ALEIDO

Sustainability Report 2024

CONTENTS

About the report: This report has been prepared with reference to the Global Reporting Initiative Standard (GRI 2021).

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ALEIDO

Making the advanced simply understood

Aleido is a leading provider of services and systems for aftermarket information and learning solutions, specialising in bridging the gap between technology and people. We make it easier to gain knowledge and know-how about the advanced technologies people rely upon.

As a result, people experience a safer, more cost-effective and more sustainable life with technology.

ALEIDO

THIS IS ALEIDO

At Aleido, we take every opportunity to stay at the forefront of the information evolution. With decades driving the development of aftermarket information and learning solutions, we know the importance of informed users – not just for companies and individuals, but also for society and our planet.

Our mission is to bridge the gap between technology and the people who depend on it. In short, "To make the advanced simply understood". This is what drives us every day. It influences how we work together, guides how we serve our customers and informs how we interact with our partners.

2024 - Aleido's first year as an independent company

In October, Aleido celebrated its first year as an independent company, following its spin-off from Semcon[1] in 2023. Through the spin-off, Aleido and Semcon was given better conditions to focus on each company's core offerings and to develop and realise their respective potential. The Aleido brand was officially launched in October 2023.

In 2024, Aleido focused on the execution of our strategy to capitalise on new technology opportunities, for the benefit of our customers. In doing so, we utilise one of Aleido's strengths, i.e. the ability to combine in-house technological expertise with our deep understanding of the technical information and learning domains. We are dedicated to investing in tools development, optimisation of tools pipelines and organisational build-up – for more sustainable solutions.
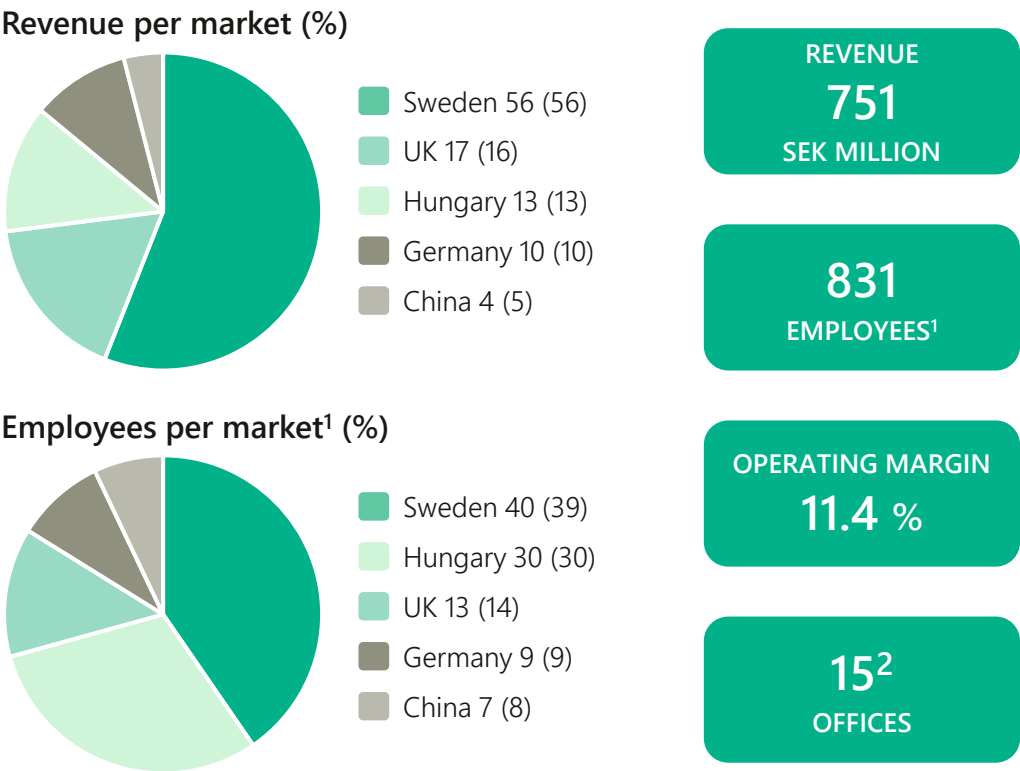
Aleido builds on the strong heritage from Semcon, including the solid sustainability platform that has been developed within Semcon over the years. As part of becoming a stand-alone company Aleido has defined its own sustainability agenda in 2024, in alignment with Aleido's strategy.

1) Part of Knightec Group since September 2024.
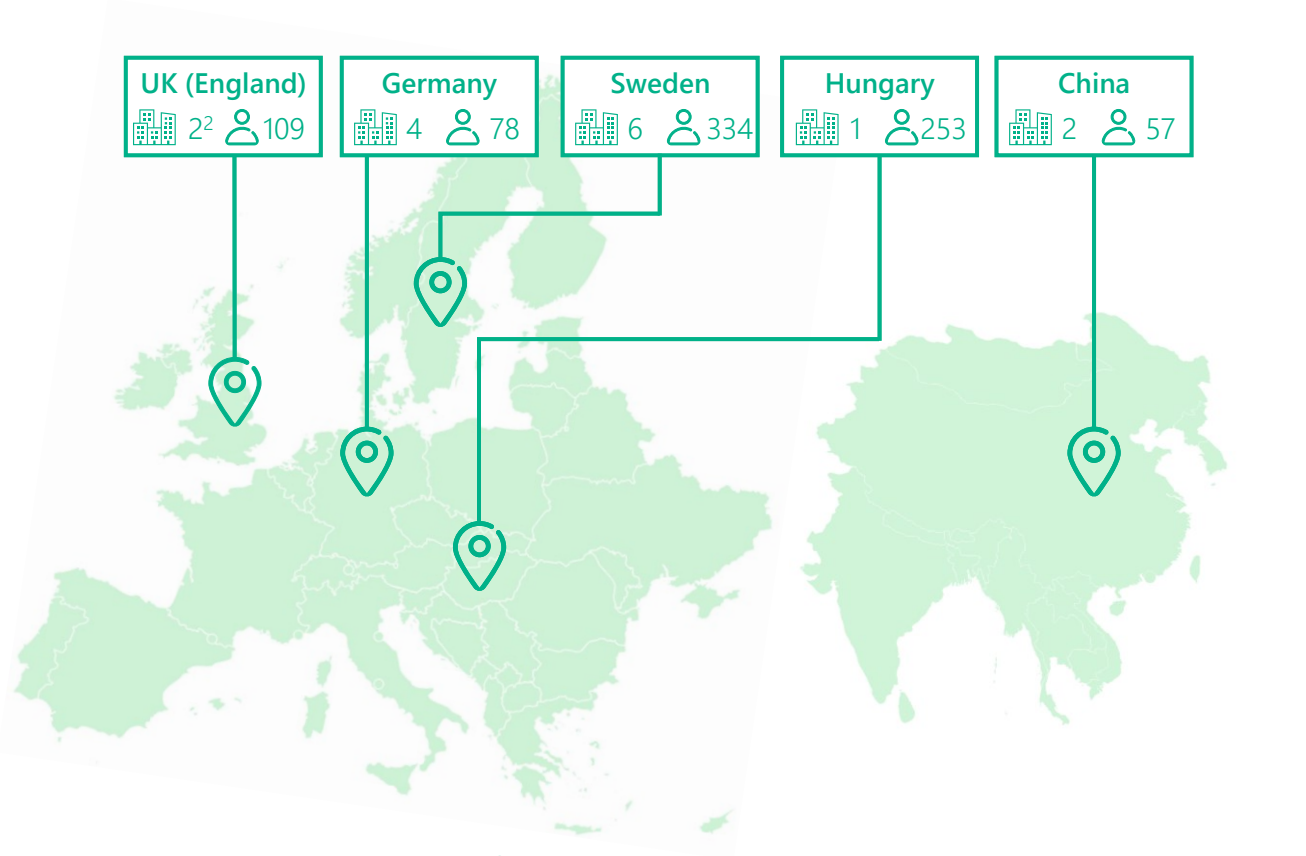
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THIS IS ALEIDO IN 2024

Aleido's operations is divided into our two main offerings: aftermarket information and learning solutions.

We are over 800 skilled employees in five countries.

Revenue per market (%)

- Sweden 56 (56)
- UK 17 (16)
- Hungary 13 (13)
- Germany 10 (10)
- China 4 (5)

Employees per market[1] (%)

- Sweden 40 (39)
- Hungary 30 (30)
- UK 13 (14)
- Germany 9 (9)
- China 7 (8)

REVENUE
751
SEK MILLION

831
EMPLOYEES[1]

OPERATING MARGIN
11.4 %

15[2]
OFFICES

UK (England)	Germany	Sweden	Hungary	China
2[2] 109	4 78	6 334	1 253	2 57

: Offices (number, all year[2])   : Employees (number, end-of-year)

1) End of year.
2) During January to December. Note: In December our operations in Alfreton was collocated with our operations in Warwick, for further collaboration and synergies. At the end of 2024, Aleido had one office in the UK and 14 offices in total.

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CEO'S COMMENTS

SUSTAINABILITY - IN EVERYTHING WE DO

2024 was a fantastic year for Aleido, with important contributions to sustainable development across the three focus areas of our strategy; **customers**, **people** and **technology**.

Together with our customers, we broke new grounds in terms of e.g. making information digitally available for the end-users, contributing to more sustainable information solutions for some of the world's leading companies, developing advanced technical products and solutions.

We are living in the era of super-powered technology, such as e.g. Generative Artificial Intelligence, that together with the ongoing digital transformation reshape the value of and opportunities related to information.

At Aleido, we are excited about the future and dedicated to utilising new technology to solve challenging tasks in complex flows of information. But we are also aware of that the use of new technology may come at a price of e.g. increased energy usage. In all that we do, we need to balance benefits and costs – for sustainable solutions.

At the core of Aleido's success is our people. We know that the well-being and work-life balance of our people, is directly linked to the performance of Aleido. We are proud to have an open and honest dialogue across Aleido, between employees and their managers, and a working climate that is defined as open, based on trust and collaborating. In our everyday lives, we see the true value of diversity, equality and inclusion.

In 2024, we remained at a high employee Net Promotor Score (eNPS), at 44. We are proud to be gender-balanced and appreciated for equal opportunities, flexible and people-oriented approach to work and supportive managers.

Our efforts towards reducing our value chain greenhouse gas emissions by 50% until 2030 continued, and in 2024 we had reached a reduction of 42%. Going forward, we continue to focus on our largest environmental impacts, i.e. energy-related activities in terms of heating and cooling of offices, business travels and commuting, together with increasingly sustainable value chains.

Going forward, we look forward to supporting our customers even further in their transition towards more sustainable value chains, and where people experience a safer and more rewarding life with technology.

We are excited about the future - together with our **customers**, **people** and **technology**!

19 June 2025

Anna-Karin Flöjt
President & Chief Executive Officer

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PROGRESS IN 2024

Aleido

celebrated one year as a stand-alone company and brand after the spin-off from Semcon

0

cases of discrimination or corruption[3]

57%

of our employees were ambassadors[1]

44

eNPS[2]

43/57 (W/M)

Our goal of a gender split of 40/60 was on target

42%

reduction of CO_{2e}– emissions compared to 2019

86%

of our employees felt that they had a good work-life balance

1) Share of employees that recommend Aleido as a great place to work, i.e. employees reporting 9 or 10 on a scale to 10 regarding the Net Promotor Score question. Read more on page 18.
2) The willingness to recommend Aleido as a workplace to others. Read more on page 18.
3) Refers to conformed cases of discrimination and corruption reported through Aleido's internal reporting channels or whistleblower function.

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ALEIDO'S OFFERINGS

We specialise in providing knowledge to bridge the gap between technology and people. With cutting-edge offerings in aftermarket information and learning solutions, we make sure that both products and people are up to date. For a safer, more cost-effective and sustainable life with technology.

Aftermarket information

We digitalise aftermarket information for today's world – and tomorrow's. This helps our customers meet the growing demand for up-to-date and relevant information, while making information more accessible for users, and improving sustainability by prolonged product life-cycles through more correct product handling and by eliminating the use of physical user manuals.

Examples of our services:

- Information strategy & design
- User and operator information
- Service and repair information
- Parts breakdown and information

Examples of our systems:

- Aleido Component Content Management System
- Aleido Content Delivery Platform

Learning solutions

We drive change through effective learning experiences. We provide skills and tools to support our customers in onboarding and developing their employees, building knowledge within service and sales teams, and equipping end-users with product knowledge. Through our strong focus on e-learnings we support reduced need for classroom trainings and, thus, reduced travels.

Examples of our services:

- Learning strategy & design
- Bespoke e-learning
- Blended learning and instructor led training content

Examples of our systems offerings:

- Learning Management Systems
- E-learning authoring tools
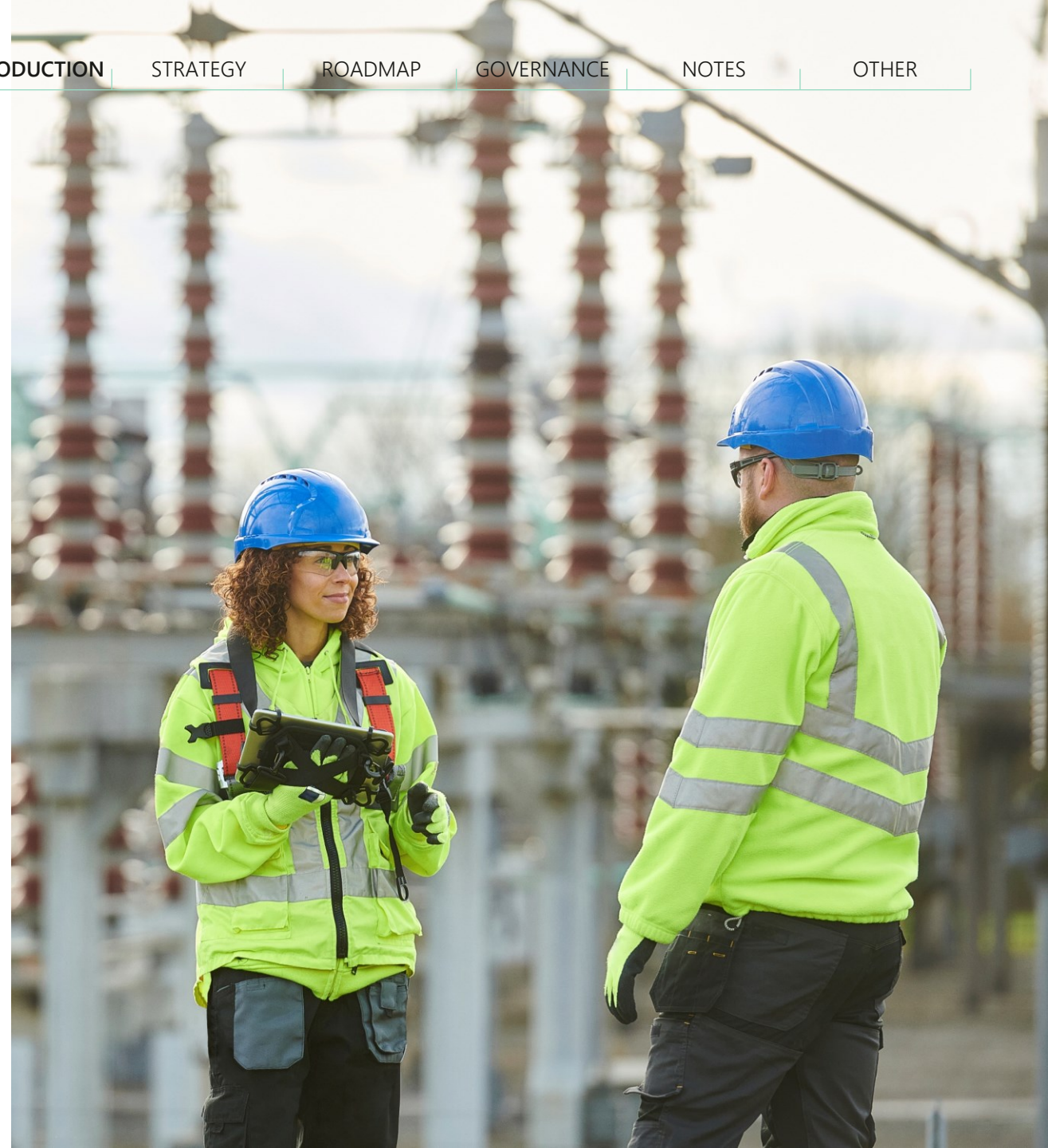
BUSINESS MODELS AND CUSTOMERS

Aleido cooperates with its customers mainly using four different business models, to meet varying customer needs, and to maximise the collective strength of our employees, across geographical borders. We take pride in our ability to collaborate openly and to move work, not people.

Our business models

Managed Services

We assume the responsibility for one or more of a customer's non-core functions. Customers retain ownership of the strategy and decision-making while Aleido takes on the responsibility for daily production and delivery, as well as identifying and driving improvements and securing resources.

Projects

We form a team with the right competencies to manage and deliver customer projects. Through our global presence we can tailor the project team, based on technical requirements and availability of resources.

Specialist support

We offer specialists, in several areas, that add to our customers' teams and expertise and can work either at a customers' sites or from ours.

Software as a Service

We offer systems and tools for production and distribution of information and e-learnings, tailored to our customers' needs. The offering includes assets such as hosting, maintenance and support, as well as continuous development.
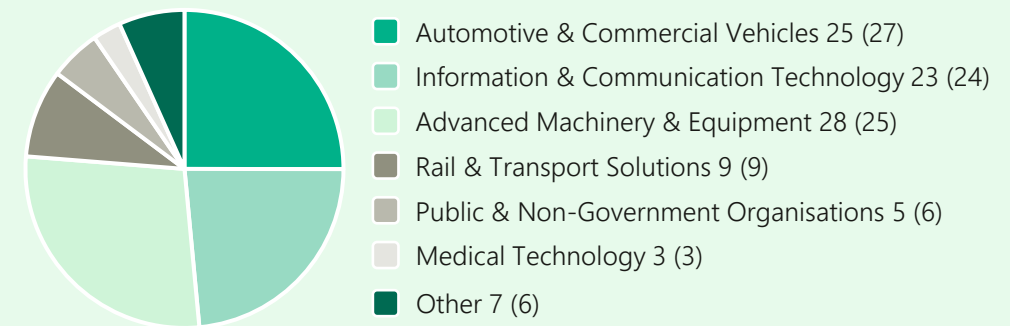
Our customers

The need for a sustainable and digital transformation is evident in all industries today. Our broad expertise and industry presence means that we can transfer experiences and best-practices between customers that are at different stages of the transition.

We support our customers, every day, in digitalising their aftermarket information and learning solutions, for people to experience a safer, more cost-effective and more sustainable life with technology.

The main part of our net sales derive from customers in the following industry sectors:

Revenue per industry sector in 2024 (%)

- Automotive & Commercial Vehicles 25 (27)
- Information & Communication Technology 23 (24)
- Advanced Machinery & Equipment 28 (25)
- Rail & Transport Solutions 9 (9)
- Public & Non-Government Organisations 5 (6)
- Medical Technology 3 (3)
- Other 7 (6)

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ALEIDO CASE STUDIES

DEVELOPING DIGITAL TRAINING SOLUTIONS FOR SANDVIK

By shifting from traditional methods to digital solutions, Sandvik is making significant strides toward a safer, more sustainable, and cost-efficient future.

Sandvik, a global leader in equipment and tools for infrastructure and mining, is working to future-proof training information for its complex machines. Traditional instructor-led sessions and printed manuals are no longer sustainable, particularly at Sandvik's scale. To address this, Sandvik partnered with Aleido to build a global learning organisation for service technicians and transition to digital training solutions.

The solutions equip service technicians to service machines safely and efficiently as well as reduce reliance on printed materials and travel, supporting a more sustainable, resource efficient approach. The shift lowers Sandvik's environmental footprint and enhances the scalability, flexibility and access of global training delivery.

Though the transformation is ongoing, Sandvik is already seeing strong results. Service technicians have responded positively, and digital training solutions are improving both learning outcomes and maintenance efficiency.

INNOVATIVE DRIVER INFORMATION FOR LYNK & CO

"We want those driving our cars to have the most positive experience possible, and it is crucial to easily find and understand the driver information."

- Lynk & Co

For several years, Aleido's Swedish team has closely collaborated with car manufacturer Lynk & Co to deliver high quality driver information. In 2024, the partnership deepened, as Aleido's international team took full responsibility for developing driver information for an upcoming car model and updating the information for the existing Lynk & Co 01.

By using a high proportion of visuals, images and animations, the need for detailed text and consequently translation is significantly reduced. This not only enhances user experience but also supports Lynk & Co's innovative car-sharing model, which promotes more efficient vehicle use, reduces resource consumption and lowers environmental impact.

Aleido's work ensures that driver information is clear, accessible, and fully integrated into the overall product experience, helping both owners and first-time users operate vehicles with ease and confidence.

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THE WORLD AROUND US

The world around us is constantly changing, so we continuously analyse trends to identify both risks and opportunities, to ensure we respond appropriately. This section covers a selection of the trends we monitor closely.

Geopolitical tensions and macroeconomic uncertainty

The current geopolitical landscape is shaped by wars in Ukraine and the Israel-Gaza region, as well as escalating global tensions and domestic unrest. We are experiencing increased economic uncertainty. In 2024, 40% of the world headed for the polls, including the USA. Climate change exacerbates geopolitical tensions, while the World Economic Forum[1] highlights extreme weather, biodiversity loss and ecosystem collapse, critical changes to Earth systems and resource scarcity as major risks to stability.

Increasing regulations and disclosure requirements

The EU is committed to achieving climate neutrality by 2050, targeting a 55% reduction in greenhouse gas emissions by 2030 compared to 1990 levels, with the Green Deal driving broad sustainability legislation.

Since 2024, many companies[2] must comply with the Corporate Sustainability Reporting Directive (CSRD), mandating stricter non-financial reporting. The EU also adopted key frameworks, including the Corporate Sustainability Due Diligence Directive (CSDDD), Eco-design for Sustainable Products Regulations (ESPR), and the AI Act which regulates AI systems by risks. In addition, the NIS2 Directive took effect in 2024, enhancing cybersecurity.

1) Global Risks Report 2025 | World Economic Forum
2) Amid amid cost concerns and global competitiveness pressures, the European Commission launched a Simplification Omnibus in early 2025.

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THE WORLD AROUND US

Towards a circular economy

A few decades ago, a linear economy sufficed within our planet's limits. However, exponential population growth alongside this linear model has led to a deadlock. Currently, we consume almost double the amount of virgin resources than our planet can replenish annually, with over 90% of global resource usage reliant on virgin extraction[1]. This strain exacerbates climate change, pollution, resource depletion, and biodiversity loss. Moreover, resource scarcity extends beyond sustainability concerns, with material shortages risking geopolitical tensions and inflation. Recognising these challenges, a shift to a circular economy is now seen by many as a key solution. Companies are beginning to explore circular business models, like service and function-based approaches, where products and materials are kept in use and used more efficiently as it has the potential to significantly reduce emissions and have a positive impact on profitability.

Planetary crisis

Many companies are aligned with the Paris Agreement's 1.5°C target, aiming to halve emissions by 2030 and achieve net-zero status by 2050. However, climate change only one dimension of a broader planetary crisis. Overconsumption of natural resources, land use changes, and accelerating biodiversity loss also demand attention. The crises require a holistic approach to avoid increasing one problem while addressing another. In 2024, fuelled by El Niño, and continued emissions was the first year where the average global temperature temporarily exceeded 1.5°C above preindustrial levels, an alarming milestone[1]. Limiting global warming and halting resource depletion are critical to avoid severe consequences and ecosystem collapse. Achieving this necessitates a climate transition and a shift to a circular economy across sectors like energy, industry, transport, construction, food, agriculture, and forestry.

Tech acceleration

Digital technologies are reshaping society at speed. With six in ten people online globally, AI, IoT, 5G, and cloud computing are transforming business models, boosting efficiency and re-shaping people's product experiences. AI is central; powering generative content, and data-driven decision-making. Automation is growing across sectors like manufacturing and retail. Green tech advances in renewables, cloud storage, and biomaterials offer disruptive potential for sustainability. However, this rapid shift brings ethical and environmental concerns, from misinformation and privacy to energy use and e-waste. Public scepticism is rising, especially among younger generations reducing social media use and expressing anti-tech sentiment. Designed wisely, digitalisation can accelerate the transition to a net-zero circular economy, but if used without due consideration risks driving change in the opposite direction.

1) The Circularity Gap Report 2024
2) Global Climate Highlights 2024 | Copernicus

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OUR APPROACH TO SUSTAINABILITY

Sustainability is a guiding principle at Aleido. We base our work on a cross-company sustainability platform. While we take actions to minimise our own environmental and social footprint, a substantial contribution to a sustainable society is made through our customer assignments. To ensure sustainable change, we drive incorporation of sustainability into our strategy and culture.

Our commitment

Despite global efforts and ambitious targets, the world is still falling short of the goals outlined in Agenda 2030. To mitigate the worst effects of climate change requires a fundamental shift towards a net-zero and circular society - a task that presents both challenges and opportunities. At Aleido, we recognise the urgency of this situation, and we are committed to play an active role in the transition.

Sustainable strategy

To us, sustainable business is profitable business. By assessing market trends and sustainability-related risks and opportunities, we have a relevant internal sustainability agenda, aligned with international frameworks such as the UN Agenda 2030 and the UN Global Compact. Integrating sustainability into our core strategy, we aim to maximise positive impacts while minimising negative ones, focusing on people, planet, and principles across our operations, value chain, customer projects, and societal role.

OUR APPROACH TO SUSTAINABILITY

Aleido's sustainability agenda is based on various international frameworks, including the UN Agenda 2030, the UN Global Compact, the UN Guiding Principles on Business and Human Rights as well as the four-pillar framework in the Exponential Roadmap Initiative's 1.5°C Business Playbook. While the Exponential Roadmap Initiative's four-pillar framework has a specific focus on climate action, we have used the four-pillar framework as the basis for our entire sustainability agenda.

Our process to identify, address and follow up on our material topics is described on pages 31-32. Based on our material topics, which we have clustered into four overarching categories – attractive and responsible employer, minimise footprint, maximise hand-print and ethical business conduct – we have adopted the following sustainability agenda. Our focus is on people, planet and principles – in our own operations, in our value chain, in our customer projects and through our role in society.
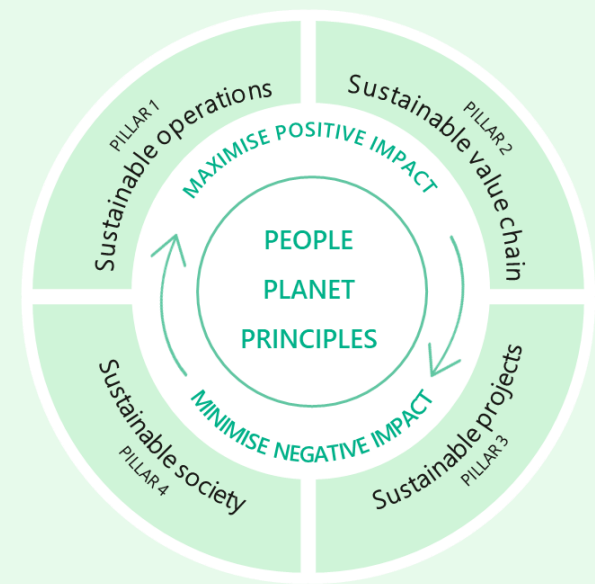
	Pillar 1 - Sustainable operations	Pillar 2 – Sustainable value chain	Pillar 3 – Sustainable projects	Pillar 4 – Sustainable society
People	Be an attractive and responsible employer with a collaborative, forward-thinking and inclusive environment, where people trust that their skills and perspectives are valued.	Strive to ensure a value chain where people are treated fairly and decently, and human rights are respected.	Support our customers with solutions that enables people to experience a safer life with technology.	Work together with like-minded partners with the aim to contribute to the transition towards a society where human rights are protected and respected.
Planet	Reduce the climate and environmental footprint of our own operations and strive towards more circular business operations.	Reduce the climate and environmental footprint of our value chain and strive towards a more circular value chain.	Support our customers, in their climate transition and shift to circular business operations, with solutions for more sustainable value chains.	Work together with like-minded partners with the aim to contribute to the transition towards a net-zero and circular society.
Principles	Ensure ethical business conduct in our own operations.	Ensure ethical business conduct in relation to our suppliers, customers, and other business partners.	Support our customers in securing responsible business operations.	Work together with like-minded partners with the aim to contribute to a society with responsible corporations.

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OUR APPROACH TO SUSTAINABILITY

Pillars	Material topics	Targets & ambitions	Outcome	Comments
Pillar 1 & 2 Sustainable operations & Sustainable value chain	**Attractive & responsible employer** • Attraction & retention • Health & wellbeing • Diversity & inclusion • Learning & development	Target: eNPS ≥ 35	44	Increased eNPS-level. All-time high in 2024 of 44.
		Target: Gender split of 40/60 by end of 2024 • All employees • Managers	43% (W) 57% (M) for all employees and managers	The gender splits for all employees and managers are within the target range. Group Management's gender split is 33/67 % (W/M).
		Ambition: Zero incidents of discrimination	0	No incidents of discrimination were reported through our ordinary reporting channels or our whistleblowing function.
	Minimise footprint • Reduce emissions • Renewable energy	Target: Halve value chain emissions by 2030 and be net-zero no later than 2040	-42%	The $tCO2_e$ emissions in 2024 were 890 compared with 1,531 in 2019. In 2024, Aleido committed to Science Based Targets initiative, as a stand-alone company.
	Ethical business conduct • Anti-corruption & fair competition • Privacy & IT security • Responsible purchasing	Ambition: Zero incidents of corruption	0	No incidents of corruption were reported through our ordinary reporting channels or our whistleblowing function.
Pillar 3 & 4 Sustainable projects & Sustainable society	**Maximise handprint** • Economic performance • Sustainable services & solutions	Ambition: Increase number of projects that contribute to the UN SDGs	→	Through an increased awareness regarding sustainability in our customer offering, we aim to increase the number of customer projects that contribute to the UN SDGs. Going forward, we intend to investigate how this can be tracked and measured in a more structured and responsible way.
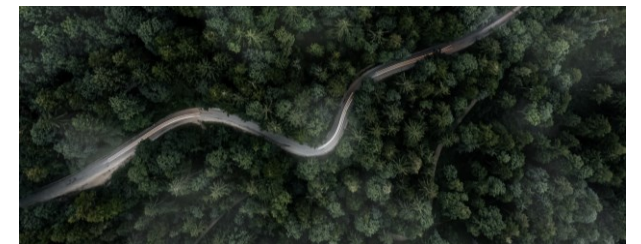
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OUR CONTRIBUTION TO THE SDGs

The UN Agenda 2030, with its 17 Sustainable Development Goals (SDGs), is known as the world's most important checklist. While the UN Agenda 2030 is a framework for UN member states, companies play a vital role in its success.

Companies have both positive and negative impact on the SDGs. Many innovate solutions that align with the goals, like renewable energy, sustainable transport, and healthcare advancements. However, the linear economy's production and consumption patterns also contribute to climate change, resource depletion, and human rights violations in the supply chain.

It is time for a society where we live within the limits of our planet and where human rights are respected. Our solutions must be holistic so that they do not contribute to some SDGs but have a significant negative impact on other SDGs.

The SDGs are interconnected and must be solved together. At Aleido, we align our sustainability efforts with the UN Agenda 2030, assessing our impact on SDGs in our operations, value chain, and projects, and aim to expand our contributions in a transparent and responsible way, with measurable targets during 2025.

OUR CONTRIBUTION TO THE SDGs

PILLAR 1 AND 2
Sustainable operations and value chain (SDG 3, 5, 8, 10, 12, 13, 16)

Our employees are our most valuable asset, and to be able to attract and retain the best people, we need to ensure an attractive workplace with a culture that aligns with our purpose and values. As a consultancy company, our climate and environmental footprint is limited, but like all other companies we must take the necessary steps to shift to net-zero and circular business operations. We compete on the merits of our services and solutions and have zero tolerance for corruption, unfair competition and other unethical business practices. Read more about our work to be an attractive and responsible employer on pages 17-22, how we work to reduce our climate and environmental footprint on pages 23-25 and how we strive to ensure responsible business conduct throughout our value chain on pages 26-28.

PILLAR 3
Sustainable projects (SDG 3, 4, 9, 10, 12, 13)

We have great potential to contribute to the SDGs through our customer assignments. With better user information, product life cycles can be prolonged as products are handled and maintained more properly. With better serviceability and service information, products can be serviced instead of replaced. Smaller spare parts can be changed instead of entire subsystems where most parts still work thanks to more precise troubleshooting.

Digital learning solutions and digital product information put less strain on the environment, as people's travels may be reduced and paper manuals need not to be distributed, saving both emissions and trees. Read more about how we strive to integrate sustainability into our business models and customer offering on page 29 and see examples of projects where we contribute to the SDGs on page 9.

PILLAR 4
Sustainable society (SDG 17)

Our greatest contribution to a sustainable society is through our customer assignments. As we develop product information from the users' needs, we promote inclusion and empowerment: Illiteracy or language barriers are circumvented with visual instructions. Installation instructions by voice instead of text can make work environments safer. And our learning solutions are flexible in time and space to give more people autonomy and opportunities to develop.

In addition, Aleido will, during 2025, initiate cooperations with like-minded partners with the aim to accelerate the transition to a net-zero, and a circular and inclusive society. Read more page 30.

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SUSTAINABLE OPERATIONS AND VALUE CHAIN

PEOPLE
Pillar 1 & 2

We are driven by a genuine curiosity about human needs and behaviours. With decades of driving the development of aftermarket information and digital learning, we know the importance of informed users. By embracing different perspectives, we enhance our understanding of the people who ultimately use our customers' products and services. This approach supports us in our mission: making the advanced simply understood.

Attractive and responsible employer
Aleido is all about people. To create smart new solutions that can add value to people and our planet, we work closely with people of different backgrounds and experiences. This inspires creativity and widens our understanding of human behaviour. With increasing emphasis on sustainability and digital transformation, the demand for Aleido's services continues to grow. To meet and exceed customer expectations, attracting the right talent and fostering growth within our company is essential. We do this by:

- Attraction & recruitment

- Learning & development

- Equality, diversity & inclusion

- Health & well-being

Target 2024	Result 2024
Employee Net Promoter Score (eNPS) ≥ 35	Employee Net Promoter Score (eNPS): 44
Gender split 40/60	Gender split of all employees : 43/57 (W/M). For other levels see pages 21 and 42.

We also collaborate with skilled subconsultants who support us on various projects, providing expertise and additional resources as needed.

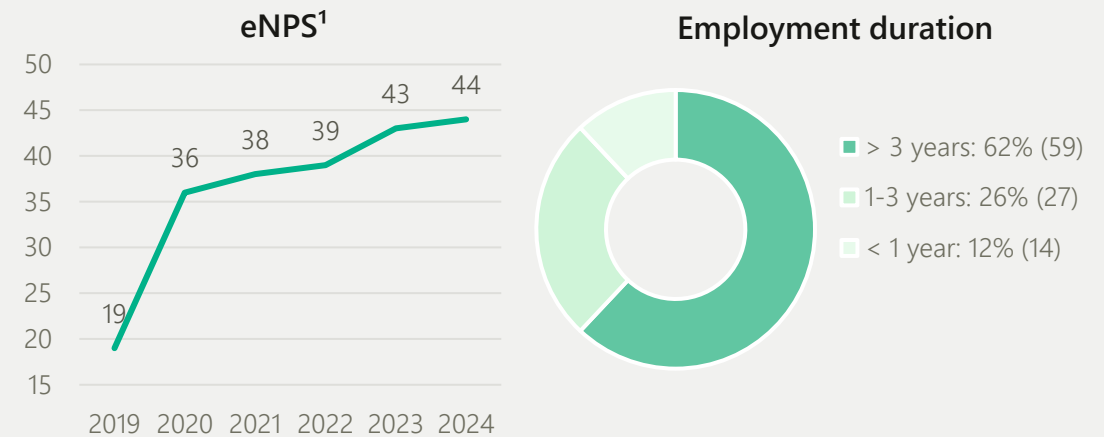**ALEIDO**

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Attraction and retention

We strive for an inclusive and supportive work environment with sound values and competitive work conditions. Our Employee Net Promoter Score (eNPS) has steadily increased over the past five years, reaching a new high of +44 in 2024[1]. We've also seen improvement in our total people index, covering aspects such as health & well-being, collaboration and diversity.

We promote work-life balance and have a progressive Remote Work Policy, where most people can work remotely (as an alternative to our Aleido offices or a customer site) on a regular basis. We offer support in setting up a remote workspace.

Meeting each other in real life is equally important and we run various initiatives like seminars, trainings, after works, gaming communities and networks to build and maintain a strong team spirit. Leadership plays a crucial role, and our employee surveys confirm our leaders´ strong skills in communication, cooperation, learning and development, health and well-being, as well as diversity, equality and inclusion.

Keeping a dialogue with employees at all levels helps us understand their needs and expectations. Exit interviews provide valuable insights, guiding our efforts to attract and retain talent. We continue to attract both experienced and junior consultants, maintaining a balanced team composition.

eNPS[1]

Employment duration

- ■ > 3 years: 62% (59)
- ■ 1-3 years: 26% (27)
- ■ < 1 year: 12% (14)

Employee survey	2024	2023	2022
Share of ambassadors: Loyal enthusiasts promoting Aleido as a workplace.	57 %	58 %	56%
Remote work[2]: Aleido has an attractive approach to flexible working	92 %	n/a	n/a
Leadership[3]: My immediate manager encourages and enables learning and development	83 %	85 %	83 %

1) Our biannual internal employee survey measures Aleido's attractiveness as an employer. The employee Net Promoter Score (eNPS) is used to measure how willing employees are to recommend their workplace to others (from -100 to +100). Even if the benchmark varies between countries, industries and cultures, a value above +10 is generally good, and a value above +20 is very good. During 2024, Aleido's eNPS increased to 44, from 43 in 2023.
2) Question added to employee survey in 2024.
3) Leadership is an important area of Aleido's overall people index and in the 2024 survey, the combined result for all leadership questions remained on a high level of 83 % (85% in 2023 and 83% in 2022).

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ALEIDO'S VALUE PRINCIPLES

BE THE POSSIBILITARIAN

Yes, it's a made-up word. Because we did not find a formal one that best describes us. It is our way of putting a name to an intangible quality that sets us apart. So, what does it mean? For us, it's clear: People who stay positive, focus on opportunities, and take action.

COLLABORATE OPENLY

We look to collaborate because together we are stronger, smarter, and more likely to discover new ways to create real lasting value. It strengthens bonds between us and the people who depend on us. We do this in teams, across roles, and between locations.

BUILD MEANINGFUL RELATIONSHIPS

We believe that good relationships mean good business. It's why we aim to challenge and exceed customers' expectations. Together we share responsibility in the victories and setbacks. And it's in the toughest moments that we prove our commitment and what it means to be professional – a true partner.

EMBRACE DIFFERENT PERSPECTIVES

Working closely with people of different backgrounds and experiences inspires creativity and widens our understanding of human behaviour. We're a team that recognises the individuals that make us better through an inclusive environment.

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SUSTAINABLE OPERATIONS AND VALUE CHAIN

Learning and development

Continuous learning and development help us stay up to date with the rapid development of technologies, digital transformation and sustainability. We have to make sure we have the necessary expertise to meet our customers' current - and future - demands. A purpose-driven and dynamic learning environment also helps us keep our employees and attract new ones. To nurture this environment, we provide various learning opportunities, such as onboarding programmes, digital training platforms, webinars, skills development days, internal networks and inspirational talks.

All employees have regular performance reviews with individual skills development and career planning. To ensure all employees have the necessary competencies to work in certain customer assignments, we have tailormade learning programmes for major customers. There are also specific talent development programmes where we educate and support talents, helping them to become our next generation of leaders. We measure learning in our employee survey and the score remained strong in 2024.

Employee survey	2024	2023	2022
Learning and development: At Aleido, I have opportunities to grow through learning and development	79 %	76 %	74 %
Learning and development[1]**:** Aleido is committed to learning and development	78 %	n/a	n/a

1) Question added to employee survey in 2024.

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Equality, Diversity, and Inclusion

We're committed to fostering a diverse and inclusive workplace, certain that varied perspectives enrich our environment and enhance customer solutions. Our Code of Conduct and Diversity & Inclusion Policy explicitly prohibit any form of discrimination based on background, religion, disability, sexual orientation, gender identity, or any other physical or social factors. Furthermore, employees may not engage in any form of behaviour that could be perceived as offensive, threatening or degrading, including any form of unwanted attention of a sexual nature.

Embrace different perspectives is one of our value principles, and we actively promote diversity through broad advertising, non-biased recruitment practices, and efforts to increase female representation in male-dominated fields.

No discrimination cases were reported in 2024 through our standard processes or whistleblowing system.

Gender split[1]

	Women	Men
All employees	43	57
Managers	43	57
Group Management	33	67
Board of Directors		100

0% 20% 40% 60% 80% 100%

■ Women
■ Men

Age split[1] (%)

■ < 30: 15 (14)
■ 30-50: 59 (65)
■ > 50: 25 (21)

Employee survey	2024	2023	2022
Equal opportunities: We have equal opportunities in my team irrespective of gender, ethnicity, age, etc.	83 %[2]	90 %	90 %

1) 31 December 2024
2) In 2024, the employee survey score for equal opportunities was 83% (90% in 2023 and 2022). The drop was driven by fewer top ratings across all markets. The score rebounded to 91% in Q1 2025.
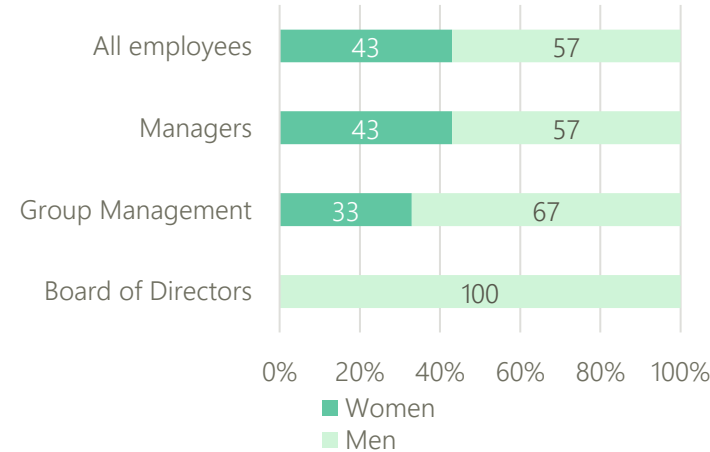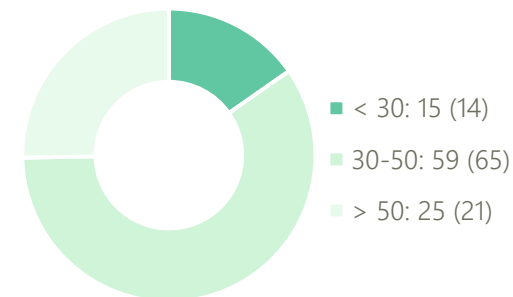
ALEIDO

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Health and wellbeing

At Aleido, we prioritise employee health and wellbeing and work proactively in line with our Health and Wellbeing Policy. Health initiatives include wellness contributions, inspirational lectures and movement challenges.

Our Remote Work Policy promotes flexibility, acknowledged for its positive impact on work-life balance and productivity, although we remain mindful of potential challenges such as reduced social interaction. To support remote work, we offer contributions for IT and home office equipment.

Our employee survey reflects high satisfaction with work-life balance and supportive management. We assess our working environment regularly through physical inspections and dialogues with employees in connection with performance reviews, department meetings, and employee surveys. Ensuring workplace safety extends to our customers' sites, governed by internal guidelines and agreements to maintain a safe environment.

Employee survey	2024	2023	2022
Health & wellbeing: At Aleido, we promote health and wellbeing.	84 %	86 %	85 %
Health & wellbeing: I feel encouraged in achieving a good work-life balance.	86 %	82 %	80 %
Health & wellbeing: Sick leave[1]	2.2 %	2.9 %	2.4 %

1) Information about sick leave is retrieved from our HR-systems.

SUSTAINABLE OPERATIONS AND VALUE CHAIN

PLANET

To enable a sustainable future, we must learn to live within the limits of our planet. While Aleido's best opportunity to contribute to the transition to a sustainable society is through our customer projects, we actively take steps to reduce the climate and environmental footprint of our own operations and value chain.

Minimise footprint

Aleido is a consultancy organisation, and we therefore have a relatively limited climate and environmental impact within the scope of our own operations and value chain. Our climate and environmental footprint is mainly linked to electricity, heating and cooling in our offices, IT equipment and services, business travel and employee commuting. In light of the above, topics that are material for companies in many other sectors, such as materials, waste, water and biodiversity, are not considered material topics for Aleido.

We have a Climate and Environmental Policy that includes our effort to minimise the footprint of our own operations and value chain. Our prioritised areas are:

- Reduce value chain emissions
- Shift to renewable energy
- More circular business operations

Target	Result
Halve value chain emissions by 2030 and be net-zero no later than 2040 (base year 2019).	Emissions have been reduced by 42% compared to 2019.

Science Based Targets

Proposed climate targets for validation was submitted to the Science Based Target Initiative for Semcon Group, including Aleido's operations, in 2022. Since Aleido was separated from Semcon Group in 2023, Aleido has committed its climate targets to the Science Based Target Initiative in 2024.

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Reduce value chain emissions

Aleido's target is to halve value chain emissions by 2030 and be net-zero no later than 2040 (with 2019 as the base year). These targets were when Aleido was part of Semcon. Semcon submitted climate targets to the Science Based Targets initiative for validation in 2022, including Aleido's operations. As a stand-alone company, Aleido has committed its own climate targets to the Science Based Targets initiative in 2024.

Over the past years, we have taken actions to reduce our emissions linked to business travel and commuting. We have also worked to reduce the climate and environmental impact of purchased goods and services. Our major sources of emissions are linked to employee commuting, business travel and electricity, heating and cooling.
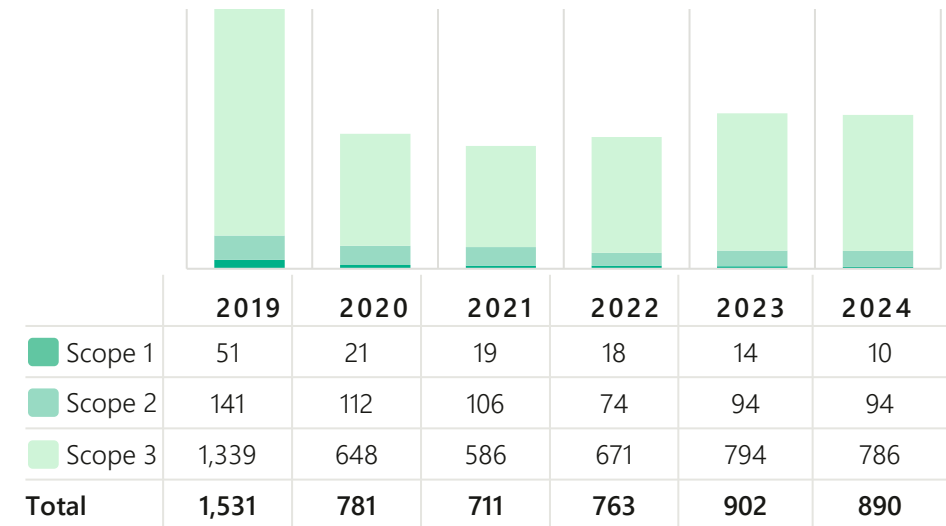
We cannot decide how our employees commute to and from work, but we can choose where we locate our offices and nudge our employees in the right direction to facilitate climate-friendly choices. As an international company with offices, colleagues and customers in several countries, we need to travel to meet in person now and then.

While we cannot cease with business trips completely, we can travel more responsibly which means that trips shall be made on a need basis only and with the travel mode that has the lowest environmental impact. Our Remote Work Policy enables most of our employees to split their time between the office, customer sites and home or any other preferred location which has proven to have a positive impact on emissions related to employee commuting.

Aleido's emissions have decreased by 42% since 2019 (the base year). While we see a reduction of all emission categories in all three scopes, the main reductions are linked to employee commuting and business travel. Underlying factors include new commuting and business travel patterns, as well as a transition to electric and hybrid vehicles. As expected, our total emissions have increased from 2021 as commuting and business travel have increased after the pandemic, but these categories still remain at low levels compared to 2019.

A complete specification of our Scope 1, 2 and 3 emissions for 2020-2024, including our emission intensity ratio, is shown on page 45.

Emissions[1] 2019-2024 (tCO2$_e$)

	2019	2020	2021	2022	2023	2024
■ Scope 1	51	21	19	18	14	10
■ Scope 2	141	112	106	74	94	94
■ Scope 3	1,339	648	586	671	794	786
Total	**1,531**	**781**	**711**	**763**	**902**	**890**

Scope 3 emissions[1] 2024 (tCO2$_e$)

- ■ Purchased goods and services: 27
- ■ Capital goods: 32
- ■ Fuel and energy-related activities: 35
- ■ Waste: 4
- ■ Business travel: 165
- ■ Employees travel to and from work: 522
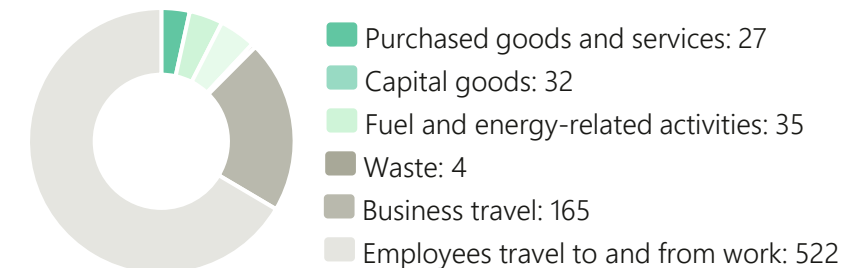
1) Since 2021, we calculate our Scope 1, 2 and 3 emissions in line with the GHG Protocol including a retroactive calculation of our climate data for 2019-2020.

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SUSTAINABLE OPERATIONS AND VALUE CHAIN

Emission reduction initiatives

We take various actions to reduce our Scope 1, 2 and 3 emissions, including:

- Policy for Remote Work
- Business Travel Policy with requirements on low-emission business travel
- Shift to renewable energy
- Company Car Policy only allows electric and, on a need basis, hybrid cars
- Energy-efficient IT hardware & take back programme for IT equipment

Shift to renewable energy

For several years, offices in environmentally certified buildings have been a prioritised matter for Aleido, with the aim of ensuring clean energy and state-of-the-art energy efficiency solutions. Our emissions linked to electricity, heating, and cooling are included in our Scope 2 emissions, as further deta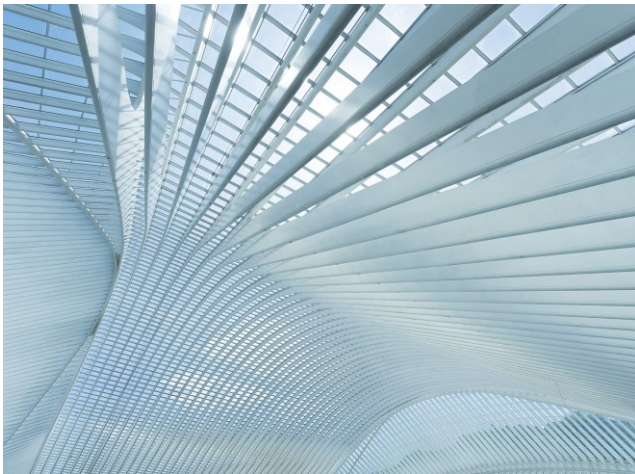iled on pages 24 and 45-46. A complete specification of our energy consumption during 2019-2024 together with information on our energy intensity ratio is provided on page 47.

More circular business operations

At Aleido, we strive to work towards more circular business operations based on the principles of reduce, repair, reuse and recycle. As a consultancy company, our purchases are limited and mainly include IT equipment, mobiles, furniture and general offices supplies. We buy high-quality furniture, and we strive to refurbish and reuse old furniture within our operations. Laptops and other IT equipment that are no longer in use within Aleido are sold to a trusted partner through a take back program, where such equipment is refurbished and sold on to second-hand users. If the equipment has reached end of life and cannot be refurbished and reused, it is instead shipped to a credible recycling partner who ensures that the equipment is recycled through environmentally certified recycling methods. Other types of hazardous waste, such as batteries and lightbulbs, are sent for specific recycling of hazardous waste.

In addition to the above, each office is expected to ensure recycling of materials such as paper, food leftovers, glass, batteries, plastics, and packaging materials to the greatest extent possible, subject to limitations in local waste handling. Waste-related emissions are covered by our Scope 3 calculations (see pages 24 and 45-46). Adequate recycling opportunities are one of the criteria considered in connection with the rental of new premises.

According to our Purchasing Policy, everyone at Aleido who is authorised to make purchases should purchase environmentally certified products and services, provided that such environmentally certified alternatives are reasonably priced and satisfy functional specifications. If no environmentally certified products and services are available, the most eco-friendly alternative that is available considering the aforementioned criteria should be chosen.

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SUSTAINABLE OPERATIONS AND VALUE CHAIN

PRINCIPLES

Ethical business conduct is not only the right thing to do – it is also good for our business and a prerequisite for our strong reputation. Responsible business practices create trust in relation to business partners and help us attract and retain the best people.

Ambition	Result
It follows from Aleido's Code of Conduct that we do not tolerate any forms of corruption.	No cases of corruption were reported in 2024.

Ethical business conduct

Ethical business conduct is embedded into our strategy, and we compete fairly, on the merits of our services and solutions. To safeguard our brand and reputation, we place high demands on ethical business conduct for ourselves as well as our suppliers, customers and other business partners. By implementing strong security practices, we take the necessary precautions to protect our own as well as our partners' and employees' confidential information and personal data. And we strive to further improve our due diligence practices to ensure that we work with the right suppliers and customers.

In our effort to drive ethical business conduct throughout our own operations and value chain, we prioritise the following areas:

- Anti-corruption & fair competition
- Privacy & IT security
- Responsible sourcing
- Responsible sales

ALEIDO

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Anti-corruption & fair competition

At Aleido we compete on the merits of our services and solutions. In line with our Code of Conduct, we do not accept corruption and anti-competitive practices. We evaluate our risks related to business ethics on a regular basis as part of the risk assessment process, including country and sector-specific risks, see page 36. As an international group, we have operations, customers, suppliers and other business partners in certain countries where there is an elevated risk of corruption, including China and Hungary.

General training programmes in business ethics-related issues with a specific focus on anti-corruption and fair competition are held to ensure that our employees have adequate awareness of internal requirements and their purpose. In addition, in-depth training in anti-corruption and competition law is provided for certain functions and countries where the risks are higher. The same requirements and guidelines that apply to Aleido's employees also apply for our subconsultants, something which is secured through our subcontractor agreements that includes a commitment to adhere to our Code of Conduct.

In countries where we have identified higher risks for corruption, we take additional precautions, including more restrictive authorisation rules. Auditors perform regular check-ups of agreements and other relevant documentation to confirm that the authorisation rules are followed.

No incidents of corruption or unfair competition were reported through our whistleblower function or via our internal channels in 2024.

Privacy & IT security

Aleido handles confidential information from various stakeholders, as well as personal data including employee, subconsultant, supplier and customer personal data.

Aleido has several policies within the privacy field, including an employee privacy policy (which also covers subconsultants), a candidate privacy notice, and privacy policies for our whistleblowing function.

We hold regular trainings on information security and data privacy-related matters and have processes and internal requirements and adequate controls in place with the aim to ensure that confidential information, trade secrets and personal data are managed in accordance with applicable laws, agreements and guidelines. All employees have confidentiality undertakings in their employment contracts, which cover all types of confidential information including personal data, and which also apply following the completion of assignments and when their employment has terminated.

Aleido has internal IT security requirements and guidelines for the Group's and its suppliers' IT environment and conducts penetration tests on a frequent basis and acts on these to strengthen its protection. Furthermore, we work actively to evaluate and test internal security systems in respect of, for

ALEIDO

SUSTAINABLE OPERATIONS AND VALUE CHAIN

example, ransomware attacks and to increase employee awareness of IT-related threat scenarios. Actual and potentially critical IT incidents are managed within the framework of Aleido's crisis management process for IT and security incidents. In addition, Aleido's IT systems are evaluated by our customers on a frequent basis in order to ensure compliance with our internal security requirements, usually in accordance with ISO 27001.

When procuring IT systems, supplier evaluations are conducted that include checks for relevant certifications. Together with Aleido's legal function, an assessment is conducted of whether separate supplemental agreements are necessary for more stringent IT security requirements and the processing of personal data.

Responsible sourcing

Aleido's supply chain is limited and consists of subconsultants, landlords and suppliers of cars, furniture, equipment, IT equipment, consumables, etc. We generally use local suppliers in the countries where operations are conducted.

It follows explicitly from Aleido's Code of Conduct that it applies to, and must be applied in relation to, Aleido's suppliers and subconsultants. In line with our internal guidelines, our Code of Conduct shall be included in all subconsultant and supplier agreements, but exceptions may be made in individual cases if special circumstances prevail.

In respect of major international suppliers where Aleido has no realistic possibility of including Aleido's Code of Conduct in the supplier agreement, the supplier's code of conduct can be assessed to ensure that it, in all significant respects, corresponds with Aleido's Code of Conduct, in relation to climate and environmental aspects, fair working conditions and labour rights and business ethics. As a small player with many large international companies as suppliers of standard goods or services such as leased cars, laptops, mobiles and other IT equipment, we do not have the possibility to perform audits of all these suppliers to evaluate potential risks throughout their supply chains but need to rely on an assessment of the credibility of these suppliers or, as the case may be, the manufacturers' policies and due diligence programmes.

In addition to the above, Aleido has a Purchasing Policy, including additional specific guidelines for those who are authorised to make purchases.

Responsible sales

Aleido has identified certain sectors and activities where there is a risk that Aleido could be involved in projects that contribute to negative impacts on the climate and environment, human rights or which may otherwise be considered controversial from an ethical perspective. Such assignments shall be evaluated by an ethical committee, which consists of the Group Management, including the Chief Sustainability Officer. During 2024, two cases were formally evaluated by the ethical committee.

Whistleblowing function

Aleido has a whistleblower policy and a whistleblowing function publicly available on its website where employees, customers, suppliers, other business partners or third parties can report suspected breaches of applicable laws, violations of Aleido's Code of Conduct and any other material irregularities that they are reluctant to report via our regular channels. Information is submitted to the whistleblowing function using an online tool and is completely anonymous. No cases were reported via the whistleblowing function in 2024.

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SUSTAINABLE PROJECTS

Aleido's expertise can contribute to the transition to a net-zero and circular society and improve people's lives. We take steps to integrate sustainability aspects into our customer projects and strive to maximise our positive impact. By supporting customers in projects that contribute to UN's Sustainable Development Goals, we strive to make a difference – to people and our planet. This is Aleido's handprint.

Maximise our handprint

Today, sustainability is no longer an option – it is a business necessity. Aleido's service offering ranges across the product value chain and includes expertise in sustainable product design for serviceability, after-market optimisation, digitalisation of work-flows and much more. We have the possibility to help companies to address sustainability-related risks and oppor-tunities. To what extent we can influence our customers' sustainability journeys depends on factors such as company size, type of assignment, sector, and customer maturity level.

As part of the EU Green Deal, there is increasing legislative pressure within the EU to drive the shift to a net-zero and circular economy as well as stronger protection for human rights throughout global supply chains. Existing and upcoming legislation such as the Corporate Sustainability

Reporting Directive (CSRD), and the EU Corporate Sustainability Due Diligence Directive (CSDDD) oblige companies to perform due diligence and be fully transparent about their environmental as well as social footprint. Moreover, the Eco-design for Sustainable Products Regulation (ESPR) forces companies to use eco-design practices in their product development and to have digital product passports for almost all types of products. The latter include information on how products can be repaired, maintained, and upgraded as well as information about their climate, environmental, and social footprint.

This transition offers significant business opportunities for us at Aleido as well as an opportunity for our employees to participate in interesting and purposeful projects.

ALEIDO

SUSTAINABLE SOCIETY

At Aleido we want to support the shift towards a better society. In addition to many customer assignments that contribute to a sustainable society we have implemented local pro-bono programs where we support non-profit organisations' important work. And we will partner with like-minded partners to strengthen our contributions even further.

CSR PROGRAM AND OTHER SOCIAL ACTIVITIES

At Aleido, we want to be involved and take responsibility in all markets where we conduct operations. Our local management teams drive local CSR programs and activities where employees contribute with knowledge and commitment to local CSR projects that contribute to the UN Sustainable Development Goals. We strive to find pro-bono projects for local non-profit organisations where our employees can contribute with their relevant expertise, but we also participate in initiatives with local charity organisations. (Examples shown in images below.)

MATERIALITY ASSESSMENT AND STAKEHOLDER DIALOGUE

At Aleido we assess our sustainability-related risks and opportunities together with relevant stakeholders, to identify our material risks and opportunities. All with the ambition to ensure that we can address our material risks in a responsible manner, while at the same time acting on our sustainability-related opportunities.

Materiality assessment

Our process to identify our material topics include the following actions: (i) understand Aleido's context; (ii) identify actual and potential impacts; (iii) assess the significance of the impacts; (iv) prioritise the most significant impacts. We have taken the first steps to perform a double materiality analysis where we assess Aleido's actual and potential negative regulatory, and positive impact on the world (outward impact) as well as how the world affects Aleido from a financial and other perspectives (inward impact).

Our process to understand Aleido's sustainability context includes a yearly assessment of key societal trends linked to political, economic, social, technological, regulatory, and climate and other environmental factors that can potentially affect Aleido's business operations, from a risk as well as an opportunity perspective.

GRI-topics that are relevant for our business operations as well as additional company-specific topics that have been identified through the above macro analysis are used as the basis for our materiality assessment. Together with internal and external stakeholders and relevant subject matter experts, we assess Aleido's actual and potential positive and negative impacts linked to the identified topics. The significance of the actual and potential impacts are assessed through numeric indicators for scope, scale and irremediability. Furthermore, for potential negative and positive impacts, likelihood, time perspective (short, medium and long-term perspective) as well as potential negative or positive financial impact (low, medium or high) are assessed. Based on the results, we have identified material topics for Aleido.

We have clustered the material topics into four strategic focus areas – attractive & responsible employer, minimise footprint, maximise handprint and ethical business conduct. The material topics serve as the foundation for our internal and external sustainability agenda, see "Our approach to sustainability" on pages 12-14. Aleido has targets and roadmaps to address its material topics, see pages 12-14 and 17-30.

1) Offering-specific

Attractive & responsible employer

- Attraction & retention
- Health & wellbeing
- Diversity & inclusion
- Learning & development

Minimise footprint

- Reduce emissions
- Renewable energy

Maximise handprint

- Economic performance
- Sustainable services and solutions[1]

Ethical business conduct

- Anti-corruption & fair competition
- Privacy & IT security
- Responsible purchasing

ALEIDO

MATERIALITY ASSESSMENT AND STAKEHOLDER DIALOGUE

Stakeholder dialogue

We engage in regular dialogues with our shareholders, employees, customers, business partners and other stakeholders to understand which sustainability-related topics they consider material for Aleido.

The stakeholders have been selected to ensure that we can identify our potential and actual positive and negative impact throughout our entire value chain and include our owners, employees, customers, suppliers and other business partners. Dialogues with our stakeholders are conducted on many levels and through many types of activities through-out our business operations as further detailed in the table. The views of our stakeholders serve as input in our process to decide Aleido's material topics as described on page 31.

Stakeholders	Dialogue	Purpose
Shareholders	• Board meetings • Business review meetings • Shareholder meetings	Identify and decide on strategic direction, risks and opportunities, material sustainability topics etc.
Employees	• Employee engagement surveys • Internal communication channels • Career & Development Dialogues • Department meetings • Skills Development Days & training • Networks • Management and employee dialogues • Stakeholder survey	Identify and address employees' expectations of Aleido, including actual and potential negative and positive impacts linked to working conditions, learning and development, health and wellbeing, diversity and inclusion, discrimination and harassment, customer offerings, etc.
Customers	• Customer surveys • Customer projects and meetings • Customer events and workshops • Sales meetings • Supplier assessment questionnaires & dialogues • Supplier meetings	Identify and address our customers' expectations and requirements of Aleido's internal sustainability agenda (i.e. in our own operations and value chain) and external sustainability agenda (i.e. how we can support our customers' sustainability journeys).
Other business partners	• Cooperation projects • Membership meetings • Seminars	Identify and address joint opportunities to drive change in customer projects or in society.
Suppliers	• Purchasing dialogue • Supplier assessments	Identify and address actual and potential negative and positive impacts in the supply chain linked to human rights, climate and environment, and business ethics.

ALEIDO

GOVERNANCE STRUCTURE

To be a trusted partner to our customers and an attractive employer, we strive to integrate sustainability into our strategy and culture. One part of that is to have a credible governance structure to ensure that sustainability risks and opportunities are addressed from the top.

Governance structure

The Board of Directors has the overall responsibility for ensuring that Aleido has a sustainable strategy with relevant targets, that is aligned with applicable laws and regulations and selected standards. The responsibility for developing and proposing updates of Aleido's strategy, sustainability targets, purpose, values and mission statements, Code of Conduct, etc. is delegated to the CEO and material revisions thereof shall be evaluated together with, and approved by, the Board. The CEO is supported by Aleido's Chief Sustainability Officer, who reports directly to the CEO, as well as other parts of the organisation, see page 35.

Aleido has an internal sustainability agenda, addressing material sustainability topics and targets linked to its own operations and value chain, see pages 17-28, and an external sustainability agenda addressing material sustainability topics linked to its customer offerings and projects, see page 29. The CEO and Group Management have the overall responsibility for Aleido's internal sustainability agenda and for ensuring that set targets are met. Furthermore, the

CEO and Group Management are responsible for integrating relevant sustainability aspects into the business plans.

The size of Aleido allows the Board members to have a good overview of all topics, and except for the Audit and Renumeration Committees, the Aleido Board does not have any specific committees. Sustainability-related risks are included in Aleido's overall risk assessment process, as

further detailed on page 36, and assessed by the Audit Committee. The Board is updated on a regular basis on the progress of Aleido's internal sustainability agenda by the CEO and/or the Chief Sustainability Officer. The external sustainability agenda is integrated into Aleido's ordinary business development process and business plans, which are presented to the Board of Directors and assessed in review meetings.

Board of Directors

CEO

Group Management

External requirements and commitments

Laws and regulations
(Annual Accounts Act, EU Taxonomy, CSRD, CSDDD)

UN Global compact's 10 principles

UN Agenda 2030

Standards (GRI, UNGPs, ISO)

Science Based Target initiative

Sweden

Germany

Hungary

China

UK

Learning Solutions

Internal governance

Code of Conduct (and related policies), Whistleblowing Policy, Authorisation Policy, Information Security Policy

Processes, trainings, management system (ISO 9001 and 14001)

Audit Committee, other internal and external audits and follow-ups

ALEIDO

GOVERNANCE STRUCTURE

Policies, processes and follow-up

Aleido's Code of Conduct applies for all companies within Aleido Group and has been adopted by the Board of Directors. It includes a reference to the UN Global Compact and covers commitments linked to non-discrimination, zero tolerance for forced labour and child labour, freedom of association, fair working hours and compensation, health, safety and wellbeing, anti-corruption, fair competition, anti-money laundering and environmental sustainability.

The Code of Conduct is publicly available on Aleido's website and complemented with various other external and internal topic-specific policies which have been approved by Group Management. It applies for all employees, subconsultants, suppliers, customers and other business partners (see page 28). Our employment agreements include the Code of Conduct, and relevant training is included in the onboarding process for new employees as well as in connection with business ethics and other training.

All employees must adhere to the requirements set out in the Code of Conduct as well as the requirements in all other policies. They are encouraged to report any deviations or violations thereof through Aleido's internal reporting processes or, if no other option feels comfortable, through Aleido's whistleblowing function which is available for employees as well as third parties on Aleido's website. See page 28 for further information.

On the next page, see a short description of the actions we take to manage our material topics.

Aleido Group Policies
- Code of Conduct
- Purchasing policy
- Quality Policy
- Information Security Policy
- Privacy policies
- Diversity and Inclusion Policy
- Health & Wellbeing Policy
- Whistleblowing Policy
- Crisis Management Policy
- Business Travel Policy
- Climate & Environmental Policy
- Communication Policy

ALEIDO

GOVERNANCE STRUCTURE

Material topics & targets	Impacts	Policies	Governance, processes, training & follow up	Operational responsibility	Actions & more info
Maximise handprint • Economic performance • Sustainable services and solutions Ambition: page 14	Actual and potential positive impact: Customer assignments, where Aleido supports its customers: (i) with solutions for more sustainable value chains; and (ii) in their climate transition and circular business operations. Potential negative impacts: Customer assignments can have a material negative impact on people/human rights and/or climate/environment.	• Climate & Environmental Policy	• Business Plan process • Business review meetings (opportunity mapping) • Risk assessment process • Audit committee (risk mapping) • Responsible sales process • Sustainability e-learning	CEO	Pages 12-16, 29, 33-38
Attractive & responsible employer • Attraction & retention • Diversity & inclusion • Learning & development • Health & wellbeing Targets and outcome: page 14	Actual positive impacts: Many of our employees can participate in purposeful and important assignments and all employees have the possibility to continuous learning and development. Potential negative impacts: Risks for discrimination and harassment, ill health due to stress and poor work-life balance exists in all types of organisations.	• Code of Conduct • Health & Wellbeing Policy • Diversity & Inclusion Policy • Whistleblowing Policy • Employee privacy policies • Policy on Remote Work	• Risk assessment process • Audit committee (risk mapping) • Management system • Internal audits • Employee onboarding • Employee engagement surveys • Career & Development Dialogue • Management and employee dialogues	Legal HR	Pages 12-16, 17-22, 33-38 and 44
Minimise footprint • Reduce emissions • Renewable energy Targets and outcome: page 14	Actual negative impact: Emissions linked to Aleido's business operations e.g. energy usage, business travel, commuting, purchase of goods and services, capital goods etc.	• Code of Conduct • Climate & Environmental Policy • Policy on Remote Work • Business Travel Policy	• Risk assessment process • Audit committee (risk mapping) • Management system • Emission end energy reporting • Employee commuting survey • ISO 14001 audits (HQ)	Finance Sustainability Purchasing	Pages 12-16, 23-25, 33-38 and 45-47
Ethical business conduct • Anti-corruption & fair competition • Privacy & IT security • Responsible purchasing Ambition: page 14	Potential negative impacts: Risks for corruption, unfair practices, human rights violations in global supply chains, privacy breach and cyberattacks exists in all types of organisations.	• Code of Conduct • Authorisation Policy • Privacy policies • Whistleblowing Policy • Purchasing Policy • Information Security Policy	• Risk assessment process • Audit Committee (risk mapping) • Management system • Authorisation processes • Internal and external audits • Supplier SAQ and follow-up • Business ethics and GDPR training • IT security stress tests	Finance Legal Purchasing Sustainability IT department	Pages 12-16, 26-28, 33-38

ALEIDO

RISK AND OPPORTUNITY ASSESSMENT

At Aleido we take a precautionary approach and assess our sustainability-related risks and opportunities from an outward perspective – the negative and positive impacts that Aleido's business operations have on people and our planet, as well as an inward perspective – how various sustainability-related risks and opportunities impact Aleido's business operations.

Risk management process

Sustainability-related risks are included in Aleido's ordinary risk assessment process. Risks are assessed including risks on a macro level (including political, climate and environmental, technological and regulatory) and micro level (compliance, competition, customers, suppliers, employees, health, safety and work environment, finance, assets, legal, quality, IT and sustainability). All identified actual and potential risks are subject to a materiality analysis where likelihood, conse-quence and risk level are identified. Moreover, the time frame of each identified risk is considered as well as mitigation activities. Risks that have the potential, alone or in combi-nation with other risks, to have a material adverse effect on Aleido from a business, financial, reputational, legal or technological perspective are categorised as material risks. The risk assessment is performed every year.

In addition to the general risk assessment in our risk assessment process, we perform a more detailed breakdown of our climate-related risks and opportunities on a yearly basis to assess actual and potential climate-related risks and opportunities, including time horizon and negative and positive financial impact. Our climate-related risks are divided into transitional climate risks and physical climate risks.

Transitional climate risks include technology, legislation, market and reputational risks. Physical climate risks include both acute physical risks, such as extreme weather events, and chronic physical risks, such as changing weather patterns, rising mean temperature and sea level rise. While Aleido is exposed to several climate-related risks, as further specified on page 38, such risks also offer significant business opportunities for Aleido.

Scenario analysis

Aleido has not performed an in-depth scenario analysis, but we have performed a basic assessment of how our business operations could be affected by rising global temperatures of up to 2°C. Whereas our physical risks are considered manageable, Aleido has transition-related risks, as further specified on page 38. Escalating global warming, over-consumption of natural resources and biodiversity loss in combination with a disruptive technology landscape are likely to have significant consequences for our customers in a medium to long-term perspective. It is important for Aleido to keep up with this development and to make necessary investments to remain relevant as a supplier.

ALEIDO

RISK AND OPPORTUNITY ASSESSMENT

Sustainability-related risks and opportunities

Below is an overview of Aleido's actual and potential negative and positive impact on the world (outward impact) as well as how the world affects Aleido from a financial and other perspectives (inward impact), extracted from Aleido's risk assessment process.

	Risks	Mitigations	Opportunities
Financial & business	• Disruptive market related to digitalisation and sustainability. Failure to adapt to technological and sustainability-related trends or to integrate sustainability into strategy and culture can cause a loss of customers and new business opportunities. • Lack of, and difficulty to recruit, employees with critical expertise.	• Increased focus on adapting our customer offering and increasing expertise within technology and sustainability, including integration of technology and sustainability into our customer offerings and technology and sustainability trainings for employees. See page 29. • Focus sustainability training and engagement, learning and development agenda, a flexible workplace, employee engagement activities and more. See pages 17-22.	• Support customers with our combined expertise within learning solutions, aftermarket information, digitalisation and sustainability. See page 29. • Robust and integrated sustainability agenda as a tool to attract and retain talents.
Climate & environment	Climate and environmental footprint in Aleido's own operations and value chain.	Aleido has set 2030 targets and has committed its proposed climate targets to the Science Based Targets initiative in 2024. We have identified activities to reduce emissions in line with set targets. See table on climate related risks and opportunities on page 38 and pages 23-25.	Support customers in their transition towards net-zero and circular business operations. See table on climate related risks and opportunities on page 38 and page 29.
Employees', social & human rights	• Health and wellbeing risks linked to consultancy role. • Negative human rights impact in the supply chain.	• Policy for Remote Work to enable better work-life balance and many other activities to promote employee health and wellbeing, see page 22. • Responsible sourcing programme to prevent and mitigate negative human rights impacts in our supply chain. See page 28.	Support customers in implementing employees', social and human rights programmes through learning solutions. See page 29.
Compliance & business ethics	• Corruption, specifically in countries with high risk for corruption. • Loss or leakage of personal and/or confidential information data due to cyberattacks.	Compliance programme for anti-corruption and data protection, including specific controls for high-risk countries, and strong focus on IT security controls. See pages 26-28.	Support customers in implementing compliance and business ethics programmes through learning solutions. See page 29.

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RISK AND OPPORTUNITY ASSESSMENT

Climate-related risks and opportunities

Below is a more detailed overview of Aleido's main climate-related risks and opportunities (inward impact).

1) Short> 1 year, Medium 2-5 years, Long > 5 years

Risk categories	Risks	Time S/M/L[1]	Mitigations	Opportunities
Transition risks				
Technological The technological and digital landscape is disruptive and highly interconnected with the climate transition and transition to a circular economy.	Failure to adapt to technological and sustainability-related trends or to integrate sustainability into strategy and culture can cause a loss of customers and new business opportunities. Lack of, and difficulty to recruit, employees with the right expertise can cause loss of customers and lost opportunities.	S	Increased focus on accelerating our sustainability agenda and offering, including integrating sustainability into our customer offering, sustainability training for employees and extensive employee engagement activities. See pages 17-29.	Further develop combined expertise within learning solutions, aftermarket information, digitalisation and sustainability. See page 29. Robust and integrated sustainability agenda as a tool to attract and retain talents.
Market Disruptive market. Companies are affected by several interconnected risks including, geopolitical challenges, inflation, shortage of clean energy, natural resources, etc.	Failure to adapt our offering to new market conditions can cause a loss of customers, assignments and new business opportunities.	M	Same as above. See page 29.	Support customers in their transition towards net-zero and circular business operations. See page 29.
Legal A rapidly increasing regulatory landscape specifically on the EU level pose a regulatory burden on companies.	Failure to address compliance-related risks linked to non-financial reporting and due diligence can lead to fines and lost business opportunities.	M	Prepare for new legislation such as CSRD e.g. through education and networks. Basic training for Aleido's employees to ensure that we understand our customers' regulatory risks.	Support customers with sustainability-related matters e.g. Product Passport information and learning solutions related to regulations such as, for example, CSRD. See page 29.
Reputational Failure to meet climate targets can have a negative reputational effect.	Failure to cut emissions in line with set targets or to deliver on high sustainability profile can have a negative reputational impact.	M	Climate targets to be validated against the Science Based Target initiative. Initiatives to reduce Aleido's climate and environmental footprint, see pages 23-25.	A robust and integrated internal and external climate agenda increases our credibility as a supplier. See pages 23-25.
Physical risks				
Acute risks Global warming has increased the likelihood for extreme weather events and natural disasters.	Aleido's risks due to extreme weather events and natural disasters are limited. We rent all offices, and the COVID-19 pandemic has shown that we can perform work remotely.	L	Integrate climate and other environmental aspects into our customer offering.	Support customers in their climate change mitigation and climate change adaptation activities. See page 29.
Chronic risks Global warming causes long-term shifts in climate patterns.	No specific risk identified that is not already covered by acute risks.	N/A	Integrate climate and other environmental aspects into our customer offering.	Same as above.

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NOTES

These notes include additional information, which is not included elsewhere in this Sustainability Report.

ABOUT THE SUSTAINABILITY REPORTING

Aleido's sustainability reporting is published annually, and this report covers the period from 1 January 2024 to 31 December 2024. The 2024 Sustainability Report was published on 19 June 2025. The preceding report covered the period 1 January 2023 to 31 December 2023 and was published on 14 May 2024. The sustainability reporting period is aligned with the financial reporting. All Aleido Group companies are included in the reporting, refer to the list of entities on page 48. The financial information included refers to consolidated Aleido Group figures (same entities as in the sustainability reporting). Additional financial information is consolidated in Ratos AB (publ.)'s Annual and Sustainability Report 2024.

Aleido's 2024 Sustainability Report has been prepared in accordance with the Global Reporting Initiative's Sustainability Reporting Standards (GRI 2021), see GRI index on pages 49-51. The 2024 Sustainability Report further meets the requirements of the Swedish Annual Accounts Act, see index on page 52.

The Sustainability Report has been reviewed by Group Management but not by external auditors. The point of contact for the sustainability reporting is Chief Sustainability Officer Åsa Furnander at asa.furnander@aleido.com.

GOVERNANCE, STRATEGY, POLICIES ETC.

NOTE 1
Composition, nomination and selection of the highest governance body
Aleido's Board of Directors has been composed considering the candidates' qualifications to ensure that the combined expertise and experience of the Board align with the needs of Aleido. To support the company's future growth and development, different stakeholder views are represented on the Board, including the views of shareholders, customers and employees. The nomination process further takes aspects such as diversity and independence into account. That Board members also sit on the boards of other Ratos group companies is considered a strength and is in line with Ratos' strategy to enable independent companies to excel by being part of a larger context, where synergies, knowledge and experience are shared across companies.

NOTE 2
Evaluation of performance of the highest governance body
In the Ratos Group, boards of subsidiaries are evaluated on a yearly basis and the evaluation covers sustainability governance matters. The evaluation is internal.

NOTE 3
Policy commitment and implementation
Aleido's relevant policies are listed on pages 34-35. Further details on the Code of Conduct and related policies are provided on page 34 and further explained on pages 21-22 (employees), pages 23-25 (climate and environment) and pages 26-28 (business ethics). The Code of Conduct, the Climate & Environmental Policy, the Whistleblowing Policy and some Privacy policies are publicly available on Aleido's website - www.aleido.com - and all other policies are available on Aleido's intranet. New and updated policies are communicated to our employees through various internal communication channels, and new and updated policies that cover business partners are communicated to such business partners through relevant forums depending on the type of business partner.

NOTE 4
Remediation process
Aleido´s Code of Conduct outlines principles and guides within human rights and labour issues. If it can be established that our activities have caused or contributed to any severe negative human rights impacts, we will engage in a remediation process with the aim to solve such matter in a responsible manner.

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GOVERNANCE, STRATEGY, POLICIES ETC.

NOTE 5
Communication of critical concerns
Critical concerns that are reported through Aleido's whistleblowing function (page 28), or through any other channels, are reported to the Chair of the Board and are addressed at the subsequent Board meeting, or if needed, through an extraordinary Board meeting. No critical concerns linked to potential or actual negative impacts on stakeholders have been reported to the Board during 2024.

NOTE 6
Remuneration
Board of Directors
Board members who are external to the Ratos Group are remunerated based on a fixed annual board fee, while board members who are employed by the Ratos Group do not receive compensation for board work in Aleido. Renumeration to external Board members is decided by Ratos. For information about the members of Aleido's Board of Directors, see page 54.

CEO and other senior executives
According to the terms of the CEO's employment contract, the period of notice is six months if termination of employment is initiated by Aleido. If the CEO resigns, the period of notice is six months. A bonus may be paid in accordance with the rules established by the Board, which has been set at a maximum of six times the fixed monthly salary.

The variable cash remuneration is linked to pre-determined and measurable criteria. They consist of individualised quantitative goals, linked to operating result and cash flow. The criteria shall be designed to contribute to the group's business strategy and long-term interests, including its sustainability, by for example being clearly linked to the business strategy or promote the executive's long-term development. The Board has the right to deviate from the guidelines if there is just cause to do so in special circumstances. The CEO is entitled to a retirement benefit in the form of a pension scheme in accordance with ITP plan in Sweden. Benefits concerning company cars and health-care are included in the benefits of the CEO.

"Other senior executives" refers to the other members of Aleido's Group Management (six in 2024). Other senior executives are in addition to a fixed monthly salary entitled to bonus based on how well the business meets its targets. The variable cash remuneration is linked to pre-determined and measurable criteria. They consist of individualised quantitative goals linked to operating result and cash flow. The criteria shall be designed to contribute to the group's business strategy and long-term interests, including its sustainability, by for example, being clearly linked to the business strategy or promote the executive's long-term development. The upper limit for bonuses has been set at 4 times the fixed monthly salary. The Board has the right to deviate from the guidelines if there is just cause to do so in special circumstances. The period of notice given to other senior executives is a

maximum of 12 months. In addition, an executive may receive redundancy pay equivalent to six months of salary according to which remuneration from other employment is to be deducted. The pension agreements for senior executives are paid in accordance with the ITP plan in Sweden. Benefits concerning company cars and healthcare are included in the benefits of senior executives. Renumeration to the CEO and senior executives in Aleido is approved by the Chair of the Board.

Annual total compensation ratio
Total cost of highest paid individual (the CEO) and median cost per employee include any cash compensation and pension cost.

	2024	2023
Average full-time employees	818	835
Median cost per employee, SEK k	488	466
Total cost of highest paid individual, SEK M	3 319	2 858
Ratio of highest paid individual to median employee	6.8	6.1

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SUSTAINABLE SERVICES AND SOLUTIONS

NOTE 7

Economic value creation, SEK M

Economic value generated	2024	2023	2022	2021
Revenues and other operating income	759	723	671	628
Economic value distributed				
Operating costs, incl. depreciation/amortisation	-164	-164	-156	-133
Employee wages and benefits	-411	-387	-348	-324
Employer's contribution	-89	-84	-77	-75
Dividend[1]	-90	N/A	N/A	N/A
Interest on loans[1]	-3	-2	N/A	N/A
Income tax[1]	-20	-17	N/A	N/A
Interest on pensions	0	0	0	0
Value of societal investment[2]	N/A	N/A	N/A	N/A
Total economic value distributed	**-755**	**-655**	**-581**	**-532**
Economic value retained	**4**	**68**	**89**	**96**

1) Aleido as a group was legally formed 1 July 2023. Numbers for 2023 refer to full-year. For Dividend, Interest on loans and Income tax, and Value of societal investments, for previous years, please refer to Semcon's Sustainability Report 2022.

2) Value of societal investments for Aleido for the years 2021-2024 have not been possible to account for in this 2024 Sustainability Report. During 2025, reporting mechanisms will be reviewed and assured for Aleido Group.

NOTE 8

EU Taxonomy

As Aleido Group AB is a wholly owned subsidiary of Ratos Ind. AB (with ultimate parent company Ratos AB (publ.)), our report under the EU Taxonomy Regulation (EU 2020/852) is covered by Ratos' EU Taxonomy report (see Ratos' Annual and Sustainability Report 2024).

At Aleido we support our customers in projects covering electrified transport solutions and digitalisation. However, in line with the clarification of the EU Commission[3] that was released in December 2022, we have together with Ratos concluded that the scope for professional services is very limited under the current Delegated Acts of the EU Taxonomy.

1) EU Taxonomy Commission Notice 2023

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EMPLOYEES

Employee data refer to full-time employees at year-end, unless otherwise stated.

NOTE 9
Key figures

Key figures				
	2024	**2023**	**2022**	**2021**
Number of employees at year-end	822	830	818	794
Average number of employees	835	835	803	780
Average age	41	41	42	43
New hires	118	116	203	149
Employee turnover, (%)	14.7	14	21	16
Employee Net Promotor Score, at year-end	44	43	42	36
Sick leave (%)	2.2	2.6	2.4	2.2
Subconsultants, full-time at year-end	32	28	22	21

NOTE 10
Age and gender distribution, headcount

Age distribution	2024			2023		
Distribution in % at year end	Age < 30	30-50	>50	Age < 30	30-50	>50
All employees	16	63	20	14	65	21
Managers	1	72	27	1	74	25
Group Management[1]	-	50	50	-	29	71
Board of Directors[1]	-	33	67	20	20	60
Consultants	18	63	19	16	64	20
Other employees	18	54	28	13	56	31

Gender distribution	2024		2023	
Distribution in % at year end	Female	Male	Female	Male
All employees	43	57	43	57
Managers	45	55	43	57
Group Management	30	70	29	71
Board of Directors	-	100	-	100
Consultants	41	59	41	59
Other employees	74	26	77	23

NOTE 11
Employment, headcount

Average employment time (%)				
	2024	**2023**	**2022**	**2021**
< 1 year	12	14	22	16
1-3 years	26	27	20	23
> 3 years	62	59	58	61

Employees by type of employment, gender and market						
	Permanent		Fixed term		Other forms of employment	
Number	Women	Men	Women	Men	Women	Men
China	31	26	-	-	-	-
Germany	28	51	-	-	-	-
Hungary	114	139	-	-	-	-
Sweden	153	161	4	1	10	9
United Kingdom	20	88	1	-	-	1
Total	**346**	**465**	**5**	**1**	**10**	**10**

Employees by capacity, utilisation rate and gender							
	Full time		Part time		Total		
Number	Women	Men	Women	Men	Women	Men	Total
China	31	26	-	-	31	26	57
Germany	15	38	13	13	28	51	79
Hungary	107	137	7	2	114	139	253
Sweden	159	163	8	8	167	171	338
United Kingdom	16	81	5	8	21	89	110
Total	**328**	**445**	**33**	**31**	**361**	**476**	**837**

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EMPLOYEES

NOTE 12
New hires and employee turnover, headcount

New hires

Number	2024						2023					
	Women		Men		Total		Women		Men		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
China	1	100.0	0	0.0	1	0.8	0	0	4	100.0	4	3.0
Germany	6	46.2	7	53.8	13	11.0	3	33.3	6	66.7	9	6.8
Hungary	14	43.8	18	56.3	32	27.1	21	53.8	18	46.2	39	29.3
Sweden	29	51.8	27	48.2	56	47.5	26	50.0	26	50.0	52	39.1
United Kingdom	8	50.0	8	50.0	16	13.6	6	20.7	23	79.3	29	21.8
Total	**58**	**49.2**	**60**	**50.8**	**118**	**100.0**	**56**	**42.1**	**77**	**57.9**	**133**	**100.0**
Age < 30 years	17	48.6	18	51.4	35	29.7	19	33.9	23	29.9	42	31.6
Age 30-50 years	34	50.7	33	49.3	67	56.8	30	53.6	32	41.6	62	46.6
Age > 50 years	7	43.8	9	56.3	16	13.6	7	12.5	22	28.6	29	21.8

Employee turnover

Number	2024						2023					
	Women		Men		Total		Women		Men		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
China	4	12.3	4	14.3	8	13.2	3	8.3	1	3.4	4	6.3
Germany	4	14.8	11	20.8	15	18.8	3	11.5	3	5.6	6	7.5
Hungary	16	13.9	16	11.6	32	12.6	17	14.9	16	11.8	33	13.2
Sweden	23	14.0	21	12.5	44	13.3	28	17.2	38	22.2	66	19.8
United Kingdom	11	48.9	13	14.2	24	21.1	8	32.0	7	8.1	15	13.5
Total	**58**	**16.1**	**65**	**13.6**	**123**	**14.7**	**59**	**16.2**	**65**	**13.7**	**124**	**14.8**
Age < 30 years	9	14.2	7	11.0	16	12.6	14	23.9	12	22.7	26	23.3
Age 30-50 years	39	16.3	44	14.8	83	15.5	34	14.0	36	12.0	70	12.9
Age > 50 years	10	17.2	14	11.9	24	13.7	11	17.7	17	13.8	28	15.1

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EMPLOYEES

NOTE 13
Freedom of association and collective bargaining

In line with our Code of Conduct, Aleido's employees have the right to join a labour union, as well as the right to refrain from such membership. Aleido does not conduct operations in any country where labour union membership is forbidden or where there is a high risk that union membership does not occur voluntarily. However, there are certain risks connected to the trade unions' independence as well as the possibility of conducting collective bargaining in certain countries where we operate. In 2024, 40 percent of employees were covered by collective agreement. For employees who are not covered by bargaining agreements, terms and conditions are regulated by law, or separate local agreements. In such cases, terms and conditions are more favourable to the employee than requirements by law, such as, for example, parental leave conditions in the UK.

NOTE 14
Learning and development

As a consultancy organisation, continuous learning is a part of our everyday work. We have numerous training initiatives and do not consider it relevant to calculate the number of training hours per employee. See page 20 for further information. All Aleido employees in Sweden with an employment duration of more than one year are connected to TRR (Swe: Trygghets-rådet), which inter alia support employees who have been made redundant to find the right career path.

NOTE 15
Operational health and safety

Aleido's Health and Wellbeing policy includes minimum requirements on health and safety within our organisation and we have processes and guidelines in place with the aim to ensure that we comply with all applicable local health and safety related laws and regulations in the countries where we pursue business operations. In line with the requirements of our Health and Wellbeing policy, all Group companies are required to e.g. proactively and responsibly design and operate company facilities in a manner that considers the safety, health and wellbeing of our employees. They are further required to regularly monitor, identify and actively strive to eliminate potential health and safety related risks, as well as to encourage employees to identify actual and potential unhealthy and unsafe conditions and take action by bringing improvement recommendations to the attention of management for follow-up, until risks are reduced or eliminated. Group companies must also build and maintain a workplace environment and culture that supports and empowers employees to make healthy lifestyle choices and ensure that business partners and other third parties follow the procedures established for the protection of our employees as well as visitors.

We have a management system that covers health and safety in line with local laws and regulations covering all employees in Sweden. In our other countries of operations, we have a proactive work on health, safety and wellbeing which, as a minimum, is aligned with local legal requirements and the requirements in our Health and Wellbeing policy. We perform regular audits and follow-ups to ensure that we, in line with our policy commitments, monitor, identify and address potential and actual health and safety related risk in our workplaces and that we act on potential negative impacts that are discovered in connection with such audits and follow-ups. We strive to have safety representatives in all our offices. No significant negative impacts were discovered during 2024. We provide trainings to address potential negative impacts, such as e.g. digital trainings to avoid negative impacts from working at home, as well as to drive positive impacts.

ALEIDO

EMISSIONS AND ENERGY

NOTE 16
Emissions

Emissions are calculated according to the Greenhouse Gas Protocol and reported in Scope 1, 2 and 3. Aleido has chosen 2019 as the base year because it is a year that can best be categorised as a normal year for our operations, compared with the pandemic years of 2020-2022.

Emissions (tCO2$_e$)	2024	2023	2022	2021	2020	2019
Scope 1						
Emissions own vehicle fleet	10	14	18	19	21	51
Total Scope 1	**10**	**14**	**18**	**19**	**21**	**51**
Scope 2						
Emissions, energy consumption – location-based method	80	84	59	81	83	105
Emissions, energy consumption – market-based method	95	94	74	106	112	141
Total Scope 2 (market-based method)	**95**	**94**	**74**	**106**	**112**	**141**
Scope 3						
3.1 Purchased goods and services	27	35	23	17	20	40
3.2 Capital goods	33	44	33	66	82	47
3.3 Fuel and energy-related activities	38	36	31	30	33	42
3.5 Waste	4	5	4	5	8	16
3.6 Business travel	165	151	66	36	103	239
3.7 Employees travel to and from work	522	531	520	432	404	956
Total Scope 3	**789**	**794**	**671**	**586**	**648**	**1,339**
Total emissions, Scope 1, 2 and 3	**894**	**902**	**763**	**711**	**781**	**1,531**
Intensity of GHG emissions, GHG emissions in relation to net sales (tCO2$_e$/SEK millions)	1.19	1.26	1.15	1.14	1.39	2.87
Intensity of GHG emissions, GHG emissions in relation to number of employees (tCO2e/average no of employees)	1.07	1.09	0.93	0.90	1.02	2.14

Boundaries and calculation basis

Aleido was not a stand-alone group until 1 July 2023, but a Business Area within the Semcon Group[1]. Emission data prior to 1 July 2023 has been obtained from Semcon. Semcon worked together with a consultancy firm that is an accredited partner of CDP (and thereby also of the Science Based Target initiative) and during 2022, Semcon's subsidiary Goodpoint, a sustainability consulting firm performed a second opinion of the company's climate data. Emission calculations for 2023 has been made according to same principles as previous years.

The emission calculations have been performed based on the operational control approach and emission factors have been obtained from WLTP-tests, DEFRA, IEA statistics and Ecoinvent, among others. The data presented in the table to the left also includes emissions for acquired companies[2]. For these companies, an estimation for emissions was made based on the number of employees for the years 2019-2021 and Semcon's emissions during the same period. The inclusion of acquired companies was made according to the GHG Protocol standard to assure that the base year, 2019, is comparable with the upcoming years. Following the guidelines of the GHG Protocol, biogenic emissions in scope 1, 2 or 3 are not included in the calculations.

1) Part of Knightec Group since September 2024.
2) Xtractor in Sweden in 2020, and Walkgrove in the United Kingdom in 2021.

ALEIDO

EMISSIONS AND ENERGY

Changes from previous years calculations

Aleido has formed a recalculation policy based on the guidelines of the GHG Protocol standard and the Science Based Target initiative. The 2019-2022 calculations were reviewed and updated during 2023 for improved data quality and emission factors, as e.g. part of the preparations for Aleido's commitment to climate targets for the Science Based Target initiative.

Scope 1: *Direct emissions from operations owned and controlled by Aleido.*

Refers to direct emissions from petrol and diesel for the company's fleet of vehicles.

Scope 2: *Indirect emissions in respect of consumed electricity, district heating and cooling and heating with oil and gas for leased premises.*

Refers to Aleido's leased premises and has been calculated based on actual consumption for the majority of our offices, based on information provided from Aleido's landlords and energy invoices. For smaller premises, data has been estimated based on area and the energy consumption for the aforementioned offices. Includes electricity for charging leased electric cars and charging at Aleido's offices.

Scope 3: *Indirect emissions from the value chain and sources not owned or controlled by Aleido.*

3.1 Purchased goods and services. Includes smartphones, office supplies, cloud-services and local IT-hosting with third party. Smartphones have been calculated based on purchased

amounts. Energy consumption for local IT-hosting and emission data for cloud services has been provided by the supplier. Increase from previous year is explained by a larger purchased amount of office supplies and the data-driven setup of the Aleido-tenant with the cloud-provider. For the sake of clarity, we do not include purchases of services from subconsultants working at the customer's premises, using the customer's equipment, and working in the customer's network, as this is estimated to be negligible volumes.

3.2 Capital goods. Refers to IT equipment (desktop computers, laptops, screens and printers) and have been calculated based on number of purchased units. This category also includes purchases of furniture which has been calculated based on purchased amounts.

3.3 Fuel and energy-related activities. Refers to extraction, production, and transport of purchased fuel and energy.

3.4 Upstream transportation and distribution. Category excluded due to negligible volumes.

3.5 Waste from operations. As we are a consultant organisation, waste constitutes a minimal part of our emissions. Waste amounts was extrapolated based on office areas and data from Aleido's head office in Gothenburg.

3.6 Business travel. Refers to flights, trains, hotel nights, travels with taxi, private cars, and public transportation. The category has been calculated based on spend data, emission data received from the booking company, and data on travelled distances.

3.7 Employee commuting. Based on data from the annual employee commuting survey which collects data on average travel distance and transportation mode. From 2024 we have also included emissions for working from home. In this report emissions for 2022 and 2023 has been updated to also include emissions for working from home. Data on days worked from home for years 2019-2021 are not available.

3.8 Upstream leased assets. Emissions related to upstream leased assets are included in Scope 1 (own vehicle fleet) and Scope 2 (premises).

3.9 Upstream transportation and distribution. Category excluded due to negligible volumes.

3.10 Processing of sold products. Not applicable.

3.11 Use of sold products and services. Category excluded due to negligible volumes.

3.12 End-of-life treatment of sold products. Category excluded due to negligible volumes.

3.13 Downstream leased assets. Emissions related to downstream leased premises are fully included in Scope 2.

3.14 Franchises. Not applicable.

3.15 Investments. Not applicable.

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EMISSIONS AND ENERGY

NOTE 17
Energy consumption

Energy consumption, Scope 2 (MWh)						
	2024	**2023**	**2022**	**2021**	**2020**	**2019**
Total energy consumption[1]	1,007	1,083	921	1,155	1,180	1,422
Of which, non-renewable fuels[2]	39	55	117	163	161	280
Of which, renewable fuels[3]	0	0	0	0	0	0
Of which, electricity	695	687	493	649	672	831
Of which, heating	272	256	224	247	245	191
Of which, cooling	0	85	88	95	102	120
Energy intensity, energy consumption in relation to net sales (MWh/SEK million)	1.33	1.51	1.39	1.85	2.09	2.66
1) Total energy consumption corresponds to, GJ	3,624	3,900	3,316	4,157	4,249	5,118
2) Of which non-renewable fuels corresponds to, GJ	142	198	420	588	580	1,007
3) Of which renewable fuels corresponds to, GJ	0	0	0	0	0	0

NOTE 18
Other climate-related information

Other climate-related information						
	2024	**2023**	**2022**	**2021**	**2020**	**2019**
$CO2_e$ business travel, kg/employee	197	182	81	46	135	335
Company cars[4], g/km	89	141	95	100	114	110
Company cars, electric vehicles[5]	45	9	N/A	N/A	N/A	N/A

4) Average emission (scope 1 and 2) per kilometre travelled with company cars. For the years 2019-2022, the average emissions for Semcon Group's Swedish operations are reported. Electric vehicles are excluded from the calculations.

5) Percentage of distance travelled with electric vehicles.

OTHER

NOTE 19
Reporting company and ownership
The legal name of the reporting company is Aleido Group AB, a limited company registered with the Swedish Companies Registration Office with the co.id.no. 556606-0363. The company is registered in Göteborg, Sweden and the head office is located on Lindholmsallén 2, Göteborg.

Aleido is a subsidiary of Ratos Ind. AB, a wholly-owned company of Ratos AB (publ.), which is listed on Nasdaq Stockholm. Ratos Ind. AB is the owner of 100% of the capital and votes in Aleido Group AB.

ALEIDO

OTHER

NOTE 20
List of entities
Entities directly and indirectly owned by the reporting company, Aleido Group AB (Sweden, co.id.no. 556606-0363), from 1 January to 31 December 2024.
No entities were acquired or divested during the period.

Name of company	Corporate identification number	Country	Share of votes and capital (%)
Aleido Sweden AB	556241-0638	Sweden	100
Aleido Learning Sweden AB (owned by Aleido Sweden AB)	556540-0420	Sweden	100
Aleido UK Limited	06132347	United Kingdom	100
Aleido Learning UK Limited (owned by Aleido UK Limited)	02938087	United Kingdom	100
Aleido Hungary Kft	01-09-862498	Hungary	100
Aleido Germany GmbH	HRB 81386	Germany	100
Aleido GmbH (owned by Aleido Germany GmbH)	HRB 105419	Germany	100
Aleido Communication GmbH (owned by Aleido GmbH)	HRB 123021	Germany	100
Aleido (Beijing) Information & Consulting Co., Ltd.	91110105794054501R	China	100
Aleido (Beijing) Information & Consulting Co., Ltd. Shanghai Branch	91310000679393639A	China	100

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GRI CONTENT INDEX 2024

Aleido has reported in accordance with the GRI standards for the period 1 January 2024 to 31 December 2024.

GRI 1 used: GRI Foundation 2021. No specific GRI Sector Standards are applicable for Aleido's operations.

GRI standard	Disclosure	Page	Omission/Comment
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organisational details	4, 47, 48	
	2-2 Entities included in the organisation's sustainability reporting	39, 48	
	2-3 Reporting period, frequency and contact point	39	
	2-4 Restatements of information	40, 45-47	
	2-5 External assurance	39	
	2-6 Activities, value chain and other business relationships	3-4, 7-8, 28, 30	
	2-7 Employees	42-43	
	2-8 Workers who are not employees	17, 43	
	2-9 Governance structure and composition	33-35, 39, 53	
	2-10 Nomination and selection of the highest governance body	39, 53	
	2-11 Chair of the highest governance body	53	
	2-12 Role of the highest governance body in overseeing the management of impacts	31-35, 39	
	2-13 Delegation of responsibilities for managing impacts	33-35	
	2-14 Role of the highest governance body in sustainability reporting	31-32, 39	
	2-15 Conflicts of interest	39, 53	
	2-16 Communication of critical concerns	40	
	2-17 Collective knowledge of the highest governance body	39	
	2-18 Evaluation of performance of the highest governance body	39	
	2-19 Renumeration policies	40	
	2-20 Process to determine renumeration	40	
	2-21 Annual total compensation ratio	40	
	2-22 Statement on sustainable development strategy	5	
	2-23 Policy commitments	34-35, 39	
	2-24 Embedding policy commitments	21-25, 27-28, 34-35, 39	
	2-25 Process to remediate negative impacts	40	
	2-26 Mechanisms for seeking advice and raising concerns	28	
	2-27 Compliance with laws and regulations	-	No significant non-compliance with laws and regulations has been reported during 2023.
	2-28 Membership associations	30	
	2-29 Approach to stakeholder engagement	31-32	
	2-30 Collective bargaining agreements	44	

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GRI CONTENT INDEX 2024

GRI standard	Disclosure	Page	Omission/Comment
Material topics			
GRI 3: Material topics 2021	3-1 Process to determine material topics	31	
	3-2 List of material topics	14, 31	
Economic performance			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 29, 32, 34-35, 38	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	41	
	201-2 Financial implications and other risks and opportunities to climate change	29, 36-38, 41, 45-47,	
Sustainable services & solutions			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 29, 32, 34-35	
Offering specific: Sustainable services and solutions	Increase number of projects that contribute to the SDGs	14, 16, 29-30	
Anti-corruption			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 26-27, 32, 34-35	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks relation to corruption	27	
	205-3 Confirmed incidents of corruption and actions taken	14, 27	
Anti-competitive behaviour			
GRI 3: Material topics 2021	3-3 Management of material topics	27, 32, 34-35	
GRI 206: Anti-competitive behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	-	No legal actions initiated in 2023.
Energy			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 23-25, 32, 34-35	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	24-25, 47	
	302-2 Energy intensity	47	
Emissions			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 23-25, 32, 34-35, 45-47	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	14, 23-25, 45-47	
	305-2 Energy indirect (Scope 2) GHG emissions	14, 23-25, 45-47	
	305-3 Other indirect (Scope 3) GHG emissions	14, 23-25, 45-47	
	305-4 GHG emissions intensity	45	
	305-5 Reduction of GHG emissions	14, 23-25, 45-47	
Supplier environmental assessment			
GRI 3: Material topics 2021	3-3 Management of material topics	28, 32, 34-35	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	28	Incomplete data.
Employment			
GRI 3: Material topics 2021	3-3 Management of material topics	18, 20-22, 34-35	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	18, 43	

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GRI CONTENT INDEX 2024

GRI standard	Disclosure	Page	Omission/Comment
Material topics			
Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	22, 32, 34-35, 44	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	22, 44	
	403-10 Work-related ill-health	22, 42	We only report on sick-leave.
Training and education			
GRI 3: Material topics 2021	3-3 Management of material topics	20, 32, 35	
GRI 404: Training and education 2016	404-1 Average hours of training per employee	20, 44	
	404-2 Programs for upgrading employee skills and transition assistance programs	20, 44	
	404-3 Percentage of employees receiving regular performance and career development reviews	20	Incomplete data.
Diversity and equal opportunities			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 21, 32, 34-35	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity and governance bodies and employees	21, 42	
Non-discrimination			
GRI 3: Material topics 2021	3-3 Management of material topics	21, 32, 34-35	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	14, 21	
Supplier social assessment			
GRI 3: Material topics 2021	3-3 Management of material topics	28, 32, 34-35	
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	28	Incomplete data.
Privacy			
GRI 3: Material topics 2021	3-3 Management of material topics	27-28, 35	
GRI 418: Customer Health and Safety (2016)	418-1 Substantiated claims concerning breach of privacy or loss of data	27-28	No claims during 2023.

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SUSTAINABILITY REPORT INDEX

Aleido has prepared a sustainability report for Aleido Group AB and its subsidiaries for the period 1 January 2024 to 31 December 2024 as set out on page 39. Aleido has chosen to prepare the sustainability report as a report separate from the annual report. The report covers the reporting requirements about the environment, social conditions, employees, human rights and anti-corruption

Area	Disclosure	Page
General	Business model	4-16
Environment	Policies	23, 34-35
	Risks and risk management regarding environmental issues	23-25, 36-38
	Targets and results related to environmental issues	14, 23-25, 45-47
Social conditions & employees	Policies	21-22, 34-35
	Risks and risk management related to social issues	17-22, 36-37
	Targets and results related to social issues	14, 17-22
Human rights	Policies	34-35
	Risks and risk management related to human rights	21-23,28
	Targets and results related to human rights	14, 23
Anti-corruption	Policies	27-28, 34-35
	Risks and risk management related to anti-corruption	26-27, 36-37
	Targets and results related to anti-corruption	14, 26-27

ALEIDO

BOARD OF DIRECTORS

Anders Slettengren
Chairman of the Board,
elected 2023

Born: 1967
Education: Master of Science in Economics
Board assignments: Aleido, Knightec Group, HL Display, Knightec, KVD, Oase Outdoors and TFS
Professional experience: Employed by Ratos since 2018, CEO Industrifonden 2014-2018, Novax 2001-2014, CEO 2006-2014, Microsoft 1995-2001, Unilever 1993-1995

Oscar Tydén
Board Member,
elected 2023

Born: 1993
Education: BSc International Business, MSc Finance & Strategic Management.
Board assignments: Aleido, Diab and LEDiL
Professional experience: Employed by Ratos since 2022, Cinder Invest 2020-2022, Boston Consulting Group 2018-2020

Per Magnusson
Board Member,
elected 2023

Born: 1954
Education: Electrical engineer
Board assignments: Aleido, Knightec Group and TFS
Professional experience: Senior consultant PerCure, Director Operations Ratos 2018-2021, CEO ÅF Industry 2006-2016, CEO Sigma 1999-2006, Benima, BFE, J&W, WSP, Sigma 1985-1999, consultant 1976-1985

Wilhelm Montgomery
Board Member,
elected 2024

Born: 1994
Education: BSc Foreign Service, MBA INSEAD
Board assignments: Aleido and Diab
Professional experience: Employed by Ratos since 2021, L.E.K. Consulting 2018-2021

Johan Ekener
Board Member,
elected 2024

Born: 1964
Education: MSc Computer Science and Engineering and MSc Business Administration and Economics
Board assignments: Aleido
Professional experience: President & CEO Aleido Group, President Business Area Product Information Semcon, Senior Vice President Cell Strategy/Adcore, Associate Director and Practice Leader Arthur D. Little, President & CEO Prosolvia and McKinsey & Co

Lars-Ove Jansson
Employee Representative,
elected 2024

Born: 1964
Education: Upper secondary school
Board assignments: Aleido
Professional experience: Aleido as a representative for the employees, previously held same role at Semcon since 2018

From 20 February 2023 to 22 February 2024, Aleido's Board of Directors consisted of the following members:
- Anders Slettengren, Chairman of the Board
- Magnus Stephensen, Board member
- Oscar Tydén, Board member
- Per Magnusson, Board member.

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GROUP MANAGEMENT

Anna-Karin Flöjt
President & Chief Executive Officer

Employed since: 2006
Born: 1972
Education: MSc Mechanical Engineering
Professional experience: Semcon, GE Healthcare and Datex-Ohmeda

Lars Josefsson-Peil
Chief Financial Officer

Employed since: 2008
Born: 1968
Education: MSc Business Administration and Economics.
Professional experience: Semcon, Sector Alarm, Black & Decker and Pharmacia

Fredrik Bergstrand
Group General Counsel

Employed since: 2025
Born: 1991
Education: LLM Master of Laws
Professional experience: Norion Bank, Semcon and Delphi law firm

Åsa Furnander
Strategy and Chief Sustainability Officer

Employed since: 2013
Born: 1970
Education: MSc Chemical Engineering and MSc Business Administration and Economics
Professional experience: Semcon, CSR Västsverige, Holtback Holding and Arthur D. Little

Simon Vaarning
Chief Technology Officer

Employed since: 2025
Born: 1974
Education: MSc Mathematics and Computer Science
Professional experience: Walr, QuenchTec, MI Pro and GMI (Global Market Insite)

Lena Söderholm
Chief Communication Officer

Employed since: 2022
Born: 1967
Education: BSc Business Administration and Communications
Professional experience: Mölnlycke Health Care, Essity/SCA and Saab Automobile

Gustav Tempelman
GM Aftermarket Information Sweden

Employed since: 2018
Born: 1980
Education: Swedish Armed Forces Military Academy
Professional experience: Semcon, Bravura, Swedish Airforce

Erik Baljeu
GM Learning Sol., Head of Business & Offerings

Employed since: 2006
Born: 1980
Education: MSc Industrial Engineering and Management
Professional experience: Semcon

Andrew McCabe
Country Manager UK

Employed since: 2005
Born: 1981
Education: Open University Business Studies Degree
Professional experience: Semcon, Pentech

Peter Kiss
Country Manager Hungary

Employed since: 2014
Born: 1987
Education: BA in English Linguistics and Translation
Professional experience: Semcon

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