ALEIDO

Sustainability Report 2025

CONTENTS

About the report: This report has been prepared in accordance with the Global Reporting Initiative's Sustainability Reporting Standards (GRI Foundation 2021).

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ALEIDO

Making the advanced simply understood

Aleido provides information lifecycle solutions that bridge the gap between technology and people. Combining deep domain expertise with AI-powered platforms, we help customers structure, manage and deliver technical information and learning content so it is accessible, usable and impactful.

By making complex information easier to understand and apply, we enable safer operations, reduce costs and support more sustainable use of technology.

THIS IS ALEIDO

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

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

2025 - Building for long-term impact

In 2025, Aleido made a defining move with the development and pre-launch of the Aleido platform; a modular, AI-enabled solution that transforms how technical information is structured, managed and delivered. By making complex content more accessible and actionable, the platform supports reduced rework, fewer printed materials and less on-site training, lowering both costs and environmental impact.

A new strategy for Aleido was developed and launched, building on Aleido's strong corporate culture and values. Our strategy is built around three focus areas: being our customers' first choice, growing together as a people-first organisation, and being driven by technology and innovation. Sustainability is a strategic commitment running across all three focus areas - not managed as a standalone initiative but embedded as a foundation for how we operate and grow.

We also laid the groundwork for our expansion into India, moving closer to our customers in some of the world's fastest-growing markets (a step completed in January 2026). This expansion is part of a deliberate multisite strategy, designed to access local expertise globally without relocating employees or incurring the emissions and costs associated with travel.

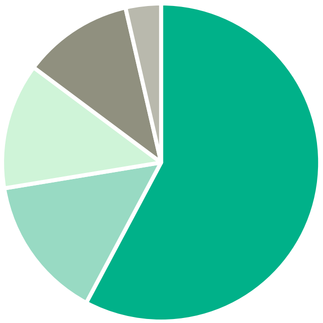
ALEIDO

THIS IS ALEIDO IN 2025

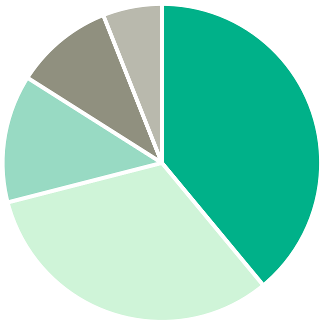
Aleido's operations are divided into two main offerings within information lifecycle solutions: services and technology.

We are nearly 800 skilled employees in five countries.

Revenue per market (%)



Employees per market[1] (%)

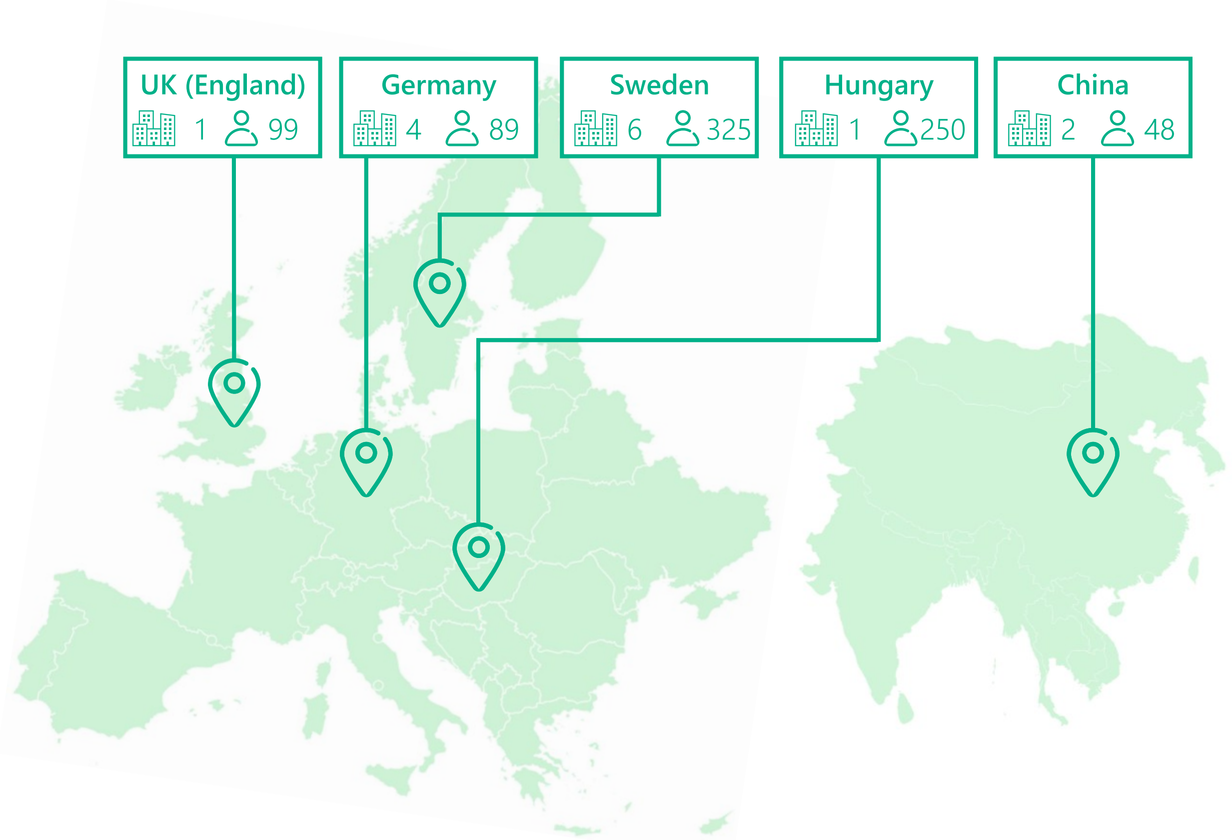


NET SALES
703
SEK MILLION

776
EMPLOYEES[1, 2]

OPERATING MARGIN
10.3 %

14
OFFICES



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

1) End of year
2) Full-time employees

CEO'S COMMENTS

TRANSFORMING FOR SUSTAINABLE GROWTH

2025 was a transformative year for Aleido - a year of innovation and acceleration across our three strategic focus areas: **customers**, **people** and **technology**. Our new strategy sets a clear direction for responsible growth, with people and our planet at heart.

During 2025, we started development of the Aleido Platform, a unified, AI-native platform automating the information lifecycle and helping customers manage complexity at scale. Our deep technical information expertise and our proven ability to break new ground through technology position us to lead transformation in our industry, while being committed to responsibly deploying AI.

In 2025, we celebrated 20 years in China and prepared for our establishment in India, completed in January 2026. Our network of skill centres across Asia and in Europe enables us to move work, not people - an important sustainability principle.

People are at the core of Aleido's success, and during times of transformation, open dialogue and supportive leadership matter more than ever. Our eNPS declined from an all-time high of 44 in 2024 to 37 in 2025, reflecting the uncertainty that comes with significant strategic change. A result we take seriously and are committed to addressing. Still, we are proud to be gender-balanced overall and recognised for equal opportunities, a people-oriented culture and supportive managers.

We are committed to reducing greenhouse gas emissions across our value chain. Since 2019, our base year, we have achieved a 38% reduction against our 50% by 2030 target. Progress, but not enough. Going forward, we are aligning our climate commitment with our owner Ratos's 2024 base year and will set our own SBTi[1] targets in 2026, with ambition no less than before.

Looking ahead, we will continue helping customers turn complexity into competitive advantage, through expertise, technology and a genuine commitment to doing business responsibly.

Our greatest source of confidence is our people: their curiosity, commitment and skills turn strategy into reality. Together with our customers and partners, we are building the future of smarter and more sustainable information lifecycle solutions.

26 June 2026

Anna-Karin Flöjt
President & Chief Executive Officer

1) SBTi: Science Based Targets initiative

PROGRESS IN 2025

85%

of our employees feel encouraged in achieving a good work-life balance

0

cases of discrimination or corruption[4]

51%

of our employees are ambassadors[1]

37

eNPS[2]

42/58 (W/M)

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

38%

reduction of $CO2_e$–emissions compared to 2019[3]

91%

of our employees feel that they have equal opportunities

1) Share of employees that recommend Aleido as a great place to work. i.e. employees reporting 9 or 10 on a scale of 1-10 regarding the Net Promoter Score question. Read more on page 20.
2) The willingness to recommend Aleido as a workplace to others. Read more on page 20.
3) The 2019 base year has not been restated using the DESNZ-based emission factors applied to 2022–2025 data. The 38% reduction is therefore indicative rather than fully like-for-like.
4) Refers to confirmed cases of discrimination and corruption reported through Aleido's internal reporting channels or whistleblower function.

ALEIDO

ALEIDO’S OFFERINGS

We specialise in **information lifecycle solutions**, bridging the gap between technology and people. Our services and technology span the full information lifecycle, ensuring that both products and the people who work with them stay up to date. The result: safer, more cost-effective and sustainable outcomes for our customers and their end users.

Information lifecycle services

We help customers manage the full information lifecycle, from strategy and design to content creation and delivery, across both technical information and learning solutions. When people have accurate, accessible information, they maintain and use complex products more effectively, extending product lifetimes and reducing waste. Our digital learning solutions reduce reliance on classroom training, lowering travel-related emissions while keeping knowledge current and relevant.

Examples of our services:

- Information strategy & design
- Service and repair information
- User and operator information
- Spare parts engineering and information
- Learning strategy & design

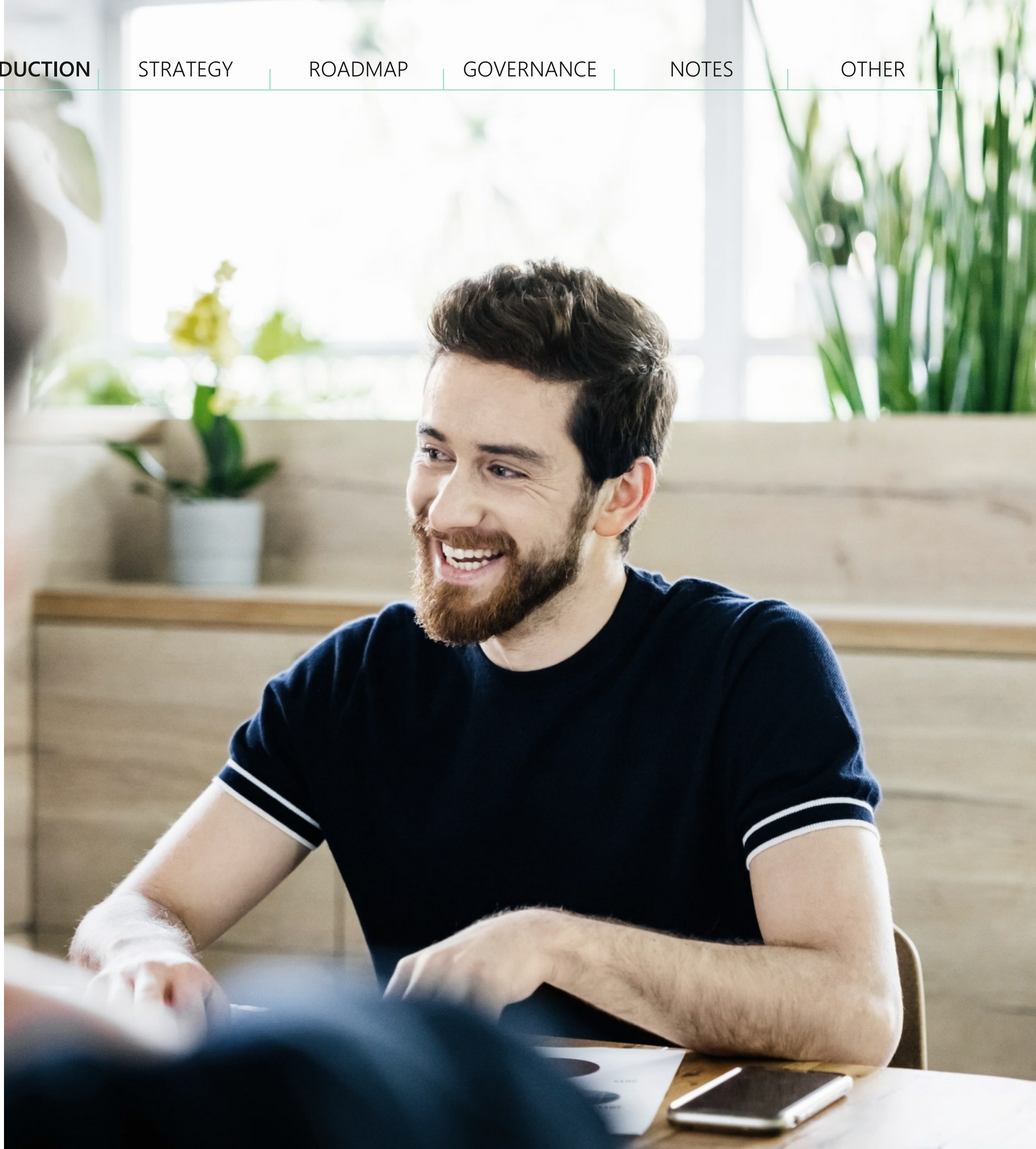
Information lifecycle technology

We combine proprietary platforms with best-in-class third-party tools to automate and streamline the technical information lifecycle. Aleido Platform - our unified, AI-native solution - ensures consistent, correct information reaches the right people at the right time. Digital-first delivery significantly reduces print across the value chain, and AI-driven content reuse means more can be achieved with less, reducing the environmental cost of managing information at scale.

Examples of our technology:

- Aleido Platform (CCMS[1], CDP[2], AI tools)
- Learning Management Systems
- Portals and apps

1) CCMS: Component Content Management System
2) CDP: Content Delivery Platform



BUSINESS MODELS AND CUSTOMERS

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

Our business models

Managed Services

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

Projects

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

Specialist support

We offer specialists in several areas who complement our customers' teams and can work at the customer's site or from our own offices.

Software as a Service

We offer our platforms, systems and tools on a subscription basis, tailored to our customers' needs. The offering includes hosting, maintenance, support and continuous development.

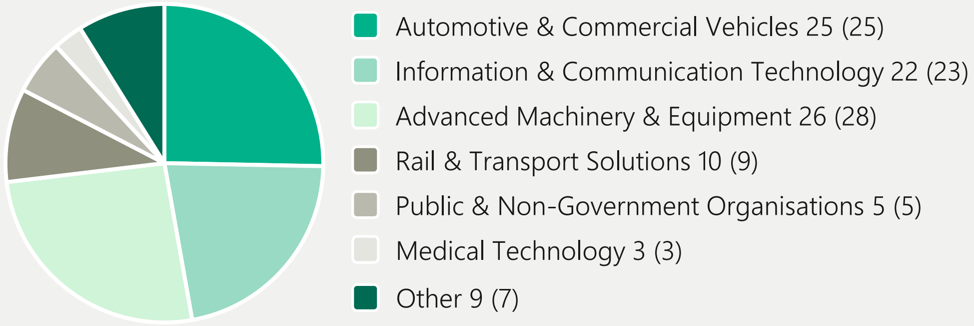
Our customers

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

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

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

Revenue per industry sector in 2025 (%)



ALEIDO CASE STUDIES

BOOSTING PRODUCT KNOWLEDGE IN FAST-GROWING COMPANY GROUP

AmpSociety and ChargeNode are sister companies specialising respectively in hardware and software for electric vehicle charging - technologies central to sustainable mobility.

As the companies expand into international markets, their entire network needs the knowledge to effectively sell, install and maintain the products. Their installation documentation consisted of unstructured PowerPoint documents, making it increasingly difficult to maintain accurate, up-to-date information across growing markets - risking incorrect installation of charging infrastructure.

"We're moving fast and need to stay flexible to adapt to each market. Now our product information can keep up with the rest of the company."

Aleido replaced the documents with one comprehensive installation manual - topic-based and in XML, so the content is not tied to any specific layout and can be presented across platforms such as an app or online portal, with updates only needing to be made once. Aleido also developed sales material to ensure all sales representatives have thorough product knowledge to communicate the full value and unique features of the companies' solutions.

By supporting EV charging infrastructure with accurate, digital product information, Aleido contributes to both the green transport transition and more sustainable information management. Single-source XML documentation reduces print, keeps information current across all markets and reduces the waste associated with outdated materials.

SAFER WORKING ENVIRONMENT WITH LEARNING JOURNEY

A leader in the automotive industry was looking for new ways to increase safety throughout the organisation, giving managers and safety representatives in production and workshops the courage to act in case of risks in the work environment and a deeper understanding of safety issues.

Training was conducted locally at each workplace, relying on a small number of specialists in the different subject areas. This created problems of varying quality between production sites, and specialists had difficulty keeping up with their daily work.

"One thing that stands out is the smooth co-operation we have had. Then we also got a really good training package that we will be using a lot going forward."

Together, we developed eleven courses as a learning journey towards sustainable change - through scenario-based learning with graphics and videos covering topics such as ergonomics, protective equipment and machine safety. Around 1,500 digital training sessions have been completed, with employees feeling more confident, empowered and engaged, and training now incorporated as a routine during production stops.

Consistent digital training across all production sites reduces the risk of workplace incidents - a direct social sustainability outcome. By eliminating travel-dependent classroom sessions, the flexible format lowers the carbon footprint of safety education and makes a genuine safety culture achievable at scale.

THE WORLD AROUND US

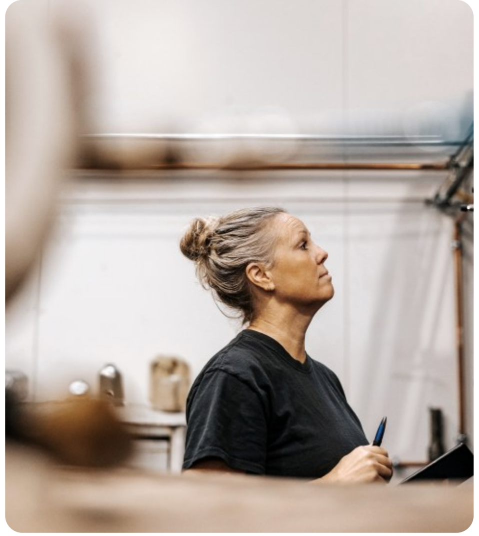
The world around us is constantly changing, so we continuously analyse trends to identify risks and opportunities and respond accordingly. This section covers a selection of the trends we monitor closely.

Geopolitical tensions and macroeconomic uncertainty

The geopolitical landscape remains volatile, shaped by the ongoing wars in Ukraine and the Middle East, escalating geoeconomic confrontation and growing political polarisation across many markets. The outcomes of the 2024 elections, most notably in the USA, have materially shifted the international policy environment: new trade tariffs are disrupting global supply chains, while uncertainty is growing around multilateral commitments to climate and security. The World Economic Forum's Global Risks Report 2025[1] highlights misinformation, extreme weather events, state-based armed conflict and geoeconomic confrontation as the most significant near-term global risks.

Increasing regulations and disclosure requirements

The EU remains committed to climate neutrality by 2050, targeting a 55% reduction in greenhouse gas emissions by 2030. The Corporate Sustainability Reporting Directive (CSRD) continues to be phased in, though the EU's 2025 Omnibus[2] package proposes significant changes to scope and timelines, creating uncertainty for many companies. Other key frameworks continue to progress: the Eco-design for Sustainable Products Regulation (ESPR), including Digital Product Passports, the AI Act, now partially in force, and the Corporate Sustainability Due Diligence Directive (CSDDD). NIS2 continues to strengthen EU cybersecurity requirements.



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

ALEIDO

THE WORLD AROUND US

Towards a circular economy

A few decades ago, a linear economy sufficed within our planet's limits. But exponential population growth alongside this model has created a deadlock. The global circularity rate has fallen to below 8%, with over 90% of resource consumption dependent on virgin extraction[1]. This strain exacerbates climate change, pollution, resource depletion, and biodiversity loss, and material shortages fuel geopolitical tensions and inflation. The circular economy has moved from voluntary ambition to regulatory imperative: the EU's Ecodesign for Sustainable Products Regulation (ESPR) and the emerging Digital Product Passport create binding requirements for product durability, repairability, and material transparency. Companies are increasingly exploring circular business models, like service and function-based approaches, where products and materials are kept in use longer, with the potential to reduce emissions and improve profitability.

Planetary crisis

Many companies are aligned with the Paris Agreement's 1.5°C target, aiming to halve emissions by 2030 and achieve net-zero status by 2050. However, climate change is only one dimension of a broader planetary crisis. Over-consumption of natural resources, land use changes, and accelerating bio-diversity loss also demand attention, and the crises require a holistic approach to avoid addressing one problem at the expense of another. 2024 was the warmest year on record and the first to clearly exceed 1.5°C above pre-industrial levels; 2025 remained among the warmest years ever recorded[2]. At COP29 in Baku, a new climate finance agreement was reached, though widely criticised as insufficient. Limiting global warming and halting resource depletion are critical to avoid severe consequences and ecosystem collapse. Achieving this necessitates a climate transition and a shift to a circular economy across multiple sectors.

Tech acceleration

Digital technologies are reshaping society at speed. With over two-thirds of the world now online, AI, IoT, 5G, and cloud computing are transforming business models and product experiences. AI is central: generative AI has moved from experiment to mainstream, with agentic AI systems emerging as the next frontier. Green tech advances in renewables and clean energy offer real sustainability potential. Yet the environmental costs are rising: global data centre electricity consumption is projected to double by 2026, driven largely by AI workloads[3]. Concerns over misinformation, privacy, and e-waste persist, and public scepticism remains, particularly among younger generations. The EU AI Act, now entering phased implementation, sets a global precedent for AI gover-nance. Designed wisely, digitalisation can accelerate the transition to a net-zero circular economy; used without due consideration, it risks driving change in the opposite direction.

1) The Circularity Gap Report 2025
2) Global Climate Highlights 2025 | Copernicus
3) Electricity 2024 | IEA

OUR APPROACH TO SUSTAINABILITY

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

Our commitment

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

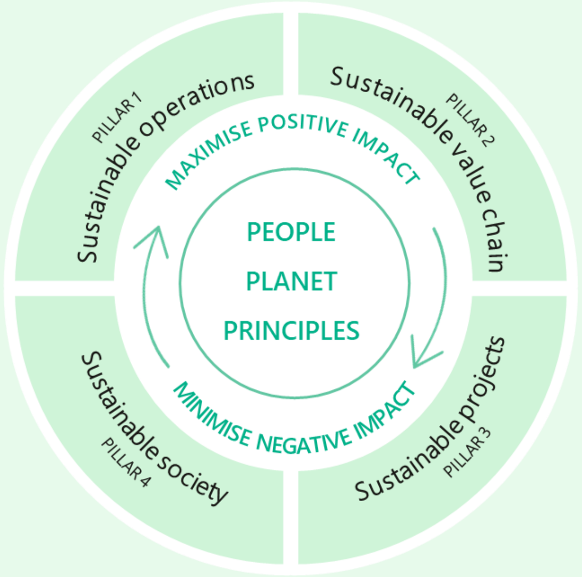
Sustainable strategy

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

OUR APPROACH TO SUSTAINABILITY

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

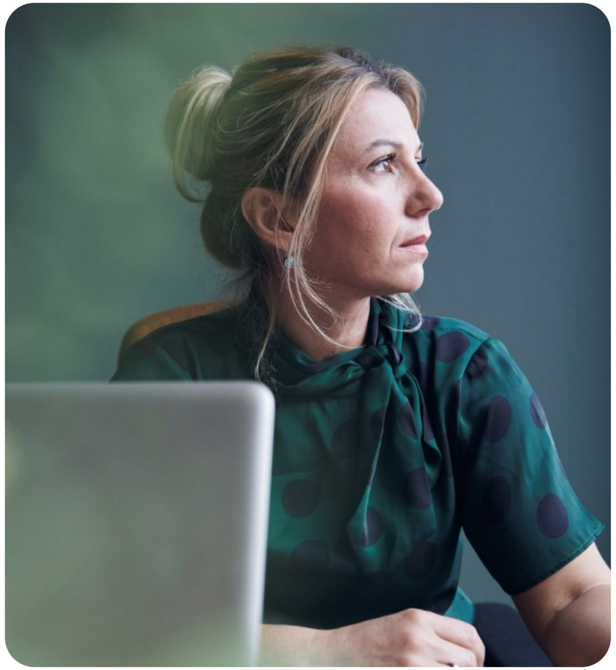
Our process to identify, address and follow up on our material topics is described on pages 31-32. Based on our material topics, which we have clustered into four overarching categories: attractive and responsible employer, minimise footprint, maximise handprint and ethical business conduct, we have adopted the following sustainability agenda. Our focus is on people, planet and principles - in our own operations, in our value chain, in our customer projects and through our role in society.



	Pillar 1 – Sustainable operations	Pillar 2 – Sustainable value chain	Pillar 3 – Sustainable projects	Pillar 4 – Sustainable society
People	Be an attractive and responsible employer with a collaborative, forward-thinking and inclusive environment, where people trust that their skills and perspectives are valued.	Strive to ensure a value chain where people are treated fairly and decently, and human rights are respected.	Support our customers with solutions that enable people to a safer experience with technology.	Work together with like-minded partners with the aim to contribute to the transition towards a society where human rights are protected and respected.
Planet	Reduce the climate and environmental footprint of our own operations and strive towards more circular business operations.	Reduce the climate and environmental footprint of our value chain and strive towards a more circular value chain.	Support our customers in their climate transition and shift to circular business operations, with solutions for more sustainable value chains.	Work together with like-minded partners with the aim to contribute to the transition towards a net-zero and circular society.
Principles	Ensure ethical business conduct in our own operations.	Ensure ethical business conduct in relation to our suppliers, customers, and other business partners.	Support our customers in securing responsible business operations.	Work together with like-minded partners with the aim to contribute to a society with responsible corporations.

OUR APPROACH TO SUSTAINABILITY

Pillars	Material topics	Targets & ambitions	Outcome	Comments
Pillar 1 & 2 Sustainable operations & Sustainable value chain	**Attractive & responsible employer** • Attraction & retention • Health & wellbeing • Diversity & inclusion • Learning & development	Target: eNPS ≥ 45	37	eNPS decreased from the 2024 all-time high of 44.
		Target: Gender split of 40/60 by end of 2025 • All employees • Managers	All employees: 42/58% (W/M) Managers: 46/54% (W/M)	The gender splits for all employees and managers are within the target range. Group Management's gender split is 25/75 % (W/M).
		Ambition: Zero incidents of discrimination	0	No incidents of discrimination were reported through our ordinary reporting channels or our whistleblowing function.
	Minimise footprint • Reduce emissions • Renewable energy • Resource use and waste	Target: Halve value chain emissions by 2030 and be net-zero no later than 2040[1]	-38%[1]	The $tCO2_e$ emissions in 2025 were 942 compared with 1,531 in 2019.[2] Aleido is committed to Science Based Targets initiative (SBTi) and aims for validation in 2026.
	Ethical business conduct • Anti-corruption & fair competition • Privacy & data security • Responsible purchasing • Responsible AI	Ambition: Zero incidents of corruption	0	No incidents of corruption were reported through our ordinary reporting channels or our whistleblowing function.
Pillar 3 & 4 Sustainable projects & Sustainable society	**Maximise handprint** • Economic performance • Sustainable services & solutions	Ambition: Increase number of projects that contribute to the UN SDGs	→	Through an increased awareness of sustainability in our customer offering, we aim to grow the number of customer projects where we can document SDG (see page 15-16) contributions. In 2025, Aleido mapped its core services to relevant UN SDGs and committed to identifying SDG connections in all formal customer cases.



1) The 2019 base year has not been restated using the DESNZ-based emission factors applied to 2022–2025 data. The 38% reduction is therefore indicative rather than fully like-for-like.
2) From 2026 onwards, Aleido aligns its climate commitment with Ratos's 2024 base year and is recalculating its targets accordingly. New SBTi targets will be set and followed up in 2026.

OUR CONTRIBUTION TO THE SDGs

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

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

It is time for a society where we live within the limits of our planet and where human rights are respected. Our solutions must be holistic, ensuring they do not advance some SDGs while negatively impacting others.

The SDGs are interconnected and must be solved together. At Aleido, we align our sustainability efforts with the UN Agenda 2030, assessing our impact on SDGs in our operations, value chain, and projects, and aim to expand our contributions in a transparent and responsible way, with SDG contributions mapped across our core services and documented in our customer cases.

OUR CONTRIBUTION TO THE SDGs

PILLAR 1 AND 2

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

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

PILLAR 3

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

We have great potential to contribute to the SDGs through our customer assignments. With better user information, product life cycles can be prolonged as products are handled and maintained more properly. With better serviceability and service information, products can be serviced instead of replaced, and more precise troubleshooting means smaller spare parts can be changed instead of entire subsystems. In safety-critical sectors such as med tech and industrial manufacturing, precise product information contributes to safer use and better health outcomes.

Digital learning solutions and digital technical information put less strain on the environment: travel may be reduced and paper manuals need not be distributed, reducing carbon emissions and paper consumption. Read more on page 29 and see examples on page 9.

PILLAR 4

Sustainable society (SDG 17)

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

We collaborate with manufacturing companies as design partners in the development of the Aleido Platform, creating solutions that support more sustainable information lifecycle management. Beyond our commercial work, we also run local pro-bono and CSR programmes where employees contribute to initiatives that matter in the communities where we operate. Read more on page 30.

SUSTAINABLE OPERATIONS AND VALUE CHAIN

PEOPLE

Pillar 1 & 2

We are driven by a genuine curiosity about human needs and behaviours. With decades of driving the development of information lifecycle solutions, we know the importance of informed users. By embracing different perspectives, we deepen our understanding of the people who ultimately use our customers' products and services. This aligns with our purpose: making the advanced simply understood.

Attractive and responsible employer

At Aleido, people are at the core of everything we do. To create smart new solutions that can add value to both people and our planet, we collaborate across diverse backgrounds and experiences. This drives creativity and broadens our understanding of human behaviour.

As demand for Aleido's services and solutions continues to grow, driven by sustainability and digital transformation, attracting the right talent and fostering continuous development is essential to meeting customer expectations.

We focus on:

- Attraction & recruitment
- Learning & development
- Diversity, equality & inclusion
- Health & well-being

Target 2025	Result 2025
Employee Net Promoter Score (eNPS) ≥ 45	Employee Net Promoter Score (eNPS): 37
Gender split 40/60	Gender split of all employees : 42/58 (W/M). For other levels see pages 21 and 42.

We also collaborate with skilled external specialists, providing additional expertise and flexibility across our projects as needed.

ALEIDO

ALEIDO'S VALUE PRINCIPLES

BE THE POSSIBILITARIAN

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

COLLABORATE OPENLY

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

BUILD MEANINGFUL RELATIONSHIPS

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

EMBRACE DIFFERENT PERSPECTIVES

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

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Learning and development

Continuous learning and development are essential to stay up to date with the rapid pace of technological advancement, digital transformation, and the sustainability transition. We ensure that we have the right competencies to meet our customers' current and future demands. A purpose-driven and dynamic learning environment also supports employee engagement and helps us attract new talent. To support this, we provide various learning opportunities, such as structured onboarding programmes, digital learning platforms, webinars, skills development days, internal networks, and inspirational talks.

All employees participate in regular performance dialogues that include individual development planning and career growth discussions. To ensure the right competencies in customer assignments, we offer tailored learning programmes for key customers and business needs. We also run targeted talent development initiatives to support future leaders. We follow up on learning through our employee experience survey. In 2025, 76% of Aleido's employees agreed they have opportunities to grow through learning and development, and 78% agreed that Aleido is committed to learning and development.

Employee survey results (%)	2025	2024	2023	2022
Learning and development: At Aleido, I have opportunities to grow through learning and development	76 %	79 %	76 %	74 %
Learning and development[1]: Aleido is committed to learning and development	78 %	78 %	n/a	n/a

1) Question added to employee survey in 2024.

SUSTAINABLE OPERATIONS AND VALUE CHAIN

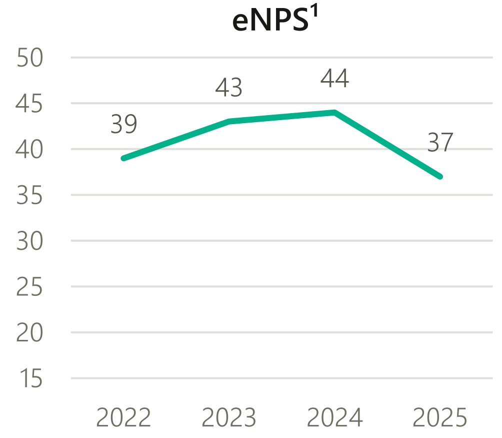
Attraction and retention

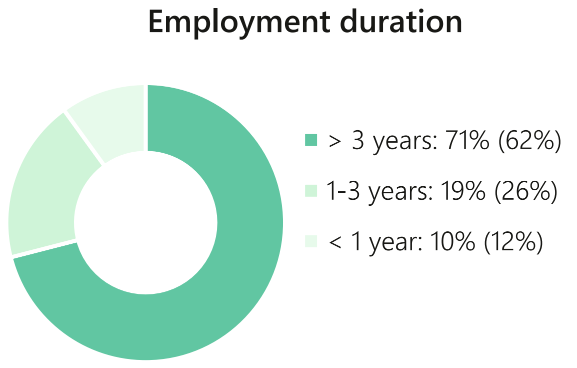
We strive to provide an inclusive and supportive work environment with strong values and competitive conditions. Our Employee Net Promoter Score (eNPS) has developed positively over the past five years, reaching a high of 44 in 2024, and remaining at a strong level of 37 in 2025[1]. The share of ambassadors also declined, from 57% in 2024 to 51% in 2025, consistent with the eNPS trend and reflecting the uncertainty of a year of significant strategic change.

We promote work-life balance and have a progressive Remote Work Policy, enabling most employees to work remotely on a regular basis, either from home, our offices or customer sites. We provide support for setting up remote work environments.

At the same time, in-person interaction remains important. We run initiatives such as seminars, trainings, social gatherings, gaming communities and internal networks to strengthen team spirit. Leadership plays a key role, and our employee surveys confirm strong capabilities in communication, collaboration, learning and development, health and well-being, as well as diversity, equality and inclusion.

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





Employee survey results (%)	2025	2024	2023	2022
Share of ambassadors: Loyal enthusiasts promoting Aleido as a workplace	51 %	57 %	58 %	56%
Remote work[2]: Aleido has an attractive approach to flexible working	91 %	92 %	n/a	n/a
Leadership[3]: My immediate manager encourages and enables learning and development	83 %	83 %	85 %	83 %

1) Our twice a year internal employee survey measures Aleido's attractiveness as an employer. The employee Net Promoter Score (eNPS) is used to measure how willing employees are to recommend their workplace to others (from -100 to +100). Even if the benchmark varies between countries, industries and cultures, a value above +10 is generally good, and a value above +20 is very good.
2) Question added to employee survey in 2024.
3) Leadership is an important area of Aleido's overall people index and in the 2025 survey, the combined result for all leadership questions remained on a high level of 83 % (83% in 2024).

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Diversity, Equality and Inclusion

We are committed to fostering a diverse and inclusive workplace, recognising that different perspectives strengthen both our culture and our customer solutions.

Our Code of Conduct and Diversity & Inclusion Policy explicitly prohibit any form of discrimination based on background, religion, disability, sexual orientation, gender identity, or any other physical or social factors. Employees are also expected to act with respect and must not engage in behaviour that could be perceived as offensive, threatening, or degrading, including any form of unwanted attention of a sexual nature.

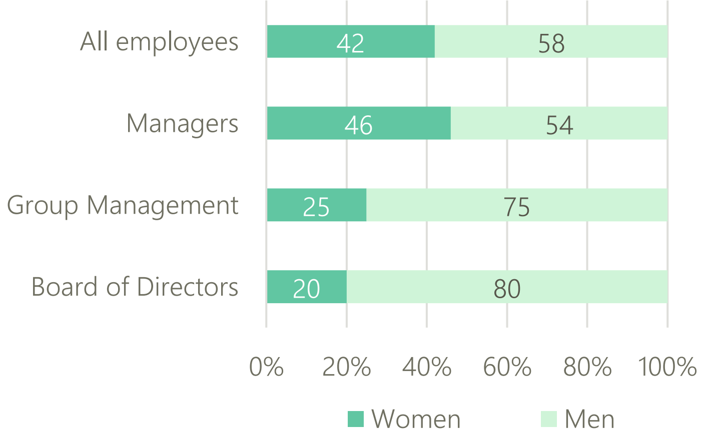
Embracing different perspectives is one of our value principles, and we actively promote diversity through broad advertising, non-biased recruitment practices, and initiatives to increase female representation in male-dominated fields.

No discrimination cases were reported in 2025 through our standard processes or whistleblowing system.

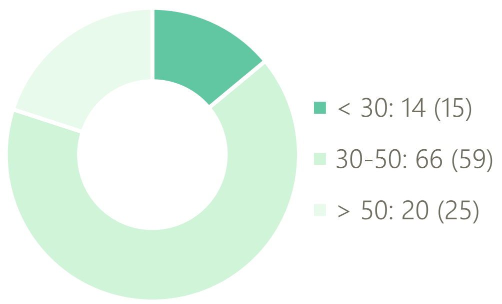
Employee survey results (%)	2025	2024	2023	2022
Equal opportunities: We have equal opportunities in my team irrespective of gender, ethnicity, age, etc.	91 %	83 %	90 %	90 %

1) 31 December 2025

Gender split[1]



Age split[1] (%)



SUSTAINABLE OPERATIONS AND VALUE CHAIN

Health and wellbeing

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

Our Remote Work Policy promotes flexibility and has a positive impact on work–life balance and productivity, while we remain mindful of potential challenges such as reduced social interaction. To support remote work, we provide contributions for IT and home office equipment.

Our employee survey shows that 85% of employees feel encouraged to achieve a good work-life balance in 2025. Our health and wellbeing promotion score has declined gradually over recent years, reaching 81% in 2025, an area we continue to focus on. Sick leave increased slightly to 2.6% in 2025 from 2.2% in 2024 but remains at a low level overall. We regularly assess the working environment through physical inspections and ongoing dialogues with employees in connection with performance reviews, department meetings, and employee surveys. Workplace safety also extends to our customers' sites and is governed by internal guidelines and agreements to maintain a safe environment.

Employee survey results (%)	2025	2024	2023	2022
Health & wellbeing: At Aleido, we promote health and wellbeing	81 %	84 %	86 %	85 %
Health & wellbeing: I feel encouraged in achieving a good work-life balance	85 %	86 %	82 %	80 %

People data from reporting system	2025	2024	2023	2022
Health & wellbeing: Sick leave	2.6%	2.2 %	2.6 %	2.4 %

SUSTAINABLE OPERATIONS AND VALUE CHAIN

PLANET

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

Minimise footprint

Aleido is a knowledge-intensive services and technology company, and we therefore have a relatively limited climate and environmental impact within the scope of our own operations and value chain. Our climate and environmental footprint is mainly linked to electricity, heating and cooling in our offices, IT equipment and services, business travel and employee commuting. In light of the above, topics such as water and biodiversity are not considered material for Aleido. However, our double materiality assessment identifies the use of scarce materials in IT equipment and waste generation in our own operations as material, and these are addressed within our circular economy priorities.

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

- Reduce value chain emissions
- Shift to renewable energy
- Extend IT equipment lifecycles and reduce waste

Target	Result
Halve value chain emissions by 2030 and be net-zero no later than 2040 (base year 2019).	Emissions have been reduced by 38%[1] compared to 2019.

Science Based Targets

Climate targets for validation were originally submitted to the Science Based Targets initiative (SBTi) for Semcon Group, including Aleido's operations, in 2022, using 2019 as the base year. Following Aleido's separation from Semcon Group in 2023, Aleido committed to SBTi as a stand-alone company in 2024, retaining the 2019 base year. This is the last year Aleido reports against the 2019 base year. From 2026 onwards, Aleido aligns its climate commitment with Ratos's 2024 base year, with Aleido's own SBTi targets to be set in 2026, informed by Ratos's validated group-level targets.

1) The 2019 base year has not been restated using the DESNZ-based emission factors applied to 2022–2025 data. The 38% reduction is therefore indicative rather than fully like-for-like.

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Reduce value chain emissions

Aleido's target is to halve value chain emissions by 2030 and be net-zero no later than 2040, with 2019 as the base year. As described in the Science Based Targets section on page 23, these targets are being recalculated as Aleido aligns its climate commitment with our owner Ratos's 2024 base year from 2026 onwards.

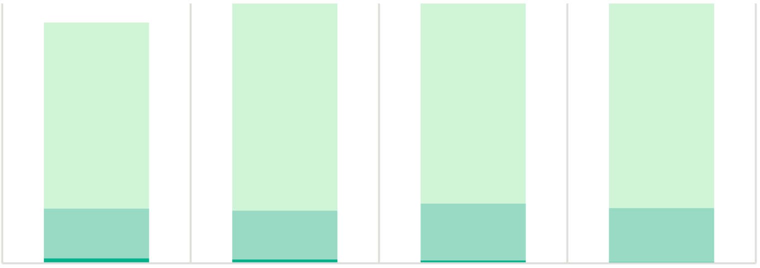
In recent years, we have taken actions to reduce our emissions linked to business travel and commuting. We have also worked to reduce the climate and environmental impact of purchased goods and services. Our major sources of emissions are linked to employee commuting, business travel and electricity, heating and cooling.

We cannot decide how our employees commute to and from work, but we can choose where we locate our offices and nudge our employees in the right direction to facilitate climate-friendly choices. As an international company with offices, colleagues and customers in several countries, we need to travel to meet in person from time to time. While we cannot cease business trips completely, we can travel more responsibly, which means that trips shall be made on a need basis only and with the travel mode that has the lowest environmental impact. Our Remote Work Policy enables most of our employees to split their time between the office, customer sites and home or any other preferred location, which has proven to have a positive impact on emissions related to employee commuting.

Aleido's total emissions have decreased by 38% since 2019, though this comparison is indicative rather than fully like-for-like as the 2019 base year has not been restated using the current methodology. Scope 1 emissions have fallen significantly as we transition to electric and hybrid vehicles, and employee commuting continues to decline. Business travel has increased as travelling habits normalise following the Covid-19 pandemic but remains below 2019 levels.

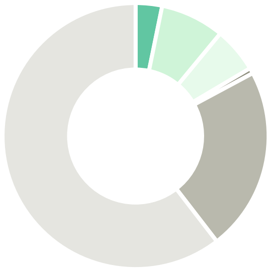
A complete specification of our Scope 1, 2 and 3 emissions for 2022–2025, including our emission intensity ratio, is shown on page 45.

Emissions[1] 2022-2025 ($tCO2_e$)



	2022	2023	2024	2025
Scope 1	18	13	10	5
Scope 2[2]	173	170	198	187
Scope 3	647	779	720	746
Total	**838**	**962**	**928**	**938**

Scope 3 emissions[1] 2025 ($tCO2_e$)



1) Since 2021, we calculate our Scope 1, 2 and 3 emissions in line with the GHG Protocol. Prior year figures (2022–2024) have been restated using updated DESNZ-based emission factors, in line with Ratos's group reporting framework.
2) Market-based emissions.

ALEIDO

SUSTAINABLE OPERATIONS AND VALUE CHAIN

Emission reduction initiatives

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

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

Shift to renewable energy

For several years, offices in environmentally certified buildings have been a priority for Aleido, with the aim of ensuring cleaner energy and state-of-the-art energy efficiency solutions. Our emissions linked to electricity, heating, and cooling are included in our Scope 2 emissions, as further detailed on page 24.

Increasing the share of renewable electricity is a key priority, in line with our path towards near-zero Scope 2 emissions. Our approach prioritises direct action: ensuring that our offices are supplied with renewable electricity, either through our own procurement choices or by actively working with landlords to source renewable energy. Where direct sourcing is not achievable, we may use market-based instruments[1] to cover the remainder.

In 2025, 9% of Aleido's electricity consumption was covered by renewable sources. We are committed to increasing this share substantially from 2026 onwards, with a clear path towards 100% by 2030. A complete specification of our energy consumption for 2022-2025, together with information on our energy intensity ratio, is provided on page 47.

Extend IT equipment lifecycles and reduce waste

At Aleido, we strive towards more circular business operations based on the principles of reduce, repair, reuse and recycle. Our material purchases are primarily IT equipment, mobiles, furniture and general office supplies. We buy high-quality furniture and strive to refurbish and reuse it within our operations. Laptops and other IT equipment that are no longer in use are, where possible, sold to a trusted partner through a take-back programme, where such equipment is refurbished and resold to second-hand users. If equipment has reached end of life and cannot be refurbished, it is shipped to a certified recycling partner who ensures environmentally certified recycling methods. Other hazardous waste, such as batteries and lightbulbs, is sent for specialised hazardous waste recycling.

Each office is expected to ensure recycling of materials such as paper, food waste, glass, batteries, plastics and packaging to the greatest extent possible, subject to local waste handling limitations. Waste-related emissions are covered by our Scope 3 calculations (see page 24). Adequate recycling opportunities are one of the criteria considered when renting new premises.

According to our Purchasing Policy, everyone at Aleido who is authorised to make purchases should choose environmentally certified products and services, provided these are reasonably priced and meet functional requirements. Where no certified alternatives are available, the most eco-friendly option should be chosen.

1) Guarantees of Origin in Sweden, Germany and Hungary. Renewable Energy Guarantees of Origin in the UK. Green Energy Certificates in China.

ALEIDO

SUSTAINABLE OPERATIONS AND VALUE CHAIN

PRINCIPLES

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

Ambition	Result
Zero incidents of corruption	No cases of corruption were reported in 2025.

Ethical business conduct

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

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

- Anti-corruption & fair competition
- Privacy & data security
- Responsible purchasing
- Responsible AI

SUSTAINABLE OPERATIONS AND VALUE CHAIN

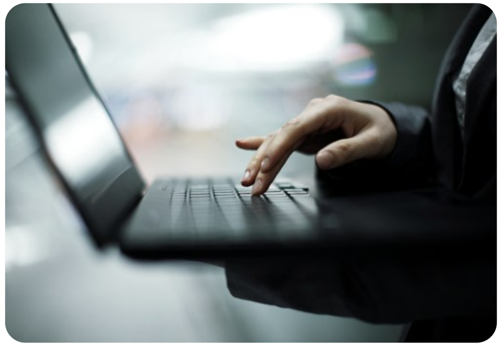
Anti-corruption & fair competition

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

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

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

No incidents of corruption or unfair competition were reported through our whistleblower function or via our internal channels in 2025.



Privacy & data security

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

Aleido has several privacy-related policies covering employees, subconsultants, candidates and our whistleblowing function. We hold regular training on information security and data privacy, and have processes, requirements and controls in place to ensure that confidential information, trade secrets and personal data are managed in accordance with applicable laws, agreements and guidelines. All employees have confidentiality undertakings in their employment contracts.

Aleido has internal IT security requirements and guidelines for the Group's and its suppliers' IT environment. We conduct penetration tests on a frequent basis, actively test internal security systems against threat scenarios such as ransomware attacks, and manage critical IT incidents within a dedicated crisis management process. Aleido's IT systems are also evaluated by customers on a frequent basis, usually in accordance with ISO 27001. In 2025, Aleido UK Limited and Aleido Learning Sweden AB both achieved ISO 27001 certification, with the remaining group entities

SUSTAINABLE OPERATIONS AND VALUE CHAIN

implementing the framework in 2026. When procuring IT systems, supplier evaluations include checks for relevant certifications and an assessment of whether supplemental data processing agreements are required.

Responsible AI

Artificial intelligence offers significant opportunities for Aleido, in how we deliver services, support our customers and develop our offering. At the same time, irresponsible use of AI can create risks related to data privacy, bias, confidentiality and accountability. We are committed to using AI in a manner that is ethical, transparent and aligned with our values and legal obligations.

Aleido has an internal AI Guideline governing the ethical, responsible and effective use of AI tools across the Group. It applies to all employees, subconsultants and contractors and is built around key principles: transparency, privacy and data protection, fairness and non-discrimination, accountability and a human-centric approach. The Guideline sets out clear rules on what data may and may not be shared with AI tools and requires that all external AI tools are approved by Aleido's Chief Digital Officer. Regular training and awareness activities ensure that employees understand their responsibilities in relation to AI use. The Guideline is reviewed periodically to keep pace with technological and regulatory developments.

Responsible sourcing

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

Our Code of Conduct applies to all suppliers and subconsultants and shall be included in all relevant agreements. For major international suppliers where this is not feasible, we assess whether their own code of conduct meets equivalent standards in relation to climate and environmental aspects, fair working conditions and labour rights, and business ethics. As a small player sourcing standard goods and services from large international companies, we rely on assessments of supplier credibility and manufacturers' due diligence programmes rather than direct audits.

Aleido also has a Purchasing Policy with specific guidelines for those authorised to make purchases.

Responsible sales

Aleido has identified certain sectors and activities where there is a risk that Aleido could be involved in projects that contribute to negative impacts on the climate and environment, human rights, or which may otherwise be considered controversial from an ethical perspective. Such assignments shall be evaluated by an Ethical Council, which consists of the Group Management and designated responsible representatives relevant for the specific matter. During 2025, zero cases were formally evaluated by the Ethical Council.

Whistleblowing function

Aleido has a whistleblower policy and a whistleblowing function publicly available on its website, where employees, customers, suppliers, other business partners or third parties can report suspected breaches of applicable laws, violations of Aleido's Code of Conduct and any other material irregularities that they are reluctant to report via our regular channels. Information is submitted to the whistleblowing function using an online tool that protects the reporter's identity. No cases were reported via the whistleblowing function in 2025.

SUSTAINABLE PROJECTS

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

Maximise our handprint

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

While the EU's 2025 Omnibus package has introduced uncertainty around the scope and timelines of the Corporate Sustainability Reporting Directive (CSRD) and the EU Corporate Sustainability Due Diligence Directive (CSDDD), the direction of travel is clear: companies will be required to perform due diligence and be transparent about their environmental and social footprint.

Of particular relevance to Aleido is the Eco-design for Sustainable Products Regulation (ESPR), which requires companies to apply eco-design principles in product development and to create Digital Product Passports for an expanding range of product categories. These passports must include information on how products can be repaired, maintained and upgraded, as well as data on their climate, environmental and social footprint — areas where Aleido's expertise in information lifecycle and technical documentation is directly applicable.

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

SUSTAINABLE SOCIETY

At Aleido we want to support the shift towards a better society. In addition to many customer assignments that contribute to a sustainable society, we run local pro-bono and CSR programmes where employees contribute their expertise and commitment to initiatives that matter in the communities where we operate.

CSR PROGRAMME AND OTHER SOCIAL ACTIVITIES

Our local management teams drive CSR programmes and activities that support the UN Sustainable Development Goals. In 2025, teams across Aleido engaged in a range of activities, some of which are highlighted below.

- In Hungary, our teams donated IT equipment to the Mátrix Foundation to support digital learning for families in need and volunteered with Budapest Bike Maffia to prepare food for people in need. Teams can also apply to carry out community projects of their choice through Aleido Hungary's quarterly CSR initiative.
- In the UK, Aleido's team raised funds for Cancer Research UK through activities throughout the year, including a bake-off and clothing donation drives.
- In China, Aleido ran a fundraiser to purchase sports equipment for a rural school in Yunnan Province where students face material hardship.

MATERIALITY ASSESSMENT AND STAKEHOLDER DIALOGUE

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

Materiality assessment

Our process to identify our material topics includes the following actions: (i) understand Aleido's context; (ii) identify actual and potential impacts; (iii) assess the significance of the impacts; (iv) prioritise the most significant impacts. As part of preparing this report, we have conducted our first Double Materiality Assessment (DMA), evaluating Aleido's actual and potential negative and positive impact on the world (outward impact) as well as how the world affects Aleido from financial and other perspectives (inward impact).

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

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

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

Attractive & responsible employer

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

Minimise footprint

- Reduce emissions
- Renewable energy
- Resource use and waste

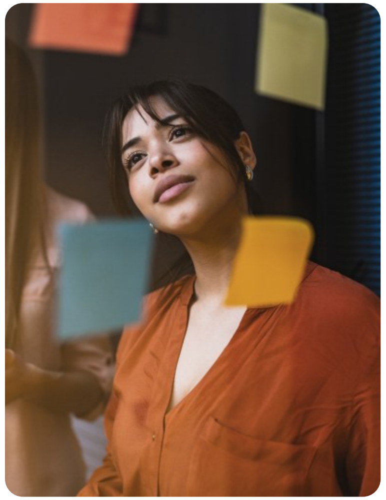
Maximise handprint

- Economic performance
- Sustainable services and solutions

Ethical business conduct

- Anti-corruption & fair competition
- Privacy & data security
- Responsible purchasing
- Responsible AI

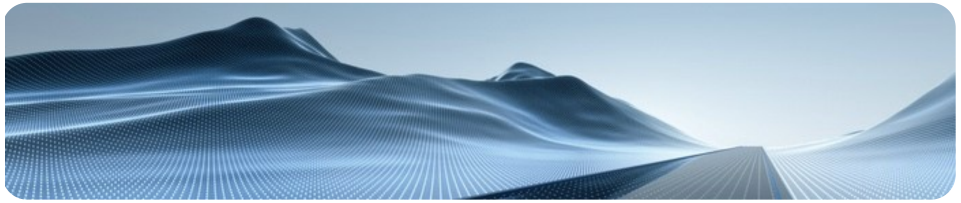
MATERIALITY ASSESSMENT AND STAKEHOLDER DIALOGUE



Stakeholder dialogue

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

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



1) Refers to Aleido as a supplier to our customers.

Stakeholders	Dialogue	Purpose
Shareholders	• Board meetings • Business review meetings • Shareholder meetings	Identify and decide on strategic direction, risks and opportunities, material sustainability topics etc.
Employees	• Employee engagement surveys • Internal communication channels • Career & Development Dialogues • Department meetings • Skills Development Days & training • Networks • Management and employee dialogues • Stakeholder survey	Identify and address employees' expectations of Aleido, including actual and potential negative and positive impacts linked to working conditions, learning and development, health and wellbeing, diversity and inclusion, discrimination and harassment, customer offerings, etc.
Customers	• Customer surveys • Customer projects and meetings • Customer events and workshops • Sales meetings • Supplier[1] assessment questionnaires & dialogues • Supplier[1] meetings	Identify and address our customers' expectations and requirements of Aleido's internal sustainability agenda (i.e. in our own operations and value chain) and external sustainability agenda (i.e. how we can support our customers' sustainability journeys).
Other business partners	• Cooperation projects • Membership meetings • Seminars	Identify and address joint opportunities to drive change in customer projects or in society.
Suppliers	• Purchasing dialogue • Supplier assessments	Identify and address actual and potential negative and positive impacts in the supply chain linked to human rights, climate and environment, and business ethics.

GOVERNANCE STRUCTURE

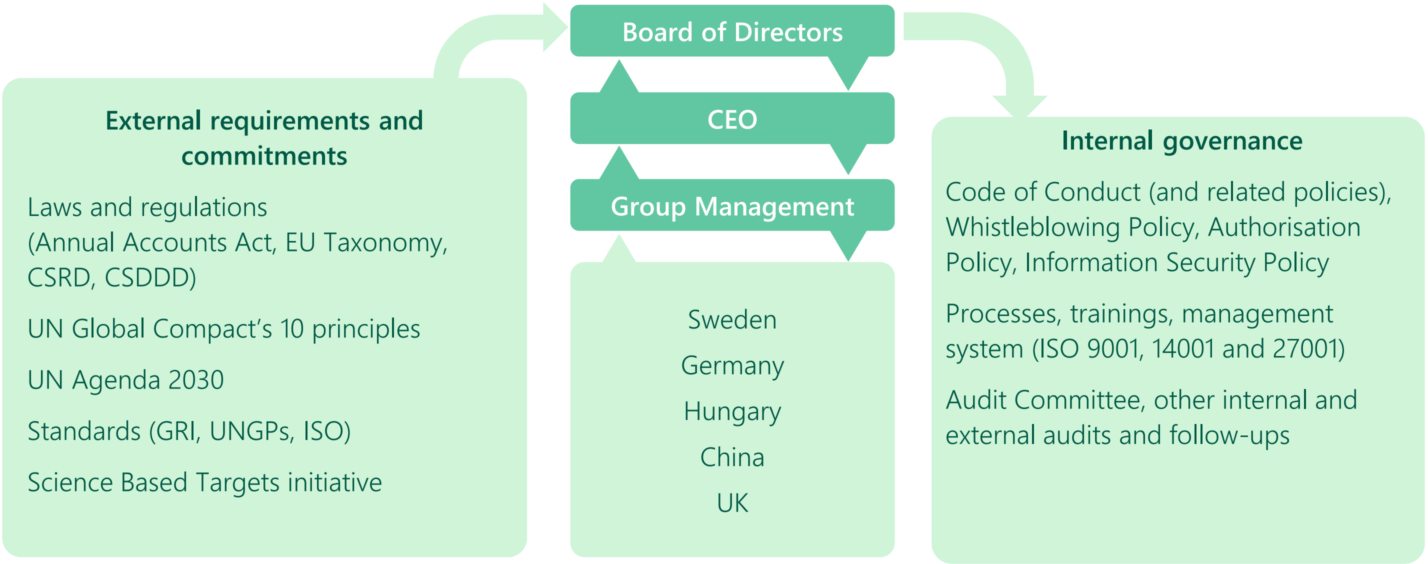
To be a trusted partner to our customers and an attractive employer, we strive to integrate sustainability into our strategy and culture. One part of that is to have a credible governance structure to ensure that sustainability risks and opportunities are addressed from the top.

Governance structure

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

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

The size of Aleido allows the Board members to have a good overview of all topics, and except for the Audit and Remuneration Committees, the Aleido Board does not have any specific committees. Sustainability-related risks are included in Aleido's overall risk assessment process, as further detailed on page 36, and assessed by the Audit Committee. The Board is updated on a regular basis on the progress of Aleido's internal sustainability agenda by the CEO and/or the Chief Sustainability Officer. The external sustainability agenda is integrated into Aleido's ordinary business development process and business plans, which are presented to the Board of Directors and assessed in review meetings.



GOVERNANCE STRUCTURE

Policies, processes and follow-up

Aleido's Code of Conduct applies to all companies within Aleido Group and has been adopted by the Board of Directors. It is based on the UN Global Compact, the Universal Declaration of Human Rights and the ILO Core Conventions, and covers commitments linked to human rights, non-discrimination, zero tolerance for forced labour and child labour, freedom of association, fair working hours and compensation, health, safety and wellbeing, anti-corruption, fair competition, anti-money laundering and environmental sustainability.

The Code of Conduct is publicly available on Aleido's website and complemented with various other external and internal topic-specific policies which have been approved by Group Management. It applies to all employees, subconsultants, suppliers, customers and other business partners (see page 27-28). Our employment agreements include the Code of Conduct, and relevant training is included in the onboarding process for new employees as well as in connection with business ethics and other training.

All employees must adhere to the requirements set out in the Code of Conduct as well as the requirements in all other policies. They are encouraged to report any deviations or violations thereof through Aleido's internal reporting processes or, if they prefer not to use standard reporting channels, through Aleido's whistleblowing function, which is available for employees as well as third parties on Aleido's website. See page 28 for further information.

On page 35, see a short description of the actions we take to manage our material topics.

Aleido Group Policies

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

GOVERNANCE STRUCTURE

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

ALEIDO

RISK AND OPPORTUNITY ASSESSMENT

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

Risk management process

Sustainability-related risks and opportunities are included in Aleido's ordinary risk assessment process. Risks and opportunities are assessed on a macro level (including political, climate and environmental, technological and regulatory) and micro level (including compliance, competition, customers, suppliers, employees, health, safety and work environment, finance, assets, legal, quality, IT and sustainability). Given the increasing role of AI in our operations and service delivery, we also specifically assess AI-related risks, including ethical use, data privacy and regulatory compliance. Identified risks are subject to a materiality analysis as described on page 31. The risk assessment is performed every year.

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

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

Scenario analysis

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

RISK AND OPPORTUNITY ASSESSMENT

Sustainability-related risks and opportunities

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

	Risks	Mitigations	Opportunities
Financial & business	• Disruptive market related to digitalisation and sustainability. Failure to adapt to technological and sustainability-related trends or to integrate sustainability into strategy and culture can cause a loss of customers and new business opportunities. • Lack of, and difficulty to recruit, employees with critical expertise.	• Increased focus on adapting our customer offering and increasing expertise within technology and sustainability, including integration of technology and sustainability into our customer offerings and technology and sustainability trainings for employees. See page 29. • Focus on sustainability training and engagement, learning and development agenda, a flexible workplace, employee engagement activities and more. See pages 17-22.	• Support customers with our combined expertise within information lifecycle solutions, digitalisation and sustainability. See page 29. • Robust and integrated sustainability agenda as a tool to attract and retain talent.
Climate & environment	Climate and environmental footprint in Aleido's own operations and value chain.	Aleido has set 2030 targets and committed its climate targets to the Science Based Targets initiative in 2024. We have identified activities to reduce emissions in line with set targets.[1] See table on climate-related risks and opportunities on page 38 and pages 23-25.	Support customers in their transition towards net-zero and circular business operations. See table on climate-related risks and opportunities on page 38 and page 29.
Employees', social & human rights	• Health and wellbeing risks linked to knowledge-intensive service delivery. • Negative human rights impact in the supply chain.	• Policy for Remote Work to enable better work-life balance, and many other activities to promote employee health and wellbeing. See page 22. • Responsible sourcing programme to prevent and mitigate negative human rights impacts in our supply chain. See page 28.	Support customers in implementing employees' social and human rights programmes through learning solutions. See page 29.
Compliance & business ethics	• Corruption, specifically in countries with high risk for corruption. • Loss or leakage of personal and/or confidential information data due to cyberattacks. • Risks from irresponsible or non-compliant use of AI, including regulatory exposure under the EU AI Act.	• Compliance programme for anti-corruption and data protection, including specific controls for high-risk countries, and strong focus on IT and data security controls. • AI Guideline and CDO approval process for all external AI tools. See page 28.	Support customers in implementing compliance and business ethics programmes through learning solutions. See page 29.

1) These targets are being recalculated as Aleido aligns its climate commitment with Ratos's 2024 base year from 2026 onwards.

RISK AND OPPORTUNITY ASSESSMENT

Climate-related risks and opportunities

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

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

Risk categories	Risks	Time S/M/L[1]	Mitigations	Opportunities
Transition risks				
Technological The technological and digital landscape is disruptive and highly interconnected with the climate transition and transition to a circular economy.	Failure to adapt to technological and sustainability-related trends or to integrate sustainability into strategy and culture can cause a loss of customers and new business opportunities. Lack of, and difficulty to recruit, employees with the right expertise can cause loss of customers and lost opportunities.	S	Increased focus on accelerating our sustainability agenda and offering, including integrating sustainability into our customer offering, sustainability training for employees and extensive employee engagement activities. See pages 17-29.	Further develop combined expertise within information lifecycle solutions, digitalisation and sustainability. See page 29. Robust and integrated sustainability agenda as a tool to attract and retain talent.
Market Disruptive market. Companies are affected by several interconnected risks including geopolitical challenges, inflation, shortage of clean energy, natural resources, etc.	Failure to adapt our offering to new market conditions can cause a loss of customers, assignments and new business opportunities.	M	Same as above. See page 29.	Support customers in their transition towards net-zero and circular business operations. See page 29.
Legal A rapidly increasing regulatory landscape, specifically on the EU level, poses a regulatory burden on companies.	Failure to address compliance-related risks linked to non-financial reporting and due diligence can lead to fines and lost business opportunities.	M	Monitor evolving regulatory requirements closely, including changes arising from the EU's 2025 Omnibus package. Prepare through education and networks, including basic training for Aleido's employees to ensure that we understand our customers' regulatory risks.	Support customers with sustainability-related matters, e.g. Product Passport information and learning solutions related to regulations such as CSRD. See page 29.
Reputational Failure to meet climate targets can have a negative reputational effect.	Failure to cut emissions in line with set targets or to deliver on a credible sustainability commitment can have a negative reputational impact.	M	Climate targets to be validated against the Science Based Targets initiative. Initiatives to reduce Aleido’s climate and environmental footprint. See pages 23-25.	A robust and integrated internal and external climate agenda increases our credibility as a supplier. See pages 23-25.
Physical risks				
Acute risks Global warming has increased the likelihood of extreme weather events and natural disasters.	Aleido's risks due to extreme weather events and natural disasters are limited. We rent all offices and have demonstrated strong remote working capabilities across all markets.	L	Integrate climate and other environmental aspects into our customer offering.	Support customers in their climate change mitigation and adaptation activities. See page 29.
Chronic risks Global warming causes long-term shifts in climate patterns.	No specific risk identified that is not already covered by acute risks.	N/A	Integrate climate and other environmental aspects into our customer offering.	Same as above.

NOTES

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

ABOUT THE SUSTAINABILITY REPORTING

Aleido's sustainability reporting is published annually and is aligned with the financial reporting period. This report covers the period 1 January 2025 to 31 December 2025 and was published on 2 July 2026. The preceding report covered the period 1 January 2024 to 31 December 2024 and was published on 19 June 2025.

All Aleido Group companies are included in both the sustainability and financial reporting; see the list of entities on page 48. The financial information presented refers to consolidated Aleido Group figures. Additional financial information is consolidated in Ratos AB (publ)'s Annual and Sustainability Report 2025.

Aleido's 2025 Sustainability Report has been prepared in accordance with the Global Reporting Initiative's Sustainability Reporting Standards (GRI 2021), see GRI index on pages 49-51. The report also meets the requirements of the Swedish Annual Accounts Act, see index on page 52.

The Sustainability Report has been reviewed and approved by Aleido's Group Management and presented to the Board of Directors. It has not been externally assured. Aleido does not currently seek external assurance of its sustainability reporting but reviews this position annually. The point of contact is Chief Sustainability Officer Åsa Furnander at asa.furnander@aleido.com.

GOVERNANCE, STRATEGY, POLICIES ETC.

NOTE 1
Composition, nomination and selection of the highest governance body

Aleido's highest governance body is the Board of Directors. The Board is appointed by the owner, Ratos AB (publ), in accordance with the (Ratos) Group's governance model and principles for active ownership.

At (Ratos) Group level, Board composition is prepared through a structured nomination process and decided by the relevant governing body and formally elected at the general meeting.

The composition of the Board is based on an assessment of the competencies, experience and qualifications required to support Aleido's strategy and long-term development. Consideration is given to factors such as industry expertise, leadership experience, diversity (including gender and background) and independence in relation to the company and its management. The Chairman of the Board is non-executive and is not employed by Aleido.

The fact that Board members may also serve on boards of other Ratos Group companies is considered a strength and reflects Ratos's model of active ownership, where knowledge, experience and synergies are shared across the (Ratos) Group.

NOTE 2
Evaluation of performance of the highest governance body

In the Ratos Group, boards of subsidiaries are evaluated on an annual basis. The evaluation is conducted internally within the Group and includes sustainability governance matters. In 2025, basic training on CSRD/ESRS was provided to Aleido's Board members and senior executives.

NOTE 3
Policy commitment and implementation

Aleido's policy commitments are set out in its Code of Conduct, supported by related policies covering business ethics, employees, human rights, climate and environment, and data protection. The Code applies to all employees, Board members, subcontractors, suppliers and other business partners. Selected policies, including the Climate & Environmental Policy and the Whistleblowing Policy, are publicly available on Aleido's website; others are available on the intranet. Further details are provided on pages 21-28 and 34.

Aleido maintains a whistleblowing function available to both employees and external parties to report suspected violations of laws, the Code of Conduct or other policies.

New and updated policies are communicated to employees

GOVERNANCE, STRATEGY, POLICIES ETC.

through established internal communication channels. Policies relevant to business partners are communicated through appropriate channels depending on the type of business partner and the nature of the relationship.

NOTE 4
Remediation process

Aleido's Code of Conduct outlines principles and guidelines related to human rights and labour issues. Where it is established that Aleido has caused or contributed to negative human rights impacts, the company will engage in a remediation process with the aim of addressing such impacts in a responsible manner.

NOTE 5
Communication of critical concerns

Critical concerns related to potential or actual negative impacts on the economy, environment and people may be raised through Aleido's whistleblowing function (page 28) or through other established reporting channels available to employees and external stakeholders. Reported concerns are assessed and where deemed material escalated to the Chair of the Board. Such matters are addressed at subsequent Board meetings or, if required, through extraordinary Board meetings.

No critical concerns were reported to the Board during 2025.

NOTE 6
Remuneration
Board of Directors

Board members who are external to the Ratos Group receive a fixed annual board remuneration, while board members employed by the Ratos Group do not receive compensation for board work in Aleido. Remuneration to external Board members is determined by Ratos AB (publ) in accordance with the (Ratos) Group's governance and remuneration principles.

For information about the members of Aleido's Board of Directors, see page 54.

CEO and other senior executives

The CEO's terms of employment include a notice period of six months regardless of whether termination is initiated by Aleido or by the CEO. Variable remuneration may be awarded in accordance with guidelines established by the Board of Directors with a maximum of six times the fixed monthly salary. The variable cash remuneration is based on pre-determined and measurable criteria consisting of individual quantitative targets linked to operating result and cash flow. The criteria are designed to support Aleido Group's business strategy and long-term value creation.

'Other senior executives' refers to members of Aleido's Group Management (nine in 2025). In addition to fixed salary, senior executives may receive variable remuneration based on performance against pre-determined financial targets, with a maximum of four times the fixed monthly salary.

The notice period for other senior executives is a maximum of 12 months. In addition, severance pay may be granted up to six months' salary with deduction of income from other employment.

Remuneration for the CEO and other senior executives is determined by the Board of Directors, with the Chair of the Board responsible for approval in accordance with established governance procedures. The Board may deviate from the guidelines in individual cases if justified by specific circumstances.

Annual total compensation ratio

The annual total compensation of the highest-paid individual (the CEO) and the median annual compensation per employee include fixed salary, variable remuneration, benefits and pension costs.

	2025	2024
Average full-time employees	799	835
Median annual compensation per employee, SEK k	506	488
Annual total compensation of highest-paid individual, SEK k	3 832	3 319
Ratio of highest paid individual to median employee	7.6	6.8

SUSTAINABLE SERVICES AND SOLUTIONS

NOTE 7
Economic value creation

Economic value generated and distributed reflects Aleido's contribution to employees, suppliers, capital providers and society through taxes and other payments.

Economic value creation (SEK M)[1]	2025	2024	2023	2022
Economic value generated				
Revenues and other income	710	761	723	671
Economic value distributed				
Operating costs	-129	-146	-164	-156
Employee wages, benefits and contributions	-490	-501	-471	-425
Payments to capital providers[2]	-90	-100	-3	N/A
Payments to governments[2]	-14	-21	-17	N/A
Community investments [3]	N/A	N/A	N/A	N/A
Total economic value distributed	**-723**	**-769**	**-655**	**-581**
Economic value retained	**-13**	**-8**	**68**	**90**

1) Figures may not sum exactly due to rounding.
2) Aleido as a group was legally formed 1 July 2023. Numbers for 2023-2025 refer to full-year. For Payments to capital providers, Payments to governments and Community investments for 2022, please refer to Semcon's Sustainability Report 2022.
3) Value of Community investments for Aleido for the years 2023–2025 has not been quantified. Going forward, Aleido Group's ambition is that Community investments reporting mechanisms will be reviewed and reported.

NOTE 8
EU Taxonomy

Aleido Group AB is a wholly owned subsidiary of Ratos AB (publ) and is included in the Group's consolidated reporting under the EU Taxonomy Regulation (EU) 2020/852. Reference is therefore made to Ratos AB (publ)'s Annual and Sustainability Report 2025 for the Group's EU Taxonomy disclosures.

Aleido provides professional services within technical information, digitalisation and lifecycle support, including services that may support customers' transition towards more sustainable solutions. However, in line with the European Commission's interpretative guidance published in December 2022, the scope for professional services to be classified as Taxonomy-eligible activities is currently limited.

Based on this, Aleido has assessed that its activities fall outside the scope of Taxonomy-eligible and Taxonomy-aligned economic activities under the current Delegated Acts.

ALEIDO

EMPLOYEES

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

NOTE 9
Key figures

Key figures	2025	2024	2023	2022
Number of employees	776	822	830	818
Average number of employees, full year	799	835	835	803
Average age	41	41	41	42
New hires, full year	85	118	116	203
Employee turnover (%)	13	15	14	21
Employee Net Promoter Score, average[1]	37	44	43	42
Sick leave (%), full year	2.6	2.2	2.6	2.4
Subconsultants, full-time	23	32	28	22

NOTE 10
Age and gender distribution, headcount[2]

Age distribution	2025			2024		
Distribution in % at year end	Age < 30	30-50	>50	Age < 30	30-50	>50
All employees	15	59	25	16	63	20
Managers	-	54	46	1	72	27
Group Management	-	50	50	-	50	50
Board of Directors	-	20	80	-	33	67
Consultants	15	67	18	18	63	19
Other employees	6	52	42	18	54	28

Gender distribution	2025		2024	
Distribution in % at year end	Female	Male	Female	Male
All employees	42	58	43	57
Managers	46	54	45	55
Group Management	30	70	30	70
Board of Directors	20	80	-	100
Consultants	39	61	41	59
Other employees	71	29	74	26

1) Measured through our twice a year internal employee survey. 2) Figures may not sum to 100% due to rounding.

NOTE 11
Employment, headcount

Average employment time (%)	2025	2024	2023	2022
< 1 year	10	12	14	22
1-3 years	19	26	27	20
> 3 years	71	62	59	58

Employees by type of employment, gender and market	Permanent		Fixed term		Other forms of employment	
Number	Women	Men	Women	Men	Women	Men
China	23	25	0	0	0	0
Germany	31	58	0	0	0	0
Hungary	113	137	0	0	0	0
Sweden	140	164	3	2	8	8
United Kingdom	13	76	1	1	3	5
Total	**320**	**460**	**4**	**3**	**11**	**13**

Employees by capacity, utilisation rate and gender	Full time		Part time		Total		
Number	Women	Men	Women	Men	Women	Men	Total
China	23	25	0	0	23	25	48
Germany	16	44	15	14	31	58	89
Hungary	106	135	7	2	113	137	250
Sweden	143	165	8	9	151	174	325
United Kingdom	12	76	5	6	17	82	99
Total	**300**	**445**	**35**	**31**	**335**	**476**	**811**

ALEIDO

EMPLOYEES

NOTE 12
New hires and employee turnover, headcount

New hires

	2025						2024					
	Women		Men		Total		Women		Men		Total	
Number	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**
China	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	1	0.8
Germany	4	25.0	12	75.0	16	18.8	6	46.2	7	53.8	13	11.0
Hungary	11	52.4	10	47.6	21	24.7	14	43.8	18	56.3	32	27.1
Sweden	16	40.0	24	60.0	40	47.1	29	51.8	27	48.2	56	47.5
United Kingdom	3	37.5	5	62.5	8	9.4	8	50.0	8	50.0	16	13.6
Total	**34**	**40.0**	**51**	**60.0**	**85**	**100.0**	**58**	**49.2**	**60**	**50.8**	**118**	**100.0**
Age < 30 years	18	56.3	14	43.8	32	37.6	17	48.6	18	51.4	35	29.7
Age 30-50 years	15	36.6	26	63.4	41	48.2	34	50.7	33	49.3	67	56.8
Age > 50 years	1	8.3	11	91.7	12	14.1	7	43.8	9	56.3	16	13.6

Employee turnover

	2025						2024					
	Women		Men		Total		Women		Men		Total	
Number	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**
China	8	29.6	1	3.9	9	17.1	4	12.3	4	14.3	8	13.2
Germany	1	3.4	5	9.2	6	7.1	4	14.8	11	20.8	15	18.8
Hungary	13	11.5	13	9.4	26	10.3	16	13.9	16	11.6	32	12.6
Sweden	29	18.2	21	12.2	50	15.1	23	14.0	21	12.5	44	13.3
United Kingdom	5	25.0	13	15.4	18	17.2	11	48.9	13	14.2	24	21.1
Total	**56**	**16.0**	**53**	**11.2**	**109**	**13.2**	**58**	**16.1**	**65**	**13.6**	**123**	**14.7**
Age < 30 years	12	18.6	9	15.1	21	16.9	9	14.2	7	11.0	16	12.6
Age 30-50 years	36	15.6	28	9.3	64	12.0	39	16.3	44	14.8	83	15.5
Age > 50 years	8	15.1	16	13.9	24	14.2	10	17.2	14	11.9	24	13.7

EMPLOYEES

NOTE 13
Freedom of association and collective bargaining

In line with our Code of Conduct, Aleido's employees have the right to join a labour union, as well as the right to refrain from such membership. Aleido does not conduct operations in any country where labour union membership is forbidden or where there is a high risk that union membership does not occur voluntarily. However, there are certain risks connected to the trade unions' independence as well as the possibility of conducting collective bargaining in certain countries where we operate. In 2025, 46% of employees were covered by collective agreement. For employees who are not covered by bargaining agreements, terms and conditions are regulated by law, or separate local agreements. In such cases, terms and conditions are more favourable to the employee than requirements by law, such as, for example, parental leave conditions in the UK.

NOTE 14
Learning and development

As a consultancy organisation, continuous learning is a part of our everyday work. We have numerous training initiatives and do not consider it relevant to calculate the number of training hours per employee. Accordingly, average training hours per employee are not reported. See pages 19-20 for further information. All Aleido employees in Sweden with more than one year of employment are connected to TRR (Trygghetsrådet), which supports employees who have been made redundant in finding their next career step.

NOTE 15
Operational health and safety

Aleido's Health and Wellbeing Policy sets minimum requirements on health and safety across the organisation. We proactively design and operate facilities with employee safety and wellbeing in mind, regularly monitor and address health and safety-related risks, encourage employees to raise improvement recommendations, support healthy lifestyle choices, and ensure that business partners and third parties follow established procedures for employee protection.

We have a management system covering health and safety in line with local laws and regulations for all employees in Sweden. In our other countries of operation, we work proactively on health, safety and wellbeing, as a minimum aligned with local legal requirements and our Health and Wellbeing policy. We perform regular audits and follow-ups to monitor, identify and address potential and actual health and safety-related risks in our workplaces. We strive to have safety representatives in all our offices. There were zero recordable work-related injuries and zero fatalities across the Group in 2025. We provide training to address potential negative impacts, such as digital training to avoid negative impacts from working at home, as well as to drive positive impacts.

EMISSIONS AND ENERGY

NOTE 16
Emissions

Emissions are calculated according to the Greenhouse Gas Protocol and reported in Scope 1, 2 and 3.

Emissions ($tCO2_e$)[1, 2]	2025	2024	2023	2022
Scope 1				
Emissions own vehicle fleet	5	10	13	18
Total Scope 1	**5**	**10**	**13**	**18**
Scope 2				
Emissions, energy consumption – Location-based method	94	119	109	107
Emissions, energy consumption – Market-based method[3]	187	198	170	173
Total Scope 2 (Market-based method)	**187**	**198**	**170**	**173**
Scope 3				
3.1 Purchased goods and services	24	30	35	23
3.2 Capital goods	58	30	44	33
3.3 Fuel and energy-related activities	41	41	41	41
3.5 Waste	5	5	5	4
3.6 Business travel	167	141	151	64
3.7 Employees travel to and from work	451	473	503	482
Total Scope 3	**746**	**720**	**779**	**647**
Total emissions, Scope 1, 2 and 3, Location-based	**845**	**849**	**901**	**772**
Total emissions, Scope 1, 2, and 3, Market-based	**938**	**928**	**962**	**838**

1) Prior year figures (2022–2024) have been restated using updated DESNZ-based emission factors, in line with the Ratos group reporting framework.
2) Figures may not sum exactly due to rounding.
3) The market-based figure exceeds the location-based figure because residual mix emission factors in Aleido's operating markets are higher than the location-based grid average.

GHG intensity	2025	2024	2023	2022
Basis of calculation				
Average no. of employees	799	835	835	803
Net sales, SEK millions	703	751	718	663
Location-based				
$tCO2_e$/employees	1.06	1.02	1.08	0.96
$tCO2_e$/ Net sales, SEK millions	1.20	1.13	1.25	1.16
Market-based				
$tCO2_e$/employees	1.17	1.11	1.15	1.04
$tCO2_e$/Net sales, SEK millions	1.33	1.24	1.34	1.26

Boundaries and calculation basis

Until 1 July 2023, Aleido operated as a Business Area within the Semcon Group[4] rather than as a stand-alone group. Emission data prior to this date has been sourced from Semcon Group.

The emission calculations have been performed based on the operational control approach. Emission factors have been obtained from WLTP tests, DESNZ, AIB, IEA statistics and Ecoinvent, among others.

4) Semcon Group became part of Knightec Group in September 2024 and no longer exists as a separate entity.

EMISSIONS AND ENERGY

Changes from previous years calculations
Aleido has established a recalculation policy based on the guidelines of the GHG Protocol standard and the Science Based Targets initiative. The 2022-2024 calculations were reviewed and updated during 2025 to improve data quality and update emission factors, as part of the preparations for Aleido's commitment to climate targets for the Science Based Targets initiative.

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

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

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

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

Biogenic CO_2 emissions from district heating are not separately reported and are excluded from scope totals.

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

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

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

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

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

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

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

3.7 Employee commuting. Based on data from the annual employee commuting survey which collects data on average travel distance and transportation mode. We have also included emissions for working from home.

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

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

3.10 Processing of sold products. Not applicable.

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

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

3.13 Downstream leased assets. Not applicable.

3.14 Franchises. Not applicable.

3.15 Investments. Not applicable.

EMISSIONS AND ENERGY

NOTE 17
Energy consumption

Energy consumption includes purchased electricity, heating, and cooling for office premises, and fuel and electricity consumption for company cars. Electricity consumption forms the basis for Scope 2 greenhouse gas emissions. The split between renewable electricity and grid electricity shown in the table is applied in the calculation of Scope 2 market-based emissions, where contractual instruments and residual mix factors are used accordingly.

Energy consumption (MWh)[1]	2025	2024	2023	2022
Total energy consumption	1,155	1,177	1,096	1,061
Renewable (contractual)	65	83	141	59
Non-renewable	1,090	1,094	954	1,002
Of which:				
Non-renewable fuels, company cars	24	40	60	73
Electricity[2]	688	693	681	664
Renewable electricity (contractual)	65	83	141	59
Grid electricity (residual mix)	623	610	539	605
Heating[3]	291	302	264	225
Cooling[3]	153	142	92	100
Energy intensity, relation to net sales (MWh/SEK million)	1.64	1.57	1.53	1.60

1) Figures may not sum exactly due to rounding.
2) Electricity for office premises and electric vehicles
3) District heating and district cooling are classified as non-renewable due to lack of supplier-specific renewable energy data or renewable energy contracts.

OTHER

NOTE 18
Reporting company and ownership

The legal name of the reporting company is Aleido Group AB, a limited company registered with the Swedish Companies Registration Office with the corporate identification number 556606-0363. The company is registered in Göteborg, Sweden and the head office is located on Lindholmsallén 2, Göteborg.

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

OTHER

NOTE 20
List of entities

Entities directly and indirectly owned by the reporting company, Aleido Group AB (Sweden, corporate identification number 556606-0363), **from 1 January to 31 December 2025.** No entities were acquired or divested during the period.

Name of company	Corporate identification number	Country	Share of votes and capital (%)
Aleido Sweden AB	556241-0638	Sweden	100
Aleido Learning Sweden AB (owned by Aleido Sweden AB)	556540-0420	Sweden	100
Aleido UK Limited	06132347	United Kingdom	100
Aleido Learning UK Limited (owned by Aleido UK Limited)	02938087	United Kingdom	100
Aleido Hungary Kft	01-09-862498	Hungary	100
Aleido Germany GmbH	HRB 81386	Germany	100
Aleido GmbH (owned by Aleido Germany GmbH)	HRB 105419	Germany	100
Aleido Communication GmbH (owned by Aleido GmbH)	HRB 123021	Germany	100
Aleido (Beijing) Information & Consulting Co. Ltd.	91110105794054501R	China	100
Aleido (Beijing) Information & Consulting Co. Ltd. Shanghai Branch	913100006793936 39A	China	100

GRI CONTENT INDEX 2025

Aleido has reported in accordance with the GRI standards for the period 1 January 2025 to 31 December 2025.
GRI 1 used: GRI Foundation 2021. No specific GRI Sector Standards are applicable for Aleido's operations.

GRI standard	Disclosure	Page	Omission/Comment
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organisational details	4, 47, 48	
	2-2 Entities included in the organisation's sustainability reporting	39, 48	
	2-3 Reporting period, frequency and contact point	39	
	2-4 Restatements of information	40, 45-47	
	2-5 External assurance	39	
	2-6 Activities, value chain and other business relationships	3-4, 7-8, 28, 30	
	2-7 Employees	42-43	
	2-8 Workers who are not employees	17, 43	
	2-9 Governance structure and composition	33-35, 39, 53	
	2-10 Nomination and selection of the highest governance body	39, 53	
	2-11 Chair of the highest governance body	53	
	2-12 Role of the highest governance body in overseeing the management of impacts	31-35, 39	
	2-13 Delegation of responsibilities for managing impacts	33-35	
	2-14 Role of the highest governance body in sustainability reporting	39	
	2-15 Conflicts of interest	39, 53	
	2-16 Communication of critical concerns	40	
	2-17 Collective knowledge of the highest governance body	39	
	2-18 Evaluation of performance of the highest governance body	39	
	2-19 Remuneration policies	40	
	2-20 Process to determine remuneration	40	
	2-21 Annual total compensation ratio	40	
	2-22 Statement on sustainable development strategy	5	
	2-23 Policy commitments	34-35, 39	
	2-24 Embedding policy commitments	21-25, 27-28, 34-35, 39	
	2-25 Process to remediate negative impacts	40	
	2-26 Mechanisms for seeking advice and raising concerns	28	
	2-27 Compliance with laws and regulations	-	No significant non-compliance with laws and regulations has been reported during 2025.
	2-28 Membership associations	-	Aleido holds no significant industry or advocacy memberships.
	2-29 Approach to stakeholder engagement	31-32	
	2-30 Collective bargaining agreements	44	

GRI CONTENT INDEX 2025

GRI standard	Disclosure	Page	Omission/Comment
Material topics			
Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	22, 32, 34-35, 44	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	22, 44	
	403-2 Hazard identification, risk assessment and incident investigation	22, 44	
	403-3 Occupational health services	22	Not centrally provided; employee health supported through wellness contributions and local requirements.
	403-4 Worker participation, consultation and communication on OH&S	22, 44	
	403-5 Worker training on OH&S	22, 44	
	403-6 Promotion of worker health	22-23, 44	
	403-7 Prevention and mitigation of OH&S impacts via business relationships	22, 44	
	403-8 Workers covered by an OH&S management system	22, 44	All employees covered by local law and Aleido's Health and Wellbeing Policy. Formal management system in place.
	403-9 Work-related injuries	22, 44	Zero injuries and zero fatalities in 2025. Hours worked not tracked. Rate metrics not reported.
	403-10 Work-related ill-health	22, 42	Sick-leave rate reported as proxy. Work-related ill-health not separately tracked from general sick-leave.
Training and education			
GRI 3: Material topics 2021	3-3 Management of material topics	20, 32, 35	
GRI 404: Training and education 2016	404-1 Average hours of training per employee	20, 44	Not tracked. Continuous learning embedded in daily work; see Note 14.
	404-2 Programs for upgrading employee skills and transition assistance programs	20, 44	
	404-3 Percentage of employees receiving regular performance and career development reviews	20	Incomplete data.
Diversity and equal opportunities			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 21, 32, 34-35	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity and governance bodies and employees	21, 42	
Non-discrimination			
GRI 3: Material topics 2021	3-3 Management of material topics	21, 32, 34-35	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	14, 21	
Supplier social assessment			
GRI 3: Material topics 2021	3-3 Management of material topics	28, 32, 34-35	
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	28	Incomplete data.
Privacy			
GRI 3: Material topics 2021	3-3 Management of material topics	27-28, 35	
GRI 418: Customer Privacy 2016	418-1 Substantiated claims concerning breach of privacy or loss of data	27-28	No substantiated claims concerning breach of customer privacy were received in 2025.

GRI CONTENT INDEX 2025

GRI standard	Disclosure	Page	Omission/Comment
Material topics			
GRI 3: Material topics 2021	3-1 Process to determine material topics	31	
	3-2 List of material topics	14, 31	
Economic performance			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 29, 32, 34-35, 38	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	43	
	201-2 Financial implications and other risks and opportunities to climate change	29, 36-38, 41, 45-47	
Sustainable services & solutions			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 29, 32, 34-35	
Offering specific: Sustainable services and solutions	Increase number of projects that contribute to the SDGs	14, 16, 29-30	
Anti-corruption			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 26-27, 32, 34-35	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks relation to corruption	27	
	205-2 Communication and training about anti-corruption policies and procedures	27, 34-35	
	205-3 Confirmed incidents of corruption and actions taken	14, 27	
Anti-competitive behaviour			
GRI 3: Material topics 2021	3-3 Management of material topics	27, 32, 34-35	
GRI 206: Anti-competitive behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	-	No legal actions initiated in 2025.
Energy			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 23-25, 32, 34-35	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	24-25, 49	
	302-3 Energy intensity	49	
Emissions			
GRI 3: Material topics 2021	3-3 Management of material topics	14, 23-25, 32, 34-35, 45-47	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	14, 23-25, 45-47	
	305-2 Energy indirect (Scope 2) GHG emissions	14, 23-25, 45-47	
	305-3 Other indirect (Scope 3) GHG emissions	14, 23-25, 45-47	
	305-4 GHG emissions intensity	45	
	305-5 Reduction of GHG emissions	14, 23-25, 45-47	
Supplier environmental assessment			
GRI 3: Material topics 2021	3-3 Management of material topics	28, 32, 34-35	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	28	Incomplete data.
Employment			
GRI 3: Material topics 2021	3-3 Management of material topics	18, 20-22, 34-35	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	18, 43	

SUSTAINABILITY REPORT INDEX

Aleido has prepared a sustainability report for Aleido Group AB and its subsidiaries for the period 1 January 2025 to 31 December 2025 as set out on page 39. Aleido has chosen to prepare the sustainability report as a report separate from the annual report. The report covers the reporting requirements about the environment, social conditions, employees, human rights and anti-corruption

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

BOARD OF DIRECTORS

Oscar Tydén
Chairman of the Board
elected 2023

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

Anna Vilogorac
Board Member
elected 2025

Born: 1979
Education: MSc Industrial Engineering
Board assignments: Aleido, Diab, HL Display, Expin
Professional experience: Employed by Ratos since 2025. Former Group CFO of Nuent Group (2023–2025). Held several senior finance, strategy and leadership positions within the Sandvik Group (2013–2023). Previous experience includes roles in Transaction Services at KPMG, Strategy Advisory at PwC, and Business Consulting at Lawson.

Per Magnusson
Board Member
elected 2023

Born: 1954
Education: Electrical engineer
Board assignments: Aleido, Knightec Group and TFS
Professional experience: Senior Consultant at PerCure. Previously Director of Operations at Ratos (2018–2021), CEO of ÅF Industry (2006–2016), and CEO of Sigma (1999–2006). Earlier leadership and consulting roles at Benima, BFE, J&W, WSP and Sigma (1985–1999), and consultant positions from 1976.

Johan Ekener
Board Member
elected 2024

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

Lars-Ove Jansson
Employee Representative.
elected 2024

Born: 1964
Education: Upper secondary school
Board assignments: Aleido
Professional experience: Employee representative of Aleido. Previously served as employee representative on the Board of Directors of Semcon from 2018.

Note: Anders Slettengren and Wilhelm Montgomery, representing Ratos, resigned as board members on November 7, 2025.

GROUP MANAGEMENT

Anna-Karin Flöjt
President & Chief Executive Officer

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

Lars Josefsson-Peil
Chief Financial Officer

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

Fredrik Bergstrand
Group General Counsel

Employed since: 2023
Born: 1991
Education: LLM Master of Laws
Professional experience:
Norion Bank, Semcon, Delphi law firm

Åsa Furnander
Strategy and Chief Sustainability Officer

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

Simon Vaarning
Chief Technology Officer

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

Erik Baljeu
Chief Commercial Officer

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

Gustav Tempelman
GM Aftermarket Information Sweden

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

Andrew McCabe
Country Manager UK

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

Peter Kiss
Country Manager Hungary

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

ALEIDO

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