



# SUSTAINABILITY ANNUAL REPORT 2024

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# INTRODUCTION

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## ABOUT THE SUSTAINABILITY REPORT

The sustainability report covers the parent, Couplers Holdco AB (corporate identity no. 559193-0739), and all entities in Couplers Holdco's consolidated financial statements as disclosed in note 27 to the consolidated financial statements, referred to as "Dellner" in this report. The sustainability report is prepared in accordance with the provisions in Chapters 6 and 7 of the Swedish Annual Accounts Act. There have been no significant changes in application of the reporting principles or the scope of reporting.

## DELLNER'S BUSINESS

Dellner is an international company based in Sweden with more than 80 years of experience in the railway industry. The company offers durable, safe, reliable and innovative products and services to leading train builders and operators around the world. Dellner supplies complete train connection systems, including train connections, gangways, hatches, dampers and crash management systems, complemented by aftermarket service.

Dellner has more than 1200 employees working in our factories and sales offices in 13 countries. The head office is in Vika, Falun (Sweden), where group-wide functions also are located. Dellner has a global network of subsidiaries, branches and agents around the world.

In addition to the wide range of new products, Dellner also offers aftermarket services such as upgrades, renovations, repairs, spare parts, technical support and training as well as maintenance services. In this area, Dellner works in all train segments with almost all existing train types regardless of manufacturer, and in the aftermarket, many large train operators have chosen Dellner as a supplier. Dellner is engaged in high-tech development, which provides a technical competitive advantage. The manufacturing process in the company's production facilities is efficient and under constant development.

Dellner has several hundred suppliers, primarily in Europe, Asia, and North America. Strategic supplier contracts are negotiated and drawn up by head office, with the support of local purchasing organizations, to achieve economies of scale and to ensure that Dellner purchasing guidelines are followed. The local subsidiaries manage local supplier relationships while the central function carries out category-based purchasing to ensure various synergies for Dellner in the product categories deemed particularly critical to operations. All frame agreements are approved and signed by the central function to ensure compliance with business ethics. Each local site manages the purchase of construction products and services, such as electricity, building services and maintenance of non-current assets.









# OUR SUSTAINABLE JOURNEY

Dellner has long focused on sustainability, and from 2020 we put in place a new sustainability strategy to make it a systematic focus of our business. We intensified our efforts to integrate sustainability throughout the value chain, from how we design to sourcing materials to production, through the use phase of our products to the end of their life. To track progress, we also scaled up reporting on our sustainability ambitions and performance. For Dellner, sustainability is a leadership agenda, with ownership anchored with the executive management team, and ultimately the Board of Directors. This is important for us because sustainability is an overarching and important guiding lens for business development and risk management. We are working to systematically integrate it into the way we manage the organization going forward. It is also clear that environmental threats, such as climate change, and social issues, such as safety and diversity, are moving to the top of the agenda for our clients, investors and society at large. We see it as our responsibility, as well as our opportunity, to anticipate and respond to the changing demands of our customers, legislators and society. As one of the largest coupler suppliers globally, in an industry where most investment comes from governments around the world, we are well placed to contribute to the sustainability of our industry and our value chain.

We can do so by engaging with our suppliers, increase our awareness and focus on sustainability throughout the lifecycle of our products. In addition, our products contributes to the UN Sustainable Development Goal (SDG), no. 11 - Sustainable cities and communities. Sustainability is high on the agenda for our owners, executive board as well as for the executive management team. Our lean structure and culture also lend itself to efficient decisions, actions, and results. Nonetheless, we recognize that sustainability must be anchored throughout the organization, with strong governance in place. A start in this work has been to update and launch our company's mission and vision as well as updating the strategy to include ESG targets. In 2025, Dellner will continue to communicate, reinforce awareness, and anchor ownership of sustainability initiatives with employees, business partners, and customers. To ensure engagement the bonus scheme has from 2022 included targets related to ESG for selected members of the executive management team, which will continue in 2025.










# OUR AMBITIONS AND TARGETS

	AMBITION	2020	ACTUAL 2024	TARGET 2025	RELATED SDGs
RESPONSIBLE BUSINESS	<b>RESPONSIBLE BUSINESS</b>	<ul style="list-style-type: none"> <li>Dellner Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Dellner Code of Conduct</li> <li>Ethics &amp; compliance trainings: 95% of all employees</li> <li>Whistleblowing system</li> </ul>	<ul style="list-style-type: none"> <li>Trainings in ethics and compliance: &gt;95% of all employees to Increase awareness of Codes of Conduct and Whistleblowing system.</li> </ul>	
	<b>SUSTAINABLE SOURCING</b>	<ul style="list-style-type: none"> <li>Supplier Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Supplier CoC signed by suppliers covering 93% of total spend</li> <li>Sustainability audits on high-risk suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Supplier CoC signed by suppliers covering to be sustained &gt;90% of total spend</li> <li>Sustainability audits on high-risk suppliers</li> </ul>	
	<b>HUMAN RIGHTS &amp; LABOR LAW</b>	<ul style="list-style-type: none"> <li>Dellner Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Global employee handbook</li> <li>Whistleblowing system</li> <li>Ethics &amp; compliance trainings: 95% of all employees</li> </ul>	<ul style="list-style-type: none"> <li>Trainings in ethics and compliance: &gt;95% of all employees, Increase awareness of Codes of Conduct and Whistleblowing system.</li> </ul>	 
PEOPLE	<b>EMPLOYEE WELL BEING</b>	<ul style="list-style-type: none"> <li>Sick leave<sup>1</sup> 2.43%</li> <li>Employee satisfaction and motivation index: 69</li> </ul>	<ul style="list-style-type: none"> <li>Sick leave<sup>1</sup> 2.51%</li> <li>Employee satisfaction and motivation index: 70</li> <li>Total Employee turnover rate: 15,5%, Voluntary 7,9%</li> </ul>	<ul style="list-style-type: none"> <li>Reduce sick leave to 2.0%</li> <li>Increase employee and satisfaction index to 72</li> <li>Employee turnover rate: 10%</li> </ul>	
	<b>HEALTH &amp; SAFETY</b>	<ul style="list-style-type: none"> <li>NA</li> </ul>	<ul style="list-style-type: none"> <li>Ltif: 4.3 for blue and white collar</li> </ul>	<ul style="list-style-type: none"> <li>Conduct internal audits to ensure implementation of updated routines, Ltif 2.5 by Year end.</li> </ul>	
	<b>DIVERSITY</b>	<ul style="list-style-type: none"> <li>19% women in total</li> </ul>	<ul style="list-style-type: none"> <li>27% women at manager and senior positions</li> <li>22% women in total</li> </ul>	<ul style="list-style-type: none"> <li>28% women at manager and senior positions</li> <li>23% women in total</li> </ul>	 

1) Includes only Sweden

# OUR AMBITIONS AND TARGETS

	AMBITION	2020	ACTUAL 2024	TARGET 2025	RELATED SDGs
ENVIRONMENT / CLIMATE	<b>RENEWABLE ELECTRICITY</b>	<ul style="list-style-type: none"> <li>Renewable electricity: 53%</li> </ul>	<ul style="list-style-type: none"> <li>Renewable electricity: 100%<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>100% renewable electricity</li> <li>Increase self-produced electricity by installing solar panels (long term)</li> </ul>	 
	<b>ENERGY CONSUMPTION</b>	<ul style="list-style-type: none"> <li>Electricity: 11 843 MWh</li> <li>Energy consumption / workhour<sup>3</sup> 7.1 KWh</li> </ul>	<ul style="list-style-type: none"> <li>Electricity: 6 624 MWh</li> <li>Energy consumption / workhour<sup>3</sup> 4.6 KWh</li> </ul>	<ul style="list-style-type: none"> <li>Target Energy consumption / workhour<sup>3</sup>: 4.3 KWh</li> </ul>	
	<b>AIR FREIGHT</b>	<ul style="list-style-type: none"> <li>5% air freight kg / (air-, boat-, train freight kg)</li> </ul>	<ul style="list-style-type: none"> <li>17% air freight kg / (air-, boat freight kg)</li> </ul>	<ul style="list-style-type: none"> <li>&lt; 5% air freight kg / (air-, boat-, train freight kg)</li> </ul>	
	<b>ENVIRONMENT TRAINING</b>	<ul style="list-style-type: none"> <li>Employees trained / total number of employees: 0%</li> </ul>	<ul style="list-style-type: none"> <li>Employees trained/ total number of employees: 77%</li> </ul>	<ul style="list-style-type: none"> <li>Training of &gt;95% of all employees globally</li> <li>Launching a global environment e-learning</li> </ul>	 
	<b>END OF LIFE MANUALS</b>	<ul style="list-style-type: none"> <li>7% , End of life manuals in projects/ projects with manuals</li> </ul>	<ul style="list-style-type: none"> <li>81% End of life manuals in projects / projects with manuals</li> </ul>	<ul style="list-style-type: none"> <li>90% End of life manuals in projects/ projects with manuals</li> </ul>	

2) During 2024 energy attribute certificates were purchased to reach 100% renewable electricity. Before purchase of certificates, 76% of Dellner electricity were renewable.

3) Includes the six biggest entities. Workhours used at production.

# THE SUSTAINABLE GOALS AND MATERIALITY

## RISK MANAGEMENT

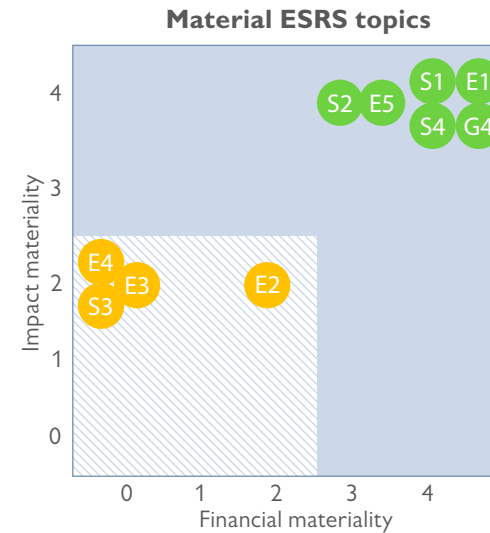
There are internal and external factors that could affect our ability to generate revenue. To identify these factors/risks and prepare the organization to handle them Dellner has, with internal and external expertise, identified our Risk universe. These risks are then evaluated, and mitigation actions are taken for at least the top ten risks. The risk assessment is reviewed and updated yearly.

Our risk universe includes leadership capabilities, succession planning, cyber security, employment rate, interest rate changes and GDP growth, environmental and compliance risks to name a few.

## MATERIALITY ASSESSMENT

During 2024 we did a double materiality assessment to identify and prioritize our impacts, risks and opportunities on environment, people, and governance (responsible business). This was done from a double materiality perspective looking at the financial impact (outside in) as well as the actual impact (inside out). To identify material topics and get as many stakeholders' perspectives as possible, we did interviews and workshops with internal subject matter experts, where we also looked into requirements from customers and authorities. All identified impacts, risks, and opportunities (IROs) were mapped and scored against the topics from the European Sustainability Reporting Standards (ESRS). The result was confirmed by top management and the board. Topics found to be material (above threshold 2.5) were climate change (E1), circular economy (E5), own workforce (S1), workers in value chain (S2), consumer & end users (S4) and business conduct (G1).

Having this materiality assessment in place is a major step towards integrating the coming requirements on sustainability reporting to the European Corporate Social Responsibility Directive (CSRD) into our processes. The analysis done is and will be a tool for us to improve our sustainability reporting and, most importantly, our sustainability work.



## IDENTIFIED RISKS, OPPORTUNITIES, AND IMPACTS

### E1 Climate change

Climate change is an urgent global threat, and how we respond now will determine the trajectory of warming for generations. Our impact on climate originates mainly from purchased goods and services and upstream and downstream transportation. Increased climate awareness is an opportunity for Dellner to grow its business, as trains are forecasted to replace other modes of transport as it is a climate-friendly alternative. There is a risk that there will be costs for adhering to regulations on climate if we do not reduce our climate impact fast enough.

# THE SUSTAINABLE GOALS AND MATERIALITY

## E5 Circular economy

Our products have a long lifetime and therefore the impact is lower compared to other types of products. Also, our products are serviced to increase their lifetime. Nevertheless, when building our products, resources such as metals are used. With metallic material being the largest portion of our products, there is an opportunity to increase the portion of recycled material in our products.

## S1 Own workforce

At Dellner we value our own workforce highly. For the quality of our products and safety of our workforce, it is important to ensure that our people have adequate training and that we provide a safe work environment. We are dependent on our employees and a high staff turnover can influence our productivity. By improved work conditions and work environment we aim to minimize employee turnover.

## S2 Workers in the value chain

Our suppliers are important to us, and so also their workers. With the production processes required to manufacture components for our products, there are risks of accidents. With our supplier's global footprint, with exposure in high-risk regions, we also see a risk of non-compliance with business ethical principles. To mitigate these risks, we have a supplier code of conduct in place that covers the working conditions in the value chain. An opportunity to improve working conditions for workers is that we, with an external partner, do ESG-audits for high-risk suppliers.

## S4 consumer & end users

If our products do not work, they can in worst case result in train accidents. For us, safety is the highest priority, and it is built in in all our processes. Our customers have a high and increasing focus on safety, which is an opportunity for Dellner to work with further improvements in product safety.

## G1 Business conduct

As a service provider for couplers and gangways, we need to be close to customers and therefore Dellner has several subsidiaries at various locations worldwide. For our new sales business, local content requirements drive an increased number of suppliers around the globe. We have a code of conduct in place not only for our suppliers but also for our own workforce. Having a clear code of conduct gives the positive effect that all our employees, no matter in which region they operate, have clear guidelines on how we do business. We have a comprehensive whistleblowing system set up globally, both for our own personnel, but also for all external stakeholders that have something to report on.

## FOCUS AREAS AND GOALS

The risk universe, risk assessment, materiality assessment together with the ten principles of UN Global Compact and the UN Sustainable Development Goals (SDGs) are important input to our sustainability work. The result from Ecovadis business rating, the most common sustainability business rating provider within our industry, and a requirement from many of our customers, is another feed into our focus areas and goals on sustainability.

Using this framework, we focus on areas where we can have positive impact on the SDGs. At the same time, we acknowledge that the nature of our and other commercial activities is that there is a risk of negative impact, which we have a responsibility to mitigate and minimize.

In our ambitions and targets, we have mapped our focus areas, highlighting the connection of each to the SDGs at the target level. On top of that we have further actions and targets described in the coming pages.

# THE SDGS AND THE PRODUCT LIFE CYCLE



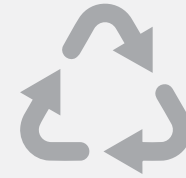
**DURING THE SUPPLY CHAIN ACTIVITIES DELLNER HAS THE HIGHEST IMPACT ON SUSTAINABILITY. THESE STEPS INCLUDE THE USE OF FUEL, ELECTRICITY, GAS, RECYCLED MATERIALS AND RAW MATERIALS WHICH IMPACT THE CLIMATE AND THE ENVIRONMENT. ALSO, OTHER KINDS OF POLLUTIONS IS RELEASED DURING THE MANUFACTURING. WE CAN INFLUENCE THIS PHASE BY WORKING TOGETHER WITH OUR SUPPLIERS TO TRY TO REDUCE THE IMPACT ON THE ENVIRONMENT AND GIVE WORKERS DECENT WORKING CONDITIONS AND JUSTICE.**



**THE PRODUCTION PHASE INCLUDES ASSEMBLY OF COUPLERS AND GANGWAYS AND TRANSPORTS BETWEEN DELLNER SITES. THIS PHASE IMPACTS THE ENVIRONMENT THROUGH USAGE OF ELECTRICITY, FUEL AND GAS WHICH HAS AN IMPACT ON THE CLIMATE. WE HAVE THE MOST DIRECT INFLUENCE OVER OUR OWN OPERATION AND THEREFORE ALSO THIS PHASE.**



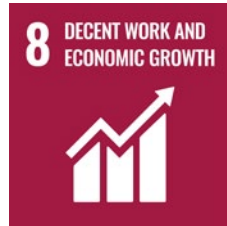
**THE COUPLERS ARE USED FOR AT LEAST 30 YEARS AND WITH GOOD MAINTENANCE THEY CAN LAST LONGER. IN SERVICE SOME PARTS ARE REPLACED, AND CHEMICALS ARE USED. DELLNER SERVICE WORKSHOPS ARE LOCATED NEAR CUSTOMERS TO SHORTEN TRANSPORTS AND DECREASE EMISSION. DURING THIS PHASE THE ENVIRONMENT IS IMPACTED LEAST. DELLNER CAN INFLUENCE THIS STEP BY CAREFUL SELECTION OF RECOMMENDED CHEMICALS TO USE FOR MAINTENANCE, DESIGN FOR LONGER MAINTENANCE INTERVALS AND MINIMIZE THE NUMBER OF SPARE PARTS NEEDED TO BE REPLACED.**



**THE END OF LIFE FOR OUR PRODUCTS INCLUDES TRANSPORT, DISASSEMBLY, SORTING AND RECYCLING. UP TO 99% OF THE COUPLER CAN BE RECYCLED. GANGWAYS ARE RECYCLABLE TO 75%. THE ENVIRONMENT IS IMPACTED THROUGH INCREASED AMOUNT OF LANDFILL WASTE FOR ALL THE COMPONENTS THAT CANNOT BE RECYCLED. WE CAN INFLUENCE THIS STEP BY PROVIDING END-OF-LIFE MANUALS TO THE CUSTOMER AND DESIGN THE PRODUCTS SO THEY EASILY CAN BE DEMOUNTED AND RECYCLED.**



# RESPONSIBLE BUSINESS



TARGET 8.7 TARGET 8.8



TARGET 10.3



TARGET 12.6



TARGET 16.5

While railway industry contributes to build sustainable infrastructure solutions financed by governments, it is common that the business requires a certain amount of localized production throughout the value chain. Localized production comes with challenges in securing our values of anti-corruptions, ethics, human rights protection and environment.

## HUMAN RIGHTS & LABOR LAWS

We firmly prohibit all child labor, forced labor and discrimination due to age, gender, race, color, religion, political opinion, social origin. We comply with all applicable labor laws and regulations in the markets where we operate. Our Code of Conduct defines these expectations and outlines guidelines for employees in all transactions, interactions and business opportunities. All employees including temporary employees are required to adhere to the Code of Conduct. If local laws and regulations are more stringent than our Code of Conduct, the local ones are to be followed. To ensure our values are kept Dellner works to continuously enhance employee awareness of the Dellner coupler group's attitudes towards ethical conduct. All our employees are obliged to participate in trainings in our Code of Conduct, persons who interact with external partners attend an extended training which is provided by our Legal department.

## IT SECURITY

Dellner's IT security work is a high priority to secure the integrity of our customers, partners, employees and suppliers and to protect our intellectual property and our contracts. In a world of constant change and cyberattacks being performed on actors in infrastructure we know that we must be prepared.

# RESPONSIBLE BUSINESS

## ANTI-CORRUPTION

Dellner's work with business ethics is guided by our Code of Conduct. We have a zero-tolerance policy to corruption of any form, and specific provisions on conflicts of interest. We are aware, however, that business ethics risks generally occur where there is close collaboration with third parties, such as in procurement.

At Dellner, we have a whistleblowing system, providing our employees and business partners with an anonymous channel to report incidents without fear of reprisal. We keep up continued awareness of the whistleblowing system to our employees and partners through our training program for Ethics and Compliance.

We are working to strengthen awareness of business ethics and anti-corruption throughout our organization and in our dealings with suppliers and subcontractors.

## RESPONSIBLE SOURCING

When working with suppliers and subcontractors, we require compliance with all current legislation, and our Dellner Code of Conduct and Supplier Code of Conduct, which include elements of human and labor rights, anti-corruption, and environmental sustainability. In addition, Dellner has a list of banned and restricted materials to ensure that the suppliers and Dellner comply with REACH, other relevant regulations and customers' requirements.

Dellner negotiates the purchase of key material categories directly with manufacturers, centralizing a large portion of our procurement and enabling long-term relations with key material suppliers. However, local content requirement increase the number of suppliers and makes the supply chain more complex. There is global routines in place to approve and re-audit supplier, these apply at all locations. With centralized processes and global procurement team, the risk of business ethics breaches is somewhat mitigated. Additionally, substantial purchasing decisions are made at the relevant authority level, and approval processes have been put in place. All frame agreements are approved and signed by the central function.

Our Supplier Code of Conduct is aligned with our Dellner Code of Conduct. All purchasing agreements with suppliers and subcontractors includes a require-

ment to comply with the Code, and we ask our suppliers to promote it within their own organizations and supply chain. Non-compliance, where a supplier or agent demonstrates inadequate commitment or lack of improvement, may result in termination of the business relationship. We implemented a SRM system 2023 with sustainability risk control mechanism and further increased our audit-capabilities on sustainability and compliance. We continue to develop our cooperation with an external company to audit our suppliers on environmental, social and compliance topics. Our external partner has both proven experience of such audits and good knowledge about the different regions where we operate.

## DELLNER'S WHISTLEBLOWING SYSTEM

In 2020, we established a Whistleblowing system, providing our employees, suppliers and subcontractors with a voluntary alternative for the reporting of serious offences without fear of reprisal. Offenses that may be reported through the system include financial crime, corruption and bribery, fraud, forgery, theft, violation of industrial safety rules, environmental pollution, sexual harassment, and violation of applicable legislation and internal rules. The whistleblowing system is outlined in our Code of Conduct and Supplier Code of Conduct.

All reports filed are screened by an appointed third party who ensures that they fall within the scope of the system before forwarding to key internal stakeholders for further assessment. Reports can be filed online, and it is possible to remain anonymous. 2 matters were filed through our whistleblowing system in 2024.

From 2020, we are committed to raising awareness of the whistleblowing system among our employees, suppliers and subcontractors to ensure that any experienced wrongdoings are reported and addressed properly.

# PEOPLE



**TARGET 3.c**



**TARGET 5.5**



**TARGET 8.3 TARGET 8.5**



**TARGET 10.3**

People are at the core of our business because our capabilities as a company depends on the performance of our people. We rely on the capabilities of our employees to achieve high standards of quality. At Dellner, we work as a dedicated team to realize each project, from sales to delivery. After delivery, our Service organization continue to serve the customer with maintenance and other aftersales related activities.

The knowledge and insights of our people are among our strongest assets as a company. We support and engage our employees, through focusing on safety, well-being and diversity. We have a lean structure and a flat hierarchy and work closely cross our business units. This operating model gives us a high degree of agility and efficiency. Over the years, we have built long-term, recurring working relationships with our suppliers and customers, which has led to an efficient, standardized operating model across projects. Not only does this increase quality and lower cost, but it also forms the basis for us to improve performance on issues such as health and safety.

# PEOPLE

## OCCUPATIONAL HEALTH & SAFETY

In 2020 we launched our Incident & Accident-system (IA) where all accidents, near misses and risk observations are reported and corrective actions identified, we differentiate lost time accidents and minor accidents in our reporting. The system is available and used at all our 19 locations. This has increased the awareness within the organization that reporting safety incidents is of high importance which increases our ability to correct and mitigate future safety incidents.

2023 we updated our Occupational Health & Safety policy to be even more clear with standards and targets for health & safety, this policy is also mandatory for our consultants and similar personnel.

We continue to improve our work with Occupational health & safety where the main activities are:

- Safety committees including members from different departments as well as employee representatives at all our subsidiaries with more than 20 employees. The site-MD is the chairman of the safety committee. Smaller sites are followed up on safety regularly during monthly meetings.
- Regular safety inspections in production areas every quarter and in offices at least once per year.
- Risk assessments for any changes in the operation of the business
- Health and safety trainings

It is important to us that our employees are safe at work. We observe all requirements of national laws and regulations related to health and safety.

Safety is one of our core values and is at the heart of everything we do. However, we want to strengthen our approach and build stronger processes and a more robust culture around health and safety.

Objectives regarding health and safety are monitored by KPIs, mandatory KPIs is Lost Time Injury Frequency (Ltif), Health & Safety related accidents and near misses in relation to Risk observations. The last KPI has the purpose to push the reporting of risk observations to catch issues early and implement mitigation actions. For 2025 we have added severity rate broken down per site and with monthly follow up, this is measured as no. of days lost per 100 employees. This KPI has earlier only been followed up consolidated for the group.

Our safety outcome for 2023 shows that we must follow-up, learn from the incidents, and continue to work to improve our safety performance. The outcome 2023 showed that a majority of LTIs is due to safety equipment and/or instructions not being sufficient while the outcome 2024 now shows that we need to increase awareness, so instructions and manuals are followed.

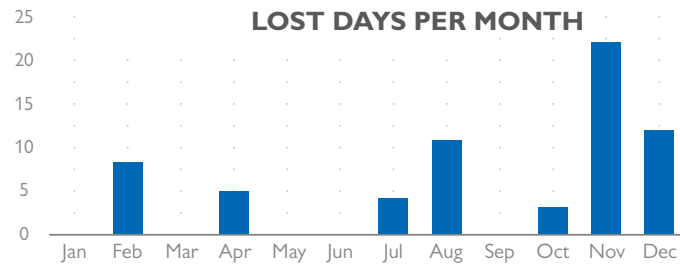
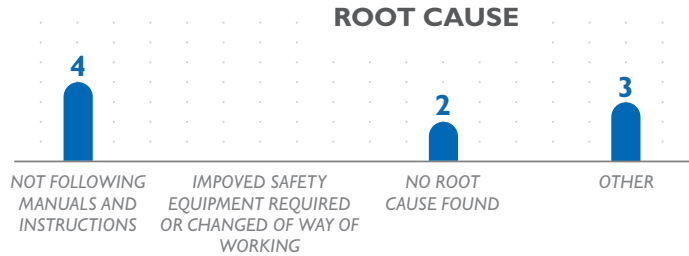
We take this very seriously and the safety committees that now exists on each site with >20 employees have the obligation to secure routines and safety equipment, trainings as well as to secure investigations and corrective actions.

Smaller sites with few employees follow the same requirements on safety equipment and routines. This is monitored during monthly follow up meetings instead of having an appointed safety committee.

Accident severity rate which we started to follow up 2022 has decreased from 31 lost days/100 employees in 2022 to 5,4 days/100 employees in 2024. We need to continue to work on minimizing this number.

The work to improve safety and work environment is followed up by internal audits.

# PEOPLE



The well-being of our people is important to us. Employee well-being also ultimately links to increased productivity and firm-level financial performance. Meeting our customers' expectations every day requires us to bring together a broad range of different people and skillsets. To attract the right people and ensure good work environment, efficient and engaged employees it is of high importance to have a good and uniform leadership at all levels.

Our global Employee engagement survey is performed annually. The response rate 2024 was 92%, (2023 93% 90% in 2022 and 83% 2021), this indicates that the survey is well appreciated among employees. The result is shared on intranet. On country level result per department is discussed. All sites are responsible to create actions plans and share on a global level. This to improve development areas.

The employee satisfaction index for 2024 70, same level as 2023, to be compared to 71 in 2022 and 69 in 2021.

The detailed result has been analyzed and shared with the employees, and we have begun development and engagement initiatives that improve team dynamics, internal, and external communication. Work-based learning and other forms of competence development are an important part for all employees to be able to develop within their respective roles. As stated in our policy for occupational health and safety, performance reviews are an important component of Dellner's systematic working environment activities. The employee appraisal is a one-to-one session between manager and employee, the process is global and covers all employees. The appraisal is done at least once every year and a follow up of the plan is done at least every six month. The performance appraisal process is well established since several years back and takes into account our values Respect, Action, Joy and Team.

The global employee handbook is setting minimum requirements for all locations within the group regarding:

- Ethics and work practices
- Compensation and benefits
- Travel & expenses
- Talent Development
- Recruitment and selection process
- Lay-offs and terminations

The employee handbook has been reviewed over the year with adjustments related how we work with equality in the recruitment process and salary. Living wages should also be taken into consideration in the salary setting.

# ENVIRONMENT AND CLIMATE



**TARGET 4.7**



**TARGET 6.3 TARGET 6.4**



**TARGET 7.2**



**TARGET 12.2 TARGET 12.4 TARGET 12.5**



**TARGET 13.3**

The human impact on the environment has increased rapidly since industrialization. The climate is changing and events such as flooding, extreme weather and water and heat stress are increasing. Environment and climate are important for Dellner. Our environmental policy is approved by the board and forms the basis and guidance of all environmental activities within the organization.

Couplers and gangways connect trains. Trains have a lower impact on the environment compared to other modes of transport during use. The largest environmental impacts of Dellner's products comes from the supplier base. Therefore, we need to focus on both setting requirements for our suppliers but also designing our products to minimize their environmental impact during the entire life cycle. Our sites also have an impact on the environment and therefore activities must also be in place there.

## REQUIREMENTS AND REGULATIONS

Currently, environmental requirements are changing fast. Dellner aims to comply with or exceed applicable laws and demands from relevant authorities, customers and other stakeholders. To fulfil this, Dellner has established routines to make sure that new or updated requirements are captured and implemented in our routines and work procedures.

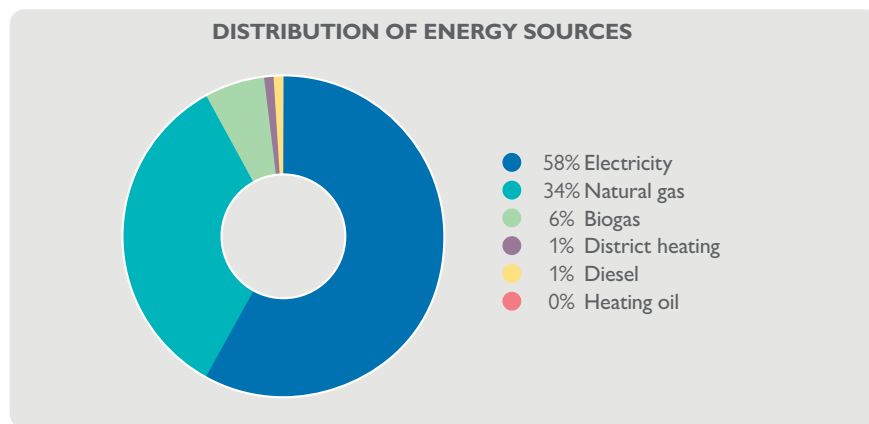
## TRAINING

At Dellner, it has been decided that all employees shall receive regular environmental training to know what is expected of them. This started in 2022 by training all employees working at Dellner's head office including the executive management team. During 2023 most personnel working at Dellner were trained. During 2024, employees working at our sites in India as well as new employees received training. During 2025, we will set up an e-learning to make sure that all employees receive training at the right time.

# ENVIRONMENT AND CLIMATE

## ENERGY

The largest share of energy used at Dellner comes from electricity (58%) and natural gas (34%). Our sites work with energy efficiency measures, and we have an energy consumption target in place to facilitate that work.



Starting 2020, we have switched to renewable supply of electricity at all locations wherever it is possible. Our portion of renewable electricity has increased from 28% (2019), 53% (2020), 56% (2021), 87% (2022), 71% (2023) and 75% (2024). The reason for the decrease in renewable electricity between 2022 to 2024, is that it currently is not possible to purchase green electricity to our sites in India, and that we during the last years have increased the production capacity in India.

During 2024 we started to purchase renewable energy directly from the electricity supplier to our site in Italy.

Where we cannot buy renewable energy directly from the provider, we compensate with Energy Attribute Certificates (EAC) or Renewable Energy Certificates (REC) to reach 100% of renewable electricity (by including these certificates we reach 100% for 2024).

Also, solar panels are in place at our sites in India, Chennai (installed 2015 and 2017) and Australia.

We have worked hard to reduce airfreight. In 2018, 34% of all freight was via air. 2024, 17% air freight was used. Between 2023 and 2024 air freight increased slightly (2023 12%) due to several reasons, one of them the insecurity around the Red Sea.

## TRANSPORTATION

To reduce environmental impact from transportation, sea transport shall be the preferred alternative. If using airfreight when shipping larger quantities, a 5-why analysis must always be done, aiming at implementing measures to prevent air freight being used in the future.

## GREENHOUSE GASES

One of the big challenges for the environment of our time is climate change. At Dellner, we have started the journey to decrease our environmental impact on the climate. We have measured greenhouse gas emissions since 2019 and 2023 our Science Based Targets were approved (markets based). Science Based Targets help companies to know how much and how quickly the GHG emissions need to be reduced to prevent the worst effects of climate change.

### TARGET TO REDUCE GHG EMISSIONS

Dellner Couplers Group commits to reduce absolute Scope 1 & 2 GHG emissions 75.3% by 2030 from a 2019 base year\* and to reduce absolute Scope 3 GHG emissions 27,5% by 2030 from a 2019 base year.

*\* The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.*

Included in our target are all scope 1<sup>1</sup> and 2<sup>2</sup> emissions. Our scope 3<sup>3</sup> target includes the categories Purchased goods and services, Upstream transport and distribution, Business travels and Employee commuting. These categories were chosen as their emissions constitute more than 67% of the total emissions for scope 3, which is required for absolute Science Based Targets.

We adhere to the Greenhouse Gas (GHG) Protocol for calculating our emissions. Calculations for each scope involve multiplying activity-based (like fuel use or miles driven) or spend-based data by specific emission factors. To calculate our scope 1 and 2 emissions we have collected information from our sites on their energy consumption. For scope 3 emissions we have mainly used an activity based method for all categories. For most categories we use a combination of a spend and activity-based approach. For 2019 and 2024 GHG calculations approximately three quarters of our emissions were calculated with an activity-based approach. We do not finance GHG reductions or removals through carbon credits.

During 2023, we developed a Decarbonization Roadmap for scope 1<sup>1</sup> and 2<sup>2</sup> emissions, aligned with our target. During 2024, we put a roadmap in place for scope 3<sup>3</sup> emissions.

In the beginning, we used a spend based method when calculating scope 3<sup>3</sup> emissions. With spend based calculations, emissions increase with spend, and it is therefore hard to know what actions to take to reduce emissions. During 2023, we started working on a more granular activity-based calculation model for the selected scope 3<sup>3</sup> categories. In 2024, we changed supplier of GHG emission calculations. Our new supplier can calculate our emissions with activity-based data for all categories. Our new tool will help us to get detailed information about our emissions down to the level of per purchased item. We will also be able to aggregate data in several different ways. This will give us a better tool for working with emission reductions.

Since we started to calculate our emissions, we have improved our data quality, moving from spend based calculations to mostly activity-based calculations. When recalculating the emissions for 2019 with the new supplier and their methodology, we must make sure that the SBTi target still is valid. If the target is invalid, we will take the needed actions. This will be done in 2025

- 1) Scope 1 emissions are direct emissions from our owned or controlled sources.
- 2) Scope 2 emissions are indirect emissions from the generation of purchased energy.
- 3) Scope 3 emissions cover all other indirect emissions that occur in our value chain.

## ENVIRONMENT AND CLIMATE

In the table below you can see the results of our GHG emission calculations. We have included emissions from material scope 3 categories (thresholds 5% per category), as well as our total scope 3 GHG emissions. The total scope 3 emissions include all applicable categories which are purchased goods & services, fuel & energy-related activities not included in scope 1 or scope 2, third party

upstream transportation, Downstream transportation, waste generated in operations, business travels, employee commuting, use of sold products, investments and end of life treatment of sold products.

Actions and plans for reduction of GHG emissions can be found on the next page.

GHG EMISSIONS	2019 TONES CO <sub>2</sub> eq.	2024 TONES CO <sub>2</sub> eq.	REDUCTION 2024 VS 2019 TONNES CO <sub>2</sub> eq.	% CHANGE 2024 VS 2019
Scope 1 <sup>1,2,3</sup>	1 607.1	896.3	-710.8	-44.2%
Scope 2 <sup>1,4,3</sup> market <sup>3</sup>	2 385.8	3.2	-2 382.6	-99.9%
Scope 2 <sup>1</sup> location <sup>6</sup>	2 445.2	2 676.1	230.9	9.4%
Scope 1+2 <sup>1,3</sup> market, included in SBTi-target	3 992.9	899.5	-3 093.5	-77.5%
Scope 1+2 <sup>1</sup> location	4 052.4	3 572.4	-480.0	-11.8%
Scope 3 <sup>3</sup> - Purchased goods and services	63 014.4	56 777.0	-6 237.4	-9.9%
Scope 3 <sup>3</sup> - Upstream transportation	5 280.8	9 624.1	4 343.3	82.2%
Scope 3 <sup>3</sup> - Business travels	1 477.9	1 453.1	-24.9	-1.7%
Scope 3 <sup>3</sup> - Employee commuting	1 983.7	1 947.2	-41.0	-2.1%
Scope 3 - Downstream transportation and distribution	3 146.9	4 635.8	1 488.8	47.3%
Scope 3 included in SBTi-target	71 756.8	69 796.9	-1 959.9	-2.7%
Total Scope 3 <sup>7</sup>	76 327.2	79 734.3	3 407.1	4.5%
Total Scope 1 <sup>1</sup> , 2 <sup>1,5</sup> (market) and 3	80 320.1	80 633.8	313.6	0.4%

1) Including biogenic land-related emissions and removals from bioenergy feedstocks.

2) Scope 1 emissions are direct emissions from our owned or controlled sources.

3) Included in SBTi-target

4) Scope 2 emissions are indirect emissions from the generation of purchased energy.

5) Market-based CO<sub>2</sub> emissions reflect the emission from electricity purchased through agreements with providers.

6) Location-based CO<sub>2</sub> emissions reflect the average emissions intensity of the grid where energy consumption occurs using grid-average emission factor data.

7) Scope 3 emissions cover all emissions that occur in our value chain e.g., purchased goods and services, capital goods and business travel.

# ENVIRONMENT AND CLIMATE

	AREA	ALREADY IN PLACE	ACCOMPLISHED DURING 2024	PLAN	REDUCTION PLANNED FOR (TONS CO2eq.)
SCOPE 1 & 2	Energy efficiency & Electrification	Global energy committee with participants from all our major sites, to drive and discuss energy efficiency measures.	Energy audits done in Sweden, China, India and Poland. Actions identified. Oil boiler exchanged to electric boiler at our site in Sweden, Vika. Adjustments on operating hours of ventilation and air temperature, has been done on several sites. Installation on sensors for lightning have been done at our site in Chennai, India.	Implement actions from audits. Electrification, moving from natural gas to electricity.	263
	Clean energy	Yearly monitor opportunities for change to green electricity on remaining sites. Procedure in place that for new sites includes renewable energy sources when possible.	Our site in France has started buying renewable instead of natural gas. Our site in Italy has started purchasing renewable electricity directly from the electricity supplier.	Install solar power at our sites in Poland, US and increase amount of solar power in India. Increase portion of renewable gas.	42
	Company fleet	All new company cars shall be electric, exceptions need to be approved by CEO.	Electric chargers have been installed at our site in Flen, Sweden. The portion of electric cars used, has increased.	Install electric charges at our sites. Exchange company cars to electric cars.	68
SCOPE 3	Upstream and downstream transportation	Yearly review of opportunities for biofuel for transports.		Increase biofuel used for transports paid by Dellner.	5 796
	Business travels	Travel policy on promoting alternatives to business travel as first option.	Routines in place to have one person book flights on major sites were possible. Clear routines for how to book flights.		62
	Employee commuting	Actions plans for major sites to promote sustainable commuting.	Sustainable employee commuting competition done in Sweden and Poland. App developed at our site in Poland to make it easy to find people to carpool with.	Realize actions.	410
	Purchased goods and services	Casting supplier available, with 100% renewable energy.	Decarbonization road map in place for PG&S.	Increase volumes with suppliers that are using renewable energy. Introduce casting suppliers with renewable energy. Develop current casting suppliers to set targets for GHG reduction.	22 392

# ENVIRONMENT AND CLIMATE

## DESIGN FOR ENVIRONMENT

Our design procedures are established to take environmental impacts into consideration. We choose materials that has the lowest possible impact on the environment.

We have a list of prohibited and restricted chemicals. This list is valid both for our sites and for our suppliers. Chemicals that are restricted shall actively be replaced by substitution. This list is also valid for chemicals in materials. During 2024 we substituted three chemicals that were used on our products to less hazardous alternatives.

We design our products to minimize the waste created during manufacturing, for example by minimizing the amount of machining.

Other important parameters to consider are weight, and to design the products so they can be easily dismantled, which optimizes the number of materials that can be recycled. Starting 2022, we aim to supply customers with end-of-life manuals for all projects, not only on demand. The end-of-life manual explains how to disassemble and recycle the material in our products. 2021 11% of all projects included an end-of-life manual and in 2024 the same number was 81%.

Product lifetime is another parameter that is taken into consideration. With the correct maintenance, the normal lifetime for a coupler is 30 years and for a gangway 15 years. Manuals for maintenance are always included in the deliveries of our products.

MATERIALS IN SOLD PRODUCTS 2024	%	TONS
METALS	93.6	7 565
PLASTICS/RUBBER	6.1	490
MIXED MATERIAL	0.4	30

Most of the resources used for couplers, dampers and gangways comes from metals (see table above). Metals can be recycled and used many times. Metals purchased by Dellner consist of a high percentage of recycled content. During 2023 we started asking our suppliers about recycled content, with the aim of getting a better understanding. During 2024 we collected more answers on recycled content and started to analyze the answers.

In 2024 79% of all personnel of the targeted group working with design or sales were trained in design for environment. This was done to make sure that our employees know how to include design for environment in their daily work.

Dellner is designing a digital automated coupler (DAC), which is a part of the Shift to rail project partly financed by EU. DAC is included in the EU Green Deal and the project predicts to increase the capacity on the rails within Europe. EU has estimated that DAC will reduce emissions by -25 million tons CO<sub>2</sub>eq.

# ENVIRONMENT AND CLIMATE

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## CLEAN WATER AND WATER CONSUMPTION

We use closed systems for cleaning the couplers. The water is used several times, and the waste is separated and sent away for processing. On sites where no closed system is installed, we collect the wastewater which then is treated by a waste management company. We have installed oil separators at our sites when needed. At our India facility, a wastewater treatment plant is in place to reduce pollutants in the wastewater, and we have a water meter installed to check the ground water level. We are also monitoring water consumption to be able to find leakages and work with reductions on all major sites.

## RECYCLING OF OUR WASTE

The global material footprint continues to increase. Therefore, we introduced a mandatory KPI for waste recycling and measurement at our 6 biggest Dellner sites during 2021. From 2023 we set targets to increase recycling. During 2024 we collected more detailed information from the companies that handle our

waste. Also, all our sites are included in our target, except when Dellner employees operate in our customers facilities, or when we only rent one room. 2024 67,5% of our waste was sent for material recycling. For more details see ESG-table. During 2024 we started to sort municipal waste, such as food waste at our site Dellner Dampers. In UK we started to bale and recycle cardboard, and in Australia we started to recycle soft plastics. We have an action plan to increase the amount of waste that we sort out for recycling even further.

One of the things we plan to do is to ask current waste collectors if we can sort out more waste for material recycling.

## DAMAGES, RISKS AND NEAR MISSES

We use an Incident and Accident system to report, investigate and implement actions on environmental damage, near-misses and risk observations. Since 2022 we also started to measure environmental risk observations to put focus on this area and be able to work with preventive actions.

# CORPORATE GOVERNANCE

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## BOARD OF DIRECTORS & EXECUTIVE MANAGEMENT

The majority owner of the parent company Couplers Holdco AB (org.no 559193-0739), is the EQT VIII fund, via the company DayDream TopCo S.á.r.l. Dellner is committed to good corporate governance. The Board of Directors oversees the work of the executive management team and is responsible for approving the strategic objectives, direction and proper organization of the company's activities.

During 2024 the Board has consisted of six members where one is appointed as sustainability champion to support the company's sustainability work. Four Board members are considered to be independent. The Board represents a broad range of international experience and expertise deemed relevant to Dellner.

CEO and the executive management team is responsible for the implementation of strategy and the day-to-day management of the business. The organization is structured in four business units, Couplers, Gangways, Dampers and Service, which share the services of the production chain and support functions.

## STRATEGY GOVERNANCE

The strategy is developed under the guidance of the CEO and the executive management team and approved by the Board.

To monitor the progress of the strategy, we have defined high-level KPIs that are broken down into the different parts of the organization. Initiatives have also been identified to achieve the objectives. Monitoring takes place monthly. Data is mainly collected directly from our support systems such as the ERP and IA (health & safety) systems.

# MANAGEMENT

## GROUP EXECUTIVE MANAGEMENT



**FREDRIC HÅKANSSON**  
CEO

Fredric Håkansson was appointed President and CEO of Dellner in July 2024. Before that, he held a position as the Vice President of the Dellner Service Business Unit and Managing Director of Dellner Italy since 2016. Prior to joining Dellner, Fredric held senior sales and marketing positions at French railway supplier Faiveley Transport and Swedish nanotechnology company Obducat.

Fredric has a degree in Economics from Malmö Folkhögskola in Malmö, Sweden.



**THOMAS LEANDER**  
CFO

Thomas Leander was appointed Chief Financial Officer (CFO) of Dellner in June 2022. He is a financial expert with many years of leadership experience and a particular focus on driving growth strategies, innovation and transformation in the areas of production, sales, service and project business.

Thomas has been active in the multinational environment for many years. Most recently, he was Senior Vice President Finance and Strategic Business Unit CFO at Kalmar Mobile Solutions, a strategic business unit within the Cargotec Corporation and part of the Cargotec Group. Prior to that, Thomas filled numerous finance leadership roles at ABB, the energy and technology group, including in Saudi Arabia, Turkey and Egypt. From 2009 to 2020, Thomas was CFO of ABB Robotics at its headquarters in Zurich.

Thomas holds an engineering degree and a Master of Business Administration from Örebro University School of Business.

## MANAGEMENT



**KLAUS DELLER**  
CHAIRMAN

Klaus Deller was elected Chairman of the Board of Dellner Couplers on Jan 1, 2023. He joined EQT Partners AB in 2019 as a Senior Industrial Advisor. Mr. Deller has many years of experience in leading large industrial companies. From 2009 to 2019, he served on the Board of Management at Knorr-Bremse AG; and was the Chief Executive Officer from 2015. In 2018, he made Knorr-Bremse AG public – one of the largest IPOs in Germany. From 2004 to 2009, he served as Deputy Chief Executive Officer at Brose Fahrzeugteile GmbH & Co. KG. He began his career in 1991 at Robert Bosch GmbH, where he held various management positions until 2003, most recently as Executive Vice President.

Mr. Deller holds a degree as Diplom-Ingenieur in Mechanical Engineering from the University of Stuttgart. He also graduated with a Master of Science in Mechanical Engineering and Applied Mathematics from Northwestern University in Chicago, and a Master of Business Administration from the Kellogg Graduate School of Management.

## BOARD OF DIRECTORS



**NILS KETTER**  
RESPONSIBLE ADVISOR, EQT

Nils Ketter has been a member of the board of Dellner Couplers since 2023. Mr. Ketter has been with EQT Partners since 2012. Previously, he worked for McKinsey & Company, where he served as an expert in operational and strategic projects for industrial clients and principal investors.

Mr. Ketter holds Master of Science degrees in Electrical Engineering and Systems Engineering from ETH Zurich and Ecole Centrale Paris. He earned his Master of Business Administration from London Business School.



**ANDREAS KNITTER**  
BOARD MEMBER,  
SUSTAINABILITY CHAMPION

Andreas Knitter has been a member of the Dellner Board since 2017. Until June 2017, he was Senior Vice President responsible for the European business of Alstom Transport S.A. in Paris. Between 2008 and 2009, he worked as Head of EMEA at Foseco plc, a leading global supplier of foundry consumables and solutions. Today, Mr. Knitter is a board member in different industrial companies as well as in start-ups across Europe.

Andreas Knitter holds an Engineering Degree from RWTH Aachen, Germany, and a Master of Business Administration from Vrije Universiteit Brussel (VUB), Belgium.

## MANAGEMENT



**MATS SVENSSON**  
BOARD MEMBER

Board member Mats Svensson has been involved in the success of Dellner Couplers since 2008. Alongside his commitment to Dellner, Mr. Svensson is the chairman of the board of the braking system specialist Dellner Bubenzer Group and the residential construction company Fiskarhedenvillan AB. Since 2018, Mats Svensson has been a member of the board of the start-up Watersprint AB, which develops sustainable solutions for the use of drinking water. Previously, he was a member of the board of Knorr-Bremse AG and Axtone Group, among others.

Mats Svensson holds a Bachelor of Business and Administration from Lund University, Sweden.

## BOARD OF DIRECTORS



**VIVEKA EKBERG**  
BOARD MEMBER & CHAIRMAN  
OF AUDIT COMMITTEE

Viveka Ekberg has been a member of the board of Dellner Couplers since 2019. She has long-standing experience in the financial sector, serving as CEO at PP Pension, Executive Director at Morgan Stanley, and Associate Partner at Brummer & Partners, among others. Ms. Ekberg serves on various boards of directors and positions of trust in public and private companies, such as the boards of AutoStore Holdings Ltd, Lindab International AB, Apolea holding AB and Cubera Private Equity AS.

Viveka Ekberg holds a Master of Science in Accounting & Finance and International Business from the Stockholm School of Economics, Sweden, and has completed various advanced management training programs.



**SABINE NEUSS**  
BOARD MEMBER

Sabine Neuß was appointed as a member of the board at Dellner Couplers in December 2024. She has extensive experience in mechanical engineering and the automotive supply industry.

Recently, Ms. Neuß has held the position of Managing Partner at NEUSS-TECH-Consult GmbH since September 2024. Prior to this, she served as Chief Technology Officer at Jungheinrich AG (2020–2024), where she led the strategic realignment of production and development, centralised technical operations, launched several new products and managed global supply chain challenges.

Earlier, she held leadership roles at Kelvion GmbH, KION AG, Linde Material Handling GmbH, TRW Automotive, Behr GmbH & Co. KG, and Brose Fahrzeugteile GmbH & Co. KG, with expertise spanning R&D, production, quality control, global supply chains, operational excellence, restructuring and M&A.

Ms. Neuß serves on the supervisory board of Continental AG and has served on administrative boards, including Atlas Copco AB and Valmet Automotive AB.

Sabine Neuß holds a degree in Mechanical Engineering from Coburg University of Applied Sciences and studied postgraduate Industrial Engineering at Würzburg/Schweinfurt University of Applied Sciences.

## ESG DATA TABLE

ENVIRONMENT						DESCRIPTION/COMMENT
RENEWABLE ENERGY	2021	2022	2023	2024	UNIT	
Electricity	100	100	97	100	%	We have purchased RECs/EACs <sup>1</sup> to reach high portion renewable electricity.
Gas	16	5	17	17	%	The portion renewable gas is lower 2022, due to change in consumption of gas in UK 2022 (fuel oil was used instead). Also the method for measuring gas has improved and therefore there are certain uncertainty with historical data.
Total	57	71	70	65	%	Total energy include energy from district heating, gas, electricity, diesel (not company fleet diesel), fuel oil and heating oil.
ENERGY CONSUMPTION	2021	2022	2023	2024	UNIT	
Electricity	6 037	5 344	6 633	6 624	MWh	
Gas	5 892	2 101	3 177	4 554	MWh	The method for measuring gas on our site in UK has been improved, and therefore there are certain uncertainty with historical data.
Diesel	123	68	18	62	MWh	Diesel is used for producing electricity due to power shortages at our India site.
Heating oil	27	11	27	15	MWh	
Fuel Oil	0	57	115	0	MWh	Fuel oil was used partly instead of natural gas and 2022 and 2023, due to exchange of a boiler.
District heating	250	196	168	150	MWh	
Total Energy consumption	12 329	7 776	10 138	11 404	MWh	
Energy consumption/ worked hour	7.2	4.9	5.0	4.6	kWh/h	

1) EAC, Energy Attribute Certificate or REC, Renewable Energy Certificates a proof for that a specific quantity has been produced with renewable electricity.

## ESG DATA TABLE

ENVIRONMENT						DESCRIPTION/COMMENT
<b>FUEL (COMPANY FLEET)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>UNIT</b>	Electric consumption not included, as included in energy consumption, or not paid by the company.
Gasoline <sup>1</sup>	35.2	37.6	40	31	k liter	
Diesel <sup>1</sup>	38.0	35.3	23	17	k liter	
HVO	192	298	180	849	liter	
Ethanol	0	0	0	4 684	liter	Hydrogenated vegetable oil.

GHG EMISSIONS		2019	2024	UNIT
Scope 1 <sup>3</sup>		1 607.1	896.3	tonnes CO <sub>2eq</sub>
Scope 2 <sup>4</sup> market <sup>5</sup>		2 385.8	3.2	tonnes CO <sub>2eq</sub>
Scope 2 location <sup>6</sup>		2 445.2	2 676.1	tonnes CO <sub>2eq</sub>
Total Scope 1+2 market <sup>5</sup>		3 992.9	899.5	tonnes CO <sub>2eq</sub>
Total Scope 1+2 location <sup>6</sup>		4 052.4	3 572.4	tonnes CO <sub>2eq</sub>
Total Scope 3 <sup>7</sup>		76 327.2	79 734.3	tonnes CO <sub>2eq</sub>
Total GHG emissions (market <sup>5</sup> )		80 320.1	80 633.8	tonnes CO <sub>2eq</sub>

1) Data is not available for UK (2021) and DE (2022). Consumption for these years are estimated on previous alternatively later values.

2) Including biogenic land-related emissions and removals from bioenergy feedstocks.

3) Scope 1 includes direct emissions from e.g., natural gas, company fleet and company facilities.

4) Scope 2 includes indirect emissions from e.g., purchased electricity, heating and cooling.

5) Market-based CO<sub>2</sub> emissions reflect the emission from electricity purchased through agreements with providers.

6) Location-based CO<sub>2</sub> emissions reflect the average emissions intensity of the grid where energy consumption occurs using grid-average emission factor data.

7) Scope 3 emissions includes indirect emissions from e.g., purchased goods and services, capital goods and business travel.

# ESG DATA TABLE

ENVIRONMENT					DESCRIPTION/COMMENT					
<b>GHG EMISSIONS INTENSITY</b>					<b>2024</b>	<b>UNIT</b>				
Total GHG emissions <sup>1</sup> /kg product shipped					9.97	kg CO <sub>2eq</sub> /kg	The weight of product does not include packaging material.			
Total GHG emissions <sup>1</sup> /Revenue kSEK					35.36	kg CO <sub>2eq</sub> /kSEK				
<b>AIR FREIGHT</b>					<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>UNIT</b>	
Air Freight					7	14	12	17	%	Air freight kg / total freights in kg done by boat, air and train.
<b>RESOURCE INFLOWS – PRODUCT</b>					<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>UNIT</b>	Direct material, excluding packaging.
Metals					N/A	N/A	N/A	7 565	ton	
Plastics/rubber					N/A	N/A	N/A	490	ton	
Mixed					N/A	N/A	N/A	30	ton	
<b>RESOURCE INFLOWS – PACKAGING</b>					<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>UNIT</b>	Direct material, part of final packaging.
Wood					N/A	N/A	N/A	819	ton	
Plastics					N/A	N/A	N/A	96	ton	
Paper					N/A	N/A	N/A	7	ton	
Metal					N/A	N/A	N/A	2	ton	

1) Including Scope 1, 2 and 3 emissions where Scope 2 emissions are market based and scope 1 & 2 emissions includes biogenic land-related emissions and removals from bioenergy feedstocks.

## ESG DATA TABLE

ENVIRONMENT						DESCRIPTION/COMMENT
<b>WASTE<sup>1</sup></b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>UNIT</b>	
Total waste	N/A	1 603	1 503	1 384	ton	
Material recycled waste <sup>2</sup>	N/A	N/A	N/A	934	ton	
Waste for landfill <sup>2</sup>	N/A	N/A	N/A	27	ton	
Waste for incineration <sup>2</sup>	N/A	N/A	N/A	261	ton	
Other kinds of disposal <sup>2</sup>	N/A	N/A	N/A	161	ton	Mainly physico chemical treatment.
Hazardous waste	N/A	186	225	249	ton	
Recycling ratio	N/A	N/A	N/A	67.5	%	Waste material recycled.
Hazardous waste ratio	N/A	11.5	14.9	18.0	%	Portion of waste that are hazardous.
<b>TRAININGS</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>UNIT</b>	
Global environment training	0	18	76	77	%	% of total no. of employees.
EcoDesign training	0	46	91	79	%	% of target group.
<b>END OF LIFE MANUALS</b>	11	23	65	81	%	End of life manuals in projects/projects with manuals.
<b>ENVIRONMENT RISK OBSERVATIONS</b>	N/A	5	75	76	#	

1) Waste partly included from US site. Municipal waste included from most sites.

2) Waste treatment method

## ESG DATA TABLE

<b>SOCIAL</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>UNIT</b>	<b>DESCRIPTION/COMMENT</b>
FTE	1 028	1 148	1 173	1 283	#	
Employee turnover rate	12.9	15.5	11.2	15.5	%	
<b>EMPLOYEE WELL BEEING</b>						
Sick leave <sup>1</sup>	1.82	2.15	2.87	2.51	%	
Employee satisfaction and motivation index	69	71	70	70	Index	
<b>HEALTH &amp; SAFETY</b>						
LTif	11.5	10.2	8.4	4.3	Ratio	Lost Time Injury Frequency.
Accident severity rate	N/A	31	18.1	5.3	Lost Days/100 emp.	
Health & Safety related accidents in relation to no. of Accidents, near misses and Risk Observations	20	12	19	5.4	%	This KPI is set up to push the reporting of near misses and risk observations in order to mitigate accidents.
<b>DIVERSITY</b>						
% of employees above 55 years	N/A	13	20	20	%	
% of employees below 25 years	N/A	6	20	25	%	
% Women in Company	19	19	22	22	%	The figure reflects the % of Women end of year.
% Women in manager and senior positions	22	24	26	26	%	The figure reflects the % of Women end of year.
% Women in Executive Board	29	29	20	33	%	The figure reflects the % of Women end of year.
<b>COMPLIANCE</b>						
Ethic & compliance trainings all employees	50	85	94	95	%	Portion of the supplier covered by a signed supplier with code of conduct or the supplier has their own CoC with equivalent requirements.
Supplier Code of conduct signed	75	86	92	93	%	
No. of whistle blowing reports	3	4	4	2	#	The whistleblowing system was set up in Sept 2020.
Number of IT security incidents	0	1	0	0	#	

1) Includes only Sweden