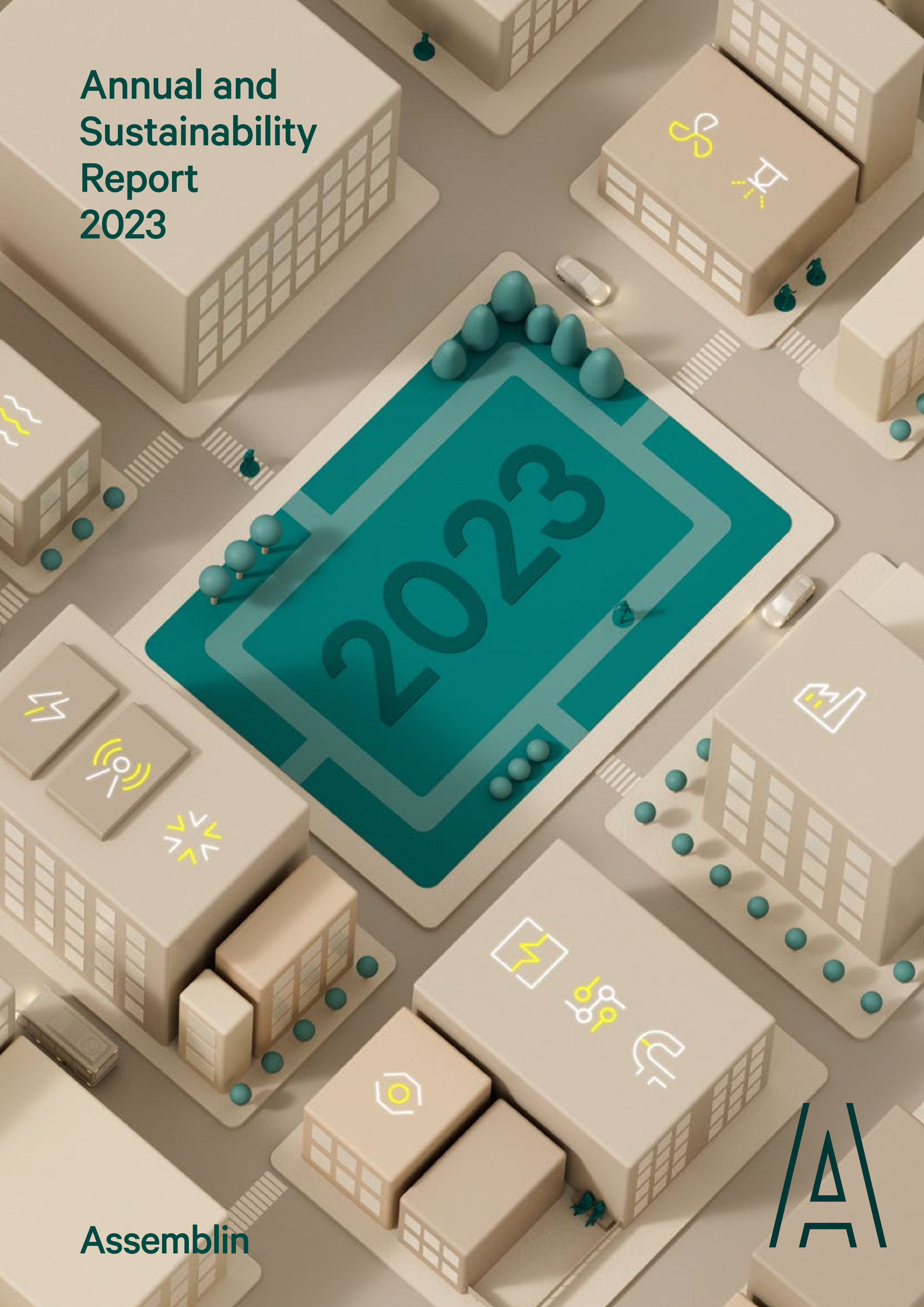
Annual and Sustainability Report 2023



Assemblin

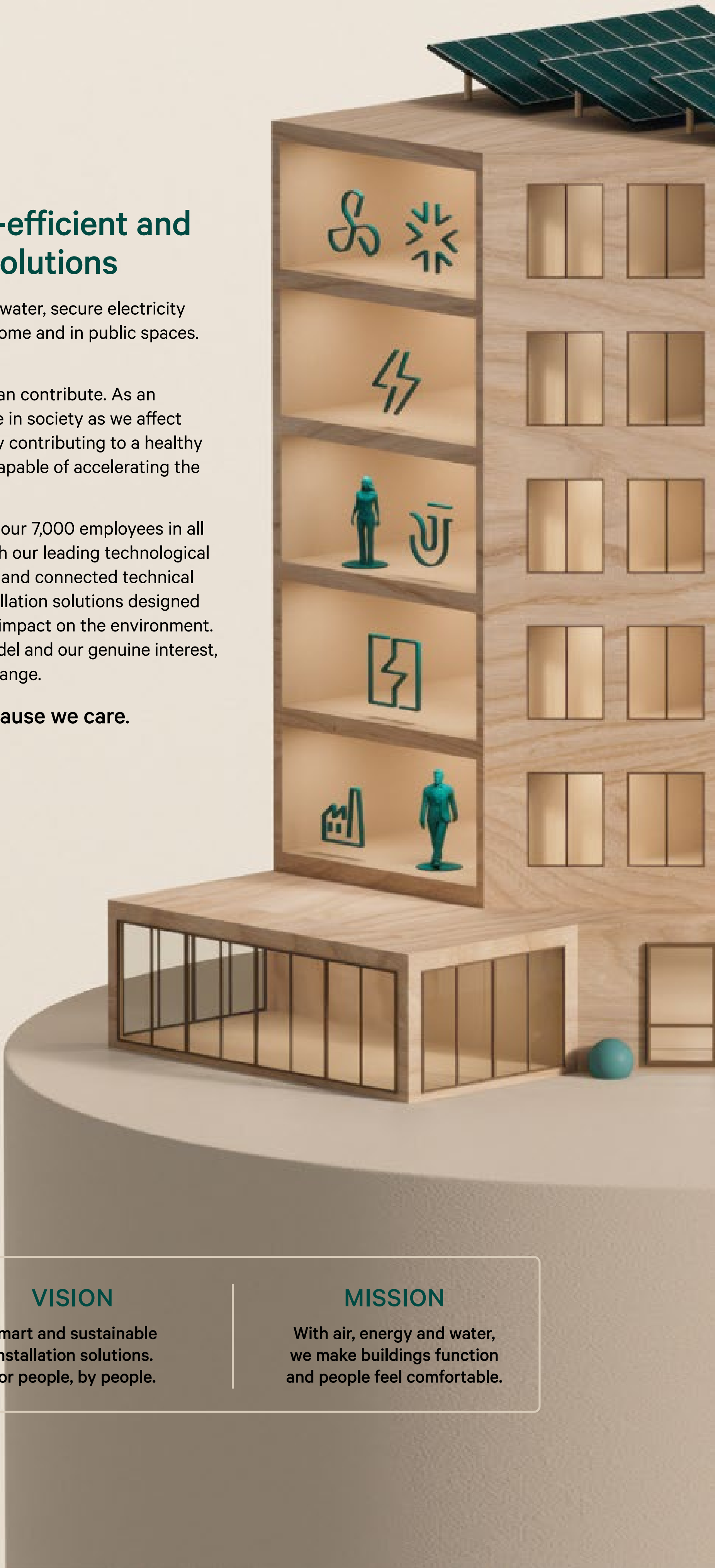
We create smart, energy-efficient and sustainable installation solutions

All people are entitled to have access to clean water, secure electricity and a favourable indoor climate – at work, at home and in public spaces. Today and in the future.

This is something to which we at Assemblin can contribute. As an installation company, we play an important role in society as we affect the well-being of millions of people, not only by contributing to a healthy indoor climate, but also by offering solutions capable of accelerating the climate realignment currently in progress.

We take this mission most seriously – it drives our 7,000 employees in all of our assignments – both large and small. With our leading technological expertise and focus on energy-efficient, green and connected technical property systems, we create future-proof installation solutions designed from a life cycle perspective and with minimal impact on the environment. This is firmly anchored in a stable business model and our genuine interest, commitment and willingness to bring about change.

Because we can. We want to. And because we care.



BUSINESS CONCEPT

We design, install and maintain technical systems for buildings.

VISION

Smart and sustainable installation solutions. For people, by people.

MISSION

With air, energy and water, we make buildings function and people feel comfortable.

CONTENTS

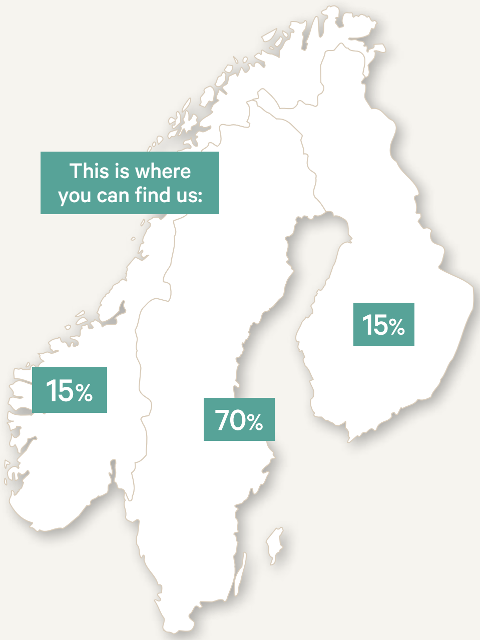
Due to a change of ownership on 3 May when Assemblin was sold from one Triton controlled fund to another, a new Group was formed with a new Parent Company, Assemblin Group AB (559427-2006, formerly Apollo Swedish Bidco AB), which is the Group covered by the legal annual report.

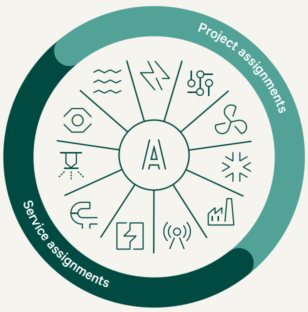
To obtain a fair view of developments over the full year, Assemblin has chosen to also provide supplementary disclosures with aggregated full-year information for the Parent Company Assemblin Financing AB (559077-5952, formerly Assemblin Group AB) for the period 1 January to 2 May 2023, and subsequently for the Group with the Parent Company Assemblin Group AB (559427-2006, formerly Apollo Swedish Bidco AB) for the period 3 May to 31 December 2023. Disclosures for periods preceding 2023 refer in their entirety to the Group with Parent Company Assemblin Financing AB (559077-5952, formerly Assemblin Group AB).

All amounts are stated in SEK million unless otherwise specified.
Due to rounding, differences in summations may occur.

Assemblin in brief

Assemblin is one of the Nordic region's leading installation companies. We differ from our competitors in our decentralised but controlled operations, considerable technological focus and high proportion of intelligent and green installation solutions.





A complete technical partner

Assemblin embodies leading-edge expertise in a large number of areas of technology, among which electrical, heating and sanitation and ventilation, as well as automation/BMS are the largest, although we also have superior expertise in sprinklers, data and telecoms, security, district heating and cooling technology, as well as industrial pipes. We enjoy working together on multi-technical assignments, but also separately.

Read more about our offering on page 16.

Strong local presence

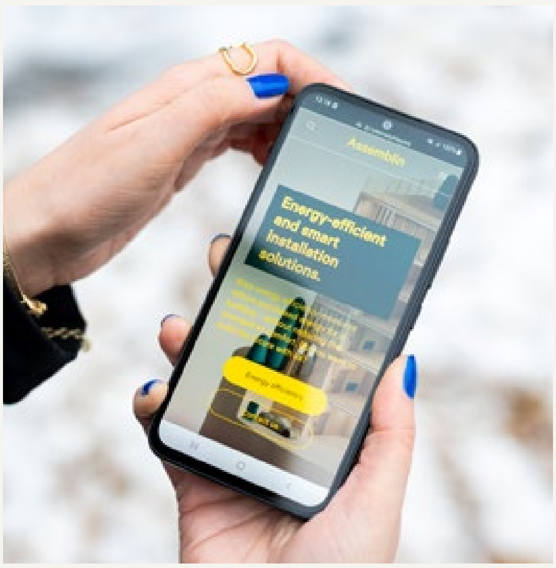
Assemblin is present in more than 100 locations in Sweden, Norway and Finland. With our broad geographical spread, experienced and committed employees, as well as our focus on quality, efficiency and the environment, we undertake service and project assignments for customers large and small alike.

Read more about our organisation and how we work on page 20.

Solutions for smart, energy-efficient properties

For several years, we have invested in strengthening our expertise and developing our automation offer. By combining the basic property technology systems with some of the market's best BMS and IMD systems, we can offer intelligent systems solutions that, aided by sensors and AI, optimise property operations and decrease the need for purchased energy.

Read more about our smart solutions on page 16.



Green technology and environmental focus

By designing energy and resource-efficient technical systems for climate-smart buildings linked to renewable energy, we play an important role in society's climate realignment. We are also pursuing active internal sustainability efforts and are proud that our standard deliveries are growing greener as we adapt our operations and our vehicle fleet.

Read more about our green offering on page 16 and about our environmental and sustainability work in the Sustainability Report.

2023 in brief

Significant events during the year[1]

- **Favourable growth and continued strengthening of the margin** – full-year sales increased by 9.1 percent to SEK 14,751 million, while the adjusted EBITA margin strengthened to 7.2 percent (7.0).
- **High order intake in a fragmented market** – despite the weaker economic situation inhibiting the willingness to invest in certain segments, demand for public and industrial properties was favourable, resulting in increased order intake.
- **Launch of Assemblin Solar** – at the start of the year, Assemblin launched a solar cell initiative connected with a dedicated organisation with customised systems support and working methods.
- **Climate and sustainability reporting initiatives** – to be able to meet new reporting requirements, several measures were taken, including the introduction of a new reporting process, implementation of a dual materiality analysis and preparations for an extended supplier review. Considerable effort was also invested in climate declarations for projects, where Assemblin is at the fore.
- **Major increase in electric and hybrid cars** – the realignment to a fossil-free car fleet accelerated, and the proportion of electric and electric-hybrid vehicles increased to 24 percent (15).
- **New principal owner, refinancing and new Group structure** – in the spring of 2023, Assemblin was sold from one to another Triton controlled fund, subsequently implementing a successful refinancing based on a listing of Eurobonds on TISE CI. A new Group structure under a new Parent Company was established for Assemblin Financing AB.
- **Board changes** – Mats Jönsson was appointed as the new Chairman when Fredrik Wirdenius stepped down from Assemblin's Board of Directors in March 2023, and Peder Pråhl replaced Anders Thulin as shareholder representative on the Board of Directors for Assemblin Group AB in August 2023.

KEY FIGURES	2023[1]	2022	2021
Net sales, SEK million	14,751	13,521	10,721
Growth, %	9.1	26.1	7.1
of which, organic, %	3.8	12.6	-3.6
of which, acquisitions, %	5.0	12.2	10.6
of which, currency effect, %	0.2	1.3	0.1
Adjusted EBITA[2], SEK million	1,059	940	758
Adjusted EBITA margin[2], %	7.2	7.0	7.1
EBITA, SEK million	1,079	960	728
EBITA, %	7.3	7.1	6.8
Profit for the year, SEK million	-14	390	322
Order backlog, SEK million	9,297	9,535	9,370
Order intake, SEK million	14,425	13,167	11,258
Average number of employees, FTE	7,026	6,553	5,962

SALES BY BUSINESS AREA[1]

- Assemblin Electrical (Sweden), 36%
- Assemblin Heating and Sanitation (Sweden), 24%
- Assemblin Ventilation (Sweden), 11%
- Assemblin Norway, 15%
- Assemblin Finland, 15%

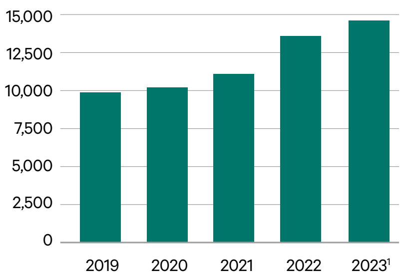
SALES BY ASSIGNMENT TYPE[1]

- Contracting/project assignments, 58%
- Service assignments, 42%

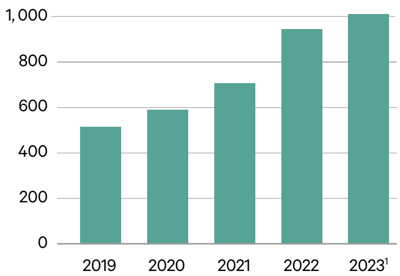
1) Aggregate financial information for 2023 (see page 77).
2) Adjusted for expenses affecting comparability, as defined on page 121.

Development over five years

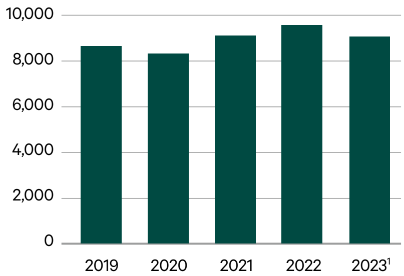
SALES, SEK MILLION



ADJUSTED EBITA[2], SEK MILLION



ORDER BACKLOG, SEK MILLION



1) Aggregate financial information for 2023 (see page 77).
2) Adjusted for expenses affecting comparability, as defined on page 121.

At Assemblin, local delivery is the starting point for our operations – we believe in the power and dynamic inherent in a decentralised organisation.

A MESSAGE FROM THE CEO

Financial strength and ambitious aspirations

Despite a weak economic situation in 2023, Assemblin was able to deliver growth, increased profitability and a very strong order intake. This was combined with a well-developed offering and a highly driven organisation, positioning us well to meet future opportunities and challenges.

A look in the rear-view mirror[1]

In many ways, 2023 was a challenging year with a weak economy, price increases and rising interest rates. This caused housing construction throughout the Nordic region to grind to a halt and interest in new commercial properties and green technology to weaken in several areas. At the same time, demand for industrial buildings and public buildings was strong, which combined entailed a fragmented but stable market for the installation industry. Assemblin had a strong order intake of SEK 14,421 million (13,167), contributing to a well-filled order backlog of SEK 9,293 million (9,535) at the end of the year.

In terms of profit, 2023 was also a good year for us. Sales increased by 9.1 percent to SEK 14,751 million (13,521), while the adjusted EBITA margin increased from 7.0 percent to 7.2 percent. The essential cash generation strengthened to 84 (71), contributing to strong cash and bank balances that, combined with unused credit limits, amounted to SEK 1,689 million at the end of the year. This means that we currently have a very strong financial position which, combined with an increased share of services and a well-filled order backlog provides us with security and stability as we head into 2024.

Expertise and commitment

Assemblin's ambition is to be the best installation company in the Nordic region. We shall achieve this by retaining the industry's best, most competent and engaged employees who deliver the market's most smart and sustainable installation solutions for different types of buildings.

To be able to achieve that, the right conditions are required, both structurally and culturally. At Assemblin, local delivery is the starting point for our operations. All processes, systems, tools and support functions are designed to support and facilitate production. This also applies to our culture and division of responsibilities – we believe in the power and dynamic inherent in a decentralised organisation.

To be able to control the Company's risks, a framework is also required with shared governance documents, principles and guidelines to adhere to. Finding the right balance can be difficult, but I think we have succeeded well. Today, we have a strong and sound culture, as well as an amazing drive and commitment. I am very proud of what we have built together, and I believe this is a major explanation for the performance improvements we have delivered since 2015. Today we have a good base on which to build and further develop.

More sustainable operations

Major changes are currently taking place in the area of sustainability, driven not least by new reporting requirements and measures to counter climate change. Like any other company, we need to adapt our operations and reporting to this, which we are doing. In 2023, we reworked our reporting procedures, conducted an updated dual materiality analysis and began the process of expanding the sustainability work to include the entire value chain.

At the same time, we have continued to work on our own prioritised efforts, such as realigning our vehicle fleet and advancing our positions when it comes to climate reports for projects. I also want to highlight that during the year we also took measures for increased gender equality, launched a new mandatory web introduction on personal privacy and began analysing the opportunities for reuse. To be able to provide favourable support for our customers, we have also strengthened our offering in energy efficiency and energy optimisation, while also launching a new solar cell concept, Assemblin Solar. We believe that great future potential can be derived from energy efficiency skills and green technology, and Assemblin holds a strong position here.

Assemblin and Caverion to form Northern Europe's leading installation and services group

On 5 March 2024, our principal shareholder Triton announced that Assemblin's operations were to be combined with Caverion's. This is very positive news and will entail us becoming Northern Europe's leading installation and service company with 21,900 skilled employees, SEK 43,500 million in sales and a comprehensive offering for new and existing buildings, industry and infrastructure. Our operations complement one another very well, both geographically and in terms of our capacity and offering, making us a better partner for our customers. It will be incredibly exciting to continue, alongside Caverion, developing our deliveries and operations.

Future challenges and opportunities

Although the economic situation is currently uncertain, the long-term growth opportunities for the installation industry are considered to be good, driven not least by the energy and climate realignment, more connected buildings, urbanisation and other trends in society. We are currently navigating between a need for short-term caution combined with expected future growth opportunities.

Because the market conditions in our industry differ a lot from location to location, strong local roots are important in uncertain times to understand and quickly adapt the operations to changing needs. Our assessment is that Assemblin's strong local position and decentralised organisation, combined with a diversified customer portfolio and flexible cost structure, makes us well-equipped to handle these challenges, while also being able to take advantage of future opportunities.

Finally...

In addition to thanking our more than 7,000 amazing employees for their great efforts in 2023, I would also like to direct my gratitude to our customers and partners who spur us on and develop us. No one can drive the necessary development alone, but together we are identifying solutions for buildings and communities of the future. Together with Caverion, we have an even stronger offering than previously and our ambition is clear: we shall be the industry's best and most sustainable installation company for our employees, customers and shareholders, as well as for society in general.

Stockholm, March 2024

Mats Johansson,
President and CEO, Assemblin

1) Aggregate financial information for 2023 (see page 77).

Operations

About our business description

This section contains an introduction to Assemblin's operations, offering and market, as well as overall objectives and strategies. This outline of the operations forms part of Assemblin's Annual and Sustainability Report for 2023 and references are made to other parts of the report.

All amounts are stated in SEK million unless otherwise specified. Due to rounding, differences in summations may occur.

CONTENTS

VISION, STRATEGY AND TARGETS

A solid strategic platform

Assemblin's operations build on a well-grounded strategic platform, designed for a modern installation company focused on creating sustainable value.

Sustainable value creation

Assemblin's overarching ambition is to be the Nordic region's best installation company – both today and in the future. The starting point is that we are to generate values and assume responsibility in relation to our key stakeholders – as well as for our wider society: we shall be the best for our customers, employees, investors and for the external community (society and the environment). We have translated this into four value-creating ambitions that also serve as the starting point for our sustainability work (see below).

A robust business model

Through our collective expertise in various areas of technology, we are able to assume responsibility for all technical installations throughout the life-cycle of a building, both in the construction stage (in which we perform project assignments) and in the use stage (in which we provide services). All of our assignments commence with a marketing and sales phase. Having signed a contract, a preparatory design and planning phase occurs (in which we design, plan, prepare and schedule assignments), which is followed by a production/delivery phase (in which we execute and commission an installation project or perform a service undertaking). We conclude all of our assignments by verifying and assessing them, which is essential in ensuring that the relevant demands are met and for us to gain insights with which we can develop our efforts in future assignments. All business areas have structured processes in place with descriptions of well-proven methods and tools to foster efficient and professional work through all phases of our business model.

Strategies for success

To be able to achieve Assemblin's vision, long-term ambitions and objectives, Assemblin has formulated overarching strategies in the areas of customers/marketing, operations, digitalisation, acquisitions and climate (see next page). Within the framework of these strategies, a number of Group-wide initiatives are conducted that are perceived as particularly important in ensuring continued success. According to the current business plan, the strategic focus areas are as follows:

- Focus on profitable growth
- Initiatives in expanding segments
- Developing the service operations
- Accelerated acquisition rate

A shared framework and common values

Although Assemblin is a decentralised company, a common framework is in place to control the risks, with guiding principles, governance documents and values. The values are firmly rooted and serve as an important tool in Assemblin's cultural efforts. More about this can be read in the separate *Corporate Governance Report.*

SUSTAINABLE VALUE CREATION

Best for customers
Assemblin as a value creating and responsible supplier. We shall be the customer's first choice of installation partner. We will achieve this by delivering innovative, smart and sustainable installations that make buildings work and people feel comfortable.

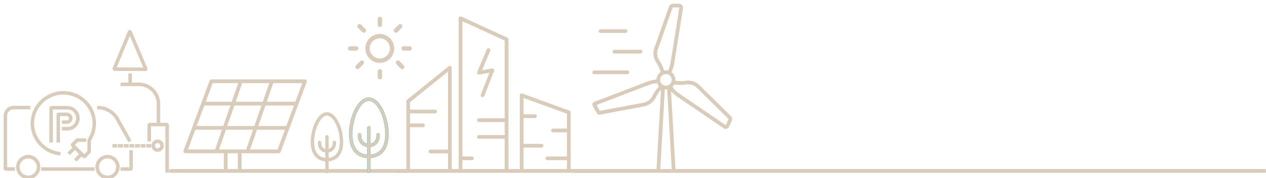
Best for employees
Assemblin as a value creating and responsible employer. We shall be the industry's most attractive employer by being inspiring and responsible, offering exciting assignments in a beneficial, secure and non-discriminatory work environment.

Assemblin as an actor that takes responsibility and adds value

Best for investors
Assemblin as a value creating and responsible investment. We must generate stable and profitable development through disciplined entrepreneurship combined with controlled risks and sound business ethics, producing strong cash flows and favourable earnings.

Best for the external community (society and the environment)
Assemblin as a value creating and responsible social actor. We must conduct operations with minimal negative impact on our environment and offer energy-efficient solutions with a limited environmental impact, contributing to the well-being of citizens in healthy buildings with a beneficial indoor climate.

Assemblin has four value generating ambitions, which also form the starting point for our sustainability work as described in the separate Sustainability Report.



BUSINESS CONCEPT	VISION	MISSION
We design, install and maintain technical systems for buildings.	Smart and sustainable installation solutions. For people, by people	With air, energy and water, we make buildings function and people feel comfortable.

STRATEGIES FOR SUCCESS

Assemblin's vision and long-term ambitions form the basis for five overall strategies.

Customer and marketing strategy

Assemblin shall have a complete offering and leading expertise in the foremost areas of technology. We strive to maintain strong local roots, with market-leading positions in selected locations in Sweden, Norway and Finland. With our capacity to perform both smaller installation assignments and larger, complex multi-technical assignments, we aim to maintain a broad customer base. For stability, we also strive for a balanced mix of project and service assignments. For further information regarding our market position, see the sections *Market and driving forces* and *Offering*.

Acquisition strategy

Assemblin actively seeks out companies that complement the operations geographically or technologically. The foremost selection criteria are a documented earnings capacity, as well as the organisational and cultural match with our business. The objective is to identify companies that can gradually be integrated into Assemblin's operations and that can quickly contribute positively to earnings. We follow a clearly defined acquisition and integration process. For more information about our work with acquisitions, see the *Acquisitions section.*

Operational strategy

With the realisation that most installation assignments are local, and to ensure its market-leading expertise, Assemblin maintains a strong, decentralised and technology-oriented organisation. However, to take advantage of economies of scale, minimise risks and to ensure efficiency and a healthy culture, there is a clearly defined Group-wide platform based on a framework with shared values, shared policies and structured governance of business risks. For further information on our operational governance, see the section *Organisation and employees,* as well as the separate *Corporate Governance Report*.

Climate strategy

Assemblin shall keep pace with the current climate transition and contribute actively to a carbon-neutral and sustainable society. Over time, we shall minimise fossil energy sources for heating our own premises, fossil fuels for our vehicle fleet and we shall minimise products that use on fossil-based materials. We shall also participate actively in the ongoing electrification of society and meet new needs that arise for climate-smart, resource-efficient products and solutions. For further information regarding our climate work, see the separate *Sustainability Report*.

Digitalisation strategy

Assemblin shall accelerate the possibilities offered by new technologies by continuously developing and innovating. The purpose is to contribute actively with products and solutions for resource-efficient, smart and connected buildings and communities, but also to streamline the internal processes, as well as the construction and production process in partnership with our customers. This means that our core operations (contracting and service assignments), the everyday life of our employees and the needs of our end customers are core foundation blocks in Assemblin's digital transformation. We monitor developments closely and are open to partnering with other players in our innovation ecosystem. For more information about our digitalisation work, see the *IT support section.*

VISION, STRATEGY AND TARGETS

Targets and follow-up

Assemblin's long-term targets reflect our overall ambition to be the best installation company in the Nordic countries – operationally, financially and in terms of sustainability.

Long-term external targets

Assemblin presents three long-term financial targets (growth, profitability, cash flow) which together sum up the outcome of our operational activities. Because the climate issue is one of the greatest sustainability challenges of our time, we have also expressed a long-term climate target (CO_2 emissions per employee).

The targets are set to be challenging but realistic and reflect our ambition to be the best installation company in the Nordic countries.

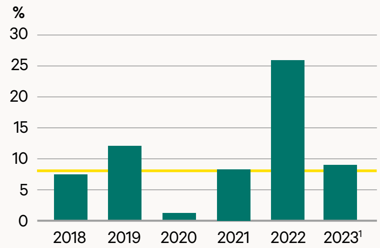
Operational objectives for internal governance

To manage the operations appropriately, a developed set of management targets is applied internally. Important tools in this work are Assemblin's three-year business plan, its annual operating plans and its budgets. The internal management targets include additional target areas and key figures, including workplace accidents, sick leave, proportion of women, employee engagement, leadership index, proportion of electric cars and customer satisfaction. These targets are followed up in a structured manner at several levels within the company, from the lowest profit unit up to the Group Management team and the Board of Directors. For more information on Assemblins' corporate governance, please see the separate *Corporate Governance Report*.

TARGET REVIEW

GROWTH: > 8% ANNUALLY

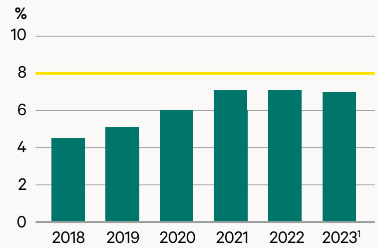
Net sales must increase by at least 8 percent annually. Growth is to be achieved both organically and through acquisitions.



Over the past five-year period, we have grown by an average 10.6 percent annually. Since 2019, we have accelerated the acquisition rate without losing focus on organic growth.

PROFITABILITY: > 8% ANNUALLY

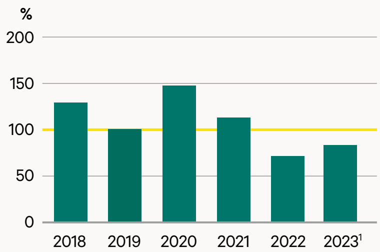
The adjusted EBITA margin must exceed 8 percent annually.



Thanks to a strong focus on profitability, we have experienced a strong profit trend in recent years.

CASH GENERATION RATIO: > 100% ANNUALLY

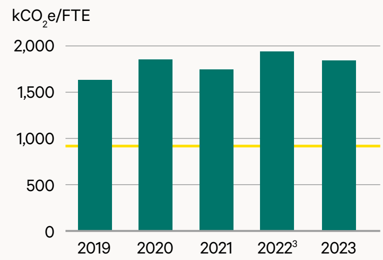
The cash generation rate must exceed 100 percent each year.



The cash generation ratio has exceeded 100 percent in recent years, although a more uncertain material supply situation and growth in more capital-intensive parts of the operations led to an increase in working capital in 2022.

CLIMATE: CO_2 EMISSIONS PER EMPLOYEE HALVED BY 2030

Climate neutrality by 2040 with a partial goal of halving emissions from Assemblin's own operations (Scopes 1 and 2, and business travel by 2030 at the latest).[2]



Assemblin has one of the largest car fleets in the Nordic countries and the work to mitigate our own climate impact is therefore focused on realigning our vehicle fleet.

1) *Aggregate financial information for 2023 (see page 77).*
2) *With 2020 as the base year.*
3) *Data for 2022 have been corrected in relation to the preceding annual report.*

VALUE-CREATION MODEL

Sustainable value creation

Assemblin's ambition is to be a responsible and value-generating installation company. This requires us to be cautious with the resources we need while efficiently and responsibly providing intelligent and sustainable installation solutions and demonstrating respect for people and the environment.

RESOURCE NEEDS
What we need

CUSTOMERS
A large number of small and large customers in the private and public sectors.

Number of customers
20,000+

EMPLOYEES
Committed and competent employees in various professional groups: designers, heating, sanitation and ventilation fitters, electricians, engineers, service technicians, project managers, purchasers, administrators, etc.

Number of employees[1], FTEs
7,026

FINANCIAL CAPITAL
The capital requirement in Assemblin's operations is low. Capital is needed primarily for financing company acquisitions and service vehicles.

Equity
SEK 4,245 million

MATERIALS AND OTHER PURCHASES
Assemblin's purchases consist mainly of direct and indirect materials, such as installation materials, service cars, tools and work clothes. In addition, services are also purchased, such as subcontractors and technical consultants.

Purchasing[1]
SEK 6,703 million

OPERATIONS
What we do

BUSINESS CONCEPT
We design, install and maintain technical systems for buildings.

MISSION
With air, energy and water, we make buildings function and people feel comfortable.

VISION
Smart and sustainable installation solutions. For people, by people.

OPERATIONS
In about 100 locations in Sweden, Norway and Finland, we offer construction companies, property shareholders, industry and public activities installations and service in new and existing buildings.

BUSINESS MODEL
Marketing and sales → Design and planning → Delivery (projects/service) → Control and review

OUTCOME
What we deliver

SMART AND SUSTAINABLE INSTALLATION SOLUTIONS
Intelligent and sustainable services, installation solutions and products in various areas of technology, mainly electrical engineering, heating and sanitation, ventilation and automation.

PROJECT AND SERVICE ASSIGNMENTS
We perform our assignments in connection with the construction of new buildings (project assignments) or in the existing property portfolio (service assignments).

VALUE CREATION
Value for stakeholders

CUSTOMERS
Smart and sustainable installations that make buildings work and people feel comfortable.

Sales
SEK 13,521 million

EMPLOYEES
A developing and responsible employer, offering exciting assignments in a favourable, safe and non-discriminatory work environment.

Personnel expenses[1]
SEK 4,860 million

SHAREHOLDERS
A favourable return by means of a stable financial trend with controlled risks and a sound approach in terms of business ethics.

Profit after tax[1]
SEK 390 million

SOCIETY
Prosperous citizens in buildings with a good indoor climate. Local community commitment. Limited environmental impact. Taxes, VAT and employer contributions.

Jobs[1] (FTEs)
7,026

Over the life cycle of a building, Assemblin is mainly active in the construction stage (performing project assignments) and in the usage stage (performing service assignments). The value creation model illustrates our need for resources, how it is refined and what values we generate for our key stakeholders. The financial value we generate and the impact on sustainability to which we give rise is specified in the separate *Sustainability Report*.

1) Aggregate financial information for 2023 (see page 77).

MARKET AND DRIVING FORCES

Continued strong market despite increased uncertainty

In 2023, demand remained strong in the Nordic markets, despite the weak economic situation. The prospects for long-term growth are favourable, driven by developments in society and mega-trends such as sustainability and digitalisation.

The market and its players

The combined value of the Swedish, Norwegian and Finnish installation markets, where Assemblin operates, is estimated at about SEK 264 billion (252).[1] A characteristic feature of the Nordic installation markets is that they are highly fragmented, with some 25,000 installation companies in total. Most are smaller, local and privately owned, often niched towards a particular area of technology.

At the Nordic and national levels, there are only a few companies with multi-technical capacity, primarily Assemblin, Bravida, Caverion and Instalco. Assemblin's total market share in Sweden, Norway and Finland increased to 5.6 percent (5.4).[1]

Customers and contract types

Technical installations are to be found in all types of buildings: residential buildings, industrial facilities, offices, warehouses, hotels and restaurants, as well as buildings for public activities such as education and health care, as well as in infrastructure projects. As buildings become more technology-intensive, automated and connected, the installation density increases, increasing the strength of the installation companies' position in the value chain.

Assemblin's customer base is diversified with more than 20,000 customers in various sectors. In our *contracting/project assignments,* the largest customer groups are construction companies, property developers and property owners, industrial and energy companies and public institutions. These assignments are often allocated by means of a procurement procedure. Agreements are signed at a fixed price or on current account, but sometimes also as partnering agreements where the cost is based on a jointly defined target price with incentives for all parties to fall below that target price.

Often, *service assignments* agreements are signed directly with end customers, including property developers, property owners, industrial/energy companies and public institutions, although occasionally also via intermediaries, such as facility management companies. A service agreement is often formulated as a framework agreement or as a call-off agreement on a current account.

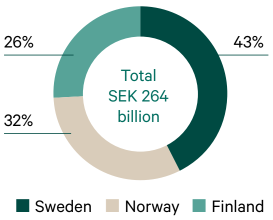
MARKET SEGMENTS

The installation and service market can be segmented in three ways: geographically, by area of technology and by assignment type.

Geographic segmentation

The geographic categorisation is often made according to country or region. For Assemblin, Sweden is the largest market, followed by Norway and Finland. In Sweden, there are branch offices in some 70 locations, as well as field offices in several others. In Norway, Assemblin maintains operations in approximately 15 locations. In Finland, although there are several local offices, the operations are concentrated on Helsinki, Tampere and Turku. In the locations where Assemblin operates, the objective is to be one of the leading local players.

SIZE BY COUNTRY



Segmentation by area of technology

While many installation companies focus on a single area of technology, there are also players with multi-technical offerings.

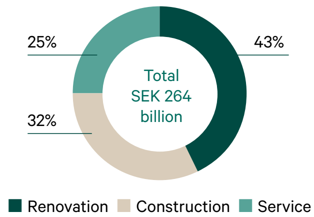
Assemblin's largest areas of technology are electricity, heating and sanitation, ventilation and automation/BMS, although specialist expertise is also offered in the areas of sprinklers, data and telecoms, security, district heating, refrigeration technology and industrial pipes. In recent years, Assemblin has invested considerably in energy efficiency expertise and green technology (technical systems linked to renewable energy sources) – areas that traverse all areas of technology.

Segmentation by assignment type

By assignment type, the different segments are (i) new construction, (ii) renovation/remodelling and (iii) service/maintenance. As there are some renovation needs in the Nordic property portfolio, the renovation/remodelling segment is the largest.

Assemblin has chosen to categorise these segments into two groups: contracting/project assignments (including new construction projects and major renovations) and *service assignments* (including service, maintenance and minor renovation assignments).

SIZE BY SEGMENT



1) Data in this section are provided by Prognoscentret. Market value is measured as the total estimated sales for the market.

Alongside price, technical expertise, documented experience, flexibility, local relations, digital maturity and safety focus are important selection criteria when customers choose installation partners. These are areas in which Assemblin is strong.

Decisive selection criteria

When customers choose an installation partner, price alone is not the decisive factor. According to a market study conducted by Assemblin in the autumn of 2021, customers' most important selection criteria are superior technical skills, expertise and documented experience. Other important criteria are the capacity for using digital tools, flexibility, safety focus, favourable local relations, a capacity to perform the work as scheduled and a multi-technical capacity. These are areas in which Assemblin holds a high ranking.

Market development in 2023 and prospects for 2024

The installation market is late-cyclical and correlates extensively with the construction market, albeit with less volatility, which is mainly explained by the fact that periods with less new construction at the same time benefit from increased demand for renovation and service assignments. The economy weakened in 2023, driven by rising prices, varying energy prices, high interest rates and uncertainty.

In the installation markets, the scenario was fragmented. In certain segments, primarily housing production, and locally even new production of commercial properties, demand decreased, while increasing in other segments, primarily public buildings, industrial properties and logistics properties. The service market developed stably over the financial year.

Accordingly, Assemblin therefore experienced continued favourable overall demand in 2023, and order intake was favourable. The starting point for 2024 is difficult to assess. A deepened or prolonged recession will also affect the installation market. According to Prognoscentret[1] the average annual growth rate for the installation industry is estimated at a negative 0.2 percent for 2022 to 2024.

At the same time, the underlying driving forces for long-term growth are favourable. There is a pent-up need for investment in the existing property portfolio, and megatrends such as sustainability and climate realignment, digitalisation and societal development (see next page) entail great opportunities for the installation industry.

1) Data in this section are provided by Prognoscentret. Market value is measured as the total estimated sales for the market.

IN-DEPTH

Megatrends benefiting the installation industry

There are a number of strong underlying trends increasing demand and driving growth in the long term. Sustainability, digitalisation and social development are the biggest.

SUSTAINABILITY
Energy and climate realignment

Electrification, improvements in energy efficiency, energy storage and fossil free energy continue to be growing trends. Strong driving forces are measures and regulatory requirements (particularly within the EU) to meet the Paris Agreement and the energy crisis, which has contributed to high electricity prices. This accelerates the demand for energy efficiency services, charging infrastructure, smart automation solutions/property management and technologies linked to fossil-free energy sources. This is where the installation companies play a key role in society's energy and climate realignment. We can contribute smaller optimisation measures that have considerable effect in existing systems when switching to modern, energy-efficient and climate-smart technology.

DIGITALISATION
Intelligent, connected buildings

The possibilities of the Internet of things (IoT), artificial intelligence (AI) as well as intelligent, automatic control and governance are increasing, generating substantial opportunities for the installation industry. We can contribute by connecting the various technical systems and integrating them with intelligent software and products, making it possible to control and optimise a building's energy and resource consumption remotely. For our customers, this means increased control and efficient energy and resource consumption, leading to lower operating costs and reduced environmental impact.

SOCIAL DEVELOPMENT
Changed behaviours and needs

Parts of the existing property portfolio is outdated and in great need of refurbishment. At the same time, demographic movements, such as population growth and urbanisation generate needs for new housing, workplaces and infrastructure, predominantly in the larger towns and cities. A higher average life expectancy also places new demands on healthcare, which needs increased capacity. An escalating spiral of violence is resulting in a need for additional correctional facilities and healthcare buildings. New behaviours following the corona pandemic impose new demands on the design of more flexible workplaces.

All of this entails considerable opportunities for the construction and installation industry because society needs to adapt to the changed behaviours and needs.

OUR OFFERING

Smart and sustainable installation solutions for the buildings of the future

Through our multi-technical expertise and focus on green, intelligent property technology, we create reliable and environmentally friendly solutions optimised from a life cycle perspective.

Future-proof buildings

Assemblin has established itself as an experienced and reliable installation partner with superior, multi-technical expertise. We have extensive experience of different types of buildings and can contribute throughout the construction process, from concept, design and planning to installation and commissioning, as well as during the subsequent operation and maintenance phase.

We are happy to take on the challenge of new projects, but are equally enthusiastic about solutions for the existing property portfolio. We support our customers in making difficult decisions where they must weigh up the benefits of short-term contra long-term measures. By means of professional life cycle analyses, advice on initiatives in new property technology systems and through ongoing fine-tuning and adjustment of existing systems, we can extend the life of the systems and increase their environmental performance – while reducing the property owner's operating and energy costs.

Our assignments are governed by our customers' wishes and needs, but the goal is, alongside with our clients, to design, install and maintain energy-efficient, stable and sustainable property-technology solutions, optimised from a life cycle perspective.

Focus on green, energy-efficient technology and modern control systems

Society is changing and the need for energy-efficient, climate-intelligent buildings is increasing. To meet these new demands, Assemblin has, over the past couple of years, focused heavily on technical systems and solutions associated with renewable energy sources, including solar panels, ground heat and geothermal energy. In late 2021, a proprietary electric car charging concept, Assemblin Charge, was launched, achieving a breakthrough in 2022. Towards the end of the financial year, a new product concept for installing solar panels, Assemblin Solar, was developed, and this was launched in early 2023. Specific initiatives were also taken in the area of energy efficiency by reinforcing our expertise, particularly with regard to energy efficiency measures for the existing property portfolio, including by adjusting heating/cooling and water systems.

Another area that Assemblin has purposefully focused on is building and industry automation and BMS. Intelligent control systems connecting a property's technical systems to external and internal conditions, such as weather and number of people currently present in a building, help optimise energy, heating, cooling and lighting in that building. Assemblin offers several packaged products and solutions, mainly building automation systems (BMS) and systems for individual metering and billing (IMD).

A competent and committed installation partner

Assemblin's technology-oriented and decentralised organisation favours a culture characterised by entrepreneurship and local involvement, enabling us to attract highly skilled employees. At the same time, we have the size and development resources required to be able to deliver the best and most innovative solutions. We continuously monitor market developments and keep abreast of the latest technologies, methods, materials and standards.

Our assignments are governed by our customers' wishes and needs, but the goal is, alongside with our clients, to design, install and maintain energy-efficient, stable and environmentally friendly building-technology systems.

Cooling technology: superior expertise in cooling technology for all types of buildings and specific expertise in cooling for food, industrial cooling and air cooling. Certified for category 1 refrigeration work.

Ventilation: modern and energy-efficient solutions for ventilation systems, in both new and old buildings.

Electrical: installation and maintenance of low-voltage, and some high-voltage, electrical systems. Considerable expertise in green technology, and packaged solutions for solar cells and electric car charging.

Industrial pipes: extensive experience of solutions for thermal power plants, nuclear power plants, the cellulose industry, refineries, petrochemical and other chemical industries, as well as for the food and pharmaceutical industries.

District heating: maintenance and updating of district heating networks, connections and installations in minor and major projects.

Fidelix
THE WAVE OF INTELLIGENT BMS

EcoGuard
MASTERS OF MEASURING

LARMIA
ORIGINAL INNOVATOR

LANSEN
WIZARDS OF WIRELESS

Attractive product brands

Assemblin is home to several strong brands with packaged solutions. The automation companies Fidelix, EcoGuard, Larmia and Lansen are the largest and best established.

Assemblin offers a complete range of technologies and maintains resource-efficient, future-proof solutions for both new and existing buildings that lower customers' operational and energy costs, as well as decreasing the carbon footprint – while extending the useful life of the systems.

Heating and sanitation: stable and energy-efficient systems for heating and water, as well as installation of district heating, heat pumps, solar panels and energy efficiency measures in new and existing buildings.

Sprinklers: design, installation and maintenance of modern sprinkler systems for all types of buildings.

Security technology: secure and intelligent security solutions including locks and entry systems, fire alarms, burglar alarms, evacuation alarm (TUL/UTM) and camera surveillance (CCTV).

Automation/BMS: specialists in industrial and building automation with solutions optimising energy and resource requirements. Also packaged, intelligent solutions for governance and review of a building's performance for the optimisation of energy efficiency and indoor climate.

Data and telecom: customised solutions for office buildings, industry and infrastructure, from modern fibre-optics technology to traditional cable.

Industrial pipes: experts in industrial pipes for power plants, industry, refineries, chemical plants and the pharmaceutical industry.

EXAMPLES OF EXCITING NEW ASSIGNMENTS IN 2023

Illustration: White Arkitekter

SYSTEM DOCUMENTS FOR NEW CARE BUILDINGS IN MAJOR INITIATIVE

In the extensive new construction and rebuilding project currently in progress for the Central Hospital in Karlstad, three new buildings are being constructed. In Phase 1 of the project, Assemblin was assigned by Skanska to produce system documentation for the heating, sanitation, cooling, gas and automation systems. Assemblin Heating and Sanitation's assignment involves some 160,000 m^2. The order is valued at about SEK 37 million in total.

Assemblin has profiled itself as a significant player with experience in a large number of projects within care and social welfare buildings. In the planning of the new houses, the aim was to create efficient and secure patient flows and working methods. The new construction project encompasses three different buildings, the reception building, the emergency room and the entrance hall, with care units that have common points of contact. The reception building will be Sweden's first wooden framed healthcare building. Region Värmland seeks to be a leader in forest bio-economy where wood is used as the dominant material by the construction industry. As a whole, the project extends until 2036, when the final building, the entrance hall, is scheduled for completion.

Illustration: Intea

MULTI-TECHNICAL CARE AND RESEARCH PROJECTS

Assemblin will install electrical, heating, sanitation, ventilation and sprinkler systems in a new building under construction in Linköping's Garnisonen district. The order is valued at about SEK 70 million in total. Region Östergötland will conduct outpatient care and research in the new six-floor building. The goal is for "Building C" to meet the requirements for BREEAM's environmental certification Excellent. Assemblin's client is the construction company Åhlin & Ekeroth AB, which is constructing the new building in a joint venture with Intea Garnisonen AB. The architecture is designed to blend in with the existing surrounding development. The new building will be connected to the neighbouring Buildings A and B, together with them comprising the Skvadronen block. In the new premises, Region Östergötland will open an eye clinic and speech therapy clinic and will also conduct research activities in collaboration with Linköping University. Assemblin's assignment will extend until the spring of 2025.

Illustration: Vectura

MULTI-TECHNICAL INSTALLATIONS IN DEVELOPMENT FACILITY

Assemblin was commissioned by Skanska to design and install electrical engineering, heating, water, cooling and gas in a new development facility in Lund at the Kv. Höjdpunkten 5 property. On behalf of property company Vectura, Skanska is to build a new facility of about 24,000 m^2 with offices, a laboratory and a test environment. The buildings are expected to be completed towards the end of 2025. Assemblin's assignment includes the design and installation of electrical engineering, power and lighting systems, as well as heating, water, cooling and gas systems. The total order value of the assignment amounts to roughly SEK 85 million. Assemblin has extensive experience in projects and service assignments in security classed buildings, imposing strict demands on security, quality and redundancy. Distinctive of the development facility in Lund are its advanced gas systems, requiring specific expertise.

Illustration: BSK Arkitekter

STRICT ENVIRONMENTAL REQUIREMENTS IN CONVERTED NURSING HOME

Assemblin has been allocated a new installation assignment at nursing homes in Borlänge. The Tunagården retirement home is to be renovated and extended, with Assemblin installing electrical systems, heating, sanitation, ventilation, sprinklers and automation. The order is valued at about SEK 55 million in total. The new Tunagården facility will expand from 3,625 m^2 to 7,140 m^2 and will thereby have a total of 80 apartments, as well as new areas for residential care, a commercial kitchen and technological equipment. The project's environmental objectives are ambitious, including LEED Gold and net-zero CO_2. The frame of the extension will comprise environmentally friendly cross-laminated timber. The tenants will move in during 2025. Österling Bygg will be conducting the contracting in partnership with Vectura Fastigheter. Assemblin is responsible for installing all areas of technology within the project. Österling Bygg, our client, saw the benefits of that.

Illustration: Nordic – Office of Architecture

MULTI-TECHNICAL ASSIGNMENT AT OSLO'S NEW EMERGENCY DEPARTMENT

Oslo's new emergency department is located at Aker hospital and encompasses some 25,000 m^2 equipped with all necessary functions. Among other resources, there are seven operating theatres here, eight rooms for X-ray diagnostics and about 100 examination and processing places. The unit replaced the former emergency department in the winter of 2023. Assemblin was involved from the project's early planning phase and supplied all internal installations, including ventilation, heating and sanitation, sprinklers, gas, compressed air, cooling systems and purified water. The technical installation process has been ongoing since the winter of 2020. The emergency department has been built as a passive building and certified in accordance with Breeam Excellent.

The emergency department shall be a 24-hour health and social services centre for everyone spending time in Oslo. It involves health care within somatics, psychiatry, abuse, social crises and injuries, as well as an ambulatory on-call service. The project included extensive use of digital aids. Assemblin's customer was Skanska Norway AS.

Illustration: DARK architects

EXTENSIVE PROJECT IN RENOWNED OSLO NEIGHBOURHOOD

Assemblin delivered all of the internal pipe systems for the Stortorget 7 project in Oslo. The project comprised the renovation and interconnection of an entire city block, with five buildings from 1800 up until 1971. Although one of the buildings had originally been built as a bank in 1971, the whole neighbourhood now forms a single modern office building in the heart of Oslo.

Stortorget 7 shall be an inclusive and living building, offering visitors both quality dining and a vibrant shopping environment. There is a unique shared rooftop staff restaurant on the eighth floor – high above Oslo's streets. The building has its own service app, intelligent governance systems and sensor technology with a simple user interface. Stortorget 7 is sustainable in all respects – from renovation to operation – and is certified in accordance with Breeam Very Good. Assemblin started the work in the spring of 2021 and the project was handed over in 2023. Vedal Entreprenør was the general contractor for the project.

Illustration: Fidelix

AUTOMATION PLAYS A KEY ROLE IN NEW HOSPITALS

The new Meilahden siltasairaala hospital in Helsinki, with its 70,000 m^2 has been inaugurated after ten years of planning. Among other things, cancer care will be provided here with advanced technical equipment. The hospital's building automation has been installed by Fidelix, which also manages operation and maintenance. The system plays one important role in regulating conditions in treatment rooms and safeguarding operation. Because of its modularity, Fidelix's system is flexible and can be easily expanded and modified cost-effectively in the future. The system also plays a key role in increasing the hospital's energy efficiency. Temperatures can always be adjusted as needed and surplus energy can be recovered. The project is one of Fidelix's largest assignments to date, with no less than 92 substations being installed.

INNOVATIVE SOLUTIONS IN ENERGY PROJECTS

In the City of Helsinki's Climate Wise Housing Companies project, the Lokkisaarantie 14 housing complex was selected to participate. The apartments are spread over 14 buildings built in the 1960s. The project started with a comprehensive energy inspection, which examined the condition of the buildings specifically from the point of view of energy efficiency. Based on the inspection results, air-source heat pumps were chosen as the heating method, where district heating remains as supplementary heating. Assemblin performed installations for electrical engineering, heating, sanitation and ventilation in the project. As a total supplier, we were able to give the customer better warranty conditions than normal and be innovative in our implementation planning. Each building has its own highly efficient air-water heat pump and solar system. In addition, property automation was renewed, as were radiator thermostats and constant flow valves for taps. As a result of the project, the energy efficiency of the buildings improved significantly and, as a consequence, accommodation costs also decreased.

ORGANISATION AND EMPLOYEES

A decentralised organisation and strong culture

While Assemblin's operations are highly decentralised, a clear framework culture and sound culture unite the whole Group.

Organisational structure

In light of the fact that installation operations are often conducted locally, as well as the conviction that responsibility breeds commitment, Assemblin's operations are decentralised. The natural starting point for all operations is the local branch/department, which is supported by specialist functions at the regional, business area and (to a certain extent also) Group levels.

Assemblin's branches/departments are divided into geographical regions and ultimately into areas of technology and country specific business areas. Each business area maintains specific structured approaches and appropriate processes.

To ensure that all operations are conducted professionally and correctly, a Group-wide framework states minimum levels in important areas, such as purchasing, HR, work environment, business ethics, risk management and internal control. The framework is communicated via the shared intranet, through campaigns, training sessions and web-based introductions. The Group also has a shared control and follow-up structure. More information about Assemblin's organisation and governance can be found in the separate *Corporate Governance Report*.

Shared culture and values

Assemblin also has a common culture building on uniform values, guiding principles, structured risk management and sound business ethics. The ethical standpoint is described in a shared Code of Conduct. Mandatory courses and a shared whistle-blower system are key tools in ensuring that employees understand and comply with the contents of the central governing documents. Further information about this is presented in the separate *Sustainability Report*.

A safe and non-discriminatory work environment

Assemblin strives to create a secure, sound and inclusive working environment in which employees thrive, collaborate and respect one another, dare to take their own initiatives and advance the operations. Workplace safety is a highly prioritised area, with systematic safety work being conducted in all business areas. The area of diversity and inclusion is also central, and in 2023 Assemblin developed a Group-wide diversity and equality plan, primarily aimed at increasing awareness of the macho culture that exists in the construction and installation industry and counteracting this. Further information about this work is presented in the separate *Sustainability Report*.

Leadership and employee development

Assemblin seeks to be the best employer for the best employees in the industry and therefore works actively with various development efforts and other engagement-building measures so that our employees grow and thrive. In this work, strong and sound leadership is a key factor and, accordingly, Assemblin invests heavily in leadership development initiatives. To clarify what characterises a good manager at Assemblin, a special management leadership model has been developed.

Leadership and employee satisfaction as well as commitment are captured in different ways, mainly through the ongoing employee dialogue, with structured development interviews and various surveys.

Assemblin's leadership model

To clarify what characterises a good manager at Assemblin, a special management leadership model has been developed. Our common values serve as the natural starting point for the model. The management model is an important tool that is used Group-wide throughout the HR process, for example in recruitment, development and leadership assessment.

COMMON VALUES

Assemblin's core values lay the foundation for the Group's culture and identity, detailing our shared approach. Our values are designed to guide the individual employee in their day-to-day tasks, while supporting our mission and vision.

With appropriate expertise, experience, and equipment, we perform our duties with pride. In this way, we all contribute to making our customers happy.

Commitment and curiosity drive us forward. By continuously developing ourselves and our operations, we create smart and sustainable buildings for our customers.

Together we conduct our work with great respect for one another and for our customers. We also take responsibility for the environment and for the external community.

A STRONG AND SOUND CULTURE BASED ON TRUST AND RESPECT

In 2023, a comprehensive cultural review of Assemblin's operations was conducted, based on 70 qualitative interviews performed by an external HR consultant. The interviews confirmed the view of a highly consistent, familiar, customer-focused and strong entrepreneurial culture with a strong focus on results and production, and an atmosphere characterised by transparency, respect and trust. The survey also showed that the Group's support functions have an extensive operational perspective.

Concepts that describe Assemblin

PURCHASING

Responsible purchasing work

All installation assignments require materials and products, and structured and responsible purchasing work is conducted in all of Assemblin's business areas.

Assemblin's purchasing

45 percent (45) of Assemblin's turnover is purchase-related. The purchases can be divided into three categories: direct materials, indirect materials and services.

Most of Assemblin's purchases are *direct materials,* including ventilation drums, heating and water pipes, couplings, electrical cables and connectors, as well as composite products, including heat pumps, ventilation and cooling units, sensors and solar panels.

The largest purchases of *indirect materials* are vehicles, fuel and work-wear. Services commonly *purchased* include insulation work and consulting services.

A professional purchasing process

Assemblin's purchasing process shall be conducted responsibly, professionally and efficiently, as well as in accordance with a Group-wide procurement policy. To safeguard this, there is a dedicated purchasing organisation in each business area that is responsible for the strategic and tactical purchasing work. The objective is that, together with our suppliers, we shall provide innovative and sustainable products and services of the right quality at the lowest total cost and with good accessibility based on the operations and our customers' needs and requirements.

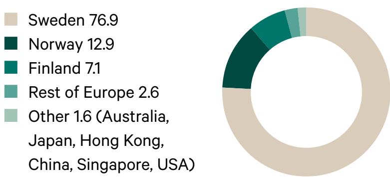
A controlled product range

Although purchasing at Assemblin is generally conducted locally, to be able to verify purchases of materials, these are channelled through a quality assured product range, which in Sweden and Norway is referred to as Assemblin Bästa Val (Assemblin Best Choice). The products in Assemblin Bästa Val have been assessed from several perspectives, including on the basis of price, function, ease of assembly, the supplier's capacity, availability and sustainability where possible.

Risks in the supply chain

Most of Assemblin's purchases are made from purchase points and companies in the Nordic region, primarily through wholesalers. One of the biggest challenges in understanding the full impact of our purchases is a lack of traceability and transparency in supply chains. In 2023, however, Assemblin conducted a feasibility study regarding risks in the supply chain based on the information available. The work will be followed up in 2024 with a more detailed risk mapping. Over the financial year, work also commenced on developing a new due diligence process. At Assemblin Norway, this process has progressed considerably with regard to human rights, which is reported on Assemblin's Norwegian website. Additional information on Assemblin's due diligence process and management of risks in the supply chain can be read in the separate *Sustainability Report*.

GEOGRAPHIC DISTRIBUTION, FIRST TIER SUPPLIERS, BASED ON CO_2 EMISSIONS



See more in the separate Sustainability Report, page 52.

GROUP-WIDE PURCHASING PRINCIPLES

Assemblin's purchasing work is conducted responsibly, professionally and efficiently in our business areas.
There is a joint purchasing policy for the entire Group, defining minimum levels for purchasing work throughout the operations.

PURCHASING STRATEGY

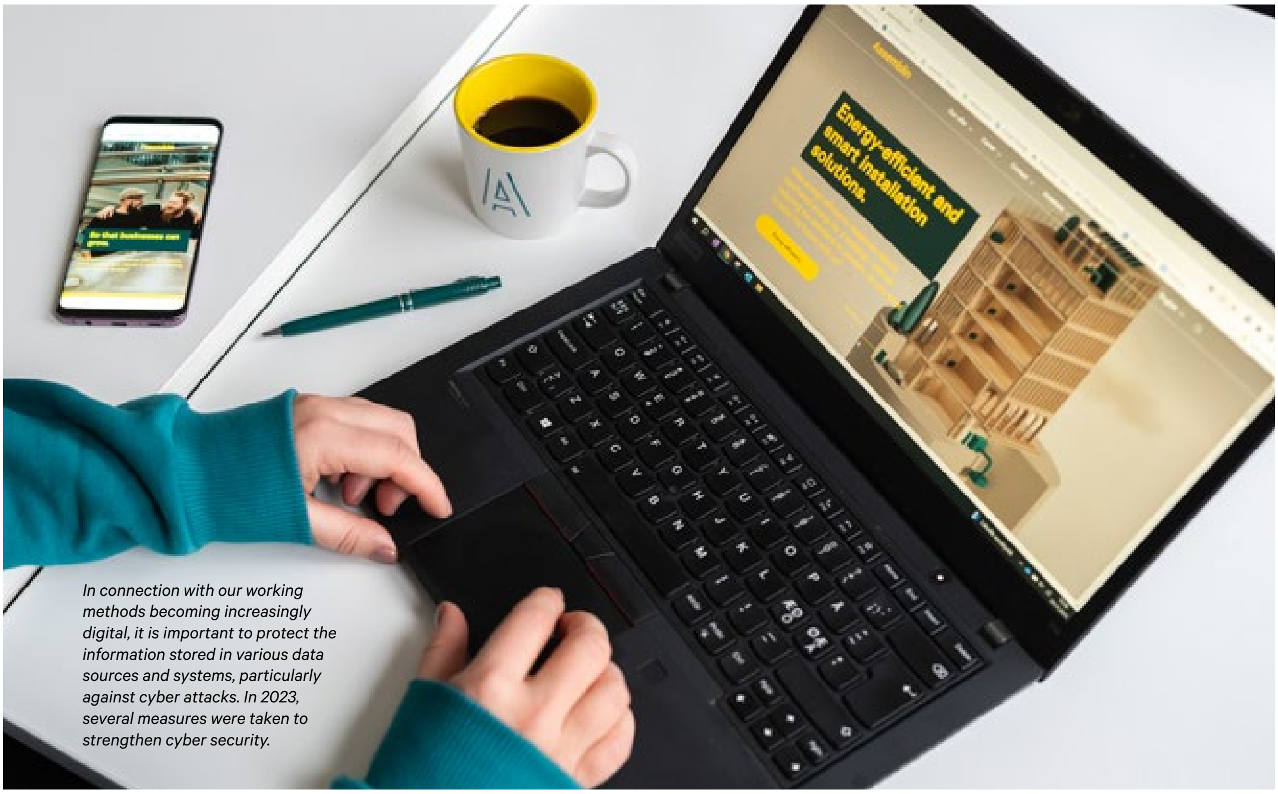
Assemblin's strategy is to steer purchasing volumes towards selected, quality assured suppliers and collaboration partners to foster the conditions for an efficient purchasing process, responsible purchasing and low overall costs.

OPERATIONAL GOVERNANCE

The operational purchasing process occurs in the operations based on purchasing frameworks established in the Board of Directors' delegation of responsibilities. Purchasing at Assemblin occurs locally but is governed with the help of a selected product range and framework agreement. Each business area follows up purchase-related key figures, such as EDI, share of framework agreement purchases, share of store purchases, etc.

SUPPLIER GOVERNANCE

Before a central framework agreement is signed with a new supplier, a supplier assessment is performed based, among other things, on Assemblin's *Code of Conduct for Suppliers*. Over the agreement period, supplier checks are also performed as necessary.



In connection with our working methods becoming increasingly digital, it is important to protect the information stored in various data sources and systems, particularly against cyber attacks. In 2023, several measures were taken to strengthen cyber security.

DIGITAL DEVELOPMENT

Connected buildings and connected employees

Using modern technology and new methods, Assemblin is working to increase internal efficiency, raise the quality of our work and improve our installation solutions.

Modern IT support for connected employees

Assemblin has a modern IT platform and uses the latest cloud technology to support the mobile organisation. All employees at Assemblin are equipped with a personal mobile device (telephone, tablet or computer) that is an important tool in both the delivery of products and services, as well as in internal administration, including for time reporting and incident management.

The objective for Assemblin's IT organisation is to establish a stable and secure IT environment. At Group level there is an IT function that, in close collaboration with the business units, is responsible for IT security, as well as for the coordination, development and administration of the shared IT infrastructure and selected systems. In 2023, the process of integrating previously acquired companies into Assemblin's IT environment continued.

Several measures were also implemented to strengthen IT security, including simulated phishing, training and extended multi-factor authentication. We made greater use of the features offered by Microsoft 365, including through the launch of a new, modern and Group-wide employee portal that was launched gradually over the year.

Smart buildings

The rapid technological development provides major opportunities to develop good solutions making it possible to optimally verify and control the technical systems in a building. Assemblin distinguishes itself from its competitors through its market-leading position in this area. With the help of intelligent, automated control systems (BMS) and solutions for individual metering and debiting (IMD), connected to modern sensor technology (IoT) and artificial intelligence (AI), the energy and resource consumption of a building is optimised, while the indoor climate is improved.

More efficient production

The use of digital tools and platforms is also increasing in Assemblin's installation deliveries of systems and services. All major deliveries offer digital customer platforms for planning and review of the delivery and finances in an assignment.

Assemblin also has extensive expertise in the most common communication platforms, such as BIM and Revit, which are often used today for increased information exchange between different parties in a project. In recent years, Assemblin has expanded its digital support of the production process through a supplementary module used by installers to tick off installation steps as complete allowing production to be followed up in real time, which creates a better overview and better control. During 2023, the use of this additional module accelerated, and it is now used in both the Swedish and Norwegian operations. In new production, assembly robots are also used to some extent for heavy and burdensome tasks. Although this development remains at an early stage, Assemblin has participated actively in several pilot projects with innovative partners.

Adapted platforms are also used in the service assignments for reporting faults, and for financial reporting and review.

ACQUISITIONS

Supplementary and strategic acquisitions

In 2023, Assemblin conducted 11 acquisitions, adding a total of 407 skilled employees and annual sales equivalent to about SEK 755 million[1].

Clear acquisition strategy

Acquisitions are an important element in Assemblin's growth strategy and we continuously seek well-managed, profitable companies with leading expertise and cultural similarities. Acquisitions can be complementary, to strengthen Assemblin's market position in selected locations, or strategic, to increase Assemblin's expertise in a new area of technology or in a new location.

An efficient acquisition process

Assemblin's acquisitions are made in accordance with an established process, in which the initial contact with a new company is often made locally. Attractive acquisition candidates are analysed, often supported by central resources, while the dialogue is extended to additional Assemblin representatives. Following an assessment, the presentation of a tender and negotiations, the final decision on acquisitions is made by Assemblin's Board of Directors.

Flexible integration process

Once the transaction has been completed, a gradual process of integration commences in accordance with a well-documented process for each business area. The integration process aims to realise the synergies that exist between the companies, to safeguard the transfer of expertise and to offer the acquired unit the support of Assemblin's specialist functions.

A key prerequisite is that the integration process is flexible and that the pace of integration is adapted to each acquisition. This approach has proven highly successful. The objective is for the employees and customers of the acquired company to feel secure and to become acquainted with Assemblin gradually. Several minimum activities must be completed within a certain time frame, for example adapting to Assemblin's reporting procedures and implementing the Group's joint Code of Conduct.

ACQUISITIONS AND DIVESTMENTS	Business area	Type of acquisition	Time	Number of employees	Estimated annual sales in SEKm
TRANSACTIONS CONDUCTED BEFORE 2 MAY 2023 (TOTAL ACQUISITIONS: 280 EMPLOYEES AND SEK 397 MILLION IN ANNUAL SALES)					
Drammen Ventilasjon AS	Assemblin Norway	Assets	January	8	7
Enexergi AB (Enex)	Assemblin Heating and Sanitation	Company	January	6	70
Ariemi AS	Assemblin Norway	Company	January	130	100
MV Elektro AS	Assemblin Norway	Assets	March	20	20
RA Vision AB (RA Group)	Assemblin Electrical	Company	March	90	150
Fjorden Elektro AS	Assemblin Norway	Company	April	26	50
TRANSACTIONS CARRIED OUT AFTER 3 MAY 2023 (TOTAL ACQUISITIONS: 127 EMPLOYEES AND SEK 358 MILLION IN ANNUAL SALES)					
Divestment, Totalplåt	Assemblin Ventilation	Company	May	-46	-45
Elia AB	Assemblin Electrical	Company	May	60	140
Ingeniørfirmaet R. Torgersen AS	Assemblin Norway	Company	May	14	100
M3 Installation AB	Assemblin Electrical	Company	July	21	35
Lindsells AB	Assemblin Ventilation	Company	October	13	30
Divestment of operations in Karelia	Assemblin Finland	Assets	November	-11	-20
Rørlegger Strand & Co. AS	Assemblin Norway	Company	November	19	53
Total acquisitions				**407**	**755**
Total acquisitions less divestments				**350**	**690**

For more information on these and additional acquisitions conducted after 3 May, see Note 12 in the separate Financial statements section.

1) Aggregate financial information for 2023 (see page 77). The 11 acquisitions do not include the acquisition of the new Parent Company on 3 May 2023.

Business Area Electrical[1]

Sweden

In 2023, Assemblin Electrical had 3,027 employees and annual sales of SEK 5,416 million, making it Assemblin's largest business area.

Proportion of Assemblin's sales **36%**

Operations

Assemblin Electrical is one of Sweden's leading electrical installers with expertise primarily in electrical and automation but also in security and industrial services. A particular area of initiative is green technology, which includes charging solutions for electric cars, solar panels and energy storage. The operations include qualified planning and design expertise, as well as experience of complex projects and different types of buildings. Although the head office is located in Västberga, Stockholm, operations are conducted at more than 70 locations in seven regions around Sweden. Most of the operations have been certified in accordance with ISO 9001 (quality) and ISO 14001 (environment).

Assemblin Electrical Engineering completes numerous installation and service assignments, primarily for construction companies, property owners, the manufacturing industry, energy companies and public sector operations. Examples of major ongoing installation projects are the new care building at the Malmö hospital campus (commissioned by Skanska), a new command centre in the Seglet block (commissioned by Serneke), a new industrial facility in Jönköping (commissioned by Nobia Fastighets AB), as well as an extensive remodelling and extension of the Rödjan correctional facility in Mariestad (commissioned by NCC).

For the full year, the proportion of services amounted to 52 percent (49). Major service customers include the Swedish Defence Materiel Administration (FMV), the Swedish Prison and Probation Service, SSAB, Billerud Korsnäs, Södra and Vattenfall AB nuclear power (Forsmark/Ringhals).

Developments in 2023

Sales increased by 10.7 percent to SEK 5,416 million (4,894), driven by organic growth and acquisitions. The adjusted EBITA margin strengthened to 7.9 percent (7.1).

Order intake for the full year was strong and increased to SEK 5,682 million (4,336), contributing to the order backlog at the end of the year increasing to SEK 3,561 million (3,149). Notable among major new project assignments are the Viskan correctional facility in Sundsvall (commissioned by Serneke), the TBA Batterisammansättning industrial property in Gothenburg (commissioned by Billström Reimer Andersson Bygg) and the new Höjdpunkten 5 development facility in Lund (commissioned by Skanska). New service assignments for 2023 included an agreement with the Rödjan correctional facility in Mariestad, the Swedish Prison and Probation Service at Berga in Malmö and a major service agreement with the Swedish Migration Agency. During the year, three companies were acquired (RA Gruppen, Elia and M3 Installation) with a total 171 new employees and SEK 325 million in annual sales.

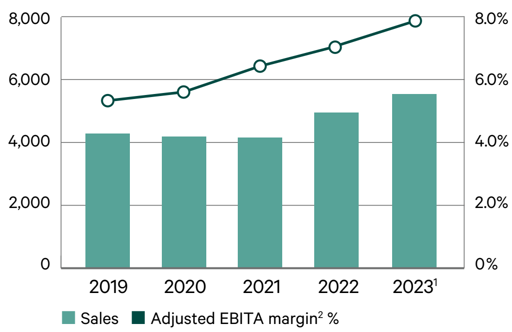
Development initiatives in 2023 included continued development in security and green technology, including electric car charging, solar cells, energy storage and energy efficiency. Specific marketing initiatives were undertaken for the launch of the new solar cell concept Assemblin Solar, for a sharpened energy efficiency offering, as well as for the phasing out of fluorescent tubes that have now been banned. During 2023, Assemblin Electrical also strengthened its supplier collaboration to decrease transport and to increase the proportion of electrical and hybrid cars in suppliers' own fleets.

> *Through focused development measures, initiatives for increased project control and a proactive purchasing process, we have succeeded in combining favourable growth with increased profitability, despite a challenging 2023, and are entering 2024 with a stable organisation and extensive commitment.*

Fredrik Allthin
President and Business Area Manager, Assemblin Electrical

KEY FIGURES	2023[1]	2022	2021
Net revenues, SEK million	5,416	4,894	4,054
Growth, %	10.7	20.7	1.1
Adjusted EBITA[2], SEK million	426	347	264
Adjusted EBITA margin[2], %	7.9	7.1	6.5
Order backlog, SEK million	3,561	3,028	3,149
Order intake, SEK million	5,682	4,336	3,864
Average number of employees, FTE	3,027	2,853	2,729
Share of service assignments, %	52	49	48

SALES AND PROFITABILITY



1) Aggregate financial information for 2023 (see page 77).
2) Adjusted for items affecting comparability. For definitions, refer to page 121.

Business Area Heating and Sanitation[1]

Sweden

Assemblin Heating and Sanitation is Assemblin's second-largest business area with 1,523 employees and annual sales of SEK 3,603 million.

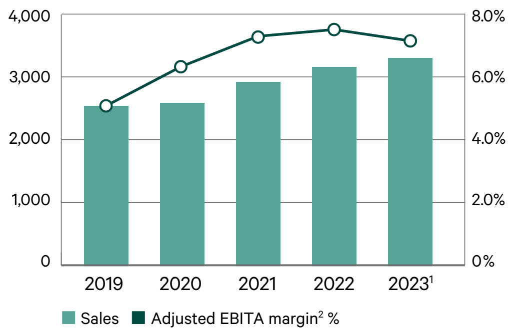
Proportion of Assemblin's sales **24%**

I am pleased that we have consistently delivered superior quality in our undertakings, regardless of scale, while maintaining our margins despite challenges related to purchasing. In 2024, we will increase the focus on our energy optimisation offering, as well as making further investments in purchasing and project management.

Andreas Aristiadis
President and Business Area Manager, Assemblin Heating and Sanitation

KEY FIGURES	2023[1]	2022	2021
Net revenues, SEK million	3,603	3,266	2,966
Growth, %	10.3	10.1	11.0
Adjusted EBITA[2], SEK million	266	256	225
Adjusted EBITA margin[2], %	7.4	7.8	7.6
Order backlog, SEK million	2,089	2,149	1,912
Order intake, SEK million	3,573	3,502	2,811
Average number of employees, FTE	1,523	1,455	1,438
Share of service assignments, %	39	41	38

SALES AND PROFITABILITY



1) Aggregate financial information for 2023 (see page 77).
2) Adjusted for items affecting comparability.
For definitions, refer to page 121.

Operations

Assemblin Heating and Sanitation accommodates superior expertise within technical systems for heating, water, industrial pipes, heat pumps and sprinklers, as well as district and geothermal heating.

Assemblin Heating and Sanitation is characterised by rapid decision-making processes and a clear delegation of responsibilities, is present in more than 50 locations in Sweden, with its headquarters in Västberga (Stockholm). Parts of the operations have been certified in accordance with ISO 9001 (quality), ISO 14001 (environment), ISO 45001 (work environment) and 44001 (collaboration).

The assignment portfolio of Assemblin Heating and Sanitation predominantly comprises smaller, local assignments but also large, complex projects. The largest customer groups are small and large construction companies, property owners, energy companies, public actors and, to some extent, private individuals. Among the largest projects currently in progress, worth mentioning are the installations at the new care building at the Malmö hospital campus (commissioned by Skanska), the remodelling and extension of industrial properties in Södertälje (commissioned by AstraZeneca), as well as the Ebbe Park housing project (commissioned by Lejonfastigheter).

At the end of the year, the proportion of services amounted to 39 percent (41). Among major service assignments in progress, Telge Bostäder and Göteborg Energi are worth mentioning.

Developments in 2023

For 2023, Assemblin Heating and Sanitation reported sales of SEK 3,603 million (3,266), corresponding to growth of 10.3 percent, which was driven by organic growth and acquisitions. Profitability remained at a high level and the adjusted EBITA margin amounted to 7.4 percent (7.8).

Order intake for the full year increased to SEK 3,573 million (3,502), contributing to the order backlog at the end of the year amounting to SEK 2,089 million (2,149). Worth mentioning among major new assignments are Heating and Sanitation's installations at the central hospital in Karlstad (stage two, commissioned by Skanska), the upgrade of AstraZeneca's production facility in Södertälje (commissioned by AstraZeneca), as well as the new development facility Höjdpunkten 5 in Lund (commissioned by Vectura/Skanska).

During 2023, the energy efficiency company Enex was acquired with annual sales of SEK 70 million and six employees.

Several development initiatives were conducted, including an updated project management course and updated digital project tools. As part of a coordinated initiative in Sweden, Assemblin Heating and Sanitation also contributed to a marketing campaign for Assemblin's updated energy efficiency offering.

Business Area Ventilation[1]

Sweden

With its 550 employees and annual sales of SEK 1,583 million, Assemblin Ventilation is one of Sweden's leading ventilation installers.

Proportion of Assemblin's sales **11%**

Operations

Assemblin Ventilation, with its headquarters in Malmö, offers ventilation and cooling technology in 25 locations around Sweden. Assemblin Ventilation is one of Sweden's largest ventilation companies and distinguishes itself through qualified planning expertise in all locations and large-scale initiatives in effective digital products and solutions, such as the in-house developed Camvent 2.0 and a third-party solution for digital production follow-up. In the service operations too, major initiatives have been undertaken in adapted systems for follow-up and control.

The assignment portfolio mainly includes medium-sized and large assignments for major construction companies and public sector operations. Among the largest contracting projects currently in progress, it is worth mentioning installations at the new healthcare building on the Malmö hospital campus (on behalf of Skanska), the Förbifart Stockholm tunnel project (on behalf of the Swedish Transport Administration) and the Högdalen sorting facility (on behalf of Stockholm Vatten och Avlopp).

In 2023, the proportion of services increased to 27 percent (22). Among the larger service assignments currently in progress, it is worth mentioning the ESS research facility in Lund, Wica Cold AB (ICA) and Volvo TB2 in Umeå.

Developments in 2023

In 2023, the project mix at Assemblin Ventilation changed, with a number of major commitments ending. Sales for the full year amounted to SEK 1,583 million (1,617) and the adjusted EBITA margin to 6.2 percent (6.5).

Order intake for the full year increased to SEK 1,473 million (1,454), contributing to an order backlog that amounted to SEK 1,428 million (1,490) at year-end. Among major new contracting projects, it is worth mentioning Forsmark (commissioned by Skanska), a new police station in Malmö (commissioned by Peab), as well as the Ryhov hospital in Jönköping (commissioned by NCC). Major new service assignments include the municipal agreement with Leijonfastigheter in Linköpng, as well as the framework agreement with Kronoberg County Council regarding the hospitals in Växjö and Ljungby.

During 2023, Lindsells in Löddeköpinge was acquired with 13 employees and annual sales equivalent to about SEK 30 million. During the year, Totalplåt's production workshops in Malmö and Linköping were divested with 26 employees and annual sales of SEK 45 million.

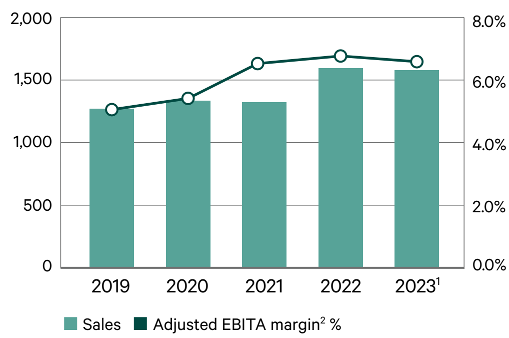
Among the successfully implemented development initiatives worth mentioning are the roll-out of additional digital systems and solutions, as well as the continued development of the service operations. Assemblin Ventilation also participated in a shared marketing campaign in Sweden for a further developed energy efficiency offering, as well as reinforcing its expertise in climate reporting of projects.

In 2023, we continued our successful initiative in digital production tools, and I am very proud that we now have a modern and efficient approach to the benefit of our customers. Looking ahead, our focus will be to continue sharpening our offering, particularly in services and cooling technology.

Håkan Ekvall
President and Business Area Manager, Assemblin Ventilation

KEY FIGURES	2023[1]	2022	2021
Net revenues, SEK million	1,583	1,617	1,373
Growth, %	-2.1	17.8	-0.8
Adjusted EBITA[2], SEK million	98	105	85
Adjusted EBITA margin[2], %	6.2	6.5	6.2
Order backlog, SEK million	1,428	1,490	1,627
Order intake, SEK million	1,473	1,454	1,385
Average number of employees, FTE	550	554	541
Share of service assignments, %	27	22	24

SALES AND PROFITABILITY



1) Aggregate financial information for 2023 (see page 77).
2) Adjusted for items affecting comparability.
For definitions, refer to page 121.

Business Area Norway[1]

Assemblin Norway has 1,031 employees and annual sales of SEK 2,198 million, making the Company Norway's fourth-largest installation company.

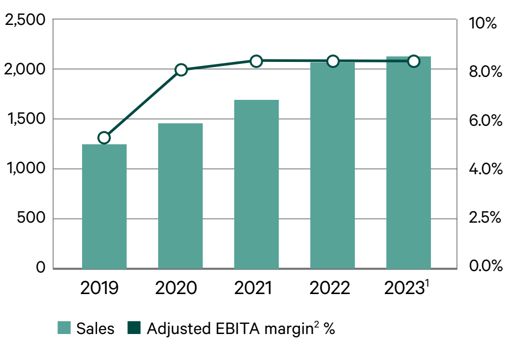
Proportion of Assemblin's sales **15%**

Thanks to engaged and skilled employees, we have, despite an uncertain market situation and high inflation, delivered a favourable profit also for 2023. We have also had a highly favourable order intake, contributing to a well-filled order backlog and providing security going forward.

Torkil Skancke Hansen
President and Business Area Manager, Assemblin Norway

KEY FIGURES	2023[1]	2022	2021
Net revenues, SEK million	2,198	2,038	1,628
Growth, %	7.9	25.1	9.1
Adjusted EBITA[2], SEK million	182	170	135
Adjusted EBITA margin[2], %	8.3	8.3	8.3
Order backlog, SEK million	1,716	1,763	1,875
Order intake, SEK million	2,222	1,861	2,167
Average number of employees, FTE	1,031	834	790
Share of service assignments, %	47	55	48

SALES AND PROFITABILITY



1) Aggregate financial information for 2023 (see page 77).
2) Adjusted for items affecting comparability.
For definitions, refer to page 121.

Operations

Assemblin's Norwegian operations offer leading expertise in heating and sanitation technology, electrical engineering and ventilation. Assemblin Norway is headquartered in Drammen (outside Oslo) and the operations are primarily conducted in and around Oslo, Innlandet, Hallingdal and Spitsbergen through 21 local offices. Most of the operations have been certified in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (work environment).

Assemblin's Norwegian operations have a very strong reputation in the market and are distinguished by several large, complex installation tasks and a high proportion of services. Notable among the customer portfolio are major construction companies, companies in the transport sector, public sector operations and smaller local businesses. Examples of major ongoing contracting projects are heating and sanitation's installations at Construction City (commissioned by Construction City Bygg), office buildings in the Government quarter (commissioned by Veidekke), as well as office buildings, housing and parking facilities in the mixed-use Helgerudskvartalet property in Oslo (commissioned by Skanska).

At the end of the year the proportion of services amounted to 47 percent (55). Examples of major assignments worth mentioning are the framework agreement with Avinor regarding Gardermoen, Oslobygg/Municipality of Oslo, as well as an agreement with NCC for the upgrading of Drammen station.

Developments in 2023

Sales increased by 7.9 percent to SEK 2,198 million (2,038). Growth was mainly driven by organic growth and acquisitions. The adjusted EBITA margin remained high at 8.3 percent (8.3).

Order intake for the full year was high, amounting to SEK 1,716 million (1,861), contributing to an order backlog of SEK 2,222 million (1,763) at the end of the year. Worth mentioning among major new installation assignments are the heating and sanitation installations at Økern Ungdomskole (commissioned by Veidekke), the Sannergata 2 office building (commissioned by Vedal), as well as the Drammen Helsepark hotel and office building (commissioned by Strøm Gundersen). Major new service assignments in 2023 included the framework agreement with the Municipality of Follo, the County of Østfold, the Municipality of Lillestrøm and extended assignments for the Municipality of Oslo regarding Sykehjem Oslo.

In 2023, six acquisitions were carried out that combined contributed 217 employees and estimated annual sales of SEK 330 million. Notable among the year's development initiatives were a new start-up in Bergen, the opening of two completely new units, initiatives in electrical and ventilation, as well as efforts to on-board 200 new employees.

Business Area Finland[1]

At the end of 2023, Assemblin Finland had 869 employees and annual sales of SEK 2,189 million.

Proportion of Assemblin's sales **15%**

Operations

Assemblin Finland embodies a high level of expertise in property technology systems connected to renewable energy, combined with solutions and products for smart, energy-efficient buildings. In 2023, a strategy process and a reorganisation were conducted with the stated objective of creating the conditions for becoming the leading actor in the green conversion of buildings. The new organisation builds on a clear customer segmentation:

• Packaged installation solutions aimed at residential properties and smaller commercial properties in Finland (marketed under the TomAllenSenera brand).

• Energy-efficient installation solutions for commercial and public buildings aimed at professional property owners in Finland (marketed under the Assemblin and Fidelix brands).

• The Ecoguard and Fidelix product and cloud segments, both of which develop packaged BMS and IMD solutions for property owners in northern Europe through dedicated development and sales organisations.

Major customers include YIT, Kesko, Skanska and the City of Helsinki.

Developments in 2023

To solve the challenges that have existed in parts of the Finnish installation operations, major restructuring measures were undertaken. Other parts of the operations developed favourably and, overall, sales rose to SEK 2,189 million (1,895) while the adjusted EBITA margin was strengthened to 3.4 percent (1.9). Order intake amounted to SEK 1,579 million (2,014) and the order backlog at the end of the year was SEK 504 million (1,105).

During the year, a smaller operation was divested with 11 employees and slightly less that EUR 2 million in annual sales in North Karelia.

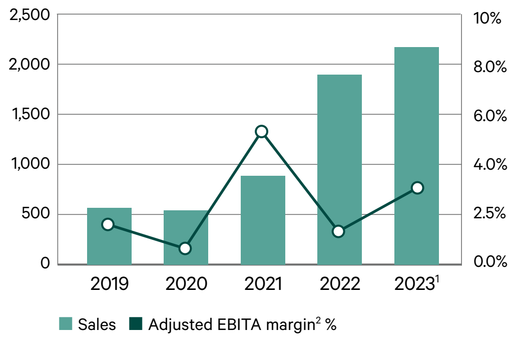
At the end of the year, the proportion of services amounted to 20 percent (22). During the financial year, considerable focus was placed on implementing the restructuring and reorganisation in a good way. A Curves Energy module was successfully relaunched, which helps residential property owners manage energy efficiency measures better. In 2023, EcoGuard also established operations in Finland.

Following restructuring measures in parts of the installation operations, we now have a strong organisation with considerable potential. The combination of superior installation expertise and ground-breaking automation products afford us favourable conditions for becoming a leader in the green transition through intelligent buildings.

Tero Kosunen
President and Business Area Manager, Assemblin Finland

KEY FIGURES	2023[1]	2022	2021
Net revenues, SEK million	2,189	1,895	882
Growth, %	15.5	114.8	55.6
Adjusted EBITA[2], SEK million	75	37	49
Adjusted EBITA margin[2], %	3.4	1.9	5.6
Order backlog, SEK million	504	1,105	808
Order intake, SEK million	1,579	2,014	1,031
Average number of employees, FTE	869	832	439
Share of service assignments, %	20	22	27

SALES AND PROFITABILITY



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2) Adjusted for items affecting comparability.
For definitions, refer to page 121.

Corporate Governance Report

About Assemblin's Corporate Governance Report
Due to a change of ownership on 3 May, when Assemblin was sold from one Triton-controlled fund to another, a new Group was formed with a new Parent Company. The Board of Directors hereby submits its corporate governance report for the Group with Assemblin Group AB (corporate identification number 559427-2006, formerly Apollo Swedish Bidco AB) as the Parent Company for the period 21 March to 31 December 2023. During the period 21 March to 2 May 2023, the Parent Company was dormant, which is why this corporate governance report reflects conditions during the period 3 May to 31 December 2023. To enable a comparison with prior years, the report also reflects aggregated data regarding the operations of the Group with Assemblin Financing AB (corporate identification number 559077-5952, formerly Assemblin Group AB) as the Parent Company for the period 1 January to 2 May 2023.

In all essential aspects, the Corporate Governance Report adheres to the requirements set out in the Swedish Code of Corporate Governance. The Corporate Governance Report forms part of Assemblin's Annual and Sustainability Report for 2023, which is available in its entirety from the Assemblin's external website. This explains why pagination commences on page 30. The report can be read separately from other parts of the Annual Report but contains occasional references to them.

CONTENTS

The installation industry is an exciting market *with considerable growth opportunities, particularly in energy optimisation where Assemblin has evolved to become one of the leading players. I have had the privilege of working with the Company for several years and am impressed by the combined expertise and energy that pervade the operations. I perceive considerable commitment, focusing on the operational activities, which I consider a major explanation behind Assemblin's success.*

This commitment is also tangible among the Board of Directors which now works in accordance with well-established procedures and maintains a highly favourable dialogue with Group Management. In addition to ownership-related matters and ongoing issues, such as reporting, acquisitions and risk management, the Board of Directors held stimulating market and strategy discussions in 2023. We have also devoted greater focus to the area of sustainability, which will increase in importance in the future. Here I feel that Assemblin holds a favourable position, both regarding its internal transition to the new regulations and regarding the adaptation and breadth of the offering. The deliberate initiative in expertise in green technology and intelligent buildings that Assemblin has made is entirely appropriate.

Assemblin dealt well with the many challenges of 2023 and I therefore want to take this opportunity to extend my praise to the Company's employees and management. The ownership situation and financing structure represent key points of departure for Assemblin's corporate governance.

Mats Jönsson,
Chairman of the Board, Assemblin

KEY FUNDAMENTALS

Key fundamentals

The ownership situation and financing structure represent key points of departure for Assemblin's corporate governance.

Group structure and Parent Company

Until 2 May 2023, the Group's Parent Company, Assemblin Financing AB (formerly Assemblin Group AB with corporate identification number 559077-5952), but in connection with Triton transferring its holding from one Triton-controlled fund to another the Group as of 3 May 2023, the Assemblin Group gained a new Parent Company, Assemblin Group AB (formerly Apollo Swedish Bidco AB with corporate identification number 559427-2006). The Parent Company's Articles of Association are available from Assemblin's website. The Parent Company is domiciled in Stockholm (address: Västberga Allé 1, 126 30 Stockholm, Sweden).

Assemblin conducts its operations through five operational business areas in the Swedish, Norwegian and Finnish installation markets. The operations are primarily conducted through the legal units Assemblin El AB, Assemblin VS AB, Assemblin Ventilation AB, Assemblin AS, Assemblin Oy, Fidelix Oy and Tom Allen Senera Oy and those companies' subsidiaries (in total some 100 legal units).

Corporate governance regulations

Assemblin is a Swedish public limited company that is mainly owned by Private Equity company Triton. Assemblin has Eurobonds listed in the international securities market TISE and on the International Stock Exchange, (CI). Accordingly, Assemblin's corporate governance is based on the Swedish Companies Act, Swedish accounting legislation and the TISE's (CI's) rules for issuers. In addition, Assemblin has chosen to apply the principles of the Swedish Code of Corporate Governance (the "Code") although, because Assemblin's ownership is limited, the following digressions are made: (i) no Nomination Committee has been established, (ii) remunerations for senior executives are not reported in detail, (iii) formalities in connection with the Company's Annual General Meeting adhere to the Code's guidelines, and (iV) no audit of the interim reports is performed.

Assemblin has also chosen to apply the principles set out in the UN's "Global Compact" (although no formal affiliation has been sought) and other international regulations detailed in the separate *Sustainability Report*.

KEY EXTERNAL REGULATIONS

- Swedish Companies Act
- Other laws, rules and regulations in Sweden, Norway and Finland
- Regulations for issuers in the international securities market TISE (CI)
- Swedish Code of Corporate Governance
- The UN's "Global Compact" (albeit with no formal affiliation)

KEY INTERNAL REGULATIONS

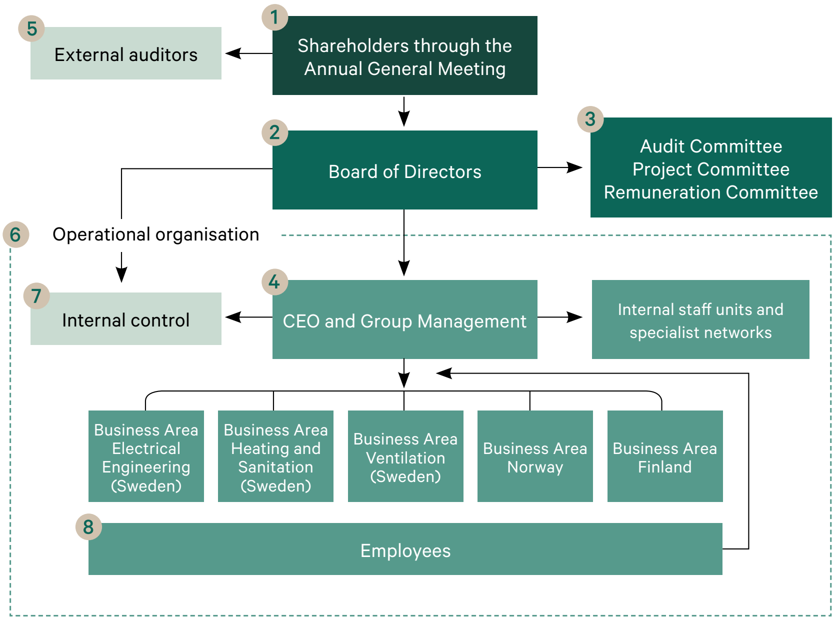
- Articles of Association
- Rules of Procedure – Board of Directors
- Communications Policy, Finance Policy, Financial Handbook, Sustainability Policy
- Code of Conduct, Anti-corruption and Anti-bribery Policy
- Common values
- Processes for risk management and internal control

KEY ORGANISATIONAL BODIES

Work of Assemblin's key organisational bodies in 2023

Shareholders' opportunities for control and governance involve well-defined corporate bodies and a clear corporate governance structure.

CORPORATE GOVERNANCE STRUCTURE AND KEY ORGANISATIONAL BODIES



1 Shareholders and Annual General Meeting

On 3 May 2023, the newly formed company Assemblin Group AB (formerly Apollo Swedish Bidco AB, Corp. ID No. 559427-2006) acquired Assemblin Financing AB (formerly Assemblin Group AB, Corp. ID No. 559077-5952). The acquisition formed part of a major transfer of holdings from Triton Fund IV to the newly formed Triton Fund IV Continuation Fund, which (via Ignition MidCo S.a.r.l.) was Assemblin's principal owner at the close of 2023. Indirectly via the structure above Ingition MidCo S.a.r.l., a certain part is also held by senior executives in Assemblin.

There are 500,000 shares in the new company, Assemblin Group AB, each of which entitles the holder to one vote. The Company's shareholders are entitled to exercise their influence at the Annual General Meeting, the Company's highest decision-making body, on key issues regulated in the Swedish Companies Act and the Articles of Association. The Annual General Meeting shall be held within six months of the end of the financial year. An Extraordinary General Meeting is held if so requested by the Board of Directors, Assemblin's auditors or any holder of at least ten percent of the total number of shares.

2 Board of Directors

The Board of Directors is the most senior executive body within Assemblin Group AB. Board Members are nominated by the principal shareholder and appointed by the Annual General Meeting for the period up until the ensuing Annual General Meeting. The Board of Directors bears an overarching responsibility for Assemblin's organisation and administration. This responsibility includes adopting Assemblin's long-term targets and strategy, as well as its governance and follow-up, continuously assessing the Group's financial situation and ensuring that the Company maintains good internal control. The Board of Directors is also tasked with appointing and continuously assessing the Assemblin Group's CEO.

Each year, the Board of Directors establishes Rules of Procedure for its work, which also regulate the responsibilities and duties of the Chairman of the Board and the Board Committees. According to the Rules of Procedure, a statutory Board meeting shall be held immediately following the Annual General Meeting, at which members of the Board's committees and signatories for the Company are appointed. In accordance with Assemblin's Articles of Association, the Board of Directors may comprise three to ten members. The work of the Board of Directors is organised and headed by the Chairman of the Board, who is also responsible for ensuring that the Board of Directors completes its tasks effectively and in compliance with applicable laws and regulations. The Chairman of the Board shall also ensure that the Board of Directors meets when necessary, that its work is assessed annually and that its decisions are effectively implemented.

The composition of the Board of Directors at the end of the year is presented on page 35 and the individual Board Members on page 38. In addition to the Board Members, Assemblin's CEO, CFO and Chief Legal Counsel participate in the Board meetings. Eight regular Board meetings were held in 2023 (of which five were held between May 3 and December 31), as well as several extraordinary meetings. Matters addressed by the Board of Directors at these meetings included strategic issues, financial trends, financial reports, sustainability work and non-financial reporting, acquisition decisions and issues involving customers, personnel, risk management and internal control.

3 Board Committees

To streamline its work, the Board of Directors has established an Audit Committee, a Project Committee and a Remuneration Committee. The Board's Rules of Procedure provides specific instructions for the work of each committee. The Audit and Remuneration Committees prepare matters to be addressed by the Board, while the Project Committee may approve bids submitted in contracting procurement processes.

Audit Committee
The Audit Committee is primarily tasked with monitoring the Company's accounting and financial reporting, internal control, risk management and any related party transactions, as well as the Group's short- and long-term cash flow development and financing opportunities. During the financial year, non-financial reporting was also added to the Audit Committee's agenda. The Committee also monitors the auditors' work and impartiality. In 2023, the Audit Committee comprised three Board Members, with Susanne Ekblom chairing. Assemblin's CFO both presents and performs secretarial duties at in the Committee's meetings. The Audit Committee held seven meetings over the financial year (of which five were held between May 3 and December 31). The Company's external auditors attended on four occasions, among other things to discuss the focus of the audit during the financial year, the Annual Report and the results of the preceding financial year's audit, including an assessment of the CFO and the finance function.

Project Committee
The Project Committee is tasked with reviewing and approving bids for contracting assignments valued at more than SEK 100 million. If approval is to be granted by the full Board of Directors, the Project Committee shall prepare the information on which the Board of Directors bases its decision. In 2023, the Project Committee comprised two Board Members, with Per-Ingemar Persson chairing the Committee. Assemblin's CEO also attended the meetings of the Committee in a reporting function, while Assemblin's Chief Legal Counsel attended to take minutes. The Project Committee held eight meetings (of which seven were conducted between May 3 and December 31).

Remuneration Committee
The Remuneration Committee is tasked with preparing proposals regarding principles of remuneration, as well as senior executives' remunerations and other terms of employment. The Remuneration Committee shall also monitor and assess programmes of variable remuneration for senior executives and safeguard compliance with the guidelines adopted by the Annual General Meeting. In 2023, the Chairman of the Board also chaired the Remuneration Committee. The Remuneration Committee also included one additional member. The Committee held two meetings during the year (both were held between May 3 and December 31).

4 CEO and Group Management team

The Board of Directors appoints the President of Assemblin Group AB, who is also the CEO of the Assemblin Group. The CEO is responsible for ensuring that the Company's day-to-day management, accounting and management of funds occurs in accordance with current legislation and the instructions and directions given by the Board of Directors. The CEO shall also ensure that the Board of Directors receives the materials needed to be able to make well-founded decisions and convenes Board meetings on behalf of the Chairman of the Board.

Mats Johansson has been Assemblin's CEO since 2018. To lead the operational work, he has appointed a Group Management team, which comprised eight individuals in 2023 (in addition to the CEO, five Business Area Managers, the CFO and the Head of Communications and Sustainability).

The members of Group Management at the end of the year are presented on page 39. In 2023, the Group Management team held five regular meetings (of which four were held between May 3 and December 31), as well as monthly earnings reviews. Matters addressed at these meetings included the earnings trend and forecasts, the market situation, business and acquisition opportunities, Group-wide initiatives, key recruitments, sustainability issues, as well as other important and current issues. Matters of particular focus in 2023 included monitoring supplies of materials and purchasing prices, climate accounting, work environment and safety, IT strategy, and the implementation of a new business plan.

5 External auditors

In accordance with the Articles of Association, Assemblin must have a minimum of one and a maximum of two auditors, with or without deputies, or a registered firm of auditors. Since 2016, KPMG has been Assemblin's external auditor. In 2023, Marc Karlsson became the principal auditor. In addition to this audit assignment, Marc Karlsson is also engaged by several other companies, including Ovzon, Kåpan Fastigheter, Ramirent and Siemens Energy. The external auditor's assignment is to review Assemblin's annual accounts, the Annual Report and the consolidated accounts, as well as the administration of the Company by the Board of Directors and the Group Management team. The auditors also review the Company's internal control and

Remuneration of the Board of Directors and senior executives

The Board of Directors' Remuneration Committee addresses matters of remuneration, including principles for bonus systems and incentive programmes for senior executives. Remunerations and terms of employment for senior executives must be reasonable and market-based to attract skilled managers. Remuneration comprises fixed salary, variable compensation and other benefits. The variable portion may not exceed 75 percent of fixed salary. The remuneration of the Group Management team and the Board of Directors is reported in Note 7 in the separate *Financial statements section.*

Remuneration of the Company's other employees

Assemblin's HR Policy describes the Group's principles for the remuneration and compensation of the Company's other employees. This builds on Assemblin being required to apply fair and market-based salaries, albeit with the individual variations based on experience and expertise offered through negotiations between the parties involved in the labour market. There must be a clear connection between remunerations and the individual's performance and personal targets, as well as the with Company's development. To prevent unfounded and unfair pay discrepancies between the sexes, annual payroll mapping are conducted and documented in all business areas. Pensions are provided in accordance with collective agreements.

Eight regular Board meetings were held in 2023, as well as several extraordinary meetings. Matters addressed by the Board of Directors at these meetings included strategic issues, financial trends, financial reports, sustainability work and non-financial reporting, acquisition decisions and issues involving customers, personnel, risk management and internal control.

ascertain whether the Group's Sustainability Report meets the legal requirements. The external audit of the Group's accounts is performed in accordance with the Swedish Companies Act, the International Standards on Auditing (ISA) and generally accepted auditing practices in Sweden. The auditor reports to the Audit Committee, the CEO and the company management teams within the business areas. The external auditor attends at least one Board meetings annually. The auditors also participate in a number of meetings of the Audit Committee. Audit fees paid for 2023 are reported in Note 6 in the separate *Financial statements* section. Parts of Assemblin's operations are also examined from the perspectives of sustainability, quality and work environment by independent certification agencies. The results of these reviews are reported to the management teams of each business area. Further details are available in the *Sustainability Report*.

6 Operational organisation and management

Assemblin's operational organisation is divided into five business areas based on technology and country, with these being sub-divided into geographical regions and finally branches/departments. Assemblin's operations are strongly decentralised and the natural starting point for all operations is the local branch/department, which is responsible for earnings, personnel, sales and customer relationships, supported by regional and central specialist functions. At the Group level, specialist staff units for Financial, Legal, IT and Communications/Sustainability are in place.

In Assemblin's decentralised organisation, practices and processes vary between different business areas and areas of technology. However, to ensure that all operations are conducted in a controlled, professional and correct manner, a Group-wide framework details the unifying characteristics of all Assemblin operations and determines minimum levels in key areas, such as purchasing, HR, working environment, business ethics, risk management and internal control. Assemblin also embodies a shared culture that builds on uniform values, guiding principles, structured management of business risks and a sound ethical standpoint. The ethical standpoint is described in the Group-wide Code of Conduct. To ensure that all employees have read and understood the contents of the Code of Conduct, shared mandatory courses are provided for all Assemblin employees. For further details and updates on the degree of implementation, see the separate *Sustainability Report*.

Of particular importance for the operational governance of Assemblin's decentralised operations is a shared business plan and a clear delegation of responsibilities, both adopted by the Board of Directors. The business plan is updated every three years and is divided into three areas: employees, market and efficiency. The business plan is complemented by annual budgets and specified action plans, both for the Group and its individual business areas. These are, in turn, specified in greater detail in local action plans for each region and branch/department. Budgets and activity plans are followed up on a monthly basis and updated forecasts are made twice annually.

A specific set of regulations sets out how responsibilities are delegated and who may make or approve decisions on various matters. In addition to strategic and operational matters, these set investments and divestment ceilings, determine who may sign rental and leasing agreements, financing agreements, guarantees and contractual commitments. Bids for contracting assignments exceeding SEK 20 million must be approved by the relevant Business Area Manager, bids exceeding SEK 50 million must be approved by the CEO and bids exceeding SEK 100 million require the approval of the Board of Directors. A well-established acquisitions process is applied, with all equity acquisitions requiring approval by the Board of Directors.

7 Internal control and risk management

The Group Board of Directors determines the Company's risk level and bears the overall responsibility for ensuring that the Company's internal control and risk management work is conducted in accordance with current regulations and Assemblin's internal control and risk management policies. Internal control work builds on the international framework COSO[1] and is conducted in accordance with an annual self-assessment process, monitored by the Group's CFO together with Assemblin's CRO. Results and any deviations are reported to the Board of Directors, the Audit Committee and Group Management.

Risks are managed in accordance with a special risk management process that is described on page 37 alongside Assemblin's top risks as of December 2023.

The internal control and risk assessment work with regard to financial reporting is described in more detail on page 36.

8 Employee influence

Assemblin adheres to the principles applicable to the labour market partners in the Nordic region. These include a duty to inform trade union representatives of major changes, for example, and an undertaking to negotiate in connection with redundancies and notices of termination. In several of Assemblin's business areas, the Boards of Directors also include trade union representatives. Assemblin also maintains a structured employee dialogue, including personal development interviews, regular anonymous employee surveys and an anonymous whistle-blower system.

1) The Committee of Sponsoring Organizations of the Treadway Commission

BOARD STRUCTURE AND MEETINGS

Board structure and meetings in 2023

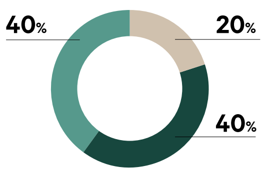
COMPOSITION OF THE BOARD OF DIRECTORS

The objective is for the composition of the Board of Directors to be appropriate with regard to Assemblin's operations, stage of development and ownership, and for the members' overall expertise, experience and background to be diverse and broad. At an Extraordinary General Meeting in August, Peder Pråhl was elected at the same time as Anders Thulin stepped down. This meant that, at the end of the year, the Board of Directors comprised five members, of whom 20 percent (16.7) were women, 100 percent (100) were considered independent in relation to the Company and 60 percent (66.7) were considered independent in relation both to the Company and the principal shareholders. The members of the Board of Directors are presented in greater detail on page 38.

PROPORTION OF WOMEN

20%

AGE DISTRIBUTION



<45 years ■ 45–65 years ■ >65 years

Average attendance at ordinary Board meetings

92%

MEETINGS

- Annual General Meeting
- Regular Board meeting
- Audit Committee meeting
- Remuneration Committee meeting

■ Meetings between january 1 – may 2

■ Meetings between may 3 – december 31

REGULAR BOARD MEETINGS

February
Adoption of the year-end report. The external auditor reports on the annual audit. Decision on plan for self-assessment and internal control.

March
Adoption of the Annual and Sustainability Report.

April
Ongoing issues.

May
Adoption of the interim report for the first quarter. Review of the risk report and internal control report.

Statutory Board meeting, adoption the Board's Rules of Procedure, the instructions to the CEO and the instructions to the Board's committees. Review and adoption of policies.

July
Adoption of the interim report for the second quarter.

September
Strategy meeting. Guidelines for budget work.

November
Adoption of the interim report for the third quarter.

December
Adoption of budget and internal targets for 2024.

BOARD MEMBERS' DEPENDENCE AND ATTENDANCE AT MEETINGS FROM MAY 3 2023

	Elected year	*Meeting attendance*				*Position of dependence*	
		Board of Directors	Audit Committee	Project Committee	Remuneration Committee	Independent of the Company	Independent of major shareholders
Total number of regular meetings		**5**	**5**	**7**	**2**		
Mats Jönsson	2017 (member), Chairman since March 2023	5	1	7	2	Yes	Yes
Susanne Ekblom	2019	5	5			Yes	Yes
Hans Petter Hjellestad	2022	5	5		2	Yes	No
Per Ingemar Persson	2021	5	5	6		Yes	Yes
Peder Pråhl[1]	2023 (from and including August)	1				Yes	No
Anders Thulin[1]	2017 (until and including August)	1				Yes	No

1) At an Extraordinary General Meeting in August, Anders Thulin was replaced by Peder Pråhl as Board Member.

INTERNAL CONTROL

Internal control of financial reporting

Internal control builds on the principles developed by COSO[1] in the areas of control environment, risk assessment, control activities, information/communication, as well as review.

The Board of Directors bears the overall responsibility for Assemblin's internal control efforts. In the control of financial reporting, the objective is a relevant and efficient reporting process, resulting in reliable reports and ensuring that relevant laws and regulations are adhered to.

Control environment

The purpose of Assemblin's control environment is to foster a sound risk culture through a shared ethical approach and sound values, relevant expertise, an effective organisational structure with well-defined authorisations and division of responsibilities, as well as appurtenant guidelines and instructions. Particularly important governance documents with regard to financial reporting are the Board's Rules of Procedure, the instructions to the CEO, the instructions to the Board's committees, the instructions for financial reporting and the Finance Policy. Other fundamental documents include Assemblin's Group-wide financial handbook, with principles, guidelines and outlines of key financial processes, the financial accounting and reporting, and the Group's delegation of authority. Based on the policies, procedures and instructions established by the Board of Directors, the CEO is responsible for formulating internal processes and supplementing them with other governing documents deemed necessary. The Group's CFO is responsible for the work on financial reporting and ensures that this is prepared in accordance with current accounting standards and relevant legal and listing requirements. The CEO and CFO report regularly to the Audit Committee and the Board of Directors in accordance with established procedures. The Board's Audit Committee bears a special responsibility for assuring the quality of the financial reporting and for monitoring Group Management's work with internal control.

Risk assessment

In accordance with the Group's risk management work, as described at page 37, all risks must be mapped and assessed annually. Risk assessments are also performed for major items in the consolidated balance sheet and income statement and for major ongoing projects, and these are presented to the Audit Committee and the Board of Directors. The risks in financial reporting are discussed with the Company's auditors on an ongoing basis.

Control activities

To limit and control the risks identified, various control activities are formulated. Assemblin has controls built into all key processes, mainly through documented and well-integrated manual routines and automatic system solutions. The responsibility for the control activities in the financial reporting lies with the Group's finance function. The financial reporting process and the need for control activities are assessed on an ongoing basis. The process is documented in Assemblin's Finance Handbook.

> ***In the control of financial reporting, the objective is a relevant and efficient reporting process, resulting in reliable reports and ensuring that relevant laws and regulations are adhered to.***

Information and communications

To ensure that financial information is handled and published correctly, the Board of Directors has adopted a Communications Policy and an Insider Policy. Compliance is facilitated by the fact that Assemblin has centralised communication and finance functions and that the authority to communicate about the Group's financial information and consolidated earnings is restricted to a small number of people. According to Assemblin's procedures, interim financial reports must be approved by the Audit Committee and the Board of Directors before being distributed. To safeguard an understanding of the handling of consolidated financial information (and other insider information), a special web introduction has been developed that all salaried employees are required to undergo. Significant guidelines and instructions of importance for financial reporting are continuously updated and communicated directly to the employees concerned and are also available to all employees on the Group-wide intranet alongside other Group-wide governing documents.

Monitoring and supervision

The Audit Committee continuously monitors the internal controls to safeguard the quality of Assemblin's key financial processes. In accordance with Assemblin's internal control policy, the Group's CFO and CRO monitor the internal control of financial reporting twice annually by means of a self-assessment process and centralised random assessment. The results and any deviations are reported to the Board of Directors, the Audit Committee and Group Management. Assemblin's external auditors also regularly report the results of their audit to the CFO and the Audit Committee.

Both the internal reporting and the auditors' reporting enable continuous improvement, increased compliance and the adaptation of the Group's control environment to a changing reality. Assemblin also maintains a whistle-blower system that can be used by Company employees and that customers, suppliers and other external stakeholders can also use to report suspected irregularities or criminal behaviour. Having assessed the need for a specific internal audit function, the Board of Directors has found the existing internal control efforts to be sufficient.

1) The Committee of Sponsoring Organizations of the Treadway Commission

RISKS AND RISK MANAGEMENT

Assemblin's top risk report 2023

Assemblin conducts a structured risk management process aimed at securing the values that exist in the Company and fostering a long-term sustainable earnings trend. The work takes place in accordance with a well-defined risk management process as described in the Company's risk management policy. In accordance with the risk management process, each business area and staff function shall perform an annual survey, analysis and assessment of the identified risks, and then report on these to the Group. The risks that, based on probability and assessed impact, are perceived to be the largest are summed up in a Top Risk Report that is reported to the Audit Committee and the Board together with a description of measures to control these risks. Assemblin's principal risks can be divided into four main categories:

1) Market and business risks
For example, risks of economic fluctuations, calculation risks and customer risks (see more under Note 17 in the *Financial statements* section)

2) Operational risks
For example, working environment risks and risks involving safety, skills supply and quality deficiencies.

3) Financial risks
For example, interest rate, financing, currency and credit risks (see more under Note 17 in the *Financial statements* section).

4) Other risks
For example, legal risks, risks of impaired trust, IT and cyber risks, pandemics and other sustainability-related risks (see more in the *Sustainability Report*).

ASSEMBLIN'S TOP RISK REPORT

RISK	CATEGORY	DESCRIPTION/COMMENTS	MAIN CONTROLS
Significant shift in the economic trend	1. Market and business risks	Lower demand due to reduced new construction, reduced public investment or other socio-economic disruptions.	Continuous market monitoring and structured review of relevant key figures and rapid adaptation given early signs of concern.
Selection of tenders for major projects	1. Market and business risks	Wrong type of customer, wrong conditions for implementation, excessive project risks.	Clear decision matrix for tenders, mandatory risk reviews of tenders.
Poor project execution (time, cost, quality)	1. Market and business risks 2. Operational risks	Incorrect calculations, lack of planning/review, lack of resources and other delivery disruptions.	Clear processes. Structured forecasts and project reviews, structured follow-up of operational key figures.
Serious workplace injuries/workplace accidents	2. Operational risks	Poor safety culture and inappropriate working methods in our own operations, or in our customers' or suppliers' operations	Active safety work and good safety training. Appropriate equipment and clothing for all employees. Follow-up through accident statistics. Work environment audits. Safety campaigns.
Shortcomings in ethics and inappropriate behaviours	2. Operational risks	Unethical conduct by individuals (employees or suppliers) in violation of Assemblin's regulations, e.g. regarding bribes or illegal price collusion.	Clear and well-communicated principles, as well as tailored training events and active cultural work. A structured on-boarding process for new employees and suppliers, as well as continuous review.
Skills shortages (attracting and retaining key individuals)	2. Operational risks	Loss of key individuals, poor succession planning, poor employer reputation.	Leadership development and succession planning. Active work with a pleasant environment and a healthy and safe culture. Follow-up through employee interviews and employee surveys.
Challenges related to acquisitions	2. Operational risks	Acquisition of companies with poor cultural match or profit-earning capacity.	Clear acquisition and decision-making process, as well as external financial "due diligence."
New players with new business models/ "disruption"	1. Market and business risks	New methods and working methods that challenge the industry's traditional working methods	Active external monitoring and continuous development of our own operations, as well as partnerships with innovative actors.
Cyber/IT security threats (cyber attacks, unauthorised access, information leaks, etc.)	4. Other risks	Insufficient IT security protection and/or inadequate knowledge. External changes, vulnerability in the cloud and a large number of mobile devices.	Virus protection, spam protection, etc. Increased protection for key individuals, well-communicated IT security policy and clear guidelines for mobile devices that are communicated via a mandatory web introduction. Cyber insurance.
Epidemic/pandemic	4. Other risks	Contagion causing high degree of sick-leave or closure of work in progress.	External monitoring and partnership with trade organisations. Mitigation of contagion through ongoing risk analyses.
Rapid and sharp changes in prices of materials	1. Market and business risks	Global challenges such as pandemics and geopolitical uncertainty can rapidly affect energy and material prices.	Continuous market surveillance and operational control. Good planning. Customer agreements with variable pricing.

Presentation of the Board

Mats Jönsson

Born 1957. Board Member since 2017 and Chairman of the Board since 2023. Member of the Project Committee and Chairman of the Remuneration Committee.

Education and work experience: Graduate Engineer from the Royal Institute of Technology (KTH) in Stockholm. Previous positions include President and CEO for Core Service Management, as well as several positions within Skanska, including President and CEO of Skanska Services.
Other current assignments: Chairman of the Board of Bonava AB (publ), Played Top Holding AB (part of the Lekolar Group) and Tengbomgruppen Holding AB. Board Member of Mats Jönsson i Stockholm AB and NCC Aktiebolag.

Independent in relation to Assemblin and Group Management, independent in relation to major shareholders.

Susanne Ekblom

Born 1966. Board Member since 2019. Chairman of the Audit Committee.

Education and work experience:BSc in Business Administration from Stockholm University. Previous positions include President and CEO of Vectura Fastigheter, CFO of Investor, CFO of SVT and several positions within Scania.
Other current assignments: Board Member of Norstat AS, Sjunde AP-fonden and C-rad.

Independent in relation to Assemblin and Group Management, independent in relation to major shareholders.

Hans Petter Hjellestad

Born 1991. Board Member since 2022. Member of the Audit Committee and Renumeration Committee.

Education and work experience:B.Sc. in Economics and Business Administration from the Norwegian School of Economics (NHH). Previous experience from investment banking at Morgan Stanley.
Other current assignments: Investment Professional at Triton.

Independent in relation to Assemblin and Group Management, not independent in relation to major shareholders.

Per Ingemar Persson

Born 1956. Board Member since 2021. Chairman of the Project Committee.

Education and work experience:
MSc Engineering from Lund University. Previous positions include CEO of Skanska Sweden, NVS (now part of the Assemblin Group) and Veidekke Sweden.
Other current assignments: Board Member of Bonava AB (publ), Veidekke ASA (publ).

Independent in relation to Assemblin and Group Management, independent in relation to major shareholders.

Peder Pråhl

Born 1964. Board Member since 2023.

Education and work experience:
MBA and graduate economist from the Wharton School of the University of Pennsylvania.
Other current assignments: CEO and Managing Partner at Triton, specialised in the services and health sector.

Independent in relation to Assemblin and Group Management, not independent in relation to major shareholders.

Presentation of Group Management

Mats Johansson

Born 1967. President and CEO since 2018.

Education and work experience:MSc in Engineering from the Royal Institute of Technology (KTH), Stockholm and SEP from the Stanford University Graduate School of Business. Previous positions include COO of Skanska USA Building and several other positions within Skanska.
Other current assignments: Board Member of Ikano AB. Chairman of the Board and CEO of companies within the Assemblin Group.

Fredrik Allthin

Born 1970. President of Assemblin Electrical Engineering since 2016.

Education and work experience: Graduate Engineer and Graduate Economist from Växjö University and courses in management (International Senior Management Program 5) and contract law. Previous positions include as CEO, Deputy CEO and Regional Manager for Imtech Elteknik, as well as several positions within NEA.
Other current assignments: Chairman of the Board and CEO of companies within the Assemblin Group. Board Member of Elteknikbranschens utveckling i Sverige AB and Installationsföretagen.

Andreas Aristiadis

Born 1978. President of Assemblin Heating and Sanitation since 2017.

Education and work experience:
Advanced vocational training in installation from IUC Katrineholm. Previous positions include Regional Manager and Deputy President of Assemblin Heating and Sanitation and several positions within NVS and Imtech VS-teknik.
Other current assignments: Chairman of the Board of companies within the Assemblin Group. Board Member of Installatörsföretagen and Håll i Nollan.

Åsvor Brynnel

Born 1966. Head of Communications and Sustainability since 2017.

Education and work experience:
MSc in Economics from Mitthögskolan. Previous positions include Director of Communications and Sustainability at Coor Service Management, Head of Communications at Drott/Fabege and Communications Consultant at Askus.
Other current assignments: -

Philip Carlsson

Born 1978. CFO since 2017.

Education and work experience:
MBA from Uppsala University and studies in finance at École de Management de Lyon. Previous positions include CFO of Coromatic, Director at EY Transaction Services in Stockholm and London and Auditor at Previsor Revisionsbyrå.
Other current assignments: Board Member of companies within the Assemblin Group.

Håkan Ekvall

Born 1966. President of Assemblin Ventilation since 2013.

Education and work experience:
Heating and Sanitation Engineer from Pauli Tekniska Läroverk and internal training in control and regulation technology, fire protection and contract law at Sydtotal and Imtech. Previous positions include CEO of Imtech Ventilation, co-founder of Sydtotal and Head of Business Development at Imtech
Other current assignments: Chairman of the Board of companies within the Assemblin Group.

Tero Kosunen

Born 1978. President Fidelix since 2017 and President of Assemblin Finland.

Education and work experience:
Advanced Management Program at IESE Business School, Master of Science in Industrial Economics & Engineering (with honours) at Tampere University of Technology. Previous positions include general and business management roles at IT company Enfo and global building technology company Danfoss.
Other current assignments: Board Member and Chairman of various Fidelix group companies. Board Member of Gebwell Oy. Member of Growth Collective Finland.

Torkil Skancke Hansen

Born 1969. President of Assemblin Norway since 2009.

Education and work experience:
Graduate Engineer, Machine/Heating and Sanitation from NTNU Norwegian University of Science and Technology. BSc in economics from NTNU Business School. Trained plumber (Trade Certification). Previous positions include several within the Assemblin Group (previously within Drammens rør, NVS and Imtech).
Other current assignments: Chairman of the Board and Board Member of companies within the Assemblin Group.

Auditor's statement regarding the Corporate Governance Report

KPMG

To the general meeting of the shareholders in Assemblin Group AB, corporate identity number 559427-2006

Engagement and responsibility

It is the board of directors who is responsible for the corporate governance statement for the financial year 2023-03-21–2023-12-31 on pages 30–39 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 16 *The auditor's examination of the corporate governance statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

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

Stockholm, 27 March 2023
KPMG AB

Marc Karlsson
Authorised Public Accountant

Sustainability Report

About Assemblin's Sustainability Report

Due to a change of ownership on 3 May, when Assemblin was sold from one Triton-controlled fund to another, a new Group was formed with a new Parent Company. The Board of Directors of Assemblin Group AB (corporate identification number 559427-2006, formerly Apollo Swedish Bidco AB) hereby submits its Sustainability Report for the period 21 March to 31 December 2023. During the period 21 March to 2 May 2023, the Parent Company was dormant, which is why this Sustainability Report reflects conditions during the period 3 May to 31 December 2023. To provide a fair view of Assemblin's sustainability work over the full year of operations in 2023, this report also includes work by the Group with Assemblin Financing AB as its Parent Company (corporate identification number 559077-5952, formerly Assemblin Group AB) for the period 1 January to 2 May 2023. To a certain extent and where specifically stated, the Sustainability Report also includes information about other companies and organisations in Assemblin's value chain, both upstream and downstream.

This is Assemblin's seventh annual Sustainability Report. Information on essential accounting principles can be found in Sustainability Note S1.

The Report forms part of Assemblin's *Annual and Sustainability Report for 2023,* which is available in its entirety from the Assemblin's external website. This explains why pagination commences on page 41. The report can be read separately from other parts of the Annual Report but contains occasional references to them.

CONTENTS

Sustainability in brief

- Launch of a new concept for solar cell installation, Assemblin Solar, as well as the launch of a new comprehensive concept for energy efficiency services.
- Continued success for Assemblin's solution for electric car charging, Assemblin Charge.
- Implementation of several exciting pilot projects regarding climate declarations in new construction projects and re-purposing.
- Accelerated realignment to a fossil-free vehicle fleet with a major increase in the proportion of electric and electric-hybrid vehicles to 24 percent (15).
- The carbon footprint per employee (Scopes 1 and 2 and business travel) decreased to 1.81 tonnes (1.94) of CO_2e/FTE.
- Sick-leave decreased to 5.2 percent (6.6).
- Increased focus on more women in production and a small increase in the proportion of women to 6.6 percent (6.5).
- Several measures to meet new reporting requirements, including a new internal reporting process, an updated dual materiality analysis and preparations for an extended supplier review.
- The taxonomy-compliant share of sales amounted to 18.6 percent (17.4).

__A paradigm shift is taking place__ in the area of sustainability, driven primarily by climate change, as well as new reporting and customer requirements. Although we have one relatively good starting position with an established structure for our sustainability work, a realignment of our approach and our reporting was launched in 2023. As an initial step, we have improved our procedures for non-financial reporting, which are now consolidated in the same way as the financial reporting. We have also begun to broaden the sustainability work to include the entire value chain, which represents a major change, as well as conducting a new materiality analysis in accordance with the methodology in CSRD/ESRS.

In parallel with this, we have continued to work on the issues that we and our customers prioritise. This applies in particular to the conversion to a fossil-free vehicle fleet and climate declarations in projects, where Assemblin is at the fore. We have also undertaken measures for increased gender equality, launched a new mandatory web introduction on personal privacy and initiated an analysis of the possibilities for reuse.

To be able to provide favourable support for our customers, we have also strengthened our offering in energy efficiency and energy optimisation, while also launching a new solar cell concept, Assemblin Solar.

All in all, it is fair to say that 2023 was intense but also a lot of fun from the perspective of sustainability. Increasing interest in the issues inspires us, and we are looking forward to the continued and necessary development process.

Åsvor Brynnel,
Head of Communication and Sustainability

UPDATED MATERIAL SUSTAINABILITY ASPECTS

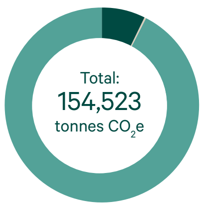
In 2023, a double materiality analysis was conducted in accordance with the CSRD framework, resulting in the material sustainability aspects being adjusted somewhat:

1. Climate change
2. Own labour force
3. Health and safety (own labour force)
4. Employees in the value chain
5. Business ethics

Read more on page 47

CO_2 EMISSIONS

- Scope 1: 6.8%
- Scope 2: 0.4%
- Scope 3: 92.8%



Read more on pages 51–52

65%
EMPLOYEES TRAINED IN THE CODE OF CONDUCT

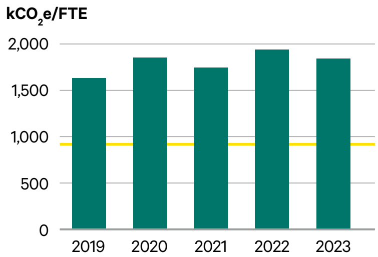
Read more on page 68

24%
SHARE OF ELECTRIC CARS AND ELECTRIC HYBRIDS

Read more on page 63

CLIMATE TARGET REVIEW

Assemblin targets achieving climate-neutral operations (Scopes 1 and 2 and business travel)[1] by 2040, with the interim target of halving emissions from the Group's own operations by 2030 (with 2020 as the base year).



1) Assemblin's ambition is to also include other Scope 3 emissions in the targets when the opportunities to review and process them have improved.

CONDITIONS AND STRATEGY

A sustainable approach – throughout the value chain

Responsible conduct is a prerequisite for sustainable and durable long-term growth in value.

For Assemblin, the self-evident basic principle is that we take responsibility for our operations in all contexts and for how they affect the environment and people in the external community – now and in the future. This means that we must use the resources and materials we need to perform our tasks wisely and efficiently and that we must always strive to deliver sustainable and energy-efficient installation solutions in a safe and professional manner with minimal negative impact on people and the environment.

The sustainability perspective in the strategic platform

Assemblin's strategic platform, which is explained in greater detail in the separate *operations section*, includes a strong sustainability perspective. This is particularly clear from Assemblin's business concept, vision and overarching ambitions for generating value sustainably. The basic principle is that we shall generate value and take responsibility, both for our key stakeholders as well as for our wider society – we shall be the best for our customers, employees and shareholders, but also for society and the environment in general (see below).

Process for more sustainable operations and value chain

There is currently a lot happening in the area of sustainability, driven mainly by new regulatory EU requirements and climate realignment, to which all companies must adapt. One of the major changes is that the view regarding companies' responsibilities has been broadened to include the entire value chain. This means that companies must demonstrate due diligence throughout the value chain and not simply vigilance in their own operations.

Sustainable supply chains mean that various aspects of sustainability (environmental, social and ethical) shall be applied in all parts of our services and products' life cycles – from the production of raw materials, production and transport to waste management or recycling. In 2023, Assemblin began the process of extended due diligence as further explained on page 49.

Stakeholder dialogue and business intelligence

A structured stakeholder dialogue and active business intelligence are essential in being able to develop the operations, understanding our impact on sustainability and ensuring that Assemblin is and remains an attractive installation company. The most important tools in the dialogue with our stakeholders are in-person meetings, quantitative and qualitative surveys and local "pulse" checks.

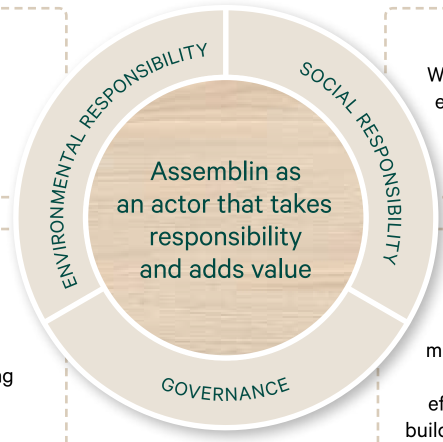
The responsibility for the stakeholder dialogue is defined in Assemblin's Communications Policy. The result of the dialogue serves as important input data in connection with Assemblin's materiality analysis, as well as in the design of the Company's business plans and annual plans of action.

The table on the next page presents Assemblin's key stakeholders, areas of focus for 2023 and dialogue tools. We can ascertain that the energy issue, the issue of climate declarations and workplace safety increased in importance over the year.

GENERATING VALUE SUSTAINABLY

Best for customers
We shall be the customers' first choice by delivering innovative, smart and sustainable installations that make buildings work and people feel comfortable.

Best for investors
We must generate stable and profitable development through disciplined entrepreneurship combined with controlled risks and sound business ethics, producing strong cash flows and favourable earnings.



Best for employees
We shall be an attractive and challenging employer offering inspiring assignments in a favourable, safe and non-discriminatory working environment.

Best for society and the environment
We shall conduct operations with a minimal negative impact on our environment and offer sustainable, energy-efficient solutions contributing to sound buildings with a favourable indoor climate.

ASSEMBLIN'S KEY STAKEHOLDERS AND CURRENT ISSUES IN 2023

PRINCIPAL DIALOGUE FORMAT	ISSUES IN FOCUS IN 2023
CUSTOMERS	
• Ongoing customer dialogue • Delivery follow-up • Customer surveys • Market surveys • Relationship-promoting activities • Marketing	• Energy-efficient, intelligent, sustainable solutions • Specific customer requirements • Efficient, secure processes and digital tools • Circularity and re-use • Climate declarations
EMPLOYEES	
• Ongoing employee dialogue • Internal information channels (Intranet, newsletter, text message, e-mail, etc.) • Employee surveys • Entertainments	• Remunerations and salary benefits • Safety at work • Development opportunities • Exciting projects
SHAREHOLDERS	
• Board meetings • Ongoing dialogue with shareholder representatives • Network meetings	• Profitable growth and strong cash flow • Corporate governance and risk management • Sustainability reporting
SUPPLIERS	
• Ongoing supplier dialogue • Local supplier meetings • Delivery follow-up • Supplier assessments	• Prices and conditions • Safety at work • Business ethics approaches • Environmental and climate data for products
TRADE UNIONS	
• Meetings • Negotiations • Representation on the Boards of Directors of subsidiaries	• Safety at work • Remunerations • Labour law issues
AUTHORITIES	
• Structured monitoring • Specialist networks	• General compliance with laws, regulations and rules • Sustainability reporting • Human rights
TRADE ASSOCIATIONS, SPECIAL INTEREST ORGANISATIONS AND SPECIALIST NETWORKS[1]	
• Membership/board participation • Conferences, courses, etc. • Network meetings	• Environmental and climate data for products • Interpretations of the EU taxonomy • Safety at work • Skills supply
SOCIETY	
• Sustainability reporting • Information and contact channels on the website and in social media	• The energy and climate issue • Electrification and society's climate transition

1) To be able to influence and pursue priority issues and to actively contribute to a more sustainable society and a healthier industry, Assemblin is a member of, and participates actively in, a number of industry organisations and other special interest organisations. In Sweden, Assemblin is a member of Installatörsföretagen (association of installation companies), Plåt- och Ventföretagen (association of sheet metal and ventilation companies), the industry initiative "Håll Nollan" (Keep it at Zero) and the Construction Industry's Ethics Council. In Norway, Assemblin is a member of the Confederation of Norwegian Enterprise (NHO), Rørentreprenørerne Norge (association of plumbing contractors) and Nelfo (association of installation companies), as well as a gold sponsor in the industry network "Ingeborg". In Finland, Assemblin is a member of industry associations Teknologiateollisuus, LVI-TU and STTA, and has also signed up as a "Climate Partner" in Helsinki.

GOVERNANCE AND STRUCTURE

A structured process focusing on the most material

Sustainability is a broad area, and coordination, a structured review and shared priorities are necessary to optimise our efforts.

Responsibility and organisation

Although the Board of Directors is ultimately responsible for Assemblin's sustainability work, according to the instructions for the CEO, responsibility is delegated to Assemblin's CEO alongside Group Management. To advance and coordinate the sustainability work, a Group-wide Sustainability Committee has been in place since 2018, led by the Group's Head of Communication and Sustainability, who is also a member of Group Management. The Committee is tasked with monitoring legislation, proposing and following up on joint sustainability initiatives, channelling and disseminating good ideas, and producing data on which Group Management or the Board of Directors can base their decisions. Each year, the Sustainability Committee also develops a proposal for a shared sustainability plan, which is then approved by Group Management and adopted by the Group Board. Responsibility for implementing joint initiatives and decisions lies with the business areas.

ASSEMBLIN'S SUSTAINABILITY GOVERNANCE

1 According to the Board of Directors instructions to Assemblin's CEO, he bears the ultimate responsibility for sustainability work at Assemblin alongside Group Management. The responsibility is then delegated to the Groups Head of Communication and Sustainability, who is also a member of Group Management.

2 The sustainability work is coordinated by Group-wide committee chaired by the Group's Head of Communication and Sustainability. The committee also includes the Group's legal counsel, as well as nine business area representatives with different areas of responsibility (HR, working environment, quality, environment, business development).

Work of the Sustainability Committee in 2023

During 2023, the Sustainability Committee held two regular meetings and, between these, several shorter working meetings. Currently, the Committee has established two specific working groups, a working group on climate accounting in projects and one on the EU taxonomy. Issues in focus during the financial year have been a review of the shared sustainability plan, new legislation and new reporting requirements, diversity and gender equality, sustainability risks, climate calculations and the realignment of the vehicle fleet.

External and internal regulations

Key starting points for Assemblin's sustainability management include external and internal regulations on sustainability, as well as the international standards with which Assemblin has voluntarily chosen to comply.

External regulations

Assemblin follows a large number of international standards and agreements, the most important of which are:

- The UN's "Global Compact" (albeit with no formal affiliation)
- The UN's Universal Declaration of Human Rights
- The ILO's conventions on a good working environment
- The UN's convention against bribery
- The Paris Climate Agreement (the "Paris Agreement")
- The UN's sustainability goals (SDG)

Internal regulations

Assemblin has a well-developed set of internal regulations with a large number of governance documents (see table on next page), specifying minimum levels applicable throughout the Group. These governance documents are accessible to all employees in a specific section of Assemblin's Group-wide Intranet. Particularly important internal governance documents are Assemblin's Sustainability Policy, Code of Conduct and Values, which are also published on Assemblin's external website.

In addition to the Group-wide governance documents, each business area may adopt more detailed governance documents that may not, however, contradict the contents of Assemblin's Group policies or Group guidelines. Each governance document is reviewed annually by the corporate body having adopted that document.

Other important control tools

Whistle-blower function

The opportunity to report suspected breaches of Assemblin's internal and external regulations anonymously and without risk of reprisals is an important control tool. For this reason, Assemblin maintains a multilingual third-party tool that is open to Assemblin's employees, as well as to customers, partners and suppliers. This is easily accessible via Assemblin's Intranet and all external websites.

All incoming cases are investigated by a special group, in accordance with Assemblin's instructions for whistle-blower cases. This states, among other things, that whistle-blowers may not be subjected to reprisals. For more information about the whistle-blower function, see Sustainability Note S10.

Sustainability targets and annual sustainability plan

Assemblin currently applies an external long-term climate target, as well as express zero visions as regards workplace accidents, ethics violations and harassment.

In its three-year business plan, the Group has set internal targets in several areas of sustainability, including gender equality and sick-leave, as well as more concrete sustainability targets in areas such as accidents, purchasing and phasing out fossil-fuelled vehicles. Each business area may subsequently refine and quantify targets in these areas in their business plans and annual plans of action, towards which operations are steered.

Although Assemblin is a strong, decentralised organisation, to ensure a shared standard a Group-wide framework is in place that, among other things, it is based on an internal body of regulations and on shared values. This framework is available on Assemblin's Intranet and instituted through courses.

GROUP-WIDE INTERNAL CONTROL TOOLS IN THE AREA OF SUSTAINABILITY

GOVERNANCE TOOL	PURPOSE/CONTENTS	SCOPE	DETERMINED BY
Values	Basic principle for our behaviour towards one another and towards others.	Proprietary operations	Group Management
Sustainability Policy	Assemblin's sustainability ambitions and overarching sustainability principles. A broad umbrella policy encompassing, for example, working environment and safety, gender equality and equal opportunities, the environment, quality and ethics.	Proprietary operations	Group Board
Code of Conduct	Our most basic business ethics governance document. Brief explanation of how Assemblin and its employees shall behave from an ethical, social and environmental perspective, as well as basic rules for our communications.	Proprietary operations	Group Board
Code of Conduct for Suppliers	Basic business ethics, social and environmental requirements that we impose on all of our suppliers (including subcontractors and consultants).	Supply chain	Group Management
Policy against bribery and corruption	In-depth regulations and approaches to prevent bribery and other forms of corruption.	Proprietary operations	Group Board
Policy against competition-limiting activities	In-depth regulations and approaches to prevent behaviours that risk inhibiting free competition.	Proprietary operations	Group Board
HR Policy	Overarching approach within the HR area. Defines a minimum level for HR work aimed at safeguarding professional and efficient HR work throughout Assemblin.	Proprietary operations	Group Management
Purchasing Policy	Overarching stance in the area of purchasing. Defines a minimum level for purchasing work aimed at safeguarding professional and efficient purchasing work.	Proprietary operations	Group Management
Instructions for whistle-blower cases	Instructions for the confidential handling of anonymous reports of suspected misconduct.	Proprietary operations and value chain	Group Management
Data Security Policy	Ensures we have favourable solutions and working methods to protect company information and information systems from unauthorised access and use, as well as from unauthorised interruptions. The Policy also explains how we are to manage confidential information.	Proprietary operations	Group Board

Shared priorities

The Group's short-term sustainability work is also guided by annual priorities, summarised in a shared sustainability plan. The sustainability plan is developed by the Sustainability Committee and then approved by Group Management and the Board of Directors.

Worth mentioning among the shared measures prioritised in 2023 are preparations for climate declarations in projects, sustainability reporting as well as taxonomy reporting, safety at work and measures for increased gender equality. These questions will also be in focus in 2024, and in addition to this, Assemblin will also intensify its work on an in-depth supplier review.

Internal sustainability reporting and internal control

Comprehensive reporting of sustainability data from the business areas to Group Management and the Board of Directors occurs twice annually. The Group's sustainability function is responsible for sustainability reporting, alongside the controller function. This responsibility also includes an outline review and verification of the reported data.

As of 2023, the reporting takes place through the business areas' financial functions via the Group's consolidation system. All operations are covered by the reporting. To be able to implement comparable and reliable climate calculations, a shared third-party tool has been applied since 2018.

In addition to the reporting of indicators, the Group's joint sustainability plan and, if necessary, other current sustainability issues, are reviewed at each Group Management meeting and Board meeting. At least once a year, the Group's Head of Sustainability attends a meeting of the Board of Directors and the Audit Committee to present progress on various issues and to answer questions about Assemblin's sustainability work.

External sustainability reporting

Since 2018, Assemblin has published an annual external Sustainability Report on the external website. Although the external Sustainability Report is not reviewed by an external auditor, an auditor's opinion is given on page 72.

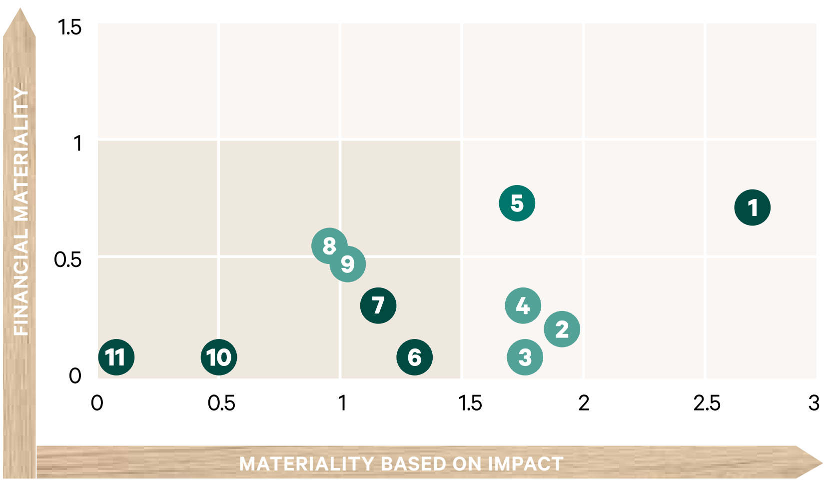
Our material sustainability aspects

Sustainability is a broad area, and to focus our long-term work on the issues bringing most benefit, priorities are necessary. An important tool in the prioritisation process is the materiality analysis that is updated regularly. In 2022, an updated analysis was performed in accordance with the GRI international accounting standard, and in 2023 the analysis was updated in accordance with the new European sustainability directive CSRD and the ESRS standard, which requires a double materiality analysis.

The results of the materiality analysis shows which sustainability aspects are most relevant to Assemblin, as shown in the diagram below.

Information on the method for the materiality test and the materiality assessment process can be found in Sustainability Note S2. The final results were adopted by Assemblin's Sustainability Committee, Group Management team and Board of Directors in early 2024. Assemblin's work with these material sustainability aspects (including governance and strategy, management of consequences, risks and opportunities, as well as targets and measurement figures) is presented on pages 50–60 with the associated Sustainability Notes.

RESULTS OF ASSEMBLIN'S MATERIALITY ANALYSIS



ENVIRONMENT
1. **Climate change**
6. Pollution
7. Circular economy
10. Water and marine resources
11. Biodiversity and ecosystems

SOCIAL
2. **Health and safety/own labour force**
3. **Workers in the value chain**
4. **Own labour force**
8. Communities affected
9. Consumers and end-users

GOVERNANCE
5. **Responsible business**

In late 2023, Assemblin conducted a double materiality analysis in accordance with the methodology in the ESRS. Accordingly, the operations were analysed from an impact perspective and from a financial perspective, based on established sustainability topics, sub-topics and partial sub-topics. Among all of these areas, some have been perceived as more relevant to Assemblin than the others, and are reported above. There, it can also be seen which of the relevant areas are most material for us. For more information about the materiality analysis, see Sustainability Note S2. For more information about our material sustainability aspects, see pages 50–60.

RISKS AND OPPORTUNITIES

Risks and opportunities

From a sustainability perspective, there are both risks and opportunities that Assemblin manages through risk mitigation and risk control alongside adapting the offering to benefit from growth opportunities.

As an installation company with flexible operations in the Nordic region, our conclusion is that Assemblin's sustainability risks are limited, while climate change and climate adaptation both entail opportunities for growth.

Long-term growth opportunities

Assemblin's future opportunities are driven in particular by climate adaptation, the energy crisis and the trend towards increasingly connected buildings, leading in the long term to increased demand for smart, sustainable and energy-efficient installation solutions. As an installation company, Assemblin has a positive impact on sustainability by offering solutions that can accelerate the ongoing climate transition, but also by contributing to a healthy and fresh indoor climate inside buildings.

Assemblin's risk management process

In accordance with Assemblin's regular risk management process, all risks must be mapped, assessed (based on probability and consequence) and prioritised twice annually. For significant risks, controls shall also (including responsibility and timetable) be established. This risk management process also includes sustainability risks, which are partly handled in connection with the operations' risk assessment but also by Assemblin's Sustainability Committee.

The result of the risk mapping is reported to the Groups Risk Management Officer, who consolidates all risk maps into a report on key risks for adoption by Group Management and the Board of Directors. You can read more about Assemblin's regular risk management process and key risks in the separate *Corporate Governance Report*.

Connection between the materiality analysis and the risk management process

Assemblin's materiality analysis (see page 47) shows the negative and positive impacts that Assemblin's operations have on people, the environment and society. This mapping is strongly connected to Assemblin's sustainability risks and financial risks, thus providing key fundamental data in the mapping and assessment of risks.

Dependent on capital, as well as on natural and societal resources

To be able to conduct installation operations, Assemblin is dependent on a certain financial capital, skilled employees, as well as on materials and products.

Given that Assemblin's operations do not require any major investments the capital requirment is relatively low while the cash generation capacity is high. As long as Assemblin's profitability trend is favourable, the Group's capital acquisition is not subject to any major risks in a functioning capital market.

Access to skilled employees is Assemblin's greatest resource supply risk. There is a shortage of experienced technicians in the Nordic region, and it is therefore important that Assemblin be a competitive and attractive employer. To safeguard its labour supply, Assemblin also brings several hundred new employees on board each year through an extensive apprenticeship programme. To a certain extent, and to level out work peaks, Assemblin is also able to hire labour through other parties.

As regards materials and products, Assemblin is able to safeguard deliveries by placing a reservation order when a new assignment is agreed. In recent years, Assemblin has also built up a small inventory of certain product categories to secure the availability of materials.

Impact of climate change

To prepare the operations for various future climate scenarios, a short-, medium- and long-term climate change analysis was conducted in 2019. The assessment was inspired by the TCFD framework and included both physical and adjustment risks that could result from climate change (for a description of the method, see Sustainability Note S3).

Assemblin's conclusions are that Assemblin's *physical climate risks* are relatively low, partly because we conduct operations in places where the effects of climate change are limited and partly because our operations are flexible and adaptable, with low values that can be affected or destroyed. Our type of operations is therefore perceived to have a relatively low-exposure to climate change and our ability to adapt is good.

As regards Assemblin's *adjustment risks*, these are also perceived as limited, since Assemblin can relatively easily phase out the direct dependence on fossil energy sources, mainly by realigning its vehicle fleet. Although Assemblin's indirect dependence on installation products and materials has not been analysed in detail, the Group can

ASSEMBLIN'S EXPECTED FINANCIAL impacts	SHORT TERM	MEDIUM TERM	LONG TERM
Expected financial impacts of significant physical climate risks	Low risk	Low risk	Low risk
Expected financial effects of significant climate-related transition risks	Low risk	Low risk	Low risk
Expected financial potential to benefit from significant climate-related opportunities	Average opportunity	Substantial opportunity	Substantial opportunity

minimise possible risks of delivery problems by reserving materials and products in connection with contracts being signed.

At the same time, *the regulatory opportunities* are perceived as considerable because the need for smart, energy-efficient and green property technology, such as automatic controls, reusing grey water and rainwater, energy-efficiency measures, installation of charging infrastructure, as well as investments in electrification and green technology, such as solar cells and geothermal heating is expected to increase. We can also expect an increase in renovation and rebuilding needs as a result of damage caused by extreme weather, which benefits installers.

The anticipated financial effects of climate-related risks and opportunities on Assemblin are summarised in the table on page 48.

Risks in the supply chain

Assemblin has a responsibility to demonstrate due diligence by counteracting the risk of negative effects as regards human rights and the environment in the value chain. Although the opportunities to take responsibility for such issues beyond our own operations are limited, by setting requirements and cooperating actively with our suppliers and wholesalers, we are able to indirectly affect the conditions of production and for employees of companies in our supply chain.

While Assemblin's supply chain due diligence work has mainly focused on first tier suppliers to date, the process of expanding this responsibility commenced during the year, including through an overarching risk mapping for various product categories. This risk mapping will be developed and refined in 2024. In 2023, a process was also introduced for the due diligence process.

DUE DILIGENCE PROCESS

In 2023, Assemblin initiated the process of extending its due diligence assessment. The starting point for this work is a process with five main steps: (1) incorporate and include, (2) cooperate, (3) identify, (4) address and limit, (5) review and report.

(1) Incorporate and include due diligence in governance, strategy and business model
Assemblin aims to be a responsible and value-generating installation company in relation to our key stakeholders but also to society and the environment in general. This is the basic principle of our strategic platform, and issues such as human rights and environmental considerations are well incorporated into our internal governance documents, several of which encompass our entire value chain (see page 46).

(2) Cooperate with affected stakeholders
Sustainable value chains require cooperation. This may involve innovative cooperation and solutions, updated processes and strong relationships with customers, suppliers or partners.

In the due diligence process, it is important to maintain a dialogue and collaborate with all stakeholder groups throughout the value chain.

Historically, Assemblin has primarily focused on first tier suppliers, although this will be broadened, deepened and expanded in the future. In addition to this work, since 2022, Assemblin has a whistle-blower portal by means of which even external stakeholders can report suspected violations of Assemblin's internal and external regulations.

(3) Identify and assess negative consequences for people and the environment
To understand the full implications of our operations, a specific mapping of the risks prevalent throughout the value chain is necessary. In 2023, an overarching mapping of social and environmental risks was performed for different product categories. This work will be intensified in 2024, starting with Assemblin's Norwegian operations.

(4) Actions to address and limit negative consequences
For many years, Assemblin has focused on reviewing first tier suppliers by means of supplier assessments and verifications as well as by steering purchasing towards a particular product range (see more on page 22 in the separate *Operations* section). If it is suspected that a supplier does not meet our ethical and environmental requirements, an audit is performed, and if any shortcomings are not addressed, cooperation with the supplier may be terminated.

(5) Monitor efficiency through review and communications
In 2023, no suspicions were noted of any violations of business ethics, human rights or environmental regulations among first tier suppliers. Since 2023, Assemblin's Norwegian operations have published a due diligence report regarding human rights on the Company's Norwegian website. Assemblin intends to publish the corresponding report (and to also include environmental risks) for the entire Group within the next few years.

ENVIRONMENTAL RESPONSIBILITY

Report on environmental sustainability work

Assemblin does not conduct any operations requiring a permit in accordance with the Environmental Code, although it does hold a permit for the handling of dangerous chemicals. Although the Group's own operations are deemed to have a limited environmental impact, there is also an indirect impact from the supply chain. The environmental issue deemed most essential is limiting climate change.

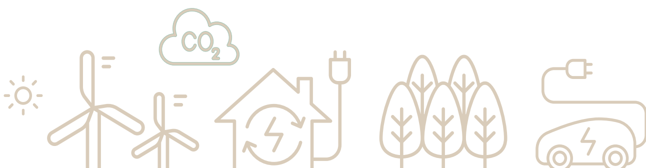
Assemblin's environmental impact – an overview

The table below briefly summarises our assessment of which environmental issues are relevant to our operations and which are not. On the following pages, we develop how we work with the environmental issues that according to our materiality analysis (see page 47) are of greatest relevance for us. For the most material issues, strategy and governance are reported alongside targets and readings, as well as management of risks and opportunities.

ASSEMBLIN'S ENVIRONMENTAL IMPACT – AN OVERVIEW

AREA	COMMENTS	PRIMARY CONTROL TOOLS[1]
Climate change	Assemblin's own operations have a certain direct climate impact through Scope 1 and 2 CO_2 emissions, as well as indirectly through Scope 3 emissions. Accordingly, against the background of the acute climate crisis, **limiting climate change** is perceived as a material environmental aspect. The areas of **Energy** and **Climate change adaptation** are not perceived as material because our energy needs are small and a climate change analysis has demonstrated only a low impact.	Sustainability Policy Code of Conduct Code of Conduct for Suppliers Climate goals Climate strategy Climate agenda Business plan
Pollution	The Group's own operations generate no direct **emissions to air, water or soil** except for the emissions of certain oxides from the Group's vehicles, transports and some purchased energy which are not, on the whole, deemed material. The impact of pollution in the supply chain has only been analysed generally and is mainly perceived to involve emissions to air during the transport and manufacturing of products (particularly steel production). From an impact perspective, CO_2 emissions are considered to have the greatest negative impact, which is why other pollutants are not currently ranked as material.	Sustainability Policy Code of Conduct Code of Conduct for Suppliers
Water and marine resources	Assemblin does not consume any water, other than a very small **amount** at our office buildings, and we do not have any **emissions to water** in our own operations. We therefore have no significant influence on **water and marine** resources, nor have we identified any significant impact in the value chain in this area to date.	Sustainability Policy
Biodiversity and ecosystems	In the Nordic region, ecosystem analyses are always conducted in connection with land development, which occurs prior to the installation and operating phases. Assemblin's operations are not therefore deemed to have a material impact on any sub-areas of **biodiversity** and **ecosystems**.	Sustainability Policy
Resource efficiency and circularity	Assemblin's operations generate a certain amount of **waste.** We can contribute to a more circular society by **recycling** and to some extent **reusing**. The perception is that this is a relevant issue for us even if it is not considered material.	Sustainability Policy Code of Conduct

1) For more information about our policies, see page 46.



CLIMATE GOALS	2030	2040
Climate targets with 2020 as base year	Decreased direct CO_2 emissions (Scopes 1 and 2 and business travel) by 50%.	100% CO_2-neutral operations throughout the value chain (maximum possible phase-out of CO_2 with climate compensation for the remainder).

Assemblin's climate targets aim to help limit global warming to 1.5°C. Assemblin has not yet chosen to join the Science Based Targets in light of the Scope 3 emissions being perceived as far too uncertain (given the insufficient environmental data available for installation products).

SIGNIFICANT SUSTAINABILITY ASPECT: MITIGATING CLIMATE CHANGE

Strategy, target and governance

Since 2019, Assemblin applies a long-term external climate target and a climate strategy, and since 2020 it also applies a climate agenda (climate plan) with sub-targets and plans of action for a gradual transition to CO_2-neutral operations. CO_2 emissions are reviewed and analysed twice annually. To ensure consistency and quality in the reporting, a third-party tool is used for climate calculations. The results are analysed by the Sustainability Committee, Group Management and the Board of Directors.

The most important governing document in the climate area is Assemblin's Group-wide Sustainability Policy, which includes commitments to decrease CO_2 emissions throughout the value chain but also to develop energy-efficient and green technologies (see more in the separate *Operations* section on pages 16–17).

Another important governance tool is Assemblin's three-year business plan and its associated annual plans of action, which include more concrete objectives for each business area in the area of climate. These include measures for phasing out fossil fuels in the vehicle fleet but also for the development of Assemblin's offering and expertise in terms of energy efficiency and green technology.

Climate goals

Assemblin's long-term climate objective is that we should achieve climate-neutral operations by 2040. We shall also work to ensure that our indirect emissions decrease. Climate compensation can be applied for the remaining fossil emissions.

As sub-targets, our direct CO_2 emissions from our own operations (Scopes 1 and 2, as well as from business travel) shall have decreased by at least 50 percent by 2030 and by at least 85 percent by 2040 (with 2020 as the base year). As the availability of relevant environmental data for installation products is currently limited, accurate calculations of Scope 3 emissions are impeded, which is why these emissions have currently been excluded from the objective.

Climate strategy

Assemblin's climate strategy means that Assemblin shall match the pace of the ongoing climate transition and contribute actively to a CO_2-neutral and sustainable society. Over time, we shall minimise fossil energy sources for heating our own premises, fossil fuels for our vehicle fleet and we shall minimise products that use on fossil-based materials. We shall also participate actively in the ongoing electrification of society and meet new needs that arise for climate-smart, resource-efficient products and solutions.

Climate agenda

In accordance with Assemblin's climate agenda, which is published on the Company's website, Assemblin's climate targets will primarily be achieved through the following activities:

- Phasing out of fossil fuels and gradual transition to fossil-free service vehicles.
- Company car policy that is continuously adapted to the EU's standards for emission limits in connection with new car production.
- Climate-neutral heating of our office buildings.
- Gradual transition to climate-neutral travel.
- Increased Circularity and resource efficiency.
- Increased demands on suppliers so that they also work towards conversion to fossil-free operations and development of climate-neutral products.
- Pro-activity in relation to our customers by actively proposing energy efficient and climate-intelligent solutions.
- Communications and commitment.

Work to mitigate climate change in 2023

Assemblin has a direct and indirect environmental impact through CO_2 emissions throughout the value chain. Given that Assemblin is a geographically dispersed, service producing actor with limited needs for premises and a relatively large vehicle fleet, our direct emissions from vehicle fuel (Scope 1) are relatively large compared with other companies while indirect emissions from purchased energy (Scope 2) are small. In addition, CO_2 emissions occur throughout the value chain (Scope 3), particularly in the extraction and manufacture of products, as well as from transports of materials to and from the purchasing location.

CO_2 from vehicle fuel (Scope 1)

Assemblin has a relatively large vehicle fleet, with 6.8 percent (7.8) of total CO_2 emissions deriving from vehicle fuel (Scope 1). Most of the service vehicles and company cars included in Assemblin's vehicle fleet are fuelled by diesel, HVO or gas or are electrically powered. In the long term, Assemblin's objective is to phase out fossil-powered vehicles and all business areas have the stated ambition of increasing the proportion of electric cars and plug-in hybrids. However, the conversion requires local charging opportunities and a gradual phase-out as the existing car fleet becomes obsolete, meaning that the transition takes time. In Norway, charging points have been installed at all of Assemblin's offices, and as of 2022 also at most of Assemblin's Swedish offices. In Finland, charging facilities are available at one office.

In 2023, the number of electric and plug-in hybrid vehicles increased strongly to 24 percent (15), meaning that Scope 1 emissions per vehicle and employee decreased (see more in Sustainability Note S4).

CO_2 emissions from purchased energy for electricity and heat (Scope 2)

Most of Assemblin's services are performed at construction sites or at our customers premises but are administrated from office premises that are often rented. For operations in rented premises, energy for heating and electricity is difficult to influence and calculate, although Assemblin has, to a large extent, chosen renewable energy wherever possible. By co-locating local operations, the use of space in existing offices can be optimised, which also reduces the CO_2 impact from purchased energy.

In 2023, Assemblin's Scope 2 emissions amounted to 0.4 percent (0.3) (see more in Sustainability Note S4). The increase is mainly explained by an increased proportion of electric and plug-in hybrid vehicles charged at our offices, but also by new assumptions about where charging occurs. For 2023, we have assumed that 50 percent of charging occurs at our offices and 50 percent in other places, which is a difference compared with 2022 when we assumed that 100 percent of charging occurred at our offices.

CO_2 emissions from business travel and other Scope 3 categories

Indirectly, Assemblin's operations also give rise to CO_2 emissions from the extraction, production and transport of materials and services used in the operations (Scope 3). A lack of environmental data (EPD[1]) for installation products makes Scope 3 difficult to calculate precisely, although Assemblin has, since 2019, made standard calculations based on a spend-based calculation method. According to these calculations, scope 3 emissions amounted to 154,523 tonnes (151,689) CO_2e, corresponding to approximately 92.8 percent (91.9) of Assemblin's total CO_2 emissions (see more in Sustainability Note S4). These standard calculations are, however, highly indicative and it is therefore difficult to draw conclusions regarding the change between years.

To be able to carry out more reliable calculations, both on our own behalf and as a service to Assemblin's customers, Assemblin has, from roughly a year ago, worked actively to produce more developed climate reports for projects. In this work, available EPDs are used in combination with standard calculations based on principal materials. Interest from customers is increasing and, in 2023, the number of climate calculations for projects increased.

As regards the climate impact from Scope 3, Assemblin has primarily focused on measures to reduce climate emissions from transports to the production site, partly through active efforts to reduce the proportion of pick-up orders and to increase the proportion of electronic orders (EDI) and partly by imposing demands on Assemblin's wholesalers and suppliers (who often transport purchased materials to the production site). This means that the wholesalers transports can be planned and coordinated better, while Assemblin's own employees reduce their driving.

A Scope 3 purchase that is relatively easy to climate report on is emissions from business travel by air and rail. Assemblin's geographically dispersed operations necessitate a certain amount of business travel. Compared with 2022, CO_2 emissions from reported business travel decreased from 1,627 to 1,573 tonnes of CO_2e (see more in Sustainability Note S4).

Climate change adaptation

To prepare the operations for various future scenarios, Assemblin has conducted a climate change analysis, which is presented in the *Risks and opportunities* section (see pages 48–49).

1) Environmental Product Declaration

OTHER RELEVANT ENVIRONMENTAL DISCLOSURES

Among other environmental aspects, circularity is a relevant issue for Assemblin, although not perceived as material.

Circularity and resource management

A circular approach is about minimising unnecessary resource extraction. Assemblin aims to contribute to a more sustainable and circular economy through wise waste management, a high degree of recycling and, where appropriate, assessing reuse.

Waste management

In our assignments, on our customers behalf, we purchase installation materials that cause a certain amount of waste during production, albeit limited. Assemblin strives to reduce the amount of waste and residual products through recycling and wise waste management. This work is conducted locally.

In larger contracting assignments, major contractors often provide fractions for waste sorting at the construction site. In these cases, shared sorting bins are used, which makes it difficult to measure company-specific waste. In service assignments, waste is often handled via external recycling companies.

In parts of its operations, Assemblin handles small quantities of hazardous waste, including batteries, fluorescent tubes and other light sources, certain degreasers and cleaning agents, mercury thermometers, paints and pesticides. All hazardous waste is handled in accordance with current regulations.

In addition to the waste generated through Assemblin's deliveries, Assemblin's operations cause a certain amount of direct waste at the Company's own offices. This waste is primarily consumables, including paperboard and plastic, which are sorted and recycled where possible. In addition, more significant IT waste occurs, including computers, screens, telephones and servers. For several years, Assemblin in Sweden has been working with an intermediary who cleans and prepares discarded IT equipment for onward sale or recycling. Over the financial year, the IT waste sent to this intermediary increased from 553 to 574 units. Of these, 62 percent units could have been reused, avoiding CO_2 emissions equivalent to 33,859 kg CO_2e. In 2024, this service will also be used by Assemblin in Norway.

For more information on waste management, see Sustainability Note S5.

Reuse

Although interest in reuse is increasing, because installation companies must often provide warranties on completed installation work and installed products, the issue of liability has hampered development. Over the past year Assemblin has begun to assess and analyse opportunities for reuse, mainly by participating in recycling projects together with proactive customers. Different technical systems are differently suited to reuse. For example, parts of heating, water and ventilation systems are perceived as better suited to reuse.

We see the greatest opportunities for reuse in connection with renovation, remodelling and extension projects, as well as in service projects where it is possible to make use of and extend the life of components that already exist. Today, it is possible to a greater extent, to use new products manufactured from a larger proportion of recycled materials.

Energy

As reported under the heading CO_2 emissions from purchased energy for electrical engineering and heating (Scope 2) to the left, although Assemblin's need for purchased energy is small, it increased over the year to 52,008 MWh (51,441). The increase is primarily explained by more electric and hybrid-electric vehicles being charged at our offices, and our assumption as of 2023 that 50 percent of charging occurs at locations other than our offices.

The proportion of Scope 2 renewable energy decreased to 60 (75) percent.

For more information about our energy use, see Sustainability Note S4.

OUR SOCIAL RESPONSIBILITY

S

SOCIAL RESPONSIBILITY

Report on social sustainability work

Assemblin is able to contribute to increased social sustainability in several ways. Because Assemblin is a major employer, a large number of employee-related sustainability issues are perceived as material, with health and safety being of particular importance from the perspective of impact. In addition, Assemblin has identified human rights in the supply chain as a material aspect of social sustainability.

Assemblin's social impact – an overview

The table below briefly summarises our assessment of which social issues are relevant to our operations and which are not. On the following pages, we develop how we work with the environmental issues that according to our materiality analysis (see page 47) are of greatest relevance for us. For the most material issues, strategy and governance are reported alongside targets and readings, as well as management of risks and opportunities.

ASSEMBLIN'S SOCIAL IMPACT – AN OVERVIEW

AREA	COMMENTS	PRIMARY CONTROL TOOLS[1]
Own employees	Assemblin seeks to be the best employer in the market. For this reason, we seek to offer competitive **working conditions** (focusing on **employment formats, working hours, wages, collective agreements, employee dialogue** and **safe workplaces**) and a favourable working environment in which all employees **are treated equally and with respect** (focusing on **equality, inclusion and diversity, harassment** and **opportunities for training**). From an impact perspective, **safety in the working environment** is of particular importance. Since **child labour and forced labour** are prohibited by law in the Nordic countries and since legal compliance is a prerequisite for our operations, we do not consider this a material area of focus in our own operations.	Sustainability Policy Code of Conduct HR Policy Management system Incident reporting tool
Employees in the value chain	To date, Assemblin has focused on reviewing first tier suppliers, who mainly operate in the Nordic region and Europe where labour legislation is relatively well developed. Attempting to influence **working conditions** and the prerequisites for **equal and respectful treatment** for employees throughout the value chain is difficult. At present, Assemblin has chosen to prioritise the issue of **human rights** (which includes **child and forced labour**), which is a material sustainability aspect.	Purchasing Policy Code of Conduct for Suppliers Sustainability Policy
Communities affected	Assemblin's operations do not affect communities' **civilian and political rights** or **indigenous rights**. No information is currently available regarding how actors in our value chain influence this aspect of sustainability.	Sustainability Policy
Consumers and end-users	Assemblin can contribute to people's well-being by designing solutions for a sound indoor climate and access to fresh water. Our IMD operations manage personal data in connection with data collection, and this is conducted in a controlled manner. These areas are not perceived as material, however, and we do not have any **information or security impact on consumers and end-users in other regards.**	Sustainability Policy

1) For more information about our policies, see page 46.

SIGNIFICANT SUSTAINABILITY ASPECT: OWN EMPLOYEES

Assemblin has 7,026 employees (6,553) in Sweden, Norway and Finland. For the distribution of employee numbers by business area, salaried employees/employees subject to collective agreements and by gender, see Sustainability Note S5.

Strategy, target and governance

Assemblin's ambition is to be the market's best employer. Committed and skilled employees are absolutely crucial for Assemblin's success. The objective is to be the industry's most attractive employer by being inspiring and responsible, offering exciting assignments in a beneficial, safe and non-discriminatory work environment. Accordingly, we place employee issues high on the agenda and we apply a clear zero-vision with regard to workplace accidents and harassment.

The most important governing documents in this area are Assemblin's Group-wide HR Policy, Code of Conduct and Sustainability Policy. In addition, all business areas maintain more detailed policies and governance documents. Other important governance tools are Assemblin's values and leadership model (see more in the separate *operations section*), as well as Assemblin's regular employee survey, personal development interviews and the whistle-blower function.

Competitive working conditions

In the Nordic countries, labour legislation is well-developed and the tradition of trade union consultation on issues regarding employees' working conditions is strong. In all operations, Assemblin follows the principles of negotiation, wage setting, trade union cooperation, parental leave, termination periods and disclosure requirements, set out in collective bargaining agreements and legislation in the Nordic countries. Freedom of association is self-evident and union membership is high. Competition for labour is fierce, and in safeguarding superior expertise all employment and work-related issues are considered important for Assemblin. From an impact perspective, safety at our workplaces is considered a particularly important issue, and in addition, employee training, as well as the issue of inclusion and diversity is of particular importance, even if they are not considered material.

The table on page 56, presents a summary of Assemblin's work on various employee-related issues. Comments on Safety in the working environment, which is a particularly important issue, are presented on page 57.

Equal treatment and equal opportunities

For Assemblin, the basic principle is to offer an inclusive and non-discriminatory working environment, and we observe a clear zero vision against all forms of harassment. A key fundamental in our work are the principles of human rights, labour law, the environment and corruption that are expressed in the international UN framework "Global Compact", although the Group has no formal affiliation to the framework. Important governance tools in our work are a mandatory battery of questions on diversity, inclusion and gender equality in the Group-wide and anonymous employee survey that is conducted on a regular basis. For local units with limited earnings, specific plans of action are drawn up and reviewed by the HR departments. Employees also have the option to anonymously report suspicions of discrimination and other violations of Assemblin's Code of Conduct through our whistle-blowing system.

Measures for increased equality

An particularly critical issue in the construction and installation industry is gender equality, as the proportion of men has historically been very high. In recent years, several measures have been taken to increase the proportion of women through, for example, campaigns against unsound attitudes at construction sites. At the end of 2023, an equality plan was also adopted, which applies throughout the Group. Although salary reviews are performed in Sweden and Norway, no salary differences attributable to gender have been identified. In Assemblin's Norwegian operations, specific measures were undertaken, such as the introduction of gender equality targets and the establishment of a network for women in production. Assemblin in Norway is also a gold sponsor in the industry initiative "Ingeborg".

In 2023, the proportion of women in the Group increased from 6.5 to 6.6 percent, although the proportion of women senior executives decreased somewhat (see also Sustainability Note S5).

No suspected cases of discrimination were registered via the system in 2023 (see also Sustainability Note S10).

Training and skills development

Educating and further developing employees and leaders is a very important area because it contributes to increased employee commitment and safeguards skills needs. Work with management and employee development is decentralised to Assemblin's business units and is conducted in professional manner according to shared principles explained in the HR policy. Important elements in the development work are structured introduction and training programmes, as well as local mentoring and internship programmes. Business area-specific courses may be held in-person or may be web-based. To meet its skills needs, Assemblin also ushers hundreds of young people into working life through a well-developed apprentice system, and in 2023 the number of apprentices amounted to 465 (460) (see also Sustainability Note S5).

To measure and monitor employee satisfaction and commitment, annual employee interviews and a Group-wide employee survey are conducted every two years. However, the survey planned for 2023 could not be conducted due to an incomplete upgrade of the third party platform that Assemblin uses. The survey will be carried out in 2024 instead. The most recent survey took place in 2021, when it was found that the employees' commitment remained at a favourable level (see more in Sustainability Note S6). The results of the employee survey are analysed by business area, region and branch/department, and action plans are drawn up based on the local results.

There is also a clear career ladder within Assemblin, and the number of internal recruitments is high when appointing project managers, specialists and managers. For senior executives, there is a well-documented succession plan, which is updated annually in each business area and reviewed by Group Management.

Workers in the proprietary labour force who are not employees

To level out work peaks and for specialist tasks, such as insulation and consulting services, Assemblin occasionally hires subcontractors. The working environment and working conditions for subcontractors is also of importance for Assemblin, and because our opportunities for influence and control are lower for subcontractors, the social risks are considered higher in these groups than among the Group's own employees. In Assemblin's Swedish business areas, only staffing companies with collective bargaining agreements and meeting the requirements set by our trade association are engaged. In Norway, our own production capacity was strengthened in 2022 by Assemblin Norway acquiring a staffing company.

In addition, it is important to continuously verify that the requirements which Assemblin imposes on its subcontractors are met and to ensure, in each assignment, that all personnel have the required authorisations and training.

ASSEMBLIN AS AN EMPLOYER – A SUMMARY

AREA	COMMENTS
WORKING CONDITIONS FOR EMPLOYEES	
Secure employment	Under Nordic legislation, employment is regulated by contract. Among other things, this means, that the period of notice varies between 1 and 12 months depending on the role and how long you have been employed. Consultation on major organisational changes and issues relating to employees' employment and conditions always includes collective negotiations.
Working hours	In the Nordic region, working hours are regulated by legislation and collective bargaining agreements to which Assemblin adheres. The proportion of full-time employees is high at Assemblin.
Adequate salaries	Assemblin applies market-based and competitive salaries, which are well above minimum wage in the Nordic region, based on the principles negotiated by the trade unions and the employers' associations. For principles of compensation, see the separate *Corporate governance section.*
Social dialogue/employees' right to information, consultation and influence	Assemblin's employees exert a certain influence on decision, for example, matters relating to their employment, as agreed with the trade union. In several of Assemblin's business areas, the Boards of Directors also include trade union representatives.
Freedom of association, collective negotiations	Union membership is 100 percent. Assemblin applies collective agreements and is obliged to inform/negotiate with trade union representatives on specific issues. Freedom of association is self evident.
Balance between work and free time	In the Nordic region, there is a statutory right to vacation and leave in connection with child birth, deaths in the family, etc. In case of parental leave, Assemblin offers certain compensation beyond the statutory parental salary.
Working environment	Safety is considered particularly important for Assemblin, which conducts structured work environment efforts in all business areas, including courses, digital incident reporting, risk assessments and risk analyses, as well as a common standard for personal protective equipment.
EQUAL TREATMENT AND OPPORTUNITIES FOR ALL EMPLOYEES	
Equality and equal pay for equivalent work	This issue is considered relevant for Assemblin. Although the proportion of women in the installation industry is low for historical reasons, Assemblin and the industry associations are seeking to increase the proportion of women in different ways, and wage mapping is performed to ensure equal pay for equal work.
Training and skills development	Assemblin has an extensive educational programme in all business areas and also conducts an apprenticeship programme.
Employment and inclusion of individuals with functional variation	Individuals with functional variation are mainly employed in office environments and, in these cases, individual adaptations are made.
Measures against violence and harassment in the workplace	We observe zero tolerance of harassment and work for a respectful working environment, among other things by trying to influence attitudes and behaviours.
Diversity and inclusion	This issue is considered relevant for Assemblin. For historical reasons, the issue of equality is subject to particular focus (see above).
OTHER WORK-RELATED RIGHTS FOR EMPLOYEES	
Child labour	Prohibited under Nordic legislation.
Forced labour	Prohibited under Nordic legislation.
Adequate housing	Our employees' salary levels are sufficient to guarantee adequate housing.
Integrity	Our employees' sensitive information and personal data are protected in accordance with the requirements of the data protection regulation GDPR.

Although customer requirements vary, since 2019, Assemblin applies a Group-wide minimum standard for personal protective equipment for work at building sites.

SIGNIFICANT SUSTAINABILITY ASPECT: HEALTH AND SAFETY (WORKING ENVIRONMENT)

Strategy, target and governance

Our strategy within health and safety is to work pro-actively for well-being employees and a safe working environment with the aim that our employees should enjoy their jobs and not be injured at work.

We apply a clear zero-vision with regard to workplace accidents. Assemblin's internal business plans also contain quantitative goals for incidents and accidents in each business area.

The most important governance documents for work with health and safety are Assemblin's Group-wide Sustainability Policy, Code of Conduct and HR Policy (see page 46). The Group are also applies shared guidelines for personal protective equipment, and supplementary governance documents and management systems are also applied in all business areas.

Health and safety work in 2023

Work environment efforts are conducted in a structured manner within Assemblin's business areas, and parts of Assemblin's operations have also chosen to formally sign up to ISO 45001 (see Sustainability Note S11).

Healthcare and well-being

In all business areas, active wellness efforts are conducted in the form of regular health examinations, wellness allowances, campaigns and competitions. All employees are offered sickness and accident insurance and have access to preventive health services. Employee job satisfaction and well-being is captured in the ongoing employee dialogue and regular employee surveys (see also Sustainability Note S6), but also through analysis of figures for sick-leave and personnel turnover. Measures to reduce sick-leave are taken on an ongoing basis through structured rehabilitation work, for example.

In 2023, sick-leave fell from 6.6 to 5.2 percent. Long-term sick-leave also fell from 2.7 to 1.9 percent. The decrease is mainly explained by the normalisation of sick-leave in the aftermath of Covid.

Voluntary personnel turnover decreased from 13.8 to 9.5 percent. Assemblin's personnel turnover is perceived to be on a par with the industry average, which is characterised by relatively high mobility. For more information on sick-leave and personnel turnover, see Sustainability Note S7.

Safety

Many of Assemblin's employees work on construction sites considered to be dangerous environments, and certain tasks are particularly risky. This could, for example, involve work at height, hot work, handling of sharp objects, risk of electric shock, fire hazards, machine safety and risks when receiving goods. For white-collar workers, the most common health and safety risks are work-related illness and stress-related illnesses.

All business areas have dedicated resources driving safety work, and all projects have specifically-appointed work environment managers. Our employees shall enjoy favourable conditions for being able to perform their tasks safely, which includes appropriate training, appropriate equipment and appropriate tools. Assemblin offers several work environment training courses in various areas, and all employees (100 percent) have the expertise and training required. Since 2019, Assemblin has also had a Group-wide standard for personal protective equipment.

A cornerstone of our structured work environment work are the analyses and risk assessments that are conducted for preventive purposes in connection with the start of a new assignment. Another important aspect of the safety work involves the continuous monitoring and analysis of risk observations, incidents and accidents. For several years, Assemblin's employees have had the opportunity to report observations and deviations using a straightforward digital process through specific systems on their mobile phones or tablets, although this approach has yet to be fully implemented in recently acquired companies. In 2023, the number of serious accidents reported increased as did the number of minor accidents, near misses and risk observations, which has, following analysis, been found to be an effect of improved reporting.

The most common types of work injuries are lacerations, strains/sprains/stretches, as well as crushing, pinching or other soft tissue injuries, mainly to the hand, ankle, finger and foot. Assemblin's injury statistics are on a par with comparable companies with a high proportion of employees in production. Further information on our incident statistics can be found in Sustainability Note S7.

At the national level, annual safety campaigns are conducted, shedding light on various themes in work environment and safety. The 2023 safety campaigns took place in Finland in May, in Norway in September and in Sweden in September (in connection with the industry's "Keep it at Zero" safety drive).

SIGNIFICANT SUSTAINABILITY ASPECT: EMPLOYEES IN THE VALUE CHAIN

Strategy, target and governance

Assemblin shall, as far as possible, seek to contribute to a favourable working environment and reasonable working conditions, including for employees of companies in our value chain.

Assemblin has currently chosen to focus primarily on human rights. This responsibility is addressed through our new due diligence assessment process, requiring us to map and prioritise the risks and then take measures to minimise these risks. For more information about our due diligence assessment in the value chain, see page 49.

Assemblin's Group-wide Purchasing Policy, Sustainability Policy and Code of Conduct for Suppliers are the central governance documents in this work and cover, among other things, the prohibition of forced labour and child labour throughout the value chain. Our Code of Conduct and Sustainability Policy include references to the UN's guiding principles for businesses and human rights.

Other important control mechanisms are the requirements we set in our supplier assessments and in the ongoing supplier review, as well as the possibility for our business partners to report suspected violations via Assemblin's whistle-blower portal.

Work for employees in the value chain in 2023

Assemblin's purchasing work

Although work with purchasing and supplier management is decentralised to our business units, coordination and shared enquiries are handled through a Nordic purchasing forum and by Group Management. Further information about Assemblin's purchasing work is presented in the separate *Operations section* on page 22 and in Sustainability Note S8.

Supplier governance

Each business area includes central purchasing functions responsible for, among other things, the larger purchasing agreements, which are often formulated as framework agreements. Before a framework agreement with a new supplier is signed, a supplier assessment is always carried out in which delivery capacity, availability, guarantees, product responsibility, work environment work, environmental work, finances and price, among other things, are evaluated.

Suppliers must also prove that their operations and those of their sub-suppliers meet the requirements of Assemblin's *Code of Conduct for Suppliers,* which is an appendix to our central purchasing agreements and is available on our external website. Among other things, this includes requirements regarding acceptable working conditions, responsibility for human rights and anti-corruption.

During the contract period, the purchasing functions also follow up significant supplier partnerships through an ongoing dialogue and perform supplier checks if necessary. If the supplier's performance is deficient or if there are suspicions of irregularities, more comprehensive supplier assessments are conducted. Currently, Assemblin primarily verifies first tier suppliers, although it also requires them to verify additional tiers. In 2023, 104 (137) supplier reviews were conducted. A process was initiated to develop a more in-depth supplier review, which will continue in 2024. For more information on our supplier governance, see Sustainability Note S8.

If one of our suppliers violates Assemblin's Code of Conduct, this may lead to the termination of the cooperation. No suppliers were rejected due to irregularities in 2023.

Mapping the supply chain

Most of Assemblin's purchases are made from purchase points and companies in the Nordic countries, primarily through wholesalers. An analysis of CO_2 emissions from Assemblin's first tier suppliers shows that 76.9 percent (83.9) of the emissions occur in Sweden, 12.9 percent (9.3) in Norway and 7.1 percent (3.5) in Finland. Of other purchasing, 2.6 percent (1.7) comes from the rest of Europe and 0.4 percent (1.6) from Australia, China, Hong Kong, Singapore and the US.

One of the biggest challenges in understanding the full impact of our purchases is a lack of traceability and transparency in supply chains. In 2023, Assemblin completed a feasibility study on risks for various product categories in the supply chain based on the information available (see more on page 49). The risk mapping will be deepened in 2024.

Although Assemblin's supplier governance work has mainly focused on first tier suppliers, a process was initiated in 2023 to expand the assumption of responsibility to include the entire supply chain.

RESPONSIBLE GOVERNANCE

Report on governance work

Assemblin fosters responsible conduct and governance in several ways. Business ethics is considered a material sustainability issue, particularly the sub-areas of corruption and bribery, as well as a sound corporate culture.

Assemblin's sustainability governance – an overview

The table below briefly summarises our assessment of which governance issues are relevant to our operations and which are not. On the following pages, we develop how we work with the environmental issues that according to our materiality analysis (see page 47) are of greatest relevance for us. For the most material issues, strategy and governance are reported alongside targets and readings, as well as management of risks and opportunities.

AREA	COMMENTS	PRIMARY CONTROL TOOLS[1]
Business ethics	Measures for a sound **corporate culture** and for counteracting **corruption and bribery** are deemed material for Assemblin. The issue of **protection for whistle-blowers** is considered relevant but of less importance, while **political commitment/lobbying** and **animal rights** are not considered relevant.	Values Shared framework Code of Conduct Policy against bribery and corruption Policy against competition-limiting activities Procedure for whistle-blower cases Courses Whistle-blower function

1) For more information about our policies, see page 46.

SIGNIFICANT SUSTAINABILITY ASPECT: BUSINESS ETHICS

Strategy, target and governance

Our operations shall be characterised by a sound ethical approach in accordance with our Code of Conduct and other associated policies. Our corporate communications shall be accurate and reliable, and all information handling shall be conducted in a correct and reliable way. Assemblin has a zero vision against ethics violations.

Important governance documents in the work for a sound corporate culture are our common values, guiding principles and Code of Conduct. The starting point is that everyone at Assemblin must, in all contexts, comply with the applicable legislation and behave professionally, but also in a way that allows us to stand straight and be honest. With regard to bribery and corruption, as well as restriction of competition, both policies and more concretised guidelines are in place on what is permitted and what is not. To ensure that everyone is familiar with this, a web introduction is in place that is mandatory for all salaried employees.

Other control tools are our mandatory courses, employee surveys and an anonymous whistle-blower system.

Assemblin maintains several mandatory web introductions for instituting key policies. In 2023, the implementation rate increased, mainly thanks to focused efforts in the Norwegian and Finnish operations.

Work for a sound corporate culture in 2023

Our shared values form the basis for Assemblin's culture and identity, and describe how we should act in relation to one another and towards others. They also form the basis of Assemblin's management model and are brought to life in various ways through courses, campaigns, posters, etc. For more information about our values, see the separate *Operations section* on pages 20–21.

To ensure that all employees have read and understood the content of Assemblin's Code of Conduct, a Group-wide web-based course is in place that all employees must complete. Assemblin also has mandatory web introductions in several important areas, including restrictions on competition, bribery and corruption, communication and IT regulations. All Group-wide training courses are available in Swedish, Norwegian and Finnish. In 2023, the degree to which all courses were carried out increased (see more in Sustainability Note S9), driven primarily by efforts by Assemblin Finland and Assemblin Norway.

Assemblin also maintains an anonymous whistle-blower system for employees and external stakeholders. In 2023, ten reports (three) were submitted via the whistle-blower service (see more in Sustainability Note S10). All of the cases were investigated but found not to be of significance or to be erroneous.

Every second year, a joint employee survey is conducted. Due to a system update, the employee survey could not be conducted as planned in the autumn of 2023 and will instead be conducted in 2024. Previous surveys have, however, shown high levels of satisfaction and commitment among Assemblin's employees (see Sustainability Note S6). In 2023, a cultural review of the operations was performed that showed Assemblin's culture to be pervaded by decentralisation, entrepreneurship, respect, trust and ambition (see more in the separate *Operations section* on page 20.

Work against bribery and corruption in 2023

In the Nordic countries where Assemblin operates, legislation against corruption and bribery and on restriction of competition is extensive.

In 2023, the degree to which Assemblin's web introduction for salaried employees was conducted increased, driven primarily by initiatives at Assemblin Finland and Assemblin Norway (see more in Sustainability Note S9).

No deviations regarding suspected corruption or bribery were identified or reported via Assemblin's whistle-blower portal (see Sustainability Note S10).

Protection of whistle-blowers

Assemblin's whistle-blower function means that reports are anonymous. As further protection for whistle-blowers, there is a specific set of *Instructions for whistle-blower cases* stating, among other things, that those who report whistle-blowing cases may not be subjected to reprisals.

Account of select key figures

The data reflects aggregated information for the 2023 full year. Accounting principles and Sustainability Notes (including definitions) are presented on pages 62–71.

KEY FIGURES 2023 (2022)	Assemblin total [1]	Assemblin Electricity	Assemblin Heating & sanitation	Assemblin Ventilation	Assemblin Norway	Assemblin Finland
EMPLOYEE-RELATED KEY FIGURES						
Average number of employees, FTE	7,026 (6,553)	3,027 (2,853)	1,523 (1,455)	550 (554)	1,031 (834)	869 (832)
– of which, proportion women, %	6.6 (6.5)	5.9 (5.6)	5.3 (5.6)	8.1 (8.1)	6.3 (7.3)	10.4 (9.0)
Number of senior executives	52 (42)	12 (13)	9 (9)	4 (4)	11 (10)	13 (5)
– of which, proportion women, %	17.3 (19.0)	8.3 (7.7)	22.2 (22.2)	25.0 (25.0)	18.2 (20.0)	15.4 (33.3)
Average age, total [2]	39.6 (39.5)	39.0 (40.4)	40.6 (39.4)	43.8 (41.3)	38.3 (37.2)	38.8 (37.8)
Sick-leave, % [2]	5.2 (6.6)	4.8 (7.0)	5.6 (6.2)	5.2 (6.8)	6.8 (7.1)	4.2 (5.1)
– of which, on long-term sick-leave, % [2]	1.9 (2.7)	0.7 (2.4)	3.0 (2.9)	2.3 (2.9)	3.9 (3.6)	0.9 (1.9)
Personnel turnover, voluntary, % [2]	9.5 (13.8)	7.6 (12.7)	8.4 (16.8)	7.9 (13.0)	13.1 (14.1)	14.3 (12.5)
Serious accidents, frequency of occupational injuries (IF/LTIFR) [2]	9.2 (7.9)	9.9 (6.8)	5.7 (3.8)	6.1 (9.0)	12.9 (13.3)	10.2 (12.7)
Serious accidents, number [2]	116 (93)	54 (35)	16 (10)	6 (9)	24 (20)	16 (19)
Minor accidents, number [2]	417 (400)	289 (229)	11 (58)	49 (44)	42 (33)	26 (36)
Incidents (near misses) and risk observations, number [2]	788 (660)	357 (267)	13 (23)	16 (27)	N/A (6)	402 (337)
Fatal accidents, number	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
FINANCIAL KEY FIGURES						
Sales, SEK million [3]	14,751 (13,521)	5,416 (4,894)	3,603 (3,266)	1,583 (1,617)	2,198 (2,038)	2,189 (1,895)
Adjusted operating earnings (EBITA), SEK million [3]	1,059 (940)	426 (347)	266 (256)	98 (105)	182 (170)	75 (37)
Adjusted operating margin (EBITA), % [3]	7.2 (7.0)	7.9 (7.1)	7.4 (7.8)	6.2 (6.2)	8.3 (8.3)	3.4 (1.9)
ENVIRONMENTAL KEY FIGURES						
Total energy consumption from fuel and electricity (Scopes 1 + 2), MWh [2]	52,008 (51,441)	19,659 (23,133)	15,703 (12,220)	4,528 (3,315)	6,022 (7,349)	6,026 (5,378)
– of which, vehicle fuel (Scope 1), MWh [2]	39,274 (40,351)	14,092 (17,971)	13,655 (10,351)	3,870 (2,678)	3,692 (4,892)	3,904 (4,412)
CO_2 impact from fuel (Scope 1), tonnes CO_2e [2]	10,617 (10,742)	3,543 (4,769)	4,065 (2,767)	968 (708)	1,037 (1,310)	989 (1,176)
CO_2 impact from electricity and heating (Scope 2), tonnes CO_2e [2]	558 (345)		134 (124)		153 (98)	272 (123)
CO_2 impact Scope 3, tonnes CO_2e [2]	143,348 (140,603)	21,151 (48,947)	57,745 (41,887)	17,217 (28,629)	10,241 (12,269)	21,151 (8,101)
CO_2 impact from Scopes 1 and 2 and from business travel (part of Scope 3), tonnes CO_2e [2] /FTE	1.81 (1.94)	1.32 (1.81)	2.79 (2.03)	1.84 (1.41)	1.66 (2.54)	2.03 (2.02)
OTHER KEY PERFORMANCE INDICATORS						
Degree of completion, CoC training, % [2]	65 (58)	64 (63)	64 (69)	46 (49)	61 (57)	89 (25)
Environmentally certified operations, ISO 14001, % [2]	47 (46)	81 (86)	15 (17)	0 (0)	71 (76)	10 (1)
Quality-certified operations, ISO 9001, % [2]	46 (46)	79 (86)	15 (17)	0 (0)	77 (76)	10 (1)
Working environment certified operations, ISO 45001, % [2]	16 (17)	0 (1)	15 (17)	0 (0)	77 (76)	0 (0)
Number of apprentices [2]	465 (460)	131 (131)	162 (157)	3 (2)	142 (101)	24 (30)

1) The data also includes Group staff units, which are not, however, reported separately in this statement.
2) From 2022, all operations are included in the reporting material, affecting the comparison between years somewhat.
3) Aggregate financial information for 2023 (see page 77).

Accounting principles and Sustainability Notes

Note S1 Significant accounting policies

Basis for preparation of the reports
Assemblin's Sustainability Report has been prepared in accordance with the legal requirements set out in the Swedish Annual Accounts Act 1995:1554. Assemblin have also begun the process of adapting to the requirements under the new European accounting standard CSRD/ESRS, to which Assemblin will be subject as of the 2025 financial year. In other regards, the report follows relevant reporting and consolidation principles in accordance with the accounting principles in the separate *Financial accounts*.

The formal reporting period for the Group with Assemblin Group AB as the Parent Company (corporate identification number 559427-2006, formerly Apollo Swedish Bidco AB) is 3 May – 31 December 2023. To provide a fair view of developments over the full year, Assemblin has also chosen to submit supplementary data for the Group with Assemblin Financing AB as the Parent Company (corporate identification number 559077-5952, formerly Assemblin Group AB) for the period 1 January 2023 – 2 May 2023.

In accordance with our Communications Policy, Assemblin strives for all information and data to be relevant, transparent, correct and reliable and to reflect the operations correctly. Sustainability data is reported semi-annually or monthly by the business units through the Group's consolidation system.

Assemblin's Sustainability Report has been approved for publication by the Board of Directors, with the Company's auditors having issued a statement (see page 72) on 27 March 2024.

Assessments and estimates
In the work of preparing the Sustainability Report, certain estimates, assessments and assumptions have been made affecting the reported values. Actual outcomes may deviate from the estimates and assumptions that have been made. The estimates and assumptions are reviewed on a regular basis. Changes are recognised in the period the change is made, if it only affected that period, or in the period the change is made and future periods if the change affects both the period in question and future periods.

Changes in this report compared with the preceding report
This is Assemblin's seventh annual Sustainability Report. Assemblin's most recent Sustainability Report covered the 2022 financial year and was published in April 2023. The changes, compared with last year's Sustainability Report are as follows:

- While the 2022 Sustainability Report applied GRI 2021, with the EU introducing new sustainability reporting regulations (CSRD/ESRS), Assemblin has begun to adapt to the new regulations as of 2023. Accordingly, a new materiality analysis has been performed, with partially new results and with the quantity of data having increased and the report having a new structure.
- As of 2023, the report has been expanded with results in accordance with the EU taxonomy regulation, as well as with certain disclosures on waste management at the Group's own offices.
- Given an error in the calculation of Scope 3 CO_2 emissions in 2022 that was discovered in 2023, the climate data for 2022 have also been adjusted.
- The calculations of Scope 2 CO_2 emissions in 2023 has been based on the assumption that 50 percent of electric car charging occurs at our offices and 50 percent elsewhere, which is a difference compared with 2022 when we assumed that all charging occurred at our offices.

Note S2 Materiality analysis

The materiality analysis was performed in accordance with ESRS through a double materiality analysis.

Method- and process description for the dual materiality analysis
The double materiality analysis in accordance with ESRS entails the operations being analysed from an *impact perspective* and a *financial perspective* to identify how Assemblin can impact and be impacted by various sustainability themes. According to ESRS, the impact of the operations shall be assessed on the basis of six *environmental themes* (climate change, pollution, water and marine resources, biodiversity and ecosystems, as well as circular economy), four *social themes* (the proprietary labour force, employees on the value chain, impacted communities, as well as consumers and end-users), as well as one *corporate governance theme* (responsible business). These themes are in turn divided into sub-topics and partial sub-subtopics.

Impact analysis
The analysis of Assemblin's external impact encompasses the entire value chain and was based on qualitative interviews with internal and external stakeholders conducted in 2022. The internal stakeholders were represented by experts in various business areas and the external stakeholders by third-party experts in trade associations and among wholesalers/suppliers.

The interviews resulted in a mapping of real and potential influencing factors in Assemblin's value chain in accordance with a "bottom-up" methodology. All identified impact factors were then ranked based on *impact* (*scale* and *scope*) and *probability.*

In connection with the ranking, impact and probability have been ranked on a scale. Both positive and negative aspects, as well as actual and potential effects have been analysed. Potential negative impacts related to human rights have been weighted particularly heavily, because the impact here always exceeds the probability according to the ESRS.

A mapping of Assemblin's value chain produced an extensive list of effects, assessed based on degree of seriousness, probability and focus on issues related to human rights. For further alignment with the ESRS, a top-down approach was adopted for identifying sustainability issues that were not covered and unit-specific issues. These additional effects were assessed according to the same assessment method. Connecting previously identified effects to ESRS standards resulted in a refined list of sustainability topics, agreeing closely with the earlier results, albeit with the anticipated adjustments in accordance with the ESRS guidelines.

Financial analysis
The financial analysis means that both financial risks and opportunities are analysed. In performing the financial materiality analysis, representatives of Group Management estimated the financial consequences of possible impacts within all areas of sustainability. The impact assessment has been made based on the same scale also used to assess the financial impact in Assemblin's risk management process.

Note S3 Climate change

Description of method and process for climate change analysis
To prepare the operations for various future scenarios, in 2019 a TCFD-inspired climate change analysis was performed for the short, medium and long term, based on different future scenarios from RCP (used, for example, by the IPCC and the Swedish Meteorological and Hydrological Institute).

The analysis was performed by the Group's Sustainability Committee and subsequently approved by Group Management and the Board of Directors. All operations at the time were included in the analysis, which included both physical risks and adaptation risks that could result from climate change. In 2019, the results led to Assemblin establishing a climate strategy that remains valid today. At the end of 2023, efforts were initiated to supplement the earlier climate change analysis through a more granular assessment of Assemblin's susceptibility to chronic and acute climate-related risks in terms of temperature, wind, water and solid mass based on climate scenarios with high emissions. All of Assemblin's offices were included in the analysis.

Overarching presentation of the outcome of the climate change analysis
The results of the overarching climate change analysis are presented on pages 48–49. The results of the supplementary analysis will be ready in 2024.

Note S4 CO_2 emissions and energy

Assemblin's climate and energy calculations are conducted in a consistent manner throughout the operations by means of a third party tool. The climate and energy calculations have been conducted in accordance with the Greenhouse Gas Protocol (GHG) and the Corporate and Corporate Value Chain standards (for Scope 3).

Both a market-based and a location-based method were used in the Scope 2 calculations. In climate calculations for Scope 3, a standard method has been used based on actual costs. The costs have been adjusted for inflation based on date of purchase as well as the country and industry in which the supplier operates. Assemblin has chosen to apply an operational control strategy.

Method and process description for CO_2 and energy calculations
Our carbon inventory is calculated based on the methodology outlined by the Greenhouse Gas Protocol in the Corporate Standard, Scope 2 Guidance, and Corporate Value Chain (Scope 3) Standards. Out of 15 categories in scope 3, five categories have been included:

- Purchased goods and services
- Capital goods
- Fuel and energy-related activities
- Upstream transport and distribution
- Business travel

Basis for calculations
Energy consumption and CO_2 emissions from vehicle fuel (Scope 1)
Direct reporting of fuel consumption from Assemblin's leasing company and/or driving records converted to energy and CO_2 based on fuel type has been used as a basis for calculations.

Energy use and CO_2 emissions from electricity and heat (Scope 2)
Invoicing and/or consumption data for purchased energy, as well as CO_2 calculations based on a European database (AIB) have been used as the basis for calculations. For 2023, we have assumed that 50 percent of electric car charging occurs at our offices and 50 percent in other places, which is a difference compared with 2022 when we assumed that all charging occurred at our offices. This affects reported data on Scope 2 emissions negatively.

CO_2 impact from business travel and other Scope 3 categories
Information from the travel companies with which Assemblin has a framework agreement and/or calendar information has been used as a basis for the calculation of emissions from business travel. It also happens that trips are booked outside the travel portal. To calculate other purchases, inflation-adjusted invoicing data have been used.

KEY FIGURES	2023[1]	2022[2]	2021	2020
Scope 1 CO_2 emissions, mobile combustion, tonnes	10,617	10,742	8,896	10,191
Scope 2 CO_2 emissions, tonnes	558	345	139	167
– of which, market-based electricity, tonnes	228	133	N/A	N/A
– of which, location-based electricity, tonnes	109	N/A	N/A	N/A
– of which, heating, tonnes	330	212	N/A	N/A
Scope 3 CO_2 emissions, tonnes	143,348	140,603	189,861	N/A
– of which, purchased goods and services, tonnes	135,515	130,556	N/A	N/A
– of which, capital goods, tonnes	3,049	5,258	N/A	N/A
– of which, fuel and energy-related activities, tonnes	2,751	2,679	N/A	N/A
– upstream transport and distribution, tonnes	459	483	N/A	N/A
– business travel, tonnes	1,573	1,627	N/A	N/A
Total CO_2 emissions , tonnes	**154,523**	**151,689**	**198,896**	**N/A**
Intensity				
Sales, SEK million	14,751	13,521	10,721	10,009
Average number of employees, FTE	7,026	6,553	5,962	5,820
Number of vehicles (service vehicles and company cars)	4,409	4,662	N/A	N/A
– of which, electric cars or plug-in hybrids	1,079	697	N/A	N/A
Total CO_2 emissions/employees, tonnes/FTE	21.993	23.148	N/A	N/A
Total CO_2 emissions/sales, tonnes/SEK million	10.475	11.219	N/A	N/A
CO_2 emissions, Scopes 1 and 2 and business travel/employee, tonnes/FTE	1.8144	1.940	1.738	1.866

1) Aggregate information for 2023 (see page 77). The data also includes Group staff units, which are not, however, reported separately in this statement.
2) From 2022, all operations are included in the reporting material, affecting the comparison between years somewhat. The data for 2022 has been adjusted compared with the previous year's report following an amendment.

Energy use

Energy consumption, distribution 2023	Assemblin total[1]	Assemblin Electrical	Assemblin Heating & sanitation	Assemblin Ventilation	Assemblin Norway	Assemblin Finland
Total energy consumption, MWh	52,008 (51,441)	19,659 (23,133)	15,703 (12,220)	4,528 (3,315)	6,022 (7,349)	6,026 (5,378)
– of which, for fuel (Scope 1), MWh[1]	39,274 (40,351)	14,092 (17,971)	13,655 (10,351)	3,870 (2,678)	3,692 (4,892)	3,904 (4,412)
– of which, for energy (Scope 2), MWh[1]	12,734 (11,090)		8,275 (7,668)		2,329 (2,457)	2,122 (966)
Proportion renewable energy (Scope 2), %	60 (75)	68	67	95	58	23

1) The data also includes Group staff units, which are not, however, reported separately in this statement.

Energy consumption, distribution over time	2023	2022	2021	2020
Total energy consumption, MWh	52,008	51,441	42,271	46,939
– of which, for fuel (Scope 1), MWh[1]	39,274	40,351	34,867	38,741
– of which, for energy (Scope 2)[1]	12,734	11,090	7,403	8,199

1) From 2022, all operations are included in the reporting material, affecting the comparison between years somewhat.

Note S5 Waste

Waste at construction sites customer premises
The largest portion of Assemblin's waste is generated at construction sites and at our customers' premises. This waste is sorted and recycled together with waste from our customers and others, meaning that Assemblin is unable to report this separately. Generally, however, the recycling rate for construction waste is considered high.

Waste managed at own premises, distribution 2023
Waste handled at our own premises is mainly iron, electronics, paper, plastics, alternative raw materials, hazardous waste and other. Hazardous waste includes batteries and electrical waste not managed through a cooperation agreement with a third party (see below). The table below accounts for waste that we currently have opportunities to measure.

Waste managed at own premises, distribution 2023	Total	Assemblin Sweden	Assemblin Norway	Assemblin Finland
Number of branch offices reporting	52	40	1	11
Total waste, kg	1,457,451	698,823	27,579	731,049
– of which, hazardous waste, kg	100,750	76,555	7,786	16,409
Total recycling, kg	–	698,778	N/A	N/A
– of which, landfill, kg	–	37,420	N/A	N/A
– of which, energy recovery, kg	–	290,190	N/A	N/A
– of which, bio-treatment, kg	–	0	N/A	N/A
– of which, material recycling, kg	–	371,168	N/A	N/A
Total recycling, %		100%	N/A	N/A

Circular IT management, distribution by year
A large portion of Assemblin's IT waste is managed by an intermediary who cleans, fixes and resells functioning IT equipment. Emissions are thus avoided that are calculated by the intermediary. In 2023, 574 products were submitted, of which 358 could be reused.

	2023	2023
Submitted products	574	553
Emissions avoided, kg CO_2e	33,859	54,472

Note S5 Employees and proportion of women

FTE refers to the number of employees converted to full-time positions. Comments on disclosures regarding employees and gender equality are presented on page 55. For work environment-related tasks (accidents, sick-leave, personnel turnover) refer to Sustainability Note S7. For disclosures on employee satisfaction, refer to Sustainability Note S6.

Employees and proportion of women, distribution 2023	Assemblin total[1]	Assemblin Electrical	Assemblin Heating & sanitation	Assemblin Ventilation	Assemblin Norway	Assemblin Finland
Number of employees, average FTEs	7,026 (6,553)	3,027 (2,853)	1,523 (1455)	550 (554)	1,031 (834)	869 (832)
– of which, proportion women, %	6.6 (6.5)	5.9 (5.6)	5.3 (5.6)	8.1 (8.1)	6.3 (7.3)	10.4 (9.0)
Number of senior executives[2]	52 (42)	12 (13)	9 (9)	4 (4)	11 (10)	13 (5)
– of which, proportion women, %	17.3 (19.0)	8.3 (7.7)	22.2 (22.2)	25.0 (25.0)	18.2 (20.0)	15.4 (33.3)
Average age, total	39.6 (39.5)	39.0 (40.4)	40.6 (39.4)	43.8 (41.3)	38.3 (37.2)	38.8 (37.8)
Number of apprentices	465 (460)	131 (131)	162 (157)	3 (2)	145 (140)	24 (30)

1) The Group also includes Group staff units, which are not, however, reported separately in this statement.
2) Members of the Group's and the business areas' management groups at the end of the year.

Employees and proportion of women, distribution over time	2023	2022	2021	2020	2019
Number of employees, average FTEs	7,026	6,553	5,962	5,820	5,901
– of which, proportion women, %	6.6	6.5	5.7	5.4	5.5
Number of senior executives[2]	52	42	49	52	51
– of which, proportion women, %	17.3	19.0	16.2	13.2	13.7
Proportion of women on the Board of Directors, %	20	17	29	33	33
Average age, total	39.6	39.5	39.9	39.9	40.3
Number of apprentices	465	460	340	319	387
AGE STRUCTURE					
Proportion of "Boomers" (born before 1965), %	10	11	15	17	–
Proportion of "Generation X" (born 1965–1976), %	22	23	22	23	–
Proportion of "Millennials" (born 1977-1997), %	51	50	49	49	–
Proportion of "Generation 2020" (born after 1997), %	17	15	14	11	–

1) The Group also includes Group staff units, which are not, however, reported separately in this statement.
2) Members of the Group's and the business areas' management groups at the end of the year.

Note S6 Employee commitment and employee satisfaction

Assemblin conducts a joint employee survey every two years. In between those surveys, local surveys are conducted and "pulse checks" are taken. Due to an incomplete upgrade of the supplier's software in 2023, a decision was made to postpone the joint employee survey until 2024. A comment on employee commitment and employee satisfaction is given on page 20 in the Operations section.

Employee commitment and satisfaction, total for the Group, distribution by year	2023	2022	2021	2020	2019
Employee survey, response rate	–	–	72	–	77
Loyalty index (eNPS)	–	–	17	–	18
Leadership index	–	–	74	–	72
Commitment index	–	–	76	–	76

Note S7 Working environment

Disclosures regarding accidents and incidents represent data reported via Assemblin's digital tools for all operations except for parts of our Finnish operations (Fidelix and TomAllenSenera), for which data have been reported manually via the HR department. The accident statistics do not include accidents outside working hours on the way to or from the workplace.

Other personnel-related disclosures have been reported via the business areas' HR systems.

A comment on the injury frequency is given on page 57.

Working environment (health and safety), distribution 2023	Assemblin total[1]	Assemblin Electrical	Assemblin Heating & sanitation	Assemblin Ventilation	Assemblin Norway	Assemblin Finland
SECURITY						
Serious accidents, number[1]	116 (93)	54 (35)	16 (10)	6 (9)	24 (20)	16 (19)
Serious accidents, frequency of occupational injuries (IF/LTIFR)[2]	9.2 (7.9)	9.9 (6.8)	5.7 (3.8)	6.1 (9.0)	12.9 (13.3)	10.2 (12.7)
Minor accidents, number [3]	417 (400)	289 (229)	11 (58)	49 (44)	42 (33)	26 (36)
Incidents and risk observations, number[4]	788 (660)	357 (267)	13 (23)	16 (27)	N/A (6)	402 (337)
Fatal accidents, number 5	0	0	0	0	0	0
SICK-LEAVE AND PERSONNEL TURNOVER						
Sick-leave	5.2 (6.6)	4.8 (7.0)	5.6 (6.2)	5.2 (6.8)	6.8 (7.1)	4.2 (5.1)
– of which, long-term sick-leave	1.9 (2.7)	0.7 (2.4)	3.0 (2.9)	2.3 (2.9)	3.9 (3.6)	0.9 (1.9)
Total personnel turnover, %	13.6 (18.7)	12.1 (N/A)	11.0 (N/A)	10.0 (N/A)	16.1 (N/A)	23.8 (N/A)
– of which, voluntary personnel turnover, %	9.5 (13.8)	7.6 (12.7)	8.4 (16.8)	7.9 (13.0)	13.1 (14.1)	14.3 (12.5)

1) in addition to business areas, Group total includes Group staff units.

Working environment (health and safety), distribution over time	2023	2022	2021	2020	2019
SECURITY					
Serious accidents, number[1]	116	93	109	92	74
Serious accidents, frequency of occupational injuries (IF/LTIFR)[2]	9.2	7.9	11.2	9.1	7.6
Minor accidents, number [3]	417	400	312	180	273
Incidents and risk observations, number[4]	788	660	475	430	62
Fatal accidents, number [5]	0	0	0	0	0
SICK-LEAVE AND PERSONNEL TURNOVER					
Sick-leave	5.2	6.6	6.2	6.8	4.6
– of which, long-term sick-leave	1.9	2.7	1.7	1.1	1.6
Total personnel turnover, %	13.6	18.7	N/A	N/A	N/A
– of which, voluntary personnel turnover, %	9.5	13.8	11.2	8.7	–

1) The sum of serious and sudden events during working hours that caused personal injury and resulted in more than one day of sick-leave.
2) Number of serious accidents (resulting in more than one day of absence) per 1 million hours worked. For the number of hours worked, a standard of 1,800 hours per average number of FTEs is used.
3) Total events during working hours that caused personal injury and resulted in less than one day of sick-leave.
4) Total minor accidents and risk observations during working hours.
5) Total accidents during working hours with a fatal outcome.

Note S8 Supplier governance

Comments on Assemblin's supplier governance are given on page 22 in the Operations section and on page 49.

Employees and gender equality, distribution 2023	Assemblin total[1]	Assemblin Electrical	Assemblin Heating & sanitation	Assemblin Ventilation	Assemblin Norway	Assemblin Finland
Framework agreement suppliers, number	918	338	355	92	128	5
Proportion of purchasing from framework agreement suppliers, %	67 (-)	67 (-)	76 (-)	89 (-)	47 (-)	26 (-)
Proportion of framework agreement suppliers having signed our CoC for suppliers, %	99	100	99	100	100	40
Supplier reviews, number	104 (137)	100 (132)	0 (3)	1 (1)	0 (1)	3 (N/A)

1) in addition to business areas, Group total includes Group staff units.

Note S9 Degree of implementation, mandatory web introductions and web-based courses

Degree of implementation, mandatory web introductions and web-based courses.

Distribution 2023	Assemblin total[1]	Assemblin Electrical	Assemblin Heating & sanitation	Assemblin Ventilation	Assemblin Norway	Assemblin Finland
CoC-training[2]	65 (58)	64 (63)	64 (69)	46 (49)	61 (57)	89 (25)
IT regulations and IT/cyber-security[2]	59 (47)	66 (62)	36 (40)	49 (51)	51 (29)	89 (25)
Bribery & corruption[3]	80 (57)	80 (75)	69 (80)	74 (73)	75 (43)	94 (15)
Restrictions on competition[3]	79 (79)	80 (74)	69 (81)	74 (73)	72 (46)	94 (15)

1) Group includes, in addition to the business areas, data for the Group company.
2) Mandatory for all employees.
3) Mandatory for all white collar employees.

Degree of implementation, mandatory web introductions and web-based courses, Group total

Distribution over five years	2023	2022	2021	2020
CoC training[1]	65	58	56	59
IT regulations and IT/cyber-security[1]	59	47	55	53
Bribery & corruption[2]	80	59	71	83
Restrictions on competition[2]	79	59	77	77

1) Mandatory for all employees.
2) Mandatory for all white collar employees.

Note S10 Whistle-blower function

Of the whistle-blower cases reported in 2023, no deviations were identified in the operations regarding suspected corruption, bribery or conflicts of interest nor regarding harassment.

Distribution over five years	2023	2022	2021	2020	2019
Number of cases reported internally	4	3	2	1	6
– of which, proportion addressed, %	100	100	100	100	100
– of which, proportion identified as irregularities, %	0	0	0	0	0
– of which, proportion confirmed as corruption, %	0	0	0	0	0
Number of external cases reported[1]	6	0	–	–	–
Total	10	3	2	1	6

1) The possibility for external stakeholders to report suspected crimes was introduced in June 2022.

Note S11 Proportion of certified and reviewed operations

Proportion of certified operations, distribution by business area 2023 (2022)

Distribution 2023	Assemblin total	Assemblin Electrical	Assemblin Heating & sanitation	Assemblin Ventilation	Assemblin Norway	Assemblin Finland
Environmentally certified operations, ISO 14001,%	47 (46)	81 (85)	15 (17)	0 (0)	71 (76)	10 (1)
Quality-assured operations, ISO 9001, %	46 (46)	79 (85)	15 (17)	0 (0)	71 (76)	10 (1)
Working environment certified operations, ISO 45001, %	16 (17)	0 (1)	15 (17)	0 (0)	771 (76)	0 (0)
Proportion of operations reviewed through Ecovadis, %	100 (100)	100 (100)	100 (100)	100 (100)	100 (100)	100 (100)

Proportion of certified operations, Group total and distribution over a five-year period

	2023	2022	2021	2020	2019
Environmentally certified operations, ISO 14001,%	50	58	56	59	61
Quality-assured operations, ISO 9001, %	50	46	54	59	61
Working environment certified operations, ISO 45001, %	16	17	18	19	19
Proportion of operations reviewed through Ecovadis, %	100	100	N/A	N/A	N/A

TAXONOMY-COMPLIANT ACTIVITIES – SALES

		2023		Criteria for substantial contribution	
Economic activities	Codes	Total sales, SEK million	Proportion of sales	Limitation of climate change	Climate change adaptation
A. Activities covered by the taxonomy					
A.1. Environmentally sustainable (taxonomy-compliant) activities					
– Installation, maintenance and repair of energy-efficient equipment	7.3	49	0.3%	Yes	-
– Installation, maintenance and repair of electric vehicle charging stations in buildings	7.4	98	0.7%	Yes	-
– Installation, maintenance and repair of instruments and equipment for measurement, adjustment and control of the energy performance of buildings	7.5	1,342	9.1%	Yes	-
– Installation, maintenance and repair of renewable energy technologies	7.6	1,249	8.5%	Yes	-
Sales from environmentally sustainable (taxonomy-compliant) activities (A.1)		**2,739**	**18.6%**	**100%**	**0%**
– Of which, enabling activities		**2,739**	**18.6%**	**100%**	
– Of which, transition activities		**0**	**0%**	**0%**	
A.2 Non-environmentally sustainable (non-taxonomy-compliant) activities					
– Installation, maintenance and repair of energy-efficient equipment	7.3	125	0.8%	EL	N/EL
Sales from non-environmentally sustainable (non-taxonomy-compliant) activities (A.2)		**125**	**0.8%**	**100%**	**0%**
Total (A.1 + A.2)		**2,864**	**19.4%**	**100%**	**0%**
B. Activities not covered by the taxonomy					
Sales from activities not covered by the taxonomy (B)		11,887	80.6%		
Total (A+B)		**14,751**	**100%**		

Note S12 Proportion of taxonomy compatible operations

Method and process description for reporting in accordance with the EU taxonomy for sustainable investments
As of 2023, Assemblin has chosen to report the proportion of operations defined as environmentally sustainable in accordance with the EU taxonomy regulation. While the taxonomy includes six environmental targets; of these, Assemblin contributes materially only to one, on which it is thus relevant for us to report (environmental target 1: limiting climate change). Reporting occurs in three ways: the proportion of taxonomy-compliant operations in relation to the Group's (i) sales, (ii) investments and (iii) operating costs. According to the taxonomy, the result must also be tested in relation to the five other environmental targets (DNSH) and certain minimum protective measures.

Proportion of taxonomy-compliant sales
The taxonomy account shows that operations corresponding to 19.4 percent of Assemblin's sales for 2023 were judged to be covered by the taxonomy, of which 18.6 percent were environmentally sustainable (taxonomy-compliant) operations.

In the taxonomy account, Assemblin has reported economic activities that are listed as operations in Chapter 7 (Construction and properties) with a focus on activities for companies with NACE code F43.2 (encompassing Assemblin's principle operations).

Assemblin's taxonomy accounting is based on a combination of standard calculations and actual sales. Principles for the classification and collection of product data have been implemented in coordination with other industry players and organisations.

Proportion of taxonomy-compliant investments (CapEx)
The taxonomy account shows that 6.9 percent of Assemblin's investments were deemed to be covered by the taxonomy, of which 6.6 percent were environmentally sustainable (taxonomy-compliant). Taxonomy-eligible investments mainly comprise leasing contracts for vehicles and premises, investments in connection with acquisitions, as well as certain product development to a lesser extent. Because acquisition volumes and the types of acquisitions vary greatly between years, this proportion becomes highly stochastic.

Proportion of taxonomy-compliant operating costs (OpEx)
The taxonomy account also includes investments that have not been capitalised in the balance sheet but that are expensed as operating costs. Assemblin's taxonomy account shows that 52 percent of these operating costs were deemed to be covered by the taxonomy, of which 49.7 percent were environmentally sustainable (taxonomy-compliant).

Taxonomy-eligible costs are very limited and mainly include maintenance and repair costs for our vehicle fleet, property maintenance, as well as minor product development costs.

Assessment of DNSH criteria
Assemblin's assessment is that its taxonomy-compliant operations do not cause any significant harm to the EU's other climate targets.

Minimum preventive measures
Assemblin follows the guidelines in both the *UN's guiding principles on business and human rights* as well as the *OECD's guidelines for multinational companies.* We have also begun deepening and widening our supplier governance and have introduced a due diligence process throughout the value chain. This work is described in greater detail on page 49. Based on the information we have today, we believe we meet the taxonomy's requirements for minimum protection measures.

Criteria regarding do no significant harm (DNSH)									
Limitation of climate change	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum preventive measures	Taxonomy-compliant share of sales, 2022	Category (enabling activities)	Category (transition activities)
-	Yes	-	Yes	-	-	Yes	0.3%	M	-
-	Yes	-	-	-	-	Yes	0.8%	M	-
-	Yes	-	-	-	-	Yes	8.4%	M	-
-	Yes	-	-	-	-	Yes	7.9%	M	-
-	**Yes**	**-**	**-**	**-**	**-**	**Yes**	**17.4%**		
-	**Yes**	**-**	**-**	**-**	**-**	**Yes**	**17.4%**	**M**	
-	**Yes**	**-**	**-**	**-**	**-**	**Yes**	**0%**		**T**
							17.4%		

TAXONOMY-COMPLIANT ACTIVITIES – INVESTMENTS

	2023			Criteria for substantial contribution	
Economic activities	Codes	Investments	Proportion of investments	Limitation of climate change	Climate change adaptation
A. Activities covered by the taxonomy					
A.1. Environmentally sustainable (taxonomy-compliant) activities					
– Installation, maintenance and repair of energy-efficient equipment	7.3	2	0.1%	Yes	-
– Installation, maintenance and repair of electric vehicle charging stations in buildings	7.4	5	0.2%	Yes	-
– Installation, maintenance and repair of instruments and equipment for measurement, adjustment and control of the energy performance of buildings	7.5	63	3.2%	Yes	-
– Installation, maintenance and repair of renewable energy technologies	7.6	59	3.0%	Yes	-
Investments in environmentally sustainable (taxonomy-compliant) activities (A.1)		**128**	**6.6%**	**100%**	**0%**
– Of which, enabling activities		**128**	**6.6%**	**100%**	**0%**
– Of which, transition activities		**0**	**0.0%**	**0%**	
A.2 Non-environmentally sustainable (non-taxonomy-compliant) activities					
Installation, maintenance and repair of energy-efficient equipment	7.3	6	0.3%		
Investments in non-environmentally sustainable (non-taxonomy-compliant) activities (A.2)		**6**	**0.3%**		
Total (A.1 + A.2)		**134**	**6.9%**		
B. Activities not covered by the taxonomy					
Investments in activities not covered by the taxonomy (B)		1,821	93.1%		
Total (A+B)		**1,956**	**100%**		

TAXONOMY-COMPLIANT ACTIVITIES – OPERATING COSTS

	2023			Criteria for substantial contribution	
Economic activities	Codes	Total operating costs	Proportion of operating costs	Limitation of climate change	Climate change adaptation
A. Activities covered by the taxonomy					
A.1. Environmentally sustainable (taxonomy-compliant) activities					
– Installation, maintenance and repair of energy-efficient equipment	7.3	0	0.9%	Yes	-
– Installation, maintenance and repair of electric vehicle charging stations in buildings	7.4	1	1.8%	Yes	-
– Installation, maintenance and repair of instruments and equipment for measurement, adjustment and control of the energy performance of buildings	7.5	9	24.4%	Yes	-
– Installation, maintenance and repair of renewable energy technologies	7.6	8	22.7%	Yes	-
Operating costs for environmentally sustainable (taxonomy-compliant) activities (A.1)		**18**	**49.7%**	**100%**	**0%**
– Of which, enabling activities		**18**	**49.7%**	**100%**	
– Of which, transition activities		**0**	**0%**	**0%**	
A.2 Non-environmentally sustainable (non-taxonomy-compliant) activities					
Installation, maintenance and repair of energy-efficient equipment	7.3	1	2.3%	EL	
Operating costs for non-environmentally sustainable (non-taxonomy-compliant) activities (A.2)		**1**	**2.3%**	**100%**	
Total (A.1 + A.2)		**19**	**52.0%**	**100%**	
B. Activities not covered by the taxonomy					
Operating costs for activities not covered by the taxonomy (B)		18	48.0%		
Total (A+B)		**37**	**100%**		

Criteria regarding do no significant harm (DNSH)

Limitation of climate change	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum preventive measures	Taxonomy compliant share of investments, 2022	Category (enabling activities)	Category (transition activities)
-	Yes	-	Yes	-	-	Yes	0.5%	M	
-	Yes	-	-	-	-	Yes	1.3%	M	
-	Yes	-	-	-	-	Yes	15.0%	M	
-	Yes	-	-	-	-	Yes	14.0%	M	
-	**Yes**	**-**	**-**	**-**	**-**	**Yes**	**30.9%**		
							30.9%		

Criteria regarding do no significant harm (DNSH)

Limitation of climate change	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Biodiversity and ecosystems	Minimum preventive measures	Taxonomy-compliant share of operating expenses, 2022	Category (enabling activities)	Category (transition activities)
		-	Yes	-	-	-	Yes	0.8%	M	
		-	-	-	-	-	Yes	2.0%	M	
		-	-	-	-	-	Yes	22.7%	M	
		-	-	-	-	-	Yes	21.2%	M	
		-	**-**	**-**	**-**	**-**	**Yes**	**46.7%**		
		-	**-**	**-**	**-**	**-**	**Yes**		**M**	
		-	**-**	**-**	**-**	**-**	**Yes**			**T**
								46.7%		

Auditor’s statement regarding the Statutory Sustainability Report

To the Annual General Meeting of Assemblin Group AB (publ), corporate identity number 559427-2006

Engagement and responsibility

It is the Board of Directors that is responsible for the Sustainability Report for the financial year 21 March to 31 December 2023 on pages 41–71 and that it is prepared in accordance with the Annual Accounts Act.

Scope of the examination

Our examination has been conducted in accordance with FAR’s auditing standard RevR 12 *The auditor’s opinion regarding the statutory Sustainability Report*. This means that our review of the Sustainability Report has a different focus and is substantially less in scope compared to the focus and scope of an audit in accordance with International Standards on Auditing and generally accepted auditing practices in Sweden. In our opinion, this review provides us with sufficient grounds for our opinion.

Opinion

A statutory Sustainability Report has been prepared.

Stockholm, 27 March 2024
KPMG AB

Marc Karlsson
Authorised Public Accountant

Financial statements

The Board of Directors of Assemblin Group AB, corporate identification number 559427-2006, hereby submits the consolidated accounts for the period 3 May to 31 December 2023 and the annual accounts for the Parent Company for the period 21 March to 31 December 2023. The Board of Directors also submits a separate Sustainability Report (see page 28) and Corporate Governance Report (see page 52).

To provide a fair view of developments over the full year, Assemblin has chosen to also provide supplementary disclosures with aggregated full-year information for the Parent Company Assemblin Financing AB (559077-5952, formerly Assemblin Group AB) for the period 1 January to 2 May 2023, and subsequently for the Group with the Parent Company Assemblin Group AB (559427-2006, formerly Apollo Swedish Bidco AB) for the period 3 May to 31 December 2023. Disclosures for periods preceding 2023 refer in their entirety to the Group with Parent Company Assemblin Financing AB (559077-5952, formerly Assemblin Group AB).

The financial statements form part of Assemblin's *2023 Annual and Sustainability Report,* which is available in its entirety from the Company's website. This explains why pagination commences on page 64. The accounts can be read separately, but contains occasional references to other parts of the Annual Report.

All amounts are stated in SEK million unless otherwise specified. Due to rounding, differences in summations may occur.

CONTENTS

***In discussions with investors** and analysts, I usually point out that our strengths include our diversified, local and flexible operations, which provide stability. This was proven, not least in 2023, when, despite the recession, we continued to deliver profitable growth with strengthened cash flows.*

Although we have every reason to be pleased with our results, just as gratifying was our favourable order intake which, in terms of volume, was on a par with our sales. That our order intake mainly comprised a large number of small and medium-sized projects also entails less risk and, alongside our expanding service business, with new framework agreements and strong supplementary acquisitions, bringing security and strength as we head into 2024.

From my perspective, one of our key measures during the year was the realignment of certain unprofitable components in Finland. Although this has taken time, it is now starting to pay off. Beyond that, we now have stable and well-functioning operations and a positive spirit throughout Assemblin.

In July, we also completed a successful refinancing process, securing our financing needs until 2029. Interest in Assemblin has been substantial and I would like to take this opportunity to welcome our new bondholders. We value your trust and with the market's best employees designing the market's most intelligent and effective installation solutions, we will continue to deliver sustainable earnings.

Philip Carlsson,
CFO, Assemblin

BOARD OF DIRECTORS' REPORT

A stable year despite an uncertain market

Changes in ownership in May 2023 mean that this Board of Directors' Report covers the period 3 May to 31 December 2023, as well as for 21 March to 31 December for the Parent Company. In addition, supplementary data with aggregated information for the period 1 January to 31 December 2023 is reported in the spaces with a white background.

Assemblin in brief

Assemblin is an end-to-end installation and service partner with operations in Sweden, Norway and Finland. The company's business concept entails installing and maintaining technical systems in different types of buildings. The operations are conducted with a strong focus on quality, efficiency and sustainability in approximately 100 locations in the Nordic region with headquarters in Hägersten, Stockholm. The Group is divided into five operational business areas, which also comprise the Group's primary segments. For the period 1 January 2023 to 2 May 2023, the Group's Parent Company was Assemblin Financing AB (corporate identification number 559077-5952) – in connection with a change of owner in early May, however, the Group's Parent Company for the period 3 May to 31 December 2023 was Assemblin Group AB (corporate identification number 559427-2006). Assemblin Group AB is a wholly-owned subsidiary of Apollo Swedish Holdco AB, and the ultimate principal owner is Triton Fund IV CV. Since June 2023, the company has EUR-denominated bonds listed on the international exchange TISE (CI).

Changes in ownership in 2023

On 3 May 2023, the newly formed company Assemblin Group AB (formerly Apollo Swedish Bidco AB, Corp. ID No. 559427-2006) acquired Assemblin Financing AB (formerly Assemblin Group AB, Corp. ID No. 559077-5952). The acquisition was part of a major transfer of holdings from Triton Fund IV to the newly formed Triton Fund IV Continuation Fund. In connection with the change of ownership, Assemblin Group AB (formerly Apollo Swedish Bidco AB) was deemed to be the acquiring party in accounting terms, resulted in the formation of a new Group. Consequently, the formal consolidated accounts of Assemblin Group AB cover the period 3 May to 31 December 2023 without comparison data. External accounting rules only permit consolidated reporting from the formation of the current Group in May 2023. Since the formal requirements hamper the comparability of the underlying operations, Assemblin's Board of Directors and management have chosen to present the financial development from 1 January 2022 by presenting both groups, that is, the current group and the former group under Assemblin Financing AB, for different periods.

This means that the data in this report has been prepared to enable a consistent comparison of the development of the underlying businesses for the entire period from 1 January to 31 December 2023, as well as for the corresponding period in 2022. Furthermore, Assemblin's Board of Directors and management do not believe that the formal consolidated accounts make it possible for investors in the bonds issued by the new Parent Company (Assemblin Group AB, corporate identification number 559427-2006) in July 2023, or other stakeholders, to obtain information enabling an understanding of the financial development of the underlying operations.

The consolidated annual accounts were prepared on the basis of the same accounting principles and basis of calculation as in the most recent annual report for Assemblin Financing AB (corporate identification number 559077-5952).

Board of Directors' Report for the period 3 May–31 December 2023

Significant events

- Net sales amounted to SEK 9,915 million.
- Profitability (adjusted EBITA) for the period was 7.4 percent.
- Although the recession inhibited the willingness to invest in certain segments, demand for public buildings and industrial properties was favourable, resulting in order intake of SEK 10,012 million SEK. At year-end, the order backlog amounted to SEK 9,297 million.
- Several measures were taken to meet new reporting requirements, including introducing a new reporting process, implementing a double materiality analysis and preparing for extended supplier governance.
- During the year, new energy efficiency and solar panel concepts were launched, strengthening Assemblin's position as a leader in intelligent and green technologies.
- In May 2023, Assemblin was sold from one Triton controlled fund to another, after which a successful refinancing was implemented based on a listing of Eurobonds on TISE CI. A new Group structure was established under a new Parent Company.
- At an Extraordinary General Meeting in the autumn, Anders Thulin was replaced by Peder Pråhl as shareholder representative on the Board of Directors.

Market, sales and order intake

In 2023, all of the Nordic countries were in recession at the same time as inflation and interest rates were high. For the installation markets, the signals from the market were mixed. Although, the housing market slowed sharply and the market situation for new commercial properties and green technology weakened in some locations, demand for community service buildings and industrial buildings remains favourable throughout the Nordic region.

Net sales for the period amounted to SEK 9,915 million. The proportion of services amounted to 41 percent of consolidated sales. Order intake was relatively strong, totalling SEK 10,012 million. The order backlog at the end of the period was well-filled and amounted to SEK 9,297 million.

Earnings and profitability

Consolidated adjusted EBITA for the period amounted to SEK 738 million and EBITA to SEK 775 million. Accordingly, the adjusted EBITA margin amounted to 7.4 percent and the EBITA margin to 7.8 percent. Items affecting comparability of SEK 37 million were attributable to acquisition and integration expenses, for example, including revaluations of contingent purchase considerations, as well as expenses for the refinancing of the new Group.

Net financial items and financial position

In July 2023, a refinancing process was completed, whereby Assemblin Group AB issued a bond for EUR 480 million. Of the total EUR 480 million, EUR 375 million was hedged against SEK. Net financial items for 2023 were negative in the amount of SEK 484 million. Tax for the period amounted to SEK 5 million, corresponding to 4 percent of the loss before tax. The loss after tax for the period amounted to SEK 127 million. Cash flow from operating activities amounted to SEK 508 million. At the end of the year, net debt amounted to SEK 5,934 million. Cash and cash equivalents amounted to SEK 589 million. Unutilised available credit facilities at the end of the year totalled SEK 1,100 million.

Acquisitions and divestments

In the period 3 May– 31 December, three acquisitions were made in Sweden and two in Norway. The acquired companies brought a total of 127 employees into Assemblin and annual sales corresponding to SEK 358 million. For more information on the acquired companies, see Note 12.

Corporate governance

Assemblins' corporate governance is based on clear external and internal regulations, well-established targets and strategies, as well as sound values and good business ethics. There is a clear division of responsibilities between the significant corporate bodies, which is described in the separate Corporate Governance Report on page 30. Further information is also presented there regarding Assemblin's Board of Directors and management, risks and internal control. The Corporate Governance Report will be published on Assemblin's external website.

Employees and organisation

Assemblin's operational organisation is divided into five business areas based on technology and country, with these being sub-divided into geographical regions and finally branches/departments.

For the period 3 May–31 December the average number of employees, recalculated as full-time equivalents (FTEs) amounted to 7,084. The acquired companies were incorporated into Assemblin's existing organisational structure.

Risks and risk management

Assemblin conducts a structured risk management process aimed at securing the values that exist in the Company and fostering a long-term sustainable earnings trend. The work takes place in accordance with a well-defined risk management process as described in the Company's risk management policy. In accordance with the risk management process, each business area and staff function shall perform an annual survey, analysis and assessment of the identified

KEY FIGURES, SEGMENTS	Net revenues, SEK million 3 May– 31 Dec 2023	Adjusted EBITA[1], SEK million 3 May–31 Dec 2023	Adjusted EBITA margin[1], % 3 May–31 Dec 2023	Average number of employees, FTE 3 May–31 Dec 2023	Share of service, % 3 May–31 Dec 2023
Assemblin Electrical	3,676	291	7.9%	3,078	52%
Assemblin Heating and Sanitation	2,407	181	7.5%	1,521	39%
Assemblin Ventilation	1,053	67	6.4%	544	28%
Assemblin Norway	1,523	141	9.3%	1,058	45%
Assemblin Finland	1,417	41	2.9%	857	20%
Group-wide functions and eliminations	-162	18	–	26	–
Total	9,915	738	7.4%	7,084	41%

1) Adjusted for expenses affecting comparability. For definitions of key figures, refer to page 121.

risks, and report on these to the Group. The risks that, based on probability and assessed impact, are perceived to be the largest are summed up in a Top Risk Report that is reported to the Audit Committee and the Board together with a description of measures to control these risks.

Assemblin's principal risks can be divided into four main categories:

1. Market and business risks
This includes risks such as cyclical changes, calculation risks and customer risks (see more in Note 17).

2. Business risks
This includes, for example, risks involving the work environment and safety, skills supply and quality deficiencies.

3. Financial risks
Different types of financial risks, such as interest rate, financing, currency and credit risks (see more in Note 17).

4. Other risks
This includes, for example, legal risks, risks of decreased trust, IT risks and cyber risks, pandemics and environmental and climate risks (see more in the separate *Sustainability Report*).

An account of Assemblin's foremost risks and risk controls is presented in the separate *Corporate Governance Report*.

Sustainability

Assemblin aims to be a value-adding and responsible company in relation to its key stakeholders, as well as to society in general. The basic principle is that Assemblin shall take responsibility for the operations conducted and how these impact the external community – in the short and long term.

To conduct efficient sustainability work, efforts in the area of sustainability are coordinated through a Group-wide Sustainability Committee which is subordinate to Group Management. Important governance tools include a structured reporting and risk management process, clear strategies and targets, a well-instituted set of internal regulations and a whistle-blower function.

The basic principle for identifying and prioritising the risks and opportunities existing in the area of sustainability is a materiality analysis, performed from the perspectives of impact and finance – focusing on the entire value chain. The materiality analysis was updated in 2023 and identified seven aspects of sustainability deemed most material for us to address:

1) Climate change
2) Own labour force
3) Health and safety (own labour force)
4) Employees in the value chain
5) Business ethics

In 2023, Assemblin undertook several measures in these areas in, although it also focused on adapting the reporting and governance to new regulations in the area of sustainability. This work is described in greater detail in the separate *Sustainability Report*, which also presents relevant sustainability indicators. The report will be published on Assemblin's external website.

Parent Company

On 21 March 2023, the new Parent Company, Assemblin Group AB, was formed. The loss after tax amounted to SEK 85 million. As of 31 December 2023, its total assets amounted to SEK 10,241 million. At the end of the period, equity in the Parent Company amounted to SEK 4,410 million.

Significant events after the end of the financial year

- In January, Assemblin Electrical acquired service company Elservice Västra Götaland AB with 14 employees and annual sales of approximately SEK 30 million.
- In January, Assemblin Norway acquired the ventilation company Skaugen Blikk og Ventilasjon AS, with 7 employees and annual sales of approximately NOK 15 million.
- On 5 March, Assemblin's principal owner Triton announced that it planned to combine Assemblin's operations with Caverion's to a new Group, the Assemblin Caverion Group. The transaction is expected to be completed in April 2024.

Outlook

For some time, Assemblin has had a positive earnings trend and good growth. Despite the weak economic situation, demand in the installation markets has remained favourable, although the signals from the market are mixed.

The underlying driving forces for continued market growth are all still assessed as favourable, although a protracted or accelerated recession could also impact the installation industry negatively. It is also Assemblin's assessment that the non-financial risks we are able to identify are moderate, at the same time as climate change entails considerable opportunities, and that we will be able to deal well with external developments through active risk control efforts and by adapting our offering. Through structured business intelligence and a stakeholder dialogue, combined with flexible operations, our view is that the prospects for continued growth, good profitability and stable cash flows are favourable.

Proposal for appropriation of profits

The following amount, in SEK, is at the disposal of the Annual General Meeting:

Retained earnings	4,494,937,043
Profit for the year	-85,221,345
Total	4,409,715,698

The Board of Directors proposes that the retained earnings be treated as follows:

To be carried forward	4,409,715,698
Total	4,409,715,698

Regarding the company's earnings and position in general, reference is made to subsequent financial reports with accompanying year-end comments.

Aggregated financial information for full year 2023

Aggregated financial information

Assemblin's legal Annual Report covers the period 3 May 2023 to 31 December 2023 (without comparison data). Data presented against a white background is supplementary data pertaining to aggregated financial information for the 2023 full year. This supplementary data is not a part of the formal annual and consolidated accounts.

This is explained by a change of ownership on 3 May 2023, when the newly formed company Assemblin Group AB (formerly Apollo Swedish Bidco AB, corporate identification number 559427-2006) acquired Assemblin Financing AB (formerly Assemblin Group AB, corporate identification number 559077-5952). The acquisition was part of a major transfer of holdings from Triton Fund IV to the newly formed Triton Fund IV Continuation Fund.

In connection with the change of ownership, Assemblin Group AB (formerly Apollo Swedish Bidco AB) was deemed to be the acquiring party in accounting terms, resulted in the formation of a new Group. External accounting rules only permit consolidated reporting from the formation of the current Group in May 2023. The formal requirements hamper, however, the comparability of the underlying operations, Assemblin's Board of Directors and management have chosen to present the financial development from 1 January 2023 by presenting both groups, that is, the current group and the former group under Assemblin Financing AB, for different periods.

This means that the data in this section has been prepared to enable a consistent comparison of the development of the underlying businesses for the entire period from 1 January to 31 December 2023, as well as for the corresponding period in 2022. Furthermore, Assemblin's Board of Directors and management do not believe that the formal consolidated accounts make it possible for investors in the bonds issued by the new Parent Company (Assemblin Group AB, corporate identification number 559427-2006) in July 2023, or other stakeholders, to obtain information enabling an understanding of the financial development of the underlying operations. Furthermore, Assemblin's Board of Directors and management believe that the information in this document and supplementary documents meet the reporting commitments under the terms of the Offering Memorandum for EUR 480,000,000 Senior Secured Floating Rate Notes due 2029, dated 16 June 2023. As of 3 May 2023, an acquisition analysis was drawn up based on surpluses that had arisen in the order backlog and brand. As of the acquisition date, the order backlog has been depreciated by a total SEK 406 million.

The aggregated financial data for full year 2023 were prepared on the basis of the same accounting principles and basis of calculation as in the most recent annual report for Assemblin Financing AB (corporate identification number 559077-5952).

Sales, order intake and order backlog

Net sales for 2023 increased by 9.1 percent to SEK 14,751 million (13,521), of which 3.8 percentage points were organic growth, 5.0 were acquisition-driven and 0.3 were currency-driven. On a full-year basis, all business areas showed growth with the exception of Assemblin's Swedish ventilation operations, which fell off somewhat.

The proportion of services amounted to 41 percent (42) of consolidated sales.

Order intake for the full year increased to SEK 14,425 million (13,167), contributing to a well-filled order backlog, which, at the end of the period, amounted to SEK 9,297 million (9,535).

Earnings and profitability

For the full year, the group's adjusted EBITA increased to SEK 1,059 million (940) and EBITA to SEK 1,079 million (960). This entailed the adjusted EBITA margin increasing to 7.2 percent (7.0) and the EBITA margin amounting to 7.3 percent (7.1). Items affecting comparability amounted to an expense of SEK 19 million (20).

On a full year basis, Assemblin Electrical and Assemblin Finland contributed to the strengthened adjusted EBITA margin. Although Assemblin Norway delivered an adjusted margin in line with the previous year, it fell slightly in the Swedish heating and sanitation and ventilation operations.

Although the adjusted margin was in line with the previous year, it fell slightly in the Swedish heating and sanitation and ventilation operations.

Net financial items, financial position, cash flow and tax

In July 2023, a refinancing process was completed, whereby Assemblin Group AB issued a bond for EUR 480 million. Of the total EUR 480 million, EUR 375 million was hedged against SEK.

Net financial items for 2023 were negative in the amount of SEK 623 million (367).

Tax for the full-year totalled SEK 44 million (132). The loss after tax for the period amounted to SEK 14 million (+390).

Cash flow from operating activities amounted to SEK 759 million (487). Cash generation was strengthened to 84 percent (71).

At the end of the year, net debt amounted to SEK 5,934 million (3,987). Cash and cash equivalents amounted to SEK 589 million (556). Unutilised available credit facilities at the end of the year totalled SEK 1,100 million (636).

Acquisitions and divestments in 2023

During the year, 11 acquisitions were made in Sweden, Norway and Finland, while two businesses were divested. The acquired companies brought a total 407 employees into Assemblin, as well as annual sales equivalent to SEK 755 million, while the divestments corresponded to 57 employees and sales of SEK 65 million.

KEY FIGURES, SEGMENTS	Net revenues, SEK million		Adjusted EBITA[1], SEK million		Adjusted EBITA margin[1], %		Average number of employees, FTE		Share of service, %	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Assemblin Electrical	5,416	4,894	426	347	7.9	7.1	3,027	2,853	52%	49%
Assemblin Heating and Sanitation	3,603	3,266	266	256	7.4	7.8	1,523	1,455	39%	41%
Assemblin Ventilation	1,583	1,617	98	105	6.2	6.5	550	554	27%	22%
Assemblin Norway	2,198	2,038	182	170	8.3	8.3	1,031	834	47%	55%
Assemblin Finland	2,189	1,895	75	37	3.4	1.9	869	832	20%	22%
Group-wide functions and eliminations	-238	-190	13	26			25	25		
Total	14,751	13,521	1,059	940	7.2	7.0	7,026	6,553	41%	42%

1) Adjusted for expenses affecting comparability. For definitions of key figures, refer to page 121.

Consolidated statement of earnings (SEK million)

	Note	3 May 2023--31 Dec 2023	Aggregated financial information 1 Jan 2023--31 Dec 2023	Aggregated financial information 1 Jan 2022--31 Dec 2022
Net sales	2, 3	9,915	14,751	13,521
Cost of production		-7,789	-11,596	-10,794
Gross profit		2,126	3,154	2,728
Sales and administrative expenses		-1,885	-2,623	-1,893
Other operating income		121	121	54
Operating profit	4, 5, 6, 7, 8	362	653	889
Financial income		429	546	303
Financial expenses		-912	-1,169	-670
Net financial items	9	-484	-623	-367
Profit/loss before tax		-121	30	522
Tax	10	-5	-44	-132
Profit/loss for the year		-127	-14	390
Profit for the year attributable to:				
Parent Company shareholders		-127	-14	390
Non-controlling interests		–	–	–
Profit/loss for the year		-127	-14	390

Consolidated statement of comprehensive income (SEK million)

	Note	3 May 2023--31 Dec 2023
Profit/loss for the year		-127
Other comprehensive income		
Items that have been or that may be reclassified to profit/loss for the year		
Translation differences for the year on translation of foreign operations		7
Changes in fair value of hedge reserve		-77
Tax attributable to items that have or can be transferred to profit/loss for the year		14
Items that may not be reclassified to profit/loss for the year		
Revaluations of defined-benefit pension plans	8	-85
Tax attributable to items that cannot be transferred to profit/loss for the year		17
Other comprehensive income for the year	11	-124
Comprehensive income for the year		-251
Comprehensive income for the year attributable to:		
Parent Company shareholders		-251
Non-controlling interests		–
Comprehensive income for the year		-251

Consolidated statement of financial position (SEK million)

	Note	31 Dec 2023	Aggregated financial information 31 Dec 2022
Assets	12, 13, 19		
Goodwill	14	10,222	5,373
Other intangible assets	14	825	153
Property, plant and equipment	15	98	93
Right-of-use assets	5	977	757
Financial investments	16, 17	51	49
Non-current receivables	18	1	141
Deferred tax assets	10	114	81
Total fixed assets		12,288	6,647
Inventories		250	211
Contract assets	20	651	704
Current tax assets	10	21	38
Trade receivables	21	2,221	1,914
Prepaid expenses and accrued income	22	219	195
Other receivables	18	219	198
Cash and cash equivalents		589	556
Total current assets		4,171	3,816
Total assets		16,458	10,463
Equity	11		
Share capital		1	1
Other capital contributions		4,495	366
Acquisition reserve		–	-992
Provisions		-57	153
Profit brought forward, incl. profit for the year		-194	1,199
Equity attributable to Parent Company shareholders		4,245	726
Non-controlling interests		–	–
Total equity		4,245	726
Liabilities	12, 13, 19		
Non-current interest-bearing liabilities	5, 17, 23	5,157	3,867
Lease liabilities	5, 17	716	553
Provisions for pensions	8	644	548
Other provisions	24	128	115
Deferred tax liability	10	203	46
Other non-current liabilities		685	353
Total non-current liabilities		7,533	5,482
Short-term interest-bearing liabilities	17, 23	5	3
Lease liabilities	5, 17	307	258
Trade payables	17	1,240	1,261
Current tax liability	10	188	204
Contract liabilities	20	1,249	1,060
Other liabilities	25	223	199
Accrued expenses and deferred income	26	1,450	1,225
Current provisions	24	18	43
Total current liabilities		4,681	4,254
Total liabilities		12,214	9,737
Total equity and liabilities		16,458	10,463

Information on the Group's pledged collateral and contingent liabilities, see Note 13.

Consolidated statement of changes in equity (SEK million)

	Share capital	Reserves	Other capital contributions	Profit brought forward, incl. profit for the year	Non-controlling interests	Total equity
Equity on formation of the Group	0	–	–	–	–	0
Comprehensive income for the year						
Profit for the year				-127	–	-127
Other comprehensive income		-57		-67	–	-124
Total comprehensive income for the year		-57		-194	–	-251
Transactions with the Group's shareholders:						
New share issue	0					0
Shareholder contributions			4,495	-	–	4,495
Closing equity, 31 Dec 2023	1	-57	4,495	-194	–	4,245

Consolidated statement of cash flow (MSEK)

		3 May 2023--31 Dec 2023	Aggregated financial information 1 Jan 2023-- 31 Dec 2023	Aggregated financial information 1 Jan 2022-- 31 Dec 2022
Operating activities				
Profit/loss before tax		-121	30	522
Adjustments for non-cash items, etc.	27	676	890	428
Tax paid		-20	-105	-149
Cash flow from operating activities before changes in working capital		534	816	800
Changes in working capital				
Increase/decrease in inventories		-12	-26	-67
Increase/decrease in operating receivables		-393	-300	-237
Increase/decrease in operating liabilities		379	269	-10
Cash flow from operating activities		508	759	487
Investing activities				
Acquisitions of subsidiaries	12	107	-593	-367
Sale of business		23	23	0
Acquisitions of intangible assets		-16	-24	-15
Acquisitions of tangible assets		-18	-30	-29
Sale of tangible assets		12	15	13
Dividends received		19	24	31
Increase in financial assets		-1	-1	-3
Decrease in financial assets		9	9	2
Cash flow from investing activities		135	-578	-369
Financing activities				
New share issue		0	0	–
Proceeds from borrowings	27	5,498	5,499	5
Set-up fee, bond		-52	-52	–
Amortisation of loans	27	-5,324	-5,327	-4
Amortisation of lease liabilities	27	-177	-255	-221
Cash flow from financing activities		-54	-134	-220
Cash flow for the period		589	48	-102
Cash and cash equivalents at start of year		0	556	655
Exchange rate difference in cash and cash equivalents		0	-15	4
Cash and cash equivalents at end of year		589	589	556

Parent Company income statement (SEK million)

	Note	21 Mar 2023-- 31 Dec 2023
Net sales		34
Gross profit		34
Administrative expenses		-59
EBITA	4, 6, 7	-26
Financial income		350
Financial expenses		-409
Net financial items	9	-60
Profit/loss after financial items		-85
Appropriations		–
Profit/loss before tax		-85
Tax	10	0
Profit/loss for the year	28	-85

Profit for the year corresponds to comprehensive income for the year.

Parent Company balance sheet (SEK million)

	Note	31 Dec 2023
Assets	13, 19	
Participations in Group companies	29	5,913
Receivables from Group companies	30	4,034
Deferred tax asset		0
Total fixed assets		9,947
Receivables from Group companies		287
Other receivables	18	5
Prepaid expenses and accrued income	22	3
Cash and bank balances		0
Total current assets		294
Total assets		10,241
Equity	11	
Restricted equity		
Share capital		1
Unrestricted equity		
Profit brought forward		4,495
Profit for the year		-85
Total equity		4,410
Liabilities	13, 19	
Non-current interest-bearing liabilities	17, 23	5,405
Provisions for pensions	8	0
Total non-current liabilities		5,405
Trade payables	17	7
Liabilities to Group companies		139
Current tax liability	10	–
Other liabilities	25	1
Accrued expenses and deferred income	26	280
Total current liabilities		426
Total liabilities		5,831
Total equity and liabilities		10,241

For information on the Parent Company's pledged collateral and contingent liabilities, see Note 13.

Parent Company statement of changes in equity (SEK million)

	Share capital	Profit brought forward, incl. profit for the year	Total equity
On formation of the Company, 21 Mar 2023	0	–	0
New share issue	0		0
Shareholder contributions		4,495	4,495
Profit for the year*		-85	-85
Closing equity, 31 Dec 2023	1	4,410	4,410

1) Profit for the year corresponds to comprehensive income for the year.
For further information on equity, see Note 11.

Parent Company statement of cash flow (SEK million)

	Note	21 Mar 2023-- 31 Dec 2023
Operating activities		
Profit/loss before tax		-85
Adjustment for non-cash items, etc.	27	45
Cash flow from operating activities before changes in working capital		-40
Changes in working capital		
Increase/decrease in operating receivables		-45
Increase/decrease in operating liabilities		155
Cash flow from operating activities		70
Investing activities		
Increase in receivables from Group companies		-4,152
Decrease in receivables from Group companies		118
Cash flow from investing activities		-4,034
Financing activities		
New share issue		0
Proceeds from borrowings	27	5,492
Set-up fee, bond		-52
Amortisation of loans	27	-1,477
Cash flow from financing activities		3,964
Cash flow for the period		0
Cash and cash equivalents at start of year		0
Cash and cash equivalents at end of year		0

Notes

Note 1 Significant accounting policies

Basis for preparation of the reports
The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS Accounting Standards) and the interpretations of the IFRS Interpretations Committee as adopted by the EU, and RFR 1 Supplementary accounting rules for groups.

The Annual Report and consolidated financial statements were approved for issue by the Board of Directors on 27 March 2024.

Valuation criteria
Assets and liabilities are recognised at historical cost, except for certain financial assets and liabilities that are measured at fair value. Financial assets and liabilities measured at fair value consist of unlisted shares and participations, contingent purchase considerations, as well as derivatives.

Functional currency and reporting currency
The Parent Company's functional currency is the Swedish krona, which also constitutes the reporting currency for the Parent Company and the Group. This means that the financial statements are presented in Swedish kronor (SEK). Unless otherwise indicated, all amounts in the Annual Report are rounded to the nearest million Swedish kronor (SEK million), which can result in a rounding difference.

Amended accounting policies attributable to new or amended IFRS
The amendment to IAS 1 Presentation of financial statements aims to increase the usefulness of disclosures regarding the accounting principles applied by encouraging only significant principles to be described and that such descriptions explain how the principles are applied. Accordingly, the description of the accounting principles has concentrated more on significant principles and focused more on the application of these principles.

The Group has applied the amended IAS 12 and disclosures regarding global minimum tax can be found in Note 10 Tax.

Operating segments
Subsidiaries are companies over which the Group exerts a controlling interest. A controlling influence exists when the Group is exposed to or is entitled to variable returns from its holdings in the company and can affect the return through its controlling influence over the Company.

Contingent considerations are measured at fair value at the acquisition date. In cases where the contingent consideration is classified as an equity instrument, no restatement is performed and settlement is made within equity. Other contingent considerations recognised as liabilities are restated as per each reporting date, with the change being recognised in profit for the year.

Joint ventures
In the accounts, joint ventures are those companies for which the Group, through partnership agreements with one or more parties, has a joint controlling interest in which the Group has the right to net assets instead of a direct right to assets and commitments in liabilities. Holdings in joint ventures are consolidated in the consolidated financial statements in accordance with the equity method.

Equity method
The equity method means that in the Group, the carrying amount of the shares in joint ventures corresponds to the Group's share of equity in joint ventures. The Group's participation in the earnings of joint ventures is recognised in profit for the year. These shares of profits constitute the primary change in the carrying amount of shares in joint ventures.

Acquisition-related expenses that arise are included in the cost. The equity method is applied from the date on which the joint controlling influence is obtained until the time when the joint controlling influence ceases.

Foreign currency translation
Financial statements from operations abroad
Assets and liabilities in the Group's foreign operations, including goodwill and other Group-related surpluses and deficits, are restated from the functional currency of the foreign operations to the Group's reporting currency at the exchange rate in effect at each period-end. Non-current loans to subsidiaries designated, by the parent, as part of its net investment in the foreign operation are treated as equity for translational purposes with the differences being recognised in comprehensive income. Revenue and expenses in operations abroad are restated in Swedish kronor at an average rate that constituted an approximation of the exchange rates that were in effect on the respective transaction dates.

Translation differences arising in connection with currency translations are recognised in Other comprehensive income, and are accumulated in a separate component in equity, designated as translation reserves. When a controlling influence or joint controlling influence in foreign operations ceases, the accumulated translation differences are realised through a transfer from the translation reserve in equity to profit for the year.

Revenue
The Group's revenue consists primarily of revenue from construction and service assignments. Revenue recognition for construction and service assignments takes place as control is transferred to the customer. The construction agreements mean that the Group designs and installs technical systems for electricity, heating, sanitation and ventilation in customers' offices, arenas, shopping centres, homes and industrial premises. The Group creates an asset over which the customer gains control in pace with the asset being completed. This means that revenue from contract assignments is reported over time. For service assignments such as maintenance and operational work, the customer benefits in pace with the services being performed, meaning that these revenues are also reported over time.

Installation assignments
For fixed-price agreements, revenues are recognised based on the assignment expenditures incurred in relation to the total estimated assignment expenditures. Since there is a direct relationship between the expenses incurred by the Group for its assignments and the transfer to customers of the benefits, this method is considered to accurately measure the degree to which the performance commitment is fulfilled. Costs attributable to contracting assignments are recognised in profit or loss when incurred. Most of the Group's contracting is subject to fixed-price agreements, with variable compensation in only a few exceptional cases. Changes to agreements related to remodelling or supplementary work are recognised to the extent they have been agreed with the customer. Claims and incentive compensation are included in the project revenue only to the extent that it is highly unlikely that a significant reversal of accumulated reported revenue will occur.

Payment is usually received in stages during the completion of a contracting agreement and payment is usually received before the relevant stage commences. In some contracting assignments, however, payment is received following the relevant stage. If the services provided by the Group exceed invoiced amounts (after deductions for any reported losses), a contractual asset is reported. Partially invoiced amounts that have not yet been settled by the customer, and amounts held by the client are included in Trade receivables. If invoicing exceeds the services delivered (after deduction of any reported losses), a contractual liability is reported.

A fundamental condition for reporting revenue over time is that the outcome can reasonably be measured against completion of the performance obligation. If it is not reasonably possible to measure the outcome of a project reliably, the income is reported at the corresponding amount as the accrued expense, that is, no earnings are recognised while awaiting the determination of the earnings. Reporting revenue in pace with completion contains a component of uncertainty. Unforeseen events sometimes occur resulting in earnings that are higher or lower than originally expected. If circumstances change, estimates regarding revenue, expenses or the degree of completion are revised. Increases or decreases in estimated revenue or expenses attributable to revised estimates are reported in profit or loss for the period in which the circumstances that gave rise to the audit became known to management.

If likely that the estimated project expenses in a contracting agreement will exceed the estimated project revenues, the expected loss is immediately reported in its entirety as a cost.

The Group's commitment to rectify errors and deficiencies in completed projects in accordance with normal guarantee rules is reported as a provision in the statement of financial position and as an expense in profit or loss.

Service assignments

As regards service assignments, revenue and the appurtenant costs are recognised over time (that is, in pace with Assemblin performing the service). For agreements at a fixed price, revenue is reported based on the proportion of the total agreed service delivered during the period. This is determined based on the assignment expenditures incurred in relation to the total estimated assignment expenditures. Since there is a direct relationship between the expenses incurred by the Group for its assignments and the transfer to customers of the benefits, this method is considered to accurately measure the degree to which the performance commitment is fulfilled. For contracts on a current account where the Group is entitled to compensation in relation to the value of fulfilled commitments, revenue is reported to the extent that the Group is entitled to invoice. In cases where invoicing takes place in arrears, a contractual asset is reported. In cases where payment is made in advance regarding service contracts, a contractual liability is reported.

Significant financing components

The Group has no agreements according to which the time between the handover of services or contracts to the customer and the payment from the customer exceeds one year. As a result, the Group does not adjust the transaction price for the effects of significant financing components.

Financial income and expenses

Financial income consists of interest income on invested funds, dividend income, gains on changes in value of financial assets measured at fair value through profit or loss, and exchange rate gains.

Financial expenses consist of interest charged on loans, the effect of unwinding the present value of provisions, and exchange rate losses.

Foreign exchange gains and losses are recognised net. Exchange rate changes regarding operating receivables and liabilities are reported in operating profit, while exchange rate changes regarding financial receivables and liabilities are reported in net financial items.

Tax

As of 1 January 2024, Pillar II (global minimum tax) took effect. The Group has assessed its potential exposure regarding income taxes under the new legislation. This assessment is based on the latest available information regarding the financial performance of the units within the Group. Based on this assessment, the effective tax rates within Pillar II in all jurisdictions where the Group operates are above 15 percent and management is not currently aware of any circumstances under which this may change. The Group does not therefore expect any potential exposure to additional taxes.

Income tax consists of current tax and deferred tax. Income tax is recognised in profit or loss, except when underlying transactions were recognised in other comprehensive income or in equity, whereupon the appurtenant tax effect is recognised in other comprehensive income or in equity respectively.

Current tax is tax that is to be paid or received as regards the current year, with application of the tax rates determined in fact or in practice at period-end. Adjustment of current tax attributable to earlier periods also belongs to current tax.

Deferred tax is recognised on temporary differences between the recognised and taxable values of assets and liabilities, as well as on tax deficits. Deferred tax liabilities attributable to temporary differences regarding participations in subsidiaries are not reported in cases where the Assemblin Group can control the timing of the reversal of the temporary differences and it is unlikely that they will be reversed within the foreseeable future. Measurement of deferred tax is based on how the underlying assets or liabilities are expected to be realised or settled. Deferred tax is calculated applying tax rates and tax regulations determined, or essentially determined, at each period-end and that are expected to apply when the relevant deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are reported if it is likely that these will be utilised against future taxable surpluses. The value of deferred tax assets is reduced when it is no longer deemed likely that they can be utilised.

Any future income tax that arises in connection with a dividend is reported on the same date as when the dividend is recognised as a liability.

Financial assets and financial liabilities: Financial instruments

Classification of financial assets

The Group classifies its financial assets in the following categories:
- financial assets reported at amortised cost, and
- financial assets reported at fair value through profit or loss or through other comprehensive income.

Amortised cost

Impairment losses are reported on the Cost of production line in the income statement. All of the Group's financial assets, except for holdings of unlisted shares and participations and derivatives, are measured at amortised cost.

Fair value via other comprehensive income

The Group measures holdings of unlisted shares and participations at fair value through other comprehensive income.

Derivatives and hedge accounting

The Group holds financial derivatives to hedge transactions foreign currency. Derivatives are recognised in the statement of financial position as per the transaction date and measured at fair value, both initially and on subsequent remeasurement at the end of each reporting period. The method of recognising the gain or loss arising on remeasurement depends on whether the derivative is recognised as a hedging instrument, and if so, the nature of the item being hedged.

The Group identifies derivatives as hedges of certain risks attributable to the cash flow from a recognised asset, liability or highly likely projected transaction (cash flow hedging).

On entering into the transaction, the Group documents the relationship between the hedging instrument and the hedged item, as well as the Group's risk management objectives and risk management strategy regarding the hedging. The Group also documents its assessment, both on entering into the hedge and thereafter, of whether the derivative instruments used in hedging transactions have been, and will continue to be, effective in counteracting changes in fair value or cash flows attributable to the hedged items.

Derivatives that do not meet the requirements for hedge accounting

All of the Group's derivatives meet the requirements for hedge accounting.

Cash flow hedges

When a derivative is identified as a cash flow hedging instrument, the effective portion of the changes in fair value in the derivative is recognised in other comprehensive income and accumulates in the hedge reserve in equity. The effective portion of the changes in fair value in the derivative recognised in other comprehensive income is limited to the cumulative change in fair value in the hedged item, determined on a percentage basis, from the start of the hedge. Ineffective portions of changes in fair value in the derivative are recognised immediately in earnings.

For the hedged forecast transactions, the accumulated amount in the hedge reserve is reclassified to earnings in the same period(s) that the hedged anticipated cash flow impacts earnings.

If the hedged cash flow is no longer expected to arise, the amount that has accumulated in the hedge reserve is immediately reclassified to earnings.

Classification and subsequent measurement of financial liabilities

All financial liabilities, except derivatives and contingent purchase considerations, are recognised at amortised cost.

Impairment of financial assets

Financial assets reported at amortised cost and subject to impairment relate mainly to accounts receivable and contractual assets. The Group applies the simplified method when calculating expected credit losses.

The simplification means that reserves are set aside for an amount corresponding to expected credit losses during the entire term of the receivable. The reserve is taken into account on initial recognition and is then revalued during the term of the receivable.

Contractual assets are attributable to work that has not yet been invoiced and bear essentially the same risk characteristics as work invoiced for the same type of contract. The Group therefore considers that the loss levels for accounts receivable are a reasonable estimate of the loss levels for contractual assets.

Calculation of expected credit losses is primarily based on information about historical losses for similar receivables and counterparties. Historical losses are then adjusted to take into account current and forward-looking information that may affect customers' ability to pay the claim.

Write-off
The gross carrying amount of a financial asset is written off when the Group has no reasonable expectation of recovering the financial asset either entirely or in part. Before writing it off, the Group assesses each asset individually on the basis of the specific customer. The Group expects no significant recovery of the amounts written off. Financial assets that have been written off may nonetheless remain subject to enforcement measures to comply with the Group's procedures for the recovery of past-due amounts.

Additional expenses
Subsequent expenditures are added to the cost only if it is likely that the future economic benefits associated with the asset will flow to the company and if the cost can be reliably calculated. All other subsequent expenditures are recognised as costs in the period they arise. A subsequent expenditure is added to the cost if the expenditure relates to the replacement of identified components or parts thereof. Even in cases where new components are created, the expenditure is added to the cost. Any unimpaired carrying amounts on replaced components or parts of components are disposed of and expensed in conjunction with replacement. Repairs are expensed on a running basis.

Depreciation policies
Depreciation occurs on a straight-line basis over the estimated useful life of the asset; land is not impaired.

Estimated useful life:
- machinery and other plant 5–12 years
- equipment, tools, fixtures and fittings 5–10 years
- Expenses for improvements to the property of others are depreciated across the term of the contract

Leased assets
When an agreement is signed, the Group judges whether the contract is, or contains, a lease. A contract is, or contains, a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group mainly leases premises and vehicles. Leases are recognised as rights of use and a corresponding liability as of the date the leased asset is available for use by the Group. The lease liability is initially reported at the present value of the remaining lease fees during the term of the lease, amounts expected to be paid out in accordance with any residual value guarantees, the price of call options if the Group expects these to be exercised and any penalties for terminating an agreement if the Group deems it reasonable that the agreement will be terminated. Lease expenses include fixed expenses and variable lease payments that depend on an index or a rate. Agreements can contain both lease and non-lease components. Payments for non-lease components have been excluded from the calculation of the lease liability. The right-of-use asset is initially measured at cost, which consists of the initial value of the lease liability plus lease expenses paid on or before the commencement date and any initial direct expenses. The right-of-use asset is depreciated on a straight-line basis from the commencement date to the earlier of the end of the useful life of the asset and the end of the lease term, which, for the Group, is normally the end of the leasing period. In the rarer cases, in which the cost of the right-of-use asset reflects the Group exercising an option to purchase the underlying asset, the asset is depreciated until the end of its useful life.

The term of the lease comprises the agreement's non-cancellable period, with the addition of further periods in the contract if, on the commencement date, it is deemed reasonably certain that these will be exercised. When the lease's length is determined, all available information is taken into account that provides a financial incentive to use an extension option, or to not use an option to terminate an agreement. Opportunities to extend an agreement are only included in the length of the leasing agreement if it is reasonably certain that the agreement will be extended (or not terminated). Most of the extension options relating to the leasing of premises and vehicles have not been included in the lease liability as the Group can replace the assets without significant expenses or interruptions in operations and does not consider that it is reasonably certain that the options will be exercised.

The values of the liability and the asset are adjusted in conjunction with a reassessment of the lease term. This occurs in conjunction with the passing of the final cancellation date in a previously assessed lease term, or alternately when significant events take place or when circumstances have changed significantly within the control of the Group and impact the existing assessment of the lease term.
Lease payments have been discounted by the incremental borrowing rate as regards leased premises, and by the implicit interest rate as regards vehicles. To determine the marginal lending rate, if possible, financing recently received by an outside party is used as a starting point. If no loans from third parties exist in the near future, a method is used that is based on a risk-free interest rate that is adjusted for credit risk. Adjustments are made for the specific terms of the agreement, e.g. term of the lease, country and currency.

The Group is exposed to any future increases of variable lease payments that depend on an index or a rate that are not included in the lease liability before they enter force. When adjustments of lease payments that depend on an index or a rate enter force, the lease liability is restated against the right-of-use asset.

Lease payments are divided between amortisation of the liability and interest. Interest is recognised in the statement of earnings and the statement of comprehensive income over the term of the lease. Rights of use are normally depreciated on a straight-line basis over the shorter of the useful life and the lease term. Payments for agreements of less than one year and low-value leases are expensed on a straight-line basis in the statement of earnings and the statement of comprehensive income.

Intangible assets

Goodwill
Goodwill is measured at cost less any accumulated impairment. Goodwill arising on business combinations is allocated to cash-generating units or groups of units that are expected to benefit from the business combination. Goodwill is tested for impairment annually or more frequently if events or altered circumstances indicate possible impairment. Each unit or group of units to which goodwill has been allocated corresponds to the lowest level in the Group at which the goodwill in question is monitored in the internal control, which, for the Group, is the operating segment level.

Other intangible assets
Other intangible assets include the order backlog, brands and capitalised development expenses. Other intangible assets, with the exception of brands, are recognised at cost less accumulated amortisation (see below) and any impairment. Brands are judged to have an indefinite useful life.

Brands are tested for impairment annually and as soon as there are any indications of the asset in question having decreased in value.

Amortisation policies
Goodwill and intangible assets not yet ready for use, are reviewed for impairment requirements on a yearly basis and additionally as soon as indications arise showing that the asset in question has decreased in value. Intangible assets with determinate useful lives are amortised from the date they are available for use.

The estimated useful lives are:
- order backlog 1–2 years
- capitalised development expenditure 3–5 years

Impairment of non-financial assets
The Group's recognised assets are assessed each applicable period-end to determine if there are indicators of impairment requirements.

If there is an indicator of impairment requirements, the recoverable amount of the asset is calculated (see below). For goodwill and brands with indeterminate useful lives and intangible assets not yet ready for use, the recoverable amount is calculated annually. If materially independent cash flows cannot be determined for an individual asset, and its fair value less the cost to sell cannot be used, the assets are grouped when testing the for impairment requirements at the lowest level where it is possible to identify materially independent cash flows; this is known as a cash-generating unit.

The recoverable amount is the higher of fair value less the cost to sell and value-in-use. In calculating value-in-use, future cash flows are discounted by a discount factor that takes into account the risk-free interest rate and the risk associated with the specific asset.

Employee benefits

Post-employment benefits
In defined-contribution plans, the company pays fixed fees to a separate le-

gal entity, and has no obligation to pay additional fees. The Group's earnings are expensed for costs in pace with the benefits being vested.
Defined-benefit plans are other plans for post-employment benefits than defined-contribution plans. The Group's net obligation regarding defined-benefit plans is calculated separated for each plan through an estimate of the future benefits the employee has earned through their employment in both current and previous periods. The Group bears the risk for the plan providing the benefits offered.

In the statement of financial position, the estimated present value of the liabilities is reported as a provision as the Group only has unfunded pension plans.

The pension cost and pension obligation for defined-benefit pension plans are calculated annually by independent actuaries. The discount rate corresponds to the interest rate as per each period-end for mortgage bonds, with a tenor corresponding to the Group's pension obligations. The calculation is performed by a qualified actuary using the projected unit credit method. Net interest expenses on the defined-benefit obligation are recognised in profit or loss under net financial items. The interest rate is the interest rate that arises when discounting the obligation. Other components are recognised in operating profit. Remeasurement effects consist of actuarial gains and losses. The effects of remeasurement are recognised in other comprehensive income.

The special employer's contributions constitute a part of the actuarial assumptions and are therefore recognised as part of the obligation. For reasons of simplification, that part of the special employer's contribution in a legal entity that is calculated based on the Pension Obligations Vesting Act is recognised as an accrued cost instead of as a part of the net obligation.

Tax on returns is recognised on an ongoing basis in profit or loss for the year for the period the tax relates to, and is therefore not included in the liability calculation.

Inventories
Inventories are stated at cost or net realisable value, whichever is lower. Cost is calculated according to the first-in-first-out principle.

Provisions
A provision is distinguished from other liabilities in that there is uncertainty around the payment date or the amount to settle the provision. A provision is recognised where there is a legal or informal obligation, as a result of an event that has occurred, and it is probable that an outflow of financial resources will be required to settle the obligation, and the amount can be reliably estimated.

Provisions are made with the amount that is the best estimation of what will be required to settle the obligation at period-end. Where the effect of the timing of the payment is substantial, provisions are calculated through discounting the anticipated future cash flow at an interest rate before tax that reflects the current market assessments of the time value of the money and, if appropriate, the risks associated with the liability.

Warranties
Warranty provisions are reported for warranty commitments under which the Assemblin Group is obliged to remedy any deficiencies in work performed or materials used within a certain time frame following the completion of the work. The provision is based on historical warranty data and a comparison of potential outcomes in relation to the likelihoods associated with each outcome.

Restructuring
A provision for restructuring is recognised when there is an established, detailed and formal restructuring plan and the restructuring has either begun or been publicly announced. No provision is made for future operating costs.

Onerous contracts
A provision for onerous contracts is recognised when the benefits that the Group expects to receive from a contract are lower than the inevitable costs for fulfilling the obligations under the contract.
When assessing whether a feared loss exists, estimated project revenues are compared with the estimated project expenditures.

Estimated project expenses include:
- Expenditure directly related to the individual assignment,
- Indirect expenditure that can be allocated to the individual assignment, and
- Other expenses that, in accordance with the agreement, can be charged to the customer.

Expenses that cannot be attributed to individual assignments are not included in project expenses. Such expenses include:
- General administrative expenses, except in cases where compensation for these is to be paid in accordance with the agreement
- Sales expenses
- Research and development expenses, except in cases where compensation for these is to be paid in accordance with the agreement
- Depreciation of machinery and equipment not used on the project.

Contingent liabilities
Fulfilment warranties in the form of Parent Company warranties normally comprise 10 percent of the contract sum until the contract has been handed over to the customer. The handover normally takes place in connection with a final inspection, on approval. If the warranty covers all or most of the contract sum, the amount of the contingency is calculated as the contract sum less the value of the completed portion. In cases where the warranty covers only a smaller part of the contract sum, the amount of the guarantee contract is carried as an unchanged amount up until the contract is surrendered to the client. These contingent liabilities are disclosed by the Parent Company.

In cases where a bank or insurance institution issues a completion guarantee to a customer in connection with a contract, these normally receive, in turn, a counter-commitment from the contracting company or another Group company. Such counter obligations relating to own contracts are not recognised as contingencies, since they contain no increased responsibility compared with the contract commitment.

Parent Company's accounting policies
The Parent Company has prepared its annual report in accordance with the Annual Accounts Act (SFS 1995:1554) and the Swedish Financial Reporting Board's recommendation, RFR 2 Accounting for legal entities. The statements issued by the Swedish Financial Reporting Board relating to listed companies have also been applied. RFR 2 means that the Parent Company, in its Annual Report for the legal entity, is to apply all IFRS and statements as adopted by the EU as much as possible within the framework of the Anual Accounts Act and the Pension Obligations Vesting Act, and taking into account the connection between accounting and taxation. The recommendation indicates which exceptions and additions to the IFRS are to be made.

No changes to RFR 2 have been announced applicable to financial years commencing on or after 1 January 2023.

Differences between the Group's and the Parent Company's accounting policies
The principal differences between the Group's and the Parent Company's accounting policies are described below. The Parent Company's accounting policies indicated below have been consistently applied to all periods presented in the Parent Company's financial reports.

Financial instruments
The Parent Company has chosen not to apply IFRS 9 for financial instruments. Portions of the policies in IFRS 9 — such as those regarding impairment, recognition and derecognition, and the effective rate method for interest income and interest expenses — are, however, still applicable.

Financial fixed assets in the Parent Company are measured at cost less any impairment, and current financial assets are measured under the principle of lowest value. The impairment rules in IFRS 9 are applied to financial assets recognised at amortised cost.

Classification and presentation
The Parent Company uses the designations "Balance sheet", "Income statement" and "Change in equity" for reports that for the Group are titled "Statement of profit and loss", Statement of financial position" and "Statement of changes in equity".

The income statement and balance sheet for the Parent Company have been prepared in accordance with the Annual Accounts Act, while the statements of comprehensive income, changes in equity and cash flow analysis are based on IAS 1, Presentation of Financial Statements and IAS 7 Statement of Cash Flows, respectively.

Subsidiaries
Participations in subsidiaries are reported in the Parent Company in accordance with the cost method. This means that transaction expenses are included in the carrying amount for holdings in subsidiaries. In the consolidated accounts, transaction expenses attributable to subsidiaries are reported directly in the income statement when they arise.

Group contributions
Group contributions are recognised as appropriations.

Note 2 Revenue allocation

Revenue per principal income type (SEK million)

Group	3 May 2023--31 Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022
Net sales			
Installation assignments with associated services	5,819	8,672	7,905
Service assignments	4,096	6,079	5,616
	9,915	14,751	13,521

Note 3 Operating segments

The Group's operating segments are based primarily on the principal operational orientation of each segment. Each operating segment conducts independent operations in terms of its technological discipline or geographic market and has its own management team and finance function. Where the geographic market constitutes an operating segment, the segment includes all of the technological disciplines. The following five operating segments have been identified:

- Electrical — offers comprehensive solutions for planning, installation, service and maintenance in electricity and automation. The operations also cover services in security and industrial servicing. A portion of production takes place in the company's proprietary electrical repair shops.
- Heating & sanitation — designs, installs and maintains technical systems for heating, sanitation, sprinklers, industry, energy and cooling in all types of buildings.
- Ventilation — specialists in construction, installation, service and maintenance of energy-smart ventilation facilities.
- Norway — possesses a high degree of expertise, primarily in electrical engineering, heating and sanitation, and ventilation technology.
- Finland — operations offer services in electricity, ventilation, heating and sanitation, and in automation and energy efficiency as well.

This division into segments is the primary division that the company's highest executive decision makers (Group Management) observe in terms of earnings, capital requirements and cash flows.

Each operating segment has a director who drives operating activities and reports the outcome from the segment to Group management, which they are also a part of.

The earnings, assets and liabilities of the operating segments have included directly attributable items, as well as items that can reasonably and reliably be allocated to the segments. The internal price among the Group's various segments is set under the "arm's length" principle (i.e. between parties that are independent of each other, well-informed and with a shared interest in performing the transactions).

The operating segments' earnings include a complete income statement of our participations in joint ventures and are adjusted for items affecting comparability. Eliminations and other shows the elimination of intra-group transactions and income from joint ventures, as well as adjustments for amortisation of certain intangible operating assets which are reported as amortisation on the operating costs line in each segment.

Group operating segments (SEK million)

3 May 2023 – 31 Dec 2023	Electrical	Heating & sanitation	Ventilation	Norway	Finland	Group-wide	Eliminations and other	Total
Revenue								
External net sales[1]	3,646	2,394	1,036	1,523	1,397	0	-81	9,915
Internal net sales	30	13	17	0	20	–	-81	0
Net sales	3,676	2,407	1,053	1,523	1,417	0	-162	9,915
Of which, servicing	52%	39%	28%	45%	20%			41%
Operating costs[2]	-3,385	-2,227	-986	-1,382	-1,377	4	176	-9,177
Adjusted EBITA	291	181	67	141	41	4	14	738
Adjusted EBITA margin, %	7.9%	7.5%	6.4%	9.3%	2.9%			7.4%
Amortisation and impairment of intangible assets								-413
Items affecting comparability[3]								37
Operating profit								362
Financial income								429
Financial expenses								-912
Net financial items								-484
Profit/loss before tax								-121
Tax								-5
Profit/loss after tax								-127

1) Sales in the Electrical, Heating & Sanitation, and Ventilation segments add up to net sales in Sweden.

2) Operating costs, excluding amortisation and impairment of intangible assets and items affecting comparability

3) Items affecting comparability are included in sales and administration expenses in the Consolidated statement of financial position. The items are attributable to acquisitions, integration and restructuring expenses, as well as to other non-recurring items.

Aggregated financial information 1 Jan 2023 – 31 Dec 2023	Electrical	Heating & sanitation	Ventilation	Norway	Finland	Group-wide	Eliminations and other	Total
Revenue								
External net sales[1]	5,371	3,578	1,571	2,198	2,167	0	-135	14,751
Internal net sales	44	25	12	0	22	–	-103	0
Net sales	5,416	3,603	1,583	2,198	2,189	0	-238	14,751
Of which, servicing	52%	39%	27%	47%	20%			41%
Operating costs[2]	-4,990	-3,337	-1,485	-2,016	-2,115	2	249	-13,692
Adjusted EBITA	426	266	98	182	75	2	11	1,059
Adjusted EBITA margin, %	7.9%	7.4%	6.2%	8.3%	3.4%			7.2%

1) Sales in the Electrical, Heating & Sanitation, and Ventilation segments add up to net sales in Sweden.
2) Operating costs, excluding amortisation and impairment of intangible assets and items affecting comparability

Aggregated financial information 1 Jan 2022 – 31 Dec 2022	Electrical	Heating & sanitation	Ventilation	Norway	Finland	Group-wide	Eliminations and other	Total
Revenue								
External net sales[1]	4,846	3,226	1,663	2,038	1,890	0	-142	13,521
Internal net sales	49	40	-46	0	5	–	-48	0
Net sales	4,894	3,266	1,617	2,038	1,895	0	-190	13,521
Of which, servicing	49%	41%	22%	55%	22%			42%
Operating costs[2]	-4,548	-3,010	-1,512	-1,868	-1,858	14	201	-12,581
Adjusted EBITA	347	256	105	170	37	14	12	940
Adjusted EBITA margin, %	7.1%	7.8%	6.5%	8.3%	1.9%			7.0%

1) Sales in the Electrical, Heating & Sanitation, and Ventilation segments add up to net sales in Sweden.
2) Operating costs, excluding amortisation and impairment of intangible assets and items affecting comparability

Note 4 Operating costs by nature

Operating expenses	**Group (SEK million)**			**Parent Company (SEK million)**
	3 May 2023--31 Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022	21 Mar 2023--31 Dec 2023
Capitalised work on the company's own behalf	5	5	6	–
Materials	-3,323	-5,030	-4,678	–
Subcontractors and services purchased in production	-1,470	-2,109	-2,116	–
Other external expenses	-598	-887	-729	-50
Personnel expenses	-3,679	-5,490	-4,858	-10
Depreciation, amortisation and impairment	-608	-709	-312	–
Total	-9,673	-14,219	-12,686	-59

Other operating income	**Group (SEK million)**			**Parent Company (SEK million)**
	3 May 2023--31 Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022	21 Mar 2023--31 Dec 2023
Capital gain on divestment of operations	1	1	–	–
Reassessment of contingent purchase considerations	119	120	48	–
Profit on revaluation of holdings that are now recognized as subsidiaries	–	–	6	–
Total	121	121	54	–

Note 5 Leases

Group (SEK million)	3 May 2023--31 Dec 2023		
Expenses relating to right-of-use assets and lease liabilities	Premises	Vehicles	Total
Depreciation	-80	-93	-174
Impairment	–	–	–
Reversal of impairment	–	–	–
Interest expenses	-14	-20	-34
Total expenses for the year	-95	-113	-208

Total cash flow for leases is SEK 211 million.

(SEK million)	Aggregated financial information 2023			Aggregated financial information 2022		
Expenses relating to right-of-use assets and lease liabilities	Premises	Vehicles	Total	Premises	Vehicles	Total
Depreciation	-116	-136	-251	-101	-114	-215
Impairment	–	–	–	–	–	–
Reversal of impairment	–	–	–	3	–	3
Interest expenses	-21	-27	-48	-18	-10	-28
Total expenses for the year	-136	-162	-299	-115	-124	-239

Total cash flow for leases is SEK 303 million (249).

Group (SEK million)	3 May 2023--31 Dec 2023
Lease expenses relating to contracts not classified as right-of-use assets	
Lease expense regarding short-term leasing	-8
Lease expenses, low-value assets	-6
Costs regarding variable lease expenses	-3
Revenue from subletting of right of use	4
Total expenses for the year	-13

Interest-bearing liabilities for leasing are stated in Note 23 and maturity analysis is stated in Note 17.

Group (SEK million)	3 May 2023--31 Dec 2023		
Changes in reported values of right-of-use assets	Premises	Vehicles	Total
At start of year	0	0	0
Supplementary contracts	411	721	1,132
Index-linked and other adjustments	60	-1	59
Concluded contracts	–	-37	-37
Depreciation, amortisation and impairment	-80	-93	-174
Exchange differences	-2	-2	-3
At year end	389	588	977

(SEK million)	Aggregated financial information 2023			Aggregated financial information 2022		
Changes in reported values of right-of-use assets	Premises	Vehicles	Total	Premises	Vehicles	Total
At start of year	328	430	757	314	381	695
Supplementary contracts	103	352	454	59	194	252
Index-linked and other adjustments	78	-1	77	50	-4	45
Concluded contracts	–	-54	-54	0	-29	-29
Depreciation, amortisation and impairment	-116	-136	-251	-97	-114	-212
Exchange differences	-4	-3	-7	2	2	5
At year end	389	588	977	328	430	757

Note 6 Fees and reimbursements to auditors

	Group (SEK million) 3 May 2023--31 Dec 2023	Parent Company (SEK million) 21 Mar 2023--31 Dec 2023
KPMG		
Audit assignments	9	1
Audit activities in addition to audit assignments	0	–
Tax advice	0	–
Other assignments	5	2
Total	14	4

Audit assignments refer to the statutory audit of the annual report, consolidated financial statements and accounting, as well as of the administration by the Board of Directors and the CEO, and audits and other reviews performed under agreement or other contract. This includes other work tasks incumbent upon the company's auditor to perform, and advice or other assistance brought about by observations in conjunction with such review or performance of such other work tasks. Other assignments primarily include fees in connection with the issuance of bonds and the strategic review.

Note 7 Employees, personnel costs and remuneration to senior executives

Average number of employees	21 Mar 2023--31 Dec 2023	of whom, men
Parent Company*		
Sweden	1	
Total Parent Company	1	100%

Average number of employees	3 May 2023--31 Dec 2023	of whom, men	Aggregated financial information 2023	of whom, men	Aggregated financial information 2022	of whom, men
Group						
Sweden	5,169	94%	5,257	94%	4,887	94%
Norway	1,058	94%	1,035	94%	834	93%
Finland	857	89%	873	89%	832	91%
Group total	7,084	93%	7,164	93%	6,553	93%

Gender distribution in Group management	2023 Proportion of women
Parent Company	
Board of Directors	20%
Group	
Board of Directors	20%
Other senior executives	13%

Salaries, other remuneration and social security expenses (SEK million)	21 Mar 2023--31 Dec 2023 Salaries and remuneration	21 Mar 2023--31 Dec 2023 Social security expenses
Parent Company	6	2
(of which pension costs)	(1)	(0)

Salaries, other remuneration and social security expenses (SEK million)	3 May 2023--31 Dec 2023 Salaries and remuneration	3 May 2023--31 Dec 2023 Social security expenses
Group	2,824	771
(of which pension costs)	(289)	(78)

Note 7 Employees, personnel costs and remuneration to senior executives *cont.*

Salaries and other remunerations allocated by country and between senior executives and other employees, and social security expenses (SEK million), 21 March 2023--31 December 2023	Senior executives	Other employees
Parent Company		
Sweden	6	–
(of which bonuses and similar payments)	(2)	–
(of which pension costs)	(1)	–

Salaries and other remunerations allocated by country and between senior executives and other employees, and social security expenses (SEK million), 3 May 2023--31 December 2023	Senior executives	Other employees
Group		
Sweden	20	1,880
(of which bonuses and similar payments)	(5)	(51)
(of which pension costs)	(4)	(187)
Norway	3	529
(of which bonuses and similar payments)	(1)	(10)
(of which pension costs)	(0)	(31)
Finland	3	389
(of which bonuses and similar payments)	(0)	(9)
(of which pension costs)	(0)	(66)
Group total	25	2,799
(of which bonuses and similar payments)	(6)	(70)
(of which pension costs)	(5)	(284)

Remuneration, Group Management
Remuneration and conditions of employment to senior executives are to be at market rates to attract capable leadership. Remuneration comprises fixed salary, variable compensation and other benefits. Variable remuneration can total a maximum of 75 percent of the fixed annual salary. The notice period for termination by the company is six months, with benefits retained. Pension benefits relate to both defined-benefit and defined-contribution plans. Other benefits relate to service vehicles, extra health care insurance, or alternately company health insurance, and has a limited value as regards fixed salary.

CEO
Remuneration to the CEO consists of fixed salary, variable remuneration and other benefits. Variable remuneration totals a maximum of 75 percent of the fixed annual salary. The notice period for termination by the company is 12 months, with benefits retained. The period of notice on the part of the CEO is six months. Pension benefits relate to both defined-benefit and defined-contribution plans. Other benefits relate to service vehicles, extra health care insurance, or alternately company health insurance, and has a limited value as regards fixed salary.

Parent Company
Board fees of SEK 1 million including social security expenses were paid from Assemblin Group AB, broken down as follows. Chairman of the Board Mats Jönsson SEK 0.4 million, Anders Thulin SEK 0 million, Susanne Ekblom SEK 0.2 million, Per Ingemar Persson SEK 0.2 million, Hans Petter Hjellestad SEK 0.2 million and Peder Pråhl SEK – million. The senior executive group pertains to 8 (8) persons in Group Management. The CEO and senior executive are employed by the Parent Company.

Note 8 Pensions

Group
Of the total number of employees in the Assemblin Group, approximately 29 percent (31) have pensions recognised as defined-benefit. Other employees have pensions that are recognised as defined-contribution. The Swedish plan is unfunded and based on final salary, which provides employees with benefits in the form of a guaranteed level of pension disbursements over their lifetimes.

(SEK million)	**Group**			**Parent Company**
	3 May 2023--31 Dec 2023	Aggregated financial information 31 Dec 2023	Aggregated financial information 31 Dec 2022	21 Mar 2023--31 Dec 2023
Obligations in the statement of financial position for:				
Pension benefits, defined-benefit	644	644	548	1
Other pension obligations, insured	–	–	–	–
Total pension obligations	644	644	548	1
Recognition in the income statement regarding:				
Costs for defined-benefit pension plans	30	40	137	–
Costs for defined-contribution pension plans	237	351	278	1
Total pension expenses	267	391	415	1
Costs are allocated among the following income statement items:				
Cost of production	116	183	136	–
Sales and administrative expenses	134	186	280	1
Financial expenses	16	21	-1	–
Total profit	267	391	415	1

Number of persons covered by IAS 19 calculations		Parent Company	Rest of Sweden	Norway	Finland	Total
2023	Active	–	338	–	–	338
	Paid-up policy holders	–	997	–	–	997
	Pensioners	–	551	–	–	551
	Total	–	1886	–	–	1886

Defined-benefit pensions (SEK million)	31 Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022
Present value of unfunded obligations	617	617	527
Total present value of defined-benefit obligations	617	617	527
Special payroll taxes	27	27	21
Net present value of the liabilities	644	644	548
Net carrying amounts for defined-benefit plans	644	644	548

Change in present value of obligations for defined-benefit plans (SEK million)	3 May 2023--31 Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022
Obligation under defined-benefit pension plans on formation of the Group	533	527	702
Cost of vested benefits during the period	13	18	35
Interest expense	16	21	13
Pension disbursements	-14	-19	-16
Actuarial (gain)/loss, financial commitments	68	68	-207
Obligations for defined-benefit plans as at 31 December	617	617	527

Overview of defined-benefit plans
The Group has a defined-benefit plan that provides remuneration to employees when they retire. The plan relates only to Sweden. The defined-benefit plan is exposed to actuarial risks such as life expectancy, currency, interest rate and investment risks. Disbursements to plans are expected to total SEK 18.7 million over the next few years. The defined-benefit plan is primarily attributable to men.

Note 8 Pensions *cont.*

Assumptions for defined-benefit obligations	31 Dec 2023
Discount rate as at 31 December	3.30%
Future salary growth	2.20%
Inflation	1.70%

The life expectancy assumption is based on published statistics and mortality rates. The current life expectancy on which the obligation is calculated is based on DUS21. The remaining life expectancy for a 65-year-old woman with this life expectancy assumption is 23.9 years and 21.8 years for a man. The total duration of the obligation is 16 years to establish a discount rate of 3.30 percent.

Sensitivity analysis
The table below presents possible changes to actuarial assumptions as at the period end, other assumptions unchanged, and how these would affect the defined-benefit obligation.

Change in assumptions 2023	Increase	Decrease
Discount rate (0.5% change)	-7.5%	8.3%
Expected mortality (1 year change)	3.4%	-3.4%
Future salary growth (0.5% change)	4.2%	-3.7%
Increase/decrease in inflation (0.5% change)	6.1%	-5.6%

Alecta
For salaried employees in Sweden, the defined-benefit pension obligations in the ITP-2 plan for retirement and family pensions are secured through insurance with Alecta. According to a statement from the Swedish Financial Reporting Board, this is a defined-benefit plan that covers several employees. For the financial year, the company did not have access to such information as would make it possible to recognise this plan as a defined-benefit plan. The pension plan under ITP secured through insurance with Alecta is thus recognised as a defined-contribution plan.

The premium at Alecta is calculated individually and is based on such factors as salary, previously vested pension and expected remaining length of service. Anticipated ITP 2 fees for Alecta over the coming year total SEK 45.9 million. The Group's share of the total fees for the pension system is 0.09 percent, while its share of the total number of active members in the system is 0.06 percent.

Annual fees for pension insurance contracted with Alecta totals SEK 56.4 million. The consolidation level shall normally be permitted to vary between 125 and 175 percent. In the event Alecta's consolidated funding level is less than 125 percent or exceeds 175 percent, measures are to be taken to return to the normal range. In the event of low consolidation levels, one measure could be raising the contracted price for new policies and expanding existing benefits. In the event of high consolidation levels, one measure could be a premium reduction. The premiums paid to Alecta are calculated applying assumptions regarding interest rates, life expectancy, operating costs and tax on returns from pension funds, so that the payment of a consistent premium amount until the day when the pension is sufficient to ensure that the entire targeted benefit, based on the insured current pensionable salary, is actually earned. The collective consolidation level consists of the market value of Alecta's actuarial calculations, which do not correspond with IAS 19. At year-end, 157 percent of Alecta's surplus in the form of the collective consolidation level amounted to 172 percent.

Note 9 Net financial items

Group (SEK million)	3 May 2023--31 Dec 2023
Interest income	10
Dividend	4
Exchange differences	414
Other financial income	1
Financial income	429
Interest expenses	-375
Exchange differences	-460
Impairment	–
Other financial expenses	-78
Financial expenses	-912
Net financial items	484

The gross gain on cross-currency swaps as of 3 July 2023 amounted to SEK 131 million and has been reported as income. The corresponding gain from cross-currency swaps as of 31 December 2023 amounted to SEK 261 million and has been reported as an expense. The net of derivatives and bond revaluations is zero.

Parent Company (SEK million)	21 Mar 2023--31 Dec 2023
Interest income, Group Companies	213
Exchange differences	136
Financial income	350
Interest expenses	-270
Interest expenses to Group companies	-2
Exchange differences	-119
Other financial expenses	-18
Financial expenses	-409
Net financial items	-60

Interest income and interest expenses originate from financial assets and financial liabilities measured at amortised cost.

Not 10 Tax

Recognised in the statement of profit or loss and other comprehensive income/statement of profit or loss

Group (SEK million)	3 May 2023--31 Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022
Current tax expense			
Tax expense for the year	-92	-132	-123
Adjustment of tax attributable to previous years	-1	-1	-4
	-94	-133	-127
Deferred tax			
Deferred tax relating to temporary differences	87	88	-5
Deferred tax relating to tax loss carryforwards	0	0	0
Adjustment of deferred tax attributable to previous years	1	1	1
	88	89	-4
Total reported tax expense (+) tax revenue (-) tax expense	-5	-44	-132

Reconciliation of effective tax

Group (SEK million)	3 May 2023--31 Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022
Loss before tax	-121	30	522
Tax under applicable tax rate for Parent Company	25	-6	-107
Effect of foreign operations with tax rates other than 20.6 percent (20.6)	-1	-1	-2
Expenses not deductible for tax purposes	-70	-92	-53
Income not subject to tax	37	50	35
Capitalisation of previously uncapitalised tax loss carryforwards	1	1	0
Utilisation of previously unutilised tax loss carryforwards	0	0	0
Adjustment of tax attributable to previous years	0	0	-4
Other	2	5	0
Total effective tax	-5	-44	-132

Parent Company (SEK million)	21 Mar 2023--31 Dec 2023
Loss before tax	-85
Tax under applicable tax rate for Parent Company	18
Expenses not deductible for tax purposes	-18
Income not subject to tax	0
Total effective tax	0

Note 10 Tax *cont.*

Deferred tax on temporary differences and tax loss carryforwards, 31 Dec 2023

Group (SEK million)	Deferred tax asset	Deferred tax liability	Net deferred tax
Intangible assets	0	-159	-159
Property, plant and equipment	12	-1	11
Inventory	1	–	1
Trade receivables	2	-1	2
Ongoing projects	11	-18	-7
Current liabilities	2	–	2
Pension provisions	34	–	34
Warranty provisions	4	0	4
Untaxed reserves	–	-18	-18
Other	21	-6	17
Capitalised tax loss carryforwards	25	–	25
Netting	0	0	0
Net deferred tax assets (+)/liabilities (-)	114	-203	-89

Sweden has a corporate tax rate of 20.6 percent, Norway has a corporate tax rate of 22 percent and Finland has a corporate tax rate of 20 percent. Deferred tax assets in the Parent Company refer to a temporary difference in endowment insurance and amount to 0.

Unrecognised deferred tax assets
At the end of the year, total deficits in the Group amounted to SEK 129 million, of which SEK 129 million has been capitalised and will mature as shown in the table.

(SEK million)	2023
2024	11
2025	74
After 2025	37
No due date	7
Total tax loss	129
Of which capitalised	129

Pillar II
Pillar II legislation has been adopted in some jurisdictions where the Group operates. The legislation came into effect for the financial year commencing 1 January 2024. The Group has assessed its potential exposure regarding income taxes under the new legislation.

This assessment is based on the latest available information regarding the financial performance of the units within the Group. Based on the assessment made, the effective tax rates within Pillar II in all jurisdictions where the Group operates are above 15 percent and management is not currently aware of any circumstances under which this may change. The Group does not therefore expect any potential exposure to additional taxes within Pillar II.

Net changes in deferred tax in temporary differences and tax loss carryforwards 3 May 2023--31 Dec 2023

Group (SEK million)	On formation of the Group	Recognised in profit for the year	Recognised in other comprehensive income	Acquisitions/ Disposals of businesses/ recalculations	Balance as of 31 Dec 2023
Intangible assets	-235	91	–	-14	-158
Property, plant and equipment	8	3	–	–	11
Inventory	1	1	–	–	1
Trade receivables	2	0	–	–	2
Ongoing projects	-14	7	–	–	-7
Current liabilities	0	2	–	–	2
Pension provisions	26	-10	17	–	34
Warranty provisions	6	-2	–	–	4
Untaxed reserves	-14	2	–	-6	-18
Other	8	-6	14	–	15
Capitalisation of tax loss carryforwards	25	0	–	–	25
Total	-188	88	31	-20	-90

Note 11 Equity

Parent Company 21 Mar 2023--31 Dec 2023	
Shares outstanding	
On formation of the Company	50,000
New share issue	450,000
Number of shares at end of year	500,000

The share capital in Assemblin Group AB amounted to SEK 500,000 with a quotient value per share of SEK 1. All shares outstanding own an equal participation in the Parent Company's assets and gains, and are paid in full. Each share carries the right to one vote.

No dividend was paid in 2023.

Group *Reserves for accumulated other comprehensive income (SEK million)*	Translation reserve	Hedge reserve	Retained earnings and profit/loss for the year	Total other comprehensive income
Opening carrying amount, 3 May 2023	–	–	–	–
Translation differences in translation of foreign subsidiaries	7			7
Hedge reserve		-77		-77
Tax attributable to items that can be transferred to profit/loss for the year	-2	16		14
Revaluations of defined-benefit pension plans			-68	-68
Employer's contribution, defined-benefit pension plans			-17	-17
Tax attributable to items that cannot be transferred to profit/loss for the year			17	17
Closing carrying amount, 31 Dec 2023	5	-61	-67	-124

Translation reserve
The translation reserve includes all exchange differences that arise in translating the financial reports from operations abroad that have prepared their own financial statements in a currency other than the one that the Group's financial reports are presented in. The Parent Company and the Group present their financial reports in Swedish kronor.

Hedge reserve
Assemblin applies hedge accounting for financial derivatives that have been raised for the purpose of hedging loans in foreign currency. Changes to the market value of hedging instruments are recognised in other comprehensive income and accumulate in the hedging reserve until the hedged transaction is completed, when the earnings are recognised in profit or loss. For further information, see Note 17.

Capital management
The Group strives for a long-term healthy capital structure that promotes financial stability and supports the Group's possibilities for expansion via acquisitions and creating the foundation for solid performance for the Group's stakeholders – employees, suppliers and customers as well as owners and creditors. Capital is defined as the Parent Company's equity attributable to holders of shares in the Parent Company.

Note 12 Acquisitions of businesses

Between 3 May and 31 December 2023, the following acquisitions were made

Unit acquired	Division	Type	Participation	Acquisition date	Number of employees	Estimated annual sales
Elia AB	Electrical	Company	100%	May	60	140
Ingeniørfirmaet R. Torgersen AS	Norway	Company	100%	May	14	100
M3 Installation AB	Electrical	Company	100%	July	21	35
Lindsells AB	Ventilation	Company	100%	October	13	30
Rørlegger Strand & Co	Norway	Company	100%	November	19	53
					127	358

The acquisition analyses regarding companies acquired in 2023 are preliminary. If the acquisitions had occurred on 3 May 2023, the Group's sales would have increased by about SEK 60 million and the companies acquired would together have brought in an operating profit of approximately SEK 10 million compared with if the acquisitions had not occurred at all. All acquisitions between 3 May and 31 December 2023 are reported in the column Other acquisitions

In early May 2023, Assemblin El AB acquired all of the shares in Elia AB, which has its headquarters in Kalmar, has 60 employees and annual sales of about SEK 140 million. In late May, Assemblin Ventilasjon AS in Norway acquired Ingeniørfirmaet R. Torgersen AS, which has its headquarters in Bergen, has 14 employees and annual sales of about NOK 100 million. In July 2023, Assemblin El AB acquired the Stockholm-based company M3 Installation AB with about 21 employees and annual sales of about SEK 35 million. In early October, Assemblin Ventilation AB acquired service company Lindsells AB with operations in Skåne, 13 employees and annual sales of about SEK 30 million. In late November 2023, Assemblin AS in Norway acquired Rørlegger Strand & Co. AS with 19 anställda annual sales of about SEK 53 million.

Note 12 Acquisitions of businesses *cont.*

Assets and liabilities included in acquisitions (SEK million) 3 May 2023--31 Dec 2023	Acquisition of the Assemblin Financing Group	Other acquisitions	Total acquisitions 2023
Intangible assets	1,136	21	1,157
Other intangible assets	51	–	51
Property, plant and equipment	3	6	10
Right-of-use assets	824	10	834
Other fixed assets	333	11	344
Trade receivables	1,857	47	1,904
Contract assets – revenue generated, uninvoiced	861	15	875
Other current assets	1,108	137	1,245
Provisions	-647	-18	-665
Non-current liabilities	-5,160	-11	-5,171
Deferred tax on surplus	-214	-3	-217
Trade payables	-1,221	-23	-1,244
Contract liabilities – invoiced revenue not generated	-1,066	-13	-1,079
Current liabilities	-1,954	-34	-1,989
Net identifiable assets and liabilities	-4,088	145	-3,942
Group goodwill	9,973	249	10,221
Consideration settled	5,885	323	6,208
Consideration entered as liability[1]	–	71	71
Consideration	5,885	394	6,279
Consideration paid in cash	–	-323	-323
Cash and cash equivalents acquired	407	58	465
Adjusted purchase prices attributable to previous years	–	-41	-41
Acquisition expenses	–	-3	-3
Translation differences	9	0	9
Net effect on cash and cash equivalents	416	-309	107

1) 71 refers to a performance-based purchase consideration, with no part pertaining to a fixed purchase consideration.

Receivables
The gross value of the receivables corresponds with their fair value.

Goodwill
The value of goodwill includes the value of synergy effects in the form of more efficient production processes, as well as the technical knowledge of personnel. No part of the goodwill is tax-deductible.

Acquisitions by Assemblin Group
On 3 May, Assemblin Group AB (formerly Apollo Swedish Bidco AB, corporate identification number 559427-2006) acquired Assemblin Financing AB (formerly Assemblin Group AB, corporate identification number 559077-5952). The acquisition was part of a major transfer of holdings from Triton Fund IV to the newly formed Triton Fund IV Continuation Fund as the ultimate shareholder. The change in ownership resulted in the formation of a new Group in which the highest consolidating Parent Company is Assemblin Group AB (559427-2006). The purchase consideration amounted to SEK 5,885 million. Before that, the Company obtained a shareholder contribution of SEK 4,467 million. The acquisition of Assemblin Financing AB was financed with this shareholder contributions and with loans. Since no actual outgoing or incoming payments have occurred, these amounts are not reported in the investing or financing activities in the consolidated statement of cash flow.

Order backlog and brand
The order backlog and brands have been identified and reported as intangible assets. The order backlog includes the value of existing orders on the acquisition date. The majority of the Group's order backlog has a short duration. The brand has an indefinite useful life and is not amortised.

Expenditures related to acquisitions
Expenditures related to acquisitions totalled SEK 3 million and relate to fees to consultants in conjunction with due diligence. These expenditures were recognised in sales and administrative expenses in the statement of profit or loss and other comprehensive income.

Note 12 Acquisitions of businesses *cont.*

Changes in purchase considerations (SEK million)	**31 Dec 2023**
Opening balance	–
Increase through acquisitions	541
Purchase considerations disbursed	-30
Conditional purchase considerations	71
Revalued purchase considerations	-182
Translation differences	1
Closing balance	401

As of 31 December 2023, conditional purchase considerations are assessed for each acquired unit based on the terms of the acquisition agreement – calculations are based on historical outcomes, forecasts and budgets and, where applicable, acquisition forecasts or business plans (for the term exceeding that budgeted). In those cases where the recorded outcome no longer appears achievable (given historical outcomes and existing conditions) individual contingent purchase considerations are reassessed at a level corresponding to that budgeted or, if there is specific budgetary uncertainty due to restructuring or market development, for example, at a level corresponding to a scenario assessed as likely.

Note 13 Assets pledged, contingent liabilities and contingent assets

Group (SEK million)	31 Dec 2023
Assets pledged	
In the form of assets pledged for own liabilities and provisions	
Endowment insurance as security for direct pensions	23
Shares in subsidiaries	4,244
Total	4,267
Contingent liabilities	
Warranty commitments, PRI	10
Total contingent liabilities	10

Parent Company (SEK million)	31 Dec 2023
Assets pledged	
In the form of assets pledged for own liabilities and provisions	
Shares in subsidiaries	5,913
Internal Group loan	3,999
Total	9,912

Note 14 Intangible assets

Group (SEK million) **31 Dec 2023**	Goodwill	Brands	Order backlog	Capitalised development expenses	Other	Total
Amortised cost						
At start of year	–	–	–	–	–	–
Business combinations	10,223	559	610	36	16	11,444
Investments	–	–	–	5	11	16
Transfers	–	–	–	2	-2	0
Exchange differences	-1	-1	1	-1	-1	-2
At year end	10,222	559	611	41	24	11,457
Accumulated depreciation						
At start of year	–	–	–	–	–	–
Depreciation for the year[1]	–	–	-406	-7	0	-414
Exchange differences	–	–	3	0	0	3
At year end	–	–	-403	-7	0	-411
Accumulated impairment						
At start of year	–	–	–	–	–	–
Impairment for the year	–	–	–	–	–	–
At year end	–	–	–	–	–	–
Carrying amounts, 31 December	10,222	559	208	34	24	11,046

1) Amortisations for the year were charged to Sales and administrative expenses in profit or loss.

Impairment requirements for intangible assets
Assessing the value of the Group's goodwill items and other intangible assets occurs annually based on the value-in-use of the cash-generating units. The value-in-use for the respective units is based on a forecast of future cash flows. These are based on the 2024 budget and subsequently on the business area-specific assumptions of yearly sales growth, EBITA margin and working capital requirements for the period from 2025 to 2027. These assumptions are set based on the history of the operations, the objectives in the business plan, the competitiveness of the operations and an assessment of future trends in the business cycle. Annual growth for the period after 2027 is assumed to be 2.0 percent. The forecast cash flows have been calculated at their present value with discount rates before tax amounting to 11.0 percent in Sweden, 11.7 percent in Norway and 11.5 percent in Finland based on a weighted average of the Company's cost for externally borrowed capital and a theoretical yield requirement on equity. As of 31 December 2023, the value-in-use exceeds the carrying amount for all units tested. There is thus no impairment requirement, and no reasonable changes in the material assumptions would give rise to impairment.

Goodwill per cash-generating unit, 2023	Electrical engineering	Heating & sanitation	Ventilation	Norway	Finland	Total
Goodwill	3,357	2,676	1,044	1,539	1,605	10,222

Note 15 Property, plant and equipment

Group (SEK million) 31 Dec 2023	Land and buildings	Leasehold improvements	Plant, machinery and equipment	Total
Amortised cost				
At start of year	–	–	–	–
Business combinations	0	28	78	106
Investments	0	3	15	18
Divestment of business	–	0	-1	-1
Disposals	–	-2	-29	-32
Transfers	–	1	-1	0
Exchange differences	–	0	-2	-2
At year end	0	30	59	89
Depreciation				
At start of year	–	–	–	–
Depreciation for the year	0	-4	-17	-21
Disposals	–	2	27	29
Transfers	–	0	0	0
Exchange differences	–	0	0	0
At year end	0	-2	11	9
Impairment				
At start of year	–	–	–	–
Impairment for the year	–	–	–	–
At year end	–	–	–	–
Carrying amounts, 31 December	0	27	71	98

Note 16 Financial investments

Group (SEK million)	31 Dec 2023
At start of year	–
Business combinations	52
Divestments	0
Participations in earnings[1]	0
Exchange differences	0
Financial assets at year-end	51
Breakdown of securities	
Elajo Invest AB	30
Other	21
Exchange differences	0
Total securities	51

1) Shares in profits in NSM EL HB and NSM VS HB.

The securities above largely pertain to shares in Elajo Invest AB, for which the fair value at year-end was SEK 30 million (30). The share is classified as an asset within level 3, for further information see Note 19.

Not 17 Financial risks and risk management

Through its operations, the Group is exposed to various types of financial risks.

- Liquidity risk
- Refinancing risk
- Currency risk
- Interest rate risk
- Credit risk

Framework for financial risk management
Responsibility for the Group's financial transactions and risks is managed centrally by the Group's treasury function, which is part of the Assemblin Sweden subsidiary. The overall objective for the treasury function is to provide cost-effective financing and to minimise negative effects on the Group's earnings arising from financial risks.

Liquidity risk Liquidity risk is defined as the risk that the Group cannot meet its immediate payment obligations. To ensure that the required liquidity is always available, the Group applies, among other things, three-month liquidity planning covering all of the Group's units. There is also a routine for continually ensuring the holding of suitable credit facilities.

Maturity structure, financial liabilities
Maturity structure relating to future contractual interest payments, based on current interest rate levels and amortisation.

Group (SEK million) **31 Dec 2023**	Currency	Nominal Amount original currency	Total (SEK)	< 1 year	1–5 years	> 5 years
Bond loans[1]	EUR	480	5,595	–	–	5,595
Other interest-bearing liabilities	SEK	18	18	5	13	–
Trade payables	SEK	1,240	1,240	1,237	2	–
Lease liabilities	SEK	1,083	1,024	307	650	66
Total			7,886	1,549	666	5,661
Interest payments[2]	SEK		2,959	544	2,136	280
Total			10,835	2,093	2,801	5,940

1) The bond loan was raised in EUR. To mitigate currency risk, capital liabilities of EUR 375 million and coupons have been swapped to SEK and the STIBOR inter-bank rate. The loan is subject to certain covenants, all of which have been met.
2) The interest rate calculation is based on the Stibor/swap rate on the balance-sheet date.

Credit facilities	Nominal	Used	Available
Other bank credits, incl. bank overdrafts	1,100	–	1,100
Warranty facility	300	35	265
Warranty facility, PRI	375	375	–
Total	1,775	410	1,365
Cash and cash equivalents available	589	–	589
Liquidity reserve	2,364	410	1,953

Parent Company (SEK million) **31 Dec 2023**	Currency	Nominal Amount original currency	Total (SEK)	< 1 year	1–5 years	> 5 years
Bond loans[1]	EUR	480	5,595	–	–	5,595
Trade payables	SEK	7	7	7	–	–
Liabilities to Group companies	SEK	139	139	139	–	–
Total			5,741	146	–	5,595
Interest payment			2,892	524	2,097	271
Total			8,362	670	2,097	5,886

1) The bond loan was raised in EUR. To mitigate currency risk, capital liabilities of EUR 375 million and coupons have been swapped to SEK and the STIBOR inter-bank rate. The loan is subject to certain covenants, all of which have been met.

Credit facilities	Nominal	Used	Available
Other bank credits, incl. bank overdrafts	1,100	–	1,100
Warranty facility	300	35	265
Warranty facility, PRI	375	375	–
Total	1,775	410	1,365
Cash and cash equivalents available	0		0
Liquidity reserve	1,775	410	1,365

Note 17 Financial risks and risk management *cont.*

Parent Company
The Parent Company has no long-term internal Group liabilities to subsidiaries.

Refinancing risk
Refinancing risk related to the risk that the Group does not have sufficient funds available when these are needed to refinance loans that fall due, or that the Group encounters difficulties in obtaining new facilities at a given point in time. Ensuring these needs requires both a strong financial position and active measures to ensure access to credits. The refinancing risk is managed through such measures as long-term borrowing.

Currency risk
Currency risk means the risk that fluctuations in exchange rates subdued activity negative impact on profit or loss, financial position and cash flows. Currency risk can be divided into transaction exposure and translation exposure. Transaction exposure consists of the net of operating and finance in- and outflows in currencies. The Group's EUR financing is hedged with a derivative that eliminates the currency risk as regards interest payments and capital liability for which hedge accounting is applied. Translation exposure consists of the net assets of the Norwegian and Finnish subsidiaries, and their earnings in foreign currencies.

Sensitivity analysis — currency risk (translation exposure)
An increase of five per cent in the EUR/SEK exchange rate would negatively impact the Group's equity by SEK -3 million, while a similar increase in the NOK/SEK exchange rate would positively impact equity by SEK +3 million. The Group's profit before tax would be affected by SEK -1 million and SEK +1 million, respectively, in the same exchange rate change.

Interest rate risk
Interest rate risk is the risk that net interest income is negatively affected or that the value of financial instruments varies due to changes in market interest rates, which can lead to changes in fair values and changes in cash flows. Exposures arise primarily as a consequence of the Group's external interest-bearing borrowings.

Sensitivity analysis — interest rate risk
The impact of an interest rate hike of 1 percentage point at the balance sheet date on interest revenue and interest expenses during the coming twelve-month period would total SEK 51 million, given the interest-bearing assets and liabilities existing on the balance-sheet date.

Effect of hedge accounting
The impact of hedge accounting on the consolidated statements of profit or loss and financial position is shown below.

Group 31 Dec 2023
3 May 2023--31 Dec 2023

	Nominal amount (EUR million)	Carrying amount	Item in statement of financial position containing hedging instruments	Change in hedging instruments recognised in other comprehensive income	Amount reclassified from hedge reserve to profit or loss	Items in profit or loss affected by the reclassification
Crosscurrency swap	375	-338	Other non-current liabilities	-207	130	Financial income/ Financial expenses

Credit risk
Credit risks in finance operations
Financial credit risk arises when cash and cash equivalents are invested, and in conjunction with trading in financial instruments. These are primarily counterparty risks in connection with receivables in banks and other counterparties that arise when purchasing derivative financial instruments. Data on receivables from derivatives counterparties as of 31 December 2023 is missing. For other financial assets, the credit risk is assumed to correspond to the carrying amounts.

Credit risks in trade receivables and contract assets
The risk that the Group's or company's customers cannot fulfil their commitments (i.e. payment is not received from customers) constitutes a customer credit risk. The Group's customers are subject to credit checks, in which information about the customers' financial position is obtained from various credit bureaus. The Group has prepared a credit policy for how customer credits are to be managed. It indicates, for example, where decisions are made on credit limits of various sizes, and how credits and doubtful receivables are to be managed. No individual customer represents 10 per cent of sales. The Groups companies have historically had low credit losses, and there are no indications that this will change. For the purpose of assessing the risk in trade receivables, they are divided into various risks depending on how many days have passed since the due date. Invoices are routinely sent over the course of the project and in advance. Trade receivables are additionally divided among a great many customers in various industries and have a broad geographical spread.

Note 17 Financial risks and risk management *cont.*

Age analysis, trade receivables (SEK MILLION) ***31 December 2023***	Accounts receivable, gross	Loss reserve	Net
Current trade receivables	1,776	0	1,776
Past due trade receivables, 0 – 30 days	350	0	350
Past due trade receivables, > 30 – 90 days	61	-2	59
Past due trade receivables, > 90 – 180 days	19	-7	13
Past due trade receivables, > 180 – 360 days	21	-7	13
Past due payables >360 days	21	-11	10
Total	2,248	-28	2,221

Age analysis, trade payables (SEK million) 31 December 2023	
Current trade payables	1,162
Past due trade payables, 0 – 30 days	51
Past due trade payables, > 30 – 90 days	10
Past due trade payables, > 90 – 180 days	9
Past due trade payables, > 180 – 360 days	5
Past due payables >360 days	2
Total	1,240

Expected credit losses (SEK million) 31 December 2023	
On formation of the Group	21
Revaluation of loss allowances, net	-3
Acquisition of financial assets	0
Verified credit losses	-12
Provisions for the year	23
Closing balance as of December 31	28

Note 18 Non-current receivables and other receivables

(SEK million) 31 Dec 2023	**Group**	**Parent Company**
Non-current receivables that are non-current assets		
Deposit, premises rentals	1	–
Other	1	–
Total	1	–
Other receivables that are current assets		
VAT receivables	10	2
Receivable, tax account	138	2
Other	72	–
Total	219	4

No individual item under Other exceeds 10 per cent of the total amount.

Note 19 Measuring financial assets and liabilities at fair value

Measurement at fair value contains a measurement hierarchy regarding input data for the valuations. This measurement hierarchy is divided into three levels corresponding with the levels indicated in IFRS 13 Fair Value Measurement. Disclosures.

The three levels consist of:
Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company has access to on the measurement date.

Level 2: Inputs other than the quoted prices included in Level 1, which are directly or indirectly observable for the asset or liability. This can also relate to inputs other than quoted prices that are observable for the asset or liability, such as interest rate levels, yield curves, volatility and multiples.

Level 3: Unobservable inputs for the asset or liability. At this level, the assumptions that market players would make use of in pricing the asset or liability, including risk assumptions, must be taken into consideration.

Derivatives are valued in accordance with level 2. Fair value adjustments are reported in the hedge reserve. The Group's derivatives consist of currency interest rate swaps whose fair value is determined by discounting the future cash flows attributable to the instruments. Financial assets measured at fair value through other comprehensive income pertain primarily to Elajo and classed in accordance with Level 3 since they are not listed on a regulated market and no observable transactions have occurred in the near term. The holdings are recognised through other comprehensive income. Contingent purchase considerations are reported in accordance with level 3. For all other items, excluding borrowings, the carrying amount is an approximation of the fair value. Accordingly, these items are not divided into levels under the measurement hierarchy.

Since borrowing via bond loans run with variable interest rates, their carrying amount is also deemed to essentially correspond to the fair values. For all financial instruments in the Parent Company, the carrying amount is considered to be a reasonable approximation of fair value.

Classification and fair value, and level in the measurement hierarchy

Group (SEK million) **31 Dec 2023**	Note	Financial assets measured at amortised cost	Fair value – hedging instruments	Financial assets measured at fair value through other comprehensive income	Total
Financial investments	16, 17			51	51
Non-current receivables	18	1			1
Contract assets	20	651			651
Trade receivables	21	2,221			2,221
Accrued income	22	4			4
Total		2,877		51	2,928

Group (SEK million) **31 Dec 2023**	Note	Financial liabilities measured at amortised cost	Fair value – hedging instruments	Financial liabilities measured at fair value through the income statement	Total carrying amount
Bond loans	17, 23	5,334			5,334
Other non-current interest-bearing liabilities		13			13
Derivatives	17, 23		338		338
Trade payables		1,240			1,240
Conditional purchase consideration	12			401	401
Other liabilities	25	35			35
Accrued costs	26	131			131
Total		6,754	338	401	7,492

Parent Company (SEK million) **31 Dec 2023**	Note	Financial assets measured at amortised cost	Financial assets measured at fair value through other comprehensive income	Total carrying amount
Non-current receivables from Group companies		3,894		3,894
Current receivables from Group companies		287		287
Cash and cash equivalents		0		0
Total		4,180		4,180

Parent Company (SEK million) **31 Dec 2023**	Note	Financial liabilities measured at amortised cost	Financial liabilities measured at fair value through other comprehensive income	Financial liabilities measured at fair value through the income statement	Total carrying amount
Bond loans	17, 23	5,595			5,595
Liabilities to Group companies		139			139
Trade payables		7			7
Accrued costs	26	131			131
Total		5,872			5,872

Note 20 Contractual assets and liabilities

Group (SEK million)	31 Dec 2023
Contract assets	
Revenue generated on work not concluded	6,041
Invoicing on work not concluded	-5,390
Total contractual assets	651
Contract liabilities	
Invoicing on work not concluded	13,628
Revenue generated on work not concluded	-12,379
Total contract liabilities	1,249

Historically, Assemblin and its subsidiaries have had low confirmed customer losses and this is not deemed to have changed in 2024 or to do so in the future. When assessing expected credit losses, the receivables are classified in accordance with the number of days due. The Group's major customers are credit tested via credit information companies and the subsidiaries monitor cancelled and late payments closely. The Group invoices customers on an ongoing basis over the production period, with any credit losses being detected at an early stage. Advance invoicing is also applied in cases where this is deemed necessary or requested. Accounts receivable are based on a large number of customers and projects in various industries and geographical areas. The contractual assets amount to SEK 651 million and relate to accrued but not invoiced income and are by nature comparable to accounts receivable. In light of the Group's historically low credit losses, the impact from the impairment model in accordance with IFRS 9 is considered to be insignificant.

Note 21 Trade receivables

Trade receivables are recognised after taking customer losses totalling SEK 12 million in the Group into account.

Note 22 Prepaid expenses and accrued income

(SEK million) 31 Dec 2023	Group	Parent Company
Accrued income	4	0
Accrued supplier bonuses	153	–
Prepaid rent	7	–
Prepaid licenses	13	0
Prepaid insurance premiums	10	1
Other prepaid expenses	32	2
Total prepaid expenses and accrued income	219	3

Note 23 Interest-bearing liabilities cont.

The following section provides information on the Company's contractual terms regarding interest-bearing liabilities. For more information on the Company's exposure to interest rate risk and for changes in exchange rates, refer to Note 17.

Group (SEK million) 31 Dec 2023	
Non-current liabilities	
Bond loans	5,144
Value of derivatives	338
Other interest-bearing external liabilities	13
Lease liabilities	716
	6,211

Current liabilities	
Short-term interest-bearing liabilities	5
Current portion of lease liabilities	307
	312

Group				2023	
Terms and repayment periods	Currency	Nominal interest rate	Maturity	Nominal value	Carrying amount
Bond loans[1]	EUR	9.36%	5 Jul 2029	5,334	5,144
Current portion of lease liabilities[2]	SEK		31 Dec 2024	312	307
Non-current portion of lease liabilities[2]	SEK	2)		770	716
Total interest-bearing liabilities					

The liabilities are linked with certain conditions associated with earnings and financial position (known as covenants). All of these have been met.
1) During 2023, borrowing expenses of SEK 56 million were expensed.
2) The finance leases are amortised over three to five years at interest rates of 5.06–5.79 percent%.

Parent Company (SEK million)	2023
Non-current liabilities	
Bond loans[1]	5,405
Total	5,405

Parent Company				2023	
Terms and repayment periods	Currency	Nominal interest rate	Maturity	Nominal value	Carrying amount
Bond loans	EUR	9.36%	5 Jul 2029	5,405	5,405
Total interest-bearing liabilities				5,405	5,405

The liabilities are linked with certain conditions associated with earnings and financial position (known as covenants). All of these have been met.
1) During 2023, borrowing expenses of SEK 17 million were expensed.

Credit limits	2023
Group and Parent Company	
Credit limit granted	1,100
Unused portion	1,100
Credit amount used	–

Credit limit granted, by country	
Sweden	1,100
Total credit limit granted	1,100

Note 24 Provisions

Group (SEK million)	31 Dec 2023
Provisions that are non-current liabilities	
Warranty commitments	105
Restructuring, onerous contracts and disputes	23
Total	128
Provisions that are current liabilities	
Warranty commitments	12
Restructuring, onerous contracts and disputes	6
Total	18

Provisions for warranty commitments (SEK million)	31 Dec 2023
Carrying amount at start of period	–
Amount acquired	118
Provisions made during the period	12
Amount utilised during the period	-5
Unused amount reversed during the period	-7
Transfers	–
Translation difference/other	-1
Carrying amount at end of period	118

Provisions for restructuring, onerous contracts and disputes (SEK million)	31 Dec 2023
Carrying amount at start of period	–
Amount acquired	37
Provisions made during the period	25
Amount utilised during the period	-33
Unused amount reversed during the period	-6
Transfers	5
Translation difference/other	0
Carrying amount at end of period	29

Total Group provisions (SEK million)	31 Dec 2023
Carrying amount at end of period	–
Amount acquired	155
Provisions made during the period	38
Amount utilised during the period	-38
Unused amount reversed during the period	-13
Transfers	5
Translation difference/other	-1
Total carrying amount at end of period	146
Of which total non-current portion of provisions	128
Of which total current portion of provisions	18

Note 24 Provisions

Guarantee commitments
Provisions for warranties relate to assumed future expenditures for rectifying future errors and shortcomings regarding concluded projects that arise during the warranty period for the projects. The provisions are primarily attributable to projects concluded in 2022 and 2023 whose warranty period is up to five years. The provisions are based on calculations of historical warranty expenses and known complaints. The present values of the provisions are not calculated. Further information concerning important assessments and estimates is provided in Note 32.

Restructuring, onerous contracts and disputes
Among other things, restructuring provisions consist of expenses for future settlements related to the closure of unprofitable branches in announced restructuring programmes. In addition, the Group has several rental agreements for premises with long notice periods that stand unused as a result of reorganisations. Provisions have been made for commitments to pay peripheral expenses over and above rental expenses during the remainder of the contract period.

For construction contracts where it is likely that the total contract expenses will exceed total contract revenue, the anticipated loss is immediately recognised in its entirety as a expense. An obligatory agreement is a contract where the unavoidable expenses for meeting the obligations under the agreement exceed the anticipated financial benefits.

Provisions for disputes and other provisions are based on individual risk evaluation as per the balance sheet date and are primarily related to acquisitions and adjustments of acquisition balances.

Note 25 Other liabilities

	Group	Parent Company
(SEK million)	31 Dec 2023	31 Dec 2023
Other current liabilities		
VAT liability	134	–
Unpaid purchase consideration on acquisition of subsidiaries	54	–
Other	35	1
Total other current liabilities	223	1

Note 26 Accrued expenses and prepaid income

	Group	Parent Company
(SEK million)	31 Dec 2023	31 Dec 2023
Deferred income	8	–
Prepaid arrangement fee intercompany loans		
Personnel-related items	1,199	7
Accrued interest expenses	131	131
Other accrued expenses	113	2
Total accrued expenses and deferred income	1,450	140

Note 27 Specifications of cash flow analyses

Cash and cash equivalents (SEK million)	Group 31 Dec 2023	Parent Company 31 Dec 2023
The following subcomponents are included in cash and cash equivalents:		
Cash in hand and bank deposits	589	0
Total cash and cash equivalents	589	0

Interest paid and dividends received (SEK million)	Group 3 May 2023--31 Dec 2023	Parent Company 21 Mar 2023--31 Dec 2023
Interest received from Group companies	–	104
Interest received	11	–
Interest paid to Group companies	–	-2
Interest paid	-314	-139
Total interest paid and dividends received	-302	-37

	Group			Parent Company
Adjustments for items not included in the cash flow (SEK million)	3 May 2023-- 31 Dec 2023	Aggregated financial information 1 Jan 2023-- 31 Dec 2023	Aggregated financial information 1 Jan 2022-- 31 Dec 2022	21 Mar 2023-- 31 Dec 2023
Depreciation and impairment of property, plant and equipment	608	709	312	–
Capital loss on sale of non-current assets	-10	-12	-10	–
Change in prepaid arrangement fees, loans	51	56	16	5
Profit from sales of business	-1	-1	–	–
Revaluation contingent purchase consideration	-119	-120	-48	–
Change in accrued interest	108	133	4	35
Unrealised translation differences	54	70	84	6
Group contributions	–	–	–	–
Participations in earnings of trading companies	-14	-22	-19	–
Provisions for pensions	-37	12	20	0
Other provisions	30	45	65	–
Dividends received	-5	-5	-10	–
Change in uncertain accounts receivable	23	32	11	–
Other	-11	-7	1	–
Total non-cash items	676	890	428	45

Note 27 Specification of cash flow statement *forts.*

Opening/closing balance analysis for liabilities whose cash flows are recognised in financing activities

		Changes not affecting cash flow				
Group (SEK million)	Cash flows	Additional lease liabilities	Acquired liabilities	Currency effect	Other	31 Dec 2023
Bond loans	-188		5,332	-48	48	5,144
Derivatives	311		-172	199	–	338
Loans from credit institutions	0		18	0	–	18
Lease liabilities	-177	1,175	–	-4	30	1,024
Total liabilities attributable to financing activities	-55	1,175	5,178	147	78	6,523

		Changes not affecting cash flow			
Parent Company (SEK million)	Cash flows	Acquired liabilities	Currency effect	Other	31 Dec 2023
Bond loans	5,440	–	-53	17	5,405
Other loans	-1,477	1,418	59	–	–
Total liabilities attributable to financing activities	3,963	1,418	6	17	5,405

Note 28 Proposal for appropriation of profits

The following amount, in SEK, is at the disposal of the Annual General Meeting:

Retained earnings	4,494,937,043
Profit for the year	-85,221,345
Total	4,409,715,698

The Board of Directors proposes that the retained earnings and unrestricted equity be managed as follows:

To be carried forward	4,409,715,698
Total	

Note 29 Group companies

Parent Company (SEK million)	21 Mar 2023--31 Dec 2023
Acquisitions	5,885
Shareholder contributions paid	28
At year end	5,913

Note 29 Group companies *cont.*

Breakdown of Parent Company's holdings of participations in subsidiaries

Subsidiaries	Corp. ID no.	Domicile	Participa-tion, %	Number of shares	Carrying amount 31 Dec 2023
Assemblin Financing AB	559077-5952	Stockholm	100	159,293,714	5,913
Assemblin Holding AB	559025-2952	Stockholm	100		
Assemblin AB	559020-2551	Stockholm	100		
Assemblin Sweden AB	556768-1530	Stockholm	100		
Assemblin VS AB	556053-6194	Stockholm	100		
Bankeryds Rör AB	556276-5270	Jönköping	100		
Industri och Värmemontage Werme AB	556548-6411	Stockholm	100		
KP Svets & Smide AB	556345-3736	Uppsala	100		
Botkyrka VVS & Fastighetsservice AB	556400-5808	Botkyrka	100		
El & Installationsteknik i Stockholm AB	556927-8061	Botkyrka	100		
SDC Stockholm Design & Construction AB	556980-6960	Botkyrka	100		
Essen Rör AB	556459-3431	Örebro	100		
Kalmar VVS- & EL-Montage AB	556614-9166	Mörbylånga	100		
NSM VS HB	969781-5158	Malmö	50		
Vantec System AB	556605-0224	Götene	100		
Grillby & F100 Rör AB	556822-3027	Enköping	100		
Roslagens Värmemontage AB	556328-7753	Järfälla	100		
P L Energi & Bygg i Åmmeberga AB	556592-8875	Askersund	100		
J. Wretvall Rörservice AB	556548-0299	Salem	100		
NGL Energientreprenad AB	559137-7600	Lerum	100		
Samsons Rör AB	556090-9854	Stockholm	100		
Enexergi AB	556873-1979	Järfälla	100		
Assemblin El AB	556013-4628	Stockholm	100		
NIAB Norrlands Industrimontage AB	556896-6906	Sundsvall	100		
J. Östling & C. Sparf El AB	556804-7632	Uppsala	100		
NSM EL HB	969780-9847	Malmö	50		
Åby Eltjänst AB	556087-6913	Norrköping	100		
EA Installationer AB	556363-7106	Trelleborg	100		
TIS Tervell Installation och Service AB	556707-4819	Karlstad	100		
Electrotec Energy AB	556946-3531	Varberg	100		
Norrköpings Låsverkstad AB	556744-8898	Norrköping	100		
Säkra Fastigheter i Sverige AB	556872-4024	Upplands Väsby	100		
Assemblin Solar AB	559028-2900	Stockholm	100		
Jonicom i Kungsbacka AB	556720-9183	Kungsbacka	100		
Stefan El AB	556962-0361	Eskilstuna	100		
Lundqvist El i Uppsala AB	556360-2241	Uppsala	100		
Kraft & Elpartner i Västmanland AB	559132-2689	Västerås	100		
Telgra El AB	556599-0222	Nynäshamn	100		
Sydel Industri AB	556599-0222	Kristianstad	100		
RA Vision AB	556731-8711	Västerås	100		
RA Elteknik AB	556179-7415	Västerås	100		
RA Säkerhet AB	556703-2288	Västerås	100		
RA Låshuset AB	556249-2594	Ängelholm	100		
Nordiska Säkerhetsnätet AB	556695-4094	Västerås	100		
Elia AB	556459-5352	Kalmar	100		
Elia Nybro AB	556938-5841	Nybro	100		
M3 Installation AB	556620-2544	Täby	100		
Assemblin Ventilation AB	556728-9177	Malmö	100		
Assemblin HVAC AB	556778-9010	Malmö	100		
Assemblin Installation Vent AB	559077-5747	Stockholm	100		
JVT Vent AB	556680-2541	Malmö	100		
Projektuppdrag Syd AB	556367-5304	Malmö	100		
Örestadskyl AB	556504-6603	Kävlinge	100		
Luftkompaniet Sjöblom AB	556410-6929	Upplands Väsby	100		
MIS Värme & Kyla AB	559135-0326	Jönköping	100		
Lindsells AB	556812-6006	Kävlinge	100		
Ehlin & Larsson AB	556520-0457	Västerås	100		

Note 29 Group companies *cont.*

Breakdown of Parent Company's direct holding of participations in subsidiaries

Subsidiaries	Corp. ID no.	Domicile	Participation, %	Number of shares	Carrying amount 31 Dec 2023
Assemblin Norge AS	943623341	Oslo	100		
Assemblin Ventilasjon AS	965123385	Drammen	100		
Ingeniørfirmaet R. Torgersen AS	987396245	Kleppestö	100		
Assemblin AS	965808752	Oslo	100		
Assemblin Innlandet AS	912543005	Oslo	100		
Arve Hagen AS	998491487	Oslo	100		
Ramsøy AS	979125321	Oslo	100		
Gjøvik Varme og Sanitær AS	917593663	Oslo	100		
Hallingdal Varme & Sanitær AS	950363576	Nesbyen	100		
Hemsedal VVS AS	981574982	Hemsedal	100		
Larmerud Rørservice AS	984058039	Nordre Follo	100		
Ariemi AS	923137327	Barkåker	100		
Rørlegger Strand & Co AS	997392825	Sigdal	100		
Assemblin Elektro AS	930819751	Drammen	100		
Fjorden Elektro AS	921342047	Sandefjord	100		
Assemblin Oy	2064618-3	Helsinki	100		
Suomen Teollisuuskylmä Oy	2402710-1	Tampere	100		
KK-Kylmäpalvelu Oy	2358189-9	Helsinki	100		
Salon Kylmäpojat Oy	0776528-4	Helsinki	100		
Trentec Oy	280665-8	Helsinki	100		
Eltex Sähkö ja Automaatio Oy	1973260-7	Helsinki	100		
Senera Oy	2180851-9	Vantaa	100		
Tom Allen Senera Oy	1016410-5	Vantaa	100		
Maalämpöhuoltokeskus Oy	2730025-7	Vantaa	100		
Suomen Lämpöpumppuverkkokauppa Oy	2756775-2	Vantaa	100		
Fidelix Holding Oy	2643583-8	Helsinki	100		
EcoGuard AB	556502-5755	Örebro	100		
Lansen Systems AB	556901-4011	Halmstad	100		
Fidelix Oy	1770269-0	Vantaa	100		
EcoGuard Norge AS	926817744	Oslo	100		
SLH-Kiinteistötekniikka Oy	3111290-2	Helsinki	100		
Säätölaitehuolto Oy	2041453-4	Helsinki	100		
Fidelix Tech Oy	3329591-7	Vantaa	100		
Fidelix Sverige AB	556567-5716	Strängnäs	100		
Larmia Control AB	556139-3132	Stockholm	100		
Assemblin Installation AB	556224-0944	Stockholm	100		
Assemblin Umeå Ventilation AB	556627-6753	Umeå	2)		
Assemblin Umeå Holding AB	556595-6090	Umeå	100		
Trignition 1 AB	559025-3026	Stockholm	100		

1) Merged 2) Divested

Note 30 Receivables from Group companies

Parent Company (SEK million)	21 Mar 2023--31 Dec 2023
At the end of the financial year	–
Lending	4,152
Decrease in lending	-118
At end of year	4,034

Note 31 Critical accounting estimates and judgements

Company management has discussed the development and choice of the Group's critical accounting policies and estimates, the information concerning them, and the application of these policies and estimates with the Audit Committee.

Estimates on recognition
Certain critical accounting judgements made when applying the Group's accounting policies are described below.

Recognition of revenue over time (percentage of completion)
The reported earnings in ongoing contract projects are recognised over time on the basis of assignment expenditures incurred in relation to the total estimated assignment fees of the assignment. Expenses associated with this are recognised in earnings as they arise. This requires reliable calculation of project revenue and project expenses. The precondition is a properly functioning system for expense accounting, forecasting procedures and project monitoring. The forecast regarding the project's final outcome is a critical judgement that is material to the operating report over the course of the project. There may be a risk that the final result as regards the project could deviate from what is reported over time.

Pensions
Assemblin has in partdefined-benefit pension plans. The pension obligation is calculated applying actuarial assumptions and, as of the balance sheet date, the present value of the obligations is reported. A change in any of these assumptions and measurements could have a significant impact on calculated pension commitments and pension expenses.

Intangible assets
Impairment testing of goodwill
The recoverable amounts of cash-generating units is based on the assumption of future conditions and estimates of various parameters. Changes in these assumptions and estimates could have an effect on the carrying amount of goodwill. A recession in the rate of growth and operating margin would yield a lower recoverable amount. The reverse applies if the recoverable amount were calculated based on a higher rate of growth or margin. If future cash flows are discounted at a higher interest rate, the recoverable amount would be lower. The reverse would apply if the recoverable amount were to rise in conjunction with discounting at a lower discount rate.

Warranty provisions
In the Assemblin Group, warranty provisions are made for the warranty obligations found in the installation assignments being performed. A warranty expenditure arises in a project when a Group company performs extra work as a result of shortcomings that emerged in the original contract, in work performed or in materials. A warranty reserve is calculated based on the probable expenses of correcting the faults that arose in the contract. The scope of the warranty provision is established based on:

a) previous experiences from similar projects,
b) the anticipated scope of the extra work; and
c) the estimated expense.

Onerous contracts
When it is probable that total contractual expenses will exceed total contract revenue, the expected loss is immediately recognised as an expense in its entirety. An onerous lease is a contract in which the unavoidable expenses for meeting the obligations under the contract exceed the anticipated financial benefits. The expected loss is immediately recognised as a expense in its entirety.

Not 32 Related parties

Relationship with related parties
The Parent Company has a related party relationship with its subsidiaries. The breakdown of participations in subsidiaries is presented in Note 29.

Summary of related party transactions and the Parent Company's transactions with subsidiaries.

Revenue	3 May 2023--31 Dec 2023
Sales	34
Group contributions	–
Interest income	200
	234

Expenses	
Purchase of goods/services	
Triton Advisers Ltd.	0
West Park Mgmnt Services Ltd.	5
Group contributions made	–
Interest expenses	2
	8

Receivables	4,320
Liabilities	139

Parent Company and key individuals
Via Apollo Swedish HoldCo AB, Triton Fund IV Continuation Fund held the majority of Assemblin Group AB's shares per 31 December 2023 and thus has a controlling influence over the Group. Transactions between Assemblin Group AB and its subsidiaries have been eliminated in the consolidation. Assemblin Group AB purchase support services from Triton Advisers Ltd and West Park Management Services Ltd. All transactions involving support services are conducted on market terms. Disclosures regarding key individuals and remunerations to individuals in senior positions can be found in Note 7 and in the Corporate Governance Report. Shares in subsidiaries are reported in Note 29.

Note 33 Events after the balance-sheet date

In January 2024, Assemblin El AB acquired all of the shares in Elservice Västra Götaland AB, which has its headquarters in Lidköping, has 14 employees and annual sales of about SEK 30 million. In Norway, Assemblin Ventilasjon AS signed an agreement in January to acquire Skaugen Blikk & Ventilasjon AS, with seven employees and annual sales of about NOK 15 million. On 5 March 2024, Triton announced that Assemblin and Caverion would merge to form the Group Assemblin Caverion Group AB. The merger means that the new Group will conduct operations in ten countries, with combined annual sales of about SEK 44 billion and with some 21,000 employees.

Note 34 Parent Company information

Assemblin Group AB (559427-2006) is a Swedish limited company incorporated and domiciled in Stockholm. Its registered office is located at Västberga Allé 1, SE-126 30 Hägersten, Sweden.

In May, the newly formed company Assemblin Group AB (formerly Apollo Swedish Bidco AB, corporate identification number 559427-2006) acquired Assemblin Financing AB (formerly Assemblin Group AB, corporate identification number 559077-5952). The acquisition was part of a major transfer of holdings from Triton Fund IV to the newly formed Triton Fund IV Continuation Fund as the ultimate shareholder. The change in ownership resulted in the formation of a new Group in which the highest consolidating Parent Company is Assemblin Group AB (559427-2006). The new Group's financial year covers the period from 3 May to 31 December 2023.

Attestation by the Board

The Board of Directors and the CEO certify that the Annual Report has been prepared in accordance with generally accepted accounting standards in Sweden and that the consolidated accounts have been prepared in accordance with the international accounting standards referred to in Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July, 2002 on the application of international accounting standards. The Annual Report and consolidated accounts give a true and fair view of the Parent Company's and the Group's position and results. The Administration Report for the Parent Company and the Group provides a true and fair view of the development of operations, position and earnings of the Parent Company and the Group and describes the significant risks and uncertainties faced by the Parent Company and the companies included in the Group.

The Annual Report and consolidated financial statements were, as stated above, approved for issue by the Board of Directors and the CEO on 27 March 2024. The consolidated statement of profit or loss and other comprehensive income, the consolidated statement of financial position, and the Parent Company income statement and balance sheet were adopted at the Annual General Meeting of 27 March 2024.

Stockholm, 27 March 2024

Mats Jönsson
Chairman of the Board

Susanne Ekblom

Hans Petter Hjellestad

Peder Pråhl

Per Ingemar Persson

Mats Johansson
CEO

Our auditor's report was presented on 27 March 2024
KPMG AB

Marc Karlsson
Authorised Public Accountant

KPMG

Auditor’s report

To the Annual General Meeting of Assemblin Group AB (publ), corporate identity number 559427-2006

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual and consolidated accounts of Assemblin Group AB for the financial year 21 March 2023—31 December 2023 for the Parent Company and for the financial year 3 May 2023—31 December 2023 for the Group, with the exception of the aggregated financial information on pages 78-79, 81, 89, 91-93, 95, 97 and 112. The Company’s annual and consolidated accounts are included on pages 73-76 and 78-117 of this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act, and present fairly, in all material respects, the financial position of the Parent Company as of 31 December 2023 and its financial performance and cash flow for the financial year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Group as of 31 December 2023 and their financial performance and cash flow for the financial year then ended in accordance with the IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the Annual General Meeting approve the income statement and balance sheet for the Parent Company, as well as the consolidated statement of comprehensive income and the consolidated statement of financial position.

Basis for Opinions

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

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

Other Information than the annual accounts and consolidated accounts

This document also contains information other than the annual accounts and consolidated accounts, set forth on pages 1-29, 41-71 and 120-121. The other information also comprises aggregated financial information on pages 77, 78-79, 81, 89, 91-93, 95, 97 and 112. It is the Board and the CEO who have the responsibility for this other information.

Our statement regarding the annual accounts and consolidated accounts does not include this information and we do not make a statement with confirmation regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, it is our responsibility to read the information identified above and consider whether the information is materially incompatible with the annual and consolidated accounts. In this review, we also take into account the knowledge we otherwise acquired during the audit and assess whether the information otherwise appears to contain significant inaccuracies.

If, based on the work that has been done regarding this information, we conclude that the other information contains a material error, we are obliged to report this. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

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

In preparing the annual and consolidated accounts, the Board of Directors and CEO are responsible for assessment of the Company and the Group’s ability to continue as a going concern.They disclose, where appropriate, matters related to going concerns and apply the going concern basis of accounting. They disclose, where applicable, conditions that may affect the ability to continue operations and to use the assumption of continued operations. However, the assumption of continued operations is not applied if the Board of Directors and the President intend to liquidate the Company, cease operations or have no realistic alternative to doing any of these.

The Audit Committee shall, without prejudice to the Board of Director’s responsibilities and tasks in general, among other things oversee the Company’s financial reporting process.

The auditor’s responsibility

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

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

– Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

– Obtain an understanding of the Company’s internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.

– Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.

– Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the Company's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.

– Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.

– Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated accounts. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our opinions.

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

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

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of Assemblin Group AB (publ) for the financial year 21 March 2023—31 December 2023 by the Board of Directors and the CEO, as well as proposed appropriations of the Company's profit or loss.

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

Basis for Opinions

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

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

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors has the responsibility for the proposal on the appropriation of the Company's profit or loss. A proposed dividend includes, among other things, an assessment of whether the dividend is justified considering the requirements which the nature, scope and risks associated with the operations of the Company and the Group impose with respect to the size of the Parent Company and the Group's equity, need to strengthen the balance sheet, liquidity, and financial position in general.

The Board of Directors is responsible for the Company's organisation and the administration of the Company's affairs. This includes among other things continuous assessment of the Company's and the Group's financial situation and ensuring that the Company's organisation is designed so that the accounting, management of assets and the Company's financial affairs otherwise are controlled in a reassuring manner.

The Managing Director shall manage the ongoing administration in accordance with the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfil the Company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

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

– has undertaken any action or been guilty of any omission which can give rise to liability to the Company, or

– in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

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

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

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

Stockholm, 27 March 2024

KPMG AB

Marc Karlsson
Authorized Public Accountant

Reconciliation of key figures

Reconciliation of key figures	May-Dec 2023	Aggregated financial information 2023	Aggregated financial information 2022
Net debt			
Non-current interest-bearing liabilities including lease liabilities	6,211	6,211	4,281
Current interest-bearing liabilities including lease liabilities	312	312	262
Cash and cash equivalents	-589	-589	-556
Net debt	5,934	5,934	3,987
EBITA			
Profit for the period	-127	-14	390
Tax	5	44	132
Net financial items	484	623	367
Amortisation and impairment of intangible assets	413	426	71
EBITA	775	1,079	960
Adjusted EBITA			
EBITA	775	1,079	960
Adjustments for items affecting comparability	-37	-19	-20
Adjusted EBITA	738	1,059	940
Adjusted EBITDA			
EBITA	775	1,079	960
Adjustments for items affecting comparability	-37	-19	-20
Depreciation/amortisation and impairment according to plan	195	283	241
Adjusted EBITDA	934	1,343	1,181
Working capital			
Total current assets	4,171	4,171	3,816
– Cash and cash equivalents	-589	-589	-556
– Current tax assets	-21	-21	-38
Total current liabilities	-4,681	-4,681	-4,254
– Current interest-bearing liabilities (Note 23)	5	5	3
– Lease liabilities	307	307	258
– Current provisions (Note 24)	18	18	43
– Current tax liability	188	188	204
– Unpaid purchase consideration on acquisition of subsidiaries (Note 25)	54	54	70
– Accrued interest expenses (Note 26)	131	131	14
Working capital	-418	-418	-440

Definitions

FINANCIAL DEFINITIONS

EBITA
Earnings before tax for the period, net fixed assets items, and amortisation and impairment of intangible fixed assets. EBITA is a key profit indicator used in monitoring the operations.

EBITA margin
EBITA divided by net sales. This shows the relative scale between EBITA and net sales.

EBITDA
EBITDA before planned depreciation and impairment of property, plant and equipment. EBITDA is a key profit indicator used in monitoring the operations.

Free cash flow
Adjusted EBITDA with additions or deductions for changes in working capital adjusted for non-cash items with deductions for net investments in fixed assets, as well as net investments in leasing assets prior to the transition to IFRS16. Free cash flow is used to monitor the cash flow generated by the current operations before items affecting comparability.

Adjusted EBITA
Earnings before tax for the period, net financial items, and amortisation and impairment of intangible assets, adjusted for items affecting comparability. Adjusted EBITA simplifies the comparison over time.

Adjusted EBITDA
EBITA before depreciation, amortisation and impairment, adjusted for items affecting comparability. Adjusted EBITDA simplifies the comparison over time.

Items affecting comparability
Revenue and expense items that are reported separately due to their nature and amounts. Primarily expenses for acquisitions and integration of acquisitions, more comprehensive restructuring programmes and new establishments, as well as other divergent items. Accordingly, these items make comparison over time difficult.

Adjusted EBITA margin, %
Adjusted EBITA divided by net sales. Adjusted EBITA margin, % excludes the effect of items affecting comparability, simplifying comparisons over time.

Cash Conversion, %
Free cash flow divided by adjusted EBITA. Cash generation shows the proportion of profit converted into cash and cash equivalents.

Average number of employees (FTE)
Calculated as the average number of employees over the year, taking the percentage of full-time employment into account. This indicates the personnel density in the operations.

Net sales
Sales recorded in accordance with the Group's accounting policies as described in Note 1.

Net debt
Interest-bearing liabilities, excluding pension liabilities, less cash and cash equivalents at the end of the period. This key performance indicator is a measure of the Group's total interest-bearing indebtedness.

Order intake
The value of projects and service assignments received and changes to existing projects and service assignments in the period concerned. Order intake drives the change in the order backlog over time.

Order backlog
Remaining production value in all assignments not completed at the end of the period. The order backlog is an indicator of the revenue remaining from orders that the Group has already secured.

Working capital
The sum of current assets, reduced by current tax assets and cash and cash equivalents less the sum of current liabilities, reduced by current provisions, current interest-bearing liabilities, current tax liability, accrued interest and unpaid purchase considerations in connection with acquisitions of subsidiaries. This key performance indicator shows how much working capital exists in the operations.

Earnings per share after dilution
Profit for the year attributable to the Parent Company's shareholders divided by the average number of ordinary shares outstanding after dilution.

Earnings per share before dilution
Profit for the year attributable to the Parent Company's shareholders divided by the average number of ordinary shares outstanding.

EBIT
Earnings before tax and net financial items. EBIT is a key profit indicator used in monitoring the operations.

Growth
Change in net sales for the period in relation to net sales for the corresponding period in the preceding year. This reflects sales growth over time.

Profit margin
Earnings for the period, divided by net sales for the period. Profit margin shows the comparability of the Group's earnings over time

DEFINITIONS OF SUSTAINABILITY CONCEPTS

Sustainability concepts are defined in the sustainability notes on pages 62–71.

OTHER DEFINITIONS

BMS/Building Management Systems
Control system for technical installations in a building or facility.

Installations/Installation assignments
New construction and reconstruction of technical systems in buildings, facilities and infrastructure.

Average number of employees, FTE
Full-time equivalents are calculated as the average number of employees over the year, taking the percentage of full-time employment into account.

IMD/Individual metering and debiting
System for individual metering and debiting, which uses intelligent sensors to keep track of factors including heat and humidity.

Service assignments
Operation and maintenance assignments, including maintenance-related reconstruction of technical systems in buildings, facilities and infrastructure.

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