LTIFR[1]	4
TRIFR[2]	8
Inspections/Site Safety Walks completed	5,817
Safety Observations	5,406
Local Safety Council/Committee meetings held (Min 1 per quarter)	178

[1] Target <2 LTIFR (Lost Time Injuries per 1M hours worked)
[2] (Lost Time Injuries + Medical Treatment Injuries per 1M hours worked).

S2 – Workers in the value chain

	2024
No. of suppliers identified relating to 80% of direct material expense	479
Percentage of suppliers that have fully replied to ESG self-assessment questionnaires	77%
Percentage of suppliers with extreme or high risk	23%
No. of suppliers on-site ESG audit completed	12
Percentage of suppliers based in country with high risk related to the following Index:	
Human rights	19%
Corruption	19%
Modern slavery	1%
Labour rights	31%
End of childhood	0%

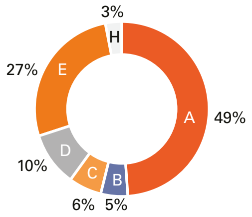
G1 – Business conduct

	2024
Prevention and detection of corruption and bribery (G1-3)	
Total number of employees (head count), at year-end	3,042
Total number of employees receiving anti-corruption and anti-bribery training, during period[1]	358
Duration of classroom training (hours)[2]	358
Incidents of corruption and bribery (G1-4)[3]	
Number of convictions for violation of anti-corruption and anti-bribery laws	0
The amount of fines for violation of anti-corruption and anti-bribery laws	0
Total number of confirmed incidents of corruption or bribery	0
The number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents	0
Number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery	0
Political influence and lobbying activities (G1-5)[4]	N/A
Payment practices (G1-6)	
Average time Alimak Group takes to pay an invoice from the date when the contractual or standard payment terms starts to be calculated, in number of days[5]	–
Percentage of payments aligned with Alimak Group's standard payment terms[5]	–
The number of legal proceedings currently outstanding for late payments	0

[1] The training was targeted towards functions at risk, i.e. employees working in sourcing, sales and management roles.
[2] Based on the assumption that each workshop lasted for one hour
[3] We base these metrics on the cases we handle through the whistleblower channel and on information collected through the board meetings conducted in our subsidiaries.
[4] Not relevant to Alimak Group
[5] We are in the process of implementing the required reporting and should be able to report on these two metrics in 2025.

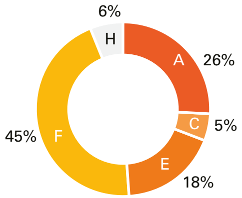
Estimated distribution of the full Scope 3 emissions – per division

Facade Access division



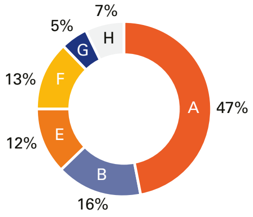
The division deliver and service Building Maintenance Units used to access the façade for various tasks – like cleaning and maintenance. About 60 percent of the carbon footprint is based on areas upstream to our operations. Most of the BMUs are large and bulky machines why the material used building the machines is the largest contributor to the carbon footprint, in particular the steel. Maintenance is also a large part of the emissions, this is mainly due to transportation of the spare parts and technicians to site.

Construction division



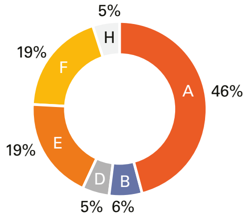
About 63 percent of the carbon footprint is stemming from areas downstream our own operations. The division products are critical components of a logistic chain at construction sites where the use phase is the largest contributor to the carbon footprint. Further, materials used in building the machines is the second largest, in particular the making of Iron ore into different steel alloys and for some product ranges aluminium alloys.

HSPS division



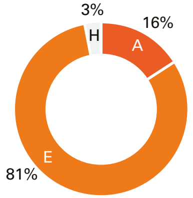
The HSPS division deliver productivity tools and products to ensure safety while working at heights. HSPS has a very wide range of product categories, with varying carbon footprint cross the value chain. Most of the emissions are generated upstream of our operations. Improvement areas for the division includes increasing the share of low-carbon or recycled metals, increasing energy efficiency in the use phase, and optimizing product maintenance.

Industrial division



The division offers industrial lifts and elevators for permanent installations at mining, power, cement, bridges, etc. About 56% percent of the carbon footprint at mines, power plants, cement facilities, bridge, etc is based on areas upstream our own operations. The biggest contributor is the material used in making the machine in particular the steel and aluminium alloys. Other areas for improvements are maintenance including spare part manufacturing.

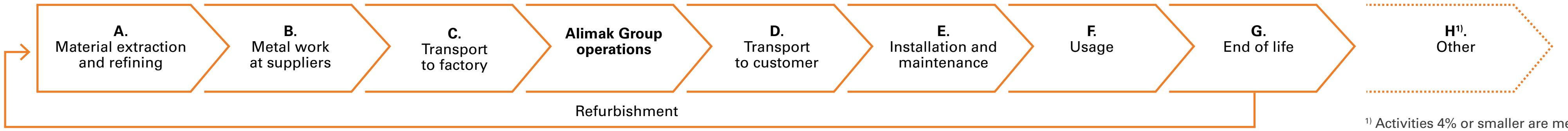
Wind division



The division produces solutions enabling a safe and efficient ser- vice of the wind turbines. About 81 percent of the carbon footprint is based on areas downstream our own operations as the wind turbines must be turned off during maintenance of our service lifts for safety reasons [1]. Reducing the maintenance time of the lift is thus crucial to make sure that as much wind energy as possible is being pro- duced, both from an environ- mental point of view and to reduce the total cost of owner- ship.

[1] Note that these emissions are classified as avoidable emissions according to the GHG protocol and not a direct part of our scope 3.

Up- and Downstream activities of Alimak Group Operations



[1] Activities 4% or smaller are merged under H.

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EU Taxonomy

The EU Taxonomy for sustainable investments is a classification system that defines a list of environmentally sustainable economic activities. The purpose of the framework is to direct investments towards sustainable projects and activities that make a substantial contribution to EU's climate targets. Companies are required to disclose their share of Taxonomy-aligned activities.

Economic activities covered by the EU taxonomy

The regulatory guidance and market practice relating to the EU Taxonomy is still limited and leaves room for interpretation. Our disclosure in 2024 is based on our current understanding of the rules and may be amended in the future to align with new regulatory guidance provided.

An activity is considered sustainable according to the EU Taxonomy when it contributes substantially to one or several of the objectives, without causing significant harm to the others, and at the same time meets certain defined minimum safeguards.

Alimak Group's Wind division offers products, solutions and training courses for safe work in wind turbines, such as service lifts, ladders and safety devices. The offering also includes services.

There are two activities describe in the delegated acts that are deemed to encompass the operations performed by the Wind division:

- Activity 3.1 Manufacture of renewable energy technologies
- Activity 7.6 Installation, maintenance and repair of renewable energy technologies.

The above taxonomy-eligible activities are regarded as "enabling" and they are related to the environmental goal climate mitigation.

A review has been made of the substantial contribution criteria for the following environmental goals; water, circular economy, pollution prevention and biodiversity. The activities listed for water, pollution prevention and biodiversity are not relevant to Alimak Group's business. The environmental goal circular economy describes some activities that could be relevant for the service businesses carried on by the Group's remaining four divisions, such as sale of spare parts and repair and refurbishment. A more detailed analysis is however required of the descriptions of these activities and the intention is to continue that work in 2025.

Alimak Group does not operate or have exposure to (lending to or investments in) energy companies that produce energy using nuclear power or natural gas.

Substantial Contribution

The substantial contribution criteria for activity 3.1 is that the economic activity manufactures renewable energy technologies. Considering that all products manufactured and sold by the Wind division are tailormade for wind turbines, the criteria are considered fulfilled.

To fulfil the criteria for activity 7.6, the activity carried out by the Company shall be included in the list of activities described in the screening criteria. The services provided by the Wind division are captured by the following activity on the list: installation, maintenance and repair of wind turbines and the ancillary technical equipment.

Do No Significant Harm (DNSH)

In order for the activities to be regarded taxonomy-aligned, a substantial contribution to one of the environmental goals is required at the same time as no significant harm is caused to any of the other environmental goals. The management team in the Wind division has done work to analyse and ensure that the Wind operations do not cause significant harm to any of the other five environmental goals. See table on next page.

Minimum Safeguards

The EU Taxonomy requires companies to have procedures and processes in place which are aligned with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights.

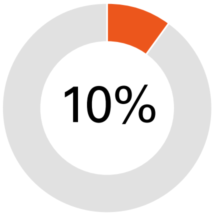
As part of our commitment to manage human rights risks in the supply chain we have partnered with Worldfavor. The platform provided by Worldfavor helps us assess our suppliers based on country-specific risks as well as on the answers they provide to an ESG-questionnaire. The country-risk evaluation factors in research by several internationally recognised organisations, such as Transparency International (corruption), Save the Children (child labour), International Trade Union Confederation (labour rights). The risk score in Worldfavor is the basis for an action and audit plan.

An analysis has also been performed to ensure that we have adequate procedures in place to manage the human rights risks to our own operations. Examples of procedures working as safeguards in the human rights area:

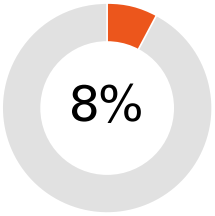
- All employees have written employment contracts.
- Employee survey conducted regularly.
- Whistleblowing channel, available for both internal and external stakeholders, allowing anonymous reporting in 16 languages.

Share of economic activities that is taxonomy-aligned

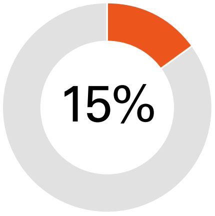
Turnover



Capital expenditure



Operating expenditure



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- Health & safety procedures.
- Code of conduct and ethical business guidelines.
- Code of conduct e-learning.
- Anti-bribery training in the form of dilemma discussions
- Code of conduct for suppliers and processes to ensure compliance.

The conclusion from the conducted analysis of substantial contribution, do no significant harm criteria and minimum safeguards, is that all activities carried out by Alimak Group's Wind division is taxonomy-aligned.

Applied accounting policy

The same accounting policy was applied in 2024 as in the 2023 reporting. All revenue generated by the Wind division is reported as taxonomy-aligned. See also note 4 Segment Reporting. All reported capital and operating expenditure relate to the activities that have been included in the turnover KPI, i.e. the revenue generated by the Wind division.

Regarding capital expenditure the Company has used information from the Property, Plant & Equipment and Intangible Asset Specifications reported by all group companies. New IFRS16 leasing contracts added during the year are also included. The numerator contains capital expenditure relating to the Wind Division.

The starting point for the operating expenditure KPI has been all the Group's expenses relating to R&D, maintenance and repair and short-term leases. The numerator contains operating expenditure relating to the Wind division.

The split of the opex and capex KPIs are partly based on an allocation by revenue between the two activities where the main part is related to the Activity 3.1 Manufacture of renewable energy technologies.

Development during the reporting period

The Wind division's turnover in 2024 amounts to MSEK 693 (2023 MSEK 674), representing 10% of the Group's turnover (compared to 9% in 2023). The wind division's capital expenditure in 2024 amounts to MSEK 19 (2023 MSEK 20), representing 8% of the Group's capital expenditure (7% in 2023). Operating expenses for taxonomy-aligned operations amount to MSEK 40 (2023 MSEK 31). Expressed as a percentage, the Group's operating expenses for taxonomy-aligned operations increased from 12% to 15%.

Do No Significant Harm criteria (DNSH)	Comments	Assessment
Climate change adaptation: to identify and assess physical climate risks	A risk assessment of physical climate risks relating to the wind division has been conducted. The analysis was made from three perspectives; our own operations, our supply-chain and our customers. Both risks and opportunities have been identified and assessed. The main climate risk relating to the supply-chain and our own operations is the risk of business interruptions due to different kinds of extreme weather. Mitigation activities and business continuity plans addressing these risks are in place. From a customer and product angle, we see certain opportunities resulting from changes in wind patterns.	Compliant
Sustainable use and protection of water and marine resources	The Wind division operates in certain countries with water scarcity, e.g. Spain, Brazil and China. Alimak Group aims to gradually reduce water consumption and to have processes for wastewater treatment in our production facilities. Measurements of water consumption has shown that the Wind production consumes little water since it is an assembly activity.	Compliant
Transition to a circular economy • Reuse and use of secondary raw materials and re-used components • Design for high durability and recyclability • Waste management • Information on and traceability of substances of concern	There are many ongoing initiatives in the Wind division supporting the transition to a circular economy. • The division measures how much of each product category that is recyclable and how much re-used material each factory is using. Various initiatives are ongoing to increase the percentages. • Life Cycle Assessments ("LCA") have been performed for the main products to understand which development projects to prioritise. Avanti strives for standardisation, modularity and increased durability in its product design. • Within the lean manufacturing program there are several ongoing activities with a target to reduce waste from the manufacturing and logistics processes. • Traceability records are kept in digital format to track Avanti equipment and selected components during procurement, production and the use-phase. Manuals contain instructions for an environmentally friendly dismantling and recycling of the product.	Compliant
Pollution prevention and control	The Wind division has a chemical and material blacklist that they request suppliers to sign and adhere to. The supplier Code of Conduct requires that our suppliers ensure that goods provided to Alimak Group comply with relevant regulations and conventions, e.g. REACH and RoHS. The Wind division does not use substances of concern in its own manufacturing process.	Compliant
Protection of biodiversity and ecosystems	The sites belonging to the Wind division are not located in biodiversity-sensitive areas.	Compliant

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2024

Economic activities	Code	Proportion of turnover	Proportion of turnover	Substantial contribution	Do No Significant Harm (DNSH)									
				Climate change mitigation	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion 2023	Category enabling activity	Category transitional activit
		(MSEK)	(%)										E	T
A. Taxonomy-eligible activities														
A.1 Taxonomy-aligned activities														
Manufacture of renewable energy technologies	3.1	472	7%	Y	N/A	Y	Y	Y	Y	Y	Y	6%	E	–
Installation, maintenance and repair of renewable energy technologies	7.6	221	3%	Y	N/A	Y	N/A	N/A	N/A	N/A	Y	3%	E	–
Turnover of taxonomy-aligned activities		693	10%									9%		
Whereof enabling activities			*10%*									*9%*		
Whereof transitional activities			*0%*									*0%*		
A.2 Activities that are taxonomy-eligible but not taxonomy-aligned														
Nothing to report		0	0%									0%		
Turnover of taxonomy-eligible but not taxonomy-aligned activities		0	0%									0%		
Total A.1 + A.2		693	10%									9%		
B. Taxonomy non-eligible activities														
Turnover of taxonomy non-eligible activities		6,407	90%											
Total (A+B)														
Total revenue		7,099	100%											

Proportion of turnover / total turnover

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	10%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2024

Economic activities	Code	Proportion of CapEx	Proportion of CapEx	Substantial contribution	Do No Significant Harm (DNSH)									
				Climate change mitigation	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Proportion 2023	Category enabling activity	Category transitional activity
		(MSEK)	(%)										E	T
A. Taxonomy-eligible activities														
A.1 Taxonomy-aligned activities														
Manufacture of renewable energy technologies	3.1	13	5%	Y	N/A	Y	Y	Y	Y	Y	Y	5%	E	–
Installation, maintenance and repair of renewable energy technologies	7.6	6	3%	Y	N/A	Y	N/A	N/A	N/A	N/A	Y	2%	E	–
CapEx of taxonomy-aligned activities		19	8%									7%		
Whereof enabling activities			*8%*									*7%*		
Whereof transitional activities			*0%*									*0%*		
A.2 Activities that are taxonomy-eligible but not taxonomy-aligned														
Nothing to report		0	0%									0%		
CapEx of taxonomy-eligible but not taxonomy-aligned activities		0	0%									0%		
Total A.1 + A.2		19	8%									7%		
B. Taxonomy non-eligible activities														
CapEx of taxonomy non-eligible activities		223	92%											
Total (A+B)														
Total CapEx		242	100%											

Proportion of CapEx / total CapEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	8%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2024

				Substantial contribution	Do No Significant Harm (DNSH)									
Economic activities	**Code**	**Proportion of OpEx**	**Proportion of OpEx**	**Climate change mitigation**	**Climate change mitigation**	**Climate change adaptation**	**Water and marine resources**	**Circular economy**	**Pollution**	**Biodiversity and ecosystems**	**Minimum safeguards**	**Proportion 2023**	**Category enabling activity**	**Category transitional activity**
		(MSEK)	(%)										**E**	**T**
A. Taxonomy-eligible activities														
A.1 Taxonomy-aligned activities														
Manufacture of renewable energy technologies	3.1	27	10%	Y	N/A	Y	Y	Y	Y	Y	Y	8%	E	–
Installation, maintenance and repair of renewable energy technologies	7.6	13	5%	Y	N/A	Y	N/A	N/A	N/A	N/A	Y	4%	E	–
OpEx of taxonomy-aligned activities		40	15%									12%		
Whereof enabling activities			*15%*									*12%*		
Whereof transitional activities			*0%*									*0%*		
A.2 Activities that are taxonomy-eligible but not taxonomy-aligned														
Nothing to report		0	0%									0%		
OpEx of taxonomy-eligible but not taxonomy-aligned activities												0%		
Total A.1 + A.2		40	15%									12%		
B. Taxonomy non-eligible activities														
OpEx of taxonomy non-eligible activities		232	85%											
Total (A+B)														
Total OpEx		272	100%											

Proportion of OpEx / total OpEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	15%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Risks and Risk Management

Alimak Group monitors and manages risks in its operations. Risk is defined as uncertainty, whether positive or negative, which might affect the outcome of an activity. By managing risks, Alimak Group aims to identify and control the exposure to risks that may have an impact on the achievement of the organisation's business objectives.

The Risk Management Process at Alimak Group starts with the identification of risks affecting the Group. These risks are assessed and scored in terms of likelihood and financial impact. This first assessment is done by the divisions and group functions. Later, a prioritisation process is performed by the Group Leadership Team to determine which risks take focus. Mitigation actions are established, and risks are reassessed to land on a risk score target. Owners and timelines for mitigation actions are agreed upon. Mitigation actions are implemented, and the risks continue to be monitored as needed.

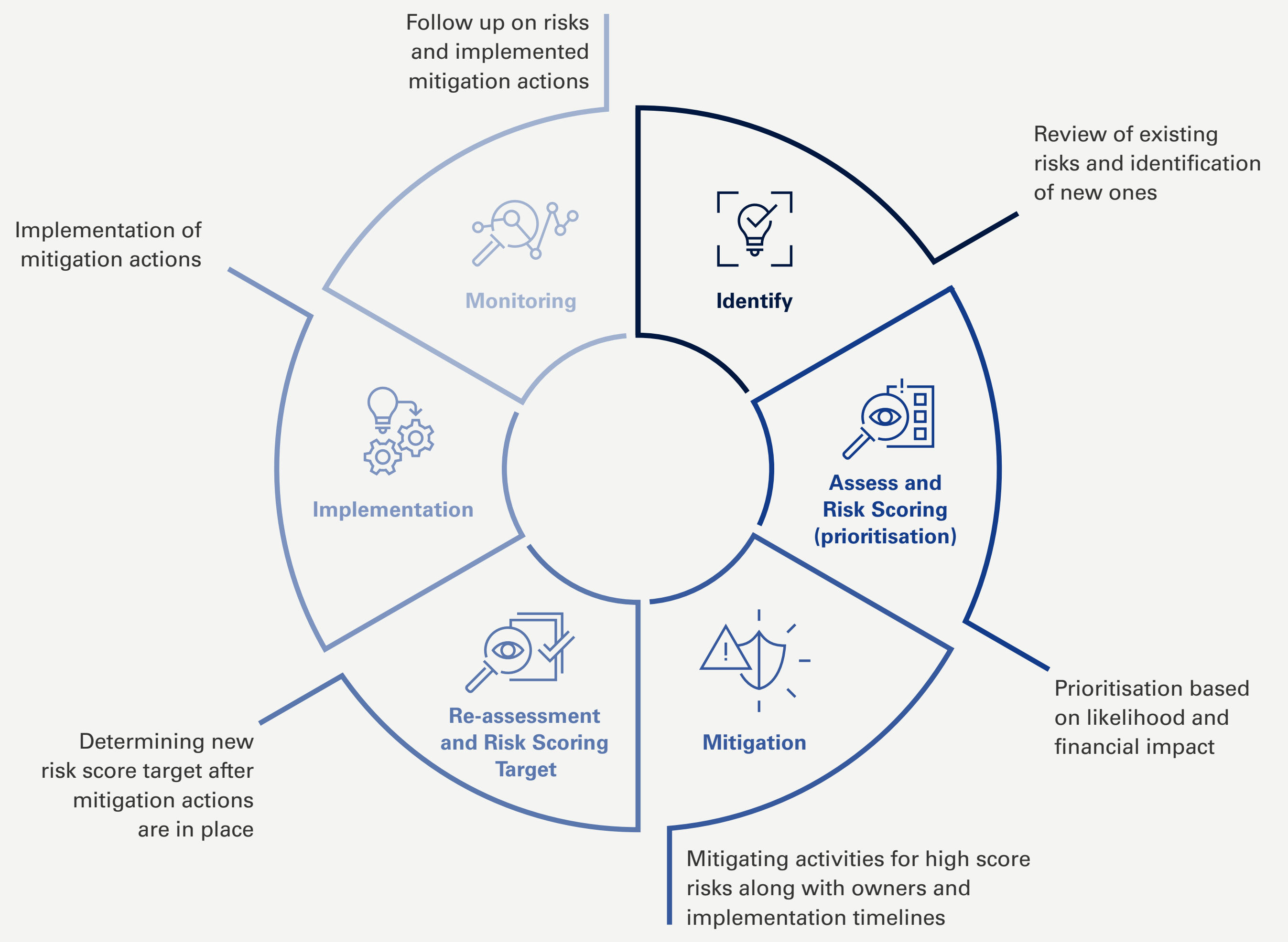
The risks are divided into strategic, operational and financial risks. The Group is also exposed to risks in the sustainability area, for example risks concerning health & safety, respect for human rights, bribery and corruption, as well as environmental issues such as climate change. The sustainability risks are included among the operational risks.

The Risk Management Process is supported by a framework involving a yearly risk assessment process, group policies, external audit, self-assessment exercises, a whistleblowing system, and by a strategic composition of the boards in the subsidiaries.

The Group's CEO and CFO present regular risk updates to the Audit Committee and the Board. The Board is the ultimate responsible for ensuring that there is an appropriate and efficient risk management process in place.

The following pages give an overview of relevant risk areas and how they are managed by Alimak Group.

Risk Management Process



STRATEGIC RISKS

Key risk	What do we mean?	Alimak Group's Response
Market and economy	General economic conditions, the geopolitical situation and the global financial markets impact the global economy and consequently also the demand for Alimak Group's products, solutions and services. The Group's ability to generate profits may be affected by a down-turn in the general economy or in a specific country, region or industry.	Alimak Group's products are sold to customers in more than 120 countries every year. The Group operates through its own subsidiaries in 28 countries and the remaining markets are covered by a distributor network. Altogether, this provides the Group with a favourable underlying risk diversification. In 2024 the unstable geopolitical situation in several parts of the world, for example Ukraine, Russia and Israel, caused challenges to the global economy and consequently also to Alimak Group. The Group is dependent on demand in the end markets in which the Group's products, solutions and services are used, for example in the construction industry, ports and shipyards, energy and cement industries, wind power plants, and oil and gas industries. These industries are impacted by the general economic climate and investment levels, which in turn are affected by several factors, including interest rates, political uncertainty, GDP growth and other factors that impact economic confidence. The Company continues to closely monitor the effects of the current geopolitical and economic instability to be able to quickly detect signs of a slowdown or decline in the end markets where the Group operates.
Competition	The Group faces direct competition in all product lines, price categories and geographical markets. The Group primarily competes with regional and local competitors in all its divisions. Any changes to the structure of the Group's current competitors, the emergence of new competitors, or the emergence of disruptive new technologies may result in a reduction in the Group's sales, market share and revenue.	The Group competes based on safety, quality, sustainability, price, total cost of ownership, brand recognition, customer service, punctual delivery and product portfolio. The Group's competitive edge is dependent on the introduction of new products, solutions and service offerings, improved functionality and quality, as well as good cost control in the production. The Group had a high focus on new technologies during 2024. It is the responsibility of the division EVPs and the product managers in close co-operation with the sales teams around the world, to monitor the competitors and to ensure that the Group does not become too dependent on a few major customers.
Strategy development and execution	The Group's strategy is subject to review on a yearly basis. There is always a risk of not having reliable financial forecasts and enough insight into current market trends and threats to support the development of the strategy. Another risk in this area relates to the strategy execution and not being able to successfully implement the strategy.	The Group's strategy is developed jointly by the Group Leadership Team and the Board. The process is coordinated by the Chief Strategy Officer. The Division EVPs are responsible for driving the development of their respective division strategies. They are also responsible for strategy implementation and that the progress is monitored in the monthly business reviews. To strengthen its position and competitiveness, the Group routinely evaluates, and periodically implements, various initiatives to reduce costs, structural measures and reorganisation projects to strengthen its position and competitiveness. In October 2020, a profitable growth programme called New Heights was launched. The programme has three phases: establish the base, secure margin improvements and profitable growth. The first two phases were implemented in 2020 and 2021, and the Group is now in the profitable growth phase.
Brand and reputation	One important competitive advantage of the Group is its trademarks, which are associated with safety, reliability and quality. All real or perceived problems with products, operations or regulatory compliance in areas such as the Market Abuse Regulation ("MAR") and anti-corruption may result in damage to the Group's reputation.	Operational and product safety are of great importance to the Group and more information is provided below under Health & Safety and Product Safety. The Group's Insider policy, Communication policy and the Code of Conduct provide guidance both internally and to the Group's business partners on ethical and compliance matters relating to the Group's business operations.
M&A	The Group's acquisition strategy focuses on a number of important drivers, including selectively broadening the existing product and service portfolio, expanding the geographical presence, building the digitalisation offering, and positioning the Group for entry into profitable niches in vertical access solutions. Growth through acquisitions is risky by nature due to the difficulties in evaluating the business that is going to be acquired and realising synergies in the integration phase. Goodwill stemming from acquisitions is im-pairment tested on an annual basis, and if the carrying values are not deemed to be justified in such tests, it can result in a write-down affecting the Group's result.	Acquisitions are co-ordinated by the Chief Strategy Officer, and external expertise is brought in for legal, tax, financial, and environmental assessments when necessary. Acquisition projects are evaluated and carried out according to a defined M&A process consisting of pre-evaluation, due diligence, and integration planning and execution. The evaluation process also includes a target and business case review with the CEO, CFO, and Division EVP. Targets are evaluated from several perspectives, both strategic and financial, and the Group is selective and places importance on areas such as growth opportunity, margin level, leverage, and return on capital employed. Several target assessments were made in 2024. However, no material acquisitions were made during the year. The integration of Tractel, initially an integration project with 16 workstreams that started immediately after closing in November 2022, is now concluded.

STRATEGIC RISKS cont.

Key risk	What does this mean?	Alimak Group's Response
Statutory requirements and standards	In its capacity as an industrial company with operations in several jurisdictions, the Group is subject to international, national, and local laws and regulations, such as, but not limited to, laws and regulations on labour and employment, health, safety and the environment, exports, anti-corruption, trade, competition and human rights. Failure to adopt and implement suitable internal policies to ensure compliance with laws may result in civil or even criminal sanctions and cause damage to the Group's reputation.	The managing director or so-called "legal representative" according to the Group's internal Corporate Governance Policy, of each legal entity in the Group is responsible for ensuring that local laws and regulations are followed. All major production and assembly sites are certified according to ISO 14001 and ISO 9001. Several locations are also certified according to ISO 45001. The Group has active representation in relevant committees for development of new technical standards enabling the Group to monitor the development in this area. During 2024 the Group continued to take measures to stay compliant with the sanctions and rules adopted by the EU and others because of the geopolitical situation in the world. The Group has established an internal team of experts to prepare for the Corporate Sustainability Reporting Directive ("CSRD"). Significant progress has been made during the year and Alimak Group's sustainability reporting in this annual report has been partially prepared based on ESRS (the European Sustainability Reporting Standards).

OPERATIONAL RISKS, INCLUDING SUSTAINABILITY RISKS

Key risk	What does this mean?	Alimak Group's Response
Sales channels and price management	Inefficient pricing strategies may result in margin erosion. Sudden cost increases resulting from for example increases in commodity and component prices or changes in customs and trade tariffs may have a negative impact on the financial performance.	The EVPs of the divisions are responsible for price management in their respective businesses. The Group strives to include price adjustment mechanisms in agreements with customers. In addition, the Group performs regular reviews and updates of selling price lists. In complex projects where the negotiation period is long, offered prices are time limited and the prices stated in the quotations are adjusted when needed. The sourcing functions are responsible for supplier selection. As part as this responsibility a close dialogue with sales departments is maintained to ensure that price increases from suppliers are reflected in the sales process. The financial reporting is structured so that it enables close monitoring of the development of margins in different regions and markets so that appropriate actions can be implemented if there is a negative trend in the margins in a certain market.
Production and Supply Chain Management	Alimak Group has 26 production and assembly facilities in 15 countries. Production disruptions may occur due to events such as a fire, extreme weather, epidemic outbreak and strikes resulting from labour disputes. Production disruptions may also occur as a result of problems in the supply chain, such as a business interruption for an important supplier.	The sourcing functions are responsible for supplier selection and management. During 2024, the Group Sourcing Coordinator focused on risk mitigation within procurement, logistics and warehousing. Under this function, a sourcing seminar was organised during 2024 with attendants from all the main sourcing organisations within the Group. The seminar aimed to identify best practices, study the Group's sustainability policy within supply chain, accelerate the realisation of synergies within sourcing, and enhance the purchasing community. The pandemic, and lately also the unstable geopolitical situation, caused disturbances in the supply chain and also price increases on certain materials and on freight. In 2024, the situation became more stable with improved delivery performance and less price volatility. Risk assessments are made from a business contingency perspective, and appropriate initiatives are initiated based on the risk assessment. Examples of initiatives in the area of Supply Chain Management are to ensure multiple sourcing channels for critical parts and to work together with R&D to update the design of certain products to avoid components and materials that are difficult to source. Local contingency planning exists at the Group's main production sites. The Group has insurance coverage for business interruptions.
Contracting practices	The Group faces a risk that contracts with customers, distributors and suppliers are not negotiated, reviewed and authorised in accordance with existing internal policies resulting in an exposure to for example liability claims and too far-reaching commitments.	All agreements with third party sales channels, such as distributors and sales representatives, are handled according to a structured process based on agreement templates. The Sales and Contract policy and the Authorisation policy, provide instructions to the organisation about minimum trading terms and escalation paths. It also provides tools for contract reviews. These policies are reviewed and updated periodically or as needed.
Development of new customer offerings	The risk of not being able to launch new products and service offerings in line with customer expectations or that the Group does not manage to capture the benefits of digitalisation and sustainability.	In early 2020, Alimak Group established a digital hub supporting the divisions in their work to develop digital solutions. Since then, more machines have been connected, enabling a better control over and utilisation of the machines. In 2022 the Group acquired 45 percent of Service Protocol, a web-based tool enabling us to digitalise the work of our service technicians and providing a good platform for machine learning. The roll out of Service Protocol across the Group is ongoing. In 2023, My Alimak was launched. My Alimak is a web-based customer portal, where customers have access to all relevant information such as technical documents, service reports and operational data. My Alimak was awarded best digital solution by IAPA International Awards for Powered Access 2023. During 2024 additional features have been added to My Alimak, including interactive installation guides, digital log of daily inspections, among others.

OPERATIONAL RISKS, INCLUDING SUSTAINABILITY RISKS cont.

Key risk	What does this mean?	Alimak Group's Response
Intangible assets	Failure in capturing, enhancing, and protecting the Group's intellectual property rights, e.g. know-how, product innovations and trademarks, may result in unwanted competition and a loss in revenue.	The Group uses a combination of trademarks, patents and licenses to protect its intellectual property rights. Although the Group is not dependent on any major patents or licenses for its business, the Group believes that its brands, particularly Alimak, Avanti, CoxGomyl, Manntech, Scanclimber and Tractel, play an important role in the marketing of the Group's products and the maintenance of its competitive advantages. Trademark registrations as well as infringements are handled centrally with appointed representatives from each division. Patents are handled by the Group CTO together with product managers from the divisions. External advisors have been appointed to provide assistance on a regular basis in these matters.
Cyber security and Information Security	Unauthorised access to the Group's IT systems may result in loss of sensitive data and business interruptions. As our customer offerings become more digital and connected, the amount of data increases and thereby also the risk in this area.	IT Infrastructure and security is the responsibility of the CIO function. All hardware for infrastructure is controlled by the CIO function and this function also handles user account creation and removal, system access and rights management and security controls. Based on penetration test results, several corrective measures were implemented on internal networks. In addition, the IT organisation has implemented further controls on local workstations, mobile devices, and user accounts to harden security with continued measures being implemented to counter the many dynamic cyber threats and educate our workforce. Threat detection is in place at all sites in combination with EDR tools to catch threats before they become an issue. Central management of all connection points allows for greater visibility across the Group and allows for proactive handling of issues, often before they become a problem. An e-learning course on malicious e-mails is available for all employees. The CIO function distributes examples of malicious e-mails to the employees on a regular basis as part of an ongoing training program to educate employees on cyber security risks and best practices for dealing with situations they may encounter in their day-to-day office activity. The security questions within this training program show a 31 percent higher performance rating in an industry comparison with other manufacturing companies. As part of the training program, phishing tests are regularly conducted internally which have resulted in positive performance overall with continuous improvement on subsequent internal phishing tests.
Employees	The workforce constitutes the company's most critical asset, essential for achieving the strategic objectives. Maintaining access to skilled and motivated employees is important.	During 2024, the Global People & Culture function continued to focus its efforts on promoting engagement, forging an inclusive corporate culture and a continued priority was the integration with Tractel. During the year, the recognition initiative was continued globally, the so-called 'Years of Service Awards' program which recognises the employees for their long and dedicated service time. During 2024, many countries and sites have built further on the employee recognition theme, creating local programs, champion awards and competitions to further increase motivation and retention. The Group continued the use of its global employee survey, 'The Voice'. All 3,000 employees were invited to respond three times, with the aim of gaining insight into how employees view the Group as a workplace. The survey measured engagement based on individual, team-based and organisational driving forces. The real time nature of The Voice enabled leaders to build action plans together with their teams, for business improvements and improved engagement. To measure engagement, the survey uses the Net Promoter Score which consistently improved each of the three 2024 survey rounds. High focus continued on maintaining a diverse and non-discriminatory workplace. Each entity within Alimak Group continued to work on ensuring equal employment opportunities for all qualified individuals, without distinction or discrimination due to race, religion, skin colour, sex, national origin, disability, age or any other status protected under applicable laws. The global Code of Conduct training rolled out to all employees in 2023, continued to be implemented for all new joiners in 2024. All employees undergo frequent performance reviews, where among other things, development plans are set. During 2024 the Group continued to improve processes and ways of working to support leaders in their responsibility of the employee cycle, for example exit interviews and onboarding training for all new managers. Lastly, during 2024 the Group took an important step in increasing data security and efficiency in workforce management by implementing a global HR information system.

SUSTAINABILITY RISKS

Key risk	What does this mean?	Alimak Group's Response
Corruption and fraud	Risk of corruption and bribery exists in many countries where Alimak Group operates and it is therefore of great importance to ensure that employees as well as distributors and consultants understand the Group's code of conduct and act in accordance with it.	The Group's Code of Conduct is based on the ten principles of UN Global Compact and covers the areas human rights, labour, environment and anti-corruption. The Group provides a Code of Conduct e-learning and the managing director of each legal entity in Alimak Group is responsible for ensuring that all employees have received proper training on the code. It is available in many languages. The Group's Code of Conduct is included in all agreements with distributors and sales representatives. In 2024, the Group introduced anti-bribery training in the form of dilemma discussions. Employees working in sourcing, sales and management roles were invited to attend the training. Alimak Group has a whistleblower channel in place enabling anonymous reporting on any deviations from the Code of Conduct. The WhistleB channel is promoted both internally and externally (information is for example clearly displayed on both the intranet and the external web pages) and anyone can create a report in the WhistleB channel.
Health and Safety	The lack of robust planning and risk management is often the cause of incidents and accidents that lead to personal harm, ill health and property damage in the workplace. This in turn can result in loss of productivity and damage to brand reputation.	All production and assembly facilities and some of the sales entities are certified in accordance with ISO 45001. The global employee survey, the Voice, gives insights into how the employees view Alimak Group as a workplace. Based on the survey result, workshops are conducted to go through the result and agree on appropriate activities in the identified improvement areas. Every legal entity has a designated person in charge of performing health and safety risk assessments and there is a program of risk assessment awareness activities, to promote a safe work environment and to prevent accidents from happening. To identify improvement measures, preventive safety procedures have been introduced at all relevant units, such as safety walks and safety observations. The adoption of CSRD reporting requirements in 2024 has led to an increase in the number of leading indicator data that the group is collecting and analysing monthly. This data is used to measure the proactive health & safety performance of the Group and enables continuous improvement.
Environmental and climate	The laws and regulations in the environmental area are complex and changes over time. Non-compliance may result in damage to the environment as well as penalties. Regulations and requirements, both from legislators and customers, related to CO_2 emissions are gradually increasing. Climate related events, e.g. storms and floodings, can disrupt our own operations or impact the supply-chain.	All production and assembly facilities are certified in accordance with the ISO 14001 standard to ensure proper environmental management. The Group has set a target to reduce its carbon footprint across the value chain by 30 percent until 2025 (compared to the base year 2019). The Group has committed to the Science Based Targets initiative (SBTi). SBTi requires an extensive mapping of the Group's full life cycle emissions, and the Group has therefore continued to systematically work with Life Cycle Assessments (LCAs). By the end of 2024 the aim was to map at least 70% of all of our products' emissions from a life cycle perspective. The LCAs provide guidance for our sustainability efforts. There are many ongoing initiatives aiming at reducing the environmental impact of our operations in areas such as product development, waste management, energy efficiency and interactions with our suppliers. Furthermore, via energy mapping or own initiatives, the Group is actively looking for ways to reduce energy consumption at our manufacturing and assembly sites
Human rights	The Group operates in many countries and in some of them there is a high risk of human rights abuse such as poor working conditions and limitations of the freedom of association. Risks to the Group's reputation may arise from relationships with business partners who do not comply with internationally accepted human rights standards.	Alimak Group's Code of Conduct outlines the Group's commitment to treat all employees in a fair and equal manner. The Company expects its business partners, such as distributors and suppliers, to do the same The Group's whistleblower channel enables anonymous reporting, and it may be used by anyone to report concerns relating to violations of the Code of Conduct. The employee survey also provides an opportunity for employees to give feedback on how well the Group fulfils the commitment on fair and equal employment opportunities. Alimak Group integrates sustainability into its supply chain by assessing new suppliers and conducting annual reviews of existing ones. Suppliers representing 80% of Alimak Group's annual direct material spending are required to complete a sustainability self-assessment questionnaire via the web-based platform Worldfavor. This requirement also applies to new direct material suppliers. The responses serve as the basis for supplier risk assessments, where high- or extreme- risk suppliers will undergo audits. In 2024, we achieved a significant improvement in supplier engagement: 369 suppliers (77% of the 479 identified as in scope) fully completed the self-assessment questionnaire, compared to 66% in 2023. Additionally, 16 audits were conducted. All agreements with distributors contain the Group's Code of Conduct.

SUSTAINABILITY RISKS cont.

Key risk	What does this mean?	Alimak Group's Response
Product safety	Alimak Group contributes to a safer and more reliable work environment for people working at heights in the construction and industrial sectors by offering its vertical access solutions. If the products do not function properly, they may cause severe bodily injuries which in its turn may damage the reputation of the Company	Product and system testing is included in the R&D project model. Preventive safety measures are built into many products based on design standards, risk assessments and market feedback. Several ongoing development projects relating to digital solutions and tools intended to make it easier to use our products in a proper and safe way and to improve our communication channels with customers. Examples of such solutions are: • Digital customer portals, e.g. My Alimak and My Avanti • Digital logs for daily inspections • 3D visualisation of the Group's machines • Interactive installation guides • Our gallery of BIM models • Alicalc, an online solution making it easy for customers to calculate the mechanical forces of our construction machines on the ground and in the buildings • Continuous work on improved product documentation and online manuals An in-house team of resources are responsible for developing relevant training material and e-learnings to ensure safe and proper handling of the machines during installation, use, and maintenance. The trainings are provided both internally and externally. The Group has active representation in relevant committees for development of new technical standards for products and solutions. The Group has during 2024 also initiated discussion forums and opened channels for dialogue with industry partners. The ambition is to establish a new standard in safety by fostering partnerships between various stakeholders, systems, and components. Together, we can create solutions that make it easy to do the right thing – for example, systems that prevent machine operation unless a certified technician has completed the required inspections.

FINANCIAL RISKS

Key risk	What does this mean?	Alimak Group's Response
Currency risk	As a result of the Group's global operations, Alimak Group is exposed to currency risk which impacts the income statement, balance sheet and cash flow. Over time, exchange rate fluctuations also affect the Group's long-term competitiveness and therefore its capacity of earning. The foreign currency exposure arises primarily when purchases and sales are made in the entity's non-functional currency (transaction risk) and, also when the income statements and balance sheets of foreign subsidiaries are translated to SEK (translation risk). Since a large part of production is concentrated to a few countries, while sales occur in many countries, the Group is exposed to a net inflow of foreign currencies. The currencies with the largest currency exposure impact are USD, GBP, and AUD resulting from the significant business activities in these currencies.	It is the responsibility of the Group's Treasury function to monitor the Group's financial risks and ensure that there are mitigation actions in place in accordance with the guidelines approved by the Board of Directors in the Group's Financial Policy. The exposures are concentrated to countries where the production is located, by invoicing the sales companies in their respective reporting currency. However, in several markets and for several products, it is the sales companies who bear the FX exposures. Nevertheless, the Group's hedging strategy caters for both setups. Alimak Group's objective when managing foreign currency risks is to reduce the short-term fluctuations in the income statement and to increase the predictability of the financial results. This is done by hedging the net commercial flows by entering foreign currency forward contracts and foreign currency swaps. The exposures are hedged at the time of a binding order to safeguard the gross margin and the investment budget. Translation risk such as foreign currency risks related to sales and cost incurred in foreign entities converted to SEK is not hedged. Alimak Group does not enter into any speculative transactions.
Interest rate risk	The risk that the Group's net profit is affected by changes in the interest rates levels. This risk arises primarily to cash flow from interest-bearing short-term investments in cash and cash equivalents as well as from outstanding interest-bearing debt with floating interest. Alimak Group's borrowings are made at variable interest rates and interest payments are generally made quarterly.	It is the responsibility of the Group's Treasury function to manage and monitor the interest rate risk in accordance with the guidelines in the Group's Financial Policy. Alimak Group is currently not hedging the interest rate risk but instead managing the duration of interest terms on interest bearing assets and liabilities.

FINANCIAL RISK cont.

Key risk	What does this mean?	Alimak Group's Response
Liquidity and refinancing risk	The risk that the Group cannot meet payment commitments to suppliers and banks due to insufficient liquidity or the inability to obtain adequate funding on acceptable terms at any given point in time.	The current geopolitical situation and the global financial market's impact on the global economy has increased the liquidity risk in the Group which has resulted in longer collection times of trade receivables and the demand for shorter payment terms with vendors. Alimak Group has access to credit facilities amounting to MSEK 2,802 (composed of a revolving credit facility of MSEK 2,050, a revolving credit facility of MEUR 50, and additional credit facilities amounting to MSEK 178. The MEUR 50 revolving credit facility was initiated on April 2024). The revolving credit facilities mature on April 2027 and December 2028 and both have the possibility to extend for an additional year. In connection with the acquisition of Tractel, Alimak Group secured two new loans under a facility agreement with Handelsbanken. The facility agreement consisted of a term loan of MEUR 300 with maturity in October 2026 with the option to renew it by one additional year. Under the financial policy the liquidity reserve shall always be maintained such that it can cover the anticipated fluctuations in the daily business over a period of six months. For efficient use of the Group's liquidity, the Group Treasury function is managing global multicurrency cash-pools. For entities that cannot participate in the cash-pool due to local regulations, excess liquidity and short-term funding is managed via intercompany loan agreements with Group Treasury. In 2024 the Group continued to focus on reducing trade receivables and inventories by maintaining close contact with customers and vendors.
Counterparty and credit risk	Risk of adverse effects on the Group's finances from inadequate credit evaluation of new and existing customers and risk of bad debts due to insufficient routines in collecting customer payments.	Accounts receivables are managed locally by each subsidiary and monitored at division level and by Group Treasury. As part of the Credit Management Process, credit checks are conducted. Examples of these checks are assessment of counterparts' financials, review of credit scores from local credit rating institutes, analysis of commercial data from private institutions such as Dun & Bradstreet, among others. During 2024 the Group expanded the existing credit insurance policy to more geographies. With this in place, the following processes have been improved: credit assessment of customers, periodic credit checks on existing customers, periodic revision of credit limits, collections, among others. In addition, the arduous efforts continued on managing overdue customer invoices. KPIs are in place and frequently monitored. The Group continuously reviews and improves the collection process where and as needed.
Accounting and reporting risk	Risk that reports to investors, lenders and regulatory bodies do not give a fair view of the Group's financial position and results.	The company's financial reports are produced in accordance with applicable legislation, accounting standards and other requirements for listed companies. Governing documents relating to financial reporting such as the Accounting and Reporting Guideline are subject to regular reviews and updates, ensuring that reliable financial reporting from all entities is uniform and in accordance with the applicable accounting standards. Control activities are integrated in the processes for accounting and financial reporting. Group Finance and division controllers closely monitor the accuracy of the financial reporting. The Group has established internal forums with participation from key stakeholders to ensure correct implementation of any accounting changes and procedures. Instructions and training are provided by Group Finance to the local finance organisations. Any changes are communicated in monthly newsletters. The Group has established an internal team of experts to prepare for the Corporate Sustainability Reporting Directive ("CSRD"). Significant progress has been made during the year and Alimak Group's sustainability reporting in this annual report has been partially prepared based on ESRS (the European Sustainability Reporting Standards). The work will continue during 2025 to ensure the Group can report on all material topical standards in the next annual report. A gap assessment has been prepared for what needs to be improved in 2025.
Tax risk	The Group is taxed in the jurisdictions where operations are carried out through subsidiaries and the Group's ambition is to pay the right tax in the right countries. There is however always a risk that tax authorities make a different interpretation of tax laws and regulations and impose additional tax and penalties.	The Finance Manager of each subsidiary is responsible for the local tax compliance and tax compliance is an agenda item on the yearly board meetings that are conducted in all subsidiaries. The Group's central tax function provides policies and guidance for pricing of intra-group transactions to ensure a consistent methodology within the Group. Tax audit support is provided by the Group's central tax function and, when needed, also by external tax advisors.
Fraud risk	Risk of adverse effects on the Group's finances resulting from internal or external fraud or mistakes in the local finance processes.	The Group's financial policy requires that all payments are approved by two persons jointly and that all subsidiaries implement a call-back routine for any changes of payment details or unusual payment requests. The Group Treasury function is responsible for cash management and bank relations at Group level and co-operates closely with the local Finance Managers. Many subsidiaries are included in the Group's cash-pools allowing Group Treasury to closely monitor all transactions taking place in the different entities. The work to include the acquired Tractel entities in the cash-pools continued during 2024 with several entities successfully onboarded. The remaining are expected to be onboarded during 2025. Reminders are distributed to the organisation referring to examples of fraud attempts. During 2024, a risk awareness e-learning was provided to all employees. Lastly, the Group produced a Fraud Prevention Tool which was rolled out globally during 2024. The tool details out fraud risks within finance processes and provides best practices to mitigate these risks.
Insurance risk	An insufficient insurance coverage could have a negative impact on the Group's financial result.	A Group-wide insurance program is in place within Alimak Group mainly relating to property, business interruption, business travel and liability risks. The insurance program covers all legal entities within Alimak Group. The insurance program is managed by Group Tax & Legal and it has been set up so that it provides a reasonable balance between risk exposure and insurance cost. The adequacy of the insurance coverage is reviewed once per year together with the insurance broker.

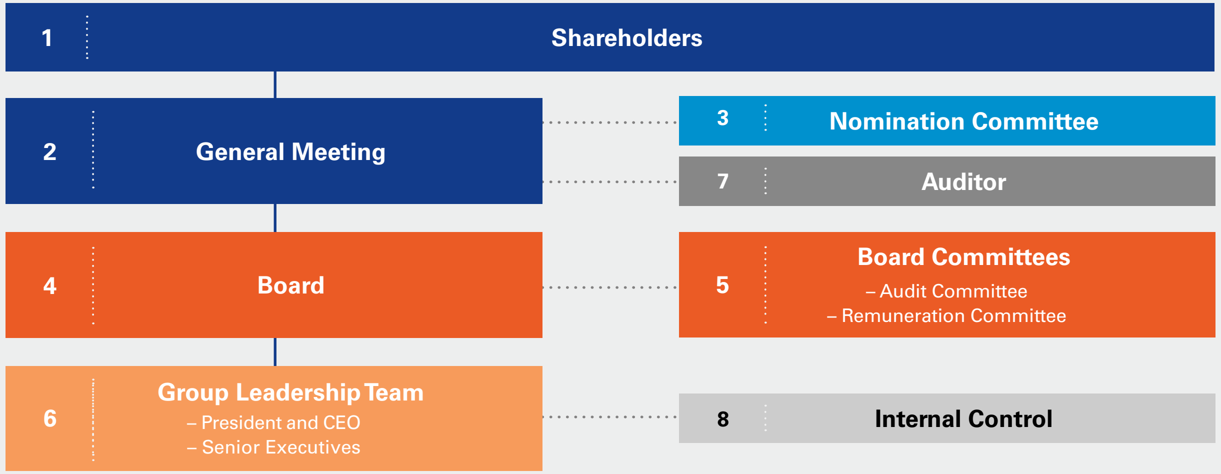
ALIMAK GROUP

Corporate Governance

Alimak Group AB (the "Company") is incorporated under the laws of Sweden as a public limited liability company with shares listed on Nasdaq OMX Stockholm. The Company is the parent company of Alimak Group, with subsidiaries in 28 countries.

Alimak Group is governed and controlled in accordance with a corporate governance system based on the Swedish Companies Act, the Company's articles of association, Nasdaq OMX Stockholm's Rulebook for Issuers, the Swedish Code of Corporate Governance ("the Code") and other relevant external and internal rules and regulations. Corporate governance is intended to ensure a decision-making process that is effective and creates value, with a clear division of roles and responsibilities between the Company's shareholders, the Board, the management and other employees.

Corporate Governance Structure



Important Internal Regulations

- Articles of Association
- Procedural Rules for the Board of Directors
- Authorisation Policy
- Group Policies, e.g. Code of Conduct, Insider Policy and Financial Policy
- Processes for Internal Control and Risk Management

Important External Regulations

- Swedish Companies Act
- Rules for Issuers at Nasdaq Stockholm
- Swedish Code of Corporate Governance
- Annual Accounts Act
- IFRS accounting standards
- UN Global Compact
- EU's accounting regulation

1 Shareholders

The Company's share capital on 31 December, 2024 totalled to approximately MSEK 2,2. The number of shares was 107,573,111. Each share carries the right to one vote at the Company's general meetings. According to the share register, the Company had 5,551 known shareholders on 31 December, 2024. Investment AB Latour was the largest shareholder, with approximately 29.8 percent of the share capital. Alantra EQMC Asset Management SGIIC was the second largest with approximately 10 percent of the share capital. NN Group N.V. was the Company's third largest shareholder with approximately 8.4 percent of the share capital. At year-end, foreign shareholders accounted for approximately 51 percent of the total share capital. There are no restrictions as to how many votes each shareholder can cast at a general meeting. The Board is not aware of any shareholder agreements, or other agreements, between shareholders in the Company.

2 General Meeting

According to the Swedish Companies Act, the general meeting is the Company's highest decision-making body where all shareholders collectively possess the authority to decide on Alimak Group AB's affairs. Shareholders who are registered in the share register as of the record date and who have given timely notice of their participation have the right to attend the general meeting and exercise their right to vote for all their shares. Decisions at the general meeting are normally made by simple majority, which means that the alternative that receives the most votes win. However, in some cases there may be special requirements according to the Swedish Companies Act. For example, a qualified presence may be required for the meeting to be quorum or a special voting majority for certain decisions to be made. These requirements may vary depending on a company's articles of association and the circumstances surrounding the specific meeting. It is therefore important for shareholders to be well informed about the applicable rules and regulations before every general meeting they intend to attend.

At the annual general meeting of Alimak Group AB, important decisions are made regarding the Company's financial position and management. Among these decisions are the adoption of the Group's profit and loss accounts and the balance sheet. In addition, resolutions are made regarding any dividend to the shareholders and the granting of discharge from liability for Board members and the CEO. Remuneration for the Board and the auditor is also discussed, and Board members, Board chairman and auditor are elected. The annual general meeting also decides on the composition of the nomination committee. Any other matters outlined by the Swedish Companies Act may also be handled.

At Alimak Group AB's annual general meeting, every shareholder is given the opportunity to ask questions about the Company's operations and performance during the past year. The Board, the management and the auditor are all present at the annual general meeting to address such questions. This enables an open and transparent dialogue between the management and the shareholders.

In addition to the annual general meeting, extraordinary general meetings may be convened. The Company's annual general meetings are held in Stockholm, Sweden, before the end of June each calendar year. In 2024, one general meeting was held: the annual general meeting in April.

Annual General Meeting 2024

The annual general meeting 2024 was held on 29 April, 2024.

Decisions at the annual general meeting 2024 included:

- Adoption of balance sheet and profit and loss accounts, as well as the consolidated profit and loss account and consolidated balance sheet for the financial year 2023.
- Adoption of the Board's proposal that a dividend of SEK 2,50 per share would be paid, the record date being Thursday, 2 May 2024.
- Discharging the Directors and the CEO from liability for the management of the Company during the financial year 2023.
- Re-election of Johan Hjertonsson (Chair), Helena Nordman-Knutson, Tomas Carlsson, Sven Törnkvist, Petra Einarsson, Ole Kristian Jødahl and Zeina Bain as Directors.
- Election of Heléne Mellquist as new Director.
- Re-appointment of the registered audit firm Ernst & Young AB as auditor of the Company.
- Approval of the Board's remuneration report.
- Adoption of Call Option Program 2024.
- Resolution to authorise the Board to pass resolutions on the acquisition and/or transfer of own shares.

Annual General Meeting 2025

The annual general meeting 2025 will be held on 30 April, 2025. All shareholders who are registered in the share register maintained by Euroclear Sweden AB ("Euroclear") five days prior to the annual general meeting are entitled to attend the annual general meeting. Such shareholders must have informed the Company of their intention to attend no later than on the date stated in the notice convening the annual general meeting. Further information about the annual general meeting is available at www.alimakgroup.com.

3 Nomination Committee

According to the Code, the Company is required to have a Nomination Committee whose task is to prepare and present proposals regarding appointments, with the aim of creating a basis for the annual general meeting's decisions on these matters. In addition to proposing the composition of the Board, the Nomination Committee is responsible for submitting proposals regarding the chairman of the Board, Board members and Board remuneration. The Nomination Committee is also responsible for proposing the election of auditor and the remuneration to the auditor. Through its work, the Nomination Committee thus contributes to an efficient and competent management and control of the Company.

In 2016, the Company's annual general meeting adopted an instruction regarding the appointment of the Nomination Committee, which is applicable until the general meeting resolves otherwise. Pursuant to this instruction, the Nomination Committee shall, prior to the annual general meeting, be composed of persons appointed by the four largest shareholders listed in the shareholders' register maintained by Euroclear as of August 31 each year, together with the Chair of the Board, who will also convene the first meeting of the Nomination Committee. The member appointed by the largest shareholder shall be the Chair of the Nomination Committee. Shareholders who wish to present proposals to the Nomination Committee prior to the annual general meeting may submit them to the Chair of the Committee, in accordance with the procedure published on the Company's website prior to the annual general meeting. The proposals will be assessed by the Nomination Committee according to its instruction and the Code. The Nomination Committee's proposal and reasoned statement will be presented prior to the annual general meeting. The Company's articles of association have no company-specific provisions concerning the appointment and dismissal of Directors of the Board or concerning amendments of the articles of association.

Nomination Committee for the 2025 annual general meeting

The Nomination Committee ahead of the annual general meeting 2025, comprises the following members:

- Ossian Ekdahl, Investment AB Latour, Chair of the Nomination Committee
- Francisco De Juan, Alantra EQMC Asset Management
- Jakob Rikwide, Bolero Holdings Sarl
- Mats Larsson, Första AP-fonden (AP1)
- Johan Hjertonsson, Alimak Group AB's Chair of the Board

As a basis for its proposals, the Nomination Committee has conducted an evaluation of the work of the Board. Prior to the 2025 annual general meeting, the Nomination Committee has held a number of meetings, interviewed the Directors of the Board and had a number of contacts between the meetings. In addition, the Chair of the Board has presented to the Nomination Committee the results of the annual evaluation of the Board's work. The Nomination Committee has discussed requirements regarding competence, experience and personal background. Matters of independence have been highlighted and an extra focus has been placed on the question of gender balance. The Nomination Committee has applied a diversity policy in accordance with section 4.1 of the Swedish Code of Corporate Governance.

4 Board

The Board is responsible for determining the Company's overall targets, developing and follow-up on the overall strategy, decide on major acquisitions, divestments and investments and continuously follow up on the operations. The Board has an ongoing obligation to assess both the Company's and the Group's financial situation and ensure that the Company's organisation is designed in a way that enables a reassuring control of the accounting, fund management and other financial conditions. The Board's duties also include the determination of business plans, budgets, interim reports, annual accounts, and annual reports as well as the adoption of instructions, policies and guidelines. The Board must ensure that their own work is evaluated annually through a systematic and structured process. This ensures that the Board is efficient and competent in its role as leader and supervisory body for the Company.

The Board's procedural rules, which regulate the division of work and responsibility between the Directors, the President & CEO and the committees, are updated and adopted annually. Furthermore, the division of work between the Board and the President & CEO is governed by the instructions to the President & CEO, which are adopted annually by the Board. The CEO Instruction also contains instructions relating to the financial reporting.

The Chair of the Board is responsible for the Board's work, and for ensuring that it is conducted efficiently and that the Board fulfils its obligations. The Chair shall monitor the Company's performance via regular contacts with the President & CEO. The Chair presides over the Board meetings, but the agenda is agreed and the meetings prepared in consultation with the President & CEO. The Chair is also responsible for ensuring that the Board each year evaluates its work and that the Board members receive on an ongoing basis the information they need to perform their work. The Chair represents the Company vis-à-vis its shareholders.

Composition of the Board

The Company's Board is currently made up of eight members elected by the annual general meeting and two employee representatives. No deputies have been appointed for the Directors of the Board. At the annual general meeting held on 29 April, 2024, Johan Hjertonsson, Helena Nordman-Knutson, Tomas Carlsson, Sven Törnkvist, Petra Einarsson, Ole Kristian Jødahl and Zeina Bain were re-elected as Directors. Heléne Mellquist was elected as new Director. Johan Hjertonsson was elected Chair of the Board. Örjan Fredriksson and Urban Granström were appointed employee representatives by the trade union organisations.

Independence of the Board

According to the Code, more than half of the Directors appointed by the general meeting must be independent in relation to the Company and the Company's management. At least two of the Directors who are independent in relation to the Company and the Company's management shall also be independent in relation to the Company's major shareholders. To determine the independence of a Director, an overall assessment shall in each case be conducted regarding the Director's relationship with the Company. One of the Company's Directors elected by the general meeting is employed by the Company. Seven out of eight Directors elected by the general meeting are deemed to be independent in relation to the Company and the Company's management.

When determining whether a Director is independent in relation to a major shareholder, the extent of the Director's direct and indirect relationships with the major shareholder shall be taken into consideration. A Director is deemed not to be independent in relation to the Company's major shareholders if he or she is, or recently has been, employed at, or a Director of, a company that is a major shareholder. Six of eight Directors elected by the general meeting are independent in relation to the Company's major shareholders. The Company therefore satisfies the Code's requirements regarding the independence of the Board in relation to the Company, the Company's management and the Company's major shareholders. The table on page 89, provides information about the Directors' year of birth, the year they were first elected to the Board and whether they are deemed independent in relation to the Company, the Company's management and major shareholders as defined by the Code.

Work of the Board during the year

During 2024, the Board met eight times. Recurring matters at the Board's meetings were reports from the Audit committee, business and financial updates, strategy matters, business planning, auditing, M&A and internal control. The attendance at Board meetings and committee meetings in 2024 is presented in the table on page 89.

Remuneration to the Board

At the annual general meeting on 29 April, 2024, it was decided that a fee of SEK 950,000 should be paid to the Chair of the Board and SEK 380,000 each to other Directors elected by the general meeting. In addition, SEK 150,000 should be paid to the Chair of the Audit Committee and SEK 100,000 to other members of the Audit Committee, SEK 90,000 to the Chair of the Remuneration Committee, and SEK 60,000 to other members of the Remuneration Committee.

5 Board Committees

The primary function of the committees is to prepare matters to be presented to the Board prior to decision. The duties and instructions for each committee are defined annually by the Board.

Audit Committee

According to the applicable rules of procedure for the Board, the Audit Committee shall consist of no less than two members. The Swedish Companies Act stipulates that the members of the Audit Committee must not be employees of the Company and that at least one member shall be competent in accounting and auditing matters. The Audit Committee has two members: Helena Nordman-Knutson (Chair) and Tomas Carlsson. The Audit Committee is a committee within the Board that deals with matters relating to risk assessment, internal controls, auditing, financial and sustainability reporting. Its main role is to ensure that the principles for financial reporting and internal controls are observed and that the Company maintains appropriate relationships with its auditors. The Committee shall identify and oversee the management of important auditing issues and discuss them with the Company's auditors. The Committee shall examine the processes for monitoring the abovementioned areas and shall form an opinion as to whether the Company is applying the financial reporting regulations consistently and fairly, and in accordance with the relevant rules and practices. The Audit Committee shall also form an opinion regarding the risk situation in the Company, assess whether the internal control and governance procedures applied are fit for purpose and effective, and determine whether the Company's risk and risk management reporting in the Annual Report are accurate and adequate. Furthermore, the Audit Committee shall ensure that the auditor is impartial and independent, and, in consultation with the auditor, plan the annual audit process and ensure that the audit is conducted on that occasion. The Audit Committee shall also assist in the drawing up of proposals for the appointment of the auditor at the annual general meeting.

Remuneration Committee

According to the applicable rules of procedure for the Board, the Remuneration Committee consists of no less than two members. The Remuneration Committee has two members: Johan Hjertonsson (Chair) and Petra Einarsson. The role of the Remuneration Committee is to prepare matters regarding remuneration and other employment conditions for the President & CEO and the Company's other senior executives. This work involves preparing proposals for guidelines on conditions of employment, including remuneration, the relationship between earnings and remuneration and the main principles of incentive programmes. It also includes preparing proposals for individual remuneration packages for the President & CEO and other senior executives. In addition, the Remuneration Committee establishes guidelines on remuneration and incentive programmes for certain senior executives who report directly to the President & CEO, and it decides upon the outcome of these programmes. The Remuneration Committee is also required to monitor and evaluate the Company's compliance with guidelines on remuneration to senior executives, as adopted by the annual general meeting. Furthermore, the Remuneration Committee is responsible for assisting the Board in its annual review of senior executives, including the President & CEO, and for evaluating the President & CEO's succession planning for senior executives.

The Board's Working year 2024

- 1. Audit Committee update (including 2023 Annual and Sustainability Reports and cybersecurity), health and safety, business and financial updates, dividend proposal, board evaluation, remuneration committee, succession planning, and division strategy.
- 2. Adoption of annual report 2023, approval of AGM proposals.
- 3. Audit Committee update (including scope of external audit, Q1 interim report, 2024 sustainability reporting, and risk management), health and safety, business and financial updates, division strategy, M&A, and CTO update.
- 4. Statutory meeting
- 5. Audit Committee update (including whistleblower process), health and safety, business and financial updates, risk assessment, M&A and strategy work, insurance program approval, and ERP project update.
- 6. Business update, Q2 interim report and M&A update.
- 7. North America visit, update from the Audit Committee, health and safety updates, business and financial updates, ESRS/CSRD update, M&A update, division updates and strategy matters
- 8. Health and safety, business and financial updates, division updates, 2025 budget, M&A updates.

Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec

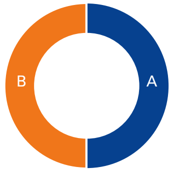
Board meetings also deal with ongoing issues (in addition to the current state of operations), market overviews, investments, divestments, financing, employees, IT systems, updates on the integration of acquired businesses, reports from the committee chairs on the work of the committees, as well as issues regarding the work environment, customer-related issues and reporting of incidents.

ALIMAK GROUP

Board Members, Independence and Attendance 2024

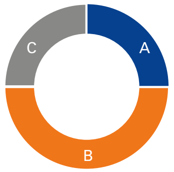
Name	Born	Member since	Position	Independence in relation to the Group	Independence in relation to major shareholders	Attendance at board meetings	Attendance at audit committee meetings	Attendance at remuneration committee meetings	Fees paid during the 2024 financial year (All figures in thousands of SEK): Basic fee	Audit committee	Remuneration committee	Total
Johan Hjertonsson	1968	2020	Chair	Yes	No	8/8		2/2 (Chair)	870		80	950
Helena Nordman-Knutson	1964	2016	Board Member	Yes	Yes	8/8	4/4 (Chair)		350	118		468
Tomas Carlsson	1965	2018	Board Member	Yes	Yes	8/8	4/4		350	86		436
Sven Törnkvist	1971	2019	Board Member	Yes	Yes	8/8			350			350
Petra Einarsson	1967	2020	Board Member	Yes	Yes	8/8		1/2	350		58	408
Zeina Bain	1977	2023	Board Member	Yes	Yes	6/8			350			350
Ole Kristian Jødahl	1971	2020	Board Member	No	Yes	8/8						
Heléne Mellquist	1964	2024	Board Member	Yes	No	4/8						
Örjan Fredriksson	1968	2016	Employee representative	–	Yes	8/8						
Urban Granström	1972	2023	Employee representative	–	Yes	6/8						
									2,620	**204**	**138**	**2,962**

Gender distribution of the Board 2024[1)]



A) Women, 50%
B) Men, 50%

Time on the Board[1)]



A) <2 years, 25%
B) 2–5 years, 50%
C) >5 years, 25%

1) Board members elected by the general meeting, excluding employee representatives.

6 President & CEO & other senior executives

Alimak Group's Board has transferred the operational responsibility for both the Company's and the Group's management to the Company's President & CEO. It is the President and CEO's responsibility to lead the business within the framework that the Board has established and the Board has formulated clear instructions for the distribution of tasks between the Board and the President & CEO. These instructions are updated and adopted annually. The Group is organised into five divisions; Facade Access, Construction, Height Safety & Productivity Solutions, Industrial and Wind. The Division EVPs, who are responsible for the business operations within their respective division, report directly to the President & CEO. The respective divisions are organised into functions driving strategic and operational division initiatives across the global organisation. For further information about the Group's divisions and operations, visit the website at www.alimakgroup.com.

The Group's Leadership Team consists of the President & CEO, CFO, CTO, CSO, CPCO, CCO and the EVPs of the divisions. The President & CEO reports to the Board and conducts day-to-day management of the Company in accordance with the Board's guidelines and instructions. The President & CEO is also responsible for producing reports and compiling information ahead of Board meetings, as well as for presenting material at such meetings. The President & CEO is responsible for financial reporting in the Company and must ensure that the Board receives adequate information to enable it to evaluate the Company's financial position. The President & CEO shall continually monitor, and keep the Board informed about developments in the Company's business, sales performance, results and financial position, liquidity, key business events and all other events, circumstances or conditions that may be considered to be of relevance.

Guidelines on remuneration to senior executives

Under the Swedish Companies Act, the Board is required to present proposals to the annual general meeting for guidelines on remuneration to the President & CEO and other senior executives. Matters regarding remuneration to the President & CEO shall be prepared by the Remuneration Committee and decided by the Board. Matters regarding remuneration to other senior executives shall, following recommendations by the President & CEO, be prepared and decided by the Remuneration Committee. For further information on remuneration to senior executives and remuneration paid in 2024, see the Director's Report and Note 7 to the Financial Statements.

7 External auditor

The auditor is appointed by the annual general meeting each year. The auditor's task is to review the Company's accounting and annual report on behalf of the shareholders, as well as the Board's and the President & CEO's administration of the Company. At the annual general meeting on 29 April, 2024, Ernst & Young ("EY") was appointed as the Company's external auditor for the period up to and including the 2025 annual general meeting. EY appointed Henrik Jonzén as principal auditor. The auditor attends at least one Board meeting a year, at which the auditor reports on the audit for the year and discusses it with the Board, without the presence of the President & CEO and any member of the Company's management. During the past financial year, EY provided the Company with some tax advisory services and other advice, in addition to its audit function. The auditor is paid for its work in accordance with the general meeting's decision. For information about fees paid to the Company's auditor in 2024, see Note 8.

8 Internal control

Insider trading and information policy

The Company has produced policies and an e-learning course, to ensure that employees and other relevant parties within the Group are informed about the rules and regulations regarding the Company's provision of information and the specific requirements that apply to persons operating within a listed company, for example regarding inside information. In this context, the Company has also developed procedures for the handling of inside information that has not yet been made public. These procedures are in line with the Market Abuse Regulation Act (MAR).

Internal controls on financial reporting

The Company operates a risk management programme that is an integral part of the Company's strategy process. Operations are based on a governance framework consisting of a Code of Conduct, policies and guidelines that regulate how the Company is managed. The Board and the President & CEO are ultimately responsible for ensuring that internal controls are developed, communicated to and understood by those employees who are responsible for the individual control procedures, and for ensuring that the control procedures are monitored, implemented, updated and maintained. Managers at each level are responsible for ensuring that internal controls are established within their own areas of activity, and that these controls fulfil their purpose.

Internal controls include checks of the Group and the organisation, procedures and follow-up measures. The aim is to guarantee reliable and accurate financial reporting to ensure that the Company's and the Group's financial reporting is drawn up in compliance with the law, relevant accounting standards and other requirements. The internal control system is also intended to monitor compliance with the Group's policies, principles and instructions. Furthermore, the system ensures protection of the Company's assets, and that the Company's resources are utilised in a cost-efficient and appropriate manner.

Internal control is also exercised by following up of the information and business systems implemented, as well as via risk analysis. In order to further develop and strengthen the internal control the Board has implemented a "SAFE methodology" for the Group.

The SAFE methodology can be described as a way to:
- Safeguard the reporting and the Company assets,
- Assist the subsidiaries to be firm, fair and friendly in their roles and help them to make their processes as efficient as possible,
- Fix issues or ensure that outstanding issues from last year's audit are rectified within the current calendar year, as well as rectifying reporting problems in the subsidiaries,
- Ensure that the Group's guidelines are regarded as internal rules and will be followed.

The SAFE methodology is used for internal control purposes for all the Group Companies. Compliance with Group Policies is followed up in connection with the Board meetings in the subsidiaries.

The Board has concluded that the Company currently has no need to add a separate internal audit function to the organisation, over and above current processes and functions for internal control. Follow-up is exercised by the Board and the Company's management, and the level of control is deemed to meet the Company's needs. An annual assessment is made to determine whether a separate internal control function is necessary to maintain good internal control.

Governance sustainability

Sustainability is integrated in all parts of the organisation, from the Board to the local operations. The Board is responsible for the Company's approach to sustainability and its implied risks and opportunities, which are described in the Risk chapter of this document. This responsibility of the Board includes monitoring compliance with the Group's Code of Conduct, which is based on the ten principles enshrined in the UN Global Compact regarding social responsibility, the environment and business ethics. The Board adopts the Group's policies, including the Code of Conduct.

The Board has appointed two of the directors as members of the audit committee. The audit committee is a body within the Board assigned to act as a committee for questions relating to risk assessment, internal control, financial reporting, sustainability reporting and auditing. The committee is thus acting as the supervisory body for matters relating to sustainability reporting, i.e. including the IRO analysis and the double materiality assessment.

The responsibility for establishing sustainability targets and indicators and for ensuring compliance with the Code of Conduct lies with the President & CEO and other members of the Group Leadership Team. The Group's Chief Technology Officer is responsible for sustainability matters related to the environment and climate, the Chief People & Culture Officer for social sustainability, including Occupational Health & Safety (OHS), and the Chief Financial Officer is responsible for governance and compliance. Internal and external experts support the leadership team with strategy, implementation, monitoring and reporting. Each Division EVP is responsible for initiating, monitoring and managing relevant sustainability initiatives in its division.

The Board
Stockholm, 18 March, 2025

More information on the Group's corporate governance work is available in the section on corporate governance at alimakgroup.com. The following pages contain information about the Board members and the Leadership Team.

Board

JOHAN HJERTONSSON

Chair of the Board since 2020, chair of the Remuneration Committee.

Independence: Independent in relation to the Company, not independent in relation to a major shareholder (Investment AB Latour).

Born: 1968.

Education: Bachelor of Economics, Lund University.

Other board assignments: Chair of the board of ASSA ABLOY AB, Tomra Systems ASA, board member of Sweco AB and Investment AB Latour.

Main work experience: President and CEO of Investment AB Latour. Former President and CEO of AB Fagerhult and Lammhults Design Group AB and has held different senior positions within the Electrolux Group.

Shareholding, own and via closely related persons*: 90,000.

HELENA NORDMAN-KNUTSON

Board member since 2016, chair of the Audit Committee.

Independence: Independent in relation to the Company and major shareholders.

Born: 1964.

Education: Masters of Sciences in Political Science, University of Helsinki, Masters of Sciences in Economics, Hanken School of Economics in Helsinki and Certified ESG Analyst.

Other board assignments: Board member of Nivika Fastigheter AB (publ), Excel Composites, Nidoco AB, USWE Sports AB and Karnell Group.

Main work experience: Senior advisor, Safir Communication. Former financial analyst at Enskilda Securities, Orkla Securities, Öhman Fondkommission and Executive Director at Hallvarsson & Halvarsson.

Shareholding, own and via closely related persons*: 2,200.

TOMAS CARLSSON

Board member since 2018, member of the Audit Committee.

Independence: Independent in relation to the Company and major shareholders.

Born: 1965.

Education: Masters of Sciences in Engineering, Chalmers University of Technology and Executive MBA, London Business School and Columbia Business School.

Other board assignments: Board member of Addval AB.

Main work experience: President and CEO of NCC. Former Head of Business Area Construction Sweden within NCC, President and CEO of Sweco AB.

Shareholding, own and via closely related persons*: 13,400.

SVEN TÖRNKVIST

Board member since 2019.

Independence: Independent in relation to the Company and major shareholders.

Born: 1971.

Education: Masters of Sciences in Business and Economics, Stockholm School of Economics.

Other board assignments: Chairman of the Board of Normain AB, Board member of Swetorn AB and ThornHold AB.

Main work experience: CDO & Head of EQT Digital at EQT AB. Former Head of Digital at Ericsson, Country Manager and Industry Leader at Google Sweden.

Shareholding, own and via closely related persons*: 12,000.

PETRA EINARSSON

Board member since 2020, member of the Remuneration Committee.

Independence: Independent in relation to the Company and major shareholders.

Born: 1967.

Education: Bachelor of Economics, Uppsala University.

Other board assignments: Board member of SSAB AB.

Main work experience: Previously President and CEO of Billerud Korsnäs. Prior to that, a long carrer at Sandvik.

Shareholding, own and via closely related persons*: 5,000.

* Shareholding per 31 December, 2024.

OLE KRISTIAN JØDAHL

Board member since 2020.

Independence: Not independent in relation to the Company, independent in relation to major shareholders.

Born: 1971.

Education: Economics, NHH Norwegian School of Economics.

Other board assignments: Board member of Nilfisk Holding A/S.

Main work experience: President and CEO of Alimak Group AB. Former President and CEO of Hultafors Group AB. Previously, several senior positions within AB SKF.

Shareholding, own and via closely related persons*: 104,905 shares and 370,000 call options.

ZEINA BAIN

Board member since 2023.

Independence: Independent in relation to the Company and major shareholders.

Born: 1977.

Education: Oxford University, BA Honours Degree in Philosophy, Politics and Economics.

Other board assignments: Tracerco group companies, Oxford University Endowment Fund, St Paul's Girls School (charity).

Main work experience: Managing Partner of Sullivan Street Partners. Former Managing Director at ICG's European Subordinated debt and equity fund. Prior to that, a long career at the Carlyle Group.

Shareholding, own and via closely related persons*: 0.

HELÉNE MELLQUIST

Board member since 2024

Independence: Independent in relation to the Company, not independent in relation to major shareholder (Investment AB Latour).

Born: 1964

Education: Bachelor in International Business studies, University of Gothenburg. Executive Management, Stockholm School of Economics.

Other board assignments: Chair of the Board of Hultafors Group, Caljan A/S, Innovalift and Latour Industries. Board member of Atlas Copco and Nord-Lock.

Main work experience: EVP and COO at Investment AB Latour. Former CEO of AB Volvo Penta, and has held several positions at Volvo Group AB. CEO of Transatlantic AB.

Shareholding, own and via closely related persons*: 1,890

ÖRJAN FREDRIKSSON

Board member since 2016.

Employee representative.

Born: 1968.

Appointed by: IF Metall.

Employed since: 1989, Production coordinator.

Shareholding, own and via closely related persons*: 0.

URBAN GRANSTRÖM

Board member since 2023.

Employee representative

Born: 1972.

Appointed by: The Union

Employed since: 2021, Quality Engineer.

Shareholding, own and via closely related persons*: 0.

Changes during the year:

Heléne Mellquist was elected to the board in connection with the Annual General Meeting 2024.

* Shareholding per 31 December, 2024.

Leadership Team

OLE KRISTIAN JØDAHL

President and CEO since 2020.

Born: 1971.

Education: Economics, NHH Norwegian School of Economics.

Former positions, selection: President and CEO of Hultafors Group AB. Previously, several senior positions within AB SKF.

Shareholding, own and via closely related persons*: 104,905 shares and 370,000 call options.

SYLVAIN GRANGE

CFO since 2022.

Born: 1971.

Education: EDHEC business school and Chartered Accountant.

Former positions, selection: CFO of Tractel Group. Previously CFO of another industrial group with global operations (Penox).

Shareholding, own and via closely related persons*: 29,742 shares and 163,000 call options.

CHARLOTTE BROGREN

Chief Technology Officer since 2017.

Born: 1963.

Education: PhD of Technology in chemical engineering, Lund University.

Former positions, selection: Director General Vinnova, The Swedish Governmental Agency for Innovation Systems, Technology Manager, ABB's Robotics Division, various management positions within ABB's research & development department.

Shareholding, own and via closely related persons*: 5,200 shares and 86,000 call options.

MATILDA WERNHOFF

Chief Strategy Officer since 2020.

Born: 1990.

Education: Economics at the Stockholm School of Economics.

Former positions, selection: Head of business development and M&A within Alimak Group, consultant at McKinsey & Company.

Shareholding, own and via closely related persons*: 1,806 shares and 33,000 call options.

ANNIKA HAAKER

Chief People & Culture Officer since 2021.

Born: 1968.

Education: Bachelor of Science (BSc) in Human Resources Mgmt, Stockholm University.

Former positions, selection: Group HR Director of HL Display, Head of Leadership & Talent at Nobia, Head of Organisation & Performance Development at Nasdaq.

Shareholding, own and via closely related persons*: 600 shares and 70,000 call options

* Shareholding per 31 December, 2024.

PHILIPPE GASTINEAU

Senior EVP Facade Access Division and Height Safety & Productivity Solutions Division since 2022.

Born: 1966.

Education: MSc. Engineer, Ecole Centrale de Lyon and MBA, London Business School.

Former positions, selection: CEO Tractel, senior positions within Nexans and Cegelec.

Shareholding, own and via closely related persons*: 0 shares and 163,000 call options.

DAVID BATSON

EVP Construction Division since 2021.

Born: 1967.

Education: Bachelor of Business Royal Melbourne Institute of Technology (RMIT).

Former positions, selection: Managing Director Alimak Group Australia, General Manager Equipment Sales Group William Adams Pty Ltd, Rental Consultant Caterpillar Inc Asia Pacific, various Senior Sales and Marketing Positions with Wreckair Hire.

Shareholding, own and via closely related persons*: 0 shares and 142,000 call options.

JENS HOLMBERG

EVP Industrial Division since 2023.

Born: 1980.

Education: Master of Science in Mechanical Engineering, Chalmers University of Technology.

Former positions, selection: President Sandvik Rock Tools, VP Sales Development Rock Tools, Management Consultant at McKinsey & Company

Shareholding, own and via closely related persons*: 7,100 shares and 92,000 call options.

JOSE MARIA NEVOT

EVP Wind Division since 2021.

Born: 1969.

Education: Master of Technology, University of Zaragoza, Bachelor of Economics, Chamber of Commerce Zaragoza.

Former positions, selection: Head of Business unit Wind at Alimak Group, CSO Avanti Wind Systems, CEO AWS S.L. and CEO Oerlikon AB.

Shareholding, own and via closely related persons*: 5,200 shares and 92,000 call options.

JOHNNY NYLUND

Chief Communications Officer since 2023.

Born: 1977.

Education: Bachelor of Arts in communications, law and language studies, Stockholm University.

Former positions, selection: Head of Press and Public Affairs at Sweco, has previously held similar roles at Business Sweden, AkzoNobel and Sveriges Radio.

Shareholding, own and via closely related persons*: 1,024 shares and 92,000 call options.

* Shareholding per 31 December, 2024.

Financial Statements

Financial Statements

Consolidated Statements of Comprehensive Income

Amounts in MSEK	Note	2024	2023
Revenue	4, 5	7,099	7,097
Cost of sales	6	–4,248	–4,277
Gross profit		**2,852**	**2,820**
Selling costs		–911	–916
Administration costs		–798	–879
Development costs		–166	–150
Other operating gains		70	150
Other operating losses		–49	–81
Share of profit of an associate		0	0
Operating profit (EBIT)	6, 7, 8, 9, 10	**998**	**945**
Financial income	11	218	519
Financial expenses	11	–406	–784
Profit before tax (EBT)		**810**	**681**
Income tax	12	–187	–165
Net profit for the year		**623**	**515**
Attributable to owners of the Parent Company		623	515
Earnings per share, before dilution, SEK	22	5.89	5.25
Earnings per share, after dilution, SEK	22	5.87	5.25

Amounts in MSEK	Note	2024	2023
Net profit for the year		**623**	**515**
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net profit for the year			
Remeasurements of defined benefit pension plans	23	–35	28
Income tax relating to remeasurements of pension plans		19	–5
Total		**–16**	**23**
Items that may be reclassified to net profit for the year			
Foreign exchange translation differences		298	–163
Change in fair value of cash flow hedges		–5	–11
Income tax relating to change in fair value of cash flow hedges		1	0
Total		**294**	**–174**
Other comprehensive income		**278**	**–151**
Total comprehensive income		**901**	**365**
Attributable to owners of the Parent Company		**901**	**365**

Consolidated Statements of Financial Position

Amounts in MSEK	Note	Dec 31, 2024	Dec 31, 2023
ASSETS			
Intangible assets and goodwill			
Goodwill	13	6,109	5,882
Intangible assets	13	2,436	2,538
Total		**8,545**	**8,420**
Property, plant and equipment			
Land and buildings		309	288
Plant and machinery		133	133
Equipment, tools, fixtures and fittings		49	46
Rental equipment		189	192
Right-of-use assets		299	274
Total	14, 15	**978**	**933**
Financial and other non-current assets			
Investment in an associate		9	8
Deferred tax assets	12	148	160
Other long-term receivables	18	244	174
Total		**400**	**342**
Total non-current assets		**9,923**	**9,695**
Inventories	16	1,249	1,186
Contract assets	17	321	338
Trade receivables	18, 19	1,341	1,330
Other receivables	18, 21	210	217
Prepaid expenses and accrued income	20	133	143
Short term investments	18, 21	45	35
Total		**3,299**	**3,249**
Cash and cash equivalents		**1,095**	**739**
Total current assets		**4,394**	**3,987**
TOTAL ASSETS		**14,317**	**13,683**

Amounts in MSEK	Note	Dec 31, 2024	Dec 31, 2023
EQUITY AND LIABILITIES			
Share capital		2	2
Other contributed capital		5,286	5,277
Reserves		608	313
Retained earnings, including net profit for the year		1,705	1,363
Total equity	22	**7,600**	**6,955**
Long-term borrowings	18, 21	3,428	3,579
Lease liabilities	15	197	180
Provision for pensions	23	174	117
Other provisions	24	118	103
Deferred tax liabilities	12	849	876
Other long-term liabilities		11	53
Total non-current liabilities		**4,777**	**4,907**
Short-term borrowings	18, 21	–	28
Lease liabilities	15	113	92
Contract liabilities	17	311	326
Advance payments from customers		251	201
Trade payables	18, 21	444	436
Tax liabilities		115	73
Other current liabilities	18, 21	336	282
Accrued expenses and deferred revenue	25	370	382
Total current liabilities		**1,940**	**1,821**
TOTAL EQUITY AND LIABILITIES		**14,317**	**13,683**

For information on the Group's pledged assets and contingent liabilities, see Note 26.

Consolidated Statements of Cash Flow

Amounts in MSEK	Note	2024	2023
Operating activities			
Profit before tax		810	681
Adjustments for:			
Depreciation and impairment of property, plant and equipment	9, 14, 15	252	228
Amortisation and impairment of intangible assets	9, 13	201	200
Net foreign exchange translation differences		–27	17
Provisions and pensions		–13	–90
Share of profit of an associate		0	0
Other non-cash items		5	14
Income tax paid		–177	–260
Cash flow before change in working capital		**1,050**	**791**
Change in working capital			
Change in inventories		–10	–17
Change in contract assets		37	–1
Change in current receivables		76	193
Change in current liabilities		–4	101
Cash flow from change in working capital		**99**	**276**
Cash flow from operating activities		**1,149**	**1,067**
Investing activities			
Purchase of intangible assets	13	–6	–6
Purchase of property, plant and equipment	14	–120	–185
Disposal of property, plant and equipment	14	–	0
Purchase of financial instruments		–11	–
Net change in short term financial investments		7	–2
Cash flow from investing activities		**–130**	**–193**

Amounts in MSEK	Note	2024	2023
Financing activities			
Rights issue, Net		–	2,476
Proceeds from borrowings		250	373
Repayment of borrowings		–552	–3,448
Bank overdrafts		–	0
Repayment of lease liability	15	–128	–123
Repurchase of treasury shares		–	–75
Issued call options		9	5
Dividend paid		–265	–194
Cash flow from financing activities	18	**–686**	**–986**
Net change in cash and cash equivalents		**332**	**–113**
Cash and cash equivalents at beginning of year		739	869
Exchange rate differences in cash and cash equivalents		24	–18
Cash and cash equivalents at year-end		1,095	739

SUPPLEMENTARY DISCLOSURES TO THE CONSOLIDATED STATEMENTS OF CASH FLOW

Amounts in MSEK	2024	2023
Interest received/paid		
Interest received	35	30
Interest paid	–201	–271
Cash and cash equivalents		
The following sub-components are included in cash and cash equivalents:		
Cash and bank balances	1,095	739

Consolidated Statements of Changes in Equity

Shareholders' equity is attributable in its entirety to shareholders in the Parent Company for both 2024 and 2023. See also Note 22.

2024

Amounts in MSEK	Share capital	Other contributed capital	Translation reserve	Hedging reserve	Retained earnings including profit for the year	Total shareholders' equity
Opening balance 1 January, 2024	**2**	**5,277**	**324**	**–11**	**1,363**	**6,955**
Net profit for the year	–	–	–	–	623	623
Other comprehensive income	–	–	298	–4	–16	278
Comprehensive income for the year	–	–	**298**	**–4**	**607**	**901**
Issued call options	–	9	–	–	–	9
Dividend	–	–	–	–	–265	–265
Closing balance 31 December, 2024	**2**	**5,286**	**623**	**–15**	**1,705**	**7,600**

2023

Amounts in MSEK	Share capital	Other contributed capital	Translation reserve	Hedging reserve	Retained earnings including profit for the year	Total shareholders' equity
Opening balance 1 January, 2023	**1**	**2,871**	**487**	**0**	**1,018**	**4,377**
Net profit for the year	–	–	–	–	515	515
Other comprehensive income	–	–	–163	–11	23	–151
Comprehensive income for the year	**–**	**–**	**–163**	**–11**	**539**	**365**
Share issue	1	2,476	–	–	–	2,477
Repurchase of treasury shares	–	–75	–	–	–	–75
Issued call options	–	5	–	–	–	5
Dividend	–	–	–	–	–194	–194
Closing balance 31 December, 2023	**2**	**5,277**	**324**	**–11**	**1,363**	**6,955**

Translation reserve
The translation reserve includes all exchange rate differences arising in translation of financial statements from foreign operations that prepared their financial statements in a currency other than the one in which the Group's financial reports are presented.

Hedging reserve
The hedging reserve refers to currency hedging after tax for the future cash flows for which the hedged items are not yet accounted in the balance sheet.

ALIMAK GROUP

Notes to the Consolidated Financial Statements

Amounts in MSEK unless otherwise indicated.

Note 1. General information

Alimak Group AB (publ), org. reg. no. 556714-1857, has its registered office in Stockholm, Sweden. The address of the Company's headquarters is Blekholmstorget 30, SE-111 64 Stockholm, Sweden. Alimak Group AB and its subsidiaries form the Alimak Group, hereinafter referred to as Alimak Group or the Group. Alimak Group is listed on Nasdaq Nordic under the ticker ALIG. Alimak Group is a global market leader in vertical access solutions for professional use. The Group also offers a comprehensive range of aftermarket service and has sales to more than 120 countries.

These financial statements were approved for issuance by the Board of Directors on 18 March, 2025. The consolidated financial statements will be definitively adopted by the AGM on 30 April, 2025.

Note 2. Material accounting policies

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (IFRS accounting standards). Alimak Group also complies with the Swedish Annual Accounts Act and RFR 1 Supplementary Accounting Rules for Groups, published by the Swedish Corporate Reporting Board. Alimak Group AB's (publ) annual accounts have been prepared in accordance with the Swedish Annual Accounts Act, and the Swedish Corporate Reporting Board's recommendation RFR 2 Reporting for legal entities and statements.

The consolidated financial statements have been prepared on a historical cost basis, except for items that are required by IFRS accounting standards to be measured at fair value, principally certain financial instruments. The consolidated financial statements including notes are presented in millions of Swedish kronor (MSEK).

Detailed information about any new accounting standards applied by Alimak Group from 2024 is available in section 2.2 Application of new and revised standards.

Consolidation principles

The consolidated financial statements include Alimak Group AB and the subsidiaries over which the Parent Company exercises control. Subsidiaries are listed in Note A8, Subsidiaries.

Subsidiaries are accounted for using the acquisition method. Subsidiaries acquired during the financial period are included in the consolidated financial statements from the date of control, and divested subsidiaries until the control ceases.

Any gains or losses arising from remeasurement are recognised in profit and loss. Acquisition-related costs are expensed as incurred.

All intercompany transactions, receivables, liabilities, unrealised profits and distribution of profits within Alimak Group are eliminated in the consolidated financial statements. The accounting principles of subsidiaries have been changed, to ensure consistency with the principles adopted by the Group.

Investments in associated companies are initially recognised in the balance sheet through the use of the acquisition cost, which includes goodwill identified at the time of the acquisition as well as the costs of acquiring or forming the associated company.

Foreign currency transactions

Transactions in foreign currencies are recorded at the exchange rate prevailing on the date of the transaction. Open foreign currency-denominated receivables and liabilities at the end of the financial period, both intercompany and external, are revaluated using the exchange rate on the balance sheet date, from Swedish Riksbank, and the resulting foreign exchange gains and losses are recognised in the statement of income except when hedge accounting is applied. Foreign exchange gains and losses related to normal business operations are treated as adjustments to sales or costs. Exchange rate differences on derivative instruments designated as cash flow hedges of future cash flows are recorded in the statement of comprehensive income, until transferred to the statement of income simultaneously with the underlying cash flow. Exchange rate differences on other hedges relating to business operations are recorded in other operating income and expenses. Foreign exchange gains and losses associated with financial assets and liabilities are included in financial income and expenses.

Foreign subsidiaries

Items of each subsidiary included in the consolidated financial statements are reported using the currency that best reflects the operational environment of that subsidiary ("the functional currency"). The statements of income and cash flow of subsidiaries whose functional currency is not SEK are translated using the average exchange rate for the financial period from Swedish Riksbank. Assets and liabilities on balance sheets are translated into SEK at the balance sheet date exchange rate. Translation differences caused by different exchange rates are recognised through the statement of comprehensive income in the cumulative translation differences in equity. When applying hedge accounting for a hedge of a net investment in a foreign operation, exchange rate differences on the hedging instrument relating to the effective portion of the hedge are recognised in other comprehensive income, and any ineffective portion is recognised immediately in the statement of income.

Goodwill and fair value adjustments arising from the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Translation differences that arise are recognised in equity.

Translation differences from acquisition cost eliminations and post-acquisition profits and losses of subsidiaries and associated companies are recognised in the statement of comprehensive income.

Segment reporting

Operating segments are reported consistently with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing the performance of the operating segments, has been identified as Alimak Group's CEO.

Alimak Group has five operating segments called Divisons: Facade Access, Construction, Height Safety & Productivity Solutions, Industrial and Wind. The segments are monitored and controlled on the basis of operating profit, whereas net financial items, taxes, balance sheet (except working capital) and cash flow are not reported per segment.

Revenue recognition

Alimak Group manufactures, sells and rents out solutions for vertical transports for the construction and industry sectors. As well as customized access solutions used for infrastructures. Alimak Group also provides support and service for the installed base of units. Revenue is recognised at an amount that reflects the expected and entitled consideration for transferring goods and/or services to customers when the performance obligation is satisfied, when control has passed to the customer.

Goods sold

Revenue from goods sold is recognised at the point in time when control of the good has been transferred to the customer. This occurs for example when the Group has a right to payment for the good, the customer has legal title of the good, the good has been delivered to the customer and/or the customer has the significant risks and rewards of the ownership of the good.

When the goods sold are highly customised and an enforceable right to payment exists, revenue is recognised over time using the proportion of cost incurred to date compared to the estimated total cost to measure progress towards transferring the control of the good to the customer.

Rendering of service

Services are performed within all divisions and normally over a very short period of time. Revenue from services is recognised at the point in time when the service is performed.

Rental operations

Rental income from rental equipment is recognised on a straight-line basis over the rental period. Sale of rental equipment and spare parts is recognised as revenue when the significant risks and rewards of ownership have been transferred to the buyer. The carrying value of the rental equipment sold is recognised as cost of sales.

Contract assets and contract liabilities

Revenue from performance obligations recognized over a period of time is based on the percentage of completion, which is measured through the cost-to-cost method.

The timing differences between revenue recognition, billings and cash collections results in billed account receivables, unbilled receivables (contract assets), and customer advances (contract liabilities) in the Consolidated balance sheet. Billing occurs either as work progresses in accordance with the agreed contractual terms, upon achievement of contractual milestones or when the control of the goods has been transferred to the customer. Payment terms vary from contract to contract and are dependent upon the agreement with the customer.

The cost of obtaining contracts is not capitalised as the underlying contracts are normally fulfilled and finalised within one year.

There is normally not a financing component in the contracts as the time between the transferring of the goods/services and payments from the customer is less than one year.

Financing costs

Financing costs are charged to the statement of income during the financial period in which they are incurred, with the exception that the borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as a part of the cost of the respective asset.

Alimak Group has a floating rate on both the term loan and the revolving credit facility. This gives a similar outcome to the effective interest rate.

Income taxes

Tax expenses in the statement of income include taxes of the Group companies based on the taxable income of the period, tax adjustments for previous financial periods and changes in deferred taxes. The statement of comprehensive income includes taxes on items presented in the statement of comprehensive income. Temporary differences arise, for example, from defined benefit plans, provisions, elimination of inter Alimak Group inventory profits, depreciation differences on fixed assets, tax losses carried forward and fair value adjustments of assets and liabilities of acquired companies. Deferred tax liabilities are recognised in full and deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Goodwill

Goodwill is initially measured as the excess of the aggregate of the consideration transferred. Goodwill is not amortised but is tested for impairment at least annually or as soon as there are indications of decrease in value.

Intangible assets

Intangible assets include trademarks, technologies, order backlogs, and customer relationships. These assets are recognised on the balance sheet at their original cost less cumulative amortisations and impairment losses except for intangible assets acquired in a business combination which are measured at fair value at acquisition date.

Intangible assets with definite useful lives are amortised on a straight-line basis over their useful lives as follows:

Technologies	4–15 years
Customer relationships	5–16 years
Order backlogs	1–3 years
Trademarks, separately acquired	10 years

The assets' useful lives are reviewed, and adjusted if necessary, on each balance sheet date. Trademarks with indefinite useful lives, acquired in business combinations are tested for impairment at least annually.

Impairments and testing

Goodwill and intangible assets with indefinite useful lives are not amortised, but are tested for impairment when any indication of impairment occurs, at least annually. Impairment testing is performed on the level of the cash generating units (CGU). Goodwill is allocated to those units or groups of units, identified in accordance with the operating segments, that are expected to benefit from the business combination. The testing of other intangible assets with indefinite useful life is performed either as part of a CGU or on an individual asset level if it is possible to determine independent cash flows for it. The determined recoverable amount of a CGU is based on value-in-use calculations. Value-in-use is determined by calculating the present value of the estimated future net cash flows. The discount rate applied is the pre-tax weighted average cost of capital that reflects the current market view of the time value of money and risks related to the tested unit.

An impairment loss is recognised in the statement of income when the carrying amount of the CGU exceeds its recoverable amount.

Property, plant and equipment

Property, plant and equipment are recognised on the balance sheet at cost less accumulated depreciations and impairment losses, if any. Depreciation is recognised on a straight-line basis to write off the cost less the estimated residual value over the estimated economic useful life of assets as follows:

Machinery and equipment	3–10 years
Rental equipment	8–12 years
Buildings	20–50 years

The assets' residual values and useful lives are reviewed, and adjusted if necessary, on each balance sheet date.

Leases, Alimak Group as lessee

Alimak Group rents property, plant, equipment and vehicles. Lease agreements are recognised in the Statement of financial position as Right-of-use assets and future payments of leasing fees as Lease liabilities. In determining the balances, the main judgements made are related to determining the lease terms and whether a contract is or contains a lease. Regarding lease terms, most of the lease contracts for premises includes options either to extend or to terminate the contract. When determining the lease term, Alimak Group takes into account all the facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Examples of factors that are taken into account are strategic plans, assessment of future technology changes, the importance of the underlying asset to Alimak Group's operations and/or costs associated with not extending or not terminating the lease.

In the consolidated statement of comprehensive income, Alimak Group recognises depreciation of the right-of-use assets and interest expenses. Lease payments affect cash flow from operating activities (e.g. interest), and cash flow from financing activities (repayment of the lease liability). The lease payments are discounted using the incremental borrowing rate as the interest rate implicit in the lease contracts cannot be readily determined. The incremental borrowing rate is calculated per country and for different durations. The Parent Company applies the exception from IFRS 16 allowed under RFR 2 and right-of-use assets and lease liabilities are not recognised.

Leases, Alimak Group as lessor

Alimak Group rents out equipment under operating leases with varying terms and renewal rights. In an operating lease, the risks and rewards incidental to ownership of an asset remain with the lessor. The leased asset is recognised in the balance sheet according to the nature of the asset. Income from operating leases is recognised on a straight-line basis over the lease term. The depreciation of the leased asset is consistent with the normal depreciation policy of similar assets in own use.

Inventories

Inventories are measured at the lower of cost and estimated net realisable value. Cost is primarily determined using the weighted average method. The cost of inventory includes purchase cost as well as transportation and processing costs. The cost of self-manufactured finished goods and work in progress includes raw materials, direct labour, other direct costs and a proportion of both indirect costs related to manufacturing and overheads. An allowance is recorded for obsolete items. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and costs necessary to make the sale.

Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes party to the contractual provisions of the instrument. Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. At initial recognition, the Group measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are incremental and directly attributable to the acquisition or issue of the financial asset or financial liability, such as fees and commissions. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in profit or loss.

Financial assets

Classification and subsequent measurement

The Group classifies its financial assets in the following measurement categories:

- Fair value through profit or loss (FVPL);
- Fair value through other comprehensive income (FVOCI); or
- Amortised cost.

The classification requirements for debt and equity instruments are described below.

Debt instruments are those instruments that meet the definition of a financial liability from the issuer's perspective, such as trade receivables, loan receivables as well as government bonds.

The Group classifies its debt instruments into one of the following two measurement categories:

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest (SPPI), and are not designated as FVPL, are measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised (see impairment below). Interest income from these financial assets is included in the financial net using the effective interest rate method.

Fair value through profit or loss (FVTPL): Assets that do not meet the criteria for amortised cost are measured at fair value through profit and loss. A gain or loss on a financial debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in the financial net in the period in which it arises. Interest income from these financial assets is included in the financial net using the effective interest rate method. Interest income from these financials assets is recognised in net financial items using the effective interest method. Accounts receivables sold without right of recourse are classified as "Hold to Sell" with profit or loss reported in operating profit.

Debt instruments are reclassified only when the Group's business model for management of these assets changes.

Impairment and expected loss

Alimak Group assesses on a forward-looking basis the expected credit losses (ECL) associated with its debt instrument assets not carried at fair value. The Group recognises a provision for such losses on each reporting date. The measurement of ECL reflects an unbiased and probability-weighted amount based on reasonable and supportable information available such as past events, current condition and forecasts of future economic conditions. For trade receivables, the group applies a simplified approach where the provision for bad debts is based on future expected losses. To measure the expected credit losses, trade receivables are grouped into categories based on credit risk characteristics and days past due. If the provision is considered insufficient due to individual considerations, the provision is extended to cover the extra anticipated losses.

De-recognition

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets expire, or when they are transferred and either (i) Alimak Group substantially transfers all the risks and rewards of ownership, or (ii) the Group neither substantially transfers nor retains all the risks and rewards of ownership and the Group has not retained control.

Financial liabilities

Classification and subsequent measurement

All of the Group's financial liabilities, excluding derivatives, are classified as subsequently measured at amortised cost. Derivatives with negative fair values are classified at fair value through profit or loss or recorded in the statement of comprehensive income provided the hedge item is an off-balance item such as an order.

De-recognition

Financial liabilities are derecognised when they are extinguished, i.e. when the obligation specified in the contract is discharged, cancelled or expires.

Derivatives and hedge accounting

Derivatives are initially recognised at fair value on the date on which the derivative contract is entered into and are subsequently re-measured at fair value. All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative. Fair value gain or loss related to derivatives not designated or not qualifying as hedging instruments is recognised in profit or loss.

Alimak Group applies the hedge accounting requirements of IFRS 9. For derivatives designated and qualifying as hedging instruments, the method of recognising the fair value gain or loss depends on the nature of the item being hedged. Derivatives are designated as either:

- Hedges of the fair value of recognised assets or liabilities or firm commitments (fair value hedges);
- Hedges of highly probable future cash flows attributable to a recognised asset or liability (cash flow hedges); or
- Hedges of a net investment in a foreign operation (net investment hedges).

The Group documents, at the inception of the hedge, the relationship between hedged items and hedging instruments, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at the hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting the changes in fair values or cash flows of hedged items based on the following hedge effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from that economic relationship; and
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the statement of comprehensive income, together with changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in equity via other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in the statement of comprehensive income. Amounts accumulated in equity are recycled to the statement of profit or loss in the periods when the hedged item affects profit or loss. They are recorded in the income or expense lines in which the revenue or expense associated with the related hedged item are reported.

Net investment hedge

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised directly in equity via other comprehensive income; the gain or loss relating to the ineffective portion is recognised immediately in the statement of comprehensive income. Gains and losses accumulated in equity are included in the statement of comprehensive income when the foreign operation is disposed of as part of the gain or loss on the disposal.

Pension obligations

Alimak Group operates various pension plans in accordance with local conditions and practices. The plans are classified either as defined contribution plans or defined benefit plans.

Contributions to the defined contribution plans are charged directly to the statement of income in the year to which these contributions relate.

A defined benefit plan is a pension plan under which the Group itself has the obligation to pay retirement benefits and bears the risk of changes in the value of the plan liability and assets. The liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less fair value of the plan assets. The defined benefit obligation regarding each significant plan is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate or government bonds with approximated terms to maturity that are denominated in the currency in which the benefits are expected to be paid. If an asset is recognised in the balance sheet based on the calculation, the recognition is limited to the present value of the economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan.

If a plan is changed or curtailed, the portion of the changed benefit relating to past service by the employees, or the gain or loss on curtailment, is recognised directly in the statement of income when the plan amendment or curtailment occurs.

Provisions

Provisions for warranties cover the estimated costs to repair or replace products still under warranty on the balance sheet date. Provision for warranty is calculated based on the historical levels of repairs and replacements.

Provisions for product claims consist of expected costs arising from settling customer claims for which the value, probability and realisation can be estimated. A provision is recorded for a loss-making contract when the unavoidable costs required to fulfil the commitment exceed the gain to be received from the contract.

A restructuring provision is recorded when Alimak Group has prepared a detailed restructuring plan and started the implementation of the plan or communicated the plan. A restructuring plan shall include the following information: business which is affected, the main units and personnel affected by the restructuring, as well as the costs to be incurred and the timetable of the plan. The related expenses are booked to the function costs to which they belong. However, in the case of a significant restructuring programme of Alimak Group or its business area, restructuring costs are presented separately in the statement of income.

Treasury shares

When the Parent Company Alimak Group or its subsidiaries purchase shares in Alimak Group AB, the consideration paid and directly attributable costs are recognised as a deduction in Other contributed capital in equity. When such shares are sold, the consideration received, net of directly attributable transaction costs and income tax effect, is included in equity. For more information see The Share, page 122.

2.1 Material estimates and assumptions requiring management judgement

The most important items in the consolidated statements that require the management's estimates and may include uncertainty, comprise the following:

Impairment testing

Goodwill and intangible assets with indefinite life are allocated to CGUs and tested for impairment at least annually. The recoverable amounts of CGUs are based on value-in-use calculations. These calculations require the use of estimates. On 31 December, 2024 Alimak Group had goodwill amounting to MSEK 6,109 (5,882) and intangible assets with indefinite life totalling MSEK 1,230 (1,182). Additional information is given in Note 13.

Taxes

Determination of income taxes and deferred tax assets and liabilities and the amount of deferred tax asset to be recognised requires management judgement. On 31 December, 2024, Alimak Group's balance sheet included MSEK 55 (61) deferred tax assets resulting from tax losses carried forward.

Alimak Group is subject to income tax in numerous jurisdictions. There are many transactions and calculations for which the ultimate tax determination is uncertain. Alimak Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made. More information regarding taxes is provided in Note 12, Income taxes.

Business combinations
Net assets acquired through business combinations are measured at fair value. The consideration exceeding the value of net assets acquired is recognised as goodwill according to the accounting policies. The measurement of fair value of the acquired net assets is based on the market value of similar tangible assets, or an estimate of expected cash flows for intangible assets. The valuation, which is based on prevailing repurchase value, expected cash flows or estimated sales price, requires management judgement and assumptions. The applied estimates and assumptions are sufficiently reliable for determining fair values. More information on the measurement of fair value of the assets acquired through business combinations is presented in Note 28, Acquisitions and disposals.

Defined benefit plans
The present value of pension obligations depends on several factors determined on an actuarial basis by using several financial and demographic assumptions, and changes in these assumptions impact the carrying amount of pension obligations. The key financial assumption used in determining the net cost (income) for pensions is the discount rate. The appropriate discount rate is determined at the end of each year and is used to calculate the present value of estimated cash outflows to settle the pension obligation. In determining the appropriate discount rate, Alimak Group considers the yields of high-quality corporate or government bonds, depending on the country, that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related pension obligation. Other key assumptions related to pension obligations include financial assumptions such as estimated increases in salaries and pensions, and demographic assumptions such as mortality rates. Additional information on these assumptions and uncertainties related to them is disclosed in Note 23, Post-employment benefits.

Revenue recognition
When the goods sold are highly customised, revenue is recognised over time using the proportion of cost incurred to date compared to the estimated total cost to measure the progress made towards transferring the control of the good to the customer. This is the case mainly within the Facade Access division where "building maintenance units" are manufactured and sold.

Application of this method requires either an estimate of the actual costs incurred in proportion to the estimated total costs or an estimate of the contract's physical stage of completion. Additionally, if the estimate of the outcome of the contract changes, the recognition of revenue and profit is adjusted in the period the change has been identified and can be estimated. Any expected loss from the contract is expensed immediately.

Provisions
Provisions are reviewed on a regular basis, and when necessary, adjusted to reflect the current best estimate. The actual costs may differ from the estimated costs. The most significant provisions are warranty provisions, which include the cost of repairing or replacing products during the warranty period. Restructuring provision is recognised when Alimak Group has prepared a detailed restructuring plan and started the implementation of the plan or communicated the plan. Restructuring costs are the expected costs directly related to restructuring provisions, and other incurred costs that the management considers to be related to restructuring programmes, although not provided for. On 31 December, 2024, provisions totalled MSEK 118 (103). Additional information about provisions is disclosed in Note 24, Provisions.

Inventories
Alimak Group recognises an allowance for obsolete inventory items at the end of the reporting period based on its best knowledge. The estimate is based on a systematic and continuous monitoring of the inventory. The nature, state, age structure and volumes based on estimated need are taken into consideration when estimating the amount of allowance. The amount of allowance for obsolete items in the balance sheet totalled MSEK 160 (166). Additional information about inventories is disclosed in Note 16, Inventories.

Fair value of financial assets and liabilities
The fair values of financial instruments that are not traded in an active market are determined by using valuation techniques. The fair value of the over-the-counter derivatives used for hedging is determined by using commonly applied valuation techniques, and by maximising the use of available market prices. In applying these techniques, judgement is used to select the applied method, and where appropriate, to make assumptions that are mainly based on existing market conditions on the reporting date.

Alimak Group recognises impairments on accounts receivable at the end of the reporting period based on the best knowledge when there is objective evidence that Alimak Group will not be able to collect all amounts due. Estimates are based on systematic and continuous monitoring as part of the credit risk control. The amount of impairment in the balance sheet on 31 December, 2024 totalled MSEK 112 (103). Additional information regarding the impairment of accounts receivable is disclosed in Note 19, Trade receivables.

2.2 Application of new and amended IFRS accounting standards and IFRIC interpretation

New or amended accounting standards applied in 2024
In 2024 the amended IAS1 has been adopted by Alimak Group regarding classification of liabilities as current or non-current and disclosure of covenants. No other new or amended standards have had a material impact on the Group.

New or amended accounting standards from 2025 and onwards
In April 2024, the IASB issued IFRS 18, which replaces IAS 1 Presentation of Financial Statements. The amendment of IFRS18 will be implemented in 2027. The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements. There are no other IFRS accounting standards or IFRIC interpretations that are not yet in effect that are expected to have a material impact on the Group.

Note 3. Financial risk management

As a result of the Group's global operations, it is exposed to financial risks. The Board of Directors is responsible for establishing the Group's finance policy, which comprises guidelines, targets and limits for financial management and management of financial risks.

Group Treasury is tasked with managing the Group's financial risks. The primary objective of the function is to contribute to the creation of value by managing the financial risks to which the Group is exposed in the course of regular business, and to optimize the Group's net financial items. The Group Treasury function also provides services to Group companies and is required to support subsidiaries with loans, investment facilities and foreign exchange transactions, and to act in an advisory capacity in financial matters. Group Treasury performs internal banking operations and is also responsible for the Group's cash management.

Currency risk
Currency risk is defined as the risk that fluctuations in foreign currencies have an adverse effect on the Group's cash flow, income statement or balance sheet. Foreign currency fluctuations affect the Group's results when sales and purchases in subsidiaries are made in different currencies (transaction exposure). The Group's results are also impacted when the income statements and balance sheets of foreign subsidiaries are translated to SEK (translation exposure). The currencies with the highest impact on the Group's results and net assets are AUD, GBP and USD. Currency risk affects the Group's competitive situation in various ways.

Transaction exposure
Transaction exposure affects net profit for the sales and purchases made in currencies other than each unit's functional currency. Since a large percentage of production is concentrated within a few countries, while sales take place in many countries, the Group is exposed to a large net flow of foreign currencies. The exposures are, as far as possible, concentrated to countries where the production is located by invoicing the sales companies in their respective reporting currency. The effects from exchange rate changes are reduced by using incoming currency flows for payments in the same currency and currency hedging. Yearly transaction exposure for essential currencies is shown in the following table.

NET CASH FLOW IN NON REPORTING CURRENCY[1)]

Currency (MSEK)	2024	2023
USD	790	826
GBP	223	234
AUD	140	97
EUR	65	46
CAD	54	33
NOK	39	41
CNY	36	82
Others	69	147

[1)] The table illustrates the net FX exposures from cash flows in the local entities non-reporting currency, i.e. the transaction exposure.

Trade receivables and payables in other currencies than the subsidiaries reporting currency are hedged through financial instruments. Orders are also hedged at the point of ordering to safeguard the gross margin and investment budget. As per December 31, 2024 currency forward contracts were used to hedge these flows. The unrealised net result from outstanding contracts was at year-end MSEK –5 (4).

Translation exposure
Translation exposure affects net profit for the year when the financial results of subsidiaries in various currencies are translated to SEK and other comprehensive income when net assets in various currencies are translated to SEK.

Interest rate risk
Interest rate risk is defined as the risk that changes in the market interest rate will adversely impact on the Group's net interest items. How quickly a change in interest rates takes effect depends on the fixed-interest term of the assets or liabilities. The average fixed-interest term for the Group's borrowing was 1 months (1) at year-end. Drawdowns under the senior credit facilities are fixed with floating interest. The average interest rate on the Group's interest-bearing loans was 4.41 (5.39) per cent at year-end 2024.

The Group's loan agreements include certain requirements – covenants – regarding key financial ratios. These covenants are represented by the following key financial ratios:
– the Group's net debt, in relation to EBITDA.
– the Group's net debt, in relation to equity.

MARKET RISK SENSITIVITY

		2024		2023	
	Change	Effect on net profit for the year	Effect on share-holders' equity	Effect on net profit for the year	Effect on share-holders' equity
Market interest rates[1]	%	–26	–26	–55	–55
Exchange rates[2]	SEK, %	91	966	82	1,424
USD		19	84	23	71
CNY		8	21	5	14
EUR (Incl DKK)		41	763	42	1,222
AUD		6	46	0	62
GBP		5	16	3	21
AED		1	10	0	8
HKD		1	4	2	4
BRL		3	5	2	5
Others		6	16	5	15

[1] Annual effect of 1% increase in all interest rates.
[2] Effect from translation exposure of a unilateral weakening in SEK of 10% against all currencies.

The table above shows the estimated effects of a parallel shift in all exchange rates and interest rates. The sensitivity analysis shows the estimated effects after tax, without taking the effects of cash flow hedges into account and with all other parameters assumed to be constant when the change in exchange rate or interest rate takes place.

Financing and liquidity risk
Financing risk is the risk that the Group cannot obtain adequate financing on acceptable terms at any given point in time. On April 29th, 2024 the Group signed a multi-currency senior revolving facility of MEUR 50 with a tenor of three years and two one-year extension options. In addition, the senior revolving credit facility of MSEK 2,000 matures in Dec 2028 and the Term Loan of MEUR 300 matures in Oct 2027. Liquidity risk is defined as the risk that the Group cannot fulfil its short-term payment obligations. Under the financial policy of the Group, the liquidity reserve shall at all times be maintained such that it can cover the anticipated fluctuations in the daily business over a period of six months ahead. As per Dec 2024, the total amount of undrawn borrowing facilities that is available to fulfil short-term payment obligations was MSEK 2,802.

Credit risk
Credit risk is the risk that the counterpart in a transaction does not fulfil its contractual obligations.

The maximum credit exposure is equal to the carrying amount of the Group's financial assets. Given the Group's distribution of customers and the fact that the customers operate in different market and geographical segments, the general underlying credit risk is regarded as relatively low. In addition, a large share of the credit risk is covered by credit insurance. Major exposures are subjected to credit assessments on a case-by-case basis. The Group's financial assets that have neither matured nor been impaired are considered to have high credit ratings.

MAXIMUM CREDIT EXPOSURE

	31 Dec, 2024	31 Dec, 2023
Other long-term receivables	243	172
Trade receivables	1,341	1,330
Derivatives, net	–4	4
Other financial receivables	125	143
Cash and bank balances	1,095	739
Total	**2,799**	**2,388**

The Group has entered into ISDA agreements with all financial counterparts used for trading derivative financial instruments under which the Group has a right to set-off if certain credits events were to occur. This means the Group's actual credit risk is limited to the net asset per counterparty

Commodity risk
Commodity risk is defined as the risk that fluctuations in commodity prices will adversely affect the Group's profit. The Group's risk in connection with commodities is mainly confined to steel. The Group does not hedge commodity price risks.

Exchange rates
When translating the income statements of foreign subsidiaries to SEK, the average rate for the period concerned is used. The balance sheets are translated to SEK using the closing rate.

Currency	Average rate 2024	Closing rate, 31 Dec, 2024	Average rate 2023	Closing rate, 31 Dec, 2023
AED	2.88	2.99	2.80	2.73
AUD	6.97	6.86	7.05	6.82
BRL	1.97	1.77	2.13	2.07
CAD	7.71	7.64	7.86	7.58
CNY	1.47	1.51	1.50	1.41
EUR	11.43	11.49	11.48	11.10
GBP	13.50	13.85	13.20	12.77
HKD	1.35	1.42	1.36	1.29
INR	0.13	0.13	0.13	0.12
KRW	0.01	0.01	0.008	0.008
MXN	0.58	0.54	0.60	0.60
NOK	0.98	0.97	1.01	0.99
PLN	2.66	2.69	2.53	2.56
RUB	0.12	0.12	0.13	0.11
SGD	7.91	8.11	7.90	7.60
TRY	0.32	0.31	0.46	0.34
USD	10.56	11.00	10.61	10.04

Note 4. Segment reporting

Operating segments
Alimak Group has five operating segments called Divisions: Facade Access, Construction, Height Safety & Productivity Solutions, Industrial and Wind. The operating segments are the Group's primary basis of classification.

Facade Access
The division offers permanent building maintenance systems and facade access solutions available for every building structure regardless of its simplicity or complexity. It also offers services such as spare parts, certifications and refurbishments.

Construction
The division offers a wide range of hoists, elevators and platforms based on rack-and-pinion technology. These are used temporarily during construction and refurbishment projects. It aslo offers services such as spare parts and certifications.

Height Safety & Productivity Solutions
The division offers a globally recognized and respected portfolio including Personal Protection Equipment (PPE), confined space access and rescue equipment for fall protection, and installed systems such as safety ladders, guardrails, and lifelines.

Industrial
The division offers a wide range of elevators and platforms for permanent use across a broad spectrum of industries and harsh environments. It also offers service contracts to maintain the reliability of the solutions which can be in use for up to 20–30 years.

Wind
The division offers products, solutions and training courses for safe work in wind turbines, such as service lifts and ladders, with the aim of helping customers make wind energy cost competitive. It also provides services.

Geographical markets
The Group operates worldwide and normally all operating segments are represented in the geographical regions of EMEA, Americas and APAC.

REVENUE AND PROFIT PER OPERATING SEGMENT

Jan–Dec 2024	Facade Access	Con-struction	HS&PS	Industrial	Wind	Elimination and Other	Total, Group
External customers	1,978	1,617	1,276	1,535	693	–	7,099
Inter-segment	7	8	84	–	–	–99	–
Total revenue	**1,985**	**1,626**	**1,360**	**1,535**	**693**	**–99**	**7,099**
Gross Profit	631	605	700	695	254	–32	2,852
Gross Margin,%	31.8%	37.2%	51.4%	45.3%	36.7%	–	40.2%
EBITA*	233	228	250	378	133	–23	1,198
EBITA* %	11.7%	14.0%	18.4%	24.6%	19.1%	–	16.9%
(of which depreciations)	–53	–109	–43	–21	–26	–	–252
Amortisations	–87	–26	–79	–2	–6	–	–201
Operating profit (EBIT)	146	202	172	375	127	–23	998
Financial Net	–	–	–	–	–	–188	–188
Profit before Tax(EBT)	**146**	**202**	**172**	**375**	**127**	**–210**	**810**
Trade receivables	421	252	227	288	154	–	1,341
Inventories & Contract Assets	441	503	321	206	98	–	1,570
Trade payables	–162	–93	–67	–59	–55	–8	–444
Other receivables/liabilities	–381	–202	–125	–138	–20	–21	–887
Working capital	**320**	**460**	**357**	**297**	**177**	**–29**	**1,581**
Investments	15	80	14	8	6	4	126

Jan–Dec 2023	Facade Access	Con-struction	HS&PS	Industrial	Wind	Elimination and Other	Total, Group
External customers	1,983	1,738	1,316	1,386	674	–	7,097
Inter-segment	8	11	94	–	–	–112	–
Total revenue	**1,992**	**1,748**	**1,410**	**1,386**	**674**	**–112**	**7,097**
Gross Profit	544	685	739	614	241	–2	2,820
Gross Margin,%	27.3%	39.2%	52.4%	44.3%	35.7%	–	39.7%
EBITA*	125	315	269	322	120	–5	1,145
EBITA* %	6.3%	18.0%	19.1%	23.2%	17.9%	–	16.1%
(of which depreciations)	–46	–103	–41	–22	–17	0	–228
Amortisations	–74	–27	–72	–2	–26	–	–200
Operating profit (EBIT)	51	288	197	320	95	–5	945
Financial Net	–	–	–	–	–	–264	–264
Profit before Tax(EBT)	**51**	**288**	**197**	**320**	**95**	**–270**	**681**
Trade receivables	455	241	231	274	129	–	1,330
Inventories & Contract Assets	443	448	302	241	90	0	1,524
Trade payables	–151	–96	–69	–69	–52	0	–436
Other receivables/liabilities	–398	–109	–108	–113	–19	–15	–762
Working capital	**349**	**484**	**356**	**333**	**148**	**–15**	**1,655**
Investments	15	88	65	16	8	–	191

*Definitions see page 136.

Allocation of Goodwill per segment are reported in Note 13.

Items affecting comparability of MSEK –23 (–5) consist of costs for closure of the Mammendorf assembly facility MSEK –33 and earn out from Tall crane MSEK 9.

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GEOGRAPHICAL MARKETS

Revenues	2024	2023
Australia	453	467
Canada	240	239
China	474	451
Denmark	273	258
France	557	596
Germany	356	372
India	124	103
Italy	141	145
Luxembourg	172	175
Netherlands	300	253
Norway	230	206
Saudi Arabia	134	134
Singapore	94	97
Spain	219	193
Sweden	58	81
United Arab Emirates	268	84
United Kingdom	552	567
United States	1,906	2,044
Other Markets	548	635
Total	**7,099**	**7,097**

No customer represents more than 10 per cent of total revenue for the Group.

Intangible assets and Property, plant & equipment	2024	2023
Australia	113	101
Canada	79	71
China	14	20
Denmark	23	24
France	218	161
Germany	133	142
Luxembourg	98	140
Netherlands	112	114
Spain	76	62
Sweden	114	96
United Kingdom	28	33
United States	42	42
Other Markets	5	53
Goodwill, trademarks and customer relations*	8,469	8,295
Total	**9,523**	**9,353**

* not allocated to geographical markets

Note 5. Revenue

REVENUE SPLIT

	2024	2023
Regions		
EMEA	3,478	3,400
APAC	1,327	1,279
Americas	2,295	2,419
Total	**7,099**	**7,097**
Equipment		
Facade Access	1,178	1,314
Construction	1,016	1,159
Height Safety & Productivity Solutions	1,143	1,192
Industrial	695	594
Wind	472	454
Internal	–68	–86
Total Equipment	**4,435**	**4,627**
Service		
Facade Access	807	677
Construction	610	589
Height Safety & Productivity Solutions	217	218
Industrial	840	792
Wind	221	220
Internal	–30	–25
Total Service	**2,664**	**2,471**
Total	**7,099**	**7,097**

REVENUE RECOGNITION METHODS

	2024	2023
Over time		
Facade Access	1,178	1,314
Construction	324	306
Height Safety & Productivity Solutions	–	5
Industrial	94	98
Wind	–	–
Total Over time	**1,595**	**1,724**
Point in time		
Facade Access	807	677
Construction	1,302	1,442
Height Safety & Productivity Solutions	1,360	1,404
Industrial	1,441	1,288
Wind	693	674
Interdivision elimination	–99	–112
Total Point in time	**5,504**	**5,373**
Total	**7,099**	**7,097**

See also note 17 Contract assets, liabilities and performance obligations.

Note 6. Operating costs

	2024	2023
Raw materials and consumables	–2,387	–2,476
Personnel costs	–2,470	–2,408
Depreciation/amortisation	–453	–428
Other costs	–792	–840
Total	**–6,102**	**–6,152**

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Note 7. Number of full time employees, employee benefits and remuneration to Board of Directors and Senior Executives

	2024		2023	
	Number of full time employees	Of whom, women, %	Number of full time employees	Of whom, women, %
Australia	136	11	142	10
Belgium	8	0	10	0
Brazil	32	19	33	15
Canada	160	20	163	21
China	303	19	301	22
Denmark	45	20	47	20
Finland	19	16	19	16
France	295	20	279	18
Germany	223	26	250	20
India	45	7	39	5
Italy	32	29	32	27
South Korea	12	8	12	8
Luxembourg	58	23	71	20
Malaysia	49	10	19	16
Mexico	19	58	20	45
Netherlands	80	11	81	13
Norway	54	9	46	9
Poland	104	14	135	11
Portugal	12	17	11	18
Singapore	67	13	69	13
Spain	321	14	323	13
Sweden	350	19	331	19
Switzerland	5	0	5	0
Turkey	19	58	21	43
United Arab Emirates	127	4	117	3
United Kingdom	183	20	182	21
United States	199	18	198	15
Total	**2,957**	**18**	**2,956**	**17**

Breakdown of salaries and other remuneration, by board members and other employees (excl. pensions and social security contributions)	2024		2023	
	Board of Directors and President	Other employees	Board of Directors and President	Other employees
Sweden	15	198	12	191
(Of which, bonuses etc.)	(4)	(12)	(3)	(6)
Outside Sweden	–	1,684	–	1,659
(Of which, bonuses etc.)	(–)	(75)	(–)	(64)
Total, Group	**15**	**1,882**	**12**	**1,850**
(Of which, bonuses etc.)	(4)	(86)	(3)	(70)

Group's gender breakdown in corporate management	2024 Of whom, women, %	2023 Of whom, women, %
Board of Directors	50	43
Other senior executives	30	30

Personnel expenses	2024	2023
Salaries and benefits	1,894	1,858
Social welfare contributions	444	418
Other personnel expenses	132	131
Total, Group	**2,470**	**2,408**
(Of which, pension costs included in social security costs)	(81)	(75)

Of the Group's pension costs, MSEK –2 (2) refer to the category of Board of Directors and CEO. The Group's outstanding pension commitments to the latter amount to MSEK 28 (23).

Long-term incentive programme (LTI)
During 2024 the Annual General Meeting resolved to implement a long-term share-based incentive programme in the form of a call option program. The program was launched during the year and was offered to the CEO, members of the group management, executive management in the Divisions and certain employees at the group functions. In total 755,000 options were acquired by 47 participants. The Group CEO acquired 110,000 options. Valuation models from Black & Scholes are used for the exercise price. More information about the call option program can be found in the notice to the Annual General Meeting in 2024.

Year	No.issued options	Option price	Excercise price
2024/2028	755,000	11.43	132.00
2023/2027	723,000	7.57	80.35
2022/2026	369,000	7.90	63.90*
2021/2025	358,000	14.00	118.50*

* During 2023 Alimak Group completed a rights issue. The excercise price have been recalculated to reflect that.

In the 2024/2028 and 2023/2027 program, each option gives the participant the right to purchase one share.

In the 2021/2025 and 2022/2026 programs, each option gives the participant the right to purchase 1,35 shares.

A total of MSEK 9 has been reported as Issued call options as part of the Group's equtiy in 2024 related to the long-term incentive programme for 2024.

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2024	Salary/ Board fee	Variable remuneration[1]	Other benefits	Pension cost	Total
Board of Directors					
Johan Hjertonsson, Board chairman	1.0	–	–	–	1.0
Helena Nordman-Knutson	0.5	–	–	–	0.5
Christina Hallin	–	–	–	–	–
Petra Einarsson	0.4	–	–	–	0.4
Tomas Carlsson	0.4	–	–	–	0.4
Sven Törnkvist	0.4	–	–	–	0.4
Zeina Bain	0.4	–	–	–	0.4
Heléne Mellquist	–	–	–	–	–
President					
Ole Kristian Jødahl	6.4	4.3	1.1	1.9	13.8
Other senior executives (9 persons)	**25.0**	**8.1**	**1.8**	**2.4**	**37.3**
Total	**34.4**	**12.4**	**2.9**	**4.3**	**54.0**

[1] Refers to variable compensation earned in 2024 to be paid in 2025.

2023	Salary/ Board fee	Variable remuneration	Other benefits	Pension cost	Total
Board of Directors					
Johan Hjertonsson, Board chairman	0.9	–	–	–	0.9
Helena Nordman-Knutson	0.4	–	–	–	0.4
Christina Hallin	0.4	–	–	–	0.4
Petra Einarsson	0.3	–	–	–	0.3
Tomas Carlsson	0.4	–	–	–	0.4
Sven Törnkvist	0.3	–	–	–	0.3
Zeina Bain	–	–	–	–	–
President					
Ole Kristian Jødahl	5.6	2.8	0.5	1.8	10.7
Other senior executives (9 persons)	**23.4**	**7.1**	**1.5**	**1.7**	**33.7**
Other former senior executives	**1.9**	**–**	**–**	**0.3**	**2.2**
Total	**33.8**	**9.9**	**2.0**	**3.9**	**49.5**

Board of Directors
Fees have been paid to the Chairman and board members in accordance with the resolution of the 2023 AGM. The President & CEO and the employee representatives are not paid Board fees.

Under a resolution of the 2024 AGM, the annual fees to board members elected by the AGM total SEK 3,630,000. Of this amount, SEK 950,000 shall be paid to the Board Chairman and SEK 380,000 each to other Board members. Furthermore, it was decided that a fee of SEK 150,000 shall be paid to the Chairman of the Audit Committee, SEK 90,000 to the Chairman of the Remuneration Committee, SEK 100,000 to each member of the Audit Committee (excluding the Chairman) and SEK 60,000 to each member of the Remuneration Committee (excluding the Chairman). The Audit Committee consists of Helena Nordman-Knutson (Chair), and Tomas Carlsson. The Remuneration Committee consists of Johan Hjertonsson (Chair) and Petra Einarsson. The Board members are not entitled to any benefits after leaving the Board.

Group Leadership Team
Remuneration to the President & CEO and other members of the Group Leadership Team consists of base salary, variable salary, other benefits and pension. The variable renumeration may be up to 70 per cent of the fixed renumeration for the CEO and up to 50 per cent for other senior executives.

President & CEO
For the President & CEO, Ole Kristian Jødahl, a salary of SEK 6,429,000 was paid in 2024. Ole Kristian Jødahl received other benefits amounting to SEK 1,143,000. The pension commitment has been fulfilled thorugh a cash salary supplement. Until May 2023, the pension premiums were placed in a direct pension plan classified and accounted for as a defined contribution plan. The direct pension plan is guaranteed through pledged endowment policies owned by the Company. Ole Kristian Jødahl's pensionable age is 65. His notice period is 6 months, while 12 months applies if the contract is terminated by the Company. The President & CEO is entitled to severance pay amounting to 12 months' base salary.

Other members of the Group Leadership Team
The members of the Group Leadership Team – senior executives – who are employed in Sweden are entitled to pension benefits corresponding in all essential apects to the Swedish ITP pension plan.

Senior executives who are not employed in Sweden are generally covered by defined contribution pension plans. In most cases, the pensionable age for senior executives is 65. All senior executives have a notice period of 6 months if the employment is terminated by the Company.

Note 8. Fees to auditors

	2024	2023
Ernst & Young:		
Auditing assignment	17	13
Audit work outside the scope of the audit assignment	0	3
Other services	0	1
Total	**17**	**17**
Other auditors:		
Auditing assignment	5	6
Audit work outside the scope of the audit assignment	1	1
Tax advice	1	0
Other services	2	1
Total	**9**	**8**

Note 9. Depreciation/amortisation

	2024	2023
Depreciation/amortisation according to plan per asset		
Intangible assets with definite useful life	201	200
Land and buildings	10	10
Plant and machinery	21	21
Equipment, tools and fixtures and fittings	24	26
Rental equipment	59	47
Right-of-use assets	138	123
Total	**453**	**428**
Depreciation/amortisation according to plan per function		
Cost of goods sold	206	178
Selling expenses	197	197
Administration expenses	49	52
Development expenses	2	2
Total	**453**	**428**

Note 10. Other operating gains and losses

	2024	2023
Operating gains		
Exchange gains	56	41
Insurance payment	–	55
Earnout	9	48
Other gains	5	6
Total	**70**	**150**
Operating losses		
Exchange losses	–48	–65
Other losses	–1	–16
Total	**–49**	**–81**

Note 11. Financial income and expense

	2024	2023
Financial income		
Interest income	53	34
Exchange gains	165	485
Total	**218**	**519**
Financial expenses		
Interest expenses	–233	–264
Interest expenses leases	–14	–11
Other financial expenses	–14	–26
Exchange losses	–145	–483
Total	**–406**	**–784**

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Note 12. Income tax

The Group's tax cost for the year totalled MSEK –187 (–165), corresponding to an effective tax rate of 23.1% (24.3).

Income tax expense	2024	2023
Current year tax expense	–219	–197
Deferred tax	32	32
Total	**–187**	**–165**

Reconciliation of effective tax	2024	2023
Income before taxes	810	681
Tax expense at Swedish tax rate 20.6%	–167	–140
Effect of different tax rates in foreign subsidiaries	–17	–10
Tax expense for previous years	19	9
Tax exempt income and non-deductible expenses	–7	–15
Previously unrecognised tax losses and temporary differences	8	8
Unrecognised current year tax losses and temporary differences	–14	–1
Effect of changes in tax rates	0	0
Withholding tax	–6	–11
Other	–3	–5
Income tax expense	**–187**	**–165**
Effective tax rate in %	**23.1**	**24.3**

The effect of different tax rates in foreign subsidiaries mainly comes from the profits generated in Australia, Canada, Germany, and United States where the corporate income tax rates are higher than in Sweden.

Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions in which the group operates. However, this legislation does not apply to the Group as its consolidated revenue is lower than €750 million.

Deferred tax

The tables below show deferred tax assets and liabilities per category at the end of each reporting period and the movement in net deferred tax during the year.

	31 Dec, 2024	31 Dec, 2023
Deferred tax assets		
Property, plant and equipment	22	18
Financial instruments	7	6
Inventories	23	24
Current receivables	10	–
Provisions	35	47
Loss carry-forwards	51	61
Other deferred tax assets	–	3
Total	**148**	**160**
Deferred tax liabilities		
Property, plant and equipment	25	25
Intangible assets	735	754
Provisions	30	12
Untaxed reserves	52	52
Other deferred tax liabilities	7	33
Total	**849**	**876**

	2024	2023
Changes in deferred taxes, net		
Opening balance, 1 Jan	–716	–739
Acquisitions	–	–
Recognised in income statement	32	31
Recognised in other comprehensive income	–21	–14
Translation differences	4	6
Closing balance, 31 Dec	**–701**	**–716**

Deferred tax assets on tax loss carry-forwards are reported to the extent that the realisation of the related tax benefit through future taxable profits is probable also when considering the period during which the losses can be utilised.

As of 31 December, 2024, the total amount of tax loss carry-forwards was MSEK 326 (309). The deferred tax relating to the recognised losses amounted to MSEK 55 (61).

TAX LOSS CARRY-FORWARDS

	Recognised		Not recognised	
	31 Dec, 2024	31 Dec, 2023	31 Dec, 2024	31 Dec, 2023
Expires within five years	14	25	38	37
Expires in more than five years	4	–	1	44
No expiration date	177	166	92	37
Total tax loss	**195**	**191**	**131**	**118**

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Note 13. Goodwill and intangible assets

2024	Goodwill	Trademark	Customer relations	Technology	Development costs	Total
Accumulated historical cost						
Opening balance, 1 Jan	6,109	1,193	1,532	135	146	9,116
Acquisitions	1	–	–	–	–	1
This years gross investment	–	–	–	1	5	6
Sales, disposals	–	–	–	–3	–5	–8
Translation differences for the year	234	48	53	5	10	350
Closing balance, 31 Dec	**6,344**	**1,243**	**1,585**	**138**	**155**	**9,465**
Accumulated amortisation and write-down						
Opening balance, 1 Jan	–227	–5	–333	–58	–73	–696
Sales, disposals	–	–	–	3	5	7
Amortisations for the year	–	–2	–115	–29	–55	–201
Translation differences for the year	–7	–	–14	–2	–8	–31
Closing balance, 31 Dec	**–235**	**–7**	**–461**	**–86**	**–131**	**–920**
Carrying amount at year-end	**6,109**	**1,236**	**1,124**	**52**	**24**	**8,545**

2023	Goodwill	Trademark	Customer relations	Technology	Development costs	Total
Accumulated historical cost						
Opening balance, 1 Jan	6,179	1,206	1,556	135	133	9,209
Acquisitions	5	–	–	–	–	5
This years gross investment	–	–	–	1	5	6
Sales, disposals	–	–	–	–	–2	–2
Reclassifications	–	–1	–13	1	11	–3
Translation differences for the year	–74	–11	–11	–1	–2	–99
Closing balance, 31 Dec	**6,109**	**1,193**	**1,532**	**135**	**146**	**9,116**
Accumulated amortisation and write-down						
Opening balance, 1 Jan	–229	–3	–210	–37	–33	–512
Sales, disposals	–	–	–	0	2	2
Amortisations for the year	–	–3	–135	–22	–41	–200
Reclassifications	–	–	2	–	–2	–
Translation differences for the year	2	0	10	1	2	15
Closing balance, 31 Dec	**–227**	**–5**	**–333**	**–58**	**–73**	**–696**
Carrying amount at year-end	**5,882**	**1,188**	**1,200**	**77**	**73**	**8,420**

The trademarks acquired through business combinations have been valued at fair value in connection with the acquisition. These trademarks with value MSEK 1,230 have been assessed to have indefinite useful lives and it is estimated that they will create cash flow for an indefinite period. The estimate is based on their global, regional or customer segment specific market leadership and their long history. The trademarks are continuously developed and are tested for impairment whenever goodwill is reviewed for impairment. Other trademarks are amortized over 10 years.

GOODWILL AND INTAGIBLE ASSETS WITH INDEFINITE USEFUL LIFES HAS BEEN ALLOCATED TO THE FOLLOWING CASH GENERATING UNITS, MSEK:

	31 Dec 2024 Goodwill	31 Dec 2024 Trademark
Facade Access Division	1,530	600
Construction Division	2,106	74
Height Safety & Productivity Solutions Division	1,391	327
Industrial Division	814	–
Wind Division	268	230
Total	**6,109**	**1,230**

Goodwill is reviewed for potential impairment whenever there is an indication that the current value may be impaired, or at least annually. Impairment testing of goodwill is carried out by allocating goodwill to the lowest cash generating unit level (CGU) which generates independent cash flows. These levels have been identified according to the operative business organisation to be the reported operating segments.

The recoverable amounts of the cash generating units (CGU) are determined on the basis of value-in-use calculations. The future cash flow projections are based on the strategic plans approved by the top management and the Board of Directors. Cash flow projections cover 5 years, of which the last year is used to define the terminal value. Cash flows beyond the forecast period are projected by using a 2 per cent long-term growth rate.

The key assumptions made by the management in the projections relate to market and profitability outlooks. Market share and growth potential in both new equipment and service markets have been taken into account when defining future sales growth. Key factors affecting profitability are sales volume, competitiveness and cost efficiency. The utilisation rate of factories and assembly units and their cost competitiveness have an impact on profitability. The ongoing profit improvement programme is expected to further improve the profitability in the coming years. The discount rate used in the impairment testing is the weighted average cost of capital (WACC) that reflects the total cost of equity and debt, and the market risks related to the Group. Components of WACC are the risk-free interest rate, market risk premium, Alimak Group's beta, gearing and credit spread. The WACC used is 9.8 (9.4) percent.

As a result of the impairment tests performed no impairment loss was recognised in 2024.

The net present value for each cash generating unit is dependent on the assumptions made when calculating the discounted cash flows. Alimak Group has made simulations of how the net present value changes if important assumptions would change.

The sensitivity analysis shows that no changes of discount rate within reasonable limits would cause the net present value to be lower than the carried value of net assets. There is substantial headroom for changes to all the important parameters that could lead to an impairment need. Forecasts for sales growth and EBIT-margin are also included in the sensitivity analysis and changes within reasonable limits of these parameters will not lead to an impairment need for any of the cash generating units.

Note 14. Property, plant and equipment

2024	Land and buildings	Plant and machinery	Equipment, tools, fixtures and fittings	Rental equipment	Total
Accumulated historical cost					
Opening balance, 1 Jan	367	257	114	536	1,275
Gross investments	23	19	26	53	120
Sales and disposals, etc.	–1	–11	–29	–88	–129
Reclassifications	–	0	–	–	–
Translation differences for the year	14	8	23	11	55
Closing balance, 31 Dec	**403**	**273**	**133**	**512**	**1,322**
Accumulated depreciation					
Opening balance, 1 Jan	–79	–124	–69	–344	–615
Sales and disposals, etc.	1	10	28	77	116
Depreciation according to plan for the year	–10	–21	–24	–51	–106
Reclassifications	–	–	–	–	–
Translation differences for the year	–6	–6	–20	–6	–37
Closing balance, 31 Dec	**–95**	**–141**	**–85**	**–323**	**–642**
Carrying amount at year-end	**309**	**133**	**49**	**189**	**679**

2023	Land and buildings	Plant and machinery	Equipment, tools, fixtures and fittings	Rental equipment	Total
Accumulated historical cost					
Opening balance, 1 Jan	322	207	196	506	1,231
Gross investments	56	31	33	64	185
Sales and disposals, etc.	–4	–17	–74	–31	-126
Reclassifications	–5	40	–40	5	–
Translation differences for the year	–2	–4	–0	–9	–15
Closing balance, 31 Dec	**367**	**257**	**114**	**536**	**1,275**
Accumulated depreciation					
Opening balance, 1 Jan	–73	–110	–114	–323	–618
Sales and disposals, etc.	4	16	58	22	100
Depreciation according to plan for the year	–10	–21	–26	–47	–105
Reclassifications	0	–12	12	0	–
Translation differences for the year	–0	3	1	4	8
Closing balance, 31 Dec	**–79**	**–124**	**–69**	**–344**	**–615**
Carrying amount at year-end	**288**	**133**	**46**	**192**	**659**

Note 15. Right-of-use assets and lease liabilities

RIGHT-OF-USE ASSETS

2024	Premises	Vehicles	Other machinery and equipment	Total
Accumulated historical cost				
Opening balance, 1 Jan	352	108	11	471
New contracts	125	52	3	180
Sales and disposals	–91	–32	–2	–125
Translation differences for the year	14	5	0	19
Closing balance, 31 Dec	**400**	**133**	**13**	**545**
Accumulated depreciation				
Opening balance, 1 Jan	–145	–46	–6	–197
Depreciation for the year	–97	–38	–3	–138
Sales and disposals	67	29	2	97
Translation differences for the year	–6	–2	0	–8
Closing balance, 31 Dec	**–181**	**–58**	**–7**	**–247**
Carrying amount at year-end	**219**	**75**	**5**	**299**

RIGHT-OF-USE ASSETS

2023	Premises	Vehicles	Other machinery and equipment	Total
Accumulated historical cost				
Opening balance, 1 Jan	366	94	12	472
New contracts	49	51	3	103
Sales and disposals	–56	–35	–4	–96
Translation differences for the year	–6	–1	0	–8
Closing balance, 31 Dec	**352**	**108**	**11**	**471**
Accumulated depreciation				
Opening balance, 1 Jan	–105	–45	–5	–156
Depreciation for the year	–86	–34	–4	–123
Sales and disposals	42	32	3	77
Translation differences for the year	4	0	0	5
Closing balance, 31 Dec	**–145**	**–46**	**–6**	**–197**
Carrying amount at year-end	**207**	**62**	**5**	**274**

LEASE LIABILITIES

2024	Premises	Vehicles	Other machinery and equipment	Total
Non current lease liabilities	151	43	3	197
Current lease liabilities	76	35	2	113
Total carrying value lease liabilities	**227**	**78**	**5**	**310**
Maturity analysis undiscounted contractual leasing payments				
1–12 months	84	37	2	124
13–36 months	92	40	1	135
37–60 months	36	5	1	42
> 60 months	26	0	0	26
Total	**239**	**82**	**5**	**326**

LEASE LIABILITIES

2023	Premises	Vehicles	Other machinery and equipment	Total
Non current lease liabilities	141	36	3	180
Current lease liabilities	60	29	2	92
Total carrying value lease liabilities	**202**	**65**	**5**	**272**
Maturity analysis undiscounted contractual leasing payments				
1–12 months	77	32	2	111
13–36 months	88	35	2	124
37–60 months	42	5	0	47
> 60 months	31	0	0	32
Total	**237**	**72**	**5**	**313**

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IMPACT ON CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

	2024	2023
Depreciations of Right-of-use assets included in:		
Cost of sales	–97	–82
Selling costs	–14	–17
Administration cost	–26	–23
Development cost	–1	–1
Total	**–138**	**–123**
Included in Interest expenses	–14	–11

IMPACT ON CONSOLIDATED STATEMENTS OF CASH FLOW

	2024	2023
Included in cash flow from Operating activities:		
Paid interest	–14	–11
Included in cash flow from Financing activities:		
Repayment of lease liabilities	–128	–123

Alimak Group does not apply the exceptions for low value or short term leases allowed under IFRS 16, all leases are included in the tables above. Alimak Group does not have any leases of intangible assets. Contracts with variable leasing fees are few and amounts are immaterial.

Note 16. Inventories

	31 Dec 2024	31 Dec 2023
Raw materials and consumables	404	360
Work in progress	436	360
Finished products and goods for resale	408	466
Total	**1,249**	**1,186**

The inventory value includes a provision of MSEK 160 (166) for obsolescence.

Note 17. Contract assets and liabilities

CONTRACT BALANCES WITH CUSTOMERS

2024	Contract assets	Contract liabilities
Opening balance, 1 Jan	338	326
New advances from customers	–	79
Increase (+)/Decrease (–) due to revenue recognised	370	–103
Increase (+)/Decrease (–) due to transfers to receivables	–470	–
Revaluations	51	–
Translation differences	31	9
Closing balance, 31 Dec	**321**	**311**

2023	Contract assets	Contract liabilities
Opening balance, 1 Jan	347	148
New advances from customers	–	84
Increase (+)/Decrease (–) due to revenue recognised	695	–83
Increase (+)/Decrease (–) due to transfers to receivables	–690	–
Revaluations	9	–
Reclassification*	13	185
Translation differences	–35	–8
Closing balance, 31 Dec	**338**	**326**

The increases/decreases in the tables above related to contract assets reflect the total adjustment needed to align revenue recognition for work completed but not yet invoiced at year end. Out of the total balance of MSEK 321 (338), MSEK 285 (338) is estimated to be invoiced within one year.

Note 18. Financial assets and liabilities

Financial assets & liabilities measured at amortized cost	31 Dec 2024 Carrying value	31 Dec 2023 Carrying value
Assets		
Other long term receivables	243	172
Trade receivables	1,341	1,330
Other short term receivables	125	143
Cash and cash equivalents	1,095	739
Total assets	**2,804**	**2,384**
Liabilities		
Long-term borrowings	3,428	3,579
Long-term lease liabilities	197	180
Short-term borrowings	0	28
Short-term lease liabilities	113	92
Trade payables	444	436
Other financial liabilities	476	470
Total liabilities	**4,658**	**4,785**

Financial assets & liabilities measured at fair value	31 Dec 2024	31 Dec 2023
Assets		
Other financial receivable, Level 3	11	–
Derivatives at fair value, profit and loss Level 2	0	1
Derivatives in hedge accounting Level 2	4	7
Total assets	**15**	**8**
Liabilities		
Derivatives, Level 2	8	3
Other short term liabilities, Level 3	29	–
Other long term liabilities, Level 3	–	38
Total liabilities	**37**	**41**

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The interest rate on interest-bearing liabilities is in line with market terms at December 31, 2024, and the fair values at the end of the reporting period therefore in all material aspects corresponds to the carrying amount. The fair value of long and short term liabilities to credit institutions is calculated for disclosure purposes, by discounting future cash flows at the current interest rate for the remaining term to maturity.

The Group classifies financial assets and liabilities measured at fair value in a fair value hierarchy based on the information used in the valuation of each asset and liability. During the financial year, no financial assets or financial liabilities were reclassified among the valuation categories. Currency derivatives are valued at fair value by discounting the difference between the contracted forward rate and the forward rate that can be subscribed for on the balance sheet date for the remaining contract period. A risk-free interest rate based on government bonds is applied for discounting.

Level 1 – Quoted prices for identical assets and liabilities on an active market.

Level 2 – Quoted prices on markets that are not active, quoted prices for similar assets and liabilities, information other than quoted prices that are observable directly or indirectly primarily for the instrument's entire term and input data for valuation models obtained from observable market data.

Level 3 – Information that is important for the asset's or liability's present value is not observable, unless the Group's own assessments are applied. The Other financial receivable was related to investment in financial instrument and was calculated according to fair value. The Other short-term liability in 2024 (Other long-term liability in 2023) related to the earn-out liability from the Tall Crane Equipment Ltd acquisition and was calculated in relation to the target fulfilment and is discounted to present value. The fair value of the contingent consideration related to the Tall Crane earnout decreased by MSEK 9 and was recognised through the profit and loss during the year.

There were no transfers between Level 2 and Level 3 fair value measurements during the year.

CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

2024	Long-term Borrowings	Long-term Lease liabilities	Short-term Borrowings	Short-term Lease liabilities	Derivatives	Total
Opening balance, 1 Jan	3,579	180	28	92	3	3,882
Cash flows	–274	–106	–28	–22	7	–423
Other changes lease liabilities	–	125	–	46	–	171
Changes in fair value	–	–	–	–	–1	–1
Translation difference	123	–2	0	–2	–	119
Closing balance, 31 Dec	**3,428**	**197**	**0**	**113**	**8**	**3,747**

2023	Long-term Borrowings	Long-term Lease liabilities	Short-term Borrowings	Short-term Lease liabilities	Derivatives	Total
Opening balance, 1 Jan	4,537	210	2,133	105	4	6,990
Cash flows	–947	–105	–2,104	–17	–1	–3,175
Other changes lease liabilities	–	70	–	3	–	73
Changes in fair value	–	–	–	–	0	0
Translation difference	–11	5	–1	1	–	–6
Closing balance, 31 Dec	**3,579**	**180**	**28**	**92**	**3**	**3,882**

Note 19. Trade receivables

	2024	2023
Trade receivables, gross	**1,453**	**1,433**
Accumulated reserve for credit losses, opening balance, 1 Jan	–103	–82
Provisions for the year	–30	–40
Reversals of provisions for the year	26	16
Exchange rate differences	–4	3
Accumulated reserve for credit losses, closing balance, 31 Dec	**–112**	**–103**
Trade receivables, net at year-end	**1,341**	**1,330**

Age analysis for trade accounts receivable not considered bad debts	31 Dec 2024	31 Dec 2023
non due	836	823
1–30 days	219	228
31–90 days	104	83
91–120 days	88	104
> 120 days	94	92
Total at year-end	**1,341**	**1,330**

Note 20. Prepaid expenses and accrued income

	31 Dec 2024	31 Dec 2023
Prepaid lease charges and rent	7	6
Accrued sales revenue	11	24
Prepaid insurance	36	29
Bank charges and legal costs	1	1
Transport subsidies and fees	3	3
IT services	16	17
Prepaid to vendors	55	54
Other	5	9
Carrying amount at year-end	**133**	**143**

Note 21. Maturity analysis, receivables and liabilities

Borrowings
Total long-term borrowing is MSEK 3,428, which consists of a Term Loan with a tenor of three years and maturing in October 2027. The average fixed-interest term for long-term borrowing was 1 month (1) at year-end. The average interest rate on the Group's interest-bearing loans was 4.4% (5.4) at year-end.

The Group's loan agreements with banks contain specific requirements, covenants. These covenants are represented by the following key financial ratios:
– the Group's net debt, in relation to EBITDA.
– the Group's net debt, in relation to equity.

The covenants are calculated for the Group based on consolidated quarterly financial statements meaning 31 March, 30 June, 30 September and 31 December. The total outstanding borrowing amount under the Term Loan agreement and two RCF agreements are subject to the covenants.

Asset management
Capital comprises both equity and borrowed capital. The aim of capital management in the Group is to ensure the Group's continued existence and freedom to trade, and to ensure that owners receive a return on funds invested. The division between equity and borrowed capital shall be such that a good balance between risk and return is maintained. The capital structure is adjusted when necessary to meet changes in economic requirements and other global factors. To maintain and adjust the capital structure, the Group can distribute funds, increase equity by issuing new shares or capital contributions or sell assets to reduce liabilities or, alternatively, increase liabilities in order to acquire assets.

MATURITY ANALYSIS, CONTRACTUAL INCOMING/OUTGOING PAYMENTS

31 Dec 2024

Financial assets	<1 month	1–12 months	1–5 years	>5 years
Other long-term receivables	–	–	67	97
Trade receivables incl long-term	704	674	51	–
Derivatives	–	3	1	–
Other financial receivables	62	176	10	–
Accrued income	11	5	–	–
Cash equivalents	35	5	–	–
Cash and bank	1,019	36	–	–
Total	**1,831**	**899**	**129**	**97**

Financial liabilities	<1 month	1–12 months	1–5 years	>5 years
Borrowings and lease liabilities	9	271	4,023	–
Trade payables	283	154	7	–
Derivatives	1	7	–	–
Other financial liabilities	110	89	25	–
Accrued expenses and deferred revenue	125	384	50	2
Total	**529**	**904**	**4,105**	**2**

Financial liabilities consist of undiscounted amounts, including future interest payments.

MATURITY ANALYSIS, CONTRACTUAL INCOMING/OUTGOING PAYMENTS

31 Dec 2023

Financial assets	<1 month	1–12 months	1–5 years	>5 years
Other long-term receivables	–	–	20	79
Trade receivables incl long-term	698	666	38	2
Derivatives	3	5	–	–
Other financial receivables	41	176	22	1
Accrued income	3	24	–	–
Cash equivalents	34	7	–	–
Cash and bank	692	2	4	–
Total	**1,471**	**879**	**84**	**81**

Financial liabilities	<1 month	1–12 months	1–5 years	>5 years
Borrowings and lease liabilities	–	345	4,102	–
Trade payables	275	160	5	1
Derivatives	3	0	0	–
Other financial liabilities	156	239	20	0
Accrued expenses and deferred revenue	45	272	21	44
Total	**479**	**1,016**	**4,149**	**45**

THE CASH FLOW HEDGE RESERVE IS EXPECTED TO IMPACT BOTH INCOME STATEMENT AND CASH FLOW IN THE PERIODS STATED BELOW

	31 Dec 2024	31 Dec 2023
Within 1 year	–5	4
More than 1 year	0	0
Total	**–5**	**4**

Note 22. Equity and earnings per share

Share capital	Issued Share capital (SEK)	Number of issued shares	Quotient value
Issued share capital 31 December, 2023	2,151,462	107,573,111	0.02
Issued share capital 31 December, 2024	2,151,462	107,573,111	0.02

Treasury shares
As of December 2024 Alimak Group owns 1,742,611 treasury shares (as per 31 Dec 2023 1,742,611).

Earnings per share and dividends	2024	2023
Net income attributable to owners of the Parent Company (MSEK)	623	515
Average number of outstanding shares, basic and diluted (thousands)	107,573	107,573
Earnings per share, before dilution (SEK)	5.89	5.25
Earnings per share, after dilution (SEK)	5.87	5.25
Ordinary cash dividend based on number of shares*	3.00	2.50

* Dividend per share according to amount of shares at the time of dividend payment.

Note 23. Post-employment benefits

Defined contribution pension plans
The Group's defined contribution pension plans cover employees in all companies. Some employees in some companies are however covered by defined benefit pension plans. The defined contribution pension plans primarily cover retirement pensions, sickness pensions and family pensions. The premiums are paid on an ongoing basis throughout the year by the Group Company concerned, to various insurance companies. The sizes of the premiums are based on salary.

The Group President & CEO is covered by a direct pension plan, which is classified and reported as a defined contribution plan. The direct pension plan is guaranteed via a pledged endowment policy owned by the Company.

Defined benefit pension plans
The Group's defined benefit pension plans cover employees mainly in Sweden, UK, Luxembourg, Germany and France. In addition, defined benefit pension plans are to a lesser extent operated in Italy and Poland. According to these defined benefit plans, employees have a right to pension benefits based on their pensionable income and number of years of service. The pension plans primarily cover retirement pensions, retirement indemnities, sickness pensions and family pensions.

The pension plan in the UK is funded and there is no asset ceiling. The plan operates a defined scheme that pays out pensions at retirement based on service and final pay. The cover scheme operates under UK trust law and the trust is a separate legal entity.

The pension plan in France cover the retirement indemnities and is insured. There are no insurance limits or minimum funding requirements.

The pension plans in Germany cover pensions, early retirements and jubilee. The plans are unfunded. The pension plans provides a contribution-based plan with guarantee and is offered to employees completing at least 3 years in the company. The plans covering the pension are closed, the employees no longer acquire any rights.

The pension plan in Sweden is secured through balance sheet provisions combined with credit insurance in the PRI Pension Guarantee and via pension insurance in Alecta.

In Luxembourg the pension plan is closed. The employees no longer acquire any rights, the plan is unfunded and provide a final salary pension plan.

A sensitivity analysis has been performed for the defined benefit plans. If the discount rate were to decrease by 0.5 percentage-points this would increase the value of the Swedish pension liability by MSEK 2, the German pension plan liability by MSEK 2, the liability in Luxembourg by MSEK 1, the liability in France by MSEK 1 and the UK net asset will decrease by MSEK 5. No changes in the other relevant actuarial assumptions are reasonably possible at the date.

Pension costs recognised in the income statement	2024	2023
Defined benefit plans		
Cost of pensions earned during the year	2	3
Interest costs, net	0	0
Total for the period	**2**	**3**
Cost of defined contribution pensions	81	75
Total for the period	**83**	**78**

Pension costs recognised in other comprehensive income	2024	2023
Defined benefit pensions		
Revaluation of pension liabilities	25	–21
Revaluation of plan assets	10	–7
Total for the period	**35**	**–28**

Carrying amount on the balance sheet	31 Dec 2024	31 Dec 2023
United Kingdom		
Present value of pension liabilities, funded plans	89	75
Fair value of plan assets	–168	–164
Total United Kingdom	**–79**	**–89**
Sweden		
Present value of pension liabilities, unfunded plans	31	31
Total Sweden	**31**	**31**
France		
Present value of pension liabilities, insured plans	16	18
Fair value of fund*	–	–19
Total France	**16**	**– 1**
Germany		
Present value of pension liabilities, unfunded plans	53	52
Total Germany	**53**	**52**
Luxembourg		
Present value of pension liabilities, unfunded plans	35	29
Total Luxembourg	**35**	**29**
Other countries		
Present value of pension liabilities, unfunded plans	8	6
Total other countries	**8**	**6**
Carrying amount at end of the period	**64**	**28**

*The fair value of the PREDICA fund amounts to MSEK 17, and is recored as a non-current asset.

MSEK 79 have been recorded as non-current asset and MSEK 143 have been recorded as provision for pensions.

Carrying amount on the balance sheet	2024	2023
Defined contribution plans (Direct pension plan)	32	0
Closing balance, 31 Dec	**32**	**0**

Reconciliation of carrying amount on the balance sheet	2024	2023
Opening balance, 1 Jan	**28**	**67**
Acquisitions	–	–
Cost of pensions earned during the year and administrative expenses	2	3
Interest costs, net	0	0
Revaluation of pension liabilities	25	–21
Revaluation of plan assets	10	–7
Pension payments directly from employer	–11	–11
Contributions from employer	5	1
Other	9	2
Exchange rate differences	–3	–6
Closing balance, 31 Dec	**64**	**28**

Reconciliation of present value of pension liabilities	2024	2023
Opening balance, 1 Jan	**192**	**172**
Acquisitions	–	–
Cost of pensions earned during the year and administrative expenses	2	3
Interest expense	8	5
Revaluation of pensions;		
– demographic assumptions	–	–0
– financial assumptions	27	–19
– experience-based adjustments	–2	–2
Pension payments	–11	–11
Pension payments from plan assets	–4	0
Insured pension annuities	–	42
Other	9	2
Exchange rate differences	11	–2
Closing balance, 31 Dec	**232**	**192**

Reconciliation of plan assets at fair value	2024	2023
Opening balance, 1 Jan	**164**	**105**
Interest income	8	5
Return over and above interest income	–10	7
Contributions from employer	–5	1
Insured pension annuities	–	42
Pension payments from plan assets	–3	0
Exchange rate differences	14	4
Closing balance, 31 Dec	**168**	**164**

Plan assets consist of investments in Deferred Allocation Funding With-Profits at Aviva, the UK's largest insurance company. The fund's assets are invested in the mix of stocks, bonds and real estate with an overall risk profile at the low to medium level.

In France, the fund policy taken out with PREDICA can replace the company in the payment of retirement benefits. This investment earns a fixed interest of 3.5%

Significant actuarial assumptions applied	2024	2023
Sweden:		
Discount interest rate, %	3.40	3.20
Future pension increases, %	1.80	1.60
Life expectancy	DUS23	DUS23
United Kingdom:		
Discount interest rate, %	5.15	4.50
Future salary increases, %	2.75	2.50
Future pension increases, %	1.90	1.85
Life expectancy	PxA16	PxA16
Germany:		
Discount interest rate, %	3.33-1.96	3.85-1.83
Future pension increases, %	2.00-2.20	2.15-2.20
Life expectancy	RT 2018 G	RT 2018 G
France:		
Discount interest rate, %	3.20	3.35
Future pension increases, %	2.50-2.70	2.70
Life expectancy	INSEE 18-20	INSEE 15-17
Luxembourg:		
Discount interest rate, %	2.15	2.94
Life expectancy	Statec 95-97	Statec 95-97

Forecast of next year's cash flow, defined benefit pensions
The projected charges for the pension plans for next year amount to MSEK 6 (4).

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Note 24. Provisions

2024	Warranty undertakings	Personnel costs	Safety devices*	Final inspection costs	Other provisions**	Total
Opening balance, 1 Jan	32	37	5	0	29	103
Provision for the year	28	58	37	3	15	142
Amounts utilised	–18	–58	–28	–2	–18	–125
Reversal of unutilised amounts	–8	–	–	–0	–0	–9
Reclassifications	–	0	–	5	0	5
Exchange rate differences	1	3	–	0	–2	2
Closing balance, 31 Dec	**35**	**39**	**14**	**6**	**24**	**118**
of which short term	2	–	–	–	1	3

2023	Warranty undertakings	Personnel costs	Safety devices*	Final inspection costs	Other provisions	Total
Opening balance, 1 Jan	35	36	–	0	52	123
Provision for the year	11	18	5	3	11	47
Amounts utilised	–10	–12	–	–3	–28	–53
Reversal of unutilised amounts	–7	–3	–	0	–6	–16
Reclassifications	4	–1	–	–1	4	7
Exchange rate differences	–1	–1	–	0	–3	–5
Closing balance, 31 Dec	**32**	**37**	**5**	**0**	**29**	**103**
of which short term	2	–	–	–	1	3

* In 2023 the amount for Safety devices has been moved from column for Other provisions to the column for Safety devices.
**Provision of MSEK 6 that is left for the closure of the Mammendorf assembly facility in Germany is included in the column for Other provisions in 2024.

Note 25. Accrued expenses and deferred income

	31 Dec 2024	31 Dec 2023
Personnel costs	141	157
Interest cost	28	32
Prepaid income	27	20
Project costs, installation projects	124	114
Consulting fees	22	17
Sales comission	8	5
Other items	21	38
Total	**370**	**382**

Note 26. Assets pledged and contingent liabilities

	31 Dec 2024	31 Dec 2023
Assets pledged		
Endowment insurance	35	29
Other	7	8
Total assets pledged	**42**	**37**
Contingent liabilities		
Guarantee commitments, FPG/PRI	1	1
Other contingent liabilities	733	738
Total contingent liabilities	**734**	**739**

The Group operates defined contribution direct pension schemes covering both the current and former President & CEO. The pension schemes are secured via a pledge of the endowment insurance owned by the Company, whose value at the financial year-end was MSEK 35 (29).

Other contingent liabilities are mainly related to indemnity bonds for commitments of Group companies to their customers.

Note 27. Bank credit facilities

	31 Dec 2024	31 Dec 2023
Credit limits approved	2,802	2,234
Unutilised portion	2,802	1,937
Utilised credit	–	297

The credit facilities contain of two senior revolving facilities of MSEK 2,000 and MEUR 50 and an overdraft facility on a group cash pool of MSEK 50 as well as local credit facilities in Brazil and China. The two revolving credit facility agreements contain financial covenants which set requirements that the ratio between total net debt versus EBITDA and equity, respectively, may not exceed certain levels specified in the facility agreements.

Note 28. Acquisitions and disposals

No material acquisitions have been carried out during 2024.

Note 29. Events after the balance sheet date

Organisational change

As of 1 March 2025, Philippe Gastineau will fully focus on the Facade Access division and José Maria Nevot, currently EVP of the Wind division, will take on the responsibility as EVP for the HSPS division. Rafael Peña Guinaliu, currently COO in the Wind division, will take on the responsibility as EVP for Wind.

Parent Company Income Statements

Amounts in MSEK	Note	2024	2023
Revenues		9	11
Administration costs	A2, A3, A4	–42	–52
Operating loss		**–33**	**–41**
Financial income	A5	431	667
Financial expenses	A5	–387	–277
Profit after financial items		**11**	**349**
Appropriations			
Change in untaxed reserves	A7	–3	–
Group contributions received	A2	–	64
Profit before tax		**8**	**413**
Income tax	A6	–1	–5
Net profit for the year		**7**	**408**

Parent Company Total Comprehensive Income

Amounts in MSEK	Note	2024	2023
The result for the year		**7**	**408**
Other comprehensive income		–	–
Total comprehensive income		**7**	**408**

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Parent Company Balance Sheets

Amounts in MSEK	Note	Dec 31, 2024	Dec 31, 2023
ASSETS			
Non-current assets			
Financial assets			
Shares in Group companies	A8	5,198	5,198
Non-current receivables from Group companies		3,446	3,329
Other non-current assets	A6	42	17
Total non-current assets		**8,686**	**8,544**
Current assets			
Current receivables			
Receivables from Group companies		287	867
Other current receivables	A9	28	27
		315	**894**
Cash and bank balances		398	77
Total current assets		**714**	**971**
TOTAL ASSETS		**9,399**	**9,515**

Amounts in MSEK	Note	Dec 31, 2024	Dec 31, 2023
EQUITY AND LIABILITIES			
Equity	A14		
Restricted equity			
Share capital		2	2
Revaluation reserve		200	200
		202	**202**
Unrestricted equity			
Share premium reserve		4,227	4,227
Retained earnings		1,333	1,181
Net profit for the year		7	408
		5,567	**5,816**
		5,769	**6,018**
Untaxed reserves	A11	104	101
Long-term liabilities			
Long-term borrowings	A12	3,446	3,329
Other non-current liabilities		21	–
		3,467	**3,329**
Current liabilities			
Liabilities to Group companies		17	20
Other current liabilities	A10	42	47
		60	**67**
TOTAL EQUITY AND LIABILITIES		**9,399**	**9,515**

For information on the Parent Company's pledged assets and contingent liabilities, see Note A13.

Parent Company Statements of Cash Flow

Amounts in MSEK	Note	2024	2023
Operating activities			
Profit before tax		8	413
Adjustments for non-cash items		3	–15
Cash flow from changes in working capital			
Increase(–)/decrease(+) in operating receivables		517	–391
Increase(+)/decrease(–) in operating liabilities		–13	31
Income tax paid		–2	–17
Cash flow from operating activities		**513**	**21**
Investing activities			
Shareholder contribution		–	–3,300
Cash flow from investing activities		–	**–3,300**
Financing activities			
Rights issue		–	2,478
Proceeds from borrowings		250	3,064
Repayment of borrowings		–250	–2,090
Group contribution received		64	–
Purchase of Treasury shares		–	–75
Issued call options		9	5
Dividend paid		–265	–194
Cash flow from financing activities		**–192**	**3,187**
Net change in cash and cash equivalents		321	–91
Cash and cash equivalents at beginning of year		77	168
Cash and cash equivalents at year-end		**398**	**77**

ADDITIONAL DISCLOSURES TO THE PARENT COMPANY CASH FLOW STATEMENT

Amounts in MSEK	2024	2023
Interest received/paid		
Interest received	313	334
Interest paid	–255	–238
Dividend received	–	325
Adjustments for non-cash items		
Change in untaxed reserves	3	–
Adjustments for other non-cash items	0	–15
Total	**3**	**–15**

Statements of Changes in Parent Company Equity

2024

Amounts in TSEK	Share capital	Revaluation reserve	Share premium reserve	Retained profit including net profit for year	Total equity
Opening balance, 1 Jan	**2,151**	**200,000**	**4,227,255**	**1,588,404**	**6,017,810**
Dividend	–	–	–	–264,576	–264,576
Net profit for the year	–	–	–	6,997	6,997
Issued call options	–	–	–	8,630	8,630
Total equity, 31 Dec	**2,151**	**200,000**	**4,227,255**	**1,339,453**	**5,768,860**

2023

Amounts in TSEK	Share capital	Revaluation reserve	Share premium reserve	Retained profit including net profit for year	Total equity
Opening balance, 1 Jan	**1,083**	**200,000**	**1,750,627**	**1,444,649**	**3,396,359**
Rights issue	1,068	–	2,476,628	–	2,477,695
Dividend	–	–	–	–194,432	–194,432
Repurchase of Treasury shares	–	–	–	–75,259	–75,259
Net profit for the year	–	–	–	408,070	408,070
Issued call options	–	–	–	5,378	5,378
Total equity, 31 Dec	**2,151**	**200,000**	**4,227,255**	**1,588,404**	**6,017,810**

Notes to the Parent Company Financial Statements

Amounts in MSEK unless otherwise indicated.

Note A1. Accounting policies

Information about the company
Alimak Group AB, org. reg. no. 556714-1857, operates in the legal form of a public limited company. Its registered office is in Stockholm, Sweden. The address of the Company's headquarters is Blekholmstorget 30, SE-111 64 Stockholm, Sweden.

The Parent Company applies the Swedish Corporate Reporting Board's Recommendation RFR 2 Financial Reporting for Legal Entities. Alimak Group AB applies the exception from IFRS 16 allowed under RFR 2. Leases are accounted for as operational. Right-of-use assets and lease liabilities are not recognised in the balance sheet. The Parent Company otherwise applies the same policies as the consolidated Group. Any deviations receive separate comment.

Group contributions and shareholders' contributions
Shareholders' contributions are taken directly to the equity of the receiver and are capitalised in the shares and participations of the donor, provided that there is no need for impairment.

Group contributions are recognised in the income statement as appropriations.

Shares in subsidiaries
Shares in subsidiaries are recognised in accordance with the historical cost method. Acquisition-related costs for subsidiaries are expensed in the consolidated financial statements and are included as part of the historical cost of participations in subsidiaries. The carrying amount for shares in subsidiaries is tested for impairment annually or when there is any indication of impairment.

Note A2. Intra-group sales and purchases

Of net sales, 100 (100) per cent relate to other Group companies. Of operating costs, 33 (35) per cent relate to purchases from other Group companies. No group contribution has been received from Alimak Group Management AB in 2024 (MSEK 64 in 2023).

Note A3. Number of employees, employee benefits and remuneration to Board of Directors and Senior Executives

	2024		2023	
Average number of employees	**Number**	**Of whom, women, %**	**Number**	**Of whom, women, %**
Sweden	1	0	1	0

	2024	2023
Proportion of women in Alimak Group's Board of Directors and management, %	**women, %**	**women, %**
Board of Directors	50	43
Other senior executives	30	30

	2024		2023	
Salaries, benefits, other remuneration and social welfare contributions	**Board and CEO**	**Other employees**	**Board and CEO**	**Other employees**
Salaries, benefits and other remuneration	15	–	12	1
(of which, bonuses etc.)	(5)	–	(3)	(0)
Social welfare contributions	5	–	5	0
(of which, pension costs)	(2)	–	(2)	(0)
Total	**20**	–	**17**	**1**

The year's cost for Board fees, as per the resolution of the 2024 AGM, was MSEK 3.6 (3.0), excluding social welfare contributions.

The CEO and former CEO are covered by a direct pension plan that is classified and recognised as a defined contribution plan. The Parent Company's outstanding commitment referring to this plan amounts to MSEK 21 (17). The direct pension plan is guaranteed via a pledged endowment policy owned by the Company.

For further information on remuneration to the Board members, the CEO and other members of Group Management, see Note 7 to the Consolidated financial statements.

Note A4. Remuneration to auditors

	2024	2023
Ernst & Young AB		
Auditing assignment	3	3
Audit work outside the scope of the audit assignment	–	1
Total	**3**	**4**

Note A5. Financial income and expense

	2024	2023
Financial income		
Dividend	0	325
Interest income from Group companies	287	317
Interest income, other	26	16
Exchange gains	118	8
Total	**431**	**667**
Financial expense		
Interest expense to Group companies	–31	–20
Interest expense, credit institutions	–220	–225
Exchange losses	–119	–7
Other financial expense	–17	–25
Total	**–387**	**–277**

The interest income and expense relate to intercompany financing. The balances and interest are managed via cash pools and intra group loans.

Note A6. Tax

Income tax expense	2024	2023
Current taxes	–2	–5
Deferred taxes	1	1
Total	**–1**	**–5**

Reconciliation of effective tax	2024	2023
Profit before tax	**8**	**413**
Tax expense at Swedish tax rate, 20.6%	–2	–85
Tax effect non-taxable income	1	67
Tax effect non-deductable expenses	0	0
Deferred tax previous years	0	0
Current taxes previous years	0	13
Income tax expense	**–1**	**–5**

	2024			2023		
Deferred tax assets and liabilities	**Assets**	**Liabilities**	**Net**	**Assets**	**Liabilities**	**Net**
Pensions and similar commitments	5	–	5	5	–	5
Total	**5**	–	**5**	**5**	**–**	**5**

Note A7. Change in untaxed reserves

	2024	2023
Change in tax allocation reserves	–3	–
Total	**–3**	**–**

Note A8. Shares in group companies

	2024	2023
Accumulated historical cost		
Opening balance, 1 Jan	5,198	1,898
Shareholder contributions	–	3,300
Closing balance, 31 Dec	**5,198**	**5,198**
Accumulated impairment losses		
Opening balance, 1 Jan	–	–
Impairment losses for the year	–	–
Closing balance, 31 Dec	–	–
Carrying amount at year-end	**5,198**	**5,198**

ALIMAK GROUP

Subsidiary/ Org. reg. no. / Registered office	No. of shares	Holding, %	2024 Carrying amount	2023 Carrying amount
Parent Company holding				
Alimak Group Management AB/556064-1739/ Stockholm, Sweden	6,378,000	100.0	5,198	5,198
Carrying amount at year-end			**5,198**	**5,198**

Subsidiary/ Org. reg. no. / Registered office	2024 Holding, %	2023 Holding, %
Subsidiaries indirectly owned, dormant and holding companies excluded		
Alimak do Brasil Elevadores Ltda /01.452.037/0001-13/ Sao Paulo, Brazil	100.0	100.0
Alimak Group Australia Pty Ltd /ACN 005 538 947/ Victoria, Australia	100.0	100.0
Alimak Group Benelux BV /20094140/ Tillburg, Netherlands	100.0	100.0
Alimak Group Benelux N.V /0479.695.484/ Wommelgem, Belgium	100.0	100.0
Alimak Group Denmark A/S /29215146/ Them, Denmark	100.0	100.0
Alimak Group Deutschland GmbH /HRB 229733 / Mammendorf, Germany	100.0	100.0
Alimak Group France SAS /348 000 480/ Neuilly En Thelle, France	100.0	100.0
Alimak Group HK Ltd /409200/ Hong Kong SAR, China	100.0	100.0
Alimak Group India Pvt Ltd /U52341TG2008PTC070216/ Secunderbad, India	100.0	100.0
Alimak Group Italy Srl /83514/ Colle di Val d'Elsa (SI), Italy	100.0	100.0
Alimak Group Korea CO. Ltd /134511-008266/ Seongnam-si, South Korea	100.0	100.0
Alimak Group Malaysia Sdn Bhd /199901025552 (500452-H)/ Bukit Kemuning, Shah Alam, Malaysia	100.0	100.0
Alimak Group Norway A/S /971171898/ Godvik, Norway	100.0	100.0
Alimak Group Rus Ltd /771001001/ Moscow, Russia [2]	0.0	100.0
Alimak Group Singapore Pte Ltd /199905041/ Singapore	100.0	100.0
Alimak Group Sweden AB /556033-7528/ Skellefteå, Sweden	100.0	100.0
Alimak Group Swiss AG /CHE-317.026.357/ Nänikon, Switzerland	100.0	100.0
Alimak Group UK Ltd /00930125/ Rushden, United Kingdom	100.0	100.0
Alimak Group US Inc /2018363415001/ Webster TX, USA	100.0	100.0
Alimak Group Vertical Access Equipment (Changshu)Co /913205817855800000/ Changshu, China	100.0	100.0
Avanti Brasil Sistemas Eólicos Ltda /13.821.193/0001-93/ Eusébio, Brazil	100.0	100.0
Avanti Wind Systems Co. Ltd /91310000666001712P/ Shanghai, China	100.0	100.0
Avanti Wind Systems India Pvt Ltd /U45207TN2009PTC072550/ Chennai, India	100.0	100.0
Avanti Wind Systems Instalaciones Servicios S.L /B99432767/ La Muela (Zaragoza), Spain	100.0	100.0
Avanti Wind Systems S.L. /B92721729/ La Muela (Zaragoza), Spain	100.0	100.0
Avanti Wind Systems Technology S.L. /B99358095/ La Muela (Zaragoza), Spain	100.0	100.0
Cox Gomyl Operations S.A.U /ESA-79247433/ Madrid, Spain	100.0	100.0
Cox Gomyl Shanghai Ltd /91310115717861932C/ Shanghai, China	100.0	100.0
Cox Gomyl Shenzen Ltd /91440300550321829B/ Shenzen, China	100.0	100.0
CoxGomyl Macau Ltd/22994 SO / Macau, SAR, China	100.0	100.0
E W Cox Middle East LLC /521367/ Dubai, UAE	100.0	100.0
Financiere Mantra /B200478/ Luxembourg, Luxembourg [3]	0.0	100.0
Huesca Traccion y Elevacion S.L.U (Hutrel). /B22146800/ Huesca, Spain	100.0	100.0
Ile de France Maintenance Service S.A.S./333676039/ Vaires sur Marne, France	100.0	100.0
James Hickey Industrial Training School Ltd./827348889/ Port Coquitlam, Canada	100.0	100.0
Subsidiaries indirectly owned, dormant and holding companies excluded, cont'd		
Knot Yapi Ve Is Guvenligi Sanayi TIC. A.S. /743967/ Istanbul, Turkey	100.0	100.0
Lusotractel Lda. /503153516/ São Domingos de Rana, Portugal	100.0	100.0
Manntech (HK) Ltd /923086/ Hong Kong SAR, China	100.0	100.0
Scanclimber Deutschland GmbH /HRB3770/ Bad Nauheim, Germany	100.0	100.0
Scanclimber Oy /0795979-1/ Pirkkala, Finland	100.0	100.0
Scanclimber Sp. z.o.o. /7840003122/ Gniezno, Poland	100.0	100.0
Secalt India Pvt. Ltd /U29150MH2001PTC130772/ Mumbai, India	100.0	100.0
Shanghai Tractel Mech. Eq. Tech. Co. Ltd /91310115779313165Y/ Shanghai, China	100.0	100.0
Skywalk Oy /2177389-7/ Pirkkala, Finland	100.0	100.0
Tall Crane Equipment Ltd /105127138/ Port Coquitlam, Canada	100.0	100.0
TI Developpement S.A. /B195154/ Foetz, Luxembourg	100.0	100.0
TI Expansion S.A. /B127506/ Foetz, Luxembourg [3]	0.0	100.0
TI Luxembourg S.A. /B195161/ Foetz, Luxembourg [3]	0.0	100.0
Tractel (UK) Limited /533669/ Sheffield, United Kingdom	100.0	100.0
Tractel Access Solutions Services LLC /2210168/ Dubai, UAE	100.0	0.0
Tractel Benelux BV /20086113/ Breda, Netherlands	100.0	100.0
Tractel GmbH /HRB61514/ Bergisch Gladbach, Germany	100.0	100.0
Tractel Greifzug GmbH /HRB45528/ Bergisch Gladbach, Germany	100.0	100.0
Tractel Iberica S.A. /A08119836/ Barcelona, Spain	100.0	100.0
Tractel Inc /42435010/ Houston, USA	100.0	100.0
Tractel International S.A.S. /490073897/ Paris, France	100.0	100.0
Tractel Italiana S.r.l. TIT /MI-569609/ Milano, Italy	100.0	100.0
Tractel Location Service S.A.S. /352469902/ Vaires sure Marne, France [1]	0.0	100.0
Tractel Ltd /1225195/ Toronto, Canada	100.0	100.0
Tractel México S.A de C.V. /TME1403079H4/ Mexico City, Mexico	100.0	100.0
Tractel North America Ltd /1215400/ Toronto, Canada	100.0	100.0
Tractel Protection Individuelle S.A.R.L. /422439794/ Nogent sur Seine, France	100.0	100.0
Tractel Russia O.O.O. /1077762811092/ Moscow, Russia	100.0	100.0
Tractel S.A.S. /422197962/ Saint Hilaire sous Romilly, France	100.0	100.0
Tractel Secalt S.A. /B4179/ Foetz, Luxembourg	100.0	100.0
Tractel Singapore Private Ltd /199305624M/ Singapore, Singapore	100.0	100.0
Tractel Solutions S.A.S. /350732939/ Saint Genis Laval, France	100.0	100.0
Tractel Suomi Oy /2876616-3/ Pirkkala, Finland	100.0	100.0
Tractel Trading (Shanghai) Co. Ltd /9131000069292676XQ/ Shanghai, China	100.0	100.0
Tractel Trading Luxembourg S.A. /B121834/ Foetz, Luxembourg	100.0	100.0

[1] Merged during the year
[2] Divested during the year
[3] Dissolved during the year

Companies subject to disclosure exemptions:

In 2019 Alimak Hek GmbH and Avanti Wind Systems GmbH were merged into Manntech Fassadenbefahrsysteme GmbH which had its name changed to Alimak Group Deutschland GmbH, domicile in Mammendorf, Germany. This company is subject to disclosure exemptions pursuant to Sec. 264 para. 3 of the German Commercial Code ("HGB")

Note A9. Other current receivables

	2024	2023
Tax recoverable	21	21
Prepaid expenses and accrued income	7	6
Total	**28**	**27**

Note A10. Other current liabilities

	2024	2023
Trade payables	0	1
VAT liabilities	–	–1
Other liabilities	7	7
Accrued wages	1	6
Accrued expenses	34	34
Total	**42**	**47**

Note A11. Untaxed reserves

	2024	2023
Tax allocation reserves	104	101
Total	**104**	**101**

Note A12. Long-term borrowings

	31 Dec 2024			
Maturity structure	**Carrying amount**	**<1 year**	**1 year– 5 years**	**>5 years**
Loans from financial institutions	3,446	0	3,446	0
Carrying amount at year-end	**3,446**	**0**	**3,446**	**0**

	31 Dec 2023			
Maturity structure	**Carrying amount**	**<1 year**	**1 year– 5 years**	**>5 years**
Loans from financial institutions	3,329	176	3,638	–
Carrying amount at year-end	**3,329**	**176**	**3,638**	**–**

Financial liabilities consist of undiscounted amounts, including future interest payments.

Note A13. Assets pledged and contingent liabilities

	2024	2023
Assets pledged		
For direct pension commitments	26	21
Total	**26**	**21**
Contingent liabilities		
Guarantee for subsidiary pension liability	39	40
Guarantee for subsidiaries' liabilities to credit institutions	–	297
Indemnity bonds for subsidiaries' guarantees	347	459
Total	**386**	**796**

The Group has a defined contribution direct pension plan for both the current CEO and the former CEO. The pension plan is guaranteed via a pledged endowment policy owned by the Company.

Note A14. Equity

PROPOSED APPROPRIATION OF PROFIT, SEK

The following amounts are available for distribution by the Annual General Meeting	
Retained earnings	5,559,712,376
Net profit for the year	6,996,851
	5,566,709,227

The Board of Directors proposes that the amounts are distributed as follows	
Dividend of SEK 3.00 per share be paid to shareholders[1)]	317,491,500
To be carried forward	5,249,217,727
	5,566,709,227

[1)] The proposed record day for dividend payment is 5 May, 2025. The amount proposed as dividend corresponds to SEK 3.00 per share, based on the existing number of shares, 107,573,111 and excluding the 1,742,611 shares held by the Group.

Note A15. Events after the balance sheet date

For information on events after the balance sheet date, see Note 29 to the Consolidated Financial Statements.

Board Signatures

The undersigned declare that the consolidated accounts and the annual report have been prepared in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and generally accepted accounting principles, and give a true and fair view of the financial position and earnings of the Group and the Company, and that the Directors' Report for the Group and the Company give a fair overview of the development of the activities, financial position and financial results of the Group and the Company, and describe substantial risks and uncertainties that the Group companies face.

The Annual Report also contains the Group's and Parent Company's statutory sustainability report in accordance with the Swedish Annual Accounts Act.

Stockholm, 18 March, 2025

Johan Hjertonsson
Chairman of the Board

Helena Nordman-Knutson
Board member

Heléne Mellquist
Board member

Zeina Bain
Board member

Tomas Carlsson
Board member

Sven Törnkvist
Board member

Petra Einarsson
Board member

Örjan Fredriksson
Board member & Employee representative

Urban Granström
Board member & Employee representative

Ole Kristian Jødahl
President & CEO, Board member

Our Auditor's Report was submitted on 20 March, 2025

Ernst & Young AB

Henrik Jonzén
Authorised Public Accountant

Auditor's Report

To the general meeting of the shareholders of Alimak Group AB (publ), corporate identity number 556714-1857

REPORT ON THE ANNUAL ACCOUNTS AND CONSOLIDATED ACCOUNTS

Opinions

We have audited the annual accounts and consolidated accounts of Alimak Group AB (publ) except for the corporate governance statement on pages 85–95 and the statutory sustainability report on pages 45–77 for the year 2024. The annual accounts and consolidated accounts of the company are included on pages 39–129 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 December 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2024 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance statement on pages 85–95 and the statutory sustainability report on pages 45–77. 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 income statement and the statement of financial position for 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 audit committee 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Valuation of goodwill and other intangible assets with an indefinite useful life

Description	How our audit addressed this key audit matter
In the consolidated statements of financial position as per December 31, 2024, reported goodwill and intangible assets with an indefinite useful life amount to 7 339 MSEK, which equals 51% of the Company's total assets. As described in note 13 goodwill and intangible assets with an indefinite useful life is reviewed for potential impairment whenever there is an indication that the current value may be impaired, or at least annually. Goodwill and intangible assets with an indefinite useful life is allocated to cash generating units and if the book value of the unit exceeds the calculated recoverable amount the asset is impaired and written down to the recoverable amount. The recoverable amounts of the cash generating units are determined on the basis of value-in-use calculations. In note 13 it is described that the cash flow projections cover 5 years and is based on the Group's strategic plans approved by the top management and the Board of Directors with an assumed terminal growth rate of 2. Due to the assumptions and judgments needed to calculate the value in use we have assessed the valuation of goodwill as a key audit matter in the audit.	In the course of our audit, we have evaluated the Group's process for impairment testing of goodwill and intangible assets with an indefinite useful life. We have audited how cash generated units are identified compared to set criteria and compared this with how goodwill and intangible assets with an indefinite useful life is followed up internally. We have evaluated the Group's valuation methods and calculation models, assessed the reasonability of assumptions and sensitivity analyses over changes in assumptions with the assistances of our internal valuation specialists and made comparisons against historical results and the precision of prior projections. We have assessed the reasonability of the applied assumptions for each of the cash generating units through benchmarking to market data and, where applicable, companies in the same industry. We have also audited the disclosures in the annual report relating to goodwill.

Revenue recognition

Description	How our audit addressed this key audit matter
In the Group's consolidated statements of comprehensive income for the period ended December 31, 2024, revenues amount to 7 099 MSEK. As described in note 2 revenues from goods sold are recognized at point in time when control of the good has been transferred to the customer. When the goods sold are highly customized and an enforceable right to payment is present, revenue is recognized over time using the proportion of cost incurred to date compared to estimated total cost. Revenue from services is recognized at point in time when the service is performed. Revenues from the leasing of the Group's self-manufactured equipment is recognized on a straight- line basis over the lease term. We have assessed that revenue recognition is a key audit matter since the Company makes assessments through the interpretation of agreements and delivery terms as well as estimations when measuring progress towards complete satisfaction of a performance obligation for revenue recognized over time which affects the accounting period in which revenue should be recognized.	In the course of our audit, we have evaluated the Group's process for revenue recognition. We have performed analytic reviews, obtained and agreed terms to agreements, and sampled revenue transactions and verified correct cut-off, in connection to the year-end close of December 31, 2024, against customer agreements and delivery terms. For highly customized goods where revenue is recognized over time, we have for a sample evaluated management's estimation when measuring progress towards complete satisfaction of a performance obligation and on a sample basis tested that incurred cost such as invoices and hours spent are related to the highly customized goods. We have also audited the disclosures in the annual report relating to revenues.

Auditor’s Report

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1–38 and 134–139. The remuneration report for 2024 which were obtained before the date of this auditors report also constitutes other information. The Board of Directors and the Managing Director are responsible for this other information.

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

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

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

Responsibilities of the Board of Directors and the Managing Director

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

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

The Audit Committee shall, without prejudice to the Board of Director’s responsibilities and tasks in general, among other things oversee the company’s financial reporting process.

Auditor’s responsibility

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

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

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

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

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor’s report unless law or regulation precludes disclosure about the matter.

Auditor's Report

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Report on the audit of the administration and the proposed appropriations of the company's profit or loss

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 Alimak Group AB (publ) for the year 2024 and the proposed appropriations of the company's profit or loss.

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

Basis for opinions

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

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

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the 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.

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

The auditor's 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 Alimak Group AB (publ) for the financial year 2024.

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 Alimak 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 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 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

Auditor’s Report

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 audit firm applies ISQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or other Assurance or Related Services Engagements which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with professional 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 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 85–95 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 RevR 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 auditor´s opinion regarding the statutory sustainability report

The Board of Directors is responsible for the statutory sustainability report on pages 45–77, and that it is prepared in accordance with the Annual Accounts Act in accordance with the old version in force before 1 July 2024.

Our examination has been conducted in accordance with FAR’s auditing standard RevR 12 The auditor´s opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

A statutory sustainability report has been prepared.

Ernst & Young AB, Box 7850, 103 99 Stockholm, was appointed auditor of Alimak Group AB (publ) by the general meeting of the shareholders on April 29th, 2024, and has been the company’s auditor since October 3, 2013.

Stockholm, March 20th, 2025
Ernst & Young AB

Henrik Jonzén
Authorized Public Accountant

Other

Other


August 2021, India
Pravin Kumar

Key Figures

	2024	2023	2022	2021	2020
Order intake, MSEK	6,947	7,027	4,784	3,772	3,761
Revenue, MSEK	7,099	7,097	4,512	3,728	3,740
EBITDA, MSEK	1,451	1,374	759	614	456
EBITA adj, MSEK	1,221	1,150	616	483	396
EBITA adj margin, %	17.2%	16.2%	13.6%	13.0%	10.6%
EBITA, MSEK	1,198	1,145	603	483	319
EBITA margin, %	16.9%	16.1%	13.4%	13.0%	8.5%
EBIT, MSEK	998	945	546	448	278
EBIT margin, %	14.1%	13.3%	12.1%	12.0%	7.4%
Result for the period, MSEK	623	515	376	307	183
Total comprehensive income, MSEK	901	365	743	487	–63
Cash flow from operations, MSEK	1,149	1,067	501	646	505
Cash flow for the period, MSEK	332	–113	505	104	–66
Cash flow from operations/EBITDA	0.79	0.78	0.66	1.05	1.10
Number of shares, thousands	107,573	107,573	54,158	54,158	54,158
Average number of shares, thousands	105,831	98,106	71,547[1]	71,897[1]	72,150[1]
Earnings per share, before dilution, SEK	5.89	5.25	5.26[1]	4.24[1]	2.52[1]
Earnings per share, after dilution, SEK	5.87	5.25	5.26[1]	4.24[1]	2.52[1]
Earnings per share adj, before dilution, SEK	7.45	6.76	5.90	4.57	2.92
Cash flow per share, SEK	10.68	–1.15	7.06[1]	1.43[1]	–0.91[1]
Equity per share, SEK	70.65	70.89	61.17[1]	53.41[1]	48.90[1]
Total assets, MSEK	14,317	13,683	14,327	5,902	5,619
Cash and cash equivalents end of period, MSEK	1,095	739	869	348	226
Equity, MSEK	7,600	6,955	4,377	3,840	3,528
Capital employed, MSEK	10,200	10,059	10,451	4,179	4,208
Net debt, MSEK	2,599	3,105	6,074	338	680
Net debt excl. lease liability (IFRS 16), MSEK	2,289	2,833	5,759	152	466
Equity ratio, %	53.1%	50.8%	30.5%	65.1%	62.8%
Return on equity, %	8.2%	9.1%	8.6%	8.0%	5.0%
Return on capital employed goodwill excluded, %	23.6%	21.8%	12.1%	24.7%	15.1%
Return on capital employed, %	9.7%	9.2%	5.2%	10.7%	6.2%
Interest coverage ratio, times	5.61	3.44	10.06	26.87	8.46
Net debt/EBITDA ratio (Leverage)	1.79	2,26	8.00	0.55	1.50
Net debt excl. lease liability/EBITDA ratio	1.58	2.06	7.58	0.25	1.03
Number of full time employees	2,957	2,956	3,100	2,057	2,049

[1] Recalculated in comparison periods to consider rights issue.

Definitions

In this report, alternative performance measures (APMs) are used, that is, key performance and earnings measures that are not defined in IFRS accounting standards. APMs are used as guidance to both investors and management in their analysis of the Company's operations. The alternative performance measures used are described in the following.

Average number of shares
Weighted average number of shares outstanding during the period, plus potential additional shares.

Earnings per share
Earnings after tax in relation to the average number of shares basic and diluted in accordance with IAS33.

Earnings per share adj
Net profit excluding items affecting comparability and acquisition related amortization, net of tax, in relation to the average number of shares before dilution in accordance with IAS33.

EBITA
Operating profit before amortisation of intangible assets.

EBITA adj
Operating profit before amortisation of intangible assets. Items affecting comparability are added back.

EBITA adj %
EBITA adj in relation to net revenue.

EBITDA
Operating profit before depreciation and amortisation of property, plant and equipment and intangible assets.

Equity/assets ratio
Shareholders' equity as a percentage of total assets.

Equity per share
Shareholders' equity in relation to the number of basic shares outstanding at the end of the period.

Interest coverage ratio
EBIT in relation to interest expenses.

Items affecting comparability (IAC)
Items of a non-recurring character such as acquisition related costs, restructuring costs and other items that have a major impact on the financial statements and are of significance to an understanding of the earnings trend. Adjusting for items affecting comparability between periods provides a better understanding of the company's underlying operating activities.

Net debt
Interest bearing liabilities minus cash and cash equivalents.

Net debt/EBITDA ratio
Interest-bearing liabilities net (excluding shareholder loans) and assets, plus cash and cash equivalents.

Net debt/equity ratio
Net debt in relation to shareholders' equity.

Net Profit adj
Net profit excluding items affecting comparability and acquisition related amortization, net of tax.

Operating margin (EBIT %)
Operating profit (EBIT), as a percentage of revenue during the period.

Operating profit (EBIT)
Profit before financial items and tax.

Order intake
All orders where contracts have been signed and confirmed during the accounting period. Order intake generally cannot be used to accurately predict future revenues or operating performance. Orders can be cancelled, delayed or modified by the customer. Cancelled orders affect the reported order intake if cancellation takes place during the year the order was booked.

Organic growth
Growth adjusted for acquisitions/divestments and currency effects.

Return on capital employed
Operating profit (EBIT), rolling 12-month amount, as a percentage of average capital employed. Capital employed is the sum of net debt plus shareholders' equity plus shareholder loans. Average capital employed is calculated as the average of the balances at 1 January, 31 March, 30 June, 30 September and 31 December.

Return on equity
Profit after tax for the period, rolling 12-month amount, as a percentage of the average shareholders' equity excluding shares without a controlling interest.

The Share

Alimak Group's shares were listed in June 2015 and are traded on the Mid Cap list of Nasdaq Stockholm. The Group's market capitalisation at year end was SEK 12.6 billion.

Share price and trading

The share's EPIC is ALIG and its ISIN code is SE0007158910. A trading lot is one share. During 2024, a total of 39,148,537 shares were traded for an amount of MSEK 4,029.3 on all market places. The trading on Nasdaq Stockholm was 17,435,006 shares for an amount of MSEK 1,835.0. The closing price at year-end was SEK 117.00. The highest share price, SEK 127.60, was recorded on 11 November and the lowest, SEK 80.20 on 2 January. The volume weighted average price for the year was SEK 105.30 (Nasdaq Stockholm).

Ownership structure

At year-end, Alimak Group had 5,551 known shareholders. The largest shareholder was Investment AB Latour, with 29.8 percent. The ten largest shareholders represented around 73 percent of the total number of shares outstanding. At year-end, Swedish ownership accounted for approximately 49 percent of total share capital. There are no restrictions on voting rights or authorisation to the Board.

Share capital and voting rights

At year-end, Alimak Group's share capital totalled MSEK 2.2, represented by 107,573,111 shares. All shares carry the same voting entitlement and an equal share in the Group's profits and capital.

Repurchase of shares

No repurchase of shares were made during the year. At year-end 2024, Alimak Group held 1,742,611 own shares in treasury, representing 1.6 percent of all its issued shares.

Dividend

Alimak Group has a target of paying a dividend of approximately 40–60 percent of its net profit for the current period to its shareholders. However, decisions on dividends shall take account of the Group's financial position, cash flow, acquisition opportunities, strategic considerations and future prospects.

Subject to approval by the 2025 Annual General Meeting, the Board of Directors propose a dividend of SEK 3.00 (2.50) per share based on existing number of shares at year end for the financial year 2024.

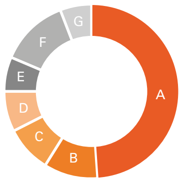
LARGEST SHAREHOLDERS 31 DECEMBER, 2024

Shareholder	Number of shares	Capital, %	Votes, %
Investment AB Latour	32,033,618	29.8%	29.8%
Alantra EQMC Asset Management SGIIC	10,769,868	10.0%	10.0%
NN Group N.V.	9,000,000	8.4%	8.4%
First Swedish National Pension Fund	8,714,969	8.1%	8.1%
Bolero Holdings Sarl	6,997,491	6.5%	6.5%
C WorldWide Asset Management	2,867,074	2.7%	2.7%
Invesco	2,811,252	2.6%	2.6%
Sundt AS	2,150,000	2.0%	2.0%
RBC Global Asset Management	1,880,099	1.7%	1.7%
Alimak Group AB	1,742,611	1.6%	1.6%
Total shareholding – 10 largest	**78,966,982**	**73.4%**	**73.4%**
Other shareholders	28,606,129	26.6%	26.6%
Total number of shares	**107,573,111**	**100.0%**	**100.0%**

Source: Monitor by Modular Finance AB.

Shareholders by country

31 December, 2024
% of capital



A) Sweden, 48.9
B) Spain, 10.0
C) Netherlands, 8.8
D) United States, 7.4
E) Luxembourg, 6.5
F) Others, 12.6
G) Anonymous ownership, 5.8

ALIMAK GROUP

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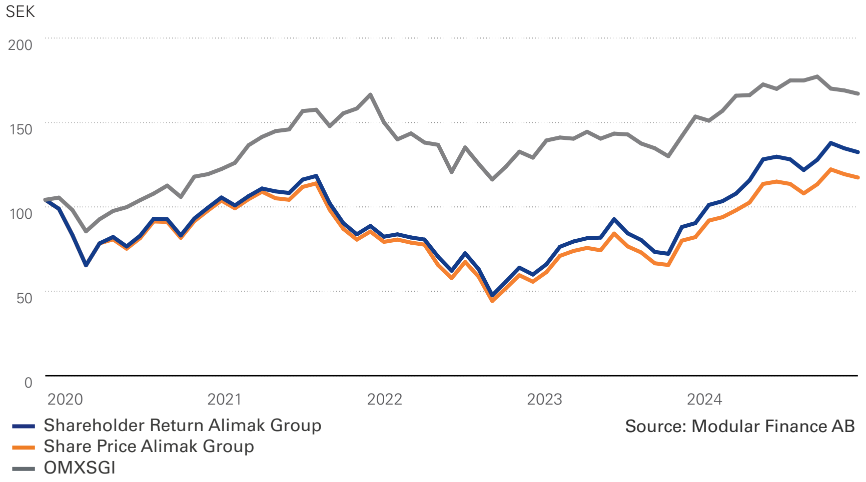
Data per Share

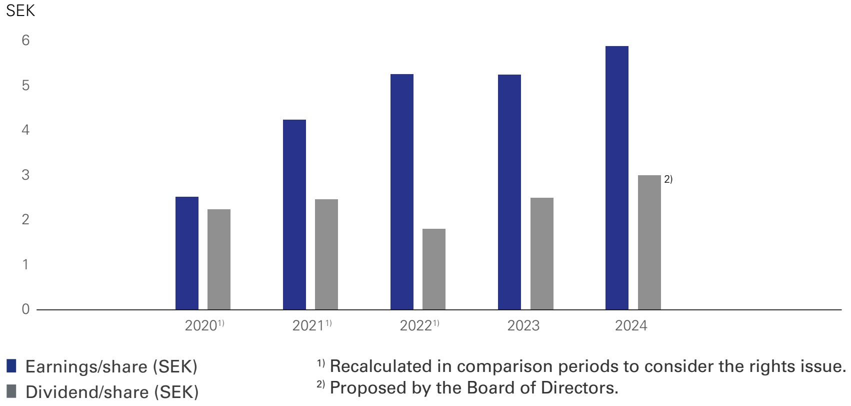
SEK/share	2024	2023	2022[5]	2021[5]	2020[5]
Earnings per share, before dilution[1]	5.89	5.25	5.26	4.24	2.52
Earnings per share, after dilution[1]	5.87	5.25	5.26	4.24	2.52
Earnings per share adj, before dilution[1]	7.45	6.76	5.90	4.57	2.92
Dividend[1]	3.00[2]	2.50	1.82[3]	2.46	2.24
Dividend, %of EPS[1]	51[4]	48	35	58	89
Cash flow from operations[1]	10.85	10.88	7.01	8.98	7.00
Share price at year-end	117.00	82.1	55.7	85.4	97.8
Highest share price	127.60	85.3	87.3	118.1	107.5
Lowest share price	80.20	57.6	44.0	78.8	49.1
Average number of shares outstanding, millions	105.8	98.1	71.5	71.9	72.1

[1] Calculated based on the number of shares outstanding adjusted for number of treasury shares.
[2] The Board of Directors propose a dividend of SEK 3.00 per share based on number of outstanding shares at year end 2024.
[3] Dividend per share according to amount of shares at the time of dividend payment, conducted after the rights issue.
[4] Based on the total dividend proposed.
[5] Recalculated in comparison periods to consider rights issue.

Total Shareholder Return

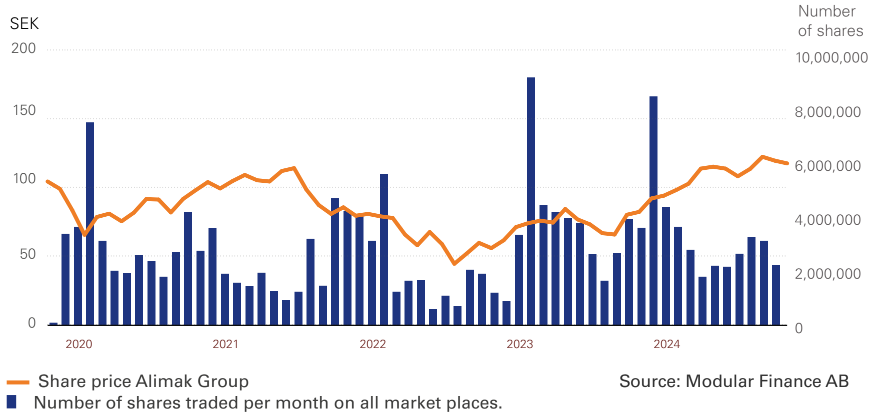


Dividend and Earnings per Share



[1] Recalculated in comparison periods to consider the rights issue.
[2] Proposed by the Board of Directors.

Share Price and Turnover



Information to Shareholders

The annual general meeting of Alimak Group AB (publ) will be held on Wednesday, 30 April, 2025.

Nomination Committee

The Nomination Committee shall prepare proposals for the 2025 Annual General Meeting regarding the Chair of the Meeting, number of Directors of the Board, fees to be paid to each of the Directors of the Board, election of Directors of the Board and Board Chair, remuneration to the auditor and election of auditor and, if necessary, proposal for changes in the instruction for the Nomination Committee.

The Nomination Committee for the AGM 2025 comprises the following members:

- Ossian Ekdahl, Investment AB Latour, Chair of the Nomination Committee
- Francisco De Juan, Alantra EQMC Asset Management
- Jakob Rikwide, representing the shareholding of Bolero Holdings Sarl
- Mats Larsson, Första AP-fonden
- Johan Hjertonsson, Alimak Group's Chair of the Board

Dividend

5 May, 2025 is proposed as the record day. If the meeting approves this proposal, SEK 3.00 per share, it is estimated that the dividend will be paid by Euroclear Sweden AB on 8 May, 2025.

For more information, please contact investor@alimakgroup.com

Calendar

The Annual General Meeting (AGM) for the 2024 financial year will be held on 30 April, 2025.

The Interim Report for the period January–March 2025 will be published on 24 April, 2025.

The Interim Report for the period January–June 2025 will be published on 18 July, 2025.

The Interim Report for the period January–September 2025 will be published on 23 October, 2025.

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Financial reports are available on request from Alimak Group

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