



ANNUAL AND SUSTAINABILITY REPORT 2025

ALLiGO

Contents

Introduction

Alligo in a minute	2
Alligo's history	3
2025 in brief	4
Message from the CEO	6
Five reasons to invest in Alligo	8
Investor FAQ	9
Alligo's share	10

Strategic direction

Financial targets	12
Sustainability targets	13
Mission, vision and values	14
Strategic position	15
Strategic objectives	16
Acquisitions	18
Key growth areas	20
Market overview	22

Operations

Scalable platform	24
Offering	26
Procurement	28
Sales	29
Logistics	30
Sustainability	32

Administration Report

Financial overview	38
Risks and risk management	47
Corporate Governance Report	51
Sustainability Statement	62

Financial statements

Accounts	112
Notes	119
Signatures	147
Auditor's Report	148

Other information

Key Performance Indicators	154
Definitions	156
Information for shareholders	158

ABOUT THE ANNUAL AND SUSTAINABILITY REPORT

The formal Annual Report and consolidated financial statements for Alligo AB (publ) are presented on pages 37-147. The Administration Report is presented on pages 38-110. The Corporate Governance Report is presented in the Administration Report on pages 51-61. The Group prepares a Sustainability Statement in accordance with European Sustainability Reporting Standards, which is presented in the Administration Report on pages 62-110 and includes current requirements under the Swedish Annual Accounts Act. The Group's Remuneration Report is published separately at www.alligo.com.

COVER PHOTO

Björnkläder's Hvis range is designed to guarantee maximum visibility and safety in challenging working environments. The clothing features Alligo's unique luminous tape, Signal Lucence, that absorbs daylight and illuminates in the dark.

INSIDE COVER PHOTO

The lift mechanics in Hemavan's ski patrol use winterwear from Björnkläder's Hvis range. The work environment demands high-performance clothing. It has to be flexible and durable, as well as wind-proof and resistant to both cold and damp.





We make
businessses
work

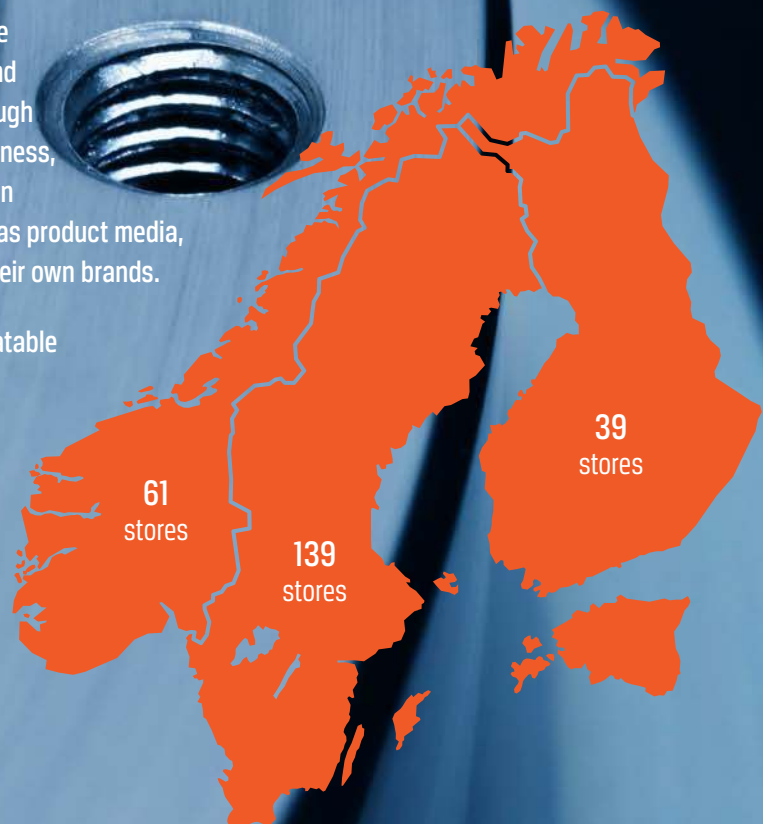
Alligo in a minute

Alligo is a leading player within workwear, PPE, tools and consumables in the Nordic region.

Our offering consists of a standardised product range of goods and services that make businesses work. Through the concept brands Swedol in Sweden and Tools in Norway and Finland, alongside independent brands, we interact with professional users in the Nordic region via the channels where they want to meet us, whether this is a store, field sales and telesales, digital channels or smart solutions on-site at the customer.

Alligo is an integrated business with a scalable platform that can drive long-term profitable and sustainable growth, both organically and through acquisitions. In addition to the integrated business, there are also non-integrated companies within selected product and technology areas, such as product media, welding and batteries, which operate under their own brands.

We are driven by our vision of becoming unbeatable as a partner to our customers and suppliers, and as an employer for our employees, as well as becoming a leader in sustainable development in our industry.



ALLIGO | **swedol**
TOOLS

NON-INTEGRATED BUSINESSES

PRODUCT MEDIA: Company Line, Reklamproffsen, Industriprofil, Triffiq, Magnusson Agentur, Profeel, Z-Profil, Kents Textiltryck, Olympus Profile, Topline, New Promotion and Respond. **WELDING:** Svets och Tillbehör, Svetspartner, T. Brantestig Svetsmaskinservice, Sundholm Welding, Corema and Pirkka-Hitsi. **BATTERIES:** Batterilagret. **OTHER AREAS:** Mercus yrkeskläder, Tools Vagle, Workwear, Metaplan, Liukkosen Pultti, Kitakone, Hämeen Teollisuuspalvelu and Riihimäen Teollisuuspalvelu.

Alligo's history

2021

Momentum Group changes its name to **Alligo**.

ALLIGO



2022

The Components and Services business area (Momentum Group) is distributed to shareholders and listed under its own name on Nasdaq Stockholm.

Alligo completes the integration of **Swedol** and **Tools**.

2024

Alligo completes the streamlining of the Group's concept brands, with one in each country. **Swedol** in Sweden and **Tools** in Norway and Finland.

2019

Momentum Group makes a public takeover bid to acquire Swedol, with the intention of integrating **Swedol** and **Tools**. The acquisition is completed in spring 2020.

swedol

+

TOOLS

2017

B&B Tools (formerly Bergman & Beving) is split into two separately listed companies: Bergman & Beving and Momentum Group, which includes **Tools**.

B & B TOOLS



2013

Swedol adopts a new strategy with a focus on the professional market.



2016

Swedol acquires Björnkläder Intressenter AB, including the **Grolls** brand.

2008

Swedol is listed on Nasdaq Stockholm.



2006

Swedol expands, opening several new stores.



2002

Bergman & Beving launches a six-year aggressive acquisition strategy. 150 companies in Sweden, Norway and Finland are acquired and integrated into the **Tools** chain.

Bergman & Beving

TOOLS



1999

Hydraulprodukter changes its name to **Swedol Hydraulprodukter** and a couple of years later to **Swedol**.

Tools is formed in Norway, as part of Bergman & Beving.

1832

L. Groll Lärftshandel is founded on Järntorget in Gamla stan, Stockholm.



1963

Mail order company Hydraulprodukter (later **Swedol**) is established in Tyresö, south of Stockholm.



1995

Hydraulprodukter opens its first physical store.



2025 in brief

» Acquisitions

Acquisition of 100 per cent of the shares in Svenska Batterilagret AB, which is a leading specialist in batteries and battery accessories. The company generates annual revenue of approximately MSEK 275 and has 90 employees.



Alligo strengthened its position in product media by acquiring 100 per cent of the shares in Swedish companies Galaxi Företagsreklam Aktiebolag and Broderiet i Kungsbacka AB, as well as 70 per cent of the shares in the Group's first product media company in Norway, Respond Profilerings & Firmagaver AS. The three companies together generate annual revenue of MSEK 107 and have a total of 25 employees.

» Organisation

A savings programme of over MSEK 100 had a gradual effect from the midpoint of the year. Measures included the reorganisation of central functions and coordination of stores.

The new Nordic Operations function was established to coordinate sales support activities and exploit synergies within the Group.

Clein Ullenvik informed the Board of Directors that he is leaving his position as Group President and CEO in 2026, but will remain in the role until a successor is in place.



» Offering

The Affordable segment in own brands was strengthened with clothing and PPE under the brand 1832 and tools under the brand Prowel.

Launch of ReCare – a full-service solution for workwear that includes clothing, laundry, repairs, reuse and recycling.



Continued investments in Smart Service, Alligo's smart solutions on-site at the customer.

» Sustainability

In Finland, logistics operations and central functions were included in the Group's environmental and quality certification.

The Science Based Targets initiative (SBTi) validated Alligo's science-based targets for reducing greenhouse gas emissions, as well as the target for net zero emissions by 2050.

In February 2026, Alligo was awarded Platinum by EcoVadis for its sustainability work in 2025. The distinction places Alligo in the top 1 per cent of all evaluated companies and strengthens its competitiveness.



KPIs 2025

9,551

REVENUE, MSEK

615

ADJUSTED EBITA, MSEK

6.4

ADJUSTED EBITA MARGIN, %

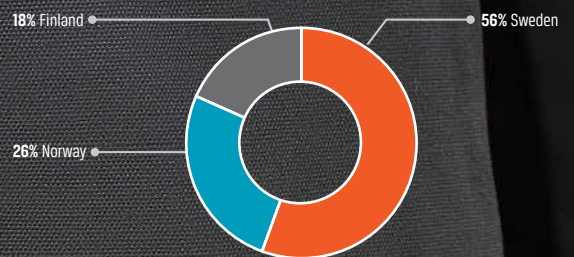
2,495

NUMBER OF EMPLOYEES

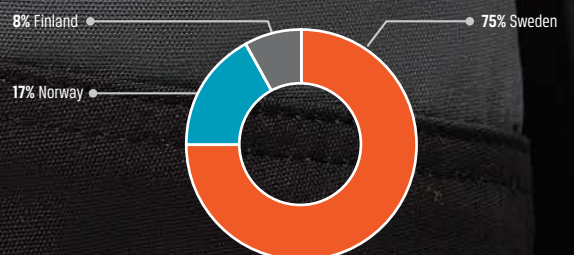
83

SUPPLIERS MEETING
THE SUPPLIER STANDARD, %

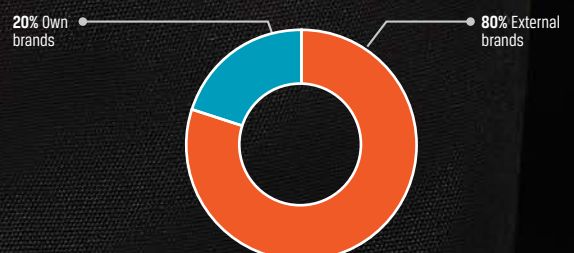
REVENUE BY GEOGRAPHIC SEGMENT



ADJUSTED EBITA BY GEOGRAPHIC SEGMENT



SALE OF OWN BRANDS



Message from the CEO

We continued to invest and pursue growth initiatives on a weak market in 2025. Four acquisitions were completed during the year, the largest of which was Svenska Batterilagret. Several key products and services were also launched during the year. For example, we strengthened our range of workwear in the most price-sensitive segment by launching our own brand, 1832, while our ReCare full-service solution provides customers with a complete solution for workwear.

At the same time we continued to adjust the cost structure, which gradually gave the desired effect from the midpoint of the year. Market demand stabilised towards the end of the year and we achieved earnings growth again from the third quarter onwards, with organic growth in the fourth quarter.

Stabilised demand

Revenue increased to MSEK 9,551 (9,333) in 2025, representing growth of 2.3 per cent. There was a continued slowdown at the beginning of the year but demand stabilised during the second half. The weak economic situation continued to affect most industry segments in all of our countries. The exceptions to this, which saw more positive development, were oil and gas in Norway and the manufacturing industry in Finland.

Organic growth for the year was -2.2 per cent. Organic growth improved as demand stabilised, turning slightly positive during the final quarter of the year.

In Sweden, the bankruptcy of Northvolt and unusually large orders from the Swedish Armed Forces in 2024 affected the figures in comparison. The reduction in sales to small and medium-sized companies slowed in 2025, following a weak comparison year. Norway was boosted by the strong oil and gas segment and had less of a reduction in organic sales compared with Sweden. Finland recovered following a difficult 2024 and achieved positive organic growth. This was also helped by the strong trend in the manufacturing industry.

Our investments in our offering and sales are clearly delivering results and we returned to organic growth during the fourth quarter. If demand continues to stabilise, there are good opportunities for us to achieve the target of more than 5 per cent organic growth in the future. In 2025, however, it was acquisitions that drove the Group's growth. Completed acquisitions

contributed revenue of approximately MSEK 280 with good profitability.

Currency effects for the full year amounted to -1.7 per cent, as a result of changes in the NOK and EUR exchange rates.

Improved profits

Adjusted EBITA for 2025 amounted to MSEK 615 (601) and the adjusted EBITA margin was 6.4 per cent (6.4).

After a relatively long period with a negative profit trend as a result of the market decline, the trend was broken with positive profit in the third quarter, followed by further improvement in the fourth quarter. The improvement is mainly due to a combination of cost-cutting measures of MSEK 100, which had a gradual effect during the second half of the year, improved gross margin, acquisitions and stabilised demand.

More effective sales work and improved profitability in Finland remain priority areas for achieving the target of an adjusted EBITA margin of more than 10 per cent for the Group.

Integrated business with scalable platform

The integrated business is at the heart of Alligo's business model. Since the merger of Swedol and Tools in 2020 and the formation of Alligo, we have built a Nordic platform with shared logistics, IT, financing, legal structure, pricing system and range. This platform is used to operate the integrated business of the Swedol and Tools chains in an effective manner that provides scalability and a stable foundation for profitable growth. The final piece of the jigsaw was put in place with the implementation of our Group-wide ERP system in Norway in February.

We are always developing Alligo, both internally and through acquisitions which are then integrated. Towards the end of 2025, the new Nordic Operations function was established, among other things to coordinate sales support activities. The country organisations continue to operate as before, but Alligo will be able to pursue joint initiatives and share knowledge between the countries more effectively. The new function includes the development of the previously established Nordic concepts for the construction and manufacturing industries. Nordic Operations represents the next step towards becoming a truly Nordic organisation.

As previously announced, we are implementing a major restructuring of the Tools business in Finland. The project's activities include a review

of the store network, driving traffic to stores and improving profitability from large industrial customers. To strengthen leadership and implementation, a new country manager for the Finnish operations was appointed at the end of the year. We are also carrying out a review of the organisational structure, in view of the fact that two larger customer relationships are set to end. These relationships ending will have a negative impact in the short term, but it also represents an opportunity to establish a healthier business structure if we are able to attract more small and medium-sized customers. Today, the stores are too great an extent structured to serve a limited number of large customers, where our sales margins are generally low. The aim is for the Tools business in Finland to have the right conditions in place and to be able to achieve lasting profitable growth.

Non-integrated businesses an important complement

Over time, we have supplemented the integrated business with non-integrated businesses within strategically important product and technology areas. Through a series of acquisitions, we have become the leader in Sweden within areas such as product media, welding and batteries.

Together, the non-integrated businesses account for around 20 per cent of revenue in highly profitable product areas. This has been a key factor in generating growth and improving profit. We see further development potential in both existing and new product areas, which along with the integrated business will create the conditions for profitable growth in the Nordic region.

Targeted sustainability work

Being the industry leader in sustainability is one of our strategic objectives and this must be evident in everything we do. Sustainability is vital for our competitiveness and a key factor in decision-making throughout the organisation. It is pleasing to see that we have improved outcomes for almost all of our sustainability targets. The exception is reduced customer satisfaction in Norway, which is due to disruption resulting from the relocation of logistics operations to Vestby. The major issues were dealt with during the first half of 2025 and the focus since then has been on forward-looking work to maintain high-quality delivery to our customers in 2026.

In February 2026, Alligo was awarded Platinum by EcoVadis, one of the world's leading platforms for corporate sustainability assessments.



We leave 2025 behind us in a strong position for the future. Alligo's financial strength has enabled key investments and acquisitions during a period of a deeper market decline than has been seen for a long time.



Platinum is the highest level and places Alligo in the top 1 per cent of all evaluated companies worldwide. This award acknowledges the excellent sustainability work we have done over a long period and also shows that we have made further progress during the past year.

Great emphasis is placed on sustainability in the development of products and services. A prime example of this is the ReCare service, which was launched during the first quarter. ReCare is a full-service solution for workwear that includes laundry, repair, reuse and recycling. The service demonstrates how we can make a positive contribution to the climate and environment while at the same time strengthening our offering in an area that is important to many customers.

A key milestone during the year was the validation of the climate targets that we submitted to the Science Based Targets initiative (SBTi) in 2024. Our adopted climate targets mean there is no uncertainty about what we need to do and we can focus on pursuing targeted work to achieve these targets.

Strong position for growth

We leave 2025 behind us in a strong position for the future. Alligo's financial strength has enabled

key investments and acquisitions during a period of a deeper market decline than has been seen for a long time. The positive effects are evident in our ability to continue to grow when the economy is weak. Several quality acquisitions in 2024 were followed by Alligo's largest acquisition to date in the form of Svenska Batterilagret and three new acquisitions within product media during 2025. During the year, this increased leverage, defined as operating net debt in relation to adjusted EBITDA, excluding IFRS 16, to just above the target of below 3 times. Thanks to strong cash flow and a good profit trend, the fourth quarter reduced the debt ratio to 2.5, meaning we are achieving our financial target. The aim is to reduce the debt ratio further, which will gradually be achieved if the positive profit trend is maintained.

The global situation of economic recession and an uncertain geopolitical situation has become the new normal to an extent. This makes it impossible to predict the future, but we are cautiously optimistic of a definitive economic recovery. When it comes, Alligo is ready to hit the accelerator. At the same time, I feel confident that since 2020 we have built a fundamentally strong company that is able to navigate successfully both recession and an uncertain

global situation. Now that the strongest decline is behind us, Alligo has good opportunities for profitable organic growth, as demonstrated during the latter part of the year.

I am proud of the work we have done together. It has been challenging at times, involving everything from the integration of two equally large businesses and organisational changes to the relocation of logistics centres in both Sweden and Norway. We need to resolve the issues in the Finnish Tools business, and work is ongoing to achieve more efficient warehousing. There are always things to do and Alligo, like all businesses, needs to continue to develop if it is to remain at the forefront, but significant steps to build the company have been completed. I am convinced that Alligo is well-equipped to achieve new successes and profitable growth under a new CEO in 2026.

For this year and for my time at Alligo, I would like to thank all colleagues, partners and customers who have been with us along the way and who have made the building of Alligo possible.

Tyresö, April 2026

Clein Johansson Ullenvik
Group President and CEO

Five reasons to invest in Alligo

1

Market growth and resilient customer segments

Alligo's markets consist of corporate customers in Sweden, Norway and Finland. The different markets provide stable growth and complement each other well. Customers are a balanced mix of small and medium-sized companies, large industrial corporations and the public sector. The mix of companies, industry segments and geographic markets provides good opportunities for continued profitable growth and resilience in weaker economic times.

2

Scalable platform a foundation for continued growth

Alligo has built an integrated business that can scale up and grow, both organically and through acquisitions. The cost structure is adaptable and functions such as assortment, procurement, logistics, finance, IT and sales enable new investments to be coordinated and streamlined. The Group is continuously working to improve its operational efficiency and develop the organisation using digital solutions. Within selected product and technology areas, the integrated business can be supplemented with non-integrated businesses. These provide additional growth opportunities, specialist expertise and strategic value.

3

Own brands increase competitiveness and profitability

Own brands enable greater control of the product development process, which Alligo uses to offer a product range that is tailored to the Group's defined industry segments. The extensive development of own brands and services means customers can be offered a unique and competitive product range, with increased profitability for Alligo.

4

Sustainable and long-term business model

Sustainability is an integral part of the business – from strategy and business planning to product development, procurement and sales – and increases competitiveness as well as reducing risk. Alligo aims to be a leader in sustainability in the industry, creating the conditions for long-term profitability.

5

Leader in the consolidation process on the Nordic markets

The markets in the Nordic countries are undergoing a consolidation process, which can benefit large groups. Alligo has a leading position and is actively involved in this. There are good opportunities for sustainable, profitable growth and Alligo will continue to invest and strengthen its position, both organically and through acquisitions, on all markets where the Group operates.



Investor FAQ

» How did the market situation develop in 2025 and how did this affect customer behaviour?

The market situation remained weak but stabilised gradually during the year, helping to break the trend and lead to improved profits during the third and fourth quarters, along with organic growth during the fourth quarter. More project orders from the defence industry and increased demand within the industrial segment made a positive contribution. The decline in the SME segment slowed, with customers remaining more cautious and continuing to prioritise more acute needs. An obvious example was when the winter cold prompted a strong increase in sales of starter batteries but not of complementary winter products such as gloves or workwear.

» Which factors affected gross margin in 2025?

Gross margin improved thanks to a more favourable customer and product mix, a stronger focus on sales and assortment management and, to a certain extent, lower purchasing costs as a result of a more favourable dollar exchange rate. Alligo's offering was competitive on the market in the Premium, Mid and Affordable segments, which provided the conditions for an effective pricing strategy and supported margins. In Sweden and Norway in particular, cost adjustments implemented and a strong product mix helped to improve profitability despite a challenging year.

» How did the work on inventory levels and capital efficiency progress during the year?

Work on capital efficiency intensified, with a focus on reducing inventories and improving cash flow. The build-up of inventories during 2025 was mainly the result of continued investment in own brands and long lead

times in procurement processes. Prioritised measures included streamlined procurement volumes, improved sales forecasts and a reduction in the number of low-turnover products.

These measures began to have a clear effect during the second half of the year, with improved cash flow and a gradual reduction in inventory levels. Balancing the reduction of inventories with good availability of our range remains a priority in 2026.

» How did Alligo's debt ratio and financial position change?

2025 began with completed acquisitions increasing leverage to just above the target of maintaining operating net debt below 3 times adjusted EBITDA, excluding IFRS 16. However, the positive profit trend in the fourth quarter helped to reduce the ratio of net operational liabilities to adjusted EBITDA, excl. IFRS 16, to 2.5. The strong balance sheet was reinforced by the refinancing implemented in February 2026, when the credit facility with Handelsbanken was increased by MSEK 500 to a total of MSEK 3,100 and extended to 2029. This also improves Alligo's financial position in 2026.

» What is the outlook for 2026?

Stabilised demand creates the conditions for continued organic growth for Alligo during 2026. The stronger financial position, improved profitability and greater capital efficiency are expected to contribute to a further reduction in the debt ratio. With increased customer demand, Alligo envisages good opportunities to continue to develop towards its financial targets and is focusing in particular on sales, market activities, acquisitions and the restructuring of Tools in Finland.



Alligo's share

Alligo's Class B share is traded on Nasdaq Stockholm's Mid Cap list under the short name ALLIGO B. At year-end, the total market capitalisation was MSEK 6,454.

Alligo was listed on Nasdaq Stockholm under the name Momentum Group AB on 21 June 2017. In accordance with a resolution at the Extraordinary General Meeting of 2 December 2021, the Group's parent company changed its name to Alligo AB. Since 15 December 2021, the listed Class B share has been traded under the short name ALLIGO B with the ISIN code SE0009922305.

Share development

During the 2025 financial year, Alligo's share price increased by 4.1 per cent from SEK 123.20 to SEK 128.20. During the same period, the OMX Stockholm PI index rose by 9.54 per cent. The closing price for Alligo's Class B share on 30 December was SEK 128.20. The total return, corresponding to the sum of the share price increase and yield, amounted to 5.94 per cent in 2025. The equivalent return on Nasdaq Stockholm was 12.79 per cent.

Alligo's total market capitalisation for the listed Class B shares amounted to MSEK 6,454 as at 31 December 2025. In 2025, on all marketplaces, a total of 14.6 million shares (13.6) in Alligo were traded, with an average daily volume of 58,507 shares (54,423). Of the total trading in

Alligo shares, 57 per cent (52), equivalent to 8.3 million shares, took place on Nasdaq Stockholm at a total value of MSEK 993. Based on the total number of outstanding Class B shares during the year, this corresponds to a turnover rate of 16.6 per cent. Broken down by trading day, an average of 33,630 Alligo shares were traded on Nasdaq Stockholm each day, at an average value of around MSEK 4.0.

Share capital

As at 31 December 2025, the share capital amounted to MSEK 102. The total number of outstanding shares was 50,087,888, of which 562,293 were Class A shares and 49,525,595 were Class B shares. The quotient value is SEK 2.00 per share. Each Class A share entitles the holder to ten votes and each Class B share to one vote. All shares carry equal rights to the company's assets, earnings and dividends. Only the Class B share is listed on the Stockholm Stock Exchange. A conversion provision in the Articles of Association allows for conversion of Class A shares into Class B shares.

Holding of treasury shares

Alligo's holding of Class B treasury shares as

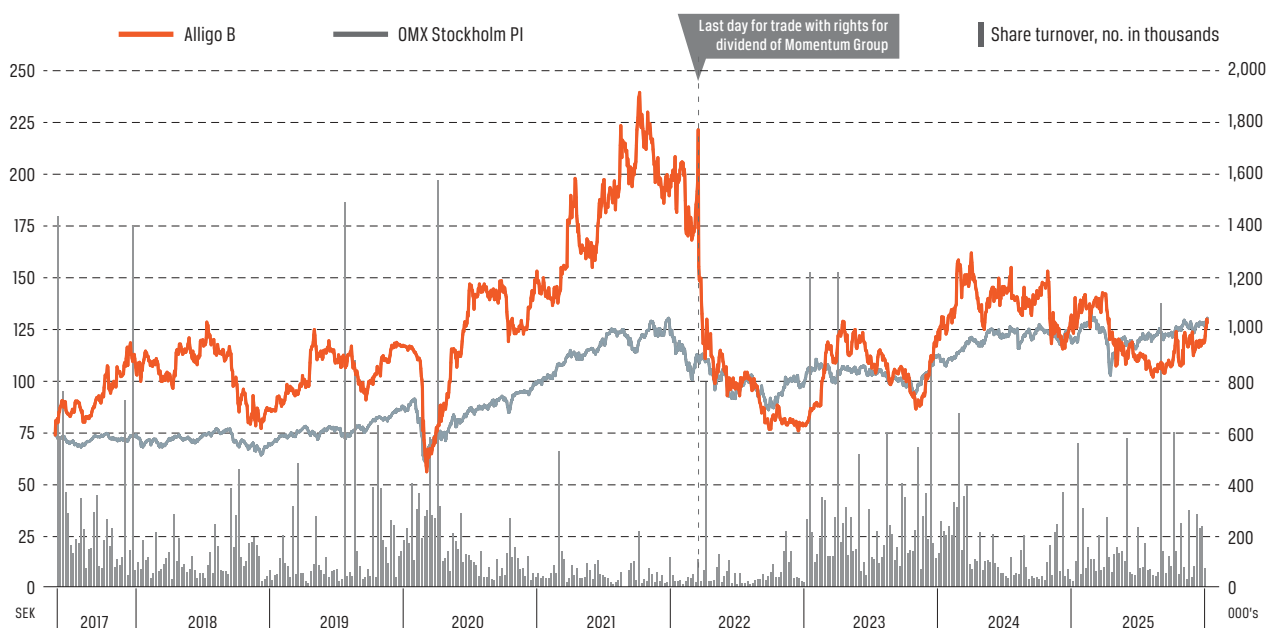
at 31 December 2025 amounted to 818,301, corresponding to 1.6 per cent of the total number of shares and 1.5 per cent of the total number of votes. No shares were repurchased during 2025 and there were no changes to the holding of treasury shares after the end of the period. The aims in holding treasury shares are to allow the Group to adapt its capital structure and to enable future acquisitions of companies or businesses to be made through payment in treasury shares, as well as to secure future obligations in share-based incentive programmes.

>> For further information regarding the terms of share-based incentive programmes, see note 5.

Dividend

Alligo's dividend policy and financial target state that 30–50 per cent of the earnings per share are to be distributed to the shareholders. The Board's proposed dividend for the 2025 financial year amounts to SEK 2.20 (2.00) per outstanding share, which corresponds to a total of MSEK 110 (100) and 42 per cent (36) of the net profit. The current capital structure and profitability are considered to provide sufficient scope for the proposed dividend, which is in line with the target and policy.

SHARE PRICE DEVELOPMENT



6,454

MARKET CAPITALISATION, MSEK

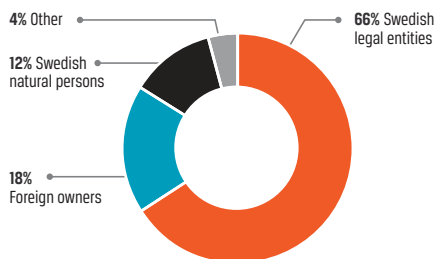
5.94

TOTAL RETURN, %

1.88

YIELD, %

SHAREHOLDER CATEGORIES AS AT 31/12/2025



OWNERSHIP STRUCTURE AS AT 31/12/2025

Size class, no. of shares	Owners	
	Number	% of total
1-500	4,449	81.2
501-1,000	468	8.5
1,001-5,000	397	7.2
5,001-10,000	53	1.0
10,001-50,000	59	1.1
50,001-100,000	14	0.3
100,001-500,000	26	0.5
500,001-1,000,000	7	0.1
1,000,001-	4	0.1
Total	5,477	100.0

Source: Monitor from Modular Finance AB.

MAJOR SHAREHOLDERS AS AT 31/12/2025

	Number		% of	
	Class A shares	Class B shares	Capital	Votes
Nordstjärnan	213	27,776,641	54.6	49.6
Fidelity Investments (FMR)		3,997,318	7.9	7.1
Van Lanschot Kempen Investment Management		2,700,000	5.3	4.8
Handelsbanken Funds		2,082,180	4.1	3.7
Nordnet Pensionsförsäkring		1,000,975	2.0	1.8
Unionen		825,000	1.6	1.5
Dimensional Fund Advisors		782,051	1.5	1.4
The Fourth Swedish National Pension Fund		625,085	1.2	1.1
Carnegie Funds		542,572	1.1	1.0
Danske Invest		508,873	1.0	0.9
Ten largest shareholders	213	40,840,695	80.2	73.0
Other shareholders	562,080	8,684,900	18.2	25.6
Total	562,293	49,525,595	98.4	98.5
Plus repurchased Class B shares		818,301	1.6	1.5
Total	562,293	50,343,896	100.0	100.0

Source: Monitor from Modular Finance AB.

SHARE CAPITAL DEVELOPMENT

Date	Event	Change in number of shares		Total number of shares		Change in share capital, SEK	Total share capital, SEK
		Class A shares	Class B shares	Class A shares	Class B shares		
8 Aug 2016	New formation	500 ¹		500 ¹		50,000	50,000
31 Mar 2017	Split 1/50	24,500 ¹	-	25,000 ¹	-	0	50,000
31 Mar 2017	Introduction of separate share classes	-	-	25,000	-		
31 Mar 2017	New share issue	1,038,780	27,201,636	1,063,780	27,201,636	56,480,832	56,530,832
2 Aug 2017	Conversion of Class A shares	-1,344	+1,344	1,062,436	27,202,980	0	56,530,832
27 Mar 2020	Directed issue to shareholders of Swedol AB	-	22,633,876	1,062,436	49,836,856	45,267,752	101,798,584
24 Apr 2020	Directed issue to shareholders of Swedol AB	-	6,897	1,062,436	49,843,753	13,794	101,812,378
26 Jan 2022	Conversion of Class A shares	-498,363	+498,363	564,073	50,342,116	0	101,812,378
29 Apr 2024	Conversion of Class A shares	-1,780	+1,780	562,293	50,343,896	0	101,812,378

¹ Prior to the introduction of separate share classes, the company had only one share class. For formatting purposes, these shares are presented in the column for Class A shares.>> Information about Alligo's share is continuously updated at www.alligo.com.

Financial targets

Alligo's financial targets focus on profitable growth, financial stability and dividend.

The targets have been set based on Alligo's conditions during a medium-term strategy period.

TARGET

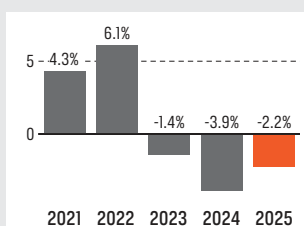
OUTCOME AND COMMENTS 2025

GROWTH

>5%

Organic growth

Average organic growth shall be more than five per cent per year over a business cycle. Further growth shall also be made through acquisitions.



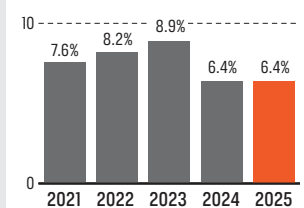
The market remained weak in 2025, which mainly affected sales in Sweden. Finland saw a recovery in manufacturing industry, while the oil and gas segment in Norway performed well and other sectors were weaker. In Sweden, the store channel stabilised but direct sales decreased as a result of lower project orders within the defence industry. Organic growth was negative in Sweden (-4 per cent) and Norway (-2 per cent), but positive in Finland (3 per cent).

PROFITABILITY

>10%

Adjusted EBITA margin

The adjusted EBITA margin shall be more than ten per cent per year.



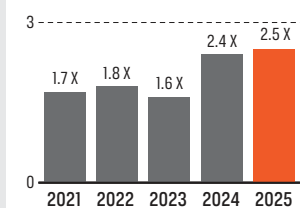
The positive profitability trend came to an end in 2024. Despite a continued weak market in 2025, the EBITA margin maintained the same level as in 2024 thanks to an improved gross margin, cost adjustments made and profits from acquisitions. To achieve the target of an adjusted EBITA margin of 10 per cent, work is ongoing to increase sales activity, establish a more favourable customer mix in Finland and Norway, and further strengthen the sales and assortment management.

INDEBTEDNESS

<3X

Ratio of net operational liabilities to adjusted EBITDA, excl. IFRS 16

The ratio of net operational liabilities to adjusted EBITDA, excl. IFRS 16 shall be less than a multiple of three.



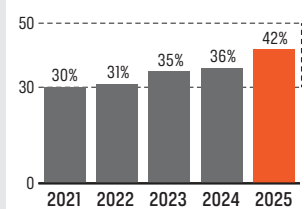
Operating net debt in relation to adjusted EBITDA, excluding IFRS 16, was in line with 2024, reflecting a continued high level of acquisition activity. Leverage remains below the target, and Alligo continues to have a strong financial position, providing a solid foundation for growth and the ability to capitalise on future acquisition opportunities.

DIVIDEND

30-50%

Dividend from net profit

The dividend as a percentage of net profit shall be 30–50 per cent, taking into account other factors such as financial position, cash flow and growth opportunities.



The proposed dividend for the year of SEK 2.20 per share (2.00) is equivalent to 42 per cent (36) of earnings per share for the financial year. The current financial position and profitability are considered to provide sufficient scope for the proposed dividend.

Sustainability targets

The sustainability targets are based on Alligo's vision and material sustainability matters and are designed to make Alligo a leader in sustainable development in our industry.

TARGET

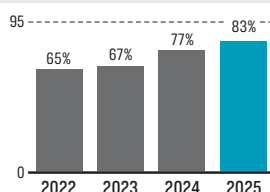
OUTCOME AND COMMENTS 2025

RESPONSIBLE SUPPLIER RELATIONSHIPS

>95%

Shall meet the Supplier Standard

More than 95 per cent must meet Alligo's Supplier Standard.¹



All new suppliers must meet the requirements of the Supplier Standard. Several new agreements were entered into with suppliers in 2025, which has contributed to the increase.

SATISFIED CUSTOMERS

>75

Customer Satisfaction Index

The Customer Satisfaction Index (CSI) shall be more than 75.

CSI	2021	2022	2023	2024	2025
Sweden Swedol	77	78	n.a.	77	78
Norway Tools	80	80	n.a.	78	76
Finland Tools	77	n.a.	n.a.	82	82

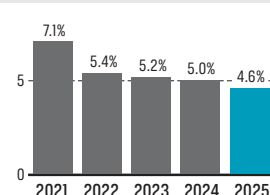
Customer satisfaction remains high in all countries. Service, treatment, quality and product range are particularly highly rated. Logistics challenges in Norway affected the results there.

HEALTH

<5%

Sickness absence

Sickness absence shall be less than five per cent of total scheduled hours.



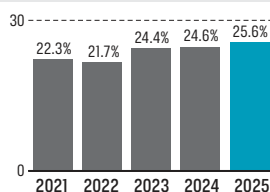
Sickness absence continued to reduce and remains below the target level. There was a relatively small increase in Norway during the fourth quarter. Priority areas going forward include improved data quality, closer monitoring and support for local managers.

GENDER EQUALITY

>30%

Proportion of women in management positions

The proportion of women in management positions shall be more than 30 per cent.



The proportion of women in management positions continues to increase, albeit at a slow pace. In 2025, the acquisition of Batterilagret worked against this trend. Targeted work to ensure both women and men are included as final candidates in recruitment processes remains a priority.

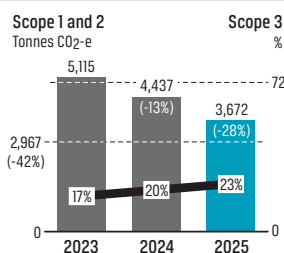
CLIMATE IMPACT

↓CO₂

Reduced greenhouse gas emissions²

Scope 1 and 2: Reduce absolute greenhouse gas emissions by 42 per cent by 2030, calculated³ from the base year 2023.

Scope 3: The proportion of suppliers⁴ with science-based targets shall be at least 72 per cent by 2029.



In 2025, Alligo increased the proportion of fossil-free electricity, phased out oil and gas heating and increased the proportion of electric and hybrid vehicles in order to reduce Scope 1 and Scope 2 emissions. In Scope 3, contractual requirements and supplier dialogues were strengthened, which increased the proportion of suppliers with science-based climate targets to 23 per cent.

1) Proportion of the total purchase value from suppliers to the standard range.

2) Net zero greenhouse gas emissions throughout the entire value chain by 2050 at the latest.

3) Previously reported data is not comparable due to acquisitions and improved measurement methods. See page 83-84.

4) Proportion in terms of expenditure on purchased goods and services, indirect purchases and transport.

Mission, vision and values

MISSION

We make businesses work

If we do our job right, our customers will have what they need to do their job right – both as companies and as employees. They have tools and consumables where they need them, when they need them. They have workwear and PPE that protects them against the weather and against hazards. With our expertise, we can help customers to develop their business and make it safer and more efficient.

VISION

We are unbeatable...

...as a partner to our customers
 ...as an employer for our employees
 ...as a partner to our suppliers
 ...as a leader in sustainable development in our industry

Our vision describes what we want to achieve in the longer term. We must not be satisfied with being one of the leaders in the industry, we must be unbeatable. To achieve this, we must meet – and exceed – the expectations of our stakeholders.

If we are the best partner for our customers, this will drive our sales. To make positive contributions to our customers, we need to have committed and skilled employees. To be able to provide our customers with the best offering, we need to have good relationships with the best suppliers. To be able to contribute to a sustainable society – as well as being relevant to our customers and employees – sustainability must be integrated throughout our business.

VALUES

Alligo's values are based on three pillars that together define who we are and how we interact with our customers and other stakeholders.

Commitment

We care about what we do; for us, this is about professional pride. We do our utmost to ensure we do a good job, and our commitment is something that can be seen, both from our employees and to our customers.

Collaboration

We are one team together. We believe in being a community, where we are not afraid to ask others for help, to ensure success. We warmly welcome both customers and suppliers to our team.

Competence

To earn someone's trust and confidence, you need to be knowledgeable about what you do. We always look to challenge ourselves, to learn more, and to think innovatively. In close partnership with everyone who trusts in us, we will become even better at everything we do.

Strategic position

Alligo's primary operation is an integrated business with the concept brands Tools and Swedol. Some parts of the business are operated without being integrated, depending on the sound business reasons for doing so, for example in product media, welding and batteries. Within all of Alligo's businesses, value is created through operational improvements and

profitable growth- both organic and through acquisitions.

The business has a well-defined operational focus and is run from a Nordic perspective. The shared, scalable platform enables Alligo to achieve profitable growth and, where necessary, adapt the organisation's cost structure to current conditions.

Customers

The business is developed with a focus on corporate customers within eight defined industry segments on the main geographical markets of Sweden, Norway and Finland. Alligo's priority is sales to end customers, but the Group is also a product owner with its own brands that can be sold through resellers to broaden market coverage.

Offering

The product offering focuses on workwear, PPE, tools and consumables. The range must have a high degree of standardisation. Services are also an important part of the offering.

Channels

The sales channels of stores and direct sales through field sales and telesales, digital sales and on-site service complement and support each other. In each country, sales take place through a primary concept brand and via the channel(s) the customer chooses based on their needs.



Strategic objectives

Alligo works on the basis of four strategic objectives. The objectives relate to areas identified as being particularly important in order for us to achieve the vision and they contain specific strategies within each target area.

1 We provide our customers with what they need - in a friendly way

2 We are the workplace where the best people want to work and we help them grow



Offer a defined range tailored to the customer's needs, with own brands and strong external brands

Our range is based on the customer's needs and contains a carefully defined range of both own brands and strong external brands. We guide customers to the right product through our expertise and commitment, instead of offering them all products in all categories.

Standardise and expand our range of services

A key part of our offering is services that give customers clear added value and deepen our relationship with them. Our aim is to standardise and broaden our range of services, while also offering larger customers tailored solutions as required.

Meet customers where they want to meet us

We always meet customers where they want to meet us. Some prefer an entirely digital purchasing experience, while meeting in person is vital for others. Many customers meet us in multiple channels, depending on the purchasing situation. Whichever channel the customer uses, they must be met in the most appropriate manner.

Continuously develop our digital solutions

Digital and smart solutions help our customers to streamline their business and make everyday life easier. We are therefore continuously developing our digital services in order to meet the needs and increasing expectations of customers.

Develop and strengthen our leadership

Leadership is key when establishing a workplace where people want to work. We must continuously develop, improve and strengthen our leadership in order to meet future needs. Strong leadership is also necessary for us to implement our strategy and achieve our objectives.

Promote a winning performance culture

To achieve our objectives, we need a culture with confidence in the future and a strong desire to succeed. We must take pleasure in shared successes and create a performance culture where everyone shares the ambition to achieve the stated objectives.

Invest in structured skills development

The skills and development of our employees are vital to our business. We must create a culture where learning and development are always in focus.

Offer an attractive work environment

Attracting employees, helping them to grow and retaining them is vital for our competitiveness. Everyone must thrive at work and we must offer a workplace that is safe, stimulating and inclusive. Without committed and skilled employees, we cannot provide the right service to our customers or operate a business going forward.

Actively work for greater gender equality and diversity in the organisation

A good work environment based on gender equality and diversity is a necessity to be a modern, attractive employer.

3 We have our industry's most efficient operations and reliable processes



Offer reliable, efficient and flexible supply solutions that make a difference to the customer

Customers are offered reliable, efficient and flexible supply solutions that make a difference in their business. They must have what they need, when they need it. Together with our suppliers, we create value through long-term close cooperation, benefiting the development of both Alligo and our suppliers.

Continuously improve our processes to ensure quality and efficiency

Efficient processes generate value for customers, strengthen relationships with suppliers, increase profitability and contribute to a better work environment for our employees. We are continuously working to improve our processes in order to ensure quality and efficiency, both externally and internally. All our stakeholders must be able to rely on us. We must keep our promises and live up to the expectations placed on us.

Use our data to drive development and improvement

With a transaction-intensive business that generates large volumes of data every day, we use advanced analysis methods, including artificial intelligence, to gain insights that drive development, new business and cooperation.

4 We are known as the leader in sustainable development in our industry

Reduced environmental and climate impact

Alligo carries out targeted work to reduce environmental and climate impact, both in own operations and in the products we sell. Given that the majority of emissions occur in the value chain, close cooperation and specific requirements for suppliers are vital for reducing climate footprint.

Responsible supplier relationships

Responsible supplier relationships are important for us in taking responsibility for people, society and the environment, even outside our own operations. We select suppliers who share our values regarding ethics and sustainability, specify requirements and follow up their work linked to human rights, labour conditions, environment and anti-corruption.

Committed and competent employees

Committed and competent employees are essential for us to achieve our goals and deliver value to customers and shareholders. We must create a work environment that promotes well-being, development and inclusion.

Customer satisfaction and product safety

Customer satisfaction and product safety are central to Alligo. The workwear, PPE, tools and consumables that we sell must be both safe and durable. By providing professional advice, we help customers to make conscious and sustainable choices.

Responsible business conduct

Responsible business conduct must be the hallmark of everything we do. Alligo strives to act with integrity and a high level of business ethics in all business transactions and relationships. With transparent communication and an open corporate climate, we want to show that we are a responsible company that leads the way in sustainability.

Acquisitions

Acquiring companies enables Alligo to strengthen the business and realise synergies. Business acquisitions are also an important tool for developing the business within new product and technology areas.

Focus on well-run companies

Acquisitions are an important tool for driving the development and growth of Alligo. The companies acquired must be strategically aligned and bring clear value. The focus is on acquiring well-run, profitable companies.

Acquisitions enable the Group to increase its geographical presence, expand the customer base and enhance the offering within key product areas. Our acquisitions generate synergies through co-location, coordination of ranges, purchasing, warehousing and administration, as well as cross-selling, for example.

Alligo mainly acquires companies that operate in the Group's existing markets and product areas. This provides growth and synergies without increasing complexity. Alligo may also acquire companies in order to operate them on a more non-integrated basis if they complement and add value to the Group.

Long-term acquisition process

The work to identify and execute acquisitions is a long-term and continuously ongoing process. With good knowledge of the local markets in each country, Alligo continuously monitors companies that could be a good fit and strengthen the Group. A long-list of potential acquisition candidates is constantly added to, evaluated and prioritised.

There is normally a pipeline of companies where Alligo is in different stages of dialogue or negotiations – from indicative offer to letter of intent and due diligence to binding transfer agreement. Acquisition activities are primarily driven by the local sales organisations in collaboration with a Nordic acquisition team.

Acquisitions are generally financed using the company's own funds and existing credit facilities. Alligo is also able to pay in its own shares if this is deemed beneficial by both parties.

Proven integration model

Alligo has a proven model for integrating acquisitions, which is adapted to each specific case. Key factors for successful integration include retaining staff and key personnel, coordinating ranges and purchasing terms, harmonising pricing and coordinating IT systems.

The acquired companies are generally incorporated under the local concept brands – Swedol in Sweden and Tools in Norway and Finland. The transition process may vary depending on local conditions and brand recognition in the market.

Exceptions may be made from the integration model when acquiring companies with operations that are clearly differentiated from the broad concept brands of Swedol and Tools and where Alligo wants to preserve their specialist



In 2025, Alligo acquired three product media companies.

position. These companies can continue to operate separately under their established brand if this is considered to benefit the business.

Non-integrated companies are mainly found in selected product and technology areas, such as product media, welding and batteries. Within product media and welding, the non-integrated companies are coordinated with each other in their respective groupings in order to establish advantages and realise synergies within the specific area.

ACQUISITION AGREEMENTS SIGNED IN 2024-2025

Country	Date	Company	Product category	Number of employees	Number of stores	Revenue (MSEK) ¹
🇫🇮	Apr 2024	Hämeen Teollisuuspalvelu Oy	Tools/Consumables/Industrial Components/Workwear/PPE	16	1	84
🇫🇮	Apr 2024	Riihimäen Teollisuuspalvelu Oy	Tools/Consumables/Industrial Components/Workwear/PPE	26	4	80
🇸🇪	May 2024	Wiklunds i Bollnäs AB	Tools/Consumables/Workwear/PPE	6	1	28
🇸🇪	Jun 2024	New Promotion AB	Product media	6	1	44
🇳🇴	Jun 2024	Workwear AS	Workwear/PPE	9	1	25
🇸🇪	Jun 2024	T. Brantestig Svetsmaskinservice AB	Welding	8	1	26
🇸🇪	Jun 2024	Aktiebolaget Sundholm Welding	Welding	6	2	23
🇸🇪	Oct 2024	Corema Svets och Industriprodukter AB	Welding/Fasteners	25	2	155
🇸🇪	Dec 2024	Svenska Batterilagret AB ²	Batteries	90	27	275
🇸🇪	Jul 2025	Galaxi Företagsreklam Aktiebolag	Product media	3	1	13
🇸🇪	Jul 2025	Broderiet i Kungsbacka Aktiebolag	Product media	5	1	14
🇳🇴	Nov 2025	Respond Profilering & Firmagaver AS	Product media	17	4	76
Total				217	46	844

¹⁾ Exchange rate: EUR 11.24: NOK 0.94. ²⁾ Acquisition completed in 2025.

Acquisition of Batterilagret

In February 2025, Alligo completed the acquisition of Svenska Batterilagret AB. Batterilagret is the Group's largest acquisition since Alligo was formed. The business is a leading specialist in batteries and battery accessories in Sweden and has 90 employees and annual revenue of approximately MSEK 275.

Expertise in battery technology

What makes Batterilagret unique is its specialist expertise in the technology area of batteries. Its range includes everything from car and vehicle batteries to industrial batteries and batteries for tools.

Christer Åkerman has a long background in the business and was Deputy CEO before being appointed CEO following Alligo's acquisition of Batterilagret.

"We are specialists in batteries, an area that requires a high level of knowledge from our sales staff that general sales representatives would find difficult to provide. Added to that is our product development, where we continuously monitor new technologies and test products internally."

A non-integrated business within Alligo

To maintain the specialist expertise of the business, Batterilagret is operated as a non-integrated business within Alligo. Christer explains:

"We continue to run the business using the same model as before. There were a few managerial changes, with the previous owners leaving as part of the acquisition, and more stringent sustainability requirements have been applied. Alligo has supported us here to implement the new organisation and meet the new sustainability requirements as smoothly as possible. Otherwise, we have carried on as normal and we continued to achieve profitable growth during 2025." Since the company launched in 1998, Batterila-



gret has achieved profitable organic growth and Alligo sees great value in retaining the unique knowledge and focus that exists in the business.

Strong store network and continued growth opportunities

With 27 stores, Batterilagret is a leading player in battery sales in Sweden. The store network has been built up gradually using the company's own funds and is at the heart of the business.

"The stores are by far our biggest sales channel. We also use e-commerce and we have extremely hard-working and knowledgeable field sales staff who meet customers in person, but it is in stores that almost all of our sales take place. Availability is incredibly important,

as nobody wants to wait for new batteries to be delivered once a need has arisen. This is what makes our local store presence so important.

Many batteries are also difficult to transport as they are heavy and bulky. Some batteries, such as lithium, are also classified as hazardous goods. Warehousing, on the other hand, is not a problem and so all our stores stock a full range, which has been key to our success."

Despite its strong market position, there are still many potential locations where Batterilagret could establish itself in the Nordic region.

"Together with Alligo, we are examining opportunities to establish ourselves in new locations. Stockholm, for example, is one interesting area where we do not currently have stores. A challenge here is that competition may make it difficult for a new establishment to stand out. One way of helping each other out could be to open new Batterilagret stores next to existing Swedol or Tools stores. At the same time, we are continuing to focus on smaller locations where we can more easily become a big player, a concept that has made Batterilagret successful and profitable."

Alligo sees continued great potential for profitable growth within the technology area of batteries in the Nordic region. This makes Batterilagret, as a leading specialist and well-run company with long experience, a strategically important acquisition.



Christer Åkerman, CEO of Batterilagret

Key growth areas

Alligo prioritises investments in four identified growth areas across the Group's Nordic markets. Sales of services and own brands, in-store sales, and sales to the construction industry all provide good opportunities for profitable organic growth.



» Services

Alligo offers a growing range of services to customers, such as garment printing, laundry (ReCare), manufacture of hydraulic hoses and lifting chains, welding services and on-site solutions (Smart Service). Services account for a relatively small portion of sales and is an area with great development potential. The conditions are good for strengthening and clarifying existing services in order to increase growth. Alligo also sees good growth opportunities within new service areas, where development is already progressing rapidly. Examples of services that Alligo is focusing on further developing are Smart Service and ReCare – the full-service solution for workwear.



» In-store sales

Stores are Alligo's most profitable sales channel, offering customers immediate access to products and advice. The development of the store network currently varies on the three main markets. In Sweden, Swedol has built up a competitive store network over a long period of time, with a strong concept and good collaboration with the field sales organisation. In Norway and Finland, Tools has historically focused on larger industrial customers, with in-store sales less decisive. The focus is on improving the store network and working on in-store sales, primarily in Finland but also in Norway, in order to increase sales to small and medium-sized companies.



» Construction industry

Construction is an attractive industry segment with a high proportion of small and medium-sized companies. Customers often shop in-store and sales generally have a high gross margin. Market share remains relatively low, particularly in Finland and Norway, but there is good growth potential across all markets. A Nordic sales organisation focusing on building and construction was established in 2024 to improve sales and assortment management. Since 2025, this has been part of the new Nordic Operations function, which coordinates Alligo's sales support activities at Nordic level. Sales growth within the industry segment and among small and medium-sized companies is closely linked to sales growth in stores.



» Own brands

Own brands enable Alligo to offer customers high-quality, competitive products at a good margin. Own brands account for a significant share of sales within the workwear and PPE categories, and are also important within the tools and consumables segment. Development is continuously driven by customer needs, and own brands create both customer value and improved profitability. In addition to growing existing own brands, Alligo also sees good growth opportunities in developing new own brands in various product areas and price segments. Examples of brand launches in recent years include 1832 for workwear and Prowel for tools.

ReCare on site at Swisslog Technology Center Sweden



Eddie Stolt is Category Manager at Swisslog Technology Center Sweden, an international company specialising in the development and manufacture of automated pallet warehousing solutions. The Swedish division generates revenue of approximately SEK 1 billion and has around 260 employees.

The factory in Boxholm implemented ReCare – Swedol's workwear management service, offering laundry, repair and reuse – at the turn of the year 2025/2026. For Eddie, who is responsible for procurement, ReCare has quickly proved itself as a solution that has both increased the level of service and reduced costs.

Why did you choose ReCare?

"We were procuring indirect consumables and Eyvind, our contact at Swedol, also presented ReCare. We already had a leasing arrangement for workwear but we knew that the service was often unsatisfactory. Service has always been a strength in our dealings with Swedol, which was one reason for taking this forward. Above all, though, we could achieve major cost savings by choosing ReCare.

It just makes it cheaper to buy clothing and own it ourselves than to lease it. With ReCare, we also only pay for the actual laundry or repair that is necessary. This gives us more flexibility and lower costs compared with many other arrangements."

How does ReCare fit your business?

"It's quite a simple process. We buy three sets of workwear for all staff working in production:

assembly, welding and logistics. One set to wear, while another is in the locker ready to use, and the third is being laundered. After the clothing is worn for a week or a few days, it is sent for laundering. Samhall collects it and at the same time drops off freshly cleaned clothing ready for each person's locker. On its way to the laundry, the clothing is checked to see if anything needs to be repaired or replaced. If it can't be repaired, Samhall orders new clothing, which is labelled and delivered automatically."

What was the launch like?

"It was a very smooth transition and Swedol helped with testing the clothing, labelling and delivery. At first, we looked into the possibility of a softer transition by buying a set of clothing from our old supplier. However, the agreement didn't allow this so we got all three sets from Swedol in one go. It all went well, though, without any problems and we now have an automated solution that's tailored to our business."

Has ReCare made your use of workwear more sustainable?

"Our previous workwear arrangement also included laundry, repair and recycling. So nothing has changed for us in that respect. The difference now that we buy and own our clothing ourselves is that we perhaps have a bit more of an incentive to take better care of it or to choose better quality from the outset and so increase the life of the clothing. This is something we need to monitor and evaluate further down the line though."

ReCare is Alligo's full-service solution for workwear that simplifies management, cuts costs and reduces environmental impact. Customers buy the clothing they need and only pay for the service they use. The service includes: laundry and delivery via Alligo's laundry partner, RFID tracking for complete control, repairs that extend the life of the clothing, and reuse and recycling of worn-out clothing.

Do you buy anything else from Swedol?

"Yes, we also use Smart Service for indirect consumables such as screws, gloves, brooms and brushes. Regularly purchased items are available in Smart Service cabinets, where purchases are made as consumption requires and Swedol automatically manages stock levels. For items purchased less often, we use an open cabinet with self scanning. We then order and pay for all these items directly."



Eddie Stolt, Category Manager
Swisslog Technology Center Sweden

Market overview

Alligo operates on three Nordic main markets: Sweden, Norway and Finland. The focus in these markets is on corporate customers within eight defined industry segments.

Three main markets in the Nordics

The three main markets of Sweden, Norway and Finland generate total revenue of approximately MSEK 60 per year within Alligo's product categories. The markets consist of companies within eight selected industry segments, of which oil and gas, and fishing and aquaculture are exclusive to Norway. Customers are mostly a combination of small and medium-sized companies, large industrial corporations and the public sector.

Market conditions

Demand stabilised on Alligo's markets in 2025 but at a lower level than before as a result of the recession in recent years. There has been a clear downturn in most industry segments, but this was greatest within the construction industry. The exceptions, which saw positive development, are oil and gas in Norway and the manufacturing industry in Finland.

The market is cyclical, but this is partly offset by a balanced mix of corporate customers in different sizes and industry segments in three countries. Continued economic stabilisation would mean good opportunities for profitable growth going forward, both organic and through acquisitions.

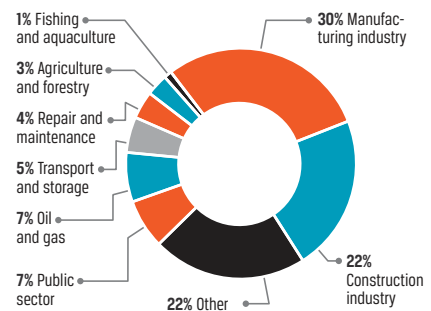
Market trends

The recession of recent years has increased price sensitivity among many customers, increasing demand for affordable products. This benefits companies that are able to offer competitive prices while also maintaining quality and profitability. This trend strengthened further in 2025, with continued growth in discount retailing.

More stringent sustainability requirements are a continuing trend on Alligo's markets. In particular, larger companies and public-sector customers are stipulating clear sustainability requirements, which can sometimes be difficult for smaller operators to meet. There is also awareness and demand among smaller companies, where specific requirements are often less formalised, but having a sustainable offering is a competitive advantage.

The ongoing consolidation on Alligo's markets means that larger companies can exploit economies of scale for profitable growth. There has also been an increase in horizontal integration in the market. Companies from other markets, for example, can achieve proximity to Alligo through acquisitions and compete more within certain product areas.

REVENUE BY INDUSTRY SEGMENT 2025



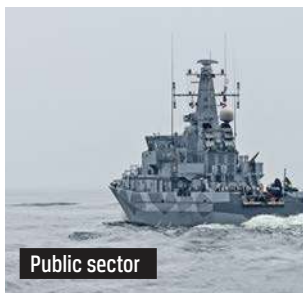
Competitors

Our main competitors are chains that focus on industry and construction, as well as independent local operators. Some of the larger chains are established on all of Alligo's markets, while others have a more limited geographic presence.

COMPETITORS BY COUNTRY

Sweden	Norway	Finland
Ahlsell	Tess	Würth
Derome	Ahlsell	Etra
Würth	Würth	IKH
Elis	Wenaas Workwear	Onninen
BIG-gruppen	BIG-gruppen	

EIGHT INDUSTRY SEGMENTS



SWEDEN

	2025
Revenue	MSEK 5,613
Adjusted EBITA	MSEK 471
Adjusted EBITA margin	8.4%



NORWAY

	2025
Revenue	MSEK 2,541
Adjusted EBITA	MSEK 108
Adjusted EBITA margin	4.3%



FINLAND

	2025
Revenue	MSEK 1,841
Adjusted EBITA	MSEK 47
Adjusted EBITA margin	2.6%

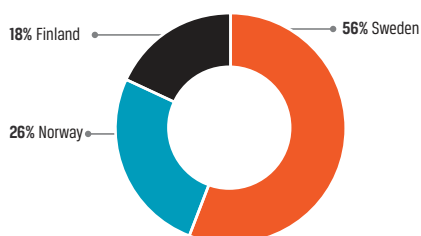


Sweden is Alligo's largest market, with revenue of approximately MDSEK 27. The market has a mix of heavy and light industry and includes all industry segments except for oil and gas, and fishing and aquaculture. Sales are mainly to corporate customers in manufacturing, construction, transport, storage and the public sector. There is a broad customer base, with more small and medium-sized companies than in Norway and Finland.

The Norwegian market has revenue of approximately MDNOK 20 and is unique in having the industry segments of oil and gas, and fishing and aquaculture. The proportion of heavy industry is also larger than in Sweden. Development has historically balanced that of Sweden, providing diversification. The market is characterised by a strong local connection, requiring store presence and personal contact.

The market in Finland has revenue of approximately MDEUR 1.2 and includes all of Alligo's industry segments apart from oil and gas, and fishing and aquaculture. The market is very similar to Sweden, but like Norway has a larger proportion of companies within heavy industry.

REVENUE BY GEOGRAPHIC SEGMENT, 2025



NUMBER OF STORES



>> Read more about development on Alligo's markets on pages 40-42.

Scalable platform

A scalable platform with shared functions at Nordic level gives Alligo's integrated business the right conditions for profitable growth. The shared platform is supplemented by non-integrated businesses within strategically important product and technology areas.

Scalable Nordic platform

The integrated business is at the heart of Alligo's business model and includes the concept brands Swedol and Tools. The focus is on creating value through economies of scale, shared systems and standardised processes. Since the merger of Swedol and Tools in 2020, Alligo has built up a scalable platform at Nordic level.

The shared platform of the integrated business includes key areas such as assortment, procurement, logistics, finance, IT and sales, enabling Alligo to quickly integrate new acquisitions and realise synergies.

To further strengthen coordination in the integrated business and ensure that synergies and economies of scale are fully realised, the Nordic Operations function was introduced in the second half of 2025. Nordic Operations coordinates sales support activities across the entire Nordic region, pursues joint initiatives and contributes to knowledge sharing between countries and product areas.

Non-integrated businesses

In addition to Alligo's integrated core business, non-integrated businesses are operated within strategically important product and technology areas, such as product media, welding and batteries. These businesses complement Alligo's offering and contribute to profitable growth, while also operating under their own brands.

The non-integrated businesses are organised according to the particular conditions of each company and product area. Some are operated entirely separately from Alligo's other businesses, while others are organised together as a group of companies, such as product media and welding. Common to all is that they have specialist expertise that is best developed by operating separately from the integrated business. Wherever possible, the non-integrated businesses can, depending on their circumstances, still benefit from the strength of Alligo's platform, for example help with purchasing agreements, administrative support, cross-selling and knowledge-sharing.

Integrated business – a shared scalable platform

80%
OF REVENUE



- Synergies through shared functions in logistics, IT systems, finance, legal structure, pricing systems and assortment.
- Flexibility and scalability.
- Effective coordination of new investments.

Non-integrated businesses – strategically important complement

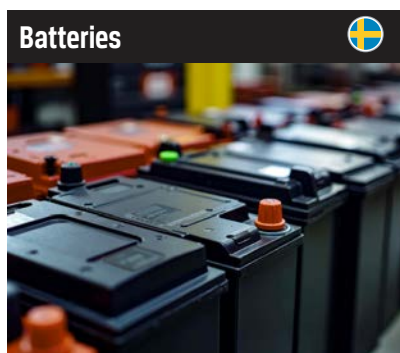
20%
OF REVENUE



17 companies | Revenue: MSEK 630*



8 companies | Revenue: MSEK 400



1 company | Revenue: MSEK 280



8 companies | Revenue: MSEK 460

* Pro forma, including recently acquired companies.

Leading player in product media

Alligo is a market leader in product media in Sweden. This product area has been built up through acquisitions over many years and is Alligo's largest group of non-integrated businesses with physical stores, showrooms and webshops. There are synergies here with Alligo's integrated business and good conditions for profitable growth.

Non-integrated group of companies

Product media is an area with predominantly relationship-based sales, requiring strong local engagement and entrepreneurship, which are difficult to maintain in a fully integrated business. Alligo therefore runs this product area separately using a decentralised model where

WHY PRODUCT MEDIA IS A GOOD FIT FOR ALLIGO

- Good profitability
- Synergies
- Growth potential in the Nordics
- Low capital tie-up

in logistics, sustainability and digitisation equip the companies for increased profitability when they become part of Alligo's product media area.

Natural complement to Alligo's integrated business

The non-integrated businesses within product media complement the offering of the integrated business in a product area with good margins and growth opportunities. Alligo is today a leader in Sweden, with non-integrated product media specialists established at 19 locations. Towards the end of 2025, Alligo made inroads into Norway through acquisitions and is now established at four locations. There is considerable scope for continued expansion in the Nordic region using a well-functioning model that gives Alligo access to profitable new markets alongside the integrated business with Swedol and Tools.

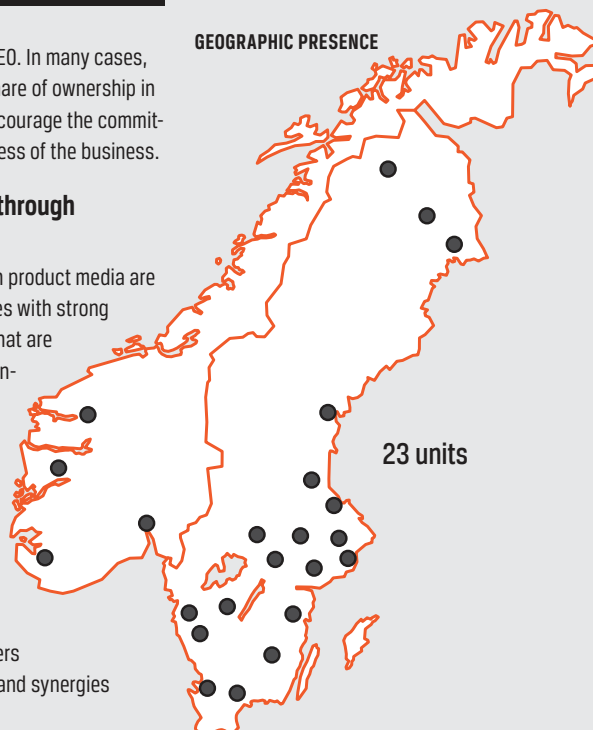
Product media is also a good complement to the integrated business because tied-up capital is generally low. Most product media companies have showrooms where customers choose their products and orders are not submitted to suppliers until the products are sold.

each company has its own CEO. In many cases, the entrepreneurs retain a share of ownership in the companies in order to encourage the commitment that is vital to the success of the business.

Increased profitability through consolidation

All the companies acquired in product media are well-run, profitable companies with strong drive and entrepreneurship that are maintained through the decentralised model and incentive structure. Although the companies are operated separately from Alligo's integrated business, there are many benefits from combining them in a jointly managed corporate group. Mutual partner suppliers combined with coordination and synergies

GEOGRAPHIC PRESENCE



17

COMPANIES

630

MSEK REVENUE*

202

EMPLOYEES

* Pro forma, including recently acquired companies.

REVENUE BY PRODUCT AREA:



Offering

Alligo's offering is developed for corporate customers across eight industry segments. The range has a high degree of standardisation.

Services also an important part of the offering.

Product areas

Alligo is a leading Nordic player within the product categories workwear, PPE, tools and consumables. Through knowledge and close daily contact with customers within eight defined industry segments, the offering is rapidly developed and tailored based on their needs. The breadth of the offering is combined with specialisation in selected product areas with a focus on offering customers the consumables they need to operate their day-to-day business. Input goods supported by suitable supplier models and products that are a good natural fit for the rest of the range are also offered, such as components and fasteners.

The range must have a high degree of standardisation while also offering flexibility for those customers who need it. A balanced mix of own brands and leading external brands ensures that customers find what they need for their business to function.

Nordic standard range

The range is coordinated on the three Nordic main markets of Sweden, Norway and Finland.

A standardised range facilitates control and monitoring, increases profitability and creates better conditions for achieving customers' sustainability targets. Customers gain added value in the form of guaranteed product quality, higher availability, improved service levels and clearer sustainability information. At the same time, Alligo is strengthening its offering through new product launches within both own brands and external brands. Pricing is transparent, enabling customers to see what a product costs in store or online.

Alligo can offer advanced tailored solutions for customers with specific needs and requirements making larger purchases.

Services

Services are a key part of Alligo's offering, complementing the product range and strengthening customer relationships. In recent years, the service offering has been broadened to cover new, strategically important areas. Services still represent a relatively small but growing share of total sales. Services are also often vital for being a complete partner to customers.

Examples of services include workshop services such as a chain workshop, hose pressing, certification and calibration of torque wrenches and lasers, as well as a service workshop for machinery and tools. Other services relate to customising clothing, shoes and work equipment, such as garment printing and embroidery, sewing, foot scanning and a fit test service for tight-fitting face protection.

A rapidly growing service area is Smart Service, Alligo's smart solutions on site at the customer. Smart Service involves a cabinet or shelves containing products being placed on site in the customer's operations, providing quick and easy access to the products. Swedol or Tools take care of restocking and customers can reduce their lead times and gain greater control over their consumption.

ReCare is Alligo's full-service solution for workwear and was launched in 2025. The service includes laundry, repair, reuse and recycling, with the customer able to choose all or individual elements as required.

» Read more about ReCare on page 21.



SMART SERVICE

Smart Service involves installing self-scanning stores, vending machines and loaning machines on site in the customer's operations. The service includes hardware, restocking, software, analysis, statistics and a combined monthly invoice.

SALES BY PRODUCT AREA 2025

PPE and clothing

Workwear, footwear, gloves, PPE, corporate branded clothing, accessories, etc.

36%

Tools

Machinery, hand tools, cutting/grinding/drilling tools, electric tools and measuring tools, etc.

17%

Consumables

Oils, chemical products and vehicle and garage products.

15%

Industrial and welding

Hydraulics, hoses, welds, etc.

9%

Workplace equipment

Lifting and load securing, equipment, consumables and other workplace equipment.

7%

Fasteners

Screws, nails, plugs, fittings, expanders, etc.

5%

Other

Flow technology, outdoor products, miscellaneous equipment and services, etc.

11%

100%

Strong own brands

Alligo has a portfolio of strong own brands in several important product groups. Each brand has a specific function and contributes to a differentiated offering.

Selling own brands provides better control over the supply chain, as well as the properties and quality of products, while also enabling higher sales margins. They are particularly important within the PPE and clothing product area, where own brands account for a large share of sales.



Iconic workwear since 1905



Workwear for Nordic weather conditions



Workwear and footwear with a focus on function

18
32

Workwear as well as basic and corporate brand clothing



Protective gloves for all jobs



Tools and storage with smart solutions



Tools and consumables



Complete lighting range for the professional user



Consumables for every occasion



Farming and forestry specialist



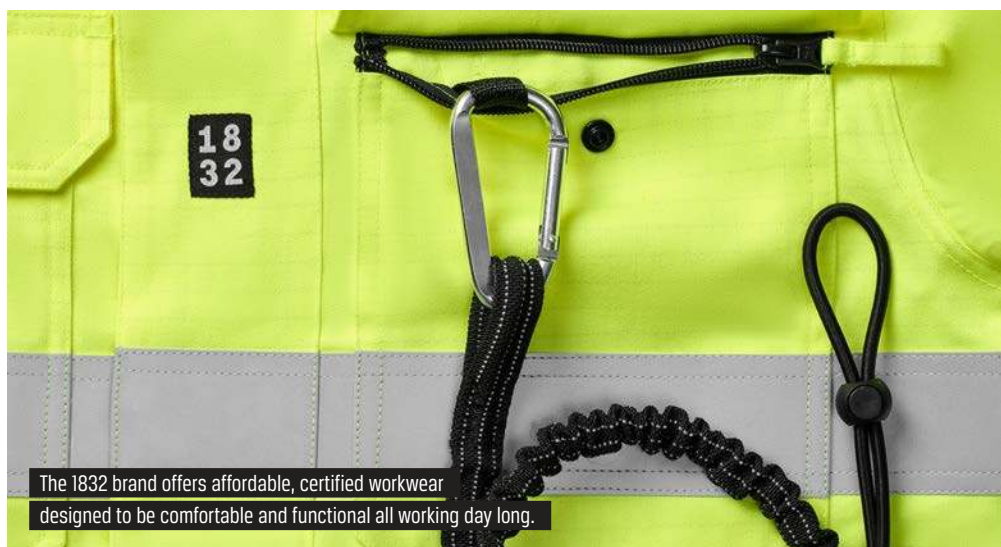
Compressors



Fasteners



Oil and fat products



The 1832 brand offers affordable, certified workwear designed to be comfortable and functional all working day long.

In addition to own brands, Alligo also has private labels from Ampro and Nuair. Private labels are where Alligo has exclusive rights without owning or developing the brands. Private labels perform an important role in the offering and can be used to develop the range with products manufactured by Alligo's suppliers based on specific needs identified by Alligo's product managers.

Clearly differentiated workwear

The range of own brand workwear is clearly positioned according to a differentiated brand strategy.

1832 is the most affordable range. The brand was launched in 2024 to satisfy a more cost-conscious market and has been rolled out on a larger scale in 2025. The products are of good quality and meet all necessary requirements and certifications but have more basic features and design, enabling them to be sold at a lower price.

The mid-segment range is covered by Gesto, with workwear, work shoes and safety goggles. The products are of high quality, with premium features, and provide a good balance of price and performance.

The premium range contains products for those customers who require the very best features, quality and design. These include

Björnkälder, which has over 100 years of tradition, and Univern, which specialises in workwear for extreme outdoor environments.

Product development

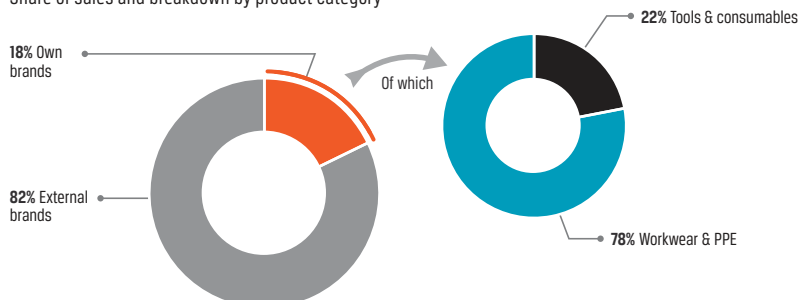
New products and services are continually being developed and existing ones updated, improved or discontinued. Product development is centred around the mission to make businesses work.

In interaction with customers throughout the Nordic region, every day all year round, Alligo always establishes a good understanding of what customers need in order to work and how the offering can make their everyday life easier and more efficient. Alligo can also draw on large volumes of data to intensify knowledge about customer needs. This could relate to issues such as quality and functionality within the existing range, the need for new products or smart service solutions. In response to the more cost-conscious trend, Alligo has introduced more affordable alternatives, such as workwear in the 1832 brand and tools and consumables in the new Prowel brand.

Sustainability is a key element in all product development and has a clear link to Alligo's vision. Extensive testing and development of workwear is carried out in Alligo's own laboratory in Gothenburg.

OWN BRANDS 2025

Share of sales and breakdown by product category



Procurement

Good knowledge and efficient processes enable Alligo to determine what to purchase and when. A network of carefully selected suppliers means that the right goods can be bought at the right price with guaranteed availability.

Nordic assortment and procurement organisation

The assortment and procurement organisation is responsible for Alligo having the right offering for customers. The range is broad but also specialised within key areas and must fulfil the highest social, ethical and environmental requirements. Procurement work aims to obtain goods at the right price with the right quality and ensure reliable deliveries and good inventory turnover.

The assortment and procurement organisation is coordinated at Nordic level to ensure that customers on all markets have access to the same offering. Having previously been spread across 23 locations, the organisation is now largely concentrated in four: Tyresö and Gothenburg in Sweden, Oslo in Norway and Kotka in Finland. The consolidation of the organisation encourages cooperation within the team and increases efficiency.

Matching procurement needs with the right orders requires efficient processes and good knowledge of demand, range, certification and suppliers. The procurement and assortment organisation has a close ongoing dialogue with



Prowel offers affordable tools and consumables.

Alligo's sales organisations to understand customer needs and pick up signals from the market.

Procurement work must be forward-looking and focused on data-driven processes. In 2025, data-driven work and decision-making within the organisation was strengthened.

Inventories and availability

A changing world requires short decision paths to adapt procurement to evolving sales trends. External factors, such as economic, geopolitical and environmental developments, risk having direct consequences that disrupt procurement

and deliveries. Effective follow-up and preventive measures in procurement processes are essential to maintain the right balance between availability and building up inventories. Alligo's availability requirement means that 95 per cent of stocked items in the standard range must always be in stock for fast delivery.

The stock required to satisfy the availability requirement varies according to demand and global supply chain challenges. This is analysed continuously and sales forecasts for each country are used to adapt order patterns, reduce procurement risks and ensure availability.

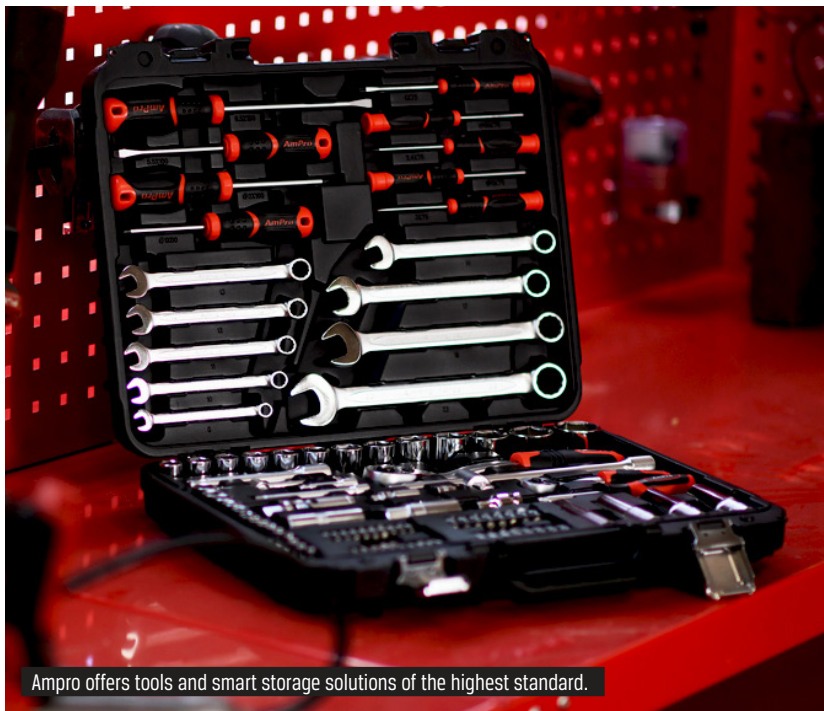
While availability needs to be ensured, Alligo is also working to reduce stock levels. The increased focus on own brands means slightly higher stock levels, however, as they require larger buffer stocks because they are shipped directly from the factory, usually in Asia, with longer lead times.

Right supplier base

Maintaining a well-balanced number of suppliers and managing their share of total purchasing volume is crucial in order to mitigate risks in the flow of goods, secure Alligo's negotiating power and enable responsible sourcing throughout the value chain. This applies both to suppliers of own brands, which are predominantly located in Asia, and to well-known external brands, which are primarily based in Europe.

Since the merger of Swedol and Tools, the total number of suppliers has been reduced by around 50 per cent. Having fewer suppliers enables Alligo to build stronger partnerships with better opportunities for specifying requirements and exercising control, along with competitive purchase prices and supply reliability. This work is closely linked to the standardisation and focusing of the range.

During the year, Alligo has continued its work to ensure compliance with increasingly stringent sustainability requirements. A new standard agreement for suppliers was implemented during the year, in which Alligo requires suppliers to be signed up to SBTi. The aim is for 72 per cent of the supplier base, measured in terms of revenue, to have set climate targets by 2029.



Ampro offers tools and smart storage solutions of the highest standard.

Sales

Alligo serves customers according to their needs and circumstances, through sales channels that support and complement each other. Whichever channels the customers choose, it must always be easy to do business with Alligo.

Sales take place through separate sales organisations for the main markets of Sweden, Norway and Finland. Separating the countries provides a clear division of responsibilities with effective, target-oriented management of sales work.

In 2025, the sales organisations for the construction and manufacturing industries were integrated in Nordic Operations. The new function coordinates sales support activities and provides greater opportunities to drive profitable growth within Alligo's two largest industry segments.

Concept brands

Alligo's integrated business serves customers on each market through standardised concept brands across all sales channels: Swedol in Sweden and Tools in Norway and Finland. In addition to the concept brands, Swedol and Tools, Alligo has a number of non-integrated businesses within selected product and technology areas, such as product media, welding and batteries. These businesses are operated separately from Swedol and Tools and have their own sales channels in stores and direct sales.

Sales channels

Sales take place via stores or various kinds of direct sales. Customers can choose a sales channel based on their individual needs and particular purchasing situation. Alligo provides guidance to assist with this process, but it is always the customer who decides how they want to do business.



Field sales agent for Swedol in Karlskrona.



A customer receives help in Tool's Sandnes store in Norway.

Stores

In-store sales account for nearly half of Alligo's revenue. In stores, customers are provided with a fast and easily accessible service, as well as a high level of product availability.

It is primarily small and medium-sized companies that make purchases in stores. A local presence with attractive stores is especially important for these customers. Individual stores offer a Nordic standard range to a varying extent, depending on the store space available. The range also includes minor local adaptations.

Direct sales

Sales that do not take place in store are made via direct sales, including field sales and tele-sales, digital channels and on-site service. It is mainly the larger companies that buy through direct sales.

Field sales and telesales

Dedicated and competent sales staff help to build and maintain strong, long-term customer relationships. Sales staff serve new and existing customers in person, both physically and digitally, and reach out to customers who do not normally shop in store or require a greater need for personal contact and tailored solutions. Key Account Managers play an important role in tenders and procurement at larger customers.

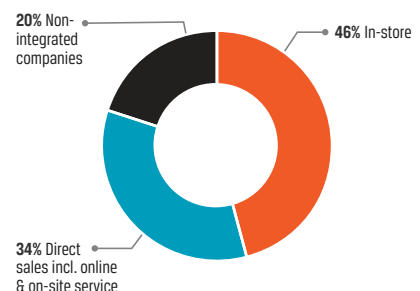
Digital channels

Customers can choose to interact with Alligo entirely digitally through online stores, customised webshops or various e-commerce solutions. Digital channels also drive sales to the other channels, even if the actual order is not placed digitally. Customers can also choose to use Alligo's multichannel concept, where e-commerce is tailored based on the customer's needs and is combined with other channels. For example, information can be transferred between Alligo and the customer's business system, and Alligo's online stores can interact with the customer's purchasing system.

On-site service

Alligo's on-site service offers customers goods supplied directly at their business, saving valuable time and giving them greater control over consumption. The umbrella name for smart solutions on site at the customer is Smart Service.

SALES BY CHANNEL 2025



Logistics

Alligo's logistics function supplies stores and customers throughout the Nordic region with the products they need to work. To be an unbeatable supplier requires high availability and reliable deliveries across all markets.

Coordinated organisation

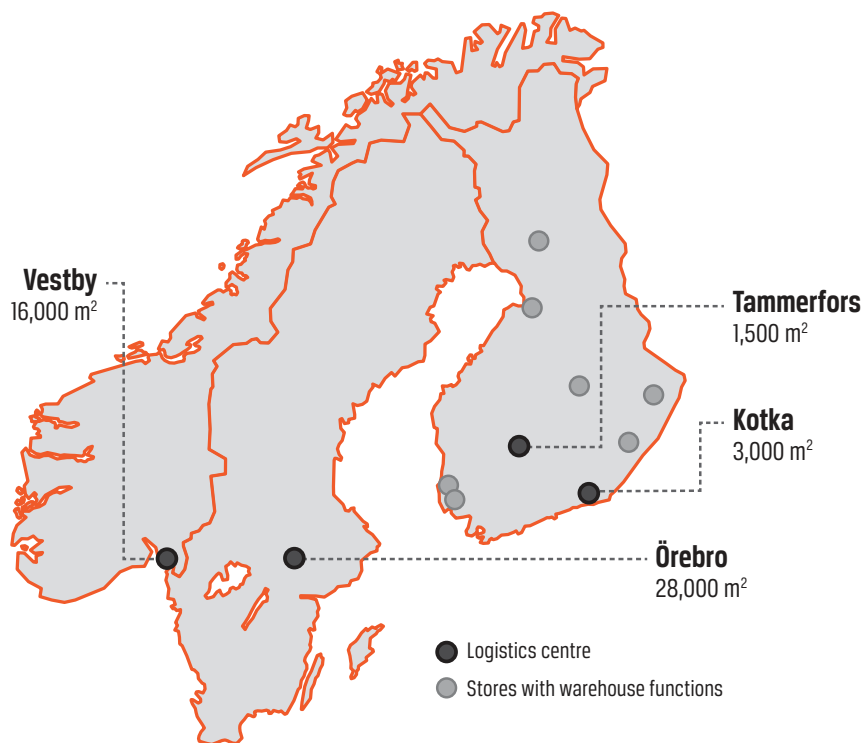
Alligo's logistics function manages the logistics flow of the entire integrated business. The function is organised at Nordic level with a management team that plans and oversees logistics in all countries. Below the Nordic management there are operational organisations in Sweden, Norway and Finland that are responsible for the efficient operation of logistics in each geographical market.

Extensive integration work has been carried out since the merger of Swedol and Tools in spring 2020. Several separate logistics organisations have been integrated into a single Nordic organisation and 20 different warehouses and logistics units and regional warehouses have been consolidated into four.

Efficient central warehouse in Örebro

Alligo's logistics centre in Örebro serves as a key hub in the Nordic logistics organisation and not only supplies stores in Sweden with products but also manages large parts of the flow of goods to local logistics units and stores in Norway and Finland. The centralisation of logistics at Nordic level provides greater capacity for coordination, efficiency and purchasing power. At the same time, the local units ensure availability on each geographical market and shorter lead times to end customers.

The Örebro logistics centre is highly



automated and features the Autostore robotic warehouse system. The facility has been continuously upgraded and has automated equipment to streamline the inflow and outflow. Automation provides both operational efficiency and a better work environment. In the automated flow, pickers avoid many of the time-consuming and physically strenuous tasks that would otherwise

be needed. The system also includes an automated mini-warehouse where the goods can be stored until the complete order is fully picked.

Continuous improvements

Efficient and reliable logistics are a central element of Alligo's business model and are vital for the Group's competitiveness, as logistics supply all the sales channels with goods, either directly to customers or via the store network. The logistics function works to continuously streamline Alligo's inventory management and the flow of goods. It does so through ongoing improvement initiatives and strategic capacity planning.

A key improvement during the year was the harmonisation of the transport administration system in all three countries, which improved efficiency, data quality, control and customer service. Another vital improvement was the further development of value-added services that strengthen Alligo's competitiveness through increased differentiation and customer benefit.

A multi-year time horizon is applied in capacity planning to ensure long-term access to the right capacity. In Sweden, Örebro has been developed with good capacity and future expansion options



Alligo's new logistics centre in Vestby, Norway, has a total area of around 16,000 square metres, securing sufficient capacity and opportunities for future expansion.

are continuously examined based on different scenarios. In Norway, relocation to Vestby has secured both existing capacity and future expansion options. The logistics operations in Finland are still being reviewed to ensure there is sufficient capacity given the ongoing changes, future growth and the streamlining of operations.

Focus on increased efficiency in Vestby

Logistics in Norway were affected by disruptions and longer lead times as a result of the relocation and coordination of logistics operations.

VALUE-ADDED SERVICES

In addition to the standard logistics flow, Alligo's logistics function also offers upgrading and other value-added services. The further development of value-added services was a key area of improvement in 2025.

Examples of value-added services:

- Printing and embroidery on items
- Sewing services such as repair and adjustment
- Putting
- Digital certificates
- Customer-specific stocks
- Customised item labelling
- Customised packaging solutions and delivery notes, for example
- Delivery in the customer's own packaging

The three previous logistics units in Skedsmo-korset, Rosenholm and Stavanger were coordinated in a new shared organisation in newly constructed premises in Vestby Logistipark, south of Oslo, in 2024.

The new logistics centre in Vestby secures sufficient capacity in Norway and provides opportunities for future expansion. This is an important investment that in the long term also reduces costs and tied-up capital, strengthens negotiating power and improves service to customers through combined deliveries.

In early 2025, a change of ERP system was implemented for the whole of Tools in Norway. Combined with the existing challenges in the business, this extended the stabilisation period for achieving the right delivery quality and delivering to customers on time.

Alongside several internal projects in Vestby, another key area was strengthening the organisation's leadership. This included setting up a new local logistics management team, led by a logistics director and two operations managers. Another key improvement was upgrading goods reception and transit management with the same efficient solution used in Örebro.

The issues were dealt with over the course of the year and the situation in Vestby stabilised during the autumn. This enabled forward-looking work to be carried out during the latter part of the year to ensure that logistics in Norway achieve the delivery quality and efficiency targets in 2026.



Value-added services at Alligo's central warehouse in Örebro.



Value-added services at Alligo's logistics centre in Vestby, Norway.

Sustainability

Sustainability is an integral part of Alligo's strategy and a key tool in meeting the increasing requirements of customers, strengthening competitiveness and creating long-term value.

Alligo aims to be one of the industry leaders in sustainable development, and sustainability matters are evaluated in all decisions from management level to choice of supplier, product development and customer dialogue.

Defined focus areas

Our sustainability work is based on a double materiality assessment, which identifies both how Alligo's operations impact on the environment and society and how sustainability matters in turn affect the company's business, risk and financial development.

Alligo's sustainability work is based on five focus areas relating to environment, society and governance, covering ten material sustainability matters. These focus areas are linked to three of the UN's SDGs, which provide a clear direction for Alligo's priorities.

>> Read more on page 67.

Customer-focused sustainable development

Customer expectations are a strong driving force

in development. Major procurements contain increasingly explicit requirements relating to areas such as the environment, quality and occupational health and safety, business ethics, traceability, climate data and responsible supply chain. The validation of Alligo's climate targets by the Science Based Targets initiative is another strategically important step towards meeting expectations.

Altogether, this incentivises innovation and increases the ability to offer products and solutions that meet future needs.

Supply chain improvement

Alligo works systematically to strengthen responsibility in the supply chain through risk assessments, audits and close monitoring. Through its membership of amfori BSCI and well-defined supplier requirements, Alligo is driving improvements. This work encompasses the entire value chain and is a key part of the responsibility to customers, suppliers and society.

Development of the range is a key part of the strategy. Own brands enable Alligo to specify

more stringent requirements for quality, function and choice of materials, as well as increase the share of products with a lower environmental impact.

Strategic partnerships and certifications

Partnerships and certifications are key elements of sustainability work. As an advocate of the UN Global Compact, Alligo supports basic principles on human rights, working conditions, the environment and anti-corruption.

The majority of Alligo's integrated business has quality and environmental certification in accordance with ISO 9001 and ISO 14001. With regard to chemicals, Alligo works through networks such as TEK0, Normpack and Kemikaliegruppen, improving its ability to comply with future regulations. Alligo's own clothing is certified according to OEKO-TEX® STANDARD 100, which means that it meets strict chemical requirements and is tested to ensure it is free from harmful substances. Close to 500 models from Alligo's own brands are currently certified.

GOALS, MEMBERSHIP AND CERTIFICATIONS



UN Global Goals



WE SUPPORT



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Continuously developing sustainability work

Alligo has been pursuing targeted sustainability work for almost three decades, creating change in the value chain. As it leads the way, Alligo continues to drive development in the industry and inspire others.

1998
Grolls receives quality certification.

2003

- Tools AB receives quality and environmental certification.
- Grolls receives environmental certification.

2008

Grolls becomes a member of amfori BSCI.

2010

Björnklander's first garments receive OEKO-TEX® certification.

2012

- Tools AS receives quality certification.
- Swedol becomes a member of the UN Global Compact.

2015

Tools AS receives environmental certification.

2016

Tools AB and Tools AS receive environmental certification in accordance with ISO 45001.

2017

- Swedol publishes a sustainability report in accordance with GRI.
- Björnklander produces its first work trousers using dope dyeing.

Target areas and activities

Environmental

Reduced environmental and climate impact

SCOPE 1 & 2 – OWN OPERATIONS

- Reduce absolute greenhouse gas emissions by 42 per cent by 2030.
- Reduce electricity consumption at own premises by 10.6 per cent by 2028.

- Replace company cars with electric or hybrid vehicles.
- Use more fossil-free energy and energy efficiency in own premises.

- Total share of GHG emissions reduced by 32 per cent compared with the base year 2023 (27).

SCOPE 3 – PRODUCTION IN THE VALUE CHAIN

- 72 per cent of Alligo's suppliers must have science-based targets by 2029.

- Influence suppliers to set science-based climate targets.
- Ensure compliance with the Supplier Standard.

- 23 per cent (20) of suppliers have science-based targets.

Governance

Responsible business conduct

- Zero tolerance of bribery and corruption.
- No significant cyber incidents each year.

- Regular employee training on business ethics and anti-corruption.
- Group-wide information security programme strengthens compliance, risk management and cyber resilience.

- 75 per cent of employees have undergone anti-corruption training.

Social

Committed and competent employees

- Gender equality – at least 30 per cent women in management positions.
- Sickness absence – less than 5 per cent.
- Engagement – Pulse index of 75 by 2029.

- Have one woman and one man as final candidates in each recruitment process.
- Systematic occupational health and safety work to reduce accidents and sickness absence.

- Pulse index increased to 70 (69).

Responsible supplier relationships

- 95 per cent must meet Alligo's Supplier Standard for human rights, working conditions, chemicals, environment and ethics.

- Ongoing risk assessments, self-evaluations, factory visits and third-party audits through amfori BSCI.

- 54 third-party audits carried out and no intolerable non-conformities.

Customer satisfaction and product safety

- Customer Satisfaction Index (CSI) more than 75.

- Own brands ensure quality, chemical requirements and product development.
- Own test lab handles testing, certification and documentation.

- No serious product or safety incidents.

2018

Swedol's central functions and logistics operations receive environmental and quality certification.

2021

- Alligo's integrated business in Sweden and Norway receives quality, occupational health and safety and environmental certification.
- Alligo joins the Chemsec PFAS movement.

2023

- New OEKO-TEX® certificate for products with more than 20 per cent recycled material, covering 80 models from Alligo's own brands.

2024

- Alligo links its loans to sustainability.
- Alligo prepares its first ESRS-inspired sustainability statement.
- Alligo submits its climate targets to Science Based Targets initiative (SBTi).

2025

- Alligo launches the ReCare laundry service.
- Finland's central functions and logistics receive environmental and quality certification.
- Alligo's climate targets are validated by SBTi.

The journey towards net zero starts with choice of suppliers

Around 93 per cent of the climate impact in Alligo's value chain occurs within product manufacturing. Reaching Alligo's target of net zero emissions by 2050 requires systematic work with suppliers and transport partners. Through explicit requirements, follow-up and partnerships, Alligo is driving change across the value chain.

Supplier Standard drives sustainable business

Alligo's Supplier Standard encompasses agreements and an accepted code of conduct for suppliers (Supplier Code), including chemical restriction lists. Suppliers are also required to perform a self-assessment relating to the requirements in Alligo's Supplier Code. The aim is to ensure that our suppliers for the standard range comply with stringent requirements in relation to social and environmental aspects. Alligo's Procurement and Assortment Manager, Fredrik Klein, expands on

how the Supplier Standard works in practice.

"All new suppliers must meet the requirements of our Supplier Standard. This is a non-negotiable requirement in our agreements."

One of Alligo's strategic sustainability targets is for 95 per cent of suppliers to the standard range to have met the Supplier Standard. In 2025, agreement templates have been updated, dialogues with suppliers intensified and factory visits carried out to follow up on social and environmental requirements. These activities have resulted in an improved outcome: 83 per cent compared with 77 per cent in 2024.

Scientific climate targets strengthen cooperation

The majority of Alligo's climate impact occurs in the manufacturing of products that the Group sells and therefore one of the climate targets is for 72 per cent of suppliers to have science-based climate targets no later than 2029.

» All new suppliers must meet the requirements of our Supplier Standard. This is a non-negotiable requirement in our agreements. «

IN FOCUS IN 2026

- Continued work to increase the proportion of suppliers with science-based climate targets.
- Ensure the Supplier Standard is implemented and complied with through risk-based follow-up of suppliers and more factory visits.
- Together with our transport providers, reduce climate impact through mixed loading, set delivery days and high capacity utilisation.

"This is a hygiene requirement for being one of our suppliers. We have added this requirement to our new agreement templates and informed suppliers why it is important. For us, it is about creating security for our customers and ensuring that we are all working towards the same goals," explains Fredrik.

Global increase in sustainability awareness

The sustainability awareness of suppliers has increased significantly over the past five years. Geography is not a factor and the level of awareness among larger Asian suppliers is now on a par with that of European ones. Alligo's partners in own brands for workwear and PPE are often well advanced, while smaller companies and suppliers in the tools category experience greater difficulty in setting aside resources and need to increase their expertise.

Customer-led fossil-free transport

Transport accounts for a small proportion of Alligo's climate emissions, less than one per cent, but is an important area where customers require improvement. External partners transport products, mainly by sea and road, to Alligo's logistics centres and onwards by truck to stores or directly to the customer.

In 2025, the share of fossil-free transport was increased through cooperation with transport partners that use HVO, biogas and electric vehicles. Pontus Glasberg, Logistics Director at Alligo, describes developments.

"Today, it is easier to choose fossil-free transport, although the costs are higher and the infrastructure is not yet fully developed. Customers are increasingly demanding climate-smart transport options and we offer a range of solutions depending on the country and region."



Public procurement drives development

Customers in the public sector account for seven per cent of Alligo's sales. This business is handled solely through public procurements, where sustainability requirements have developed rapidly. For Alligo, this represents an opportunity to drive sustainable development while strengthening competitiveness.

Focus on follow-up

In the past, sustainability criteria could mean merely presenting certificates and were viewed more as a formality. According to Urban Åkerman, Head of Public Sector Tenders at Alligo, sustainability requirements are now a decisive factor in winning contracts and building long-term customer relationships.

"Public-sector customers often lead the way and specify requirements that can be several years ahead of national targets. This means that we as partners also have to be one step ahead and ensure we can meet the requirements."

"It is increasingly common for larger public sector customers to perform follow-up during the agreement period to ensure that suppliers are working according to the specified criteria. This benefits serious suppliers and establishes a hallmark of quality," says Nadja Pilpilidou, Sustainability Strategist at Alligo.

"We have seen sustainability develop from being a reporting issue to a business-critical factor. Our sales staff need to understand and be able to explain sustainability matters. This is a key part of the sales pitch and of ongoing customer dialogue."

Clearer requirements in the value chain

The most common requirements relate to responsible supply chain, social sustainability and environmental and quality certification such as ISO 9001 and ISO 14001. Alligo's sustainability specialist, Mikaela Johansson, highlights the particularly extensive criteria for textiles, with



» Public-sector customers often lead the way and specify requirements that can be several years ahead of national targets. This means that we as partners also have to be one step ahead and ensure we can meet the requirements. «

Urban Åkerman,
Head of Public Sector Tenders

labelling such as OEKO-TEX®, Made in Green, GOTS and Ecolabel, as well as requirements for water treatment in production.

"We have been working for a long time with OEKO-TEX® and supplier audits to ensure both product content and social requirements. This is important for performing quality assurance on our clothing and meeting the stringent requirements from public sector customers. Climate data is increasingly requested for each product and Alligo has begun work to meet these customer requirements."

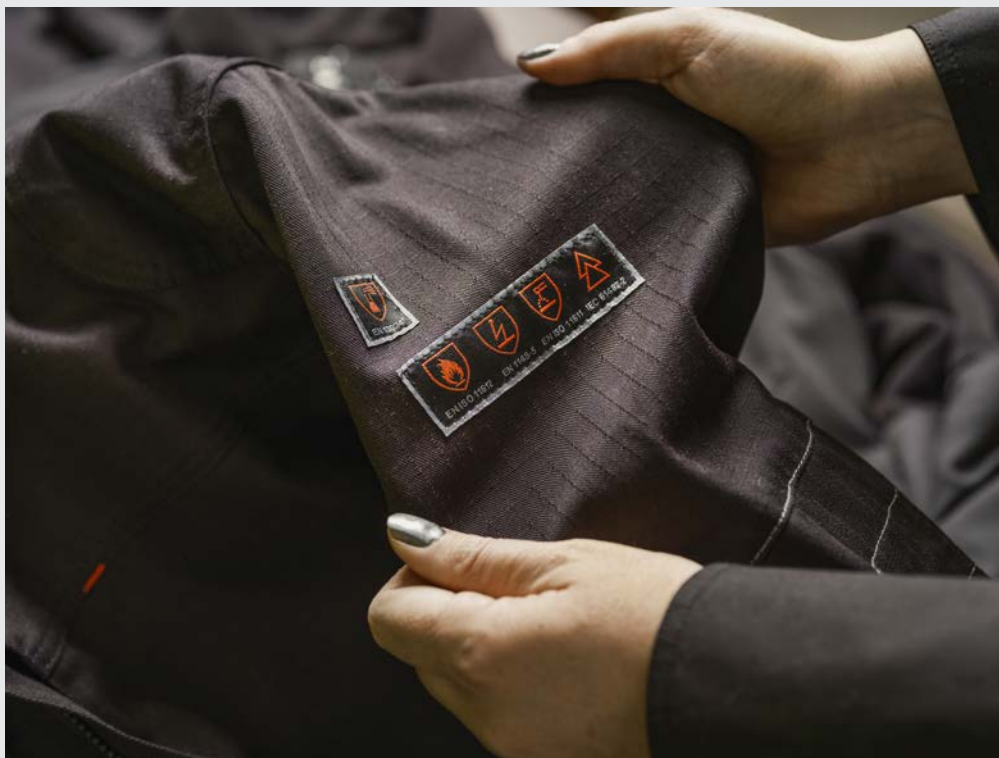
Internal cooperation strengthens competitiveness

To meet customer requirements, there must be close and well structured internal cooperation

between the Sustainability, Assortment & Procurement, and Sales departments. In 2025, Alligo established a sustainability and sales council to act as a platform for dialogue and knowledge sharing. This identifies customer trends at an early stage and supports the sales organisation in translating complex sustainability requirements into a business case.

Better internal tools, glossaries and training are some of the activities implemented during the year to make sustainability matters more accessible for the sales organisation. An initiative that Urban believes strengthens Alligo's competitiveness.

"Cooperation has also enabled us to prioritise the right initiatives, such as developing circular solutions for recycling workwear."



KEY SUSTAINABILITY INITIATIVES IN 2025

- Launched the ReCare service, which reduces environmental impact and increases circularity.
- Established an internal sustainability and sales council to simplify matters for the sales organisation.
- Developed e-learning on chemicals for employees who work in stores and in Assortment & Procurement.

Strengthening future leadership



Building strong leaders is a strategic priority for Alligo and supports the vision of being unbeatable as an employer. Based on the values of commitment, collaboration and competence, in 2025 a joint Nordic leadership programme was launched to strengthen the culture, develop employees and drive the business forward.

Engaged leadership

Training takes place over a period of around six months and consists of various modules, as well as a personality test, workshops and practical exercises. The aim is, based on Alligo's values, to create the conditions for leadership that engages and develops both people and the business, as Weronica Borgeström Prytz, HR Business Partner Nordic functions explains.

"We hope that the participants understand that leadership is as much about listening as it is about leading.

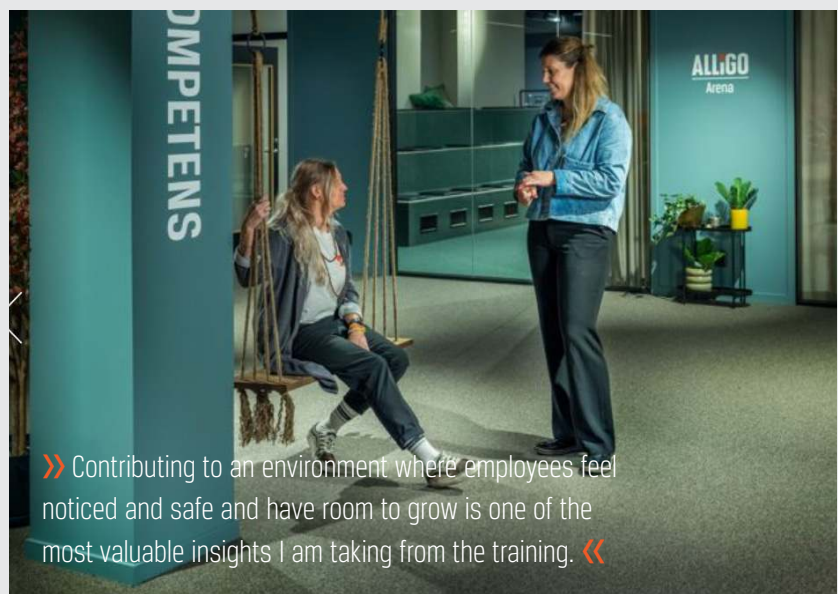
Develops competence and networks

The programme aims to create understanding about what it means to be a manager at Alligo and what the company's culture, values and expectations require. Participants gain a personal perspective on their strengths and areas for development. The content focuses on how the participants create engagement, clarity, openness and participation and how they can use tools such as the pulse measurements and target reviews to motivate and follow-up. Unni Stene, HR Director Norway, describes the approach.

"We want the participants to understand themselves better and to develop their leadership based on their strengths. One of the most valued elements is the interactive exercises, which provide a direct link to everyday activities."

For many managers, the programme also means seeing their role in a new light. Alexander Lønberg, Sales Manager for Greater Oslo, Tools Norway, describes what the training has meant.

"Contributing to an environment where employees feel noticed and safe and have room to grow is one of the most valuable insights I am taking from the training and is something that gives me greater energy and pride in my role as a leader."



ALLIGO'S LEADERSHIP PODCAST – LEARNING EVERY DAY

- Swedish pilot project launched internally in 2025 to complement digital training.
- Focuses on reflections, experiences and practical tips.
- Easily accessible format for managers – listen in the car, in the warehouse or between meetings.

Strengthens gender equality and talent

The leadership programme is a key part of Alligo's work to develop the next generation of leaders. It creates structured opportunities for talent to grow, helping to broaden the leadership base across the entire organisation.

Weronica also sees a clear link between the leadership initiative and Alligo's sustainability target for gender equality.

"By offering structured leadership development, we are creating the conditions for more women to take the step into leadership."

Christina Inderdal, Sales Manager for the Oslofjord region, Tools Norway, explains how her leadership has been developed day-to-day.

"I have been given the opportunity to build a team of people who support each other, strengthen each other's performance and stand united when it really counts. This creates pride in seeing how we develop, deliver results together and lift each other in both successes and challenges."



Administration Report

Contents

Financial overview	38
Risks and risk management	47
Corporate Governance Report	51
Board of Directors	58
Group Management	60
Sustainability Statement	62

Financial overview

The Board of Directors and CEO of Alligo AB (publ), Company Registration Number 559072-1352, hereby submit the Annual and Sustainability Report and consolidated financial statements for the financial year 1 January to 31 December 2025.

In addition to this financial overview, the Administration Report also contains a description of risks and risk management, the Group's Corporate Governance Report and the Group's sustainability statement, which has been prepared in accordance with the European Sustainability Reporting Standards (ESRS) and includes current requirements under the Swedish Annual Accounts Act. The following income statements, balance sheets, statements of comprehensive income, statements of changes in equity, statements of cash flows and notes constitute an integrated part of the Annual Report and have been reviewed by the company's auditors.

About the company

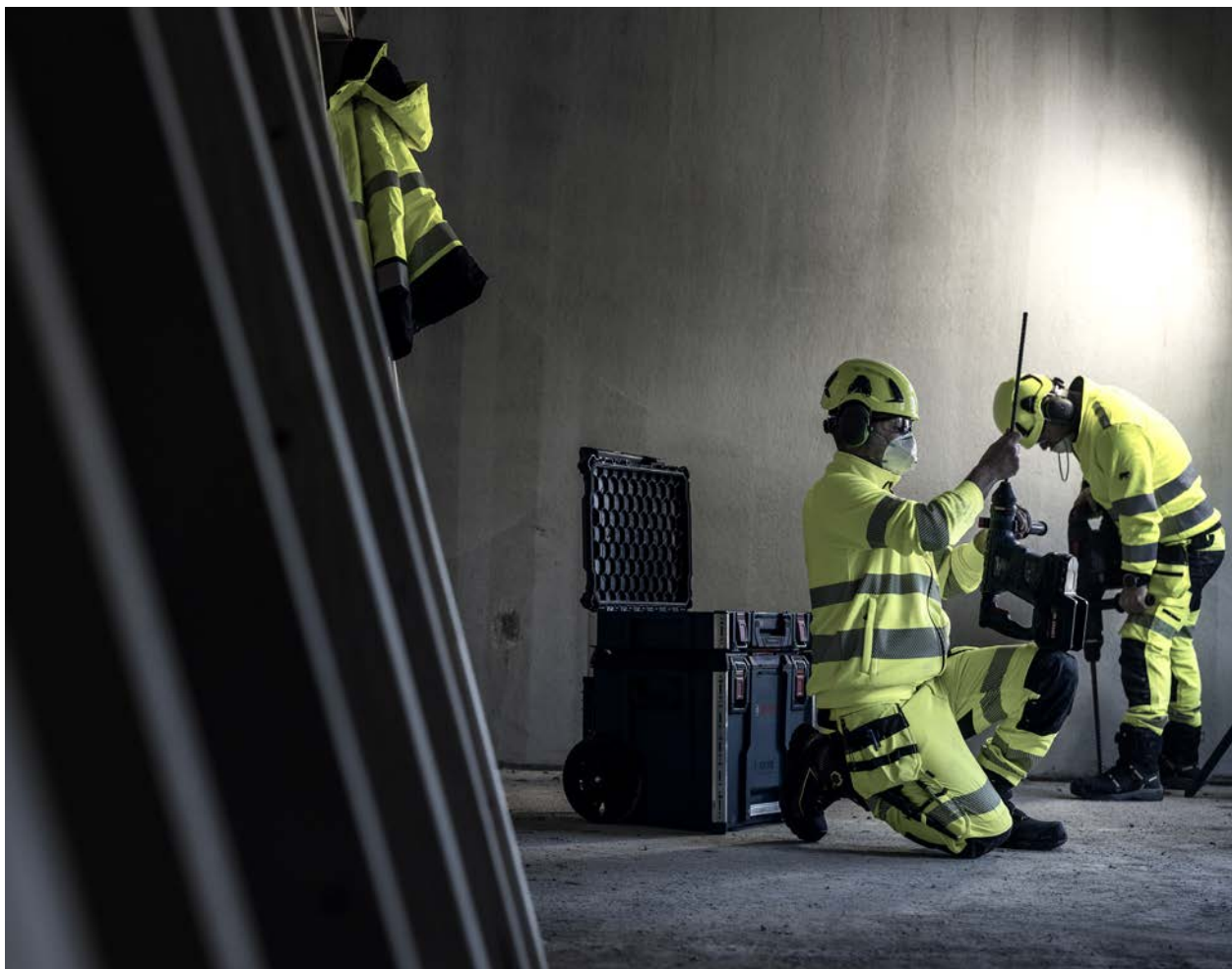
Alligo is a leading player within workwear, PPE, tools and consumables in the Nordic region. Sales are made through the concept brands Swedol in Sweden and Tools in Norway and Finland, as well as non-integrated brands, through stores, field sales and telesales, digital sales and on-site service. The Group has around 2,500 employees and annual revenue of approximately SEK 9.5 billion. Alligo AB (publ) is listed on Nasdaq Stockholm.

Group development

Revenue

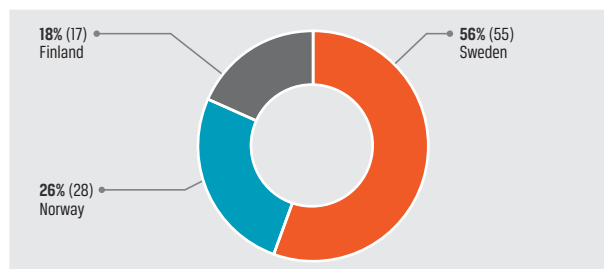
Revenue increased by 2.3 per cent to MSEK9,551 (9,333). Acquisitions made had a positive impact on revenue and compensated for negative organic growth in Sweden and Norway, two fewer trading days and negative currency effects. Organic growth was -2.2 per cent. There was a recovery in the manufacturing industry in Finland during the period. In Sweden, sales in the store channel have stabilised. Direct sales were weaker, partly as a result of reduced project orders for the defence industry, although the trend improved during the fourth quarter. In Norway, oil and gas benefited from a strong sales trend up to the third quarter, while other customer segments had weaker development.

Acquired growth amounted to 7.0 per cent and relates primarily to acquisitions in Sweden and Finland.



The proportion of own brands was on a par with the previous year, despite non-integrated companies accounting for a greater proportion of sales. Within the integrated Swedol and Tools business, the proportion of own brands has increased in all countries compared with the previous year. Currency translation effects had a negative impact on revenue of MSEK 156, driven by the NOK trend but also by the EUR trend.

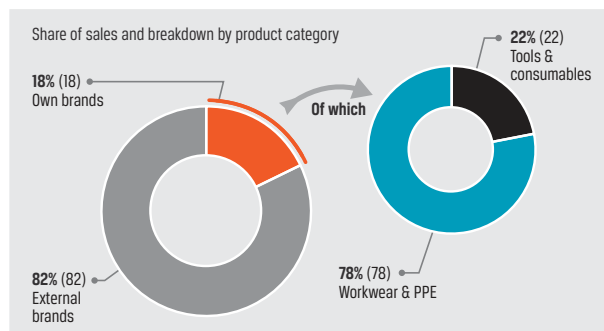
REVENUE BY GEOGRAPHIC SEGMENT 2025



SALES BY CHANNEL 2025

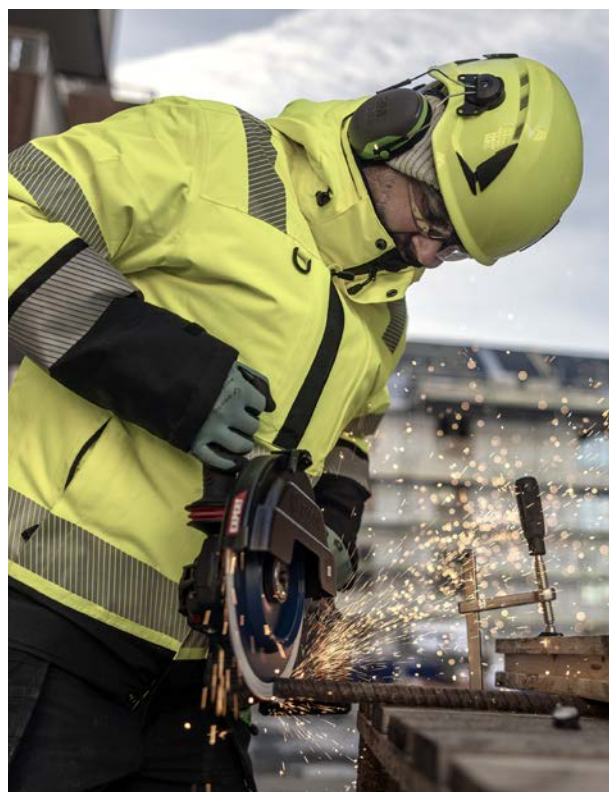


OWN BRANDS 2025



Profit

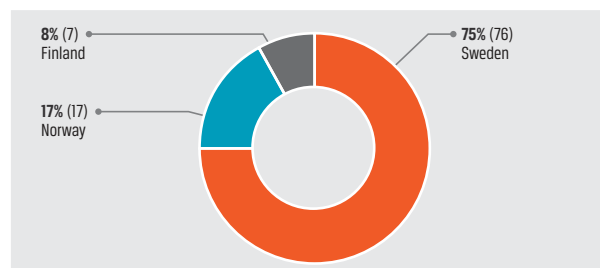
Operating profit amounted to MSEK 471 (505). Adjusted EBITA (operating profit excluding items affecting comparability and amortisation of intangible assets arising in connection with acquisitions) amounted to MSEK 615 (601), corresponding to an adjusted EBITA margin of 6.4 per cent (6.4). The improvement in profit was attributable to profits from acquisitions made, an improved gross margin and cost adjustments. The effect was reduced by two fewer trading days, weaker demand in Sweden and Norway, as well as margin pressure in Norway and Finland. Acquisitions contributed profits of MSEK 81 during the period. Further cost-cutting measures were implemented during the first quarter, saving over MSEK 100, and have had an effect from mid-year. The project to address the unsatisfactory profitability level in the Finnish Tools business continued and a new Country Manager for Finland was appointed during the fourth quarter. In addition to clearer



leadership, this project also involves a review of the store network and the profitability of larger industrial customers, as well as a structural adaptation given that two large customer relationships will be ended.

Gross margin was 41.1 per cent (40.7). The higher gross margin is the result of stronger margins in Sweden, which is partly because of a positive mix effect from a lower proportion of sales to larger industrial customers, as well as improved sales and assortment management and, to a certain extent, lower costs for purchases made in USD. The effect is reduced by margin pressure in Norway and Finland and a higher proportion of acquisitions where the gross margin is lower.

ADJUSTED EBITA BY GEOGRAPHIC SEGMENT 2025



Operating profit was charged with items affecting comparability of MSEK -70 (-33) relating to costs for the closure and consolidation of stores, costs for the restructuring of Finnish operations, other organisational changes, bad debt losses at Northvolt and acquisition costs. The effective tax rate was 24.1 per cent (22.3). Profit after financial items was MSEK 355 (359) and profit after tax was MSEK 269 (279), which corresponds to earnings per share of SEK 5.21 (5.47) for the period.

Development by geographic segment

Alligo operates on three Nordic main markets – Sweden, Norway and Finland – which generate total revenue of approximately MDSEK 59 per year within Alligo's product categories. The focus in these markets is on corporate customers within eight defined industry segments.

/Sweden

KPIs 2025

Revenue, MSEK	5,613
Adjusted EBITA, MSEK	471
Adjusted EBITA margin, %	8.4
Proportion of own brands,%	22.0

NUMBER OF STORES

Swedol	75
Non-integrated	64
- Product media	19
- Welding	7
- Batteries	27
- Other	11

Total **139**

Market development

The market as a whole remained weak during 2025, particularly among small and medium-sized companies, which continued to show restraint. Larger industrial customers also reduced their investments as a result of global uncertainty. The construction sector was weak, while increased investments in the public sector, defence industry and infrastructure provided a degree of stability. Competition has intensified and discount retailers have expanded in the small customer segment.

Revenue

Revenue in Sweden increased by 5.5 per cent to MSEK5,613 (5,318). Organic growth was negative, but was offset by acquired growth of 8.8 per cent, as well as by higher internal sales to Norway to ease the pressure on the central warehouse in Vestby. Weaker demand continued into 2025 and organic growth was -4.4 per cent and related to all customer segments. Direct sales in particular have performed weakly, as a result of Northvolt's bankruptcy and large project orders for the defence industry last year up to the fourth quarter. The sales decline related to small and medium-sized companies is lower.

SALES BY CHANNEL, SWEDEN 2025



The number of stores at the end of the period was 139 (107). The increase is mainly the result of the acquisition of Svenska Batterilagret AB.

The proportion of own brands was 22.0 per cent (22.0) during the period, despite non-integrated companies accounting for a greater proportion of sales.

Profit

Adjusted EBITA for the period amounted to MSEK 471 (463) and adjusted EBITA margin to 8.4 per cent (8.7). The improvement in profit was the result of acquisitions made, stronger margins driven by a more favourable customer mix and, to a certain extent, lower costs for purchases in USD, as well as cost adjustments made. The effect was reduced by two fewer trading days and lower volumes. Acquisitions contributed profits of MSEK 55 during the period.

Operating profit was charged with items affecting comparability of MSEK -54 (-14) net relating to costs for the closure and consolidation of stores, bad debt losses at Northvolt, costs for other organisational changes and acquisition costs.

Focus areas

Work is under way to increase sales activity throughout the business and strengthen margins in the industrial segment with improved sales and assortment management. Daniel Bik took up the position of new Country Manager for Sweden in January 2026.

/Norway

KPIs 2025

Revenue, MSEK	2,541
Adjusted EBITA, MSEK	108
Adjusted EBITA margin, %	4.3
Proportion of own brands,%	16.8

NUMBER OF STORES

Tools	56
Non-integrated	5
– Product media	2
– Welding	-
– Batteries	-
– Other	3

Total **61**

Market development

Market development in 2025 was boosted by the strong trend in oil and gas, while other industry segments performed less well, in particular building and construction. Increased investments in the public sector, defence industry and infrastructure provided a degree of stability. Competition has intensified through the continued consolidation of larger operators and the expansion of both industry specialists and discount retailers.

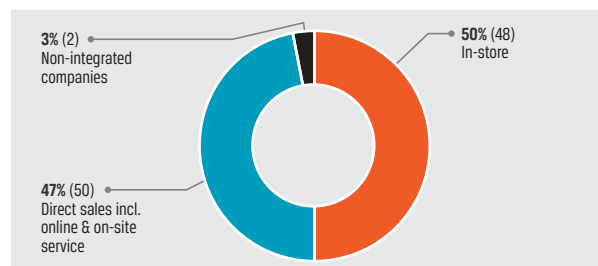
Revenue

Revenue in Norway decreased by -4.8 per cent to MSEK 2,541 (2,670). The NOK trend had an impact on sales of -3.8 per cent. Organic growth was negative at -1.5 per cent and was positively affected by developments in the oil and gas industry, while other customer segments experienced weaker development. Acquired growth was 1.2 per cent.

The number of stores at the end of the period was 61 (58). The increase is the result of the acquisition of Respond Profiling & Firmagaver AS.

The proportion of own brands was 16.8 per cent (15.9) during the period.

SALES BY CHANNEL, NORWAY 2025



Profit

Adjusted EBITA for the period amounted to MSEK 108 (104) and adjusted EBITA margin to 4.3 per cent (3.9). The improvement in profit was the result of acquisitions made and cost adjustments. The effect was reduced by two fewer trading days, lower volumes and reduced gross margin. The lower gross margin was the result of a less favourable customer mix and growth within customer segments with lower profitability, as well as price pressure. Acquisitions contributed profits of MSEK 3 during the period.

Operating profit has been charged with items affecting comparability of MSEK -2 (-14) relating to costs for organisational changes.

Focus areas

Work is under way to increase sales activity and to establish a more favourable customer mix in the form of a greater proportion of small and medium-sized customers, as well as to strengthen the sales and assortment management in order to improve margins.





/Finland

KPIs 2025

Revenue, MSEK	1,841
Adjusted EBITA, MSEK	47
Adjusted EBITA margin, %	2.6
Proportion of own brands, %	9.9

NUMBER OF STORES

Tools	31
Non-integrated	8
- Product media	-
- Welding	2
- Batteries	-
- Other	6

Total **39**

Market development

Market demand recovered among larger industrial customers in 2025, but remained weak in other industry segments and in building and construction in particular. Increased investments in the public sector and the defence industry provided a degree of stability. Competition has intensified through the continued consolidation of larger operators and the expansion of both industry specialists and discount retailers.

Alligo's market position in Finland is weaker compared with Sweden and Norway. A relatively high proportion of large industrial customers means there is great potential for increasing growth among small and medium-sized companies.

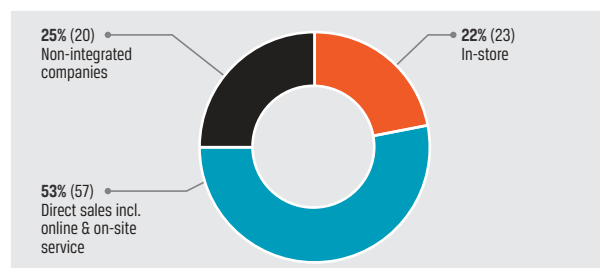
Revenue

Revenue in Finland increased by 9.7 per cent to MSEK1,841 (1,678). The recovery in sales to larger industrial customers continued during the period and organic growth was 3.2 per cent. Acquired growth was 10.6 per cent. The EUR trend had an impact on sales of -3.3 per cent.

The number of stores at the end of the period was 39 (45). The reduction is part of the measures to address the unsatisfactory profitability level.

The proportion of own brands was 9.9 per cent (10.6) during the period. The decrease is the result of acquisitions made and the fact that the growth in sales has come from larger industrial customers, which buy established ranges.

SALES BY CHANNEL, FINLAND 2025



Profit

Adjusted EBITA for the period amounted to MSEK 47 (40) and adjusted EBITA margin to 2.6 per cent (2.4). The improvement in profit is the result of acquisitions made, which have contributed profits of MSEK 23 during the period.

Operating profit has been charged with items affecting comparability of MSEK -6 (-5) relating to costs for organisational changes and leases on premises.

Focus areas

Work is ongoing to address the unsatisfactory profitability level in the Finnish Tools business. In addition to clearer leadership, this also involves a review of the store network and the profitability of larger industrial customers, as well as a structural adaptation given that two large customer relationships will be ended.

Håkan Wanselius took up the position of new Country Manager for Finland in January 2026.

Other development

Parent Company

At the end of the period, the Group comprised the parent company Alligo AB and a total of 41 Swedish, Norwegian and Finnish subsidiaries. The Parent Company's operations comprise Group-wide management, including Legal and Investor Relations functions. Income takes the form of a management fee from Group companies for Group-wide services and costs which the Parent Company has provided.

The Parent Company's revenue for the period amounted to MSEK 23 (23) and the loss after financial items totalled MSEK -33 (-20). The balance sheet total amounted to MSEK 5,155 (4,802) and equity represented 33 per cent (35) of total assets. The number of employees at the Parent Company at the end of the period was 2 (2).

Corporate acquisitions

Alligo completed four corporate acquisitions in 2025.

Svenska Batterilagret AB

On 18 December 2024, Alligo signed an agreement to acquire 100 per cent of the shares in Svenska Batterilagret AB. Batterilagret is a leading specialist in batteries and battery accessories in Sweden with 27 stores located across the country as well as online sales. The company generates annual revenue of approximately MSEK 275 and has around 90 employees. Closing took place on 5 February 2025.

Galaxi Företagsreklam AB

On 1 July, Alligo, through its subsidiary Topline AB, signed an agreement to acquire 100 per cent of the shares in Galaxi Företagsreklam Aktiebolag. The company focuses on product media and operates in the Gothenburg area. Galaxi generates annual revenue of approximately MSEK 13 and has three employees. Closing took place in conjunction with the acquisition.

Broderiet i Kungsbacka AB

On 14 July, Alligo, through its subsidiary Kents Textiltryck i Halmstad AB, signed an agreement to acquire 100 per cent of the shares in Broderiet i Kungsbacka Aktiebolag. The company focuses on product media and operates in the Gothenburg area. The company generates annual revenue of approximately MSEK 14 and has five employees. Closing took place on 1 August.

Respond Profilering & Firmagaver AS

On 3 November, Alligo acquired 70 per cent of the shares in Respond Profilering & Firmagaver AS. The company focuses on product media and is based in Stavanger, Norway, but also has operations in Årnes and Haugesund. Its partly owned subsidiary PGP AS has operations in Sogndal. The two companies together generate annual revenue of approximately MNOK 81 and have 17 employees. Closing took place in conjunction with the acquisition.

Acquisitions after the end of the period

No new agreements were signed for acquisitions after the end of the period.

Profitability

The Group's profitability, measured as the return on equity, amounted to 7 per cent for the most recent twelve-month period, corresponding to a return on capital employed of 7 per cent.

Cash flow and financial position

Cash flow from operating activities before changes in working capital for the period totalled MSEK 923 (827). Inventories increased during the period by MSEK 4, compared with a decrease of MSEK 6 last year. The build-up of inventories is the result of the continued focus on own brands. The average value of inventories was MSEK 2,563 (2,392) and the inventory turnover rate was 3.7 (3.9). Operating receivables increased by MSEK 55 and operating liabilities fell by MSEK 66. Cash flow from operating activities therefore amounted to MSEK 798 (952).

Cash flow for the period was also impacted by MSEK 103 (111) pertaining to net investments in non-current assets, as well as by MSEK 296 (425) pertaining to acquisitions of subsidiaries, including payment of additional purchase considerations. Investments in non-current assets principally related to the development of e-commerce solutions, service concepts, a change of ERP system in Norway, the expansion of the sprinkler system at the central warehouse in Örebro, and store modifications.

At the end of the financial year, the Group's financial net loan liability amounted to MSEK 3,143, compared with MSEK 2,903 at the beginning of the financial year. The Group's operational net loan liability at the end of the financial year amounted to MSEK 1,774, compared with MSEK 1,634 at the beginning of the financial year. The ratio of net operational liabilities to adjusted EBITDA(excl. IFRS 16) was 2.5 at the end of the financial year, compared with 2.4 at the beginning of the financial year. Financial income and expenses amounted to MSEK -116 (-146) for the period, of which net bank financing costs were MSEK -85 (-94), currency effects and others were MSEK 17 (-8) and interest expenses connected with right-of-use assets amounted to MSEK -48 (-44).

Available cash and cash equivalents, including unutilised granted credit facilities, totalled MSEK 1,336 compared with MSEK 1,490 at the beginning of the financial year. The total credit facility at the end of the financial year was MSEK 2,600, excluding two separate committed credit facilities of MSEK 400 and MEUR 10 respectively. The credit facility runs until 2027. The interest rate is linked to STIBOR plus a surcharge based on the ratio of net operational liabilities to adjusted EBITDA, excluding IFRS 16. The loans are sustainability-linked and relate to the Group's sustainability targets for responsible supplier relationships, gender equality as well as climate impact.

After the end of the period, in February 2026, the business was refinanced and the credit facility with Handelsbanken was increased by MSEK 500 to a total of MSEK 3,100. The new facility runs until February 2029, with the option to extend twice for one year at a time.

Maturity periods and fixed-interest periods for interest-bearing liabilities are presented in note 23 Financial risks and risk management. The equity/assets ratio at the end of the period was 39 per cent (38). Equity per share was SEK 74.89 at the end of the period, compared with SEK 74.28 at the beginning of the financial year.

Employees

At the end of the period, the number of employees in the Group amounted to 2,495, compared with 2,522 at the beginning of the year. The decrease in



the number of employees is the result of the savings programme implemented. The effect of this was offset by acquisitions made.

Research and development

Alligo does not conduct any research and development, but with the aim of strengthening and developing the Group's position as one of the leading players in workwear, PPE, tools and consumables in the Nordic region, resources are mainly invested in the continued development of concepts and service solutions for its customers and partners and the further development of the Group's proprietary product brands. Activities implemented during 2025 included continued development of various service concepts and customer solutions such as on-site service (Smart Service), a full-service solution for workwear (ReCare), a continued focus on digitisation of transaction management and information sharing both externally with customers and internally, development of logistics and e-commerce solutions for end customers, and training for end users.

Financial and business risks

Efficient and systematic risk assessment of financial and business risks is important for the Group. The Group's Financial Policy establishes guidelines and goals for managing financial risks and regulates the distribution of responsibility between Alligo AB's Board of Directors, CEO and Group CFO, as well as the boards, CEOs and CFOs of subsidiaries. All foreign-currency management and granting of credit to customers are handled within the framework of the established policy. For a detailed account of financial and business risks and the Group's management thereof, refer to pages 47–50 in the Administration Report and note 23 Financial risks and risk management.

Guidelines for determining remuneration and other terms of employment for senior executives

The Board of Directors of Alligo AB ("the company") proposes to the Annual General Meeting of 20 May 2026 that the guidelines for determining remuneration and other terms of employment for senior executives remain unchanged from those adopted by the Annual General Meeting of 11 May 2022.

The guidelines are to be applied for remuneration agreed after the 2026 Annual General Meeting and to subsequent amendments to remuneration already agreed. The guidelines do not apply to remuneration resolved by the General Meeting of Shareholders. As regards employment relationships governed by rules other than those of Sweden, the appropriate adjustments must be made to pension benefits and other benefits to comply with mandatory rules or established local standards, while also fulfilling the overall purpose of these guidelines as far as possible. Provisions stipulated for the company also apply where appropriate to the Group.

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

The successful implementation of the company's business strategy and protection of the company's long-term interests, including its sustainability, require that the company can recruit and retain qualified employees. This requires that the company can offer competitive total remuneration, which is made possible through these guidelines. Total remuneration is to be in line with market conditions and competitive and be linked to responsibility and authority.

Forms of remuneration, etc.

Remuneration is to be in line with market conditions and comprise the following components: fixed salary, possible variable salary according to a separate agreement, pension and other benefits. In addition, the General Meeting can, irrespective of these guidelines, resolve on share-based and share-price-based remuneration, for example.

Fixed salary

The fixed salary shall consist of a fixed cash salary and be reviewed on an annual basis. The fixed salary shall be competitive and reflect the requirements placed on the role in terms of qualifications, responsibility, complexity and the manner in which it contributes to achieving the business targets. The fixed salary shall also reflect the performance of the senior executive and thus be individual and differentiated.

Variable salary

In addition to fixed salary, the CEO and other senior executives may periodically, according to a separate agreement, receive variable salary for fulfilling agreed criteria. Any variable salary may consist of an annual cash salary and be equivalent to not more than 50 per cent of the fixed annual salary.

A fundamental balance must exist between fixed and variable salary to avoid unhealthy risk taking. The fixed salary is to account for a sufficient portion of the senior executive's total remuneration to allow the variable portion to be reduced to zero. The variable salary shall be linked to one or more predefined and measurable criteria determined by the Board of

Directors, which may be financial, such as the Group's and/or the business area's earnings growth, profitability and cash flow, or non-financial, such as customer satisfaction, quality, environment, work environment and safety. The targets link the senior executive's remuneration to the company's earnings and thus promote the implementation of the company's business strategy, long-term value creation and competitiveness. The terms and bases of calculation of variable salary shall be determined for each financial year. Fulfilment of the criteria for payment of variable salary must be measurable over a period of one financial year. Variable salary is regulated the year after qualification.

The degree to which the criteria were met is assessed when the measurement period for fulfilling the criteria for the payment of variable salary ends. The Board of Directors is responsible for determining variable cash payments to the CEO. Variable cash payments to other senior executives are determined by the Remuneration Committee. As regards financial targets, the assessment is based on the company's latest published financial information.

The terms for variable salary should be formulated such that the Board, in the event of exceptional financial conditions, is able to limit or refrain from making variable salary payments should such action be deemed reasonable. In drawing up variable remuneration for the company management, the Board must consider including provisions that:

- (i) impose conditions on the payment of a portion of such remuneration requiring that the performance on which the payment was based is shown to be sustainable over time, and
- (ii) enable the company to reclaim such remuneration paid on the basis of information that is later shown to be manifestly erroneous.

Further variable cash payments may be paid in extraordinary circumstances, assuming that such extraordinary arrangements are of limited duration and are only introduced at an individual level either to recruit or retain senior executives, or as remuneration for extraordinary work duties beyond the individual's ordinary work duties. Such remuneration may not exceed an amount corresponding to 20 per cent of the fixed annual salary and not be paid more than once per year and per individual.

A decision on such remuneration shall be made by the Board of Directors based on a proposal from the Remuneration Committee.

Pension

The CEO and other senior executives are covered by a defined contribution pension, the size of which depends on the outcome of the pension insurance policies taken out. Premiums for the defined contribution pension must not exceed 40 per cent of the fixed annual salary.

Other benefits

Other benefits, including company car, travel concessions, extra health-care insurance and occupational health services, shall be in line with market conditions and only constitute a limited share of total remuneration. Premiums and other costs pursuant to such benefits shall amount to not more than ten per cent of the fixed annual salary in total.

Conditions in the case of termination

All senior executives must observe a period of notice of up to six months if notice is given by the employee. If employment is terminated by the company, the period of notice applied is up to 12 months. If employment is terminated by the company, senior executives may be entitled, in addition

to salary and other employment benefits during the period of notice, to severance pay corresponding to up to 12 months' fixed salary. Severance pay is not offset against other income. No severance pay is to be paid if notice is given by the employee. In addition to severance pay, remuneration may be paid for non-compete undertakings. Such remuneration shall compensate for loss of income and shall only be paid when the former executive is not entitled to severance pay. Remuneration shall be based on the fixed salary paid at the time of termination and shall amount to not more than 60 per cent of the fixed salary at the time of termination, subject to mandatory collective agreement provisions, and shall be paid for the period covered by the non-compete undertaking, which shall amount to not more than 12 months after the end of employment.

Salary and terms of employment

In the preparation of the Board's proposal for these remuneration guidelines, salary and employment conditions for employees of the Company have been taken into account by including information on the employees' total remuneration, the components of the remuneration and increase and growth rate over time, in the Compensation Committee's and the Board's basis of decision when evaluating whether the guidelines and the limitations set out herein are reasonable.

Preparation and decision-making process

The Board has established a Remuneration Committee. The Committee's duties include preparing principles for remuneration of senior executives and the Board's decision on proposed guidelines for remuneration of senior executives. The Board shall prepare a proposal for new guidelines at least every four years and submit it to the Annual General Meeting. The guidelines shall be in force until new guidelines are adopted by the General Meeting of Shareholders. The Remuneration Committee shall also monitor and evaluate the programme for the variable remuneration of senior executives, the application of the guidelines for the remuneration of senior executives, as well as the current remuneration structures and remuneration levels at the company. Remuneration of the CEO shall be decided by the Board of Directors after being prepared and recommended by the Remuneration Committee, within the scope of established remuneration principles. Remuneration of other senior executives shall be decided by the Remuneration Committee, within the scope of established remuneration principles and after consulting with the CEO. The CEO and other senior executives do not participate in the discussions and decisions of the Board or the Remuneration Committee regarding remuneration-related matters in so far as they are affected by such matters.

Share-based incentive programmes resolved by the General Meeting of Shareholders

The Board of Directors shall each year assess the need for a share-based incentive programme and when necessary present proposals for a decision to the Annual General Meeting. Decisions on any share-based and share price-based incentive programme for senior executives shall be made by the General Meeting of Shareholders and contribute to long-term value growth. Senior executives may be offered an equivalent incentive to that which would have been paid under a share-based or share price-based incentive programme, if such a programme is impracticable in the country where a senior executive is tax resident, or if in the company's view such participation cannot take place at a reasonable administrative cost or



economic contribution. In relation to share-based remuneration, information shall be provided about acquisition periods and, where applicable, information about the obligation to hold shares for a certain period after acquisition. The cost and investment for the company and incentive and financial outcome for such senior executives shall under such circumstances essentially correspond to the share-based or share price-based incentive programme.

Derogation from the guidelines

The Board may resolve to temporarily derogate in part from the guidelines if in a specific case there is special cause for the derogation and a derogation is necessary to safeguard the company's long-term interests, including its sustainability, or to ensure the company's financial viability. As stated in the section on preparation and decision-making process, the Remuneration Committee's duties include the preparation of the Board's decisions on remuneration issues, which also includes decisions on derogation from the guidelines. If the Board resolves to derogate from the guidelines, this decision shall be reported at the next Annual General Meeting.

Future development

Alligo's financial targets focus on profitable growth, financial stability and dividend. The targets have been set based on Alligo's conditions during a medium-term strategy period. Five sustainability targets have also been established. These are based on Alligo's vision and material sustainability matters and are designed for Alligo to lead the way in sustainable development in the industry.

The Group's targets are for average organic growth to be more than five per cent per year over a business cycle and for additional growth to be achieved through acquisitions. A further target is for the adjusted EBITA

margin to be more than ten per cent per year.

The extensive integration work carried out since the merger of Swedol and Tools has laid the foundation for a stable company with the ability to handle the market situation and changes in the world around us. The scalability of Alligo's business model provides opportunities to maintain good cost control but also to react quickly and take advantage of future improvements in the economic situation. The acquisition of well-run, profitable companies also remains an important tool for driving development and growth at Alligo. Acquisitions may be integrated into Swedol and Tools, but can also be operated on a non-integrated basis in order to preserve a specialist position.

Dividend 2025

The Board of Directors proposes to the Annual General Meeting of 20 May 2026 a dividend of SEK 2.20 (2.00) per share, which corresponds to 42 per cent (36) of the earnings per share for the financial year. The Board has made an assessment of the financial position of the company and the Group, as well as the ability of the company and the Group to fulfil their obligations in both the short and long term. Taking into account the repurchased Class B shares, the proposed dividend corresponds to a total of MSEK 110 (100).

The proposed dividend means that, all other things being equal, the Group's equity/assets ratio as at 31 December 2025 would decrease by approximately one percentage point. After payment of the proposed dividend and taking into consideration the prevailing market conditions, the equity/assets ratio of the company and the Group is still deemed to meet the demands placed on the operations conducted by the Group. The Board's assessment is that the proposed dividend is well balanced taking into account the demands placed on the size of the equity and liquidity of the company and the Group, given the type of business conducted, its scope and relative risks. The proposed dividend is also in line with the company's dividend policy, which states that 30-50 per cent of earnings per share are to be distributed over a business cycle.

Proposed appropriation of profit

The appropriation of profit proposed by the Board and the CEO is presented on page 135.

Events after the end of the financial year

- The Board of Directors has decided to appoint the company's CFO, Irene Wisenborn Bellander, as Deputy CEO. Irene is also remaining in her role as CFO.
- In February 2026, the business was refinanced and the credit facility with Handelsbanken was increased by MSEK 500 to a total of MSEK 3,100. The new facility runs until February 2029, with the option to extend twice for one year at a time.
- Alligo was awarded Platinum by EcoVadis, one of the world's leading platforms for corporate sustainability assessments. The distinction places Alligo within the top 1 percent of all evaluated companies.
- The Board of Directors appointed Samuel Alteborg as the new Group President and CEO of Alligo and he will take up the post no later than mid-August 2026. Samuel Alteborg joins from his most recent position as CEO of Cramo, a leading machinery and equipment rental company for both construction companies and industrial customers, a business with many similarities to Alligo's market and business.

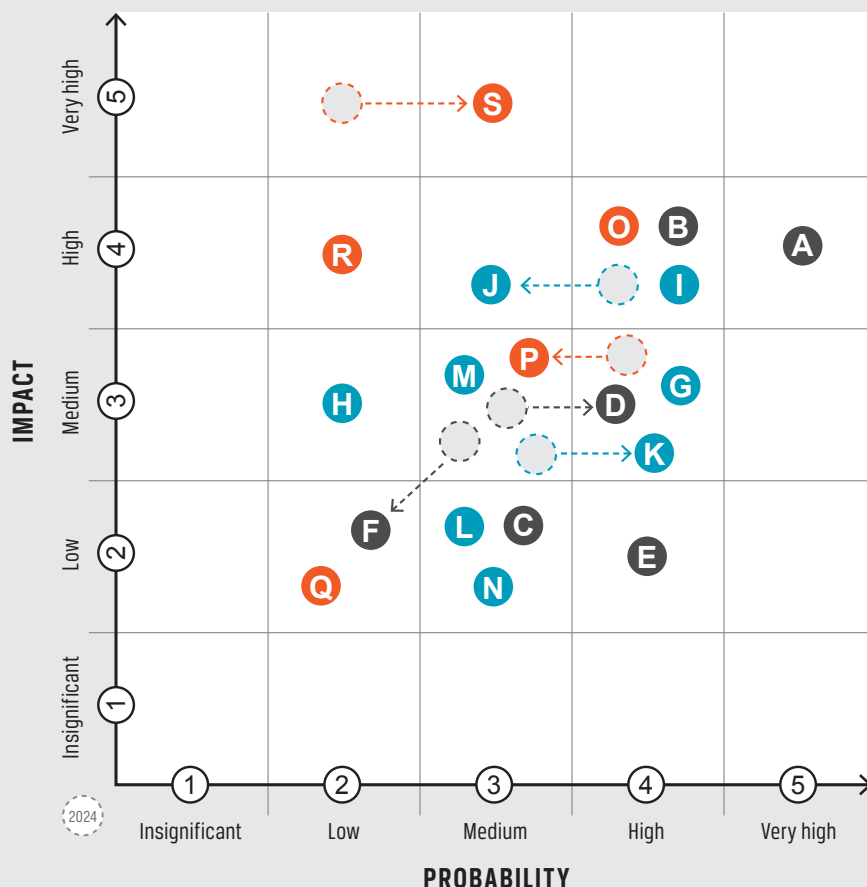
Risks and risk management

Alligo's operations give rise to strategic, operational and financial risks as well as opportunities. The purpose of risk management is to prevent and mitigate these risks in a way that creates value.

The identification and assessment of the most significant risks is integrated into Alligo's strategic and operational planning at all business levels within the organisation. Process owners and risk owners within the different parts of our operations identify and assess existing and potential new risks together with the Group

Management, which performs the general analysis of risks and opportunities for the entire business. This work is supplemented by the double materiality assessment carried out for sustainability reporting. The risk management process is continuously developed and measures are implemented in order to prevent and minimise risks within all the main risk areas.

Risk matrix



STRATEGIC RISKS

- A Market development/Economic situation
- B Competitive situation
- C Sustainability
- D Increased digitisation
- E Climate-related risks
- F Wage inflation in manufacturing countries

OPERATIONAL RISKS

- G Risks relating to sales and gross margin
- H Product risks
- I IT risks
- J Risks in the flow of goods
- K Risks in the organisation
- L Credit and counterparty risks
- M Acquisition and integration risks
- N Business ethics risks and responsibility in the supply chain

FINANCIAL RISKS

- O Raw material prices
- P Exchange rate fluctuations
- Q Interest rate fluctuations
- R Financing risk
- S Impairment of intangible assets

Strategic risks

A Market development/Economic situation

PROBABILITY: 5 IMPACT: 4

Macroeconomic factors such as GDP development, inflation and interest rates affect Alligo's conditions for profitable growth. Alligo's customers mainly comprise industrial, construction and service companies in Sweden, Norway and Finland, as well as the public sector in Sweden and Norway. Accordingly, the industrial and construction economy in the Nordic region impacts on the Group's development, mainly with respect to changes in the

number of employees, productivity and the level of investment willingness.

A mix of corporate customers of varying sizes within eight industry segments has a balancing effect and contributes to diversification and risk spread. The geographical spread also has a diversifying effect. Demand in each individual country is impacted by investments in infrastructure programmes, such as expansion and maintenance of roads and railways, and by various initiatives in publicly financed operations, such as the Swedish Armed Forces.

Strategic risks (cont.)

The GDP trend remained weak for the full year 2025 and demand continued to decline. Inflation (CPI) decreased further and the Swedish central bank made several interest rate cuts, which helped to stabilise the decline in demand towards the end of the year.

Global uncertainty increased as a result of the ongoing war in Ukraine, war in the Middle East, new centres of conflict and increasing geopolitical fragmentation. This has heightened the risk of protectionism, trade barriers and regional trade disputes. At the same time, geopolitical tensions are affecting energy markets and international supply chains, impacting on freight markets, raw material prices, inflation and the economy in a way that is hard to predict.

The past few years have shown that careful planning and good organisational preparation are needed in order to handle an uncertain and rapidly changing world.

B Competitive situation

PROBABILITY: 4 IMPACT: 4

As the structural transformation and consolidation of the industry progresses, the competitive situation is also changing for Alligo. Many customers are looking to limit the number of suppliers in order to increase control in the value chain, focus on a value-creating offering and achieve cost advantages.

Competition among resellers has increased due to the entry of new, often web-based, resellers and certain international players into the Swedish market in recent years, especially in the building material and private markets. The weak economy has also led to a clear increase in demand for low-cost alternatives. This brings growing competition from dedicated discount chains, but also creates opportunities for companies that are able to adapt their offering and combine affordable products with high quality and service.

Alligo is constantly working to develop and enhance its competitiveness, for example in terms of its offering, purchasing terms, quality and pricing. Alligo is also actively involved in the ongoing consolidation of the industry by acquiring companies that complement its existing operations in Sweden, Norway and Finland.

A weak economy brings opportunities for Alligo to increase its market shares if competitors are weakened, but also poses a risk of intensified competition within certain industry segments or customer groups if more competitors target these at the same time.

C Sustainability

PROBABILITY: 3 IMPACT: 2

Customers, investors, suppliers, employees and society at large continue to make great demands for sustainability, driven by increased awareness and more stringent legislation, as well as a greater understanding of the link between these issues and the business. Alligo is directly affected by regulations relating, for example, to product information, chemicals and sustainability reporting, and also indirectly as customers, who in turn are covered by these regulations, set increased requirements for their suppliers.

If Alligo is unable to meet these requirements at least as well as its competitors, this can lead to business risks such as lost customers. Breaches of the regulations can lead to regulatory penalties.

In order to manage these risks, sustainability is an integral part of Alligo's strategy, business planning and risk management. Alligo's greatest environmental and climate impact occurs in the value chain. Alligo works to reduce

its impact by specifying requirements and following up using the Sustainability Due Diligence process. Alligo also strives to reduce its environmental and climate impact by developing products and services, for example an increased proportion of recycled material in our own clothing products and the ReCare service that supports efficient resource management throughout the entire life cycle of workwear.

D Increased digitisation

PROBABILITY: 4 IMPACT: 3

Digitisation is becoming increasingly important for meeting customer expectations and being able to run the company's own operations effectively. If Alligo does not take advantage of the new technologies and working methods available and is unable to meet the needs of customers and business partners, both now and in the future, there is a risk of reduced competitiveness. The rapid development of artificial intelligence presents potential new risks, but also opportunities for those companies that have the skills and ability to keep up with development and convert it into practical benefit.

This requires continuous investments in efficient transaction and integration platforms, systems for managing large quantities of product information, attractive and user-friendly e-commerce solutions, and relevant expertise both within the business and in the form of external cooperation.

Alligo has implemented several important projects to strengthen its digital sales channels and enable customers to interact with a modern e-commerce platform. At the same time, digital solutions in the internal business, for example in relation to business intelligence support, have been developed to increase efficiency and quality and improve decision-making. To ensure continued competitiveness, this development must continue to keep up with the rapid pace of technological change, both in the sales channels and in the internal business.

E Climate-related risks

PROBABILITY: 4 IMPACT: 2

Alligo works to reduce the climate impact of its own operations and throughout the value chain and to deal with the consequences that may result from climate change. The Group's climate targets are in line with the aim of the Paris Agreement to limit global warming to 1.5 °C and have been verified by the Science Based Targets initiative (SBTi).

The Group's business model and strategy have a high level of resilience to climate change. Alligo's broad range of own and external brands, along with a diversified supplier base in the Nordic region, Europe and Asia, help to minimise the impact of disruptions to production and supply caused by climate change. Having a logistics centre in each country and a store network spread across Sweden, Norway and Finland also helps to limit exposure to local physical climate change, such as flooding.

F Wage inflation in manufacturing countries

PROBABILITY: 2 IMPACT: 2

Alligo is affected by changes in wage levels in those countries where the Group's products are manufactured. The effect varies between different products depending on the proportion of the manufacturing process that is labour-intensive. The Group has been active in Asia for a long time and has built up significant expertise, structures and operational preparedness here to adapt production and relocate manufacturing if necessary.

Operational risks

G Risks relating to sales and gross margin

PROBABILITY: 4 IMPACT: 3

There is a risk that the products in the range will not match demand or that the sales and assortment management will not achieve full impact in the organisation, resulting in reduced sales and lower margins.

Alligo sells to corporate customers, who often have discounts and customer-specific price lists, which can be regulated for a contract period with limited opportunity to increase them. Alligo works with clear frameworks that govern the sales team's pricing for customers, but failure to adhere to this may result in poorer margins. There is also a risk that changes in purchase prices or other costs cannot be passed on fully and immediately to customers, which may affect margins in either the short term or the long term.

In recent years, purchase prices have increased and market demand has slowed, which has increased the risk of impact on gross margin. At the same time, demand for low-cost alternatives has increased, which risks putting further pressure on gross margin.

Sales risks are partly diversified through a broad customer base consisting of companies of different sizes, industry segments and geographic markets. A broad product portfolio and a significant share of own brands also enhances the range and enables good margins. The economy has been unusually weak in recent years, however, which has affected most customer groups and industry segments on the various geographic markets.

H Product risks

PROBABILITY: 2 IMPACT: 3

The ability to meet stakeholders' expectations for quality and transparency, as well as compliance with laws and requirements relating to the range, is vital for customers' trust. Alligo works with both its own and external brands. The Group's products must meet customers' expectations and, where applicable, regulatory requirements with regard to function, quality, safety, information, price and environmental and climate impact.

Alligo is continuously working to optimise the customer offering with respect to quality, price, and the environment and climate. The Group applies the precautionary principle when designing products and carries out product testing on own brands to ensure that stringent requirements are met with regard to function, quality, safety and chemical content. Large-scale product development and ongoing product range work ensure that the Group has a range with high levels of product quality, product safety and customer satisfaction.

I IT risks

PROBABILITY: 4 IMPACT: 4

Alligo's business is highly dependent on access to IT-based tools and systems. These systems are vulnerable to various types of disruptions, such as computer viruses, cyber attacks, power cuts, fires and other unforeseen events. If critical IT systems are affected, this can lead to delayed deliveries, reduced customer satisfaction and financial losses.

Increased digitisation and rapid developments in technology, including the growth of artificial intelligence, have made cyber threats more complex. Malicious actors are continuously developing new methods of attack, meaning the risk landscape is changing rapidly. Information security is therefore a key part of Alligo's risk management. Alongside technical safeguards, Alligo uses continuous monitoring, regular security updates, employee training and robust incident management processes.

In the first quarter of 2025, the migration to a Group-wide IT and ERP system in Norway was implemented without major disruption. This switch was less complex than the system migration previously implemented in Tools in Sweden, where logistics were coordinated at the same time.

Overall, Alligo has carried out extensive change work covering both the system migration and the development of a more robust IT infrastructure. Improved backup, increased redundancy and stronger security solutions have reduced vulnerability to disruption in critical systems. Alligo is therefore better equipped to handle future cyber threats, although the threat landscape continues to develop and requires continuous adjustment and proactive measures.

J Risks in the flow of goods

PROBABILITY: 3 IMPACT: 4

Alligo is dependent on the flow of goods functioning in a reliable and cost-effective manner. The goods flow process begins as early as the purchase planning stage and deficiencies in the purchasing function can create disruption to the flow of goods even before the logistics function is able to distribute them. A large proportion of goods coming from Asia places stringent requirements on having a structured purchasing process and a well-balanced supplier base. Purchasing work is carefully planned and systematically monitored to minimise the risk of any disruption.

The Group has three larger logistics centres: one in Sweden, one in Norway and one in Finland. A fire, problems with IT systems or other technology used by the logistics centres, or any other form of major disruption at these facilities could create problems in delivering products to customers, although the business would still be able to deliver to stores as the products are delivered directly from the suppliers. In order to meet increased demands on the flow of goods and storage capacity, the logistics function is continuously streamlined, among other things by increasing automation, with the highest level of this currently at the logistics centre in Örebro.

The coordination of logistics at fewer but larger units increases fire safety requirements. In Örebro, the sprinkler system in Autostore was expanded and further measures to increase fire safety were implemented in 2025.

The relocation and combination of three previous logistics operations in Norway at one brand new centre resulted in some disruption and longer lead times in 2024, but this was remedied in 2025. The focus in Norway in 2026 is on increasing the level of efficiency of the new organisation. In the short term, there are still risks that the logistics operations will not achieve the desired level of efficiency quickly enough. In the longer term, the coordination will secure capacity and efficient logistics in Norway.

K Risks in the organisation

PROBABILITY: 4 IMPACT: 3

Competent and dedicated employees and qualified key personnel are important for Alligo's ability to realise strategies and achieve goals. In 2025, Alligo invested significant time and resources in leadership development in order to strengthen operational and strategic leadership in the organisation. At the same time, several organisational changes have been implemented and new leaders appointed, which in the short term may entail increased risk in relation to implementation strength, clarity in responsibilities and decision-making, as well as coordination between operations.

If Alligo fails to provide an attractive work environment, clear leadership and continuing professional development, this would have a direct negative impact on the ability to attract, engage and retain qualified employees.

Operational risks (cont.)

If Alligo fails to sufficiently motivate employees or if there are other major shortcomings in the organisation, there is a risk that it may be difficult to implement decisions taken or that other inefficiencies may arise.

Alligo works continuously to create a safe, fair and inclusive workplace with a high level of well-being and pride among employees. Alligo has well-developed processes for internal communication via an intranet and other internal channels, which make the necessary information readily available to employees. Significant processes are also documented in a common management system in order to further develop working methods and reduce reliance on individuals. The continuous work to develop working methods and processes means that the organisation is less vulnerable and reliant on individuals than before.

L Credit and counterparty risks

PROBABILITY: 3 IMPACT: 2

Alligo is exposed to normal credit and counterparty risks in its customer relationships. A diversified customer base helps to keep the Group's customer losses comparatively low, but the risks may increase in the event of a more sustained recession. None of Alligo's customers individually accounts for a significant portion of total revenue.

M Acquisition and integration risks

PROBABILITY: 3 IMPACT: 3

Acquisitions represent a key element of Alligo's growth strategy. The risks here are that the Group may be unable to realise the expected benefits of

an acquisition and that integration processes may take longer or become more costly than estimated. Acquisitions may also result in other unforeseen shortcomings and risks. Alligo has a proven, well-functioning acquisition process which, combined with the fact that most acquisitions are relatively small, limits the potential impact.

N Business ethics risks and responsibility in the supply chain

PROBABILITY: 3 IMPACT: 2

In its capacity as a major player and a listed company, Alligo has a responsibility to act in a professional and highly ethical manner in all business dealings and relationships. Unethical behaviour could result in legal consequences and damage the company's reputation and trust.

Preventive measures include regular training designed to strengthen awareness of responsible business conduct, business ethics and anti-corruption. Training on the Code of Conduct and the Anti-Corruption Policy is mandatory for all employees and Board members in businesses owned by Alligo. The same applies to fixed-term employees (such as independent contractors and consultants), intermediaries, agents and others who act on behalf of the Group.

Parts of Alligo's range are manufactured in countries where there is an increased risk of corruption, for example. The requirements that Alligo places on its suppliers in relation to human rights, working conditions, the environment and anti-corruption are communicated through the Group's Supplier Code of Conduct and chemical restriction list. These requirements are subject to systematic follow-up through self-assessments, factory visits and audits.

Financial risks

O Raw material prices

PROBABILITY: 4 IMPACT: 4

One of the factors affecting purchase prices for the Group's products is the global market prices for individual raw materials and energy. This applies in particular to electrical materials (copper), batteries (zinc), lighting (aluminium), steel, plastic products (oil) and clothing (cotton). In 2025, inflation (CPI) decreased further and raw material prices were relatively stable. Alligo actively works to ensure that lower raw material prices result in lower purchasing costs. The potential impact on raw material prices in the future as a result of the geopolitical situation is difficult to assess. The Group does not hedge the price risk of underlying raw materials but attempts to neutralise the negative cost impact of the commodities market by adjusting prices in line with changes in raw material prices.

P Exchange rate fluctuations

PROBABILITY: 3 IMPACT: 3

Alligo makes a significant proportion of its purchases in both Asia and Europe and therefore has exposure to USD and EUR. Sales usually take place in local currency in the countries where the Group operates. For a description of the Group's exposure to various currencies and the financial instruments used to minimise the risks, refer to the section Foreign exchange rates in note 23 Financial risks and risk management.

Q Interest rate fluctuations

PROBABILITY: 2 IMPACT: 2

For a description of the manner in which Alligo is exposed to interest rate fluctuations in relation to external borrowing and lending and the way this is managed to minimise risks, refer to the section Interest rate risks in note 23 Financial risks and risk management.

R Financing risk

PROBABILITY: 2 IMPACT: 4

Financing risk refers to the risk that meeting Alligo's requirements for external capital could become more difficult or more expensive. For a description of the Group's financing and the manner in which the financing risk is managed, refer to the section Liquidity and refinancing risks in note 23 Financial risks and risk management.

S Impairment of intangible assets

PROBABILITY: 3 IMPACT: 5

Goodwill relating to acquisitions is a significant item on the consolidated balance sheet. Impairment costs relating to goodwill and other intangible assets may have a negative impact on the Group's financial position and earnings.

Alligo continuously monitors relevant circumstances relating to its business, the general economic situation and the potential impact of such circumstances on the valuation of the Group's goodwill and other intangible assets. For a description of the Group's impairment testing of goodwill and brands, as well as the sensitivity analysis, see note 10 Intangible assets.

Corporate Governance Report

Alligo's corporate governance aims to ensure that the business creates long-term sustainable value for shareholders and other stakeholders. High standards of openness, reliability and ethical values are guiding principles for Alligo's business.

Alligo is a Swedish public limited company listed on Nasdaq Stockholm Mid Cap and applies the Swedish Code of Corporate Governance (the "Code"). The Code is available at www.corporategovernanceboard.se, where the Swedish model of corporate governance is also described.

This Corporate Governance Report is presented in accordance with the Swedish Annual Accounts Act and the Code and provides an account of Alligo's corporate governance during the 2025 financial year.

In 2025, there were no deviations from Nasdaq Stockholm's Rulebook, the Code or best practice in the stock market. The Corporate Governance Report constitutes a part of the formal annual accounts and has been reviewed by Alligo's auditors in accordance with the opinion on page 151.

Corporate governance structure at Alligo

The General Meeting of Shareholders is the company's highest decision-making body. The Board of Directors and its Chair, as well as the auditors where applicable, are appointed by the Annual General Meeting. The Nomination Committee drafts proposals for the Annual General Meeting regarding the composition of the Board of Directors. By order of the Annual General Meeting, it is the duty of the appointed auditors to examine the financial statements and the administration

of the Board of Directors and the CEO during the financial year. The Board of Directors is ultimately responsible for the company's organisation and administration. It is also the duty of the Board to ensure that all shareholders' interests in Alligo are provided for. The Board of Directors appoints the CEO and the Deputy CEOs.

The Audit Committee examines the procedures for risk management, governance, control, and financial and sustainability reporting. The Remuneration Committee prepares proposals concerning remuneration levels for the CEO as well as general incentive programmes for the approval of the Board. It is also the responsibility of the Remuneration Committee to decide on remuneration levels for other senior executives. The CEO and other members of the management are responsible for the day-to-day administration of Alligo. For further information about the management of the Group's sustainability framework, see the Sustainability Statement on pages 63–64.

Share structure and holding of treasury shares

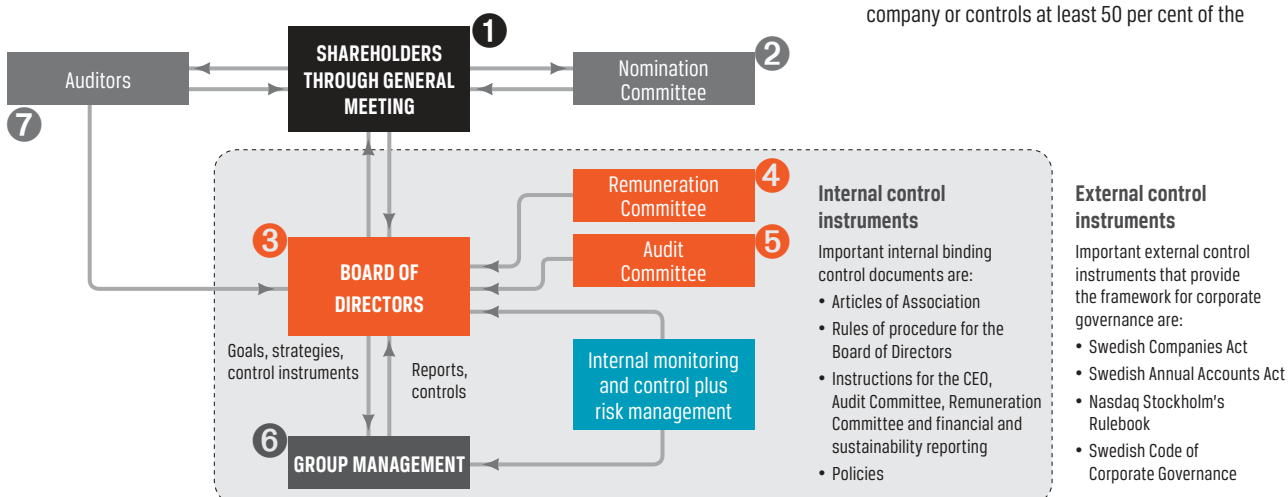
The share capital amounted to approximately MSEK 102 as at 31 December 2025. The distribution by class of share was as follows: Class A shares 562,293, Class B shares 50,343,896. The total number of shares before repurchasing was 50,906,189. The number of repurchased Class B shares was 818,301 and the total number of

shares after repurchasing was 50,087,888.

All shares carry equal rights to Alligo AB's assets and earnings. Provided that registration to participate at the Annual General Meeting has taken place in the prescribed manner, each shareholder is entitled to vote at the General Meeting on behalf of all owned, directly registered and represented shares. The company's Class A shares entitle the holder to ten votes each and Class B shares to one vote each. The Articles of Association contain no limitations concerning how many votes each shareholder may cast at the General Meeting of Shareholders. For repurchased shares held in treasury, all rights are waived until such time as the shares are reissued. The Board is authorised, during the period until the next Annual General Meeting, to decide to increase the company's share capital through a new issue of shares up to a maximum of ten per cent of the number of shares in the company as a means of payment for acquisitions.

According to Chapter 6, Section 2a of the Swedish Annual Accounts Act, listed companies are required to disclose information concerning certain circumstances that may affect opportunities to take over the company through a public takeover bid for the shares in the company. The company's lenders are entitled to cancel approved committed credit facilities if the company's shares are delisted from Nasdaq Stockholm or in connection with public takeover bids if the bidder secures a shareholding of more than 50 per cent of the number of shares in the company or controls at least 50 per cent of the

CORPORATE GOVERNANCE STRUCTURE



votes. Otherwise the company has not entered into any significant agreements with suppliers or employees that would be affected, change, expire or stipulate the payment of financial remuneration should control of the company change as a result of a public takeover bid for the shares in the company.

Treasury shares and incentive programmes

As at 31 December 2025, Alligo's holding of Class B treasury shares amounted to 818,301, corresponding to 1.6 per cent of the total number of shares and 1.5 per cent of the total number of votes. No shares were repurchased during 2025 and there were no changes to the holding of treasury shares after the end of the period.

Alligo's aims in holding treasury shares are to allow it to adapt the Group's capital structure and to enable future acquisitions of companies or businesses to be made through payment in treasury shares, as well as to secure future obligations in share-based incentive programmes.

Call option programme 2022/2025

The 2022 Annual General Meeting approved a call option programme ("Call option programme 2022/2025") containing a maximum of 185,000 options, corresponding to approximately 0.36 per cent of the total number of shares and approximately 0.33 per cent of the total number of votes in the company.

185,000 call options were allotted and acquired by employees on market terms. Of these, 80,000 were acquired by the Group CEO and CFO and 105,000 by other key personnel. The call option programme expired during the financial year. No options were exercised and the programme no longer entails any obligations for the company.

Share savings programme PSP 2024

The 2024 Annual General Meeting approved the PSP 2024 share savings programme aimed at Group Management and other senior executives based on performance shares. Participants were given the right to acquire Class B investment shares from Alligo during the period 31 May 2024 to 4 June 2024 inclusive. A maximum of 20,475 Class B shares were available for transfer to the participants as investment shares at a price corresponding to the volume-weighted average price for Alligo's share on Nasdaq Stockholm during the period 24 May 2024 to 30 May 2024. During the investment period, 16,749 shares were transferred to the participants, of which 5,725 to the Group's CEO and CFO and 11,024 to other key personnel. The volume-weighted average

price was SEK 143.00. For each investment share, five performance share rights were granted, entitling the participant to acquire up to one Class B share (performance share) free of charge. The transfer will be effected by the company transferring Class B treasury shares. The number of performance shares that the participants will be allotted on the basis of performance share rights depends on the fulfilment of predefined performance criteria relating to Alligo's adjusted EBITA and sustainability targets during a vesting period of around three years. The allotment of performance shares also requires, with certain exceptions, the participant to still be in their post and to hold all acquired investment shares until the end of the vesting period. Based on the investment shares transferred during the investment period, a maximum of 83,745 performance shares in total can be transferred by the company within the framework of PSP 2024. According to the resolution of the Annual General Meeting, a maximum of 102,375 performance shares in total were available for transfer by the company.

Share savings programme PSP 2025

The 2025 Annual General Meeting approved the PSP 2025 share savings programme aimed at Group Management and other senior executives based on performance shares. The terms of PSP 2025 are the same as for PSP 2024. Participants were given the right to acquire Class B investment shares from Alligo during the period 2 June 2025 to 4 June 2025 inclusive. A maximum of 25,650 Class B shares were available for transfer to the participants as investment shares at a price corresponding to the volume-weighted average price for Alligo's share on Nasdaq Stockholm during the period 22 May 2025 to 28 May 2025. During the investment period, 20,250 shares were transferred to the participants, of which 6,450 to the Group's CEO and CFO and 13,800 to other key personnel. The volume-weighted average price was SEK 110.65. For each investment share, five performance share rights were granted, entitling the participant to acquire up to one Class B share (performance share) free of charge. The transfer will be effected by the company transferring Class B treasury shares. The number of performance shares that the participants will be allotted on the basis of performance share rights depends on the fulfilment of predefined performance criteria relating to Alligo's adjusted EBITA and sustainability targets during a vesting period of around three years. The allotment of performance shares also requires, with certain exceptions, the participant to still be in their post and to hold all acquired investment shares

until the end of the vesting period. Based on the investment shares transferred during the investment period, a maximum of 101,250 performance shares in total can be transferred by the company within the framework of PSP 2025. According to the resolution of the Annual General Meeting, a maximum of 128,250 performance shares in total were available for transfer by the company.

1 Shareholders

As at 31 December 2025, Nordstjärnan AB held 54.6 per cent of the share capital and 49.6 per cent of the total number of votes in the company. No other shareholders had direct or indirect shareholdings in the company representing more than one-tenth of the total number of votes. As at 31 December 2025, Alligo AB had approximately 5,500 shareholders. Further information regarding Alligo's shares and ownership structure as at 31 December 2025 is provided in the section on the Alligo share on pages 10–11.

General Meeting

The General Meeting of Shareholders is the company's highest decision-making body where shareholders exercise their voting rights. At the Annual General Meeting, decisions are made concerning the Annual Report, dividends, the election of the directors and auditors, directors' and auditors' fees, and other matters in accordance with the Swedish Companies Act and the Articles of Association.

Annual General Meeting 2025

The Annual General Meeting of Alligo AB was held on 21 May 2025 in Stockholm. The notice for the Annual General Meeting and the supporting documentation for the Meeting were published in accordance with the company's Articles of Association. A total of approximately 50 shareholders participated in the Meeting, representing a combined total of 72.2 per cent of the votes in the company. Board members Göran Näsholm, Johan Lilliehöök, Stefan Hedelius, Johan Sjö and Cecilia Marlow attended the meeting, along with the company's auditor.

Among other decisions, the Meeting resolved on authorisations for repurchases of own shares and for new share issues in conjunction with acquisitions, as well as on the amendment of the instructions for the Nomination Committee. The Board of Directors' remuneration report was also approved and the Board of Directors and CEO discharged from liability for their administration of the company during the 2024 financial year. Göran Näsholm, Johan Lilliehöök, Stefan Hedelius, Johan Sjö, Christina Åqvist and Cecilia Marlow

were re-elected to the Board of Directors. Alexandra Fürst was elected as a new Board member.

Göran Näsholm was re-elected Chair of the Board of Directors. The full minutes of the Meeting are available on Alligo's website.

2 Nomination Committee

The main tasks of the Nomination Committee are to submit proposals, in good time before the Annual General Meeting, for the election of the Chair of the Board and other Board members, resolutions on Board fees, the election of the auditor and resolutions on auditor's fees. The Nomination Committee is also responsible for the election of the Chair of the AGM and for any resolutions on amendments to the Instructions for the Nomination Committee.

In accordance with the instructions adopted at Alligo's Annual General Meeting in May, the members of the Nomination Committee shall consist of the four largest shareholders in Alligo in terms of voting rights (in accordance with the share register maintained by Euroclear Sweden on the last banking day in February) who wish to appoint a member. If fewer than three members have been nominated in accordance with the above, other shareholders in the order of voting rights are to be granted the opportunity to nominate one member each until a total of three members have been nominated. The company shall not, however, be obliged to ask more than five further shareholders.

The shareholder that controls the most voting rights in the company has the right to nominate the Chair of the Nomination Committee.

As part of the process to prepare a proposal for Board members, the Chair of the Board presents the evaluation of the Board's work carried out during the past year. The company's business and future direction are also presented by the CEO, while the Chair of the Audit Committee reports on the cooperation with the auditors. This then provides the basis for the work of the Nomination Committee, together with the requirements of the Code and Alligo's

company-specific requirements.

Composition of the Board of Directors

In its nomination work, the Nomination Committee ensures that the proposed Board of Directors has a well-balanced composition in relation to the company's operations, stage of development and circumstances that ensures its ability to manage the company's affairs effectively and with integrity. The Board of Directors must contain the skills and qualities that are considered important for Alligo's continued development. In addition to good knowledge of Alligo's business and industry, the Board of Directors must also possess general expertise in areas such as corporate management, accounting, sustainability, law and finance. The composition of the Board must be characterised by diversity and breadth in terms of experience, qualifications and background, while giving consideration to an even gender distribution and continuity.

Nomination Committee 2026

In accordance with the resolution of the 2025 Annual General Meeting, the Chair of the Nomination Committee shall each year contact the four largest shareholders in terms of voting rights, as registered at the end of February, to ask them to appoint a member each to the Nomination Committee ahead of the upcoming Annual General Meeting.

At the Annual General Meeting 2025, a Nomination Committee was elected consisting of Peter Hofvenstam (Nordstjernan) as Chair, along with Stefan Hedelius (nominated by Tom Hedelius) and Suzanne Sandler (nominated by Handelsbanken Fonder) as members of the Nomination Committee.

The Nomination Committee's complete motions regarding the Board of Directors and auditors will be presented in the notice for the 2026 Annual General Meeting and on the Company's website. The Nomination Committee will present and motivate its motions regarding the Board of Directors and auditors on Alligo's

website in conjunction with the publication of the notice for the Meeting and during the Annual General Meeting itself. The Nomination Committee has held five meetings ahead of the 2026 Annual General Meeting and has also maintained ongoing contact. No remuneration has been paid for the work of the Nomination Committee.

3 Board of Directors

The Board of Directors is ultimately responsible for the company's organisation and administration. In accordance with Alligo's Articles of Association, the Board of Directors is to comprise not fewer than five and not more than eight ordinary Board members. The Board of Directors is elected by the Annual General Meeting.

Board members

Alligo AB's Board of Directors comprises seven ordinary Board members appointed by the 2025 Annual General Meeting: Göran Näsholm (Chair), Johan Lilliehöök, Johan Sjö, Cecilia Marlow, Christina Åqvist, Stefan Hedelius and Alexandra Fürst. A presentation of these Board members, including information on other assignments and work experience, can be found on pages 58–59 and on Alligo's website. All Board members are independent in relation to the company and its senior executives. Two Board members are dependent in relation to the company's major shareholders. Accordingly, the Board of Directors meets the requirement that at least two of the Board members who are independent in relation to the company should also be independent in relation to major shareholders. There are also two employee representatives on the Board: Johanna Främberg and Emma Hammarlund.

According to the resolution of the Annual General Meeting, each Board member elected by the Annual General Meeting receives a fee of SEK 330,000. The Chair of the Board receives a fee of SEK 785,000. A separate fee of SEK 150,000 is paid to the Chair of the Audit Committee and SEK 75,000 is paid to each member of the Audit Committee. In addition, a separate fee of

BOARD COMPOSITION, ATTENDANCE, DEPENDENCY CONDITIONS AND FEES FOR 2025

Ordinary Board members	Year of election	Position	No. of meetings attended			Dependent in relation to		Fee, SEK
			Board of Directors	Audit Committee	Remuneration Committee	Alligo	Major shareholders	
No. of meetings			15	4	1			
Göran Näsholm	2019	Chair of the Board, Chair of the Remuneration Committee	15	4	1	No	No	960,000
Johan Lilliehöök	2024	Board member	15			No	Yes	330,000
Johan Sjö	2019	Board member	15		1	No	Yes	380,000
Stefan Hedelius	2016	Board member	15			No	No	330,000
Cecilia Marlow	2022	Board Member, Chair of the Audit Committee	15	4		No	No	480,000
Christina Åqvist	2020	Board member	15			No	No	330,000
Alexandra Fürst	2025	Board member	7			No	No	330,000

THE WORK OF THE BOARD OF DIRECTORS IN 2025

DECEMBER

- Budget 2026
- Accounting issues
- Situation report from CEO
- Earnings report from CFO
- Status Finland
- Status Batterilagret
- Financing
- Central warehouse
- Acquisition opportunities
- Deputy CEO

OCTOBER

- Interim Report Q3
- Situation report from CEO
- Earnings report from CFO
- Reporting of management audit and review for Q3
- Budget 2026
- Status Product media
- Capital efficiency
- Acquisition opportunities
- Board evaluation

SEPTEMBER

- Situation report from CEO
- Earnings report from CFO
- Sustainability focus 2026
- Status Finland
- Prioritised growth opportunities
- Market shares
- Acquisition opportunities

JULY

- Interim Report Q2
- Situation report from CEO
- Earnings report from CFO
- Acquisition opportunities

JUNE

- Strategy
- Business intelligence
- Risk analysis
- Audit plan
- Situation report from CEO
- Earnings report from CFO
- Capital efficiency
- Financing

MAY

- Statutory Board meeting
- Board's rules of procedure and CEO instructions
- Situation report from CEO
- Earnings report from CFO
- Acquisition opportunities
- Status Welding

FEBRUARY

- Year-end Report 2025
- Proposal for appropriation of profits
- Reporting of final audit report
- Risk assessment
- Internal control and risk analysis
- Situation report from CEO
- Earnings report from CFO
- Sustainability targets
- Customer surveys
- Evaluation of CEO and senior executives
- Remuneration of senior executives
- Acquisition opportunities

MARCH

- Situation report from CEO
- Earnings report from CFO
- Convening of Annual General Meeting
- Remuneration Report
- Share-related incentive programme
- Status Finland
- Growth opportunities – ReCare
- Acquisition opportunities

APRIL

- Decision on Annual and Sustainability Report
- Interim Report Q1
- Situation report from CEO
- Earnings report from CFO
- Acquisition opportunities
- Cost savings programme

SEK 100,000 is paid to the Chair of the Remuneration Committee and SEK 50,000 is paid to each member of the Remuneration Committee. Total Board fees amount to SEK 3,140,000, compared with SEK 2,725,000 the previous year.

Refer to the table below for a summary of the members of the Board elected by the Annual General Meeting, their participation in committees, attendance at Board meetings, dependency and fees.

Chair of the Board

The Chair of the Board is responsible for ensuring that the work of the Board is well organised and conducted efficiently and that the Board performs its duties. In particular, the Chair is responsible for organising and leading the work of the Board in a manner that creates the best possible conditions for the Board to conduct its work. It is the Chair's task to ensure that a new Board member receives the required introductory training and any other training deemed appropriate by the Chair and the Board member, to ensure that the Board continuously updates and deepens its knowledge about the company, to ensure that the Board holds meetings as required and receives sufficient information and supporting data for its work, to propose an agenda for Board meetings in consultation with the CEO, to ensure that the decisions of the Board are carried out and to ensure that the work of the Board is

evaluated annually. The Chair is responsible for all contact with the owners regarding ownership matters and for conveying feedback from the owners to the Board.

Duties of the Board

The Board of Directors is ultimately responsible for the company's organisation and for the administration of the company's affairs in the interests of the company and of all shareholders in accordance with the Articles of Association, the Swedish Companies Act and other relevant laws and regulations and internal guidelines. This responsibility includes Alligo's sustainability work and the company's impact on the economy, environment and society.

The duties of the Board of Directors include establishing and monitoring the company's overall goals and strategies, ensuring effective systems for the monitoring and control of the business and associated risks, identifying the impact of sustainability issues on the company's risks and business opportunities, adopting guidelines on the company's conduct in society in order to secure its ability to create long-term value, and ensuring that the company's provision of information is characterised by transparency and is accurate, relevant and reliable. The Board is also responsible for decisions regarding acquisitions and divestments of businesses, major investments, repurchases of own shares, and for

the appointment and remuneration of positions in the Group's Corporate Management.

Each year, the Board adopts written rules of procedure that regulate the work of the Board and its internal distribution of responsibility, including its committees and the distribution of responsibilities with internal business area boards, the procedure for resolutions within the Board, the agendas of Board meetings and the duties of the Chair as well as instructions for financial and sustainability reporting. The Board also issues instructions to the CEO, which grant the authority to make decisions regarding investments, corporate acquisitions and sales as well as financing issues. The Board has also adopted a number of policies for the Group's operations, including a code of conduct, financial policy and privacy policy.

The Board of Directors oversees the work of the CEO through ongoing monitoring of the business during the year and ensures that the organisation, management and guidelines for the administration of the company's affairs are appropriate. The Board is also responsible for the company having adequate internal control and effective systems for the monitoring and control of operations and for the company's compliance with legislation and regulations applicable to its operations. The Board and CEO present the annual accounts to the Annual General Meeting.

Evaluation of the Board's work

The work of the Board is evaluated annually under the supervision of the Chair of the Board. The purpose of this evaluation is to enhance the working methods and efficiency of the Board of Directors by obtaining the opinions of the Board members on how Board work is carried out and which steps can be taken to improve the efficiency of Board work, on sustainable enterprise and on whether the Board is well balanced in terms of skills. The results of the evaluation performed in September have been reported to and discussed by both the Board of Directors and the Nomination Committee and they provide an important basis for the Nomination Committee ahead of the Annual General Meeting.

The Board evaluates the work of the CEO on an ongoing basis. This issue is also specifically addressed once a year without the presence of any member of the Group's Corporate Management. The Board also evaluates and comments on any significant assignments, if any, performed by the CEO outside the company. Each Board member is to independently assess the matters to be addressed by the Board and request the information deemed necessary to make well-founded decisions.

Each Board member is to continuously acquire any knowledge about the company's operations, organisation, markets and so forth required for the assignment.

Work of the Board

The work of the Board of Directors follows an annual plan. In addition to the statutory meeting, which is held in conjunction with the Annual General Meeting, the Board of Directors normally convenes on eight occasions each year (ordinary meetings) in connection with the publication of the Interim Reports, the signing of the Annual Report, the adoption of the budget and the monitoring of sustainability work, as well as an annual strategy meeting. Extraordinary meetings are convened when necessary. Each meeting follows an agenda, which is distributed to the Board members prior to each Board meeting along with supporting documentation. The decisions of the Board are made after discussions led by the Chair of the Board. The Remuneration Committee and Audit Committee appointed by the Board are tasked with drafting motions for resolutions by the Board and their work is carried out in accordance with instructions adopted annually by the Board.

The agenda for the statutory meeting of the Board includes the adoption of the rules of procedure for the Board of Directors, decisions

regarding signatory powers and the approval of the minutes. The items addressed at the ordinary meeting in February include the year-end financial statements, the proposed appropriation of profit and the financial report. In conjunction with this meeting, the company's auditors report to the Audit Committee and to the Board of Directors as a whole on their observations and assessments based on the audit performed. The company's auditors also present a corresponding report to the Audit Committee and to the Board of Directors as a whole on the management audit performed and the review of the third quarter. Each ordinary meeting also includes a number of fixed agenda items, including reports on the current financial outcome of the company's operations.

The Board of Directors held 15 Board meetings during the 2025 financial year, including a statutory meeting and four meetings per capsulam. The Board's work during the year focused on issues pertaining to measures taken to address the weak and uncertain market situation and follow-up of ongoing operations in general, organic growth opportunities, restructuring in Finland, measures to improve capital efficiency, preparations for sustainability reporting in accordance with ESRS, approval of the results from the double materiality assessment, refinancing, acquisition opportunities, the Group's organisation and strategic development, and the Group's financial position. Refer to the table on page 53 for information regarding attendance at Board and committee meetings.

The CEO and the Group CFO report to and attend Board meetings. Other employees in the Group participate in Board meetings for the presentation of specific issues or whenever deemed appropriate. The Secretary of the Board is the Group CFO.

4 Remuneration Committee

The Remuneration Committee appointed by the Board prepares the motion regarding guidelines for determining remuneration and other terms of employment for senior executives. A proposal for new guidelines is to be prepared at least every four years and the Board submits the proposal for resolution by the Annual General Meeting. The guidelines shall be in force until new guidelines are adopted by the General Meeting of Shareholders. The Remuneration Committee shall also monitor and evaluate the programme for the variable remuneration of senior executives, the application of the guidelines for the remuneration of senior executives, as well as the current remuneration structures and remuneration levels at the company. The Board prepares an annual Remuneration Report on the application of the

company's remuneration guidelines.

Remuneration of the CEO shall be decided by the Board of Directors after being prepared and recommended by the Remuneration Committee, within the scope of established remuneration principles. Remuneration of other senior executives shall be decided by the Remuneration Committee, within the scope of established remuneration principles and after consulting with the CEO. The Remuneration Committee informs the Board of its decisions.

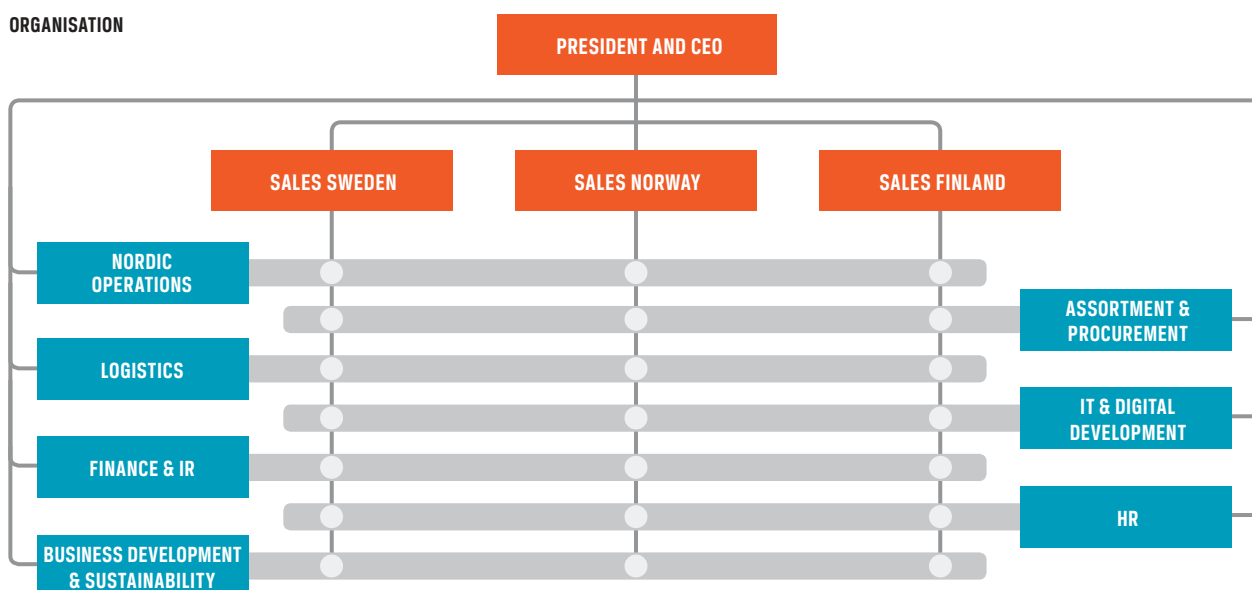
The Remuneration Committee consists of the Chair of the Board Göran Näsholm (Chair of the Remuneration Committee) and Board member Johan Sjö. The CEO presents reports to the Committee. The CEO does not report on their own remuneration. The Remuneration Committee held one minuted meeting during the 2025 financial year. During the year, remuneration of SEK 100,000 has been paid to the Chair of the Committee and SEK 50,000 to each member of the Remuneration Committee.

5 Audit Committee

The Board has appointed an Audit Committee, which – without influencing the responsibilities and duties of the Board in any other respect – is responsible for ensuring that the financial reporting, sustainability reporting and risk management comply with applicable regulations. This includes examining the quality assurance of the company's financial reporting and sustainability reporting process, reviewing and evaluating the effectiveness of internal control relating to financial reporting and sustainability reporting, and together with the Group Management monitoring and assessing the management of complex reporting and valuation issues. The Audit Committee oversees and also monitors the external audit of the Annual and Sustainability Report and the consolidated financial statements, as well as the impartiality and independence of the auditor, paying particular attention to whether the auditors have provided the company with services other than auditing services, and assists in the preparation of motions regarding the election of auditors for resolution by the General Meeting of Shareholders. During the year, the Audit Committee has participated in the review of preparations for future sustainability reporting in accordance with ESRS.

The Audit Committee consists of Board member Cecilia Marlow (Chair of the Audit Committee) and Board member Göran Näsholm. The committee members have particular expertise, experience and interest in financial and accounting matters, as well as sustainability-related matters. In conjunction with the Board

ORGANISATION



of Directors' adoption of the annual accounts and the accounts for the third quarter, the Audit Committee meets with and receives a report from the company's external auditors. At the same time, the Committee also meets with the auditors without the presence of the CEO, the Group CEO or other members of Group Management. The Audit Committee meets ahead of each reporting date and the Group CFO attends these meetings. During the 2025 financial year, the Audit Committee held four minuted meetings, which report the results of its work to the Board of Directors on an ongoing basis. During the year, remuneration of SEK 150,000 has been paid to the Chair of the Committee and SEK 75,000 to each member of the Audit Committee.

6 CEO and Group Management

The CEO manages the operations in accordance with the Swedish Companies Act and the framework established by the Board. With respect to the authority of the CEO to make decisions regarding investments, corporate acquisitions, corporate sales and financing issues, the rules approved by the Board of Directors apply. In consultation with the Chair of the Board, the CEO prepares the necessary information and supporting data for Board meetings, reports on various matters and explains the motivation for motions presented for resolution. Supporting information for the Board's examination of motions is sent to the Board members one week before the Board meeting. The Board also receives monthly reports containing up-to-date information about the commercial and financial development of the company, as well as the progress made in relation to sustainability.

The CEO leads the work of Group Management

and makes decisions in consultation with the other members of management. The Group Management meets once a month to follow up on operations and discuss general Group matters, including risk and sustainability, and drafts proposals for the strategic plan, business plan and budget which the CEO presents to the Board of Directors. The work to develop the business plan involves employees at many levels throughout the Group and is overseen by Group Management on an ongoing basis. The matters examined by the Board of Directors have largely reflected the work of the Group Management during the year. In addition, the CEO and the Group CFO ("Corporate Management") hold monthly meetings with each Country Manager on country-specific issues, acquisitions and follow-up of operations, as well as six-monthly reviews with each Nordic function.

7 Auditors

According to the Articles of Association, a registered accounting firm (or, alternatively, one or two authorised public accountants) is to be elected as auditor. KPMG was elected as the company's auditor at the 2025 Annual General Meeting for the period until the end of the 2026 Annual General Meeting. The Chief Auditor is Jonas Eriksson. KPMG performs the audit of Alligo AB and most of its subsidiaries. The company's auditors follow an audit plan, which includes feedback from the Board and the Audit Committee, and reports its findings to the company management teams, Corporate Management and the Board and Audit Committee of Alligo AB during the course of the audit and in conjunction with the adoption of the accounts for the third quarter and the annual accounts. The company's auditor also participates in the Annual General

Meeting, presenting and commenting on the audit work. The independence of the external auditors is regulated through special instructions established by the Board, which state the areas which may be addressed by the external auditors in addition to the normal audit work. KPMG continuously assesses its independence in relation to the company and provides the Board with written assurance of the auditing firm's independence in relation to Alligo each year. The total fee for KPMG's services in addition to the audit assignment amounted to MSEK 0 (0) during the 2025 financial year.

Ethical guidelines

Alligo strives to conduct its business with high requirements imposed on integrity and ethics. The Board of Directors adopts a Code of Conduct for the Group's operations on an annual basis, which also includes ethical guidelines. Alligo's Code of Conduct and Anti-Corruption Policy are available on the company's website.

Guidelines for determining remuneration and other terms of employment for senior executives

The Board aims to ensure that the remuneration system in place for the CEO and other members of the Group's senior management is competitive and in line with market conditions. The guidelines for determining remuneration and other terms of employment for senior executives that applied for the 2025 financial year, which were adopted by the 2025 Annual General Meeting, are presented on pages 44-46.

Internal control of financial and sustainability reporting

Alligo's work with internal monitoring and control is designed to ensure that financial and sustainability reporting is appropriate, accurate and reliable in accordance with applicable laws and regulations.

In accordance with the Swedish Companies Act and the Swedish Code of Corporate Governance (the "Code"), the Board is responsible for ensuring that the company has good internal control and efficient processes that can ensure that the financial and sustainability reporting is appropriate, correct and reliable in accordance with applicable reporting rules and other requirements that apply to listed companies. The internal control at Alligo is based on the COSO framework for internal control, which has been adapted to the business. The framework contains five components: control environment, risk assessment, control activities, information and communication, and monitoring.

Control environment

The basis of the internal control of the company's financial reporting comprises the control environment, including the organisation, decision paths, lines of authority and responsibilities documented and communicated in various control documents, such as policies, instructions for authorisation rights, and Group-wide guidelines and manuals established by the Board.

The Group's most important financial control documents are collated on Alligo's intranet and include a comprehensive financial policy, a reporting manual, a manual for the Group's internal bank, a description of accounting policies and expanded instructions preceding every closing of the books. These financial rules and regulations are updated regularly and training programmes are offered during the financial year to ensure the uniform implementation and application of the rules and regulations. On a more general level, all operations are to be conducted in accordance with Alligo's Code of Conduct.

Risk assessment and control activities

Alligo continuously assesses the risks of error in financial and sustainability reporting in order to ensure that these are addressed. For a more detailed description of risks and risk management, see pages 47–50. Alligo has established control structures to manage the risks that the Board of Directors and Corporate Management consider to be significant to the company's internal control with respect to financial reporting. Examples include reconciliations, control inventories, authorisation checks, transaction-related controls, such as regulations concerning authorisation and investments, as well as clear payment procedures and analytical controls performed by the Group's controller organisation. Controllers at all levels in the Group play a key role in terms of integrity, competence and the ability to create an environment that is conducive to achieving transparency and true and fair financial reporting.

The monthly earnings follow-up conducted via the internal reporting system is an important overall control activity. The earnings follow-up includes comparisons with previous years, previously set goals and the most recent forecast as well as the follow-up of adopted key performance indicators. This follow-up of earnings also functions as an important complement to the controls and reconciliations performed in the actual financial processes.

Information and communication

All of Alligo's control documents are communicated via the Group's intranet and updated annually or as necessary based on changes in internal and external requirements. The finance

function reports the internal control work for the year to the Audit Committee.

Monitoring

Monitoring to assure the quality of the Group's internal control is performed within the Group in various ways. The central finance function works pro-actively through its participation in various projects aimed at developing internal control. The function also continuously conducts audits and self assessments to assess the efficiency of internal controls in various parts of the Group and monitors the application of the Group's policies and guidelines.

Alligo strives to achieve an open corporate climate and high business ethics. The success of the Group is based on a number of ethical guidelines, which are described in Alligo's Code of Conduct. The Group's internal and external stakeholders play a key role in helping to identify any deviations from established values and ethical guidelines. To make it easier to identify such deviations, Alligo has introduced a whistleblowing system. The whistleblowing system allows any suspicions of misconduct to be reported anonymously. It is an important tool for reducing risks and fostering high business ethics and thereby maintaining customer and public confidence in the Group's operations.

Internal audit

The Board has decided not to establish a special internal audit function. This decision was made based on the size and operations of the Group as well as the existing internal control processes as described above. When necessary, the Audit Committee commissions external advisers to assist on projects relating to internal control.

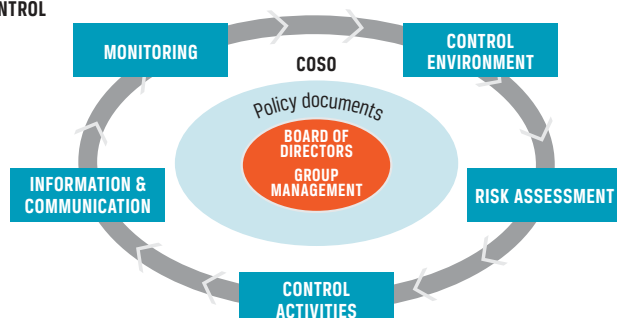
Auditors' review of the six-month or nine-month report

Alligo's nine-month reports for the 2024 and 2025 financial years were reviewed by the company's external auditors in line with the Code.

Non-compliance

The company has not breached the rulebook of the stock exchange on which its shares are listed for trading or the best practice in the stock market.

INTERNAL CONTROL



Board of Directors



GÖRAN NÅSHOLM

Chair of the Board since 2022. Board member since 2019.

Born: 1955.

Education/training: M.Sc. in Mechanical Engineering & M.Sc. Econ.

Other current assignments: Chair of the Board of Malef Holding AB, LW Sverige AB and Sell Power AB. Board member of Nordisk Bergteknik AB.

Work experience: President & CEO of Ahlsell AB. Senior positions in the Ahlsell Group, President of Jirva AB, Purchasing Director at Calor Celsius AB and senior positions in the Alfa Laval Group.

Independent in relation to:

- **the company and its management:** Yes.
- **major shareholders:** Yes.

Shares owned: 110,000 Class B shares (own holding).



CECILIA MARLOW

Board member since 2022.

Born: 1960.

Education/training: B.Sc. Business and Economics.

Other current assignments: Chair of the Board of NCS Colour AB. Board member of Bokusgruppen AB (publ) and ABGSC AB.

Work experience: Chair of the Board/Board member of several listed and unlisted companies and CEO roles in the retail sector.

Independent in relation to:

- **the company and its management:** Yes.
- **major shareholders:** Yes.

Shares owned: 3,500 Class B shares (own holding).



JOHAN LILLIEHÖÖK

Board member since 2024.

Born: 1982.

Education/training: Master of Science in Business and Economics.

Other current assignments: CEO of Nordstjernan AB.

Work experience: Managing Director Investments, A.P. Moller Holding and Managing Director Blackstone, Global Private Equity.

Independent in relation to:

- **the company and its management:** Yes.
- **major shareholders:** No.

Shares owned: —.



JOHAN SJÖ

Board member since 2019.

Born: 1967.

Education/training: B.Sc. Business and Economics.

Other current assignments: Chair of the Board of AddLife AB, Dacke Industri AB and Momentum Group AB. Board member of Camfil AB and Evity Invest AB.

Work experience: Senior Advisor and Investment Director at Nordstjernan, President & CEO of Addtech AB and senior positions in the Bergman & Beving Group and at Alfred Berg/ABN Amro. Chair of the Board of Addtech AB, Bergman & Beving AB, OptiGroup AB and Prosero Security Group AB. Board member of Addtech AB and Bufab AB.

Independent in relation to:

- **the company and its management:** Yes.
- **major shareholders:** No.

Shares owned: 20,000 Class B shares (own holding).



CHRISTINA ÅQVIST

Board member since 2020.

Born: 1978.

Education/training: LL.B. and studies in economics.

Other current assignments: Partner at Indequity AB. Chair/member of the boards of companies in which Indequity invests.

Work experience: President & CEO of Distrelec Group AG and Head of Retail & Greenfield Expansion at B&B Tools. Management consultant at Boston Consulting Group and corporate lawyer at Advokatfirman Vinge.

Independent in relation to:

- **the company and its management:** Yes.
- **major shareholders:** Yes.

Shares owned: 1,500 Class B shares (own holding).



STEFAN HEDELIUS

Board member since 2016.

Born: 1969.

Education/training: University studies in economics, various international executive education programmes.

Other current assignments: Board member of AddLife AB, Momentum Group AB, Praktikertjänst AB and Chair of the Board of AIK Ishockey AB.

Work experience: CEO of Human Care Group AB, CEO of NOTE AB, Vice President Brand and Marketing for Scandinavian Airlines (SAS) and senior positions in the Ericsson Group.

Independent in relation to:

- **the company and its management:** Yes.
- **major shareholders:** Yes.

Shares owned: 171,042 Class A shares (own holding), 1,500 Class B shares (own holding).



ALEXANDRA FÜRST

Board member since 2025.

Born: 1973.

Education/training: MSc Industrial Engineering & Management.

Other current assignments: SVP, CTIO and Head of Technology, Telia.

Work experience: Group COO at Dustin AB, CIO & Head of Business Development at Wasa Kredit and other senior positions at companies including Tieto and Octa GTM Travel AB.

Independent in relation to:

- **the company and its management:** Yes.
- **major shareholders:** Yes.

Shares owned: —.



JOHANNA FRÅMBERG

Board member since 2022.
Employee representative.

Born: 1980.

Education/training: Vocational qualification in logistics.

Other current assignments: Process & Logistics Developer, Swedol AB.

Work experience: Process & Logistics Developer, Tools Sverige AB, Logistics Support Manager and Logistics Developer at BB Tools, Pharmacy Assistant at Apoteket AB. Lab Technician at Arla Foods.

Independent in relation to:

- **the company and its management:** No.
- **major shareholders:** Yes.

Shares owned: —.



EMMA HAMMARLUND

Board member since 2024.
Employee representative.

Born: 1988.

Education/training: Bachelor of Engineering in Textile Technology.

Other current assignments: PIM & MD Specialist Swedol AB, Board member of Riksklubben Unionen Alligo, Regional council representative Unionen Göteborg.

Work experience: Operational buyer at Swedol AB, Textile engineer at Y. Berger & Co AB.

Independent in relation to:

- **the company and its management:** No.
- **major shareholders:** Yes.

Shares owned: —.

Auditor

KPMG AB has been the auditor for Alligo AB since 2016.

JONAS ERIKSSON

Authorised Public Accountant.

Born: 1974.

Jonas Eriksson has been Chief Auditor for Alligo AB since 2024.

Group Management



CLEIN JOHANSSON ULLENVIK

President & CEO.

Member of the Group Management since: 2021.

Born: 1966.

Education/training: B.Sc. Business and Economics.

Other current assignments: Chair of the Board, Board member and/or CEO of several subsidiaries within the Alligo Group. Board member of Eken Financing Value Added Forestry AB and Greenboys AB.

Work experience: President and CEO of Swedol AB (publ), President and CEO of Monier Roofing, senior positions at ABB and Ahlsell.

Shares owned: 55,357 Class B shares (own holding).



IRENE WISENBORN BELLANDER

CFO and Deputy CEO.

Member of the Group Management since: 2021.

Born: 1973.

Education/training: M.Sc. Business Administration and Economics.

Other current assignments: Board member of several subsidiaries within the Alligo Group and of Wisenborn Invest AB.

Work experience: CFO Swedol AB (publ), CFO Bring, senior positions at Mekonomen and Lantmännen. Authorised Public Accountant PwC.

Shares owned: 12,850 Class B shares (own holding).



HÅKAN WANSELIUS

Chef Nordic Operations and interim Country Manager Sales Finland.

Member of the Group Management since: 2022.

Born: 1962.

Education/training: Marketing at post-secondary level.

Other current assignments: Board member of several subsidiaries within the Alligo Group.

Work experience: Country Manager Sales Sweden Alligo AB (publ), Head of Assortment & Procurement at Alligo AB (publ), Head of Sales and Marketing at Swedol AB (publ), Sales director at Nordic/Baltics Monier Roofing, Sales manager at Alcro-Beckers, Snickers Workwear and Black & Decker.

Shares owned: 3,575 Class B shares (own holding).



DANIEL BIK

Country Manager Sales Sweden.

Member of the Group Management since: 2026.

Born: 1981.

Education/training: Master in Economics.

Other current assignments: Board member of Draken Flyger AB.

Work experience: CCO at Pierce Group AB (publ), CEO of Optimera Svenska AB, Head of Division at Dahl Sverige AB.

Shares owned: 400 Class B shares (own holding).



KJELL VIDAR DOKKEN

Country Manager Sales Norway.

Member of the Group Management since: 2024.

Born: 1969.

Education/training: EDB, Marketing and Economics at post-secondary level.

Other current assignments: —.

Work experience: COO, Byggmakker AS, CEO Carlsen Fritzøe Handel AS, Sales and Assortment Manager, Industry and Construction Division Ahlsell Norge AS, Sales Director Staples AS and other senior positions in sales.

Shares owned: —.



PONTUS GLASBERG

Head of Logistics.

Member of the Group Management since: 2022.

Born: 1978.

Education/training: Technology/Economics programme.

Other current assignments: –.

Work experience: Logistics Manager at Swedol AB (publ), senior positions at Volvo CE and Spendrups.

Shares owned: 23,075 Class B shares (own holding).



PETER SÖDERBERG

Head of Business Development and Sustainability.

Member of the Group Management since: 2022.

Born: 1973.

Education/training: M.Sc. Engineering.

Other current assignments: –.

Work experience: Head of Business Development at Swedol AB (publ), Partner at Occam Associates, Management Consultant at Boston Consulting Group.

Shares owned: 10,275 Class B shares (own holding).



GUSTAF JOHANSSON

CIO.

Member of the Group Management since: 2022.

Born: 1988.

Education/training: M.Sc. Engineering. MBA.

Other current assignments: Chair of the Board of the Alligo Group's product media companies.

Work experience: Senior positions at Momentum Group and B&B Tools.

Shares owned: 6,575 Class B shares (own holding).



KLAS WAHLSTRÖM

HR Director.

Member of the Group Management since: 2022.

Born: 1962.

Education/training: B.Sc. Business and Economics.

Other current assignments: Board member of Stenhusgruppen AB and subsidiaries.

Work experience: HR Director at Pratikertjänst, Nordic HR Director at Aleris, Deputy CEO, Nordic HR Director and other senior positions at Manpower.

Shares owned: 699 Class B shares (own holding).



FREDRIK KLEIN

Head of Assortment and Procurement.

Member of the Group Management since: 2024.

Born: 1977.

Education/training: B.Sc. Business and Economics.

Other current assignments: –.

Work experience: Business Area Manager Purchasing Coop Sweden, Commercial director Nordics Scandinavian Service Partner, Head of Assortment and Procurement Fresh Food ICA Gruppen, and leading purchasing positions in the food and construction industries.

Shares owned: 3,078 Class B shares (own holding).



Sustainability Statement

Sustainability is not only a prerequisite for Alligo to act as a responsible corporate citizen, but also essential for ensuring long-term profitability.

Alligo's responsibility towards people, our society and the environment extends beyond its own operations. The Group is actively working to reduce the negative environmental and climate impact both from the manufacture of the products sold and in own operations.

Contents

ESRS 2	General disclosures	63
	Basis for preparation and governance	63
	Strategy, business model and value chain	66
	Material impacts, risks and opportunities	70
	Policies and targets	74
E1-E5	Environmental	79
S1-S2	Social	90
G1	Governance	102
Appx.	Reporting in accordance with Article 8 of the Taxonomy Regulation	105
Appx.	Datapoints that derive from other EU legislation	107

ESRS 2 General disclosures

By working with sustainability as an integrated part of our strategy and business planning, Alligo's ambition is to be unbeatable as a leader in sustainable development in our industry.

BP-1

General basis for preparation of sustainability statements

According to the Swedish Annual Accounts Act, Alligo is subject to the EU's Corporate Sustainability Reporting Directive (CSRD) requirements as of the 2025 financial year. This year's statement complies with applicable European Sustainability Reporting Standards (ESRS), including current requirements under the Swedish Annual Accounts Act. The statement forms part of the Administration Report and has been reviewed by the company's auditors.

The sustainability information contained in this year's report has been compiled on a consolidated basis to the same extent as the financial statements. The sustainability statement covers all companies in the Group and value chains, both upstream and downstream.

The auditor's opinion on the statutory sustainability statement can be found on pages 152–153.

BP-2

Disclosures in relation to specific circumstances

Since 2021, Alligo has prepared a sustainability statement with reference to the Global Reporting Initiative (GRI). In 2024, Alligo prepared a statement inspired by ESRS, which means that comparative data is now available.

Alligo acquired four companies in 2025. Information relating to these companies has been added and the comparison year has been recalculated where necessary. Detailed information is provided in each section.

A new material matter, information security, has been identified in the double materiality assessment (DMA), see page 71.

This year's sustainability statement also constitutes Alligo's report on the company's sustainability due diligence assessment in accordance with the Norwegian Transparency Act.

GOV-1

The role of the administrative, management and supervisory bodies

The Board of Directors has ultimate responsibility for Alligo's sustainability work. The Board approves all Group policies, including the Group's Code of Conduct. Read more about policies on pages 74–75. The Audit Committee reviews the sustainability reporting process and ensures compliance with laws and regulations relating to sustainability reporting.

The strategic sustainability work is governed by the Group Management, with the Head of Business Development and Sustainability having overall responsibility.

The operational work, including identifying material sustainability matters, is managed and coordinated by the Group's Sustainability and Quality Department.

For information about the work and responsibilities of the Board of Directors and the roles of the Audit Committee and the Group Management, refer to the Corporate Governance Report, sections 3, 5 and 6, on pages 53, 55 and 56.

Roles, responsibilities and competence for material matters:

Board of Directors

Ultimate responsibility for Alligo's sustainability work and approves the materiality assessment, sustainability targets and all Group policies, including the Group's Code of Conduct and the Supplier Code of Conduct.

Group Management

Responsible for defining, managing and monitoring strategic sustainability work. The Head of Business Development and Sustainability has overall responsibility. Internal sustainability reporting is presented quarterly to Group Management.

Sustainability and Quality

This department manages and coordinates operational sustainability work. The department, led by the Head of Sustainability and Quality, brings together specialist expertise within environment, climate, product-related environmental and chemicals legislation, and sustainable supply chain and supports other functions, management and governance.

Audit Committee

Reviews Alligo's sustainability reporting process and ensures that Alligo complies with current laws and regulations relating to sustainability reporting.

HR has responsibility and competence for matters relating to own workforce, including sickness absence, gender equality, occupational health and safety, and workplace incidents/accidents (S1).

Finance has responsibility and competence within annual and sustainability reporting in accordance with relevant regulations, the EU Taxonomy and matters relating to governance and anti-corruption (G1).

Property and Security has responsibility and competence for energy and environmental matters relating to premises, company cars and business travel (E1).

Assortment and Procurement is responsible for matters relating to supplier management (relevant parts of the supply chain in E1–E5 and S2 upstream).

IT and digital development has responsibility and competence for the Group's central IT systems and platforms and overall responsibility for information security, including cyber security (Entity-specific).

Each country's sales organisation has responsibility and competence for matters relating to customer satisfaction (S2 downstream).

GOV-2

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

The information that is reported to the Board of Directors aims to provide an overall picture of the Group's sustainability performance as well as material impacts, risks and opportunities. Reporting also includes the status of sustainability targets and strategic initiatives. Sustainability work is reported to the Board of Directors at least twice a month in the form of a Board report and oral presentation by the Head of Business Development and Sustainability. In addition to these reporting instances, the Board of Directors can request further information as necessary. During the year, the Board of Directors has examined all material impacts, risks and opportunities. Read more about the work of the Board of Directors in the Corporate Governance Report on pages 53–55. The decisions and guidelines of the Board of Directors are communicated to the Group Management, which is responsible for implementing and following up actions related to the sustainability strategy. The Sustainability and Quality department coordinates the actions.

The Sustainability and Quality department and HR report to the Group Management at least four times a year on such matters as sustainability targets, material sustainability matters, responsibility in the supply chain and the results of internal and external audits in accordance with the environmental, quality and occupational health and safety standards under which Alligo is certified. Decisions are taken at these meetings on the continued focus in each matter.

GOV-3

Integration of sustainability-related performance in incentive schemes

The guidelines for the remuneration of management executives must support Alligo's strategy, long-term interests, including sustainability, and create value for shareholders. Read more about the guidelines for remuneration and the work of the Remuneration Committee in the Administration Report on pages 44–46, the Corporate Governance Report on page 55 and the Group's Remuneration Report.

The Annual General Meeting decided in May 2024 to establish a long-term incentive programme for management (PSP 2024), based on performance shares. The programme applies for the period 1 January 2024 to 31 December 2026. 15 per cent of the targets are linked to sustainability-related results, which for 2025 relate to: Responsible supplier relationships (5) and Gender equality (5). Five per cent relate to Qualitative targets that support Alligo's overall sustainability commitments, such as the production of an Anti-Corruption Policy and digital training. These activities are followed up by the Board of Directors when sustainability is discussed. The Annual General Meeting 2025 decided on PSP 2025 that applies for the period 1 January 2025–31 December 2027, with the same terms as PSP 2024. Read more in note 5.

GOV-4

Statement on due diligence

Sustainability Due Diligence (SDD) is Alligo's process for identifying, preventing, mitigating and reporting the business's negative impacts on people and the environment. The SDD process focuses on identifying and evaluating negative impacts that can arise through the Group's activities, products, services and business relationships throughout the value chain.

Core elements of Sustainability Due Diligence

Embedding due diligence in governance, strategy and business model Pages 63–71	Engaging with affected stakeholders in all key steps of the due diligence Pages 63, 65, 72, 98	Identifying and assessing adverse impacts Pages 70–73, 97	Taking actions to address those adverse impacts Pages 97–98	Tracking the effectiveness of these efforts and communicating Pages 78, 98–99
---	---	--	--	--

GOV-5

Risk management and internal controls over sustainability reporting

Alligo has established a risk management and internal control system to ensure that sustainability reporting is accurate, complete and in compliance with applicable legal requirements. The system includes processes for identifying, managing and minimising risks related to reporting. Risks in sustainability reporting are prioritised and addressed according to the severity and potential impact on the reporting results, using the same approach as in the assessment of financial risks.

The principal elements of the internal control system include:

- **Data quality and traceability:** Standardised processes for data collection with associated documentation.
- **Regulatory compliance:** Continuous updating of reporting requirements in accordance with ESRS.
- **Internal control and review:** Comparison with the previous year's Sustainability Statement, monitoring of key performance indicators and implementation of the four-eyes principle.

Risk	Actions
Incomplete data	Standardised processes, documented reporting manuals for data providers and training
Manual errors	Consolidation of quantitative data in a separate system that facilitates transparency and traceability, evaluation of outcomes including through comparison with previous year's Annual Report and the four-eyes principle
Unreliable data sources, use of estimates and extrapolations	Use of trusted sources and support from external specialists. Reasonableness assessments and continued efforts to improve the quality of the underlying data
Regulatory changes	External analysis and support from external specialists
Lack of integration with financial reporting	Coordination between the Sustainability Department and the Finance Department

The results of risk assessment and internal control are integrated in sustainability reporting through coordination between the Sustainability Department and the Finance Department's Sustainability Controller and functions that provide data. Risks identified are remedied through improved data controls, process improvements and regular monitoring of key indicators.

The Audit Committee reviews the sustainability reporting process and submits recommendations for relevant changes to ensure the reliability of sustainability reporting. The committee shall also ensure compliance with applicable laws and regulations with regard to Alligo's sustainability reporting.

SBM-2

Interests and views of stakeholders

The key stakeholders are customers and suppliers (workers in the value chain), employees (own workforce), owners/investors and society/authorities, which may be impacted either positively or negatively by the Group's activities.

The requirements and expectations of stakeholders, through various forms of dialogue, provide Alligo with important information for its strategy and business model and are a prerequisite for continuing to develop and improve the business and sustainability work. This affects, among other things, how the Group priori-

tises sustainability matters, places requirements on suppliers and develops its customer offering. It can also influence the future focus of the Group's strategy and business model. The needs of stakeholders also provide an important basis for the DMA, as well as the SDD process.

The Group Management annually reviews the outcome of stakeholder dialogues. The Board of Directors reviews the results during the annual strategy review and when making decisions on sustainability targets.

Stakeholders	Dialogue and monitoring	Matters in focus
Customers 	DIALOGUE: Everyday contact through sales in-store, via field sales and in digital channels, contact with customer services and in procurement processes, newsletters and other material tailored to the customer. FOLLOW-UP: Customer surveys.	• Quality products available at the right time and place at an attractive price • Competent and dedicated personnel • Easy to do business with • Information security • Environmental and climate impact • Sustainability information about products, such as traceability, chemical content, environmental labelling and life cycle assessment • Circularity and recycling of textile products • Certified management system • Systematic work on responsible supply chain • Information security
Suppliers 	DIALOGUE: Meetings, supplier visits, everyday contact, trade fairs and product training. FOLLOW-UP: Supplier evaluations, acceptance of Supplier Code of Conduct and Chemical Restriction List, factory visits and third-party audits.	• Partner-like relationship with key suppliers • Reliable deliveries • Prices • Communication about the supplier's products, e.g. environmental labelling • Systematic work on responsible supply chain
Employees 	DIALOGUE: Performance appraisals (target reviews) and individual meetings, intranet, training sessions, cooperation with trade unions, occupational health and safety committees, Board representation. FOLLOW-UP: 'Pulse surveys', monitoring of employee turnover, sickness absence and work injuries and incidents.	• Common set of values • Physical and psychosocial work environment • Development and career opportunities • Good employment terms • Leadership built on trust and commitment
Owners/investors 	DIALOGUE: Annual General Meeting, Board meetings, meetings with investors and analysts. FOLLOW-UP: Ongoing reporting, interim reports, annual report.	• Return on investment • Transparent reporting • Risk management • Compliance with laws and regulations • Responsible business conduct and anti-corruption • Sustainable business
Society/authorities 	DIALOGUE: Contacts with various authorities, meetings and cooperation within industry organisations. FOLLOW-UP: Annual report, website, whistleblowing function.	• Increased legal requirements regarding, for example, reporting, SDD and transparent sustainability information • Compliance with laws and regulations • Sustainable business

SBM-1

Strategy, business model and value chain

Alligo is a leading player within workwear, PPE, tools and consumables in the Nordic region. Its offering consists of a standardised product range of goods and services that make businesses work. Sales are generally made through the concept brands Swedol in Sweden and Tools in Norway and Finland, through stores, field sales and telesales, digital sales and on-site service. Alligo also has local non-integrated businesses within selected product and technology areas, such as product media, welding and batteries, which operate stores under their own brands. The Group has around 2,500 employees, 57 per cent of which are in Sweden, 25 per cent in Norway and 18 per cent in Finland. The Group has annual revenue of approximately SEK 9.5 billion.

Alligo is driven by the vision of becoming unbeatable as a partner to our suppliers, as an employer for our employees and being a leader in sustainable development in our industry.

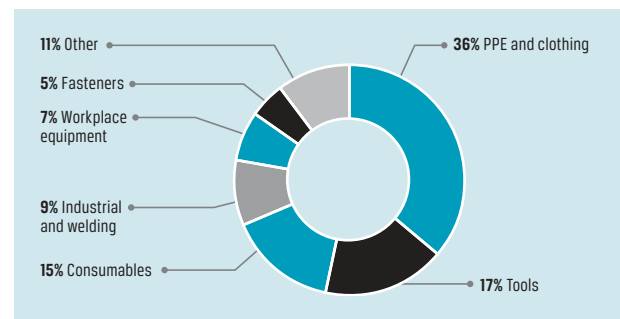
Alligo's business model is based on the purchase and distribution of products without any manufacturing of its own, which means that a large proportion of the Group's sustainability impact occurs in the production of the goods that are sold. Meeting sustainability targets therefore depends on how the products are manufactured and how they are used by the customer, while the primary impact of own operations is through the operation of stores, warehouses and business travel. The transition is therefore largely dependent on developments in the value chain, such as improved production processes at suppliers, increased traceability, as well as how products are used by the customer. The strategy therefore includes product requirements that ensure quality and sustainability, service offerings that extend the lifetime of products, stronger supplier management and improved data collection in the value chain.

Customers and offering

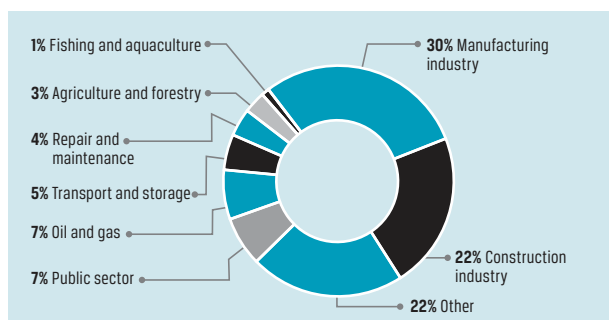
Customers are a balanced mix of small and medium-sized companies, large industrial corporations and the public sector. The business is developed with a focus on corporate customers within eight defined industry segments on the main geographical markets of Sweden, Norway and Finland. Alligo's priority is sales to end customers, but the Group is also a product owner with its own brands that can be sold through resellers to broaden market coverage.

The product offering is focused on workwear, PPE, tools and consumables. Services are also an important part of the offering. One service area that has grown strongly in recent years is Smart Service, Alligo's smart solutions on site at the customer. ReCare, a full-service solution for workwear that includes laundry, repairs, reuse and recycling, was also launched in the first quarter. The service strengthens the sustainability offering while also increasing customer value. The acquisition of Batterilagret was completed during the year and strengthens Alligo's existing offering in batteries as a technology area. In addition, three new acquisitions were made in product media, one of which was in the Norwegian market. For more details on segment reporting, see note 3 on page 125.

SALES BY PRODUCT AREA 2025



REVENUE BY INDUSTRY SEGMENT 2025



Aim to be a leader in sustainable development in our industry

One of the Group's strategic objectives is to be known as a leader in sustainable development in our industry. Alligo's sustainability strategy is based on our vision and strategic objectives, the sustainability impact these have on the world around us, and matters that are important to stakeholders. Sustainability is integrated into the Group's strategy and business planning and forms part of our everyday work. Through clear and transparent communication of our sustaina-

bility work, our ambition is to show stakeholders that Alligo is a company at the forefront in our industry.

We have structured the most material sustainability matters into five focus areas, each of which has targets that are followed up quarterly or annually depending on the nature of the target.

Read more about the Group's sustainability targets on page 78.

LINK BETWEEN FOCUS AREAS, MATERIAL MATTERS, UN SUSTAINABLE DEVELOPMENT GOALS

Our ambition:

Be a leader in sustainable development in our industry

Our focus areas:



Reduced environmental and climate impact

Alligo is actively working to reduce the negative environmental and climate impact both from the manufacture of the products we sell and in our own operations. The Group's largest environmental and climate impact occurs in the value chain, in connection with the manufacture of products.



Committed and competent employees

Employees who thrive and develop are essential for Alligo to achieve its goals and deliver value to customers and shareholders. A good working environment and a culture that promotes gender equality, diversity, and inclusion help attract and retain competent employees.



Responsible supplier relationships

Alligo's responsibility towards people, our society and the environment extends beyond its own operations. Alligo selects suppliers who share the Group's values regarding ethics and sustainability by specifying requirements and conducting follow-ups on human rights, labour conditions, environment and anti-corruption.



Customer satisfaction and product safety

To meet the high demands of customers, the workwear, PPE, tools, and consumables sold by the Group must be both safe and durable. In customer interactions, Alligo can support customers in making informed and more sustainable choices. Sustainability is also a key factor in product development.



Responsible business conduct

Alligo strives to act professionally, responsibly and with integrity in all business transactions and relationships. Promoting a corporate culture of transparency, complying with legislation and acting with high business ethics contribute to building long-term relationships and a sustainable business.

Our material matters:

Environmental

- Climate change
- Pollution
- Water and marine resources
- Biodiversity and ecosystems
- Resource use and circular economy

Social

- Own workforce
- Workers in the value chain
- Product safety for customers

Governance

- Responsible business conduct
- Information security

Sustainable Development Goals:



Material sustainability matters

This model shows where Alligo's material impacts, risks and opportunities occur in the value chain, from suppliers (upstream), via own operations, to customers and use of products (downstream). A brief description of these material sustainability matters, with reference to the respective sections, is provided below.

Environmental

- E1** Climate change
- E2** Pollution
- E3** Water and marine resources
- E4** Biodiversity and ecosystems
- E5** Resource use and circular economy

Social

- S1** Own workforce
 - Workers in the value chain:
- S2S** Suppliers
- S2C** Customers

Governance

- G1** Business conduct
- Own** Information security



SBM-1

Strategy, business model and value chain, cont.

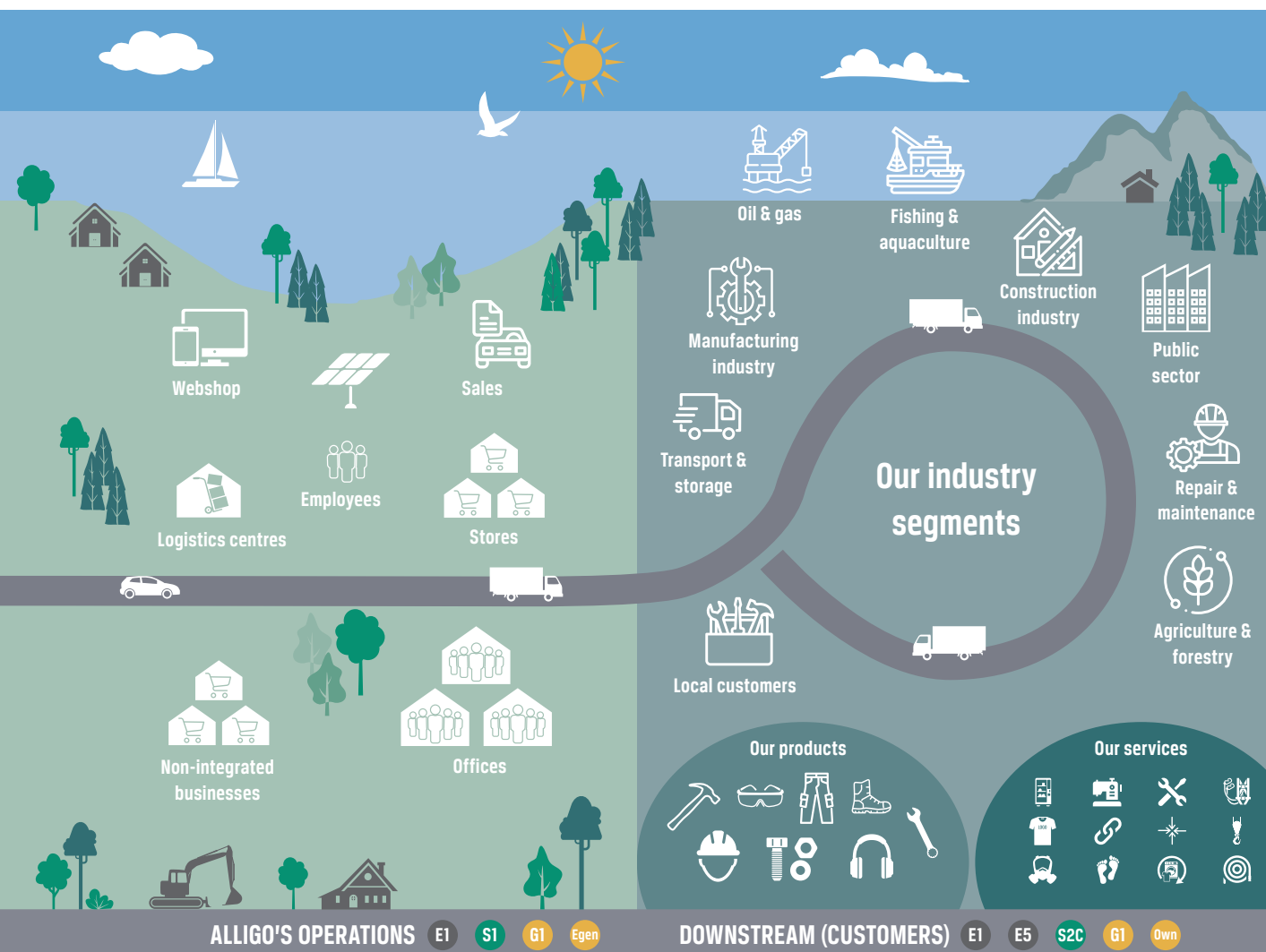
Alligo's responsibility towards people, our society and the environment extends beyond its own operations. The Group is actively working to reduce the negative environmental and climate impact both from the manufacture of the products sold and in own operations.

Responsible supplier relationships and reduced environmental and climate impact in the supply chain

Alligo does not have any manufacturing of its own and all production of the goods it sells takes place at suppliers, which are mainly located in the Nordic region, the rest of Europe and Asia. The right supplier base is important for mitigating risks and negative impacts in the supply chain and for securing Alligo's negotiating power and enabling responsible sourcing throughout the value chain.

The supply chain is where the greatest negative impacts have been identified, for example the risk of human rights violations, poor working conditions, lack of consideration for the environment, and corruption. Close cooperation with suppliers, well-defined requirements specifications and follow-up through self-assessments, factory visits and third-party audits are therefore an important focus. The target for suppliers to meet Alligo's Supplier Standard aims to reduce these risks in production. Read more on page 99.

The majority of Alligo's environmental and climate impact arises in connection with the manufacture of the products sold. Around 93 per cent of the greenhouse gas emissions (GHG) in Alligo's value chain are generated at this stage. Suppliers are therefore covered by Alligo's climate targets, which involves placing requirements on suppliers to reduce their climate footprint. Read more on pages 80-82 and 96-99.



Committed and competent employees, responsible business conduct and own environmental impact

Alligo has stores, warehouses and offices in Sweden, Norway and Finland, as well as a smaller operation in Estonia. The majority of employees work in stores and in logistics. The Group carries out systematic occupational health and safety work. No one should suffer injury at work, either physical or psychological. The three words commitment, collaboration and competence form the foundation of Alligo's values. Employees must act professionally, ethically, responsibly and with integrity in all business dealings and relationships. Alligo has many employees in its operations, which means that occupational health and safety, commitment and business ethics are a core focus in terms of the Group's objectives relating to own workforce and responsible business conduct. Read more on pages 91-93 and 103.

The environmental impact of own operations derives mainly from energy use at premises and GHG emissions from company cars. The Group's targets for energy and emissions in its own operations therefore relate to the operation of stores, warehouses and business travel by car. Read more on pages 80-82.

Satisfied customers and product safety

Alligo's customers are a balanced mix of small and medium-sized companies, large industrial corporations and the public sector. The focus is on offering customers the workwear, PPE, tools and consumables that they need in their everyday work. The majority of sales take place through stores. Alligo also has a broad range of services covering everything from chain workshops to garment printing, on-site service and full-service solution for workwear (laundry, repairs, reuse and recycling).

To meet the high expectations of customers, Alligo's products must be as safe and durable as possible. Regular customer dialogue in order to identify requirements and expectations is a prerequisite for success in this respect. Sustainability also plays a central role in product development.

In its interaction with customers, Alligo can provide professional guidance to help customers make informed and more sustainable choices. Customers must feel confident that the information they share with Alligo is handled securely.

The company's customer-focused offering means that product safety, customer satisfaction and sustainable choices at the customer are key to the Group's objectives in relation to customers and product safety. Read more on pages 89 and 100-101.

SBM-3

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

Below are the results of the DMA and the material impacts, risks and opportunities identified. Information security has been added as an entity-specific material topic in this year's analysis. The material impacts, risks and opportunities are taken into consideration in the Group's strategy work and business planning. How they relate to the strategy, business model, targets and actions is

described in SBM-2 on page 65 and in the respective topic-specific section. No anticipated financial effects were identified in 2025. General corporate risks are covered in the risk section on pages 47–50 in the Administration Report. Read more about climate-related risks on pages 72–73.

Material matter	IRO	Description	Actual/ potential	Value chain	Time horizon	Page
Environmental						
E1 Climate change	–	Climate change mitigation: direct and indirect GHG emissions that impact the climate. Alligo's largest climate impact derives from the manufacture of the products it sells (Scope 3).	Actual	SC O C	S, M, L	80-85
	–	Energy: energy consumption in the extraction of raw materials and manufacturing of products that Alligo sells, own use of heat and energy in properties and fuel in company cars, energy use of customers for energy-consuming products.	Actual	SC O C	S, M, L	80-85
E2 Pollution	–	Pollution of air, water, soil, living organisms and food resources: pollution released in the extraction of raw materials and in the manufacturing processes of the products that Alligo sells.	Potential	SC	S, M, L	86
	–	Substances of concern or of very high concern: These substances may be used in manufacturing processes and certain products may also contain these substances.	Potential	SC	S, M, L	86
	–	Microplastics: Microplastics are released from clothing made from polyester and polyamide during manufacture and through wear and tear and when laundered.	Actual	SC C	S, M, L	86
E3 Water and marine resources	–	Water: Water is used in the extraction of raw materials and in manufacturing processes for the products that Alligo sells, particularly in clothing manufacture.	Potential	SC	S, M	87
E4 Biodiversity and ecosystems	–	Direct impact drivers of biodiversity loss: Alligo's impact on climate change and pollution impacts biodiversity and ecosystems.	Potential	SC	S, M, L	88
E5 Resource use and circular economy	– +	Resources inflows, including resource use, Resource outflows related to products and services, and Waste: Impact resulting from resource use for the product that Alligo sells. The high quality of products extends the product lifetime. Services that increase the product lifetime and circularity.	Actual and potential	SC C	S, M, L	89

IRO = Impacts, risks and opportunities

- = Negative impact
- + = Positive impact
- ▼ = Financial risk
- ▲ = Financial opportunity

Value chain

- SC = Supply chain
- O = Own operations
- C = Customer

Time horizon

- S = Short-term
- M = Medium-term
- L = Long-term

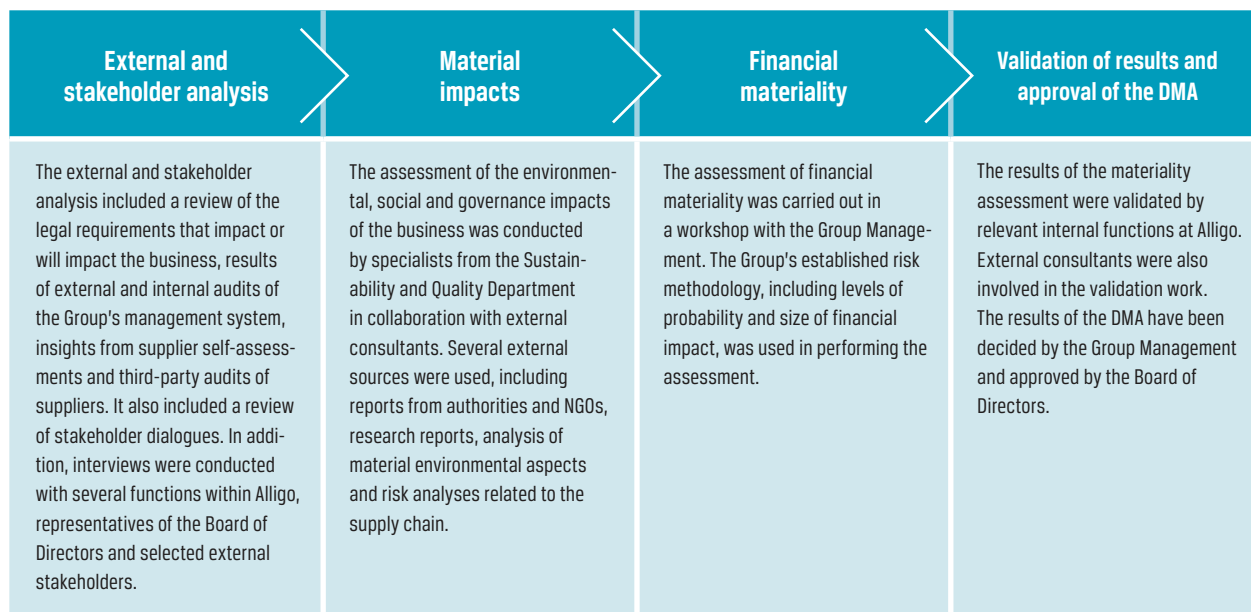
Material matter	IRO	Description	Actual/ potential	Value chain	Time horizon	Page
Social						
S1 Own workforce	- +	Working conditions: - Negative impact on the health, well-being and performance of employees if the physical or psychosocial working conditions do not meet sufficient standards. - Positive impact on the well-being, motivation and long-term employability of employees through a safe, engaging and inclusive work environment.	Potential	0	S, M, L	91-95
	-	Equal treatment and opportunities for all: Alligo's employees are the single most important factor of our success. Competence is a core value and central to everything we do. A workplace that is characterised by diversity, inclusion and gender equality and that is free from harassment improves both well-being and performance. Without these, there is a risk of negative impact on both the well-being of individuals and the development of the organisation.	Potential	0	S, M	91-95
S2 Workers in the value chain	- +	Upstream – Value chain – Working conditions, Equal treatment and opportunities for all, and Other work-related rights: Alligo does not have its own production facilities and buys in products from multiple suppliers across the Nordic region, the rest of Europe and Asia. - A negative impact may arise in the manufacture and purchase of own brands in Asia, where the risk of human rights violations is elevated. - Positive impact on suppliers' working conditions and ability to provide for themselves by promoting responsible business practices, long-term relationships and developing capacity in the supply chain.	Potential	SC	S, M, L	96-99
	- +	Downstream – Customers: - Negative impact on health and safety of customers if Alligo's products lack quality. - Positive impact on health and safety through the workwear and PPE that Alligo supplies, which help to provide increased safety for customers at their workplace	Potential	C	S, M, L	96, 100-101
Governance						
G1 Business conduct	+	Corporate culture: Alligo has a strong corporate culture that is based on the values of commitment, collaboration and competence. A strong corporate culture and a clear understanding of our values leads to positive interactions with customers and suppliers.	Potential	0	S, M	103
	- ▼	Corruption and bribery: Corruption and bribery risk having a negative impact on people and the environment, as well as a potential financial risk	Potential	SC0C	S, M	103
Information security (entity-specific)	▼	Information security: Inadequate protection of information, digital infrastructure, data and IT systems makes the company vulnerable to cyber attacks, data breaches and business disruption. This can lead to financial losses, fines, reputational harm and erosion of the trust of stakeholders. Increased digitisation makes information security an essential factor in long-term resilience and sustainable business.	Potential	0C	S	104

IRO-1

Description of the processes to identify and assess material impacts, risks and opportunities

The material sustainability matters identified through the double materiality assessment (DMA) provide the basis for the Group's strategic sustainability work and the content of the statement. The DMA covers the entire value chain with regard to business model and geography. In 2023–2024, an in-depth assessment was carried out with the support of external consultants with expertise within

sustainability work and sustainability reporting. In 2025, Alligo updated the DMA and identified information security as a separate topic (entity-specific). Identified impacts, risks and opportunities provide input to Alligo's overall risk management processes. Read more on page 47. The illustration below summarises the process for the DMA.



Method for assessing material sustainability matters

In the performance of the DMA, the criteria of ESRS 1 were applied, covering the short (reporting period), medium (up to 5 years) and long term (more than 5 years). The DMA was supplemented with a qualitative analysis.

Material impact has been assessed based on an overall assessment of the following factors. A likelihood of 100 per cent means the impact is considered actual and a likelihood of less than this means the impact is considered potential:

- **Scale:** how severe the negative impact is or how significant the positive impact is for people or the environment.
- **Scope:** how widespread the negative or positive impact is.
- **Irreversibility:** whether and to what extent the negative impact can be remedied.

In the case of a potential negative human rights impact, the severity of the impact takes precedence over its likelihood, which has been taken into account in the qualitative analysis.

Financial risks and opportunities have been analysed based on their size and likelihood. The same threshold values have been applied as for Alligo's established risk method based on likelihood and impact. The impact was assessed on the basis of likelihood and impact on the Group's EBITDA using a five-point scale from incidental (>5 per cent of EBITDA) to extreme (>25 per cent of EBITDA).

Processes to identify and assess specific material impacts, risks and opportunities – Environmental

The processes for identifying, analysing and assessing impacts, risks and opportunities relating to the environment, with a focus on climate change, pollution, water and marine resources, biodiversity and ecosystems, as well as resource use and circular economy, have been led by the Sustainability and Quality Department in partnership with external sustainability consultants. The assessment is based on Alligo's analysis of significant environmental aspects, which is carried out annually according to an established process and covers the entire value chain. Alligo's environmental and climate impact has been assessed at all stages, in other words in the supply chain, own operations and from a customer perspective. The assessment of the supply chain takes into account factors such as extraction of raw materials, production processes, transport and the product life cycle. Relevant legal requirements are also included in the assessment. The environmental aspect analysis was supplemented with the double materiality assessment process.

Climate change is material in Alligo's value chain and own operations. Pollution, water and marine resources, biodiversity and ecosystems, resource use and circular economy are only material in the value chain. No dependencies, transition risks or physical risks relating to biodiversity and ecosystems have been identified. Environmental risks relating to the supply chain form part of Alligo's SDD process; read more about this on pages 97–98.

Climate-related physical risks and transition risks

The largest environmental impact is to be found within scope 3 and relates to the manufacture of the products that Alligo sells, which accounts for 93 per cent of total emissions. Greenhouse gas emissions (GHG) from own operations (scope 1) and indirect emissions from consumption of electricity and heating (scope 2) account for approximately 1 per cent. The remaining emissions are other emissions within scope 3 and account for just over 6 per cent. Read more about Alligo's climate-related impact and actions on pages 80-82.

Climate-related physical risks and transition risks have been assessed using a qualitative analysis which was performed as part of the workshop to assess financial materiality. Transition risks include increased regulation and changes in the market as a result of climate change that may affect existing business models.

The analysis included a scenario where the temperature increase is limited to 1.5-2 °C, which is likely to involve further increased regulation, taxes and charges for GHG emissions, volatile and higher energy prices, as well as requirements from customers for reduced emissions. This scenario is largely what we have seen so far in the 2020s, where both national and EU legislation have focused on limiting the temperature increase.

Another scenario analysed is a continued increase in GHG emissions, leading to a temperature increase of more than 2°C and therefore a greater risk of physical climate risks, such as extreme weather, which may disrupt the supply chain and own operations. This assessment was made with a time perspective of one to more than five years. These scenarios are in line with the Paris Agreement's temperature target and are based on established international reference frameworks, such as IPCC.

Climate-related physical risks and transition risks are considered not to be material in any of the above scenarios. The assessment took into account the stability of the business model, where Alligo's broad range of own and external

brands, along with a diversified supplier base in the Nordic region, other parts of Europe and Asia, help to minimise the disruptions to production and supply caused by climate change. Having logistics centres in each country and a store network spread across Sweden, Norway and Finland also contributes to increased resilience to physical climate change.

Transition risks such as increased regulation, taxes and charges for GHG emissions, volatile and higher energy prices, as well as requirements from customers for reduced emissions, did not reach the thresholds Alligo uses for financial risks. The combination of a scenario with a limited temperature increase and a scenario with a continued increase in emissions is considered together to cover the most relevant and potential risks and uncertainties for the Group's business. Although climate-related physical risks and transition risks are considered not to be material, Alligo continues to monitor and manage these within the framework of its general risk management relating to the environment and climate. To ensure continued relevant analysis of climate-related risks and opportunities, the assessment method will be further developed.

Processes to identify and assess specific material impacts, risks and opportunities – Governance

Corruption and bribery

The risk of corruption and bribery exists both in Alligo's own operations and in the value chain. Alligo does not tolerate any form of corruption, whether direct or indirect, for example via an intermediary such as an agent or consultant, even if this means that the Group loses business. The Group performs regular risk assessments of suppliers in order to identify risks in the supply chain. The focus is on human rights, labour rights, environment and corruption. The assessments apply to both new and existing suppliers and are based on geographic risks, type of industry, self assessments and external reports. Whistleblowing cases also provide a basis for assessing risks of corruption and bribery.

IRO-2

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

The assessment of each impact, risk and opportunity formed the basis for whether it should be considered material. Materiality was established through an overall assessment of scale, scope and irreversibility, as well as likelihood and financial impact.

Only those impacts, risks and opportunities that reached defined threshold values in the assessment are reported in the sustainability statement. Datapoints that derive from other EU legislation are provided in the appendix on pages 107-110.

ESRS standard	Disclosure requirements	Page
ESRS 2 General disclosures	BP-1, BP-2, GOV-1, GOV-2, GOV-3, GOV-4, GOV-5, SBM-1, SBM-2, SBM-3, IRO-1, IRO-2, IRO-3, MDR-P, MDR-T	63-78
ESRS E1 Climate change	E1-1, E1-2, E1-4, E1-5, E1-6	80-85
ESRS E2 Pollution	EE2-1, E2-2, E2-3, E2-4	86
ESRS E3 Water and marine resources	E3-1, E3-2, E3-3	87
ESRS E4 Biodiversity and ecosystems	E4-1, E4-1, E4-3, E4-4	88
ESRS E5 Resource use and circular economy	E5-1, E5-2, E5-3, E5-5	89
ESRS S1 Own workforce	S1-1, S1-2, S1-3, S1-4, S1-5, S1-6, S1-7, S1-9, S1-13, S1-14, S1-16, S1-17	91-95
ESRS S2 Workers in the value chain	S2-1, S2-2, S2-3, S2-4, S2-5	96-101
ESRS G1 Business conduct	G1-1, G1-3, G1-4	103
Own Information security	Entity-specific	104

MDR-P

Policies adopted to manage material sustainability matters

The Code of Conduct is one of the cornerstones of Alligo's corporate culture and is a central policy document for internal sustainability work. The Code is supplemented with a number of Group policies.

Policy	Material sustainability matter	Scope	Responsible/ Approved by	Published
Code of Conduct	- Own workforce - Responsible business conduct	Describes Alligo's responsibility in relation to human rights, labour rights, environment and business ethics. The Code applies to all employees, the Board of Directors and businesses owned by Alligo.	CEO/Board of Directors	Internet
Supplier Code of Conduct	- Workers in the value chain - Climate change - Pollution - Water and marine resources - Biodiversity and ecosystems - Resource use and circular economy - Responsible business conduct	Covers matters relating to human rights and labour rights, including freedom of organisation, modern slavery, child labour, non-discrimination, pay, working hours, working conditions, occupational health and safety, and fire safety. The Supplier Code also covers environmental matters, including climate as well as land and resource use. Product safety, hazardous substances (chemicals) and matters relating to raw materials as well as business ethics are also included. Applies to all the Group's suppliers, including agents, intermediaries, service providers and subcontractors, for example.	CEO/Board of Directors	Internet
Environmental and Climate Policy	- Climate change - Pollution - Water and marine resources - Biodiversity and ecosystems - Resource use and circular economy	Covers matters relating to climate impact, pollution of water, air and soil, water resources, biodiversity and ecosystems, resource use and waste, as well as other relevant environmental matters. Applies to all Alligo's employees and businesses owned by Alligo.	Head of Business Development and Sustainability/ Group Management	Internet
Quality Policy	Product safety for customers	Covers Alligo's perspective on quality relating to the Group's products and services, as well as own operations. Applies to all Alligo's employees and businesses owned by Alligo.	Head of Business Development and Sustainability/ Group Management	Internet
Occupational Health and Safety Policy	Own workforce	Aims to create the conditions for a safe and healthy work environment and to clarify the Group's work environment efforts. Applies to all Alligo's employees and businesses owned by Alligo.	HR Director/Group Management	Internet
Anti-Corruption Policy	Responsible business conduct	Ensures that Alligo's business is conducted in a trustworthy manner, with a high level of business ethics and in accordance with applicable legislation and good practice for a listed company. Applies to all Alligo's employees and businesses owned by Alligo. This includes temporary employees, intermediaries, agents and others acting on behalf of the Group.	CEO/Board of Directors	Internet
Guideline on Victimisation, Harassment and Discrimination	Own workforce	Describes the procedures for how Alligo works against discrimination and harassment. Applies to all employees within Alligo and, where applicable, also to contractors, consultants, temporary workers and others working at Alligo. It also applies to potential employees and candidates applying for positions at Alligo.	HR Director/ Group Management	Intranet

Policy	Material sustainability matter	Scope	Responsible/ Approved by	Published
Whistle-blowing Policy	- Own workforce - Workers in the value chain - Responsible business conduct - Product safety for customers	Describes how Alligo's whistleblowing service enables internal and external target groups to make the Group aware of suspicions and irregularities anonymously and confidentially.	CEO/Board of Directors	Internet
Information Security Policy	Own Information security	Describes how Alligo protects its information assets through risk-based safeguards, clear ownership roles and requirements for compliance with laws and internal guidelines. The policy applies to all employees and those who process oral, written or digital information on behalf of Alligo.	CIO/Board of Directors	Intranet
Privacy Policies	Own Information security	Ensure that Alligo processes personal data correctly and in accordance with GDPR and national legislation. Apply to information about customers, employees and shareholders.	CFO/Board of Directors	Intranet

Policies adopted to manage material sustainability matters

Code of Conduct

The Code of Conduct has been adopted by the Board of Directors and is based on Alligo's values, international conventions and declarations such as the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO's Core Conventions and the Children's Rights and Business Principles. The CEO is responsible for updating the Code of Conduct and associated training, which is mandatory for all employees.

The Code applies to all employees, members of the Board of Directors and contracted-in personnel and describes the responsibility that Alligo has in terms of reducing the risks of, for example, violations of human rights (including forced labour, human trafficking and child labour), occupational health and safety, diversity, gender equality and inclusion, as well as environment and anti-corruption. The Code also contains areas such as environment, communication, safety, information security, customer and supplier relationships, sponsorship and anti-corruption. Information about whistleblowing is also contained in the Code.

The policy states that employees must be aware of fundamental human rights, which must be respected and applied equally to all employees, whatever their form of employment. The relationship between employer and employee must be based on mutual respect and it must be ensured that the Group does not contribute to violations of human rights.

Alligo complies with laws, regulations and collective agreements on terms of employment. Trade union engagement is supported, and collaboration with union representatives takes place on an ongoing basis. All employees have the right to organise and participate in collective bargaining in accordance with labour law.

If a human rights violation occurs, an investigation will be carried out, which in turn may trigger various actions, including activities to ensure that this is not repeated. The Code of Conduct is available online.

Supplier Code of Conduct

The Supplier Code of Conduct (Supplier Code) is adopted by the Board of Directors, with the CEO responsible for implementation. The Supplier Code applies to all suppliers, including agents, intermediaries and service providers. The Supplier Code is part of all new contracts and the suppliers are responsible for ensuring that their subcontractors in turn are aware of and comply with the requirements. The requirements and expectations of stakeholders have been considered in the development of the Supplier Code, in particular those of customers and suppliers.

The Supplier Code places requirements on suppliers with regard to negative impacts and risks relating to human rights, employment conditions, environment and climate, as well as anti-corruption. The Code is based on international principles such as the UN Global Compact, the UN Universal Declaration of Human Rights, the ILO's Core Conventions, the UN Convention on the Rights of the Child, the UN Declaration on the Rights of Indigenous Peoples, and the UN Convention against Corruption. Alligo is a member of amfori BSCI and the Supplier Code has been harmonised with amfori's Code of Conduct.

The Supplier Code covers, among other things, respect for human rights and labour rights, including freedom of organisation, modern slavery, child labour, non-discrimination, pay and working hours, as well as requirements for occupational health and safety, and fire safety. It also contains requirements for remedial actions.

In relation to the environment, suppliers must comply with current environmental legislation, have systems, policies and working methods to minimise negative environmental impact and apply the precautionary principle whenever there is risk of harm to the environment, biodiversity or natural resources. Suppliers are expected to work to achieve more sustainable products, processes, materials and design. In the event of environmental damage, the supplier must compensate for the social, environmental and financial costs.

Alligo requires suppliers to set science-based climate targets, ideally verified by a third party, such as the Science Based Targets initiative.

In relation to pollution, the supplier must have the necessary environmental permits, approvals and registrations. The use of chemical substances must be controlled in order to limit negative impacts on health and the environment. The Supplier Code is supplemented by chemical restriction lists that stipulate which chemicals are not permitted or are only permitted in the products and in manufacturing in limited quantities.

Compliance with the Supplier Code is followed up through Alligo's Sustainability Due Diligence (SDD) process; read more on pages 97–98.

MDR-P

Policies adopted to manage material sustainability matters, cont.**Environmental and Climate Policy**

The Environmental and Climate Policy applies to all employees and all businesses that are owned by Alligo and has been adopted by the Group Management. The Head of Business Development and Sustainability is responsible for implementation. The requirements and expectations of stakeholders have been considered in the development of the policy, in particular those of customers. .

The policy describes the Group's view of systematic environmental and climate work in order to reduce the negative environmental and climate impact – both in own operations and in the value chain. It covers all environmental aspects: climate impact, energy efficiency, pollution of water, air and soil, biodiversity and ecosystems, as well as resource use and waste.

The work must contribute to reduced negative environmental and climate impact, increased resource efficiency, and the phase-out of substances hazardous to the environment and health in operations, in products and services and in the value chain. Renewable energy must be used wherever possible. Alligo shall make conscious choices of raw materials, product manufacturing and freight haulage suppliers and shall work to reduce the environmental and climate impact of customers' use of products and services.

Environmental and climate-related risks and opportunities shall be evaluated on a continuous basis. Environmental accidents and environmental incidents must be reported, investigated and remedied as part of continuous improvement work. The policy also stipulates that Alligo must set measurable and time-bound targets.

Alligo AB, Swedol AB, Tools AS and Tools Finland Oy, along with several non-integrated companies, are covered by a certified environmental management system in accordance with the standard ISO 14001:2015. Internal and external audits, which are a key part of environmental work, ensure a systematic working method and follow-up.

Quality Policy

The Quality Policy applies to all employees and all businesses that are owned by Alligo and has been adopted by the Group Management. The Head of Business Development and Sustainability is responsible for implementation.

The products that Alligo sells must be safe and of the right quality to meet the customer's needs and comply with current legislation and requirements. The customer must be given clear and straightforward information for using the products they have purchased safely. Alligo must comply with applicable legislation at all times and place the same high requirements on suppliers as on the Group itself to deliver safe and reliable products and services. This will be achieved by identifying risks and opportunities and working in a process-oriented manner, among other things.

Alligo AB, Swedol AB, Tools AS and Tools Finland Oy, along with several non-integrated companies, are covered by a certified quality management system in accordance with the standard ISO 9001: 2015. Internal and external audits, which are a key part of the quality work, ensure a systematic working method and follow-up.

Occupational Health and Safety Policy

The Occupational Health and Safety Policy applies to all employees and all businesses that are owned by Alligo and has been adopted by the Group Management. The HR Director is responsible for implementation and compliance.

Legislation in the countries in which Alligo operates stipulates requirements for systematic work regarding occupational health and safety, i.e. an occupational health and safety management system. The policy aims to prevent risks of work-related accidents and illness and create the conditions for a safe and healthy work environment.

Continuous risk assessments, including safety inspections and fire safety inspections, are key tools. Decisions on actions are made using the action ladder: eliminate risk factors, mitigate risk through preventive actions and if this is not sufficient to protect employees, PPE is required. Guidelines and instructions assist managers and employees in their everyday occupational health and safety work.

Alligo AB, Swedol AB and Tools AS are covered by a certified occupational health and safety management system in accordance with the standard for ISO 45001: 2018. Internal and external audits, which are a key part of the occupational health and safety management work, ensure a systematic working method and follow-up.

Guideline on Victimisation, Harassment and Discrimination

In order to mitigate risks relating to all forms of discrimination and victimisation, there is a separate guideline on victimisation, harassment and discrimination that supplements the Code of Conduct and the Occupational Health and Safety Policy. The Guideline applies to all employees within Alligo and, where applicable, also to contractors, consultants, temporary workers and others working at Alligo. The Guideline also applies to potential employees who apply for work within the Group. The Guideline has been decided by the Group Management, and the HR Director is responsible for implementation and compliance.

Alligo has zero tolerance for discrimination and abuse at the workplace. The policy covers the bases of discrimination of ethnic origin, skin colour, gender, sexual orientation, gender identity, disability, age, religion, political opinion, nationality or social origin, and other forms of discrimination covered by national legislation. The Guideline indicates how Alligo should act in the event of discrimination or victimisation.

Anti-Corruption Policy

The Anti-Corruption Policy applies to all Alligo's employees and businesses owned by Alligo. This includes fixed-term employees (such as independent contractors and consultants), intermediaries, agents and others who act on behalf of the Group. The policy has been decided by the Board of Directors, with the CEO ultimately responsible for implementation.

The Anti-Corruption Policy complies with the Swedish Anti-Corruption Institute's (IMM) "Code relating to gifts, rewards and other benefits in business".

The biggest risk of corruption is in relationships with customers and suppliers. This means that roles with responsibility for sales, purchasing and sourcing, as well as members of the Group Management, are more vulnerable to this. All employees must complete a basic digital training course in anti-corruption. The digital training course is also part of the induction process for new employees.

Alligo does not tolerate any form of corruption, whether direct or indirect, for example via an intermediary such as an agent or consultant, even if this means that the Group loses business. All forms of improper benefits are prohibited, including facilitation payments, cash, private trips and benefits for relatives. Gifts and entertainment may only be provided openly, must be moderate and must have a clearly business-related purpose. Strict rules apply in contact with the public sector. The policy also covers matters relating to money laundering, conflicts of interest and sidelines, as well as competition.

Risk assessments, clear contractual terms and Alligo's SDD process are used to prevent bribery and other misconduct. All employees must report suspected violations, which can be done anonymously via the whistleblowing function. Read more about the Whistleblowing Policy below.

Whistleblowing Policy

The Whistleblowing Policy covers all those who are entitled by law to report misconduct relating to Alligo's business. The policy has been adopted by the Board of Directors.

The Whistleblowing Policy follows the national legislation implementing the EU Whistleblowing Directive 2019/1937 on those markets where Alligo operates.

Whistleblowing can be used to report serious risks and violations relating to corruption, financial irregularities, labour law violations, discrimination, environmental breaches and privacy breaches, for example. The function is a key tool in Alligo's internal control, as this type of misconduct can occur in all parts of the organisation and value chain. Reports can be made via an external digital service that is available on both the intranet and the internet. All reports are handled confidentially by a specially appointed team and reports can be made anonymously.

Alligo does not accept any reprisals against people who report suspected irregularities. Investigations are carried out impartially and there must be no attempt to disclose the identity of the whistleblower. Personal data is processed in accordance with GDPR and is deleted once the investigation is complete, except for data that is required to be retained by law. The policy also contains procedures for receiving, assessing and investigating reports.

Information Security Policy

The Information Security Policy applies to all employees and businesses owned by Alligo as well as people working on behalf of the Group. The policy has been decided by the Board of Directors, with the CIO responsible for implementation.

The Information Security Policy is based on the principles of confidentiality, accuracy, availability and traceability to ensure systematic, risk-based information security work throughout the Group. Employees shall receive training and information on the subject of information security.

Alligo protects oral, written and digital information against internal and external threats. All information and system assets must have a designated owner and safeguards must be both risk-based and value-based. The policy covers, among other things, permissions management, multi-factor authentication, information classification, logging, encryption, physical security, incident management, continuity planning and handling suppliers that process confidential information.

Alligo follows a structured process for risk analysis, incident reporting and continuity planning. Incidents must be reported and handled promptly and personal data processed in accordance with GDPR. The policy also contains separate guidelines for the use of artificial intelligence.

Privacy Policies (customers, employees, shareholders)

Alligo's three privacy policies govern the Group's processing of personal data for customers, employees and shareholders. The policies have been decided by the Board of Directors and ensure that all personal data processing takes place in accordance with GDPR and national legislation. They describe how Alligo collects, uses, stores and protects personal data in a correct and lawful manner.

The Privacy Policy for Customers describes how data is processed in connection with purchases, customer service, online accounts, accounting and marketing, as well as how camera surveillance may be used to prevent crime and maintain security. The policy covers, among other things, contact details, order information and customer club data and ensures that personal data is processed only where there is a legally valid reason, such as a contract, legitimate interest or legal obligation.

The Privacy Policy for Employees describes how personal data is processed throughout the employment cycle, from recruitment and employment contract to salary, benefits, occupational health and safety, security, training and continuity processes. The policy also covers sensitive information, such as health and trade union membership, when such processing is necessary pursuant to labour law requirements. All processing takes place with clear purposes, specified legal bases and established retention periods.

The Privacy Policy for Shareholders governs how data is processed in connection with the register of shareholders, general meeting, distribution of financial information and fulfilment of corporate law requirements. It ensures that personal data is processed correctly in contact with shareholders and others who exercise their rights under the Swedish Companies Act.

All three policies describe the rights of data subjects, such as the rights to access, rectification, erasure, restriction, data portability and to file a complaint with the Swedish Authority for Privacy Protection. They also describe how Alligo uses data processors, how transfers to third countries are handled and how data subjects can contact Alligo's data protection officer.

MDR-T

Targets, metrics and outcomes

The member of Group Management responsible for each target prepares proposals for sustainability targets, which are decided upon by the Board of Directors. In connection with business planning, relevant groups and units contribute initiatives and activities that support the achievement of the targets. The targets are followed up quarterly or annually by the Group Management, depending on the nature of the target.

Read more about the targets in the topic-specific sections.

Target	Final target / year	Outcome 2025	Outcome 2024	Status 2025
Environmental				
Climate change				
Reduce scope 1 and 2 emissions (base year 2023) ^{1,2} , %	-42 / 2030	-28	-15	
Proportion of Alligo's suppliers, by spend covering purchased goods, indirect purchases and transport, that will have science-based climate targets ¹ , %	72 / 2029	23	20	
Alligo will achieve net zero emissions, base year 2023 ¹ , tonnes	0 / 2050	457,712	486,905	
Reduce electricity consumption in own premises, base year 2023 ^{1,2} , %	-10.6 / 2028	-9.8	-8.2	
Pollution, Water and marine resources, Biodiversity and Circular economy				
Proportion of suppliers that meet Alligo's supplier standard ³ , %	>95 / 2030	83	77	
Social				
Own workforce				
Reduce sickness absence, %	< 5	4.6	5.0	
Increase the proportion of women in management positions, %	> 30	25.6	24.6	
Pulse index Engagement ⁴	>75 / 2029	70	69	
Zero-accident vision, number of accidents	0	12	24	
Workers in the value chain – Suppliers upstream				
Proportion of suppliers that meet Alligo's supplier standard ³ , %	>95 / 2030	83	77	
Workers in the value chain – Customers downstream				
Customer Satisfaction Index (CSI)	> 75			
• Swedol, Sweden		78	77	
• Tools, Norway		76	78	
• Tools, Finland		82	82	
Governance				
Responsible business conduct				
Zero tolerance of bribery and corruption (number of confirmed cases of bribery and corruption)	0	0	0	
Information security (number of material cyber incidents)	0	0	No info	

1) Calculation methodology 2.1.7 Gross Scopes 1, 2, 3 and Total GHG emissions, calculation methodology, see pages 83–85.

2) The target covers the electricity consumption where Alligo has its own contracts in Swedol AB, Tools AS and Tools Finland Oy.

3) Alligo's supplier standard includes agreements, acceptance of the Supplier Code of Conduct and related chemical restriction lists, and self-assessments performed by suppliers on the requirements of the Supplier Code of Conduct.

4) Employee commitment is measured in regular pulse surveys, which are carried out around 10 times per year. The results relate to the final measurement for the year.

In phase 

Further action required 

Not in phase 

Environmental

Alligo's largest environmental and climate impact occurs in the value chain, in connection with the manufacture of products. Alligo does not have any of its own production operations and the majority of the Group's environmental impact lies outside Alligo's direct control.

Significant events during the year

- Alligo's climate targets validated by the Science Based Targets initiative in May.
- Central functions and logistics in Alligo's Finnish integrated business covered by environmental and quality certification. Work is ongoing to certify the stores.
- Through new e-learning courses on chemicals for store staff as well as the assortment and procurement organisation, we strengthen competence regarding legal requirements in this area.

23 per cent (20) of Alligo's suppliers have science-based targets.

Contents

E1	Climate change.	80
E2	Pollution	86
E3	Water and marine resources	87
E4	Biodiversity and ecosystems	88
E5	Resource use and circular economy.	89



E1 Climate change

Sustainability is integral to our business and fundamental to our ability to deliver on our mission – to make businesses work. As a leading player on the Nordic market, Alligo has a responsibility to contribute to the transition necessary to mitigate climate change.

E1-2

Policies and governance

Alligo's work to mitigate and adapt the business to climate change is governed by:

- Environmental and Climate Policy
- Supplier Code of Conduct (Supplier Code)
- Climate strategy and SBTi targets

Alligo AB, Swedol AB, Tools AS and Tools Finland Oy, along with most of the non-integrated companies, are certified in accordance with the environmental standard ISO 14001. Read more about these policies in ESRS 2 on pages 74–76.

Monitoring and compliance

Monitoring takes place through internal and external audits in accordance with the environmental standard ISO 14001, supplier assessments and ongoing evaluation of data and actions related to the climate targets.

Strategy

E1-1

Transition plan for climate change mitigation

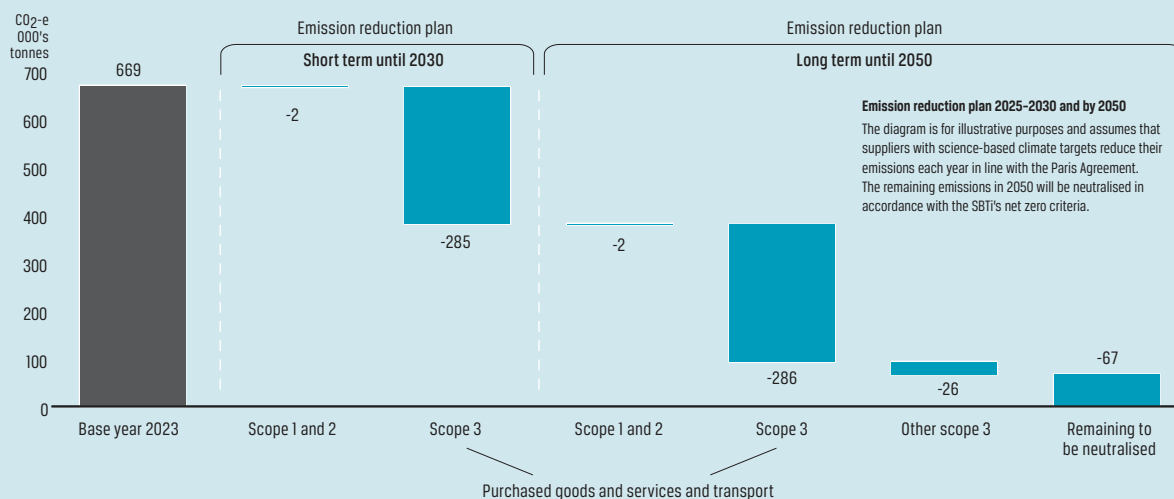
Targets to reduce greenhouse gas emissions (GHG)

Alligo's climate targets have been verified by the Science Based Targets initiative (SBTi). The SBTi is a global organisation that enables companies to set ambitious targets for emissions reductions in line with the latest climate science and the goal of the Paris Agreement to limit global warming to 1.5°C. The initiative is a partnership between CDP, the World Resources Institute (WRI), the World Wide Fund for Nature (WWF) and the UN Global Compact. Alligo's climate targets were verified by the SBTi in May 2025.

In the short term, the targets require Alligo to reduce Scope 1 and 2 emissions by 42 per cent by 2030 from the base year 2023. The target for Scope 3 is that 72 per cent of Alligo's suppliers, by spend on purchased goods, indirect purchases and transport, will have science-based targets by 2029. In the long term, Alligo must achieve net zero emissions by 2050.

Alligo also has a climate-related target concerning electricity consumption in own premises, where electricity consumption is to be reduced by 10.6 per cent by 2028.

EMISSION REDUCTION PLAN SCOPE 1, 2 AND 3



Emission reduction plan Scope 1 and 2

The plan for reducing emissions in own operations includes a transition from petrol- and diesel-driven company cars to electric and hybrid vehicles, as well as the purchase of fossil-free electricity and, where possible, fossil-free district heating.

At the same time, work is under way to reduce the consumption of electricity and heating through energy efficiency measures in own properties and in collaboration with property owners. This includes, among other things, the installation of more energy-efficient lighting, optimisation of ventilation and heating systems and phasing out of oil and gas boilers. Alligo is also continuously working to ensure that the premises' consumption is optimally aligned with the needs of the business.

Emission reduction plan Scope 3

The transition plan for the value chain covers activities within several areas. Scope 3 accounts for 99 per cent of the GHG emissions in Alligo's value chain. Of these emissions, 95 per cent come from direct and indirect purchases and from transport. To reduce these emissions, Alligo specifies requirements for suppliers to set science-based climate targets in line with the SBTi or other framework with third-party verification. These requirements are integrated in supplier contracts.

Within product development for own brands, opportunities are evaluated for reducing climate impact. A central part of this work is to develop life cycle assessments (LCA) for relevant products.

Some of Alligo's emissions are outside the Group's direct control, which means it may be more difficult to reduce these at the required rate:

- property owners who need to make energy efficiency improvements and ensure fossil-free energy at leased premises,
- continued expansion of electric vehicle charging infrastructure, and
- suppliers who must gradually reduce their emissions in line with the Paris Agreement's target.

Climate targets and related actions are taken into consideration when prioritising investments, choosing suppliers and developing own brands. Actions are integrated in Alligo's strategy, business planning and budget process and have been approved by the Group Management and the Board of Directors. The Group Management monitors the adopted targets quarterly or annually in order to ensure progress.

During the year, Scope 1 and 2 GHG emissions were reduced by 28 per cent compared with the base year 2023. The proportion of suppliers with science-based targets, by spend on purchased goods, indirect purchases and transport, has increased to 23 per cent. Read more about our actions in E1-3.

Alligo's primary operations were not eligible economic activities as defined in the EU Taxonomy Regulation. In the short term, the company has no plans to further align with the Taxonomy Regulation. Investments relating to the transition plan are not significant but the Taxonomy-eligible and Taxonomy-aligned investments and turnover are reported on pages 105–106. Alligo is not covered by the exclusion criteria in Article 12 of Regulation (EU) 2020/1818.

SBM-3

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

As part of the double materiality assessment (DMA), a resilience analysis was performed to assess the impact of climate-related risks and opportunities on the strategy and business model. The conclusions from the resilience analysis showed that the Group's business model and strategy have a high level of resilience in relation to climate change. Read more about the materiality assessment and value chain on pages 66–73. The resilience analysis covered all operations and the value chain and was based on the scenario analysis. No material physical or transition risks were excluded, as the risks were not deemed material in any of the scenarios.

The stability of the business model was strengthened by Alligo's broad range of own and external brands, along with a diversified supplier base in the Nordic region, Europe and Asia, which minimises the risk of disruptions to production

and supply linked to climate change. Having a logistics centre in each country and a store network spread across Sweden, Norway and Finland also contributes to increased resilience to physical climate risks, such as flooding.

There is a growing expectation among Alligo's customers to collaborate with suppliers that have science-based climate targets. In addition, customers request climate data for their purchases, including data at product level. These increased demands highlight the need for life cycle assessments, the development of environmentally more sustainable products and services, and well-defined climate targets. Read more about how Alligo works to fulfil these requirements through various actions under E1-3. Transition risks, including legislation, volatile energy prices and other financial measures such as carbon border taxes, are considered not to affect Alligo's business model and strategy. Read more about Alligo's risks on pages 47–50 in the Administration Report.

Impact, risk and opportunity management

E1-3

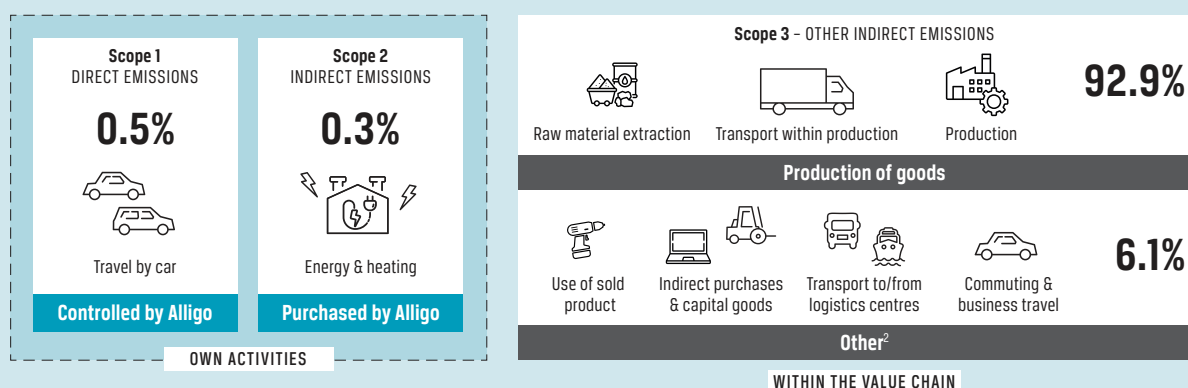
Actions and resources in relation to climate change policies

Direct emissions from Alligo's own operations (Scope 1) arise mainly from business travel by car. Indirect emissions (Scope 2) arise from the use of electricity and heating in stores, warehouses and offices. The largest share of emissions is accounted for by other indirect emissions in the value chain (Scope 3), the majority of which derive from the manufacture of the products that Alligo sells. Other indirect emissions in Scope 3 derive mainly from purchased transport, indirect purchases and business travel.

Based on the DMA and the assessment of significant environmental aspects, together with Alligo's policies and strategies in this area, decisions are made on actions to reduce the Group's climate impacts and achieve the adopted climate targets. The actions are integrated into the business plan and broken down at relevant department level with delegated responsibility, budget and measurable targets. The actions carried out during the year are in line with the transition plan described under E1-1 and are carried out gradually up to 2030 or on an ongoing basis, depending on the action in question.

Alligo's total GHG emissions reduced by 6 per cent during the year and by 32 per cent compared with the base year 2023. The reduction in Scope 1 and Scope 2 is mainly due to an increased proportion of electric and hybrid vehicles, an increased share of fossil-free electricity and energy efficiency measures at properties, as well as a reduction in the area of premises. The increase in Scope 1 between 2023 and 2024 is the result of the lower reduction mandate in Sweden. Scope 3 emissions associated with the manufacturing of the products Alligo pro-

ALLIGO'S GHG EMISSIONS: APPROXIMATELY 458,000 TONNES CO₂-eq¹



1) Refers to market-based greenhouse gas emissions in 2025.

2) Emissions from waste, as well as fuel and energy-related emissions account for 0.2 per cent and are not reported in the graphic.

vides, as well as product use, are mainly driven by purchase and sales volumes. Transport emissions have decreased mainly because the transport providers Alligo uses are carrying out targeted work to transition to electric vehicles and fossil-free fuels. Contractual requirements and supplier dialogues were also strengthened, which increased the proportion of suppliers with science-based climate targets. The outcome for the year is in line with Alligo's transition plan. There were no significant operating and/or capital expenses relating to actions during the year, other than in ordinary operations. At the present time, no future expenses are anticipated. The costs and investments relating to the Group's EU Taxonomy-eligible CapEx and OpEx are reported on pages 105–106.

Read more about Alligo's transition plan for climate change mitigation under E1-1 on page 80.

Electrification of vehicles

The majority of the Group's vehicles are used in the sales organisation. One of the main activities for reducing Scope 1 emissions is gradually replacing diesel- and petrol-driven cars wherever possible, taking into account access to charging infrastructure. Alligo currently has around 662 company cars and 25 (55) per cent of these are hybrid vehicles (including plug-in hybrids), 47 (15) per cent are electric vehicles and 28 (30) per cent run on diesel or petrol.

Fossil-free energy consumption

The purchase of fossil-free electricity is a key activity for reducing Scope 2 emissions. Alligo has reviewed the Group's electricity contracts to ensure the use of fossil-free electricity in its operations. The proportion of fossil-free electricity increased to 91.4 per cent (87.1) in 2025. The last oil-fired boiler in Sweden was also replaced with geothermal heating during the year.

Energy efficiency in premises

In 2025, Alligo continued its systematic work to improve the energy efficiency of the Group's premises, leading to both reduced Scope 2 emissions and lower resource use. A new energy audit in Sweden was begun in 2024 and completed in 2025. An energy audit of Alligo's operations in Finland was also begun in 2025. These audits are intended to provide an overview of energy consumption and identify areas that require improvement.

Ventilation, heating and lighting have been reviewed in order to reduce energy consumption and as part of this work, LED lighting has been installed in a number of stores. A project is also under way at the Group's Stockholm headquarters to replace the electric boiler with geothermal heating and expand the waterborne heating provision. These actions are expected to provide an energy saving of approximately 197 MWh per year.

The new logistics centre in Norway has more efficient temperature and ventilation control compared with the previous logistics centre, resulting in more energy-efficient operation. The logistics centre is also supplied with electricity from solar panels on the roof of the property.

Transport

With a few exceptions, Alligo does not carry out its own transport and relies instead on external hauliers. Alligo requires its suppliers to reduce their GHG emissions. The main transport providers have set science-based climate targets.

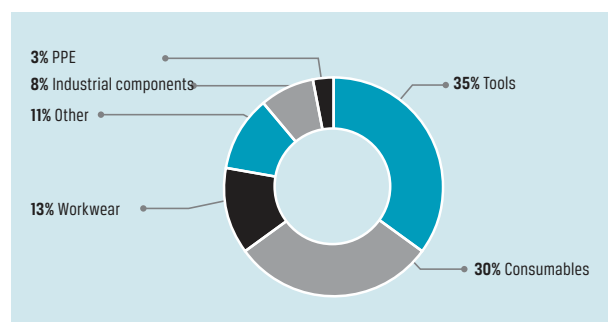
Reduced emissions from suppliers and products

The largest proportion of GHG emissions comes from the products that the Group sells (Scope 3). Influencing suppliers to set science-based climate targets is therefore a priority action for reducing emissions. Agreement templates for direct purchases contain requirements for the supplier to have science-based climate targets no later than 2029. Tools to aid discussions with suppliers have been

developed to support the Assortment and Procurement department. A survey has also been sent out to suppliers to obtain a more complete picture of the present situation and outcomes for the year.

The work to reduce emissions from products in own brands includes performing life cycle assessments. Work continued during the year for certain priority products within workwear.

GHG EMISSIONS BY PRODUCT CATEGORY



Metrics and targets

E1-4

Targets related to climate change mitigation and adaptation

Target	OUTCOME	
	2025	2024
Alligo shall reduce Scope 1 and 2 emissions by 42 per cent by 2030, base year 2023 ^{1,2} , %	-28	-15
72 per cent of Alligo's suppliers, by spend covering purchased goods, indirect purchases and transport, will have science-based targets by 2029 ¹ , %	23	20
Alligo will achieve net zero emissions by 2050, base year 2023 ¹ , tonnes CO ₂ eq	457,712	668,933
Electricity consumption in own premises shall reduce by 10.6 per cent by 2028, base year 2023 ^{1,2} , %	-9.8	-8.2

1) Calculation methodology Gross Scopes 1, 2, 3 and Total GHG emissions; see pages 55–56. The target uses the market-based method.

2) The target covers the electricity consumption where Alligo has its own contracts in Swedol AB, Tools AS and Tools Finland Oy. The target has been extended by a year and the reduction plan intensified compared with the previously reported target.

Alligo's climate targets help to achieve the aims of the Climate and Environmental Policy. The Group's stakeholders have requirements and expectations that the Group will actively reduce its GHG emissions and have targets in line with the Paris Agreement. The Group's climate targets are in line with the Paris Agreement's aim of limiting global warming to 1.5°C and have been established in accordance with the cross-sector methodology of the Science Based Targets initiative (SBTi) and verified by SBTi in 2025 (read more on page 80). The base year 2023 is representative, as no unusual external factors affected emissions, such as operational volumes, energy consumption and premises use. In addition to the general climate targets, Alligo has also set specific targets for electricity consumption in its own operations.

The climate targets apply to the Group's entire operations unless otherwise indicated. The targets are monitored annually or quarterly by the Group Management, depending on the nature and scope of the targets.

E1-5

Energy consumption and mix

Energy consumption, MWh ¹	2025	2024
Total energy consumption from fossil sources	10,153	11,103
Total energy consumption from nuclear sources	729	842
Total energy consumption from renewable sources	27,319	19,816
Fuel consumption from renewable sources ²	838	540
Purchased electricity and heat	26,481	19,276
Self-generated non-fuel renewable energy (solar energy)	20	9
Total energy consumption	38,201	31,761
Share of energy sources in total energy consumption, %		
Fossil sources	27	35
Nuclear sources	2	3
Renewable energy sources	72	62

1) Alligo operates within retail (NACE G), which according to ESRS E1-5 is formally a high climate impact sector. The Group's direct climate impacts are limited however.

2) Including biomass (industrial and municipal waste of biological origin) and biofuels.

Energy intensity ³	2025	2024
Total energy consumption per net revenue, MWh/SEK	4.0	3.4

3) Refers to total energy consumption and net revenue (according to the Annual Report, note 3).

CALCULATION METHODOLOGY

The basis for electricity and heat is obtained from Alligo's suppliers and from property owners. In those cases where the quantity of electricity and heat is included in the rent and cannot be separated, an estimate is made based on the number of square metres.

Disaggregation by energy type is based on information from the Swedish Energy Markets Inspectorate with regard to electricity. For district heating, information from Swedenergy is used along with the report from Werner (2017), International review of district heating and cooling.

E1-6

Gross Scopes 1, 2, 3 and Total GHG emissions, tonnes CO₂eq

				Change from base year	
	2025	2024	Base year 2023	tonnes	%
Scope 1					
Gross Scope 1 GHG emissions, tCO ₂ eq	2,175	2,102	1,587	588	37
Direct heat consumption (oil and gas)	22	166	214	-192	-90
Refrigerant leakage	47	-	-	47	-
Business travel by car	2,106	1,936	1,373	733	53
Scope 2					
Gross location-based Scope 2 GHG emissions, tCO ₂ eq					
Electricity and district heating	1,593	1,631	2,534	-941	-37
Gross market-based Scope 2 GHG emissions, tCO ₂ eq					
Electricity and district heating	1,497	2,249	3,528	-2,030	-58
Scope 3					
Total Gross indirect (Scope 3) GHG emissions tCO ₂ eq	454,039	482,554	663,818	-209,779	-32
3.1 Purchased goods and services	433,504	451,596	631,737	-198,233	-31
Direct purchases	425,282	439,963	613,090	-187,808	-31
Indirect purchases	8,222	11,633	18,647	-10,425	-56
3.2 Capital goods	325	2,377	3,445	-3,120	-91
3.3 Fuel and energy-related activities	905	923	652	253	39
3.4 Upstream transportation and distribution	3,605	4,800	3,055	550	18
3.5 Waste generated in operations	17	43	92	-76	-82
3.6 Business travel	1,385	2,347	2,158	-773	-36
3.7 Employee commuting	6,211	6,110	5,466	745	14
3.9 Downstream transportation and distribution	39	79	71	-32	-45
3.11 Use of sold products	7,545	13,543	15,983	-8,439	-53
3.12 End-of-life treatment of sold products	503	736	1,157	-654	-57
Total GHG emissions					
Total GHG emissions (location-based)	457,807	486,288	667,939	-210,132	-31
Total GHG emissions (market-based)	457,712	486,905	668,933	-211,221	-32

E1-6

Gross Scopes 1, 2, 3 and Total GHG emissions (tCO₂eq), cont.**Biogenic Scope 1 and 2 GHG emissions**

	2025	2024
Scope 1, tCO ₂ eq	165	146
Scope 2, Location-based, tCO ₂ eq	2,272	1,658
Scope 2, Market-based, tCO ₂ eq	1,028	1,079

GHG intensity per net revenue ¹	2025	2024	Change, %
Total GHG emissions (location-based) per net revenue (tCO ₂ eq/MSEK)	48	52	-8.0
Total GHG emissions (market-based) per net revenue (tCO ₂ eq/MSEK)	48	52	-8.1

1) Net revenue refers to the Group's net revenue according to the Annual Report, note 3.

CALCULATION METHODOLOGY

Scopes 1, 2 and 3 GHG emissions are calculated in line with the Greenhouse Gas Protocol (GHG Protocol Corporate Standard, version 2004 and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard version 2011) using the operational control approach. The calculations cover the entire consolidated Group in accordance with the reporting thresholds specified in section ESRS 2. Emissions are stated in i CO₂eq (carbon dioxide equivalents), a measurement used when several different greenhouse gases (in this case carbon dioxide, methane and nitrous oxide) are converted to carbon dioxide with an equivalent climate impact.

Emissions have been calculated in the first instance using activity-based data and emissions factors from recognised databases. Where such data has been unavailable, the calculations have been supplemented using cost-based methodology or industry data. Activity-based methodology has been prioritised, as it provides greater precision, while cost-based methodology is used in the absence of activity data to enable reasonable estimates to be made.

The results of calculations for Scope 3 are naturally subject to greater uncertainty than for Scopes 1 and 2, as Scope 3 is beyond the direct control of the Group. The greatest uncertainty in Scope 3 emissions is related to supplier data and the use of sold products where assumptions and estimates may affect accuracy. Alligo will continue to work on improving the quality of the data and calculations.

The latest GWP factors from IPCC AR6 have been used in the calculations wherever possible. For some emissions factors, such as for district heating, vehicles and materials, there is a lack of insight into which version of GWP factors has been used.

There has been no climate offsetting. The calculations have been made in cooperation with an external party with extensive expertise in climate calculations.

Companies acquired in 2025 are included in the report. The comparative years have been adjusted in view of this and the outcomes are therefore not directly comparable with previously reported information.

Changes to methodology

Several improvements have been made to the methodology in this year's reporting. Emissions factors for purchased goods (category 3.1) have been inflation-adjusted in line with updated factors from the Swedish National Agency for Public Procurement. The data source used for the emissions factor for average electricity mix (IVL) in the calculation of product use (category 3.11) has been updated. In addition, downstream transportation (category 3.9) in Finland has been included in the calculations.

Emissions attributable to acquisitions have been included and data for 2023 and 2024 restated according to the updated methodology. The reported information is therefore not directly comparable with previously published sustainability statements.

Scope 1

Scope 1 comprises direct emissions from sources that are owned or controlled by Alligo. These include emissions from own transport vehicles, company cars and direct heating at premises, as well as emissions resulting from the leakage of refrigerants.

Some of Alligo's non-integrated companies use their own transport vehicles. Emissions from these have been calculated based on information about litres of fuel used or fuel cost.

Emissions relating to business travel by car have mainly been calculated based on information about the litres of fuel used, distance travelled or emissions data received from the leasing companies that the business uses. In some cases, calculations have been made on the basis of cost. Emissions relating to electricity for plug-in hybrids and electric vehicles are included in Scope 2.

At individual premises, oil and gas are used for heating and emissions have been calculated based on the quantity of fuel purchased.

Sources of emissions factors: Swedish Transport Administration, Swedish Environmental Protection Agency, Swedish Energy Agency and DEFRA.

Scope 2

Scope 2 comprises indirect emissions from purchased electricity, district heating and district cooling. A larger proportion of electricity and district heating is purchased via direct contracts between Alligo and energy suppliers and emissions have been calculated based on electricity and district heating consumption received. Emissions relating to electricity and district heating consumption that is included in lease agreements is calculated on the basis of average consumption per premises.

Vehicles powered by electricity are included in electricity consumption. No information is available about district cooling.

Market-based method

The market-based method means that emissions factors are based on production from specific energy sources and suppliers, in other words when there are contracts for product-specific electricity. For other electricity, the residual mix is used, which is adjusted for the purchase of product-specific electricity. Alligo purchases a large proportion of product-specific fossil-free electricity generated from hydropower, which is included in the calculations.

Location-based method

With the location-based method, the emissions factors correspond to the total production of the power grid. This method does not take into account the Group's purchase of product-specific fossil-free energy.

Sources of emissions factors: Swedish Energy Markets Inspectorate, Vattenfall, Swedenergy, International review of district heating and cooling (Werner, 2017).

Scope 3

Scope 3 comprises other indirect emissions in the value chain, both upstream and downstream. 3.8 Upstream leased assets, 3.10 Processing of sold products, 3.13 Downstream leased assets, 3.14 Franchises and 3.15 Investments are not reported as they are not applicable to Alligo's business.

3.1 Purchased goods and services (direct purchases)

Emissions from the products that Alligo sells, in other words emissions relating to the extraction of raw materials, transport and product manufacture. Emissions have been calculated based on the number of products and available life cycle assessment data or using cost-based methodology. For a smaller number of non-integrated companies, emissions have been estimated based on revenue, using average emissions for direct purchases, as these companies have a similar product portfolio to the rest of the Group.

Sources of emissions factors: The Swedish National Agency for Public Procurement, EPD/LCA from suppliers, Gottfridsson & Zhang and GORE-TEX.

3.1 Purchased goods and services (indirect purchases)

Emissions from the products and services that Alligo purchases but does not sell on to customers. Emissions have been calculated using a cost-based method.

Sources of emissions factors: The Swedish National Agency for Public Procurement.

3.2 Capital goods

Emissions have been calculated using a cost-based method.

Sources of emissions factors: The Swedish National Agency for Public Procurement.

3.3 Fuel and energy-related activities

Upstream emissions in the value chain from the generation of electricity and heat.

Sources of emissions factors: See Scopes 1 and 2 above.

3.4 Upstream transportation and distribution

Inbound transport to the Group's logistics centres and outbound transport from logistics centres to stores. Emissions data has been obtained from Alligo's transport suppliers.

3.5 Waste generated in operations

Emissions from the processing of waste are reported according to information provided by suppliers for Sweden and Norway. Climate emissions from waste are calculated according to established flat rates per fraction and processing method. For the Finnish operations, estimates have been made based on the volume of waste per store, fraction breakdown and processing method.

3.6 Business travel

Emissions data for business travel has been obtained mainly from travel agencies. Estimates have also been made based on the number of employees. Emissions from business travel by own car have been calculated based on mileage reimbursement.

Sources of emissions factors: Swedish Transport Administration, Swedish Environmental Protection Agency, Swedish Energy Agency, DEFRA

3.7 Employee commuting

Emissions relating to employee travel to and from work have been estimated based on the number of employees and an assessment of routes and vehicles.

Sources of emissions factors: Swedish Transport Administration, NTM (Network for Transport Measures) and Sveriges Television.

3.9 Downstream transportation and distribution

Emissions have been calculated through a cost-based method using sales statistics from Alligo's resellers.

3.11 Use of sold products

Emissions relating to the customer's use of products they have purchased from Alligo relates to products that use energy, such as an electrically powered drill, electric motors, diesel heaters or petrol-driven gardening equipment, for example. Emissions have been calculated based on product category, energy source, power, estimated life of product, usage time and sales statistics. There is a great deal of uncertainty in the basis used, as several assumptions have been necessary.

Emissions factors: Swedish Environmental Protection Agency and DEFRA.

3.12 End-of-life treatment of sold products

End-of-life treatment of sold products has been calculated based on product category, weight and sales statistics, as well as assumptions about the waste management of sold products.

Emissions factors: DEFRA 2023

Biogenic emissions

Scope 1

Current biofuel mix has been obtained from the Swedish Energy Agency.

Sources of emissions factors: Swedish Environmental Protection Agency

Scope 2

For electricity, the calculations are based on the proportion of bioenergy in the electricity grid in Sweden, Norway and Finland according to the Swedish Energy Markets Inspectorate and for Estonia according to AIB. For district heating, data has been obtained for Sweden from Swedenergy. The proportion of biofuel in district heating production in Norway, Finland and Estonia is based on Werner (2017), International review of district heating and cooling.

Sources of emissions factors: Swedish Environmental Protection Agency

E2 Pollution

In the manufacture of products that Alligo sells, there is a risk of pollution of the air, soil and water in the extraction of raw materials and in manufacturing processes. There is also a risk of pollution reaching the environment in the customer's use of the products.

E2-1

Policies and governance

The work to prevent pollution and limit emissions is governed by:

- Environmental and Climate Policy
- Supplier Code of Conduct (Supplier Code)

Pollution is a material matter in Alligo's supply chain. Read more about the policies in ESRS 2 on pages 74-76.

Monitoring and compliance

Monitoring takes place through target follow-up, the Sustainability Due Diligence (SDD) process, see pages 97-98, through certifications and labelling and through product sampling.

E2-2

Actions and resources related to pollution

Pollution is a material matter in the value chain as Alligo does not have its own manufacturing and therefore lacks direct control over production. Risks relating to pollution arise primarily in the extraction of raw materials and in manufacturing processes, where emissions to the air, soil and water can have a negative environmental impact. There is also a potential negative impact in that harmful substances, in the event that these are present in the products, may spread to the environment when customers use the products or in waste management. To reduce these impacts, Alligo has implemented several actions as part of its ongoing work, which help to achieve the aim of Alligo's Environmental and Climate Policy: to reduce negative environmental impact throughout the value chain.

General actions

The Supplier Code stipulates requirements for environmental work and chemical management, including chemical restriction lists that specify prohibited and restricted substances in products and in manufacturing. These requirements form part of the supplier contracts and compliance is monitored through the SDD process, which includes self-assessments, factory visits and third-party audits (read more on pages 97-98). To further ensure that products fulfil relevant requirements, sampling is carried out in conjunction with an external party, where the chemical content is compared against specified thresholds.

Alligo's range also includes chemical products, which involves a responsibility to provide accurate information in accordance with applicable legislation, such as labelling and safety data sheets.

Actions in relation to own-brand clothing

All own-brand garments must be certified according to OEKO-TEX® STANDARD 100. Certification ensures that the products meet specified thresholds for chemicals and are therefore safe from both an environmental and health perspective.

PFAS are used in the textile industry for their water-, dirt- and grease-repellent properties. The EU has proposed a broad restriction of PFAS under REACH, which in the long term may lead to a ban on PFAS in many products.

Alligo has actively ensured that workwear in its own brands is PFAS-free and all clothing produced after 2024 meets this requirement. The OEKO-TEX® STANDARD 100 thresholds have also been adapted to the proposed legislation for PFAS in order to accelerate the phase-out.

Resources

Alligo carries out ongoing long-term work to reduce the negative impacts with regard to pollution, with annual follow-ups within the framework of the SDD process and internal quality audits.

The Group's Sustainability and Quality Department contains specialists working with chemical management, responsible supply chain and systematic environmental work. These specialists work with Alligo's Assortment and Procurement Department to ensure that suppliers comply both with legislation and with Alligo's own requirements. The Product Development Department is responsible for clothing within own brands fulfilling OEKO-TEX® STANDARD 100. The Certification Department ensures that testing is carried out and the correct documentation is prepared.

Metrics and targets

E2-3

Targets related to pollution

Target	OUTCOME	
	2025	2024
>95 per cent of Alligo's suppliers must meet Alligo's supplier standard by 2030, measured as a proportion of the total purchase value from suppliers to the standard range, %	83	77

Alligo's suppliers must meet the Group's supplier standard, which includes agreement, acceptance of the Supplier Code including chemical restriction lists, and a self-assessment completed by the supplier that is based on the requirements of the Supplier Code.

The target is monitored quarterly and helps to create a more transparent and responsible supply chain. Alligo conducts follow-ups and dialogue with stakeholders to ensure compliance with the requirements and that the strategy for a sustainable supply chain is developed in line with their expectations. Read more about the formulation of the target on page 99.

E2-4

Pollution of air, water and soil

Synthetic textiles are one of the main sources of secondary microplastics emissions globally. Garments wear away and each time they are washed, fibres come free and flow out with the water. Alligo does not have data for the value chain and exercises the option in ESRS 1 to omit such information during the introductory period.

Substances of concern and substances of very high concern

Alligo complies with the requirements of REACH and CLP and provides product information about Substances of Concern (SoC) and Substances of Very High Concern (SVHC).

The Group does not have consolidated data, however, and therefore exercises the option in ESRS 1 to omit value chain information during the introductory period, while work to strengthen data collection in the supply chain is ongoing.

E3 Water and marine resources

Among the products that Alligo sells, it is primarily the manufacture of clothing that requires large volumes of water. To reduce water use associated with raw material cultivation, fabric dyeing processes and factory production, Alligo works within the value chain by setting requirements for suppliers.

E3-1

Policies and governance

Alligo prevents negative impact on water resources through:

- Environmental and Climate Policy
- Supplier Code of Conduct (Supplier Code)

Water is a material matter in Alligo's supply chain, particularly in textile production. Read more about the policies in ESRS 2 on pages 74–76.

Monitoring and compliance

Monitoring takes place through target follow-up and the Sustainability Due Diligence (SDD) process; see pages 97–98.

To improve insight into the water management of suppliers, Alligo has carried out a survey of its textile suppliers. This has provided a better understanding of the water consumption and treatment processes of suppliers and provided the conditions for more intensive cooperation with suppliers on sustainable water management.

The Group's Sustainability and Quality Department contains specialists working with responsible supply chain and systematic environmental work, including water-related matters.

In the Product Development Department, decisions are made about which textile materials and textile suppliers will be used for Alligo's clothing within its own brands.

Metrics and targets

E3-3

Targets related to water and marine resources

Work to reduce impacts on marine resources is an integral part of Alligo's target relating to the supplier standard, which is described under E2-3 and S2-5 (see pages 86 and 99). Requirements for responsible water use and effective water treatment are contained in Alligo's Supplier Code, which includes an obligation to comply with environmental legislation, apply the precautionary principle and work systematically to minimise negative environmental impacts.

Impact, risk and opportunity management

E3-2

Actions and resources related to water and marine resources

Water resources are a material matter in the supply chain. As Alligo does not have its own manufacturing, the Group lacks direct control over water use in production. The biggest impacts are linked to textile production within own brands, where, for example, growing cotton and dyeing processes require large volumes of water. There is a particular risk of textile production having a negative impact on local communities in countries where there is limited access to freshwater. To manage these negative impacts, Alligo has taken several actions as part of its ongoing work.

Since 2023, dope dyeing has been the preferred dyeing method for textile materials made from polyester and polyamide within Alligo's own brands. Unlike traditional methods, where the finished textile is dyed, with dope dyeing the plastic material is dyed in the desired colour before being converted into textiles. This reduces both water consumption and the need for chemicals in the dyeing process. At the same time, Alligo is working to increase the proportion of recycled polyester in its textiles, further reducing the need for the water-intensive production of new synthetic material.

In the manufacture of textiles for own brands, requirements are specified for suppliers to have effective water treatment processes and to actively work to minimise their water consumption by implementing production methods that use as little water as possible. Alligo's environmental requirements, which include water management, are monitored through the SDD process. Suppliers are reviewed through self-assessments, factory visits and third-party audits to ensure their compliance with the Group's requirements and that they are actively working to reduce their negative environmental impact.

E4 Biodiversity and ecosystems

The manufacture of the products that Alligo sells gives rise to environmental and climate impacts that can affect biodiversity. Alligo works in the value chain to reduce negative impacts on ecosystems and biodiversity, primarily by specifying requirements for and monitoring suppliers.

E4-2

Policies and governance

Alligo's work to protect biodiversity is governed by:

- Environmental and Climate Policy
- Supplier Code of Conduct (Supplier Code)

Biodiversity and ecosystems are a material matter in Alligo's supply chain. Read more about the policies in ESRS 2 on pages 74–76.

Monitoring and compliance

Monitoring takes place through target follow-up and the Sustainability Due Diligence (SDD) process; see pages 97–98.

Strategy

E4-1

Transition plan and consideration of biodiversity and ecosystems in strategy and business model

The DMA shows that Alligo's impact on biodiversity and ecosystems may primarily arise upstream in the value chain in the extraction of raw materials and manufacture of the products that form part of the Group's range (see pages 70–72). Pollution, land use and water use, as well as development of natural resources are the primary risk factors. The effects of climate change may also have an indirect impact on access to certain materials.

Alligo's business model, with a broad and diversified product portfolio, means that the Group is not dependent on specific materials or suppliers, which limits the physical risks and system risks related to loss of biodiversity. At the same time, transition risks, such as increased customer requirements and regulatory changes, are considered to drive demand for greater transparency concerning supply chains and materials.

Consideration of biodiversity is integrated in the strategy for responsible sourcing. Through its Supplier Code, Alligo requires suppliers to comply with applicable environmental legislation, protect biodiversity and implement preventive measures as necessary. These actions are considered to reduce the indirect risks and strengthen the resilience of the strategy in the short term (reporting period), medium term (up to five years) and long term (more than five years).

In view of the low direct impact, Alligo considers that there is currently no need for a separate transition plan for biodiversity and ecosystems.

Impact, risk and opportunity management

E4-3

Actions and resources related to biodiversity and ecosystems

Requirements relating to biodiversity and ecosystems are specified through the Supplier Code and associated chemical restriction lists, which form part of the Group's contract. These requirements are monitored via Alligo's SDD process through self-assessments, factory visits and third-party audits (read more on pages 97–98). Compensation for biodiversity is not included in Alligo's actions.

In addition to supplier requirements, Alligo continuously works to develop its product range to increase the proportion of recycled and more sustainably produced materials, particularly within the textile segment, where the risks of biodiversity impact are greatest with regard to materials.

The Group's Sustainability and Quality Department contains specialists working with responsible supply chain, including matters relating to biodiversity and ecosystems.

Metrics and targets

E4-4

Targets related to biodiversity and ecosystems

Work to protect biodiversity and ecosystems forms part of Alligo's overall target relating to the supplier standard and is described under E2-3 and S2-5 (see pages 86 and 99). The requirements are contained in Alligo's Supplier Code, which obliges suppliers to comply with environmental legislation, apply the precautionary principle and work to minimise negative impacts on natural resources and ecosystems.

E5 Resource use and circular economy

In a circular economy, products and materials must be used for as long as possible. This reduces unnecessary production and wasted resources such as raw materials, energy, water and chemicals, thereby reducing emissions. To reduce resource use, Alligo works to extend the lifetime and circularity of its products.

E5-1

Policies and governance

Alligo's work for effective resource use and increased circularity is governed by:

- Environmental and Climate Policy
- Supplier Code of Conduct (Supplier Code)

Resource use and circular economy is a material matter in Alligo's supply chain and in the customer chain. Read more about the policies in ESRS 2 on pages 74–76.

Monitoring and compliance

Monitoring takes place through target follow-up and the Sustainability Due Diligence (SDD) process; see pages 97–98.

The clothing may have been contaminated during use, by spilt oil for example, making it even more difficult to recycle. The technology for recycling textiles continues to be developed and Alligo works actively to find possible solutions.

In 2025, the ReCare service was launched on the Swedish market.

This service is designed to promote efficient resource use throughout the life cycle of workwear:

- Laundry processes that ensure the workwear is treated in a way that minimises the impact on the environment.
- Repair and reuse practices that extend the life of the clothing and reduce the need to produce new garments.
- When the clothes are worn out, as much as possible of the garment is recycled.

Producer responsibility

Batteries, electronics and packaging are products covered by producer responsibility, which involves responsibility for the collection, recycling and management of waste from these products after use. The aim of producer responsibility is to reduce environmental impact and promote a circular economy by ensuring that material is recycled and reused in a sustainable manner. This is ongoing work that Alligo carries out to ensure compliance and improvement over time. Alligo fulfils this requirement through affiliation with approved producer responsibility organisations for relevant products.

Impact, risk and opportunity management

E5-2

Actions and resources related to resource use and circular economy

Resource use and circular economy is a material matter in both the supply chain and the customer chain. As the range contains many different materials and is manufactured by external suppliers, the actions to achieve circularity are adapted to each product category and its specific conditions.

To ensure compliance with Alligo's requirements for resource efficiency and circular economy in the supply chain, actions are monitored through the Group's SDD process, which includes self-assessments, factory visits and third-party audits (read more on pages 97–98).

To promote a circular economy, the Group focuses on offering high-quality products with a long lifetime and on developing solutions that enable reuse and recycling. This means that products and materials can be used for longer, reducing the need for new production as well as the consumption of raw materials, energy, water and chemicals.

Clothing

Within textiles, Alligo has significant opportunities to influence the lifetime of products through its own brands within workwear and PPE. Alligo also strives to use recycled polyester wherever possible in order to reduce the need for virgin material. This ongoing work is integrated in the product development processes.

The Product Development Department is responsible for developing products of high quality and which therefore have a long lifetime. The Certification Department tests and evaluates new textile materials, both using suppliers' tests and in its own lab, to ensure durability and functionality.

To further improve product lifetimes, Alligo offers customisation and repair of workwear through its value-added services department. These services enable customers to extend the use of garments, thereby reducing material consumption and waste.

Many of Alligo's customers require services that include the laundering, repair and recycling of workwear. Recycling clothing is a complex issue, particularly in relation to PPE. Depending on the composition and material, some clothing is more difficult to recycle and the recycling process from textile fibres to new fibre also requires energy. Workwear contains many elements and materials, such as outer material and lining, reflective strips, zips, logos and often flame retardants.

Metrics and targets

E5-3

Targets related to resource use and circular economy

Work on resource use and circular economy forms part of Alligo's overall target relating to the supplier standard, which is described under E2-3 and S2-5 (see pages 86 and 99). The requirements are contained in Alligo's Supplier Code, which obliges suppliers to comply with environmental legislation, apply the precautionary principle and work systematically to reduce resource use and waste. It also includes requirements to develop more sustainable products, processes and materials, as well as to encourage design solutions that enable longer lifetimes, reuse and recycling. Through these requirements, Alligo contributes indirectly to increased circularity in the value chain.

E5-4 and E5-5

Resource inflows and resource outflows

Alligo does not conduct any in-house manufacturing and does not process materials in its own operations. Purchased products are sold on without processing in most cases, meaning that resource inflows and resource outflows are practically the same. Information on sales by product area is provided on page 66.

At present, the Group does not have reliable consolidated data on the material weight of the products, the proportion of secondary and sustainable biological material, nor information about product durability, reparability and recycling rate. In accordance with the transitional provisions of ESRS 1 relating to value chain information, quantitative information is therefore omitted during the introductory period. At the same time, work is under way to strengthen data collection in the supply chain and gradually improve the basis for reporting in these areas.

Social

Managing Alligo's social impacts is essential for employees and for workers in the value chain. At the same time, Alligo is committed to provide customers with safe workwear, PPE, tools and consumables of the right quality.

Significant events during the year

- To enhance the competence of our managers, a new leadership programme was rolled out in the Swedish and Finnish organisations during the year. The programme has been in place in Norway since 2023.
- Our employees took part in ten pulse surveys during the year. The high response rate and the many written comments indicate strong commitment and a great willingness to contribute suggested improvements.
- Through a major focus on supplier management, the proportion of suppliers that meet Alligo's supplier standard increased from 77 to 83 per cent.

70 Pulse index (69) showed increased engagement.

Contents

S1	Own workforce	91
S2	Workers in the value chain	96
	Upstream – Suppliers	97
	Downstream – Customers	100

S1 Own workforce

Employees who thrive and develop are essential for Alligo to achieve its goals and deliver value to customers and shareholders. A good work environment and a culture that promotes gender equality, diversity and inclusion help to attract and retain competent employees and create a sustainable and profitable business.

S1-1

Policies and governance

The Group's work to reduce potential risks and strengthen the conditions for being the workplace where the best people want to work is governed by:

- Code of Conduct
- Occupational Health and Safety Policy
- Guideline on Victimisation, Harassment and Discrimination
- Whistleblowing Policy

The policies cover all employees. No particularly vulnerable groups have been identified. Read more about these policies in ESRS 2 on pages 74–77.

Monitoring and compliance

Compliance with the policies is ensured through procedures for contact with employees, regular employee surveys, target follow-up and Alligo's whistleblowing function.

Legislation in the countries in which Alligo operates stipulates requirements for systematic work regarding occupational health and safety, i.e. an occupational health and safety management system.

Alligo AB, Swedol AB and Tools AS are certified in accordance with the occupational health and safety standard ISO 45001.

Work environment, health and safety

All workers are important and nobody should suffer injury at work, either physical or psychological. The work environment must be safe and promote good health.

In warehouse operations, the most common physical health and safety risks relate to the use of forklift trucks, lifting and manual goods handling. In stores, there are risks in the handling of goods and products that can result in wounds and cuts to the hand.

Impact, risk and opportunity management

S1-2

Processes for engaging with own workforce and workers' representatives about impacts

The foundation of Alligo's success as an employer and a company lies in the Group's core values. These describe the approach that everyone can expect the Group's employees to take, both internally and externally: the willingness and ability for Collaboration, the right Competence and a high level of Commitment.

Dialogue and follow-up are important cornerstones for specifically encouraging collaboration and commitment. The business has several channels for dialogue and communication with employees:

- All employees have annual performance appraisals (target reviews) with their manager and regular catch-ups at a given frequency.
- Employees are represented on occupational health and safety committees, in trade union negotiations and on the Board of Directors, where the perspective of employees is taken into account in decisions.
- Employee surveys (pulse surveys), which are carried out monthly, provide an opportunity to leave comments. Each group reviews the results of the pulse surveys and decides on relevant activities to maintain or improve the results.
- Each manager is encouraged to involve their group in the business planning work, where activities and targets are drawn up that contribute to Alligo's strategic objectives. This process establishes broad engagement for employees at different levels and provides a greater understanding of the Group's objectives and strategies.
- Regular information from the management and other functions is published on the intranet, where employees can leave comments, which are addressed by the appropriate member of staff when necessary.

The HR Director has operational responsibility for ensuring that the above dialogues take place and that results and feedback are followed up and reported to the Group Management and Board of Directors.

The Group Management regularly evaluates the results of the pulse surveys and takes the comments on board. This evaluation ensures the effectiveness of the communication channels and an assessment is made of whether further initiatives are required.

Alligo operates in the Nordic region, where employees have a statutory right to trade union representation and influence, and dialogue takes place in accordance with applicable collective bargaining agreements.

Strategy

SBM-3

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

Alligo has stores, warehouses and offices in Sweden, Norway and Finland, as well as smaller operations in Estonia. The majority of the own workforce are employees. Non-guaranteed hours employees are used primarily within logistics and are contracted in from employment agencies to cover production peaks. There are also workers within central functions who are contracted in from employment agencies on an interim basis to meet a temporary need.

In the Nordic countries, employment conditions, occupational health and safety and working hours are regulated by extensive legislation and an established collaborative model between labour market parties.

Identified impacts on own workforce relate to the structure of the business model, for example the staffing and competence needs that arise in store and logistics operations. These impacts are taken into consideration in developing working methods, priorities and resource planning.

Competent and committed employees are essential to the Group's ability to implement its strategies and achieve its goals. By providing opportunities for development and an inclusive work environment, Alligo contributes to a material positive impact on the well-being and long-term employability of its employees. This positive impact applies to all of the Group's employees, as well as to contracted-in personnel where applicable. If Alligo fails to provide an attractive and safe work environment and offer continuous skills development, this would have a direct negative impact on the ability to attract, engage and retain qualified employees.

S1-3

Processes to remediate negative impacts and channels for own workforce to raise concerns

Employees who experience bullying, discrimination or harassment are encouraged to talk to their manager or to contact HR. Alligo's whistleblowing function can also be used. Read more on page 77. Once a year, the pulse survey is expanded to include a question about whether there has been any victimisation (bullying, discrimination or sexual harassment). The responses are analysed by HR, discussed by the Group Management and actions taken where necessary.

Alligo regularly reminds employees about complaints channels through information from HR, internal information campaigns on the intranet, e-mails and newsletters, as well as training on Alligo's Code of Conduct, which includes information about complaints handling. If an employee is hurt or treated unfairly, an investigation is launched with the support of HR and an action plan containing specific measures is drawn up. An independent party, such as occupational healthcare, is involved if required. A trade union representative is also included in the process where necessary. The process is monitored by the HR function together with the relevant manager and the independent parties that have been involved. There is currently no formal process for evaluating employees' trust and the effectiveness of the various channels available for raising concerns at the workplace.

S1-4

Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

For Alligo to achieve its objectives and create value for both customers and owners, it is vital that employees thrive and have the opportunity to develop. A safe and stimulating work environment, together with a culture that promotes gender equality, diversity and inclusion, are important factors for attracting and retaining talents and building a long-term sustainable and profitable business.

Based on identified material impacts related to own workforce, as well as Alligo's policies and strategies in this area, decisions are made on actions. These actions are generally long-term in nature and continuously integrated in business planning and broken down to the relevant level with clear responsibility and follow-up with reference to set targets.

Alligo's HR function is responsible for ensuring the conditions, resources and actions in the integrated business. This work is financed within the parameters of the ordinary operating budget. At the non-integrated companies, these matters are handled according to the company's own processes, in line with Alligo's Group policies and objectives.

The effects of the actions are followed up in various ways depending on the action in question, including through employee surveys (pulse surveys), follow-up of sickness absence, incident management reporting systems and in dialogues between managers and employees. The results are compiled and reported to the Group Management.

Systematic occupational health and safety management

In order to reduce the negative impacts relating to the occupational health and safety of employees, in 2025 Alligo continued to improve its systematic occupational health and safety management. Swedol AB, Tools AS and Tools Finland Oy have a common process for systematic occupational health and safety management. Alligo AB, Swedol AB and Tools AS are also certified in accordance with the occupational health and safety standard ISO 45001:2018.

The starting point for occupational health and safety management is the regulatory framework in each country, supplemented by Alligo's Code of Conduct and Occupational Health and Safety Policy. Primary responsibility lies with the

employer, while operational responsibility lies at local level.

Systematic management involves continuously reviewing occupational health and safety, for example by assessing and following up risks, and having procedures in place to prevent and remedy incidents and accidents. The focus lies on identifying, analysing and prioritising the most material risks, based on likelihood and impact. Based on these assessments, targets are set, actions decided and the results evaluated.

Occupational health and safety committees, containing representatives of the employer and the trade unions, as well as safety representatives, meet regularly to discuss occupational health and safety matters. Matters that cannot be resolved locally are escalated to higher levels for decisions or development of the work environment.

Occupational health and safety forms part of the mandatory induction training for managers and employees. Managers in Sweden and Norway also undergo more extensive mandatory training in occupational health and safety from the perspective of their employer responsibility.

In addition to this, supplementary training is offered, for example on matters of fire safety and ergonomics, tailored to the role and duties.

Incidents and accidents

Alligo aims to eradicate workplace accidents completely. Incident reporting is a key tool in our work to prevent injuries and accidents at the workplace, as it provides a basis for identifying, evaluating and addressing risks that could otherwise lead to accidents and injuries.

Risk observations, incidents and accidents should be reported in a common reporting system, available to all employees in Alligo's integrated business. During the year, e-learning on how occupational health and safety incidents are to be reported and followed up was made available to employees in the Norwegian and Swedish business. At the non-integrated companies, this is handled according to the companies' own processes.

Actions to prevent harassment and victimisation

Preventive work and reporting discrimination and victimisation ensure a work environment that promotes equal rights and opportunities for all of Alligo's employees, which is the foundation of the Guideline on victimisation, harassment and discrimination.

In the integrated business in Sweden and Finland, there is mandatory e-learning on harassment and victimisation in order to improve occupational health and safety and work pro-actively on these issues.

Competence development

Competence is one of Alligo's core values and is vital to creating value for our customers. A key tool for strengthening competence within the organisation is Alligo's digital training platform. The platform is continuously being developed in order to collate, quality assure, manage and share the large-scale competence that exists in various parts of the Group. Alligo also has an internal network of knowledgeable employees who have been trained in communicating and sharing knowledge within the organisation, supplemented by external training coordinators where necessary.

Gender equality

Alligo operates in a male-dominated industry and therefore works actively to achieve a more even gender distribution. A diversified business is stronger thanks to new ideas and perspectives. Recruitment is always based on competence and the aim is to have both a woman and a man among the final candidates in each process. Diversity and an even gender distribution is sought in the composition of working groups. The work environment and organisation must enable a balance between work and family life. Alligo does not accept unjustified

pay differences between positions of equal value and this is examined through measures including pay equity analyses.

Stronger leadership

A key enabler of commitment is leadership. During the year, a Nordic leadership training programme has been developed for the integrated business, focusing on the role of manager within Alligo and the requirements that follow from the company's culture and expectations. The programme combines reflection and practical training in communication, culture, target management and coaching leadership. The effects are followed up through participant surveys, while the impact on relevant employee-related KPIs, such as the Pulse index, are assessed over time.

Metrics and targets

S1-5

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Target	OUTCOME	
	2025	2024
Reduce sickness absence to less than 5 per cent, %	4.6	5.0
Proportion of women in management positions shall be at least 30 per cent, %	25.6	24.6
Pulse index shall be at least 75 by 2029	70	69
Zero-accident vision (number of accidents)	12	24

Alligo's targets apply to the entire Group and are monitored quarterly or annually by the Group Management, depending on the nature of the target. Outcomes are published on Alligo's intranet. The targets have been formulated to operationalise the Group's policies for its own workforce and translate these into measurable indicators and results that can be followed up. Identified areas for improvement based on target follow-up are translated into adjusted or new actions in each area. The targets include both indicators that measure negative impacts, such as sickness absence and accidents, and targets that aim to strengthen positive impacts on the commitment, gender equality and long-term development of employees, where the Pulse index is a key indicator.

The targets have been formulated to identify the issues that stakeholders consider most important, in particular employees. Read more about the stakeholder analysis on page 65. Members of Group Management prepare proposals for sustainability targets, which the Board of Directors then decides on. There has been no direct consultation with stakeholders or employee representatives.

Sickness absence

The targets relating to sickness absence aim to measure the negative impact linked to the physical and psychosocial work environment and the impact of the Occupational Health and Safety Policy. Sickness absence decreased during the year compared with 2024.

Sickness absence is measured as the ratio of the number of sick leave hours to the number of scheduled hours during the financial year.

Women in management positions

The target for women in management positions measures Alligo's gender equality work and therefore the impact of relevant sections of the Code of Conduct. There was positive development in the proportion of women in management positions during the year, although at a slower rate than before. In 2025, the acquisition of Batterilagret worked against this trend.

A manager is defined as someone with responsibility for employees, which includes performance appraisals (target reviews), salary and occupational health and safety responsibility.

Commitment

Commitment is one of Alligo's values and employee commitment is measured in regular employee surveys (pulse surveys), which are carried out around 10 times per year. The surveys ask questions about enthusiasm, inclusion, clarity, efficiency, value, appreciation, development, autonomy and balance, with the responses weighted together to form a Pulse index. The pulse surveys provide feedback for continuously improving the work environment and other work-related issues. The response rate remained high at 87 per cent (85) for this year's survey. The majority of employees have the opportunity to take part in the pulse surveys, with the exception of employees at the non-integrated companies within welding, tools and fasteners (approximately 10 per cent of employees).

Zero-accident vision

The targets relating to zero-accident vision aim to measure the negative impact linked to the physical and psychosocial work environment and the impact of the Occupational Health and Safety Policy.

The number of accidents decreased, primarily due to increased awareness of the reporting system for risk observations, incidents and accidents, as a result of continued improvement of the systematic occupational health and safety work and new e-learning on how occupational health and safety incidents are to be reported.

An accident is an unforeseen and unwanted event that occurs within the context of work-related activities and which results in sick leave.

Characteristics of the undertaking's employees

Total number of employees (head count)

Gender	2025	2024
Male	1,904	1,826
Female	920	881
Other*	No info	No info
No information	-	-
Total number of employees	2,824	2,707

* Gender as specified by the employees themselves.

Country	2025	2024
Sweden	1,657	1,616
Norway	676	607
Finland	478	471
Other	13	13

Number of people by contract type in the Group

Number of employees by contract type	2025				
	Female	Male	Other*	No info	Total
Employees	920	1,904	No info	-	2,824
Permanent employees	895	1,863	No info	-	2,758
Temporary employees	25	41	No info	-	66
Non-guaranteed hours employees	-	-	-	-	-

Number of employees by contract type	2024				
	Female	Male	Other*	No info	Total
Employees	881	1,826	No info	-	2,707
Permanent employees	848	1,768	No info	-	2,616
Temporary employees	33	58	No info	-	91
Non-guaranteed hours employees	-	-	-	-	-

* Gender as specified by the employees themselves.

Number of people by contract type in the Group, cont.

Number of employees by contract type/country	2025				
	Sweden	Norway	Finland	Other	Total
Employees	1,657	676	478	13	2,824
Permanent employees	1,618	665	462	13	2,758
Temporary employees	39	11	16	-	66
Non-guaranteed hours employees	-	-	-	-	-

Number of employees by contract type/country	2024				
	Sweden	Norway	Finland	Other	Total
Employees	1,616	607	471	13	2,707
Permanent employees	1,561	581	461	13	2,616
Temporary employees	55	26	10	-	91
Non-guaranteed hours employees	-	-	-	-	-

Employee turnover

Employee turnover	2025	2024
Total number of employees who have left	363	194
Employee turnover, %	12.9	15.5

CALCULATION METHODOLOGY

Employee data is reported based on information from the business's ordinary registration system. The number of employees is an average of the number of people (the number of individual unique employees) during the calendar year, unless otherwise indicated, which differs from note 5 Employees and personnel costs, where the number of employees is stated as full-time equivalents. The data includes permanent, probationary, hourly-rate and short-term employees. These are included even if the specified employment types have had sickness absence, annual leave or other leave, as well as employees who have been given notice and, if these are legally employed, are obliged to work during their notice period.

What constitutes permanent employment, temporary employment, non-guaranteed hours employment and full-time or part-time employment is defined according to the respective national legislation or practice.

The calculation of employee turnover is based on the total number of permanent and probationary employees at Alligo who have ended their employment voluntarily and the number who have had their employment terminated, retired or died during the financial year. This is reported in relation to the average number of permanent and probationary employees during the same period. Employees whose employment has ended are reported up to the end of their notice period, irrespective of whether they have been relieved of some or all of their duties during the notice period. The information does not include employees whose employment has been transferred to another company within the Group.

The decrease in the number of employees is the result of savings programmes implemented. The effect of this was offset by acquisitions made.

S1-7

Characteristics of non-employees in the undertaking's own workforce

	2025	2024
Non-employees in Alligo's own workforce	86	208

The largest volume of hours from non-guaranteed hours employees is by workers in logistics who are contracted in from employment agencies to cover production peaks.

CALCULATION METHODOLOGY

Data is reported based on information from the Group's ordinary registration system. The number of non-employees in the workforce is an average of the number of employees during the calendar year.

S1-9

Diversity metrics

Gender distribution in the Group Management	2025		2024	
	Female	Male	Female	Male
Number	1	9	1	9
Proportion, %	10	90	10	90

Age distribution of employees	2025		
	< 30	30-50	> 50
Employees	383	1,336	1,105

Age distribution of employees	2024		
	< 30	30-50	> 50
Employees	392	1,292	1,024

S1-13

Training and skills development metrics

	2025		2024	
	Female	Male	Female	Male
Employees who have had performance appraisals, %	71	71	69	64

	2025	2024
The number of development reviews in relation to the number of reviews that the management has agreed on, %	71	66

CALCULATION METHODOLOGY

The calculation of the number of employees who have had performance appraisals (target reviews) is based on responses in Alligo's pulse surveys, as well as information from the non-integrated companies that are not included in the pulse surveys, in relation to the average number of employees per calendar year. The outcome relates to permanent, probationary, hourly-rate and short-term employees. Non-employees, temps and employees on garden leave during their notice period are not included.

	2025		2024	
	Female	Male	Female	Male
Average number of training hours per employee	8	8	11	13

CALCULATION METHODOLOGY

Training hours refer to the number of hours of training that employees undergo in relation to the average number of employees per calendar year.

S1-14

Health and safety metrics

	2025	2024
Proportion of people in own workforce who are covered by a certified health and safety management system, %	67.0	69.7
Number of fatalities as a result of work-related injuries and work-related ill health, Alligo's own workforce	-	-
Number of fatalities as a result of work-related injuries and work-related ill health, non-employees in own workforce	-	-
Number of recordable work-related accidents, Alligo's own workforce	94	98
Number of recordable work-related accidents, non-employees in own workforce	3	7
Frequency of recordable work-related accidents	9	19
Number of cases of recordable work-related ill health	8	17
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	460	1224

CALCULATION METHODOLOGY

Legislation in the countries where Alligo operates stipulates requirements for systematic health and safety work, which means that all employees are covered by a health and safety management system.

Employees at Alligo AB, Swedol AB and Tools AS are covered by management systems certified in accordance with the occupational health and safety standard (ISO 45001:2018).

Work-related injuries and ill health can occur through exposure to hazards at work. Work-related ill health includes acute, recurring and chronic health problems that are caused or exacerbated by conditions at the workplace. Work-related illnesses are not considered to be work-related injuries but are included in work-related ill health. Mental illness is work-related if the employee concerned has reported this voluntarily, it is confirmed by the opinion of a licensed medical professional and such opinion states that the illness is work-related.

Injuries and ill health that occur while travelling or working from home are work-related if, at the time of the injury or ill health, the employee was or would be carrying out work in the interest of the employer.

A work-related accident is an unforeseen and unwanted event that occurs within the context of work-related activities.

To calculate the frequency of work-related injuries, the number of cases has been divided by the total number of scheduled hours worked by members of Alligo's own workforce multiplied by 1,000,000.

To calculate the number of days lost, the number of days has been counted from the first full day of absence to the last full day of absence.

S1-16

Remuneration metrics (pay gap and total remuneration)

	2025	2024
Gender pay gap, %	19	21
Annual total remuneration ratio	14	19

CALCULATION METHODOLOGY

The gender pay gap is indicated as the difference between the gross average hourly pay of female and male employees, divided by the gross average hourly pay of male employees multiplied by 100. The pay gap shows that the average pay for men is 19 per cent higher than for women. This is higher than the EU average of 15 per cent (European Parliament 2025). The most likely reasons for Alligo's pay gap are that the industry is male-dominated and that the business has more men in managerial positions and in the Group Management; read more on pages 58–59. To identify unjustified pay differences, pay equity analyses are carried out in those parts of the business where this is required by law. If unjustified pay differences are identified, an action plan is drawn up to adjust the individual pay gaps.

The annual total remuneration ratio is calculated as the total remuneration of the highest-paid individual, the President and CEO, divided by the median pay of other employees. For more information about remuneration, see pages 127–129, Note 5 Employees and personnel costs.

S1-17

Incidents, complaints and severe human rights impacts

	2025	2024
Number of reported incidents of discrimination, including harassment	4	13
Number of confirmed incidents of discrimination, including harassment	2	10
Number of reported complaints submitted through "non-State-based grievance mechanisms" for people in Alligo's own workforce	-	-
Number of reviewed and confirmed complaints submitted through "non-State-based grievance mechanisms" for people in Alligo's own workforce	-	-
Number of reported complaints submitted to "NCP for OECD Multinational Enterprises"	-	-
Number reviewed and confirmed complaints submitted to "NCP for OECD Multinational Enterprises"	-	-
Amount of material fines, penalties, and compensation for damages as a result of violations of social and human rights during the report period	-	-

Alligo has not had any serious consequences and incidents related to human rights in connection with the Group's employees and therefore has not paid any fines, penalties or compensation for damages for this.

S2 Workers in the value chain

Alligo's responsibility towards people, society and the environment extends beyond its own operations – upstream in relation to suppliers and downstream in relation to customers.

Alligo offers a broad range of own and external brands and customers are primarily corporate customers.

Strategy

SBM-3

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

Upstream – Workers in the supply chain

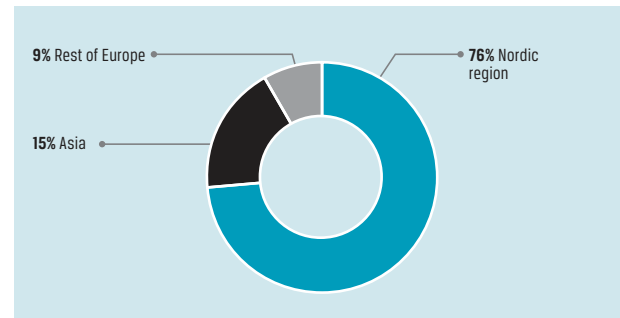
The extraction of raw materials and manufacture of products that Alligo sells take place through complex supply chains, where the suppliers are primarily located in the Nordic region, the rest of Europe and Asia. Alligo does not have its own production facilities and therefore has no direct control over manufacturing.

Workwear and PPE for own brands are mostly produced in China, Bangladesh, Laos, Vietnam and Pakistan; countries with a higher risk of failure to respect human rights, such as child labour, forced labour and poor working conditions. Migrant workers, which are prevalent in China for example, are a group that is particularly vulnerable to poor working conditions.

The risks are considered to be systemic rather than linked to individual incidents, due to factors such as political instability, inadequate regulation within labour law and occupational health and safety, as well as corruption.

Alligo's procurement can also have positive material impacts by strengthening suppliers' working conditions and ability to provide for themselves, including through responsible business practices, long-term collaborations and developing capacity in the supply chain.

GEOGRAPHIC DISTRIBUTION OF PROCUREMENT FROM SUPPLIERS IN THE STANDARD RANGE



Alligo performs regular risk assessments on new and existing suppliers based on geographic risks, type of industry, type of product, self-assessments, audits and external reports. The geographic risks and industry-related risks are based on well-established international indexes that cover labour (Workers Rights Index, Global Slavery Index), human rights (Human Development Index, Gender Development Index, Civil and Political Rights Index), environment (Sustainable Development Goals, Ratification of Environmental International Treaties) and corruption (Corruption Perceptions Index, Bribery Risk Matrix). Industries with more manual work, such as the textile industry, carry a higher risk.

Downstream – Customers

Alligo's customers are predominantly corporate customers. The workers impacted downstream are therefore the employees of customer companies who use Alligo's products in their work. Quality and product safety are therefore key elements of Alligo's business model and customer strategy. By providing workwear and PPE, Alligo contributes to better health and safety at workplaces, which has a positive material impact.

At the same time, there is a potential negative impact on the health and safety of customers if the products are of inadequate quality, particularly in relation to PPE.

Upstream – Suppliers

Impact, risk and opportunity management

S2-1

Policies and governance

Alligo's work to promote good working conditions in the value chain is governed by:

- Supplier Code of Conduct (Supplier Code)
- Whistleblowing Policy

The policies cover all suppliers and business partners and are based on international conventions. Read more about these policies in ESRS 2 on pages 74–75 and 77.

Monitoring and compliance

Monitoring takes place through target follow-up and the Sustainability Due Diligence (SDD) process; see pages 97–98.

S2-4

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions

To manage material impacts arising in the supply chain, Alligo has established an SDD process that follows the OECD Guidelines for Multinational Enterprises. The process is ongoing throughout the year and includes requirements specified through Alligo's Supplier Code, risk analysis, self-assessments completed by the supplier based on the requirements in the Supplier Code, factory visits, third-party audits and corrective actions to address identified non-conformities.

The self-assessment meets the basic information needs for both the risk assessment and the third-party audits carried out as part of amfori's audit programme. Third-party audits provide more detailed information for the risk assessment.

Alligo is a member of amfori BSCI – an international framework that supports companies in their work to improve working conditions in their supply chains. Through amfori, the Group's employees have access to tools and training that help to identify and remedy risks and promote transparency in order to maintain their competence. Some of the training is designed for suppliers to increase their knowledge of human rights, labour rights, employment conditions and occupational health and safety. A key element of membership is that audit results are shared with other members, which reduces costs and duplication in the work on supplier assessments.

SUSTAINABILITY DUE DILIGENCE (SDD PROCESS)

1 Policy and requirements

Alligo's work is based on the Supplier Code, which forms part of the purchase agreements. This specifies requirements relating to human rights, labour rights, the environment and anti-corruption.

2 Risk assessment

Alligo performs ongoing risk assessments on suppliers based on geographic and industry risks using international indexes. The results guide the prioritisation of follow-ups and audits. Non-conformities reported via the whistleblowing system are included in the risk assessments.

3 Self-assessments

Suppliers are requested to complete regular self-assessments based on the Supplier Code. The responses are used to assess the supplier's governance, procedures and required improvements. Supplementary information is requested where necessary.

7 Monitor and improve the process

Alligo continuously evaluates its work to follow up risk assessments, audits and actions to improve working methods and strengthen collaboration with suppliers.

7 Monitor and improve the process

6 Handle and follow-up non-conformities

6 Handle and follow-up non-conformities

In the event of non-conformities, the supplier must draw up an action plan that is followed up at the next audit. Serious breaches must be remedied within 60 days, after which a follow-up audit is performed. In the event of repeated or serious breaches, collaboration may be ended.

Risk assessment

2

Self-assessments

3

4 Dialogue and factory visits

The Assortment Managers perform ongoing follow-up on agreements and compliance with the Supplier Code. During factory visits, the work environment and other conditions relating to the Supplier Code are observed. Observations are documented as part of the follow-up process.

Dialogue and factory visits

4

5 Third-party audits

5 Third-party audits

Third-party audits are carried out at factories that manufacture Alligo's own brands through membership of amfori. The audits are performed by accredited personnel with local knowledge and insight into local conditions.

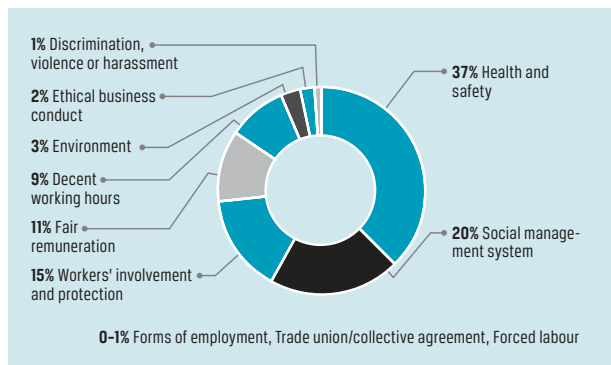
S2-4

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions, cont.

In 2025, a total of 56 (51) third-party audits were carried out in China, Bangladesh, Laos, Vietnam and Pakistan through Alligo's membership of amfori. The scope of the audits was based on the requirements of the Supplier Code and they were performed through amfori BSCI's audit programme at suppliers of own brands.

The most common non-conformities identified through third-party audits in 2025 concern working days that are too long without sufficient time to rest and recover, shortcomings in the factories' handling of complaints mechanisms, chemicals handling and employees not having sufficient knowledge about their rights, as well as shortcomings in the use of suitable personal protective equipment.

NON-CONFORMITIES IDENTIFIED IN THIRD-PARTY AUDITS IN 2025



When non-conformities are identified, a joint action plan is drawn up in the first instance in order to ensure compliance with the Supplier Code through support and training. If a significant negative social and/or environmental non-conformity is identified, a corrective action plan is developed to address the issue within 60 days. A follow-up audit subsequently takes place.

Non-conformities that violate human rights or jeopardise the independence of the audit are referred to as zero-tolerance non-conformities. Child labour, forced labour, modern slavery, or working conditions that are a direct threat to the health or life of workers are examples of such non-conformities. In 2025, no zero-tolerance non-conformities were identified during audits or factory visits or through Alligo's whistleblowing function. The effectiveness of actions is followed up through analysis of the audit results over time.

Production of own brands involves greater responsibility. Production takes place in factories that also have customers other than Alligo. Production capacity, product quality and contractual requirements are ensured through dialogue with suppliers.

The Assortment and Procurement Department has overall responsibility for supplier management and works closely with the Sustainability and Quality Department, which possesses specialist expertise in human rights and labour rights in the supply chain. Through continuous external monitoring and membership of the UN Global Compact and amfori, Alligo ensures that up-to-date knowledge and expertise are maintained. In 2023, internal training was provided to the relevant functions on human rights and sustainable supplier management in order to further strengthen competence. The close cooperation between the Sustainability and Quality Department and the Assortment and Procurement Department helps to maintain and further develop this competence.

S2-2

Processes for engaging with value chain workers about impacts

The business's category managers have ongoing contact with suppliers and regularly visit factories where Alligo's products are made.

Factory visits are made to follow up on agreements and terms of delivery and to evaluate new suppliers. On these occasions, the work environment is also observed as well as other impacts on employees. Information about working conditions is primarily collected through self-assessments and through third-party supplier audits for own brands, which are performed by an independent party. Self-assessments are performed for new suppliers and in the event of major changes, with greater frequency for suppliers with heightened sustainability risks. Third-party audits are carried out every two years. Where appropriate, agents are used to ensure local knowledge in Asia and enable dialogue with value chain workers.

The Head of Assortment and Procurement has operational responsibility for contact with suppliers concerning direct purchases, in other words purchase of the products that Alligo supplies. For indirect purchases such as transport, electricity, office equipment and office supplies, the respective contract owner is responsible. At the non-integrated companies, the respective CEO is responsible for supplier contacts.

Alligo continuously evaluates its work to follow up risk assessments, audits and actions to improve working methods and strengthen collaboration with suppliers.

S2-3

Processes to remediate negative impacts and channels for value chain workers to raise concerns

If Alligo has caused or contributed to negative impacts, the Group works with the affected parties to ensure the remediation of these.

If severe negative impacts are identified, such as forced labour, child labour or other harm to workers, effective actions must be taken to provide remediation to those affected. This may include proportionate compensation, immediate safeguards and long-term measures to prevent the recurrence of similar incidents. If the supplier's operations cause environmental damage, the supplier shall bear the social, environmental and financial costs of such damage.

The Supplier Code specifies requirements for suppliers to have their own grievance systems or access to Alligo's external whistleblowing function. This gives both affected employees and communities that may be negatively impacted by the supplier's operations the opportunity to submit their views.

Under the Supplier Code, the supplier is obliged to report any breach of the requirements in the Code, either directly to the usual contact person or through Alligo's whistleblowing system. amfori's whistleblowing system can also be used. Read more about the whistleblowing system on page 77.

Part of Alligo's SDD process involves suppliers completing a self-assessment. The assessment contains questions about whether the suppliers have established effective mechanisms for handling complaints from individuals and communities. This is further monitored in third-party audits, which also include interviews with employees. Anyone using the whistleblowing service must be protected against reprisals, as stated in Alligo's Whistleblowing Policy.

Metrics and targets

S2-5

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Target	OUTCOME	
	2025	2024
>95 per cent of Alligo's suppliers must meet Alligo's supplier standard by 2030, measured as a proportion of the total purchase value from suppliers to the standard range, %	83	77

To ensure compliance with the requirements in the Supplier Code relating to human rights, labour rights, environment and business ethics, and the consequent reduction of negative impacts in the supply chain, regular follow-up takes place of the target that all suppliers to the standard range must meet Alligo's supplier standard.

The standard range comprises Alligo's prioritised range of products that are in high demand and require fast delivery, either from the warehouse or directly from the supplier. The purchase value from suppliers to the standard range accounted for 88 per cent of the total value of Alligo's direct purchases in the integrated business in 2025.

The supplier standard contains three elements:

1. Agreement
2. Acceptance of the Supplier Code including chemical restriction lists
3. Self-assessment completed by the supplier

The target has been established taking into account the most material matters in the value chain. In setting this target, the views of customers and suppliers have been analysed, where these stakeholders expressed clear requirements and expectations that Alligo works in a structured and long-term manner to ensure a responsible supply chain. Although external stakeholders have not been directly involved in the decision on the target, their requirements and expectations have provided an important basis for its establishment.

Outcomes are followed up and reported quarterly to the Group Management. By regularly following up on the target and engaging in dialogue with stakeholders, Alligo can ensure that the strategy for a sustainable supply chain is developed in line with market requirements and regulatory changes.

In 2025, Alligo has had a major focus on dialogue with the Group's suppliers to ensure compliance with the supplier standard, which resulted in a better outcome compared with 2024.

Downstream – Customers

Impact, risk and opportunity management

S2-1

Policies and governance

The Group's work on product safety is based on the following:

- Code of Conduct
- Quality Policy
- Whistleblowing Policy

Read more about these policies in ESRS 2 on pages 74–77.

Monitoring and compliance

Follow-up takes place through regular customer contact and target follow-up. Items within clothing and PPE are certified.

Alligo has its own lab which verifies the quality requirements for Alligo's own clothing.

Alligo AB, Swedol AB, Tools AS and Tools Finland Oy, along with most of the non-integrated companies, are certified in accordance with the quality standard ISO 9001.

S2-4

Taking action on material impacts on customers, and approaches to managing material risks and pursuing material opportunities related to customers, and effectiveness of those actions

To reduce the risk of negative impacts on customers' health and safety, it is of vital importance that Alligo's products are of high quality and comply with applicable legislation and relevant standards. This is particularly serious if PPE, such as high-visibility clothing, flame-retardant garments or safety footwear, is lacking in quality or performance.

The Product Development Department is responsible for the design, choice of materials, fit and functions of clothing within own brands. The department ensures that these products fulfil certification requirements for PPE and other relevant labelling. Certification according to OEKO-TEX® STANDARD 100, an internationally recognised and independent certification, guarantees that Alligo's own clothing is free from substances that are harmful to health and meets strict chemicals requirements.

The Certification Department ensures that testing is carried out and that the correct documentation is prepared. EU Type Examination Certificates and the Declaration of Conformity (DoC) are also handled internally to ensure both accuracy and control throughout the process.

Alligo collects information from customers through various channels; read more about this in the section on stakeholders on page 65. This information may help to identify non-conformities or suggested improvements, leading in turn to improvements and the development of new functions for the products.

Alligo collects information from customers through various channels. Based on information from customers, it may be necessary to handle non-conformities or suggested improvements for own products. For example, customer requirements may lead to the development of new functions.

In 2025, no serious product or safety incidents affecting customers were reported.

S2-2

Processes for engaging with customers about impacts

Regular dialogue with customers is a prerequisite for being able to identify requirements and expectations and so ensure safe and responsible products. Alligo has close contact with customers through multiple sales channels, direct contact with sales staff, customer service, and in connection with procurement and tendering.

Sales organisations led by country managers on each market and the CEOs of Alligo's non-integrated companies have operational responsibility for maintaining and developing customer dialogue.

The sales organisation in the integrated business carries out regular customer surveys to evaluate the customer's experience of Alligo and identify areas for improvement. The majority of the Group's non-integrated companies have structured customer surveys as part of their quality work, while smaller companies evaluate the customer experience as part of their ongoing dialogue.

Relevant results from customer dialogues are used as a basis for product development and to identify potential risks related to health, safety and product performance.

S2-3

Processes to remediate negative impacts and channels for customers to raise concerns

If a product does not meet Alligo's health, safety or quality requirements, sales of the product are halted immediately and a recall is made where necessary. Customers who are experiencing problems with products can contact customer service, the store or the relevant salesperson. Contact details are available for each sales channel on Alligo's websites.

In the event of more serious incidents, such as faults in PPE that may result in a risk to human health or safety, Alligo's whistleblowing service can also be used; read more on page 77. This is available to both internal and external parties and enables the anonymous reporting of irregularities that may affect people, the organisation, society or the environment.

Alligo evaluates the cases received and takes the necessary actions such as technical investigation, product improvement, compensation of the customer or recall. Incidents are documented and followed up in order to prevent the recurrence of similar problems.

Metrics and targets

S2-5

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Target	OUTCOME	
	2025	2024
Customer Satisfaction Index (CSI) shall be more than 75 (Swedol, Sweden)	78	77
Customer Satisfaction Index (CSI) shall be more than 75 (Tools, Norway)	76	78
Customer Satisfaction Index (CSI) shall be more than 75 (Tools, Finland)	82	82
>95 per cent of Alligo's suppliers must meet Alligo's supplier standard by 2030, measured as a proportion of the total purchase value from suppliers to the standard range, %	83	77

The customer's experience of Alligo's products and product quality are included in the Customer Satisfaction Index. The target has been decided by the Group Management. Although external stakeholders have not been directly involved in the decision on the target, their requirements and expectations have been central to its establishment.

The survey was sent out digitally by an external party at the end of 2025. The customers selected were those who during the previous six months had spent at least SEK 5,000 in the Group's integrated business (Swedol in Sweden and Tools in Norway and Finland). In total, just over 2,600 customers responded to the survey.

Asked about their perception of the quality of the products supplied by Alligo, 81 (84) per cent of respondents gave a score of 4 or 5 on a five-point scale, where 1 is "very poor" and 5 is "very good".

To ensure product quality and that there are no hazardous chemicals in the finished products, Alligo specifies requirements for suppliers through the Supplier Code. The supplier standard target is designed to take into account the most material matters within the value chain, including product quality. Read more about this target on pages 86 and 99.

Governance

The three words commitment, collaboration and competence form the foundation of Alligo's values. The Code of Conduct is one of the cornerstones of the corporate culture and is a central policy document.

Significant events during the year

- 82 per cent of employees have completed training on the Code of Conduct, an increase of 17 percentage points compared with 2024.
- Alligo is beginning preparations to implement the information security standard ISO 27001 in the integrated business.

75 per cent of Alligo's employees have completed mandatory training on anti-corruption.

Contents

G1	Business conduct	103
Own	Information security	104

G1 Business conduct

Alligo strives to act professionally, responsibly and with integrity in all business transactions and relationships. Promoting a corporate culture of transparency, complying with legislation and acting with high business ethics contribute to building long-term relationships and a sustainable business.

G1-1

Policies and governance

Alligo's work to achieve good business ethics and governance is based on:

- Code of Conduct
- Anti-Corruption Policy
- Whistleblowing Policy

Read more about these policies in ESRS 2 on pages 74–75 and 77.

Monitoring and compliance

Compliance is ensured through target follow-up, mandatory training, the whistleblowing function and follow-up of reported incidents, internal controls and audits.

Impact, risk and opportunity management

Corporate culture and risks

Alligo works actively for a stronger responsible corporate culture through leadership development, training on the Code of Conduct, employee surveys and continuous dialogue on regulatory compliance within the organisation. Outcomes and non-conformities are reported to the Group Management, the Board of Directors and the Audit Committee.

G1-3

Prevention and detection of corruption and bribery

Alligo does not tolerate any form of corruption, whether direct or indirect, for example via an intermediary such as an agent or consultant, even if this means that the Group loses business. Alligo works in a risk-based manner that covers the entire value chain.

Procedures for addressing and detecting risks of corruption

Alligo's procedures to prevent, detect and address corruption and bribery are based on internal guidelines, mandatory training on the Code of Conduct and established reporting and follow-up processes. Central to this work is the whistleblowing function, which is described in the Whistleblowing Policy on page 77. This function is available both to employees and to external stakeholders and enables the anonymous reporting of suspected breaches, including corruption and bribery.

Cases of suspected corruption or bribery are reported to the Management and the Board of Directors. As part of the efforts to further strengthen its work on business ethics, Alligo will continue to develop its processes for handling cases of suspected corruption or bribery. These processes also cover how such incidents are subsequently reported to Management and the Board of Directors.

Risk assessments and control activities

Risks related to corruption in the supply chain are followed up through the Sustainability Due Diligence (SDD) process. Regulatory compliance is included in internal control plans. Control activities include third-party audits, the handling of gifts and entertainment, as well as follow-up of conflicts of interest. Read more about the SDD process on pages 97–97.

Training and competence development

Alligo's preventive measures include training designed to strengthen awareness of responsible business conduct, business ethics and anti-corruption.

Digital training on the Group's Code of Conduct and Anti-Corruption Policy forms part of the onboarding process and must be completed by all employees. Refresher training is provided as necessary, for example when the Code of Conduct or Anti-Corruption Policy are updated or when risks are identified in these areas. The training is based on the requirements in the respective control documents. More information is provided on pages 75 and 77.

To date, 82 per cent (65) of employees have completed training on the Code of Conduct and 75 per cent have completed the new training on anti-corruption, which was launched in 2025. All Board members have completed the training on anti-corruption.

In 2026, the aim is for employees in roles with responsibility for sales, purchasing and procurement, as well as the Group Management, to complete more extensive training on anti-corruption.

Handling of violations

Disciplinary action can be taken in the event of violations of Alligo's Code of Conduct or Anti-Corruption policy or in the event of criminal activity. This can result in consequences for the employee under labour law, such as a warning, report to the relevant authorities or, in serious cases, termination of employment. Violations that are deemed to be criminal in nature are reported to the police.

In the event that a violation of Alligo's Supplier Code of Conduct (Supplier Code) constitutes a breach of Alligo's contract with the supplier, this may give rise to a claim for damages. Ultimately, the contract with the supplier may be terminated.

Targets and metrics

G1-4

Incidents of corruption or bribery

Target	OUTCOME	
	2025	2024
Zero tolerance of bribery and corruption	0	0

There were no confirmed cases of corruption or bribery reported within Alligo's operations in 2025 and therefore no fines were imposed.

The target measures the overall effect of actions designed to ensure compliance with Alligo's Code of Conduct and Anti-Corruption Policy. The target relates to the financial year. Stakeholders have not been involved in developing the target. The target covers the entire Group and also includes cases relating to the value chain. The Group Management and the Board of Directors regularly follow-up reported cases of bribery and corruption.

Cases in Alligo's whistleblowing function

Metric	2025	2024
Number of confirmed whistleblowing cases	12	6

In 2025, a total of 20 cases were reported via the whistleblowing function. Of these, 12 were confirmed whistleblowing cases that were investigated in accordance with applicable procedures.

Information security

Alligo carries out structured work on information security to protect data, systems and infrastructure.

Robust processes and clear procedures are used to reduce risks, strengthen the confidence of customers and employees, and create the conditions for a stable, resilient and long-term sustainable business.

OWN

Policies and governance

Alligo's work on information security and data processing is based on:

- Information Security Policy
- Privacy policies for employees, customers and shareholders

Read more about these policies in ESRS 2 on pages 74–75 and 77.

The work is governed by a Group-wide steering group for information security, which meets regularly and follows established frameworks for risk management and business continuity management.

Monitoring and compliance

Compliance is ensured through structured working methods, ongoing controls and training to strengthen awareness about cyber threats. Incident management follows a standardised process.

Below are the relevant KPIs relating to training:

- the proportion of users who click on phishing links must be lower than four per cent in 2027 and lower than two per cent in 2029
- 100 per cent of employees must complete annual mandatory security training

Next steps

Directive (EU) 2022/2555 of the European Parliament and of the Council on measures for a high common level of cybersecurity across the Union (NIS2) came into force in 2023 and involves more stringent requirements within information security, risk management, incident reporting and governance. Although Alligo is not directly affected by the Directive, the Group is indirectly impacted as a supplier to businesses that are covered by the law. The Directive is in the process of being implemented in national legislation in those countries where Alligo operates.

A formalised management system in accordance with the information security standard ISO 27001 is closely aligned with the requirements specified by NIS2, providing a stable foundation for compliance. ISO 27001 is also an established framework for risk management and continuous improvement, creating commercial value through greater robustness, clearer processes and increased confidence among customers and stakeholders.

The aim in 2026 is to continue to work on the following:

- preparations for implementing ISO 27001-certification in the integrated business Swedol and Tools
- incorporate non-integrated companies in Alligo's information security programme
- increase the level of maturity of the Group's critical security controls

Certifications and frameworks

Alligo follows established certifications and frameworks to ensure robust cyber security.

OWN

Customer privacy

Alligo processes customer data with a high level of privacy and does not store sensitive information, such as credit card details or personal data. Payments take place using third-party solutions to reduce risk and ensure compliance with relevant standards.

Metrics and targets

OWN

Targets related to information security

Target	OUTCOME	
	2025	2024
Zero material cyber incidents per year	0	No info

The target for material cyber incidents is designed to assess the impact of the Information Security Policy, Privacy Policies and working practices. The target has been formulated to identify the matters that stakeholders, in particular customers, consider most important. The target covers Alligo's entire business and is followed up quarterly by the Group Management. Stakeholders have not been directly involved in formulating the target.

A material cyber incident is defined as:

- stoppage to a critical process for more than 24 hours, or
- a regulatory report, sanction or direct cost in excess of MSEK 1.5.

Impact, risk and opportunity management

OWN

Actions and resources related to information security

Systematic information security work

Alligo works systematically to increase the level of maturity within information security. During the year, the Group has continued to implement a Group-wide information security programme. This programme combines tools, resources and budget and builds on robust risk management, incident management and continuous improvements. The work also includes third-party risk management and centralised reporting, as well as regulatory compliance procedures.

The information security programme is intended to strengthen the ability to prevent, detect and handle cyber risks. Incident management follows a standardised process with classification, clear escalation procedures, automatic alarms, risk assessment and contingency deployment in critical incidents.

Work to prevent cyber threats and data breaches

To strengthen its protection against cyber threats, Alligo has implemented a number of key measures in 2025:

- personal accounts, strong passwords and mandatory multi-factor authentication when logging in on new devices
- automatic locking of accounts and devices, limited macros and regular security updates
- enhanced backup strategy with three security levels: data centre, cloud-based and external physical

Training on phishing and information security

Phishing is where attackers attempt to deceive people into providing sensitive information using e-mails, text messages or fake websites. To reduce this risk, Alligo performs regular simulations of phishing attacks, with mandatory training provided to employees who click on the link.

Two simulations were sent out during the year and results have improved, but continued work is needed to reduce the risk level further.

Appendix A: Reporting in accordance with Article 8 of the Taxonomy Regulation

In the 2025 financial year, Alligo's primary operations – workwear, PPE, tools and consumables – were not Taxonomy-eligible economic activities. Reporting in accordance with Article 8 therefore refers to other identified activities that fall within the scope of the Taxonomy.

In accordance with the revised Article 8, Alligo reports the proportion of turnover, capital expenditure and operating expenditure that is:

- Taxonomy-eligible,
- Taxonomy-aligned, and
- non-material.

Non-material activities are aggregated and do not affect the reported KPIs to any significant extent.

Accounting policies

Turnover

Total turnover corresponds to the Group's revenue according to the consolidated income statement; see page 112.

The identified turnover of Taxonomy-eligible activities is both quantitatively limited in relation to the Group's total turnover and qualitatively non-material in relation to the Group's core business and revenue generation.

Capital expenditure (CapEx)

Total capital expenditure includes investments in intangible non-current assets, tangible non-current assets and right-of-use assets in accordance with IFRS 16 before amortisation, depreciation, impairment and write-downs and excluding translation effects. New and renegotiated leases and rental agreements are also included. Read more on pages 131-133, note 10 Intangible assets, note 11 Tangible non-current assets and note 12 Leases.

Operating expenditure (OpEx)

Total operating expenditure is defined in accordance with Article 8 as direct costs that cannot be capitalised relating to repair and maintenance of tangible non-current assets. Other potentially Taxonomy-relevant operating expenditure has been deemed non-material.

The identified operating expenditure of Taxonomy-eligible activities is both quantitatively limited in relation to the Group's total operating expenditure and qualitatively non-material in relation to the Group's core business and revenue generation. It is therefore deemed non-material for the business model or value creation.

Assessment of compliance

For many of the identified activities, the Group is dependent on third-party information for the verification of technical screening criteria and the requirement to do no significant harm. It has not been possible to obtain complete documentation in some cases, which affects the ability to classify activities as Taxonomy-aligned.

Alligo fulfils the requirements concerning minimum safeguards relating to human rights, labour rights, anti-corruption, taxation and competition. The Group applies a Code of Conduct based on international principles such as the UN Global Compact, the OECD Guidelines for Multinational Enterprises and the ILO's Core Conventions.

Identified Taxonomy-eligible activities

Activities have been identified as Taxonomy-eligible. The assessment of Taxonomy eligibility has been made using appropriate technical screening criteria, including emissions thresholds for substantial contribution to climate change mitigation and the requirement to do no significant harm and in accordance with minimum safeguards.

For the reporting year, the Group has been unable to verify and document that all criteria are met. The activities are therefore reported as Taxonomy-eligible but not Taxonomy-aligned.

Transport by passenger cars

The Group has capital expenditure for the leasing and acquisition of passenger and company cars that is eligible for CCM 6.5 Transport by motorbikes, passenger cars and light commercial vehicles under the Climate Delegated Act.

Renovation of buildings

The Group has identified capital expenditure attributable to the renovation of both owned and leased buildings within the framework of CCM 7.2 Renovation of existing buildings under the relevant delegated acts.

Acquisition and ownership of buildings

The Group owns a limited number of buildings and holds right-of-use assets in the form of lease agreements for stores, offices and warehouses. Capital expenditure attributable to the acquisition of buildings and to new and renegotiated leases, as well as leases acquired through corporate acquisitions, are eligible for the economic activity CCM 7.7 Acquisition and ownership of buildings and have been identified as Taxonomy-eligible in accordance with applicable delegated acts.

Non-material activities

Non-material activities for turnover and capital expenditure relate to the areas below.

Repair and sale of spare parts

The Group carries out repairs and sells spare parts and this relates mainly to the repair of, and sale of spare parts for, motorised hand tools, electrical equipment and welding equipment. This is of such limited scope, however, that it is not deemed material for the business model or value creation.

Energy efficiency and installation of charging stations

Alligo carries out projects to improve energy efficiency and to install charging stations for electric and hybrid vehicles at premises owned by Alligo or where Alligo has a right of use. The expenditure has been limited or taken the form of support rather than investments and is therefore non-material.

Appendix A: Reporting in accordance with Article 8 of the Taxonomy Regulation cont.

Summary

2025													2024		
KPI	Total	Proportion of Taxonomy-eligible activities	Taxonomy-aligned activities	Proportion of Taxonomy-aligned activities	Breakdown by environmental objectives of Taxonomy-aligned activities						Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy-aligned activities	Proportion of Taxonomy-aligned activities
					Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity					
	MSEK	%	MSEK	%	%	%	%	%	%	%	%	%	MSEK	%	
Turnover	9,551	-	-	-	-	-	-	-	-	-	-	-	0.3	-	-
CapEx	709	79.6	-	-	-	-	-	-	-	-	-	-	0.3	-	-
OpEx	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-

CapEx

2025													
Economic activities	Code	Taxonomy-eligible KPI	Taxonomy-aligned KPI	Taxonomy-aligned KPI	Breakdown by environmental objectives of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity			
		%	MSEK	%	%	%	%	%	%	%			%
Transport by motorbikes, passenger cars and light commercial vehicles	CMM 6.5	7.3	-	-	-	-	-	-	-	-	-	T	-
Renovation of existing buildings	CMM 7.2	4.2	-	-	-	-	-	-	-	-	-	T	-
Acquisition and ownership of buildings	CMM 7.7	68.0	-	-	-	-	-	-	-	-	-	-	-
Sum of alignment per objective					-	-	-	-	-	-			
Total KPI		79.6	-	-	-	-	-	-	-	-	-	-	-

Appendix B: Datapoints that derive from other EU legislation

Disclosure requirement and related datapoint	SFDR ¹ reference	Pillar 3 reference ²	Benchmark Regulation reference ³	Climate Law reference ⁴	Material/ Non-material	Page
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex I		Commission Delegated Regulation (EU) 2020/1816 ⁵ , Annex II		Material	63
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		Material	63
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex I				Material	64
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicator number 4 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013 Commission Implementing Regulation (EU) 2022/2453 ⁶ , Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Non-material	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Non-material	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex I		Delegated Regulation (EU) 2020/1818 ⁷ , Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Non-material	
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Non-material	
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	Material	80-81
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013 Commission Implementing Regulation (EU) 2022/2453, Template 1: Banking book - Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		Non-material	
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex I	Article 449a Regulation (EU) No 575/2013 Commission Implementing Regulation (EU) 2022/2453, Template 3: Banking book - Climate Change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		Material	82
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator number 5 Table #2 of Annex I				Non-material	
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex I				Material	83
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013 Commission Implementing Regulation (EU) 2022/2453, Template 1: Banking book - Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		Material	83
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicator number 3 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book - Climate Change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		Material	84
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	Non-material	

Appendix B: Datapoints that derive from other EU legislation cont.

Disclosure requirement and related datapoint	SFDR ¹ reference	Pillar 3 reference ²	Benchmark Regulation reference ³	Climate Law reference ⁴	Material/ Non-material	Page
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Non-material	
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk			Non-material	
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)					Non-material	
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			Non-material	
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Non-material	
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex I Indicator number 2 Table #2 of Annex I Indicator number 1 Table #2 of Annex I Indicator number 3 Table #2 of Annex I				Non-material	
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex I				Material	87
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table #2 of Annex I				Non-material	
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex I				Non-material	
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex I				Non-material	
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex I				Non-material	
ESRS 2 – SBM 3 – E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex I				Non-material	
ESRS 2 – SBM 3 – E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex I				Non-material	
ESRS 2 – SBM 3 – E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex I				Non-material	
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex I				Non-material	
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex I				Non-material	
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex I				Non-material	
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex I				Non-material	
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex I				Non-material	
ESRS 2 – SBM3 – S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				Non-material	

Disclosure requirement and related datapoint	SFDR ¹ reference	Pillar 3 reference ²	Benchmark Regulation reference ³	Climate Law reference ⁴	Material/ Non-material	Page
ESRS 2 – SBM3 – S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				Non-material	
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				Material	91
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		Material	91
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				Material	91
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				Material	91
ESRS S1-3 Grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				Material	92
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Material	95
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				Material	95
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Material	95
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				Material	95
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				Material	95
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator number 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Article 12 (1)		Material	95
ESRS 2 – SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicator number 12 and Indicator number 13 Table #3 of Annex I				Material	71
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				Material	97
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and Indicator number 4 Table #3 of Annex I				Material	97
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Article 12 (1)		Material	97
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		Material	97
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex I				Material	97
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex I and Indicator number 11 Table #1 of Annex I				Non-material	
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Article 12 (1)		Non-material	

Appendix B: Datapoints that derive from other EU legislation cont.

Disclosure requirement and related datapoint	SFDR ¹ reference	Pillar 3 reference ²	Benchmark Regulation reference ³	Climate Law reference ⁴	Material/ Non-material	Page
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex I				Non-material	
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				Non-material	
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 17	Indicator number 10 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Article 12 (1)		Non-material	
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex I				Non-material	
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex I				Material	103
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex I				Material	103
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Material	103
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex I				Material	103

- 1) Regulation (EU) 2019/2088 on sustainability-related disclosures in the financial services sector (Sustainable Finance Disclosures Regulation).
- 2) Regulation (EU) No 575/2013 on prudential requirements for credit institutions and investment firms.
- 3) Regulation (EU) 2016/1011 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds.
- 4) Regulation (EU) 2021/1119 establishing the framework for achieving climate neutrality.
- 5) Regulation (EU) 2020/1816 supplementing Regulation (EU) 2016/1011 as regards the explanation in the benchmark statement of how environmental, social and governance factors are reflected in each benchmark provided and published.
- 6) Regulation (EU) 2022/2453 amending the implementing technical standards laid down in Implementing Regulation (EU) 2021/637 as regards the disclosure of environmental, social and governance risks.
- 7) Regulation (EU) 2020/1818 supplementing Regulation (EU) 2016/1011 as regards minimum standards for EU Climate Transition Benchmarks and EU Paris-aligned Benchmarks.

Financial statements

Contents

Consolidated income statement	112
Consolidated balance sheet	113
Consolidated statement of changes in equity	114
Consolidated statement of cash flows	115
Parent Company income statement	116
Parent Company balance sheet	117
Parent Company statement of changes in equity	118
Parent Company statement of cash flows	118
Notes	119
Signatures	147
Auditor's Report	148

Consolidated income statement

MSEK	Note	2025	2024
Revenue	3	9,551	9,333
Other operating income	4	87 ¹	109 ¹
Total operating income		9,638	9,442
Cost of goods sold		-5,628	-5,531
Personnel costs	5	-1,936	-1,845
Depreciation, amortisation, impairment losses and reversal of impairment losses		-614	-608
Other operating expenses	6, 12	-989	-953
Total operating expenses		-9,167	-8,937
Operating profit	3	471	505
Financial income		29	21
Financial expenses		-145	-167
Net financial items	7	-116	-146
Profit/loss after financial items		355	359
Taxes	9	-86	-80
Profit/loss for the year		269	279
Attributable to:			
Parent Company shareholders		261	274
Non-controlling interests		8	5
Earnings per share (SEK)	18		
Before and after dilution		5.21	5.47

1) Of which revalued contingent additional purchase considerations of MSEK 3.

Consolidated statement of comprehensive income

MSEK	Note	2025	2024
Profit/loss for the year		269	279
Other comprehensive income			
Components that will not be reclassified to profit/loss for the year		-	-
Components that will be reclassified to profit/loss for the year			
Translation differences		-113	7
Fair value changes for the year in cash flow hedges		-9	1
Fair value changes in cash flow hedges transferred to profit/loss for the year		-5	10
Tax attributable to components that were or can be reclassified to profit/loss for the year	9	3	-2
		-124	16
Other comprehensive income for the year		-124	16
Comprehensive income for the year		145	295
Attributable to:			
Parent Company shareholders		137	290
Non-controlling interests		8	5

Consolidated balance sheet

MSEK	Note	31/12/2025	31/12/2024
ASSETS			
Non-current assets			
Intangible non-current assets	10	3,149	3,083
Right-of-use assets	12	1,295	1,230
Tangible non-current assets	11	651	668
Financial investments		2	2
Other non-current receivables	16	25	33
Deferred tax assets	9	75	62
Total non-current assets		5,197	5,078
Current assets			
Inventories	14	2,481	2,471
Tax assets		31	34
Accounts receivable	23	1,218	1,179
Other receivables	16	36	56
Prepaid expenses and accrued income	15	208	185
Cash and cash equivalents		486	670
Total current assets		4,460	4,595
TOTAL ASSETS		9,657	9,673
EQUITY AND LIABILITIES			
Equity			
Share capital	17	102	102
Reserves		-111	13
Retained earnings including profit/loss for the year		3,760	3,604
Equity attributable to Parent Company shareholders		3,751	3,719
Non-controlling interests		45	37
TOTAL EQUITY		3,796	3,756
Non-current liabilities			
Non-current interest-bearing liabilities	23	2,258	2,295
Non-current lease liabilities	23	898	826
Non-current non-interest-bearing liabilities	19	78	107
Provisions for pensions		0	0
Other provisions	19	16	12
Deferred tax liabilities	9	418	408
Total non-current liabilities		3,668	3,648
Current liabilities			
Current interest-bearing liabilities	23	2	9
Current lease liabilities	23	471	443
Accounts payable		1,086	1,135
Tax liabilities		17	12
Other liabilities	20	239	251
Accrued expenses and deferred income	21	378	419
Total current liabilities		2,193	2,269
TOTAL LIABILITIES		5,861	5,917
TOTAL EQUITY AND LIABILITIES		9,657	9,673

Consolidated statement of changes in equity

MSEK	Equity attributable to Parent Company shareholders				Non-controlling interests	Total equity
	Share capital	Reserves	Retained earnings incl. profit/loss for the year	Total		
Closing equity, 31/12/2023	102	-3	3,514	3,613	26	3,639
Profit/loss for the year			274	274	5	279
Other comprehensive income		16		16		16
Dividend			-175	-175		-175
Share-based remuneration			1	1		1
Sale of treasury shares			2	2		2
Acquisitions of partly owned subsidiaries			-	-	6	6
Change in value of option liability			-5	-5		-5
Option liability, acquisitions ¹			-7	-7		-7
Closing equity, 31/12/2024	102	13	3,604	3,719	37	3,756
Opening equity, 01/01/2025	102	13	3,604	3,719	37	3,756
Profit/loss for the year			261	261	8	269
Direct adjustment in subsidiaries ²			-1	-1		-1
Other comprehensive income		-124		-124		-124
Dividend			-100	-100	-4	-104
Share-based remuneration			3	3		3
Sale of treasury shares			2	2		2
Acquisitions of partly owned subsidiaries			-	-	4	4
Change in value of option liability			-2	-2		-2
Option liability, acquisitions ³			-10	-10		-10
Other adjustment ⁴			3	3		3
Closing equity, 31/12/2025	102	-111	3,760	3,751	45	3,796

1) Pertains to the value of the put options in relation to non-controlling interests in the acquired subsidiary New Profile Sverige AB which grant the shareholders the right to sell shares to Alligo. The price of the options is dependent on the results achieved at the company and may be extended by one year at a time from 2027 onwards.

2) In connection with the reporting for the first quarter of 2025, two subsidiaries have adjusted their opening equity by MSEK -1.

3) Pertains to the value of the put options in relation to non-controlling interests in the acquired subsidiary Respond Profiling & Firmagaver AS which grant the shareholders the right to sell shares to Alligo. The price of the options is dependent on the results achieved at the company and may be extended by one year at a time from 2028 onwards.

4) A minor adjustment was made during the year to deferred tax attributable to historical temporary differences. The adjustment has not had any material impact on the consolidated financial statements.

Consolidated statement of cash flows

MSEK	Note	2025	2024
Operating activities			
Profit/loss after financial items		355	359
Adjustments for non-cash items	29	646	599
Income taxes paid		-78	-131
Cash flow from operating activities before changes in working capital		923	827
Cash flow from changes in working capital			
Change in inventories		-4	6
Change in operating receivables		-55	80
Change in operating liabilities		-66	39
Changes in working capital		-125	125
Cash flow from operating activities		798	952
Investing activities			
Acquisition of tangible non-current assets		-93	-93
Proceeds from sale of tangible non-current assets		2	8
Acquisition of intangible non-current assets		-21	-22
Acquisition of subsidiaries/operating segments, net effect on liquidity	30	-296	-425
Divestment of subsidiaries/operating segments, net effect on liquidity	30	-	-5
Acquisition of financial non-current assets		-	-4
Proceeds from sale of financial non-current assets		9	-
Cash flow from investing activities		-399	-541
Cash flow before financing		399	411
Financing activities			
Dividend paid to Parent Company shareholders		-100	-175
Repurchase/sale of share options		-	1
Repurchase/sale of treasury shares		2	2
Borrowings		107	460
Repayment of loans		-582	-405
Cash flow from financing activities		-573	-117
Cash flow for the year		-174	294
Cash and cash equivalents at the beginning of the year		670	382
Exchange difference in cash and cash equivalents		-10	-6
Cash and cash equivalents at year-end	29	486	670

Parent Company income statement

MSEK	Note	2025	2024
Revenue	3	23	23
Other operating income	4	5	4
Total operating income		28	27
Personnel costs	5	-28	-18
Depreciation, amortisation, impairment losses and reversal of impairment losses		0	0
Other operating expenses	6, 12	-19	-15
Total operating expenses		-47	-33
Operating profit		-19	-6
Profit from financial items:			
Profit from other securities and receivables recognised as non-current assets	7	76	84
Other interest income and similar profit/loss items	7	5	16
Interest expenses and similar profit/loss items	7	-95	-114
Net financial items		-14	-14
Profit/loss after financial items		-33	-20
Appropriations	8	113	109
Profit/loss before tax		80	89
Taxes	9	-17	-19
Profit/loss for the year		63	70

There are no items at the Parent Company that are recognised under other comprehensive income.
Total comprehensive income therefore corresponds to the profit/loss for the year.

Parent Company balance sheet

MSEK	Note	31/12/2025	31/12/2024
ASSETS			
Non-current assets			
Intangible non-current assets	10	1	0
Tangible non-current assets	11	0	0
Financial non-current assets			
Participations in Group companies	27	1,948	1,948
Receivables from Group companies	13	1,481	1,487
Deferred tax assets	9	0	0
Total financial non-current assets		3,429	3,435
Total non-current assets		3,430	3,435
Current assets			
Current receivables			
Receivables from Group companies		1,290	772
Tax assets		2	-
Other receivables	16	0	0
Prepaid expenses and accrued income		1	1
Total current receivables		1,293	773
Cash and bank		432	594
Total current assets		1,725	1,367
TOTAL ASSETS		5,155	4,802
EQUITY, PROVISIONS AND LIABILITIES			
Equity			
Restricted equity	17		
Share capital		102	102
Non-restricted equity			
Share premium reserve		1,442	1,442
Retained earnings		-2	23
Profit/loss for the year		63	70
Total equity		1,605	1,637
Untaxed reserves		91	64
Non-current liabilities			
Provisions		4	4
Liabilities to credit institutions	23	2,258	2,295
Total non-current liabilities		2,262	2,299
Current liabilities			
Accounts payable		2	1
Liabilities to Group companies		1,177	765
Tax liabilities		-	23
Other liabilities		1	1
Accrued expenses and deferred income	21	17	12
Total current liabilities		1,197	802
TOTAL EQUITY, PROVISIONS AND LIABILITIES		5,155	4,802

Parent Company statement of changes in equity

MSEK	Restricted equity	Non-restricted equity				Total equity
	Share capital	Holding of treasury shares	Share premium reserve	Retained earnings	Profit/loss for the year	
Closing equity, 31/12/2023	102	-87	1,442	209	74	1,740
Reversal of earnings				74	-74	0
Profit/loss for the year					70	70
Other comprehensive income						-
Dividend				-175		-175
Repurchase of share options		0				0
Sale of treasury shares		2				2
Closing equity, 31/12/2024	102	-85	1,442	108	70	1,637
Opening equity, 01/01/2025	102	-85	1,442	108	70	1,637
Reversal of earnings				70	-70	0
Profit/loss for the year					63	63
Other comprehensive income						-
Dividend				-100		-100
Share-based remuneration				3		3
Repurchase of share options		0				0
Sale of treasury shares		2				2
Closing equity, 31/12/2025	102	-83	1,442	81	63	1,605

Parent Company statement of cash flows

MSEK	Note	2025	2024
Operating activities			
Profit/loss after financial items		-33	-20
Adjustments for non-cash items	29	-7	0
Income taxes paid		-42	-10
Cash flow from operating activities before changes in working capital		-82	-30
Cash flow from changes in working capital			
Change in current receivables and liabilities to Group companies		-102	-126
Change in operating receivables		0	0
Change in operating liabilities		6	-7
Changes in working capital		-96	-133
Cash flow from operating activities		-178	-163
Investing activities			
Acquisition of tangible non-current assets		-1	-
Cash flow from investing activities		-1	-
Cash flow before financing		-179	-163
Financing activities			
Dividend paid to Parent Company shareholders		-100	-175
Repurchase/sale of treasury shares		2	2
Change in non-current receivables and liabilities to Group companies		6	1
Group contributions paid and received		140	140
Borrowings		120	460
Repayment of loans		-150	0
Cash flow from financing activities		18	428
Cash flow for the year		-161	265
Cash and cash equivalents at the beginning of the year		594	329
Exchange difference in cash and cash equivalents		-1	-
Cash and cash equivalents at year-end	29	432	594

Notes

NOTE 1

Summary of significant accounting policies

Compliance with standards and legislation

The consolidated financial statements have been prepared in accordance with the Swedish Annual Accounts Act, RFR 1 Supplementary Accounting Rules for Groups, IFRS® and IFRIC® interpretations, as approved by the EU. Recommendation RFR 1 Supplementary Accounting Rules for Groups issued by the Swedish Financial Reporting Board has also been applied. The Parent Company applies the same accounting policies as the Group, except in the cases stated below under "Parent Company accounting policies."

The Parent Company's financial statements and the consolidated financial statements were approved for publication by the Board of Directors and President & CEO on 8 April 2026. The income statements and balance sheets of the Parent Company and the Group are subject to approval by the Annual General Meeting to be held on 20 May 2026.

European Single Electronic Format (ESEF)

Alligo applies the Commission Delegated Regulation (EU) 2018/815 with regard to a single electronic reporting format (ESEF). The Annual Report is therefore published in an XHTML format (Extensible HyperText Markup Language) and the financial statements prepared in accordance with International Financial Reporting Standards (IFRS) and the information in the table below have been tagged in accordance with a separate ESEF Taxonomy.

ESEF data

Name of reporting entity:	Alligo AB
Domicile of entity:	Stockholm
Legal form of entity:	Aktiebolag (limited liability company)
Country of incorporation:	Sweden
Address of entity's registered office:	Vindkraftsvägen 2, 135 26 Tyresö
Description of nature of entity's operations and principal activities:	Alligo is a leading player within workwear, PPE, tools and consumables in the Nordic region.
Name of parent entity:	Alligo AB
Name of ultimate parent of group:	Alligo AB

Valuation basis applied when preparing the financial statements

The Parent Company's functional currency is Swedish kronor (SEK), which also constitutes the reporting currency for the Group. This means that the financial statements are presented in SEK. All amounts, unless specifically stated otherwise, are rounded to the nearest million.

Assets and liabilities are recognised at historical cost, except for certain financial assets and liabilities that are measured at fair value.

Events after the balance sheet date refer to both favourable and unfavourable events that occur between the balance sheet date and the date at the beginning of the following financial year when the financial statements are signed by the members of the Board of Directors and the President & CEO. Information is provided in the Annual Report about any significant events after the end of the financial year that were not accounted for when the financial statements were adopted. Such events that confirm the circumstances prevailing at the balance sheet date are taken into account at the time of adoption of the financial statements.

Non-current assets and disposal groups held for sale are recognised at the lower of their recognised carrying amount at the time of classification and their fair value after a deduction for selling expenses. Offsetting of receivables and liabilities and of income and costs occurs only when required or when expressly permitted in an accounting recommendation.

The stated accounting policies for the Group have been applied consistently for all periods presented in the consolidated financial statements, unless specifically stated otherwise. The Group's accounting policies have been applied consistently in the reporting and consolidation of the Parent Company and subsidiaries.

New and amended accounting policies

There were no new IFRS standards or changes to standards for the 2025 financial year that are considered to have any material impact on the Group's financial statements.

Alligo is affected by the changes in IAS 12 Income Taxes (ED/2024/1 International Tax Reform – Pillar Two Model Rules) regarding Pillar 2. The impact on the Group has been assessed on the basis of Alligo's country-by-country reporting (CbCR). Operations in Sweden, Norway and Finland have a high effective tax rate in excess of 15 per cent, which means that Alligo is not affected by the top-up tax contained in the model rules. Operations in Estonia are exempt as they have revenue lower than MEUR 10 and profit of less than MEUR 1.

New IFRS that have not yet been applied

A number of new and revised standards and interpretations have been published and enter into effect in 2026 or later.

IFRS 18 Presentation and Disclosure in Financial Statements

The implementation of IFRS 18 will not affect Alligo's net profit, but it will affect the presentation of income and expenses within the new categories in the income statement. The standard will apply as of 1 January 2027.

No other new or amended IFRS or IFRS IC interpretations that have been published by the IASB but have not yet been adopted by the EU are deemed to have any material impact on the Group's financial statements.

Segment reporting

Alligo's operating segments consist of the geographic segments of Sweden, Norway and Finland (including Estonia). The operating segments reflect how the Group's Corporate Management and Board of Directors monitor operations. Group-wide includes the Group's Management and support functions. The support functions include Investor Relations and Legal. Financial items and taxes are not broken down by operating segment and are instead reported as a whole in Group-wide. Intra-Group pricing between the operating segments takes place on market terms. The accounting policies are the same as for the consolidated financial statements.

Consolidation principles

Subsidiaries

Subsidiaries are companies in which Alligo AB has a controlling influence. A controlling influence exists if the Parent Company has power over the investee, is exposed to or has rights to variable returns from its involvement and has the ability to use its power over the investee to affect the amount of the investor's returns. When assessing whether or not a controlling influence exists, consideration is given to potential voting shares and whether any de facto control exists.

Acquisitions

Subsidiaries are recognised in accordance with the purchase method of accounting. The acquisition analysis determines the fair value, on the date of acquisition, of the identifiable assets, assumed debts and any non-controlling interests. Transaction costs arising, with the exception of transaction costs attributable to the issue of equity instruments or debt instruments, are recognised directly

1 Continuation: Summary of key accounting policies

in profit and loss under other operating expenses. In the case of business combinations where the transferred remuneration, any non-controlling interests and the fair value of previously held participations (step acquisitions) exceed the fair value of the acquired assets and assumed liabilities that are to be recognised separately, the difference is recognised as goodwill. Should the difference be negative, which is known as a bargain purchase, it is recognised directly in profit or loss for the year.

Contingent considerations are recognised at fair value at the time of acquisition by calculating the present value of the likely outcome. If the contingent consideration is classified as a financial liability, this is remeasured at fair value at each reporting date. Remeasurement is recognised in profit or loss for the year. In those cases where the contingent consideration is classified as an equity instrument, no remeasurement is applied and settlement is recognised directly within equity. The terms and conditions stipulated by the respective purchase agreement determine the valuation of the contingent consideration.

If the acquisition does not pertain to 100 per cent of the subsidiary, a non-controlling interest arises. Put options issued to non-controlling interests refer to agreements that give such interests the right to sell shares in the subsidiary at fair value at a future point in time. Call options issued by non-controlling interests refer to agreements that give Alligo the right to buy shares in the subsidiary at fair value at a future point in time. The amount that will be paid if the option is exercised is initially recognised directly in equity as a financial liability at an amount corresponding to the present value of the redemption price that applies at the first date on which the option can be exercised.

There are two methods for recognising non-controlling interests: (i) by recognising the non-controlling interest's share of the proportional net assets or (ii) by recognising the non-controlling interest at fair value, meaning that the non-controlling interest has part of goodwill. Which of these two alternatives is to be applied for the recognition of non-controlling interests can be determined on a case-by-case basis.

For step acquisitions, goodwill is determined on the date on which controlling influence arises. Previous holdings are measured at fair value and the change in value is recognised in profit or loss for the year. For divestments that lead to a loss of controlling influence but where a holding remains, this is measured at fair value and the change in value is recognised in profit or loss for the year. The financial statements of subsidiaries are consolidated from the date of acquisition until the date when the controlling influence ceases.

Transactions eliminated in consolidation

Intra-Group receivables and liabilities, income or expenses, and unrealised gains or losses arising in intra-Group transactions between Group companies are eliminated in their entirety when preparing the consolidated financial statements.

Foreign currency

Transactions in foreign currency

Transactions in foreign currency are translated to the functional currency using the exchange rate prevailing on the transaction date. Monetary assets and liabilities in foreign currency are translated to the functional currency at the exchange rate prevailing on the balance sheet date. Exchange rate differences that arise during translation are recognised in profit or loss for the year. Non-monetary assets and liabilities recognised at historical cost are translated at the exchange rate prevailing on the transaction date.

Financial statements of foreign entities

Assets and liabilities in foreign entities, including goodwill and other consolidated surplus values and deficits, are translated from the foreign entity's functional currency to the Group's reporting currency, SEK, at the exchange rate prevailing on the balance sheet date. Income and expenses in foreign entities are translated to SEK at the average exchange rate, which constitutes an approximation of the

foreign exchange rates prevailing at each transaction date.

Translation differences arising as a result of the translation of a foreign subsidiary's net assets are recognised in other comprehensive income and are accumulated in a separate equity component, referred to as the translation reserve. When a foreign entity is divested, the accumulated translation differences attributable to the entity are realised and reclassified from the translation reserve in equity to profit or loss for the year.

Revenue from contracts with customers

The Group's primary income comprises the sale of goods. Some sales of services also occur. Income is recognised at an amount that reflects the expected consideration and the consideration to which the Group is entitled for transferring products and/or services to a customer when control has been transferred to the customer.

Sale of goods

Income includes the fair value of the amount that has been, or will be, received for goods sold in the Group's operating activities. Income is recognised net, less discounts, such as volume-related discounts. Income is recognised at a specific time when control is transferred to the customer and the Group has fulfilled its performance obligation, which takes place on delivery of the goods.

Service assignments

Part of the Group's income comes from service assignments. Most of this income is related to assignments carried out over shorter periods of time, such as service and repairs. Income from service assignments that is recognised over time is primarily attributable to workshop-related services that are mainly based on costs incurred, compared with total expected costs for each identified performance obligation.

Leases

Group as lessee

When a contract is entered into, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Lease components are separated from non-lease components for leases for buildings (such as warehouse and store facilities). For leases related to other classes of assets (such as vehicles and other assets), lease components and any non-lease components are recognised as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the commencement date of the lease. The right-of-use asset is initially measured at cost, which comprises the lease liability's initial value plus the lease payments made at or before the commencement date and any initial direct costs. The right-of-use asset is depreciated on a straight-line basis from the commencement date to the earlier of the end of the useful life of the asset or the end of the lease term, which for the Group is normally the end of the lease term. In cases where the cost of the right-of-use asset reflects the fact that the Group will exercise an option to purchase the underlying asset, the asset is depreciated at the end of its useful life.

The lease liability, which is divided into non-current and current parts, is initially measured at the present value of remaining lease payments during the estimated lease term. When determining the lease term, extension options are only included when it is reasonably certain that they will be exercised. Periods after an option to terminate are included in the lease term when it is reasonably certain that the termination option will not be exercised.

Lease payments are discounted using the Group's incremental borrowing rate, which reflects the Group's credit risk, in the calculation of present value. The incremental borrowing rate is an interest rate that reflects the term of each

lease. The following lease payments are included in the measurement of a lease liability:

- fixed payments, less any lease incentives received in conjunction with signing the lease,
- variable lease payments depending on an index or a rate, initially measured using the index or rate on the commencement date,
- amounts expected to be payable by the lessee under residual value guarantees,
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease if the lease term reflects the lessee exercising the option to terminate the lease.

Variable lease payments not based on an index or a rate (including property tax) are not included in the measurement of the lease liability, but are recognised in the consolidated statement of comprehensive income in the period in which they occur.

Subsequent measurement of the lease liability is carried out by reducing the carrying amount to reflect the lease payments made and increasing the carrying amount to reflect the interest on the lease liability using the effective interest rate method.

The lease liability and corresponding right-of-use asset will be remeasured when:

- the lease term changes or the assessment of an option to purchase changes. The lease liability is then remeasured by discounting the revised lease payments using a revised discount rate,
- the lease payments are revised due to changes in an index or a rate or when the amounts expected to be payable under a residual value guarantee change. The lease liability is then remeasured by discounting the revised lease payments using an unchanged discount rate (unless the changes in the lease payments are the result of a revised variable rate, in which case a revised discount rate is used), or
- the lease is modified and the modification is not recognised as a separate lease. The lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

No right-of-use asset or lease liability is recognised for leases with a term of 12 months or less, or where the underlying asset is of low value, less than SEK 100 thousand. Lease payments for these leases are expensed on a straight-line basis over the term of the lease.

Financial income and expenses

Financial income and expenses consist of interest income on bank funds and receivables, and of interest-bearing securities, interest expenses on loans, dividend income, exchange rate differences and unrealised and realised gains/losses on financial investments.

Interest income on receivables and interest expenses on liabilities are calculated using the effective interest rate method. Dividend income is recognised when the right to receive payment has been established.

Exchange gains and losses are recognised net.

Financial instruments

Financial instruments on the balance sheet are recognised on the assets side in the form of cash and cash equivalents, accounts receivable, financial investments and derivatives. On the liabilities side, accounts payable, loan liabilities, contingent considerations, liabilities related to put options issued on equity instruments in partly owned subsidiaries and derivatives are recognised.

Recognition and derecognition from the balance sheet

A financial asset or financial liability is recognised on the balance sheet when the Group becomes a party under the contractual terms of the instrument in question. A financial asset, or a portion of a financial asset, is derecognised from the balance sheet when the contractual rights are realised, fall due or the Group loses control over them.

A financial liability, or a portion of a financial liability, is derecognised from

the balance sheet when the obligation in the contract is fulfilled or ceases to apply in some other way. Financial assets and financial liabilities are offset and recognised as a net amount on the balance sheet only when there is a legal right to offset the amounts and when there is an intention to settle the items in a net amount or to realise the asset and settle the liability simultaneously. Acquisitions and disposals of financial assets are recognised on the transaction date, which is the date when the Group undertakes to acquire or dispose of assets.

Classification and measurement

The Group classifies its financial instruments in the following categories:

- financial assets and liabilities measured at fair value through profit or loss
- financial assets and liabilities measured at amortised cost

A financial instrument's classification determines the subsequent measurement of the instrument after initial recognition. The classification of financial assets is based on the company's business model for holding the financial assets and the asset's contractual cash flow characteristics. The Group's holdings of financial instruments are classified as described below.

Financial assets measured at fair value through profit or loss

Financial assets measured at fair value through profit or loss include financial assets held for trading. A financial asset is classified in this category if it was principally acquired for the purpose of being sold within the near future. Derivatives are always classified as held for trading insofar as they do not comprise hedged instruments.

Financial assets measured at amortised cost

Financial assets measured at amortised cost comprise holdings of receivables and other debt instruments which generate cash flows that are solely payments of principal and interest on the principal amount outstanding. This category includes cash and cash equivalents, accounts receivable and any other receivables. These assets are included in current assets with the exception of items with maturity dates more than 12 months after the balance sheet date, which are classified as non-current assets. The assets are recognised less expected credit losses. Any impairment requirement for the receivables is determined based on individual testing, taking into consideration earlier experience of customer losses on similar receivables.

Financial liabilities measured at amortised cost

The category of financial liabilities measured at amortised cost includes borrowing, accounts payable, other liabilities and lease liabilities. Borrowing is then recognised at amortised cost and any differences between the loan amount (net after transaction costs) and the repayable amount are recognised in profit or loss for the year distributed over the term of the loan.

Borrowing is classified as a current liability if the company does not hold an unconditional right to defer payment for a minimum of 12 months after the balance sheet date.

Financial liabilities measured at fair value through profit or loss

Financial liabilities measured at fair value comprise hedging instruments for which the fair value is based on observable market data and which are therefore included in level 2 in the fair value hierarchy and contingent considerations that are measured using discounted cash flow and are thus included in level 3 in the fair value hierarchy.

Call and put options relating to the acquisition of non-controlling interests

Call and put options relating to the acquisition of non-controlling interests are measured at fair value. Measurement takes place continuously and is based on the conditions stipulated in the purchase agreement and the shareholder agreement, discounted on the balance sheet date, where the change in value of the share is an important component. Measurement takes place in accordance with level 3 in the fair value hierarchy. Changes in the value of call and put options are recognised in equity.

1 Continuation: Summary of key accounting policies

Derivatives and hedge accounting

Derivative instruments are initially measured at fair value. After the acquisition date, derivative instruments held for hedging purposes, meaning foreign exchange forward contracts, are measured at fair value.

The Group identifies certain derivatives as a hedge of a highly probable forecast transaction in foreign currency (cash flow hedging). The effective portion of changes in the fair value of derivative instruments identified as cash flow hedges are recognised in other comprehensive income and the accumulated changes in value are recognised in a separate component under equity (the hedging reserve). Any gains or losses attributable to the ineffective portion are recognised immediately in profit or loss. Accumulated amounts in equity are reversed to profit or loss for the year in the periods in which the hedged item affects profit or loss (for example, when the forecast sale that is hedged takes place). If the forecast transaction that is hedged results in the recognition of a non-financial asset (for example, inventories), or a non-financial liability, the hedging reserve is dissolved in other comprehensive income and included in the initial carrying amount of the asset or liability.

Tangible non-current assets

Owned assets

Tangible non-current assets are recognised in the Group at cost, less accumulated depreciation and any impairment losses. The cost includes the purchase price and costs directly attributable to the asset to bring it to location and make it usable for the purpose intended with its procurement. Examples of directly attributable costs included in cost are expenses for shipping and handling, installation, legal ratification, consulting services and legal services. Tangible non-current assets that consist of parts with different useful lives are treated as separate components of tangible non-current assets.

The carrying amount of a tangible non-current asset is derecognised from the balance sheet upon disposal or sale, or when no future financial benefits are expected to be derived from the use or disposal/sale of the asset. Gains or losses that arise upon the sale or disposal of an asset are defined as the difference between the selling price and the carrying amount of the asset, less direct selling expenses. Gains and losses are recognised as other operating income/expenses.

Depreciation policies

Assets are depreciated on a straight-line basis over their estimated useful lives. The Group applies component depreciation, which means that depreciation is based on the estimated useful life of individual components.

Estimated useful lives:

Buildings, business properties	5–100 years
Land	20 years
Leasehold improvements	3–15 years
Machinery	3–10 years
Equipment	3–5 years

Business properties consist of a number of components with varying useful lives. The main classification is buildings and land. The land component is not depreciated as its useful life is considered to be unlimited. Buildings, however, consist of a number of components for which the useful life varies. The useful lives of these components have been deemed to vary between five and one hundred years.

An assessment of the depreciation methods applied and the residual value and useful life of assets is carried out at each year-end.

Intangible assets

Goodwill

The Group recognises goodwill relating to unidentifiable intangible assets and synergies within procurement, logistics, IT and administration, for example, that are expected to arise as a result of acquisitions. Goodwill represents the difference between the consideration transferred for a business combination and the fair value of the acquired assets and assumed debt. Goodwill is measured

at cost, less any accumulated impairment losses. Goodwill is distributed to cash-generating units and is not amortised continuously as it has an indefinite useful life. For business combinations for which the consideration transferred is less than the fair value of the acquired assets and assumed debt, known as a bargain purchase, the difference is recognised directly in profit or loss for the year.

Other intangible assets

Other intangible assets acquired by the Group are recognised at cost less accumulated amortisation and impairment losses and comprise brands, customer relations and capitalised IT expenditure for development and purchases of software. Brands are distributed to cash-generating units and are not amortised continuously.

Additional expenditures for capitalised intangible assets are recognised as an asset on the balance sheet only to the extent that they increase the future financial benefits of the specific asset to which they are attributable. All other expenditures are expensed as incurred.

Amortisation policies

Amortisation is recognised in profit or loss for the year on a straight-line basis over the estimated useful life of the intangible asset, unless the useful life is indefinite. Goodwill and brands with an indefinite useful life are tested in the year-end financial statements for any indications of an impairment requirement, or as soon as there are indications that the asset in question has declined in value. Amortisation is applied on a straight-line basis over the estimated useful life of the asset, which is reviewed on an ongoing basis after the non-current asset has been taken into use.

Estimated useful lives:

Customer relations	3–10 years
Software, IT investments	3–10 years

An assessment of the depreciation methods applied and the useful life of assets is carried out at each year-end.

Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is primarily calculated using a method based on a weighted average and includes expenditures arising during the acquisition of the inventory assets and transportation thereof to their current location and state or by applying the "first in, first out" (FIFO) method. Supplier bonuses, price reductions and similar are deducted when determining purchasing costs, which can have an impact on the cost of goods sold. Net realisable value is the estimated selling price in the operating activities, after deduction of the estimated costs for completion and for accomplishing a sale.

Write-down/impairment of tangible and intangible assets

The carrying amount of the Group's tangible and intangible assets is tested in the year-end financial statements or where there are indications of a decline in value in order to determine whether there is a need for write-down/impairment. If there is any indication of write-down/impairment, the recoverable amount of the asset is calculated. The recoverable amount of goodwill and other intangible assets with an indefinite useful life such as acquired brands and intangible assets not yet ready for use is calculated at least annually.

Where it is not possible to allocate essentially independent cash flows to an individual asset, net assets are grouped at the lowest level at which essentially independent cash flows can be determined (cash-generating unit). An impairment loss is recognised when the carrying amount of an asset or cash-generating unit exceeds the recoverable amount. An impairment loss is recognised as a cost in profit or loss for the year. When impairment losses are identified for a cash-generating unit, the impairment loss is primarily allocated to goodwill. Proportional impairment charges are then made against other non-current assets included in the unit.

Calculation of recoverable amount

The recoverable amount is the higher of the fair value, less selling expenses, and the value in use. In calculating the value in use, future cash flows are discounted using a discount factor that takes into account the risk-free rate of interest and the risk associated with the specific asset. For an asset that does not generate cash flows and is essentially independent of other assets, the recoverable amount is calculated for the cash-generating unit to which the asset belongs.

Reversal of impairment losses

Impairment losses on goodwill are not reversed. Impairment losses on other assets are reversed if there has been a change in the assumptions on which the calculation of the recoverable amount was based. An impairment loss is reversed only to the extent that the carrying amount of the asset after the reversal does not exceed the carrying amount of the asset if no impairment loss had been charged, taking into account the amortisation that would then have been made.

Equity

The Group's equity can be divided into share capital, reserves, retained earnings including profit or loss for the year and non-controlling interests.

Repurchase of own shares

The holding of treasury shares and other equity instruments is recognised as a decrease of equity. Purchases of such instruments are recognised as a deduction in equity. Proceeds from any sale of equity instruments are recognised as increases in equity. Any transaction costs are recognised directly in equity.

Earnings per share

The calculation of earnings per share is based on consolidated profit or loss for the year attributable to the Parent Company shareholders and on the weighted average number of shares outstanding during the year. When calculating earnings per share on a fully diluted basis, the average number of shares outstanding is adjusted by taking into account the theoretical dilution of the number of shares outstanding, which during reported periods is attributable to call options on repurchased shares issued to employees.

Employee benefits

Post-employment benefits

Alligo has defined contribution pension plans, which are recognised as an expense in profit or loss for the year at the rate they are accrued as the employees perform services for the company. These obligations are not discounted as the payments fall due within 12 months.

Obligations for retirement pensions to salaried employees in Sweden in accordance with the ITP plan are handled within the so-called FPG/PRI system.

Benefits in the case of termination

In connection with the termination of employment, a provision is recognised only in cases when the company is obligated either to terminate an employee's or a group of employees' employment before the normal point in time, or when benefits are given as an offer to encourage voluntary termination of employment. In the latter case, a liability and expense are recognised if it is probable that the offer will be accepted and the number of employees who will accept the offer can be reliably estimated.

Provisions

A provision is recognised on the balance sheet when there is an existing legal or constructive obligation as a result of a past event and it is probable that an outflow of financial resources will be required to settle the obligation and the amount can be estimated reliably. When the effect of the timing of the payment is significant, provisions are calculated based on a discount of the expected future cash flow at an interest rate before taxes that reflects current market assessments of the time value of money and, where applicable, the risks associated with the liability.

Guarantees

A provision for guarantees is recognised when the underlying products or services are sold. The provision is based on historical data on guarantees and a total assessment of the possible outcomes in relation to the probabilities associated therewith.

Restructuring

A provision for restructuring is recognised when the Group has adopted a comprehensive and formal restructuring plan and the restructuring has either begun or been publicly announced. No provisions are set aside for future operating expenses.

Onerous contracts

A provision for onerous contracts is recognised when the benefits that the Group expects to receive from a contract are lower than the inevitable costs to fulfil the obligations in accordance with the contract. Contracts covered by IFRS 16 have been recognised as an impairment of a right-of-use asset.

Taxes

Income taxes consist of current taxes and deferred taxes. Income taxes are recognised in profit or loss for the year, except when the underlying transaction is recognised in other comprehensive income or in equity, in which case the associated tax effect is also recognised in other comprehensive income or in equity. Current taxes are taxes to be paid or refunded relating to the current year, with the application of the tax rates resolved, or in practice resolved, as of the balance sheet date. Current taxes also include adjustments of current taxes attributable to earlier periods. Deferred taxes are calculated in accordance with the balance sheet method based on temporary differences between the carrying amount of assets and liabilities and the value of assets and liabilities for tax purposes. Temporary differences arising from the recognition of consolidated goodwill are not taken into account. Nor are temporary differences attributable to participations in subsidiaries and associates that are not expected to be reversed within the foreseeable future. The measurement of deferred taxes is based on how the carrying amount of assets or liabilities is expected to be realised or settled. Deferred taxes are calculated using the tax rates and tax rules resolved, or in practice resolved, as at the balance sheet date. Deferred tax assets pertaining to deductible temporary differences and loss carryforwards are recognised only to the extent that it is probable that it will be possible to utilise them. The value of deferred tax assets is reduced when it is no longer deemed probable that it will be possible to utilise them.

Contingent liabilities

A contingent liability is recognised when there is a possible obligation arising from past events and whose existence will be confirmed only by one or more uncertain future events, or when there is an obligation which is not recognised as a liability or provision because it is unlikely that an outflow of resources will be required.

Statement of cash flows

The indirect method is applied for flows from operating activities. Changes in operating assets and operating liabilities are adjusted for effects of changes in exchange rates. Acquisitions and disposals are recognised in investing activities. The assets and liabilities held by the entities acquired and sold on the date of acquisition are not included in the analysis of changes in working capital, nor in the changes of balance sheet items recognised in investing and financing activities. Cash and cash equivalents include cash and bank flows, as well as current investments whose conversion to bank funds may occur at an amount that is usually known in advance. Cash and cash equivalents include current investments with a term of less than three months.

1 Continuation: Summary of key accounting policies

Parent Company accounting policies

The Parent Company has prepared its annual accounts in accordance with the Swedish Annual Accounts Act (1995:1554) and recommendation RFR 2 Accounting for Legal Entities issued by the Swedish Financial Reporting Board. Statements issued by the Swedish Financial Reporting Board in relation to listed companies have also been applied. RFR 2 stipulates that the Parent Company, in the annual accounts for the legal entity, shall apply all IFRS and statements adopted by the EU to the greatest extent possible within the framework of the Swedish Annual Accounts Act, the Swedish Pension Obligations Vesting Act and with due consideration given to the relationship between accounting and taxation. The recommendation states which exceptions/additions should be made from/to IFRS. Combined, this results in differences between the accounting policies of the Group and of the Parent Company in the areas indicated below.

Changes in accounting policies

Unless otherwise stated below, the same changes as detailed for the Group applied to the Parent Company's accounting policies during the financial year.

Subsidiaries

Shares in subsidiaries are recognised at the Parent Company according to the cost method after deduction of any accumulated impairment. When there is an indication that shares and participations in subsidiaries have fallen in value, the recoverable amount is calculated. If the recoverable amount is less than the carrying amount, impairment is implemented. Transaction fees in relation to acquisitions are added to the carrying amount for holdings in subsidiaries. In the consolidated financial statements, transaction fees are recognised directly in earnings when incurred. Contingent considerations are valued on the basis of the probability that a consideration will be paid. Any changes to provisions or receivables are added to or deducted from the cost. In the consolidated financial statements, contingent considerations are measured at fair value, with changes in value in profit or loss.

Tangible non-current assets

Leased assets

The Parent Company does not apply IFRS 16, in accordance with the exemption in RFR 2. As a lessee, lease payments are expensed on a straight-line basis over the lease term. Consequently, right-of-use assets and lease liabilities are not recognised on the balance sheet.

Taxes

At the Parent Company, untaxed reserves are recognised including deferred tax liabilities. However, in the consolidated financial statements, untaxed reserves are divided into deferred tax liabilities and equity. At the Parent Company, no part of the appropriations is distributed to deferred tax expense in profit or loss.

Financial instruments

The Parent Company has decided not to apply IFRS 9 to financial instruments. However, some of the principles of IFRS 9 are still applicable, such as impairment, recognition/derecognition, criteria for the application of hedge accounting and the effective interest rate method for interest income and expense. At the Parent Company, financial non-current assets are measured at cost less any impairment, while financial current assets are measured at the lower of cost or net realisable value. For financial assets recognised at amortised cost, the impairment requirements under IFRS 9 are applied.

In accordance with the exemptions granted in RFR 2, the Parent Company has elected not to apply the provisions of IFRS 9 regarding financial guarantee contracts on behalf of subsidiaries. The Parent Company recognises financial guarantee contracts as a provision on the balance sheet when the company has an obligation for which payment is likely to be required to settle the obligation.

Group contributions and shareholders' contributions

Shareholders' contributions are recognised directly in equity of the recipient and capitalised in shares and participations of the donor. Group contributions, both received and paid, are recognised in profit or loss as appropriations.

NOTE 2 Significant estimates and assessments

Preparing the financial statements in accordance with IFRS requires assessments, estimates and assumptions to be made that affect the application of the accounting policies and the carrying amounts of assets, liabilities, income and expenses. These assumptions and estimates are based on historical experience and expectations of future events. Changes to the estimates and assessments may result in significant differences in the financial statements.

The assumptions and estimates that Alligo made at the closing date for 2025 and which have the greatest impact on the financial statements are presented below.

Impairment testing of goodwill and other non-current assets

The Group does not amortise goodwill and brands and instead performs impairment testing in the year-end financial statements or where there are indications of a decline in value. Goodwill and brands are tested for impairment for each cash-generating unit, which correspond to the Group's operating segments. The basis of this testing and the assessment of future cash flows is based on the budget for each operating segment for the coming financial year, with forecasts of earnings and cash flows for subsequent years.

The recoverable amount is calculated on the basis of value in use and is based on the assessment of cash flows for the coming five-year period. Key assumptions are future revenue, contribution ratios, cost level, working capital requirements and investment requirements. The key assumptions are based on the underlying conditions, market conditions and action plans in place in each operating segment. Assumptions are also made with respect to inflation and

salary trends in each country, as well as shared assumptions on future exchange rates that affect the price of the Group's sales and purchases. Alligo performs sensitivity analyses as a tool for testing the key assumptions and assessing the need for impairment.

» Further information about assumptions and sensitivity analysis are presented in Note 10 Intangible non-current assets.

Other intangible and tangible non-current assets are amortised and depreciated, respectively, over the period the asset is deemed to generate income. All intangible and tangible non-current assets are subject to impairment testing in the year-end financial statements or where there are indications of a decline in value.

Inventory obsolescence

Since Alligo conducts trading operations, inventories constitute a large asset item on the consolidated balance sheet. When calculating net realisable value, articles with redundancy and a low turnover rate, discontinued and damaged articles, and handling costs and other selling expenses are taken into consideration. If the estimated net realisable value is lower than the cost, a provision for inventory obsolescence is recognised. If general demand for the Group's product range changes significantly and assumptions of the net realisable value of articles differ from the actual outcome, earnings in the financial statements may be affected.

NOTE 3 Segment reporting and specification of revenue from contracts with customers

MSEK	2025						Group total
	Sweden	Norway	Finland	Total segments	Group-wide	Eliminations	
Revenue							
From external customers	5,207	2,506	1,838	9,551	-	-	9,551
From other segments	406	35	3	444	-	-444	-
Total	5,613	2,541	1,841	9,995	-	-444	9,551
Adjusted EBITA	471	108	47	626	-11	-	615
Items affecting comparability	-54	-2	-6	-62	-8	-	-70
Amortisation of intangible assets in connection with corporate acquisitions	-54	-11	-9	-74	-	-	-74
Operating profit	363	95	32	490	-19	-	471
Net financial items	-	-	-	-	-116	-	-116
Profit/loss after net financial items	363	95	32	490	-135	-	355
Goodwill	1,444	174	411	2,029	-	-	2,029
Other assets	6,635	1,384	755	8,774	3,207	-4,353	7,628
Total assets	8,079	1,558	1,166	10,803	3,207	-4,353	9,657
Liabilities	4,636	1,362	784	6,782	3,477	-4,353	5,906
Other disclosures							
Non-current assets	3,541	855	699	5,095	0	-	5,095
Investments	73	27	13	113	1	-	114
Depreciation and amortisation	-376	-146	-92	-614	0	-	-614

The columns "Group-wide" and "Eliminations" pertaining to assets comprise the elimination of intra-segment receivables of MSEK 4,353, intra-segment receivables of MSEK 2,771 and undistributed assets of MSEK 436.

The columns "Group-wide" and "Eliminations" pertaining to liabilities comprise eliminations of intra-segment liabilities of MSEK 4,353, intra-segment liabilities of MSEK 1,177 and undistributed liabilities of MSEK 2,301.

Items affecting comparability in 2025 relate to costs for the closure and consolidation of stores, costs for the restructuring of Finnish operations, other organisational changes, bad debt losses at Northvolt and acquisition costs.

3 Continuation: Segment reporting and specification of income from contracts with customers

MSEK	2024						Group total
	Sweden	Norway	Finland	Total segments	Group-wide	Eliminations	
Revenue							
From external customers	5,021	2,636	1,676	9,333	-	-	9,333
From other segments	297	34	2	333	-	-333	-
Total	5,318	2,670	1,678	9,666	-	-333	9,333
Adjusted EBITA	463	104	40	607	-6	-	601
Items affecting comparability	-14	-14	-5	-33	0	-	-33
Amortisation of intangible assets in connection with corporate acquisitions	-44	-11	-8	-63	-	-	-63
Operating profit	405	79	27	511	-6	-	505
Net financial items	-	-	-	-	-146	-	-146
Profit/loss after net financial items	405	79	27	511	-152	-	359
Goodwill	1,361	166	432	1,959	-	-	1,959
Other assets	6,250	1,319	769	8,338	2,854	-3,478	7,714
Total assets	7,611	1,485	1,201	10,297	2,854	-3,478	9,673
Liabilities	4,242	1,289	787	6,318	3,114	-3,478	5,954
Other disclosures							
Non-current assets	3,374	854	753	4,981	0	-	4,981
Investments	63	37	15	115	-	-	115
Depreciation and amortisation	-370	-163	-75	-608	0	-	-608

The columns "Group-wide" and "Eliminations" pertaining to assets comprise the elimination of intra-segment receivables of MSEK 3,478, intra-segment receivables of MSEK 2,258 and undistributed assets of MSEK 596.

The columns "Group-wide" and "Eliminations" pertaining to liabilities comprise eliminations of intra-segment liabilities of MSEK 3,478, intra-segment liabilities of MSEK 766 and undistributed liabilities of MSEK 2,348.

Items affecting comparability in 2024 relate to costs for organisational changes and efficiency measures in connection with the savings programme implemented, as well as acquisition costs.

Revenue by class of income

MSEK	GROUP		PARENT COMPANY	
	2025	2024	2025	2024
Revenue				
Sale of goods	9,453	9,224	-	-
Service assignments	98	109	23	23
Total	9,551	9,333	23	23

Income in the Parent Company pertains to intra-Group services totalling MSEK 23 (23).

No individual customer accounts for more than ten per cent of the Group's revenue.

NOTE 4 Other operating income

MSEK	GROUP		PARENT COMPANY	
	2025	2024	2025	2024
Exchange rate gains on operating receivables/liabilities	0	4	0	0
Commissions	20	20	-	-
Advertising subsidy	13	0	-	-
Rental income	7	10	-	-
Administrative services	3	6	-	-
Logistics services	0	17	-	-
IT services	0	-	-	-
Grants from EU, central and local government	5	5	-	-
Insurance indemnification	0	2	-	-
Other	39	45	5	4
Total	87	109	5	4

Other operating income at the Parent Company pertains to internally invoiced expenses of MSEK 5 (4).

NOTE 5 Employees and personnel costs

Average no. of employees by country	2025			2024		
	Men	Women	Total	Men	Women	Total
Sweden, Parent Company	1	1	2	1	1	2
Sweden, subsidiaries	972	513	1,485	923	505	1,428
Norway	442	149	591	465	146	611
Finland	339	114	453	322	112	434
Other countries	2	9	11	3	9	12
Group total	1,756	786	2,542	1,714	773	2,487

1) The average number of employees is calculated on the basis of full-time equivalents. See definition on page 157.

Percentage women	2025	2024
Parent Company		
Board of Directors	43	33
Corporate Management	50	50
Group		
Boards of directors	26	23
Other senior executives ²	10	10

2) The category "Other senior executives" includes individuals in the Management Group.

Costs for employee benefits and Board fees	2025	2024
Parent Company		
Salaries and other remuneration	17	11
Pension costs, defined benefit plans	-	-
Pension costs, defined contribution plans	3	3
Social security contributions	7	4
Subsidiaries		
Salaries and other remuneration	1,460	1,411
Pension costs, defined benefit plans	0	-
Pension costs, defined contribution plans	137	127
Social security contributions	320	305
Group total	1,944	1,861

Salaries and other remuneration to the Board of Directors, Corporate Management and Management Group of Alligo

Board of Directors

Fees to the Chair of the Board and other Board members have been paid in accordance with the resolution of the Annual General Meeting in May 2025 according to the table below. Special remuneration was paid for committee work in 2025. The chair of the Audit Committee received SEK 150 thousand and members of the Audit Committee received SEK 75 thousand. The chair of the Remuneration Committee received SEK 100 thousand and members of the Remuneration Committee received SEK 50 thousand.

Corporate Management

Salaries and remuneration to the Group's Corporate Management for the 2025 financial year have been paid in accordance with the guidelines for remuneration adopted by the Annual General Meeting in May 2022. The Corporate Management comprises President & CEO Clein Johansson Ullenvik and CFO Irene Wisenborn Bellander.

Management Group

Salaries and remuneration to the Management Group for the 2025 financial year

have been paid in accordance with the guidelines for remuneration adopted by the Annual General Meeting in May 2022. The Management Group comprises the President & CEO, the CFO, the Head of Assortment and Procurement, the Country Manager Sweden, the Country Manager Norway, the Country Manager Finland, the Logistics Director, the Head of Business Development and Sustainability, the CIO and the HR Director.

President & CEO

Clein Johansson Ullenvik has been the President & CEO of Alligo AB since 1 November 2021. Remuneration to the President & CEO of Alligo AB comprises fixed salary, variable salary, other benefits and pension. For the company's CEO, variable salary can amount to a maximum of 50 per cent of fixed salary, based on the Group's earnings and development in relation to the sustainability targets. From the age of 65, the CEO is covered by a defined contribution pension, the size of which depends on the outcome of the pension insurance policies taken out. In the event of termination of employment at the initiative of the company, the period of notice is six months. Severance pay is also payable at an amount of six months' salary. In the event of resignation, severance pay is also payable at an amount of six months' salary.

Remuneration and other benefits to the Board of Directors, CEO and other senior executives of the Parent Company 2025

SEK thousand	Board fee/ Fixed salary	Variable salary	Other benefits	Pension costs	Total	No. of call options outstanding	No. of performance share rights outstanding
BOARD OF DIRECTORS							
Göran Näsholm, Chair of the Board ^{2,5}	960	-	-	-	960	-	-
Johan Sjö, Board member ³	380	-	-	-	380	-	-
Stefan Hedelius, Board member	330	-	-	-	330	-	-
Cecilia Marlow, Board member ⁴	480	-	-	-	480	-	-
Christina Åqvist, Board member	330	-	-	-	330	-	-
Johan Lilliehöök, Board member	330	-	-	-	330	-	-
Alexandra Fürst, Board member	330	-	-	-	330	-	-
Total	3,140	-	-	-	3,140	-	-
Senior executives							
Clein Ullenvik, President & CEO	6,477	423	8	1,692	8,600	-	39,125
Other senior executives (9)	20,519	762	845	4,619	26,745	-	116,870
Total	26,996	1,185	853	6,311	35,345	-	155,995

2) Chair of the Remuneration Committee.

3) Member of the Remuneration Committee.

4) Chair of the Audit Committee.

5) Member of the Audit Committee.

5 Continuation: Employees and personnel costs

Remuneration and other benefits to the Board of Directors, CEO and other senior executives of the Parent Company 2024

SEK thousand	Board fee/ Fixed salary	Variable salary	Other benefits	Pension costs	Total	No. of call options outstanding	No. of performance share rights outstanding
Board of Directors							
Göran Näsholm, Chair of the Board ^{1,4}	925	-	-	-	925	-	-
Johan Sjö, Board member ²	370	-	-	-	370	-	-
Stefan Hedelius, Board member	320	-	-	-	320	-	-
Cecilia Marlow, Board member ³	470	-	-	-	470	-	-
Christina Åqvist, Board member	320	-	-	-	320	-	-
Johan Lilliehöök, Board member	320	-	-	-	320	-	-
Total	2,725	-	-	-	2,725	-	-
Senior executives							
Clein Ullenvik, President & CEO	6,411 ⁵	405	8	1,792	8,616	50,000	18,375
Other senior executives (9)	21,053	660	925	4,552	27,190	102,000	65,370
Total	27,464	1,065	933	6,344	35,806	152,000	83,745

1) Chair of the Remuneration Committee.

2) Member of the Remuneration Committee.

3) Chair of the Audit Committee.

4) Member of the Audit Committee.

5) Includes a paid subsidy of SEK 391 thousand related to the 2022/2025 call option programme.

Long-term incentive programmes

Alligo has long-term incentive programmes (PSP) that run over three years. The programmes are offered to the Group Management, senior executives and other key personnel. Participation requires the acquisition of a certain number of shares, referred to as investment shares. For each investment share, five performance share rights are granted, entitling the participant to acquire up to one Class B share (performance share) free of charge. The transfer will be effected by the company transferring Class B treasury shares. The number of performance shares that the participants will be allotted on the basis of performance share rights depends on the fulfilment of predefined performance criteria relating to Alligo's adjusted EBITA and sustainability targets during a vesting period of around three years. The allotment of performance shares requires, with certain exceptions, the participant to still be in their post and to hold all acquired investment shares until the end of the vesting period.

Share savings programme PSP 2024

The 2024 Annual General Meeting approved the PSP 2024 share savings programme. Participants were given the right to acquire Class B investment shares from Alligo during the period 31 May–4 June 2024. A maximum of 20,475 Class B shares were available for transfer to the participants as investment shares at a price corresponding to the volume-weighted average price for Alligo's share on Nasdaq Stockholm during the period 24–30 May 2024. During the investment period, 16,749 shares were transferred to the participants, of which 5,725 to the Group's CEO and CFO and 11,024 to other senior executives and other key personnel. The volume-weighted average price was SEK 143.00. Based on the investment shares transferred during the investment period, a maximum of 83,745 performance shares in total can be transferred by the company within the framework of PSP 2024. According to the resolution of the Annual General Meeting, a maximum of 102,375 performance shares in total were available for transfer by the company.

Share savings programme PSP 2025

The 2025 Annual General Meeting approved the PSP 2025 share savings programme. Participants were given the right to acquire Class B investment shares from Alligo during the period 2–4 June 2025. A maximum of 25,650 Class B shares were available for transfer to the participants as investment shares at a price corresponding to the volume-weighted average price for Alligo's share on Nasdaq Stockholm during the period 22–28 May 2025. During the investment period, 20,250 shares were transferred to the participants, of which 6,450 to the Group's CEO and CFO and 13,800 to other senior executives and other key personnel. The volume-weighted average price was SEK 110.65. Based on the investment shares transferred during the investment period, a maximum of 101,250 performance shares in total can be transferred by the company within the framework of PSP 2025. According to the resolution of the Annual General Meeting, a maximum of 128,250 performance shares in total were available for transfer by the company.

Full redemption and allotment within the framework of Alligo's outstanding incentive programmes will amount to 184,995 shares, which as at 31 December 2025 corresponded to approximately 0.4 per cent of the share capital and 0.3 per cent of the votes in the company.

Compensation costs relating to share savings programmes are recognised during the vesting period based on the fair value of performance shares at the time of allotment, taking into account the performance criteria. Equity is adjusted by the corresponding amount.

The expected number of allotted shares is estimated on each closing date during the vesting period. The effects of any change to previous assessment of performance criteria are recognised in the income statement with a corresponding adjustment in equity. Social security contributions calculated on the basis of the fair value of the shares are expensed in the income statement and paid in the event that the criteria are met and the employees therefore receive the performance shares when the programme ends.

Group	PSP 2025	PSP 2024
Base value share price, SEK	110.65	143.00
Number of participants at start of programme	11	10
Number of participants as at balance sheet date	11	10
of which senior executives ¹	7	9
Number of outstanding share rights as at 1 Jan 2025	0	83,745
Number of share rights allotted during the period	101,250	-
Number of outstanding share rights as at 31 Dec 2025	101,250	83,745
of which senior executives ¹	72,250	76,370
Number redeemable at end of period	-	-
Weighted average remaining agreed term for outstanding share rights at end of period	2.25 years	1.25 years
Maximum number of share rights	128,250	102,375
Weighted average fair value for entire term, TSEK	7,541	7,133
of which senior executives ¹	5,381	6,505
Cost for the year, incl. social security contributions, TSEK	1,354	2,553
Accumulated cost, incl. social security contributions, TSEK	1,354	3,860
Liability for social security contributions, TSEK	337	848
Vesting period	3 years	3 years
Term	Jul 2025–Mar 2028	Jul 2024–Mar 2027
Parent Company, TSEK	PSP 2025	PSP 2024
Weighted average fair value for entire term	2,402	2,438
of which senior executives ¹	2,402	2,438
Cost for the year, incl. social security contributions	431	873
Accumulated cost, incl. social security contributions	431	1,319
Liability for social security contributions	107	290

1) Relates to senior executives as at 31 Dec 2025.

Call option programme 2022/2025

The 2022 Annual General Meeting approved a call option programme containing a maximum of 185,000 options, corresponding to approximately 0.36 per cent of the total number of shares and approximately 0.33 per cent of the total number of votes in the company. The programme was designed for key personnel in senior positions and provides the opportunity to acquire call options at market price for Class B shares repurchased by Alligo. After two years, a subsidy will be paid equivalent to the premium paid for each call option (before tax) provided that the option holder's employment at the Group has not been terminated and that the call options have not been divested prior to this point. The subsidy is recognised as an accrued expense until the time when the employment condition is met. The subsidy is also charged with social security contributions. In June 2024, a subsidy totalling MSEK 1.3 was paid to those option holders whose employment at the Group had not been terminated and whose call options had not been divested.

Each call option entitled the holder to acquire one (1) repurchased Class B share in the company on three occasions: 1) during the period from 2 June 2025 to 16 June 2025 inclusive, 2) during the period from 18 August 2025 to 1 September 2025 inclusive, and 3) during the period from 3 November 2025 to 17 November 2025 inclusive. The redemption price has been calculated as SEK 129.30, based on 120 per cent of the volume-weighted average price during the period 12 May to 25 May 2022. If the share price at the time the call option is exercised exceeds SEK 194.00, the redemption price shall be increased krona for krona by the amount in excess of SEK 194.00. The option premium has been calculated as SEK 7.82 by an independent third party according to the accepted Black-Scholes model. 185,000 call options have been allotted and acquired by employees on market terms. Of these, 80,000 have been acquired by the Group CEO and CFO and 105,000 by other key personnel. The option premium paid totals MSEK 1.4. The call option programme expired during 2025. No options were exercised and the programme no longer entails any obligations for the company.

Options issued and outstanding as at 31 December 2025 and options settled during the year

	Date of issue	Redemption periods	Redemption price, SEK	No. of options issued	No. of options expired during the period	No. of options outstanding	Settlement method
Group							
Call option programme 2022	June 2022	2-16 Jun 2025, 18 Aug 2025-1 Sep 2025 and 3-17 Nov 2025	129.30	185,000	-185,000	0	Physical delivery
Parent Company							
Call option programme 2022	June 2022	2-16 Jun 2025, 18 Aug 2025-1 Sep 2025 and 3-17 Nov 2025	129.30	80,000	-80,000	0	Physical delivery

NOTE 6 Fees to auditors

MSEK	GROUP		PARENT COMPANY	
	2025	2024	2025	2024
KPMG				
Audit assignment	8	7	3	2
Tax advisory services	0	0	-	-
Other assignments	0	0	0	0
Total fees to KPMG	8	7	3	2
Other auditors				
Audit assignment	1	0	-	-
Tax advisory services	-	0	-	-
Other assignments	0	0	-	-
Total fees to other auditors	1	0	-	-
Total fees to auditors	9	7	3	2

Audit assignment refers to statutory auditing of the Annual Report and accounting as well as the administration of the Board of Directors and the President & CEO, and auditing and other reviews carried out in accordance with the law, agreements or contracts. This includes other work assignments that are

incumbent upon the company's auditors as well as advisory services or other assistance occasioned through the findings of such reviews or the performance of such other work assignments. Other assignments comprise advisory services concerning accounting issues.

NOTE 7 Financial income and expenses

Group, MSEK	2025	2024
Interest income	29	21
Financial income	29	21
Interest expenses on liabilities to credit institutions	-93	-111
Interest expenses on leases	-48	-44
Other financial expenses	-4	-12
Financial expenses	-145	-167
Net financial items	-116	-146

Parent Company, MSEK	2025	2024
Interest income from Group companies	94	105
Interest income, other	5	16
Interest income and similar profit/loss items	99	121
Interest expenses, Group companies	-18	-21
Interest expenses on liabilities to credit institutions	-93	-111
Other financial expenses	-2	-3
Interest expenses and similar profit/loss items	-113	-135
Profit from financial items	-14	-14

NOTE 8 Appropriations

Parent Company, MSEK	2025	2024
Group contributions received	141	140
Group contributions paid	-	-
Tax allocation reserve, change for the year	-28	-31
Total	113	109

NOTE 9 Taxes

Tax recognised in the income statement

MSEK	GROUP		PARENT COMPANY	
	2025	2024	2025	2024
Tax expense for the period	-84	-84	-17	-19
Adjustment of taxes attributable to earlier years	0	0	-	-
Deferred tax	-2	4	-	-
Tax included in profit/loss for the period	-86	-80	-17	-19

Reconciliation of effective taxes

The relationship between taxes at the average tax rate and recognised tax is illustrated in the following table:

MSEK	GROUP				PARENT COMPANY			
	2025	%	2024	%	2025	%	2024	%
Profit/loss before tax	355		359		80		89	
Taxes at an average tax rate	-80	22.5	-79	22.0	-17	20.6	-18	20.6
Tax effect of:								
Taxes attributable to earlier years	0		0		-		-	
Non-deductible expenses	-7	2.0	-3	0.8	0	0.6	-1	0.4
Non-taxable income	1	-0.2	2	-0.6	-		0	0.0
Unutilised loss carryforwards	0		0		-		-	
Standard interest on tax allocation reserve	-3	0.8	-4	1.2	0	0.3	0	0.2
Other items	3	-1.0	4	-1.1	-		-	
Total tax	-86	24.1	-80	22.3	-17	21.5	-19	21.2

Taxes recognised in the statement of comprehensive income

MSEK	GROUP	
	2025	2024
Deferred tax on defined benefit pension plans	0	0
Deferred tax on hedging instruments	3	-2
Total	3	-2

Deferred tax recognised on the balance sheet

Deferred tax assets and liabilities on the balance sheet are attributable as follows:

Group, MSEK	31/12/2025			31/12/2024		
	Assets	Liabilities	Net	Assets	Liabilities	Net
Intangible assets	-	-220	-220	-	-219	-219
Buildings and land	-	-10	-10	-	-11	-11
Machinery and equipment	-	0	0	-	0	0
Leased assets	29	-	29	13	-	13
Hedging instruments	3	-	3	-	-2	-2
Inventories	35	-	35	39	-	39
Accounts receivable	2	-	2	1	-	1
Untaxed reserves	-	-182	-182	-	-173	-173
Pension provisions	0	-	0	0	-	0
Other provisions	0	-	0	0	-	0
Loss carryforwards	2	-	2	3	-	3
Other	4	-6	-2	6	-3	3
Total	75	-418	-343	62	-408	-346

The Group's tax loss carryforward amounts to MSEK 7.9 (14.0) at year-end, of which deferred tax has been recognised in the amount of MSEK 1.6 (2.8). The Group has no uncapitalised loss carryforwards (2.5).

A reconciliation of deferred net receivables (net liability) from the beginning of the year until year-end is shown in the table below:

MSEK	GROUP	
	31/12/2025	31/12/2024
Opening balance at the beginning of the year, net	-346	-322
Recognised in profit/loss for the period	-2	4
Recognised in other comprehensive income	3	-2
Recognised in equity	25	-
Acquisition of operations	-24	-23
Divestment of operations	-	-2
Translation differences	1	-1
Closing balance at year-end, net	-343	-346

NOTE 10 Intangible assets

Group, MSEK	2025					2024				
	Acquired intangible assets					Acquired intangible assets				
	Goodwill	Customer relations	Brands	Other	Total	Goodwill	Customer relations	Brands	Other	Total
Accumulated cost										
At the beginning of the year	1,959	761	630	262	3,612	1,640	646	630	240	3,156
Investments	-	-	-	21	21	-	-	-	22	22
Acquisitions of subsidiaries	98	88	-	0	186	313	115	-	0	428
Sales and disposals	-	-	-	-4	-4	-	-	-	-1	-1
Reclassifications	-	-	-	0	0	-	-	-	1	1
Translation differences	-28	-9	-	-6	-43	6	0	-	0	6
At year-end	2,029	840	630	273	3,772	1,959	761	630	262	3,612
Accumulated amortisation										
At the beginning of the year	-	-337	-	-192	-529	-	-274	-	-159	-433
Amortisation for the year	-	-74	-	-33	-107	-	-63	-	-34	-97
Sales and disposals	-	-	-	3	3	-	0	-	1	1
Reclassifications	-	-	-	-	-	-	-	-	-	-
Translation differences	-	5	-	5	9	-	-	-	0	0
At year-end	-	-406	-	-217	-623	-	-337	-	-192	-529
Carrying amount at the beginning of the year	1,959	424	630	70	3,083	1,640	372	630	81	2,723
Carrying amount at year-end	2,029	434	630	56	3,149	1,959	424	630	70	3,083

Parent Company, MSEK	2025		2024	
	Licences	Other	Licences	Other
Accumulated cost				
At the beginning of the year	0	0	0	0
Investments	-	1	-	-
At year-end	0	1	0	0
Accumulated amortisation				
At the beginning of the year	0	0	0	-
Amortisation for the year	0	-	0	0
At year-end	0	0	0	0
Carrying amount at the beginning of the year	0	0	0	0
Carrying amount at year-end	0	1	0	0

Impairment testing of goodwill and brands

The carrying amount of goodwill and brands was tested prior to the balance sheet date of 31 December 2025 using the balance sheet on 30 November 2025 as a base. The Group's total recognised goodwill amounts to MSEK 2,029 (1,959) and recognised brands to MSEK 630 (630), allocated by operating segment according to the table below:

Group, MSEK	Goodwill		Brands	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Sweden	1,444	1,361	551	551
Norway	174	166	79	79
Finland	411	432	-	-
Total	2,029	1,959	630	630

Goodwill and brands are tested for impairment in the year-end financial statements or where there are indications of a decline in value. The recoverable amount of a cash-generating unit is established on the basis of calculations of the value in use, which is the present value of estimated cash flows for the coming five-year period. For cash flows beyond the five-year period, growth has been assumed to amount to approximately 2 per cent annually, corresponding to the long-term growth rate on Alligo's markets.

Cash flows have been discounted by a weighted capital cost for borrowed capital and equity, and are presented in the table below for each cash-generating unit. The discount rate is applied to an asset base, excluding right-of-use assets, with lease payments included in the cash flow of each cash-generating unit. The discount rate is thus comparable with that used in the preceding year.

Group, %	Discount rate, before tax	
	31/12/2025	31/12/2024
Sweden	7.5	7.5
Norway	10.5	10.5
Finland	10.5	10.5

Sensitivity analysis

The recoverable amount for the cash-generating unit Finland exceeds the carrying amount by MSEK 158 (MSEK 84), which is a margin that means reasonable possible changes in two key assumptions would result in the recoverable amount of the unit being lower than its carrying amount.

The values used for the value in use calculations and the revised values that make the recoverable amount equal to the carrying amount are as follows:

%	Assumed value	Revised value
EBITA margin	6.1	3.7
WACC, after tax	8.4	9.3

NOTE 11 Tangible non-current assets

Group, MSEK	2025					2024				
	Buildings and land	Leasehold improvements	Machinery and equipment	Construction in progress	Total	Buildings and land	Leasehold improvements	Machinery and equipment	Construction in progress	Total
Accumulated cost										
At the beginning of the year	322	120	700	2	1,144	309	123	596	41	1,069
Investments	7	3	50	33	93	2	6	57	28	93
Acquisitions of subsidiaries	-	-	1	-	1	-	0	4	-	4
Sales and disposals	-	-8	-20	-	-28	-	-	-1	-	-1
Divested companies	-	-	-	-	-	-	-17	-5	-	-22
Reclassifications	9	4	12	-25	0	9	9	48	-67	-1
Translation differences	-2	-3	-18	0	-23	2	-1	1	0	2
At year-end	336	116	725	10	1,187	322	120	700	2	1,144
Accumulated depreciation										
At the beginning of the year	-68	-66	-342	-	-476	-59	-64	-271	-	-394
Depreciation for the year	-8	-8	-84	-	-100	-8	-12	-77	-	-97
Sales and disposals	-	8	18	-	26	-	-	1	-	1
Divested companies	-	-	-	-	-	-	10	4	-	14
Translation differences	2	3	9	-	14	-1	-	1	-	0
At year-end	-74	-63	-399	-	-536	-68	-66	-342	-	-476
Write-downs on cost										
At the beginning of the year	-	0	0	-	0	-	-7	-2	-	-9
Reversal of write-down	-	-	-	-	-	-	1	0	-	1
Sales and disposals	-	-	-	-	-	-	6	2	-	8
At year-end	-	0	0	-	0	-	0	0	-	0
Carrying amount at the beginning of the year	254	54	358	2	668	250	52	323	41	666
Carrying amount at year-end	262	53	326	10	651	254	54	358	2	668

Parent Company, MSEK	Equipment	
	2025	2024
Accumulated cost		
At the beginning of the year	0	0
Investments	0	0
At year-end	0	0
Accumulated depreciation		
At the beginning of the year	0	0
Depreciation for the year	0	0
At year-end	0	0
Carrying amount at the beginning of the year	0	0
Carrying amount at year-end	0	0

Impairment testing of tangible non-current assets

Impairment testing has been performed for tangible non-current assets and there is no impairment requirement as the value in use exceeds the carrying amount for the cash-generating units.

NOTE 12 Leases

The Group's lease portfolio primarily comprises leases related to warehouse and store facilities as well as vehicles. The average term of leases for premises is 3-5 years. Longer terms mainly pertain to leases for warehouse and logistics facilities. Extension options are mainly taken into account for those leases with an ordinary term of less than three years, unless specific circumstances indicate with reasonable certainty that the option to extend will be exercised.

Other right-of-use assets in the table below refer mainly to machinery and equipment used in the Group's warehouse and logistics operations. The lease term for vehicles and other assets essentially corresponds to the non-cancellable period of the lease.

Right-of-use assets

Group, MSEK	Premises	Vehicles	Other	Total
Opening carrying amount 01/01/2024	1,071	65	26	1,162
Purchases (including acquisitions)	185	57	17	259
Extensions and remeasurements	229	1	-1	229
Amortisation during the year	-365	-41	-9	-415
Translation differences	-5	0	0	-5
Closing balance 31/12/2024	1,115	82	33	1,230
Purchases (including acquisitions)	63	52	15	130
Extensions and remeasurements	380	-2	-1	377
Amortisation during the year	-343	-46	-12	-401
Impairment during the year	-6	-	-	-6
Translation differences	-32	-2	-1	-35
Closing balance 31/12/2025	1,177	84	34	1,295

Cash flow

The total cash flow relating to leases amounted to MSEK -500 (-465) during the financial year. This figure includes amounts recognised as lease liabilities, and amounts paid for variable lease payments, short-term leases and low-value leases.

Lease liabilities

A maturity analysis of lease liabilities is presented in note 23 Financial risks.

Amounts recognised in profit or loss

Profit or loss shows the following amounts relating to leases:

Group, MSEK	2025	2024
Depreciation of right-of-use assets	-401	-415
Impairment of right-of-use assets	-6	-
Interest on lease liabilities	-48	-44
Variable lease payments not included in the measurement of the lease liability	-8	-9
Income from sub-leasing of right-of-use assets	8	10
Cost of short-term leases	-3	-3
Cost of low-value leases, not short-term leases of low value	-12	-14

Non-cancellable lease payments amount to:

MSEK	PARENT COMPANY	
	2025	2024
Leases where the company is the lessee		
Within one year	0	-
Between one and five years	0	0
Later than five years	-	-
Total	0	0

Expensed operating lease payments amount to:

MSEK	PARENT COMPANY	
	2025	2024
Minimum lease payments	0	0
Total lease costs	0	0

NOTE 13 Receivables from Group companies

MSEK	PARENT COMPANY	
	31/12/2025	31/12/2024
Carrying amount at the beginning of the year	1,487	1,484
Additional assets	-	-
Deducted assets	-	-
Translation effects	-6	3
Total	1,481	1,487

NOTE 14 Inventories

MSEK	GROUP	
	31/12/2025	31/12/2024
Finished goods and goods for resale	2,481	2,471
Total	2,481	2,471

There are no significant differences between the carrying amount of inventories and the fair value. Cost of goods sold includes net change in the Group's obsolescence reserve and the reversal of write-downs during the year of MSEK 16 (-20). Net change includes realisation of earlier write-downs. No goods have been pledged as security for loans and other obligations.

NOTE 16 Non-current receivables and other receivables

MSEK	GROUP	
	31/12/2025	31/12/2024
Non-current receivables classified as non-current assets		
Pension funds	0	-
Non-current prepaid expenses	16	23
Non-current receivables	9	10
Total	25	33

MSEK	GROUP		PARENT COMPANY	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Other receivables classified as current assets				
VAT receivable	1	0	-	-
Tax account	26	22	0	0
Advance payments	5	9	-	-
Derivative hedging instruments	-	10	-	-
Other receivables	4	15	-	-
Total	36	56	0	0

NOTE 17 Equity**Share capital**

As at 31 December 2025, the share capital amounted to MSEK 102. The distribution by class of shares is presented in the table below. All shares have a quotient value of SEK 2.00. All shares entitle their holders to the same rights to the Company's remaining net assets. For shares held in treasury, all rights are rescinded until these shares have been reissued.

Class of share	31/12/2025	31/12/2024
Class A shares	562,293	562,293
Class B shares	50,343,896	50,343,896
Total number of shares before repurchasing	50,906,189	50,906,189
Less: Repurchased Class B shares	-818,301	-838,551
Total number of shares after repurchasing	50,087,888	50,067,638
Opening repurchased Class B shares	838,551	855,300
Repurchase of shares	-	-
Sale of treasury shares linked to PSP 2024 and PSP 2025	-20,250	-16,749
Closing repurchased treasury shares	818,301	838,551

NOTE 15 Prepaid expenses and accrued income

MSEK	GROUP	
	31/12/2025	31/12/2024
Prepaid expenses		
Rents	0	0
Insurance premiums	5	3
Licences	22	28
Security costs	2	2
Marketing costs	1	6
Other prepaid expenses	28	17
Accrued income		
Delivery of goods	10	9
Commission and bonus income	131	116
Other accrued income	9	4
Total	208	185

The table below shows the changes for the year in the number of shares by class of shares.

	2025	2024
Class A shares		
Number of Class A shares at the beginning of the year	562,293	564,073
Conversion of Class A shares to Class B shares ¹⁾		-1,780
Number of Class A shares at year-end	562,293	562,293
Class B shares		
Number of Class B shares at the beginning of the year	50,343,896	50,342,116
Conversion of Class A shares to Class B shares ¹⁾		1,780
Number of Class B shares at year-end	50,343,896	50,343,896

1) During the second quarter of 2024, 1,780 Class A shares were converted to Class B shares at the request of a shareholder.

According to Alligo AB's Articles of Association, holders of Class A shares are entitled to request that such shares be converted to Class B shares. The total number of votes in the company decreases as a result of any conversion to Class B shares. The company's Class A shares entitle the holder to ten votes each and the company's Class B shares entitle the holder to one vote each.

Repurchased treasury shares included in the equity item retained earnings, including profit or loss for the year

Repurchased shares include the acquisition cost of treasury shares held by the Parent Company and its subsidiaries. On the basis of the authorisation granted by the Annual General Meeting of 24 May 2023, Alligo's Board of Directors decided on 15 August to repurchase some of the company's own Class B shares. The aim of this repurchase is to enable companies or businesses to be acquired in the future using treasury shares, while also facilitating the adaptation of the Group's capital structure. The repurchases took place on an ongoing basis up to the Annual General Meeting in 2024. During the third quarter of 2023, 430,000 shares were repurchased, corresponding to 0.8 per cent of the total number of shares and 0.8 per cent of the total number of votes.

Share savings programme PSP 2024

The 2024 Annual General Meeting approved the PSP 2024 share savings programme aimed at Group Management, senior executives and other key personnel based on performance shares. Participants were given the right to acquire Class B investment shares from Alligo during the period 31 May 2024 to 4 June 2024 inclusive. A maximum of 20,475 Class B shares were available for transfer to the participants as investment shares at a price corresponding to the volume-weighted average price for Alligo's share on Nasdaq Stockholm during the period 24 May 2024 to 30 May 2024. During the investment period, 16,749 shares were transferred to the participants, of which 5,725 to the Group's CEO and CFO and 11,024 to other senior executives and other key personnel. The volume-weighted average price was SEK 143.00. For each investment share, five performance share rights are granted, entitling the participant to acquire up to one Class B share (performance share) free of charge. The transfer will be effected by the company transferring Class B treasury shares. Based on the investment shares transferred during the investment period, a maximum of 83,745 performance shares in total can be transferred by the company within the framework of PSP 2024. According to the resolution of the Annual General Meeting, a maximum of 102,375 performance shares in total were available for transfer by the company.

Share savings programme PSP 2025

The 2025 Annual General Meeting approved the PSP 2025 share savings programme aimed at Group Management, senior executives and other key personnel based on performance shares. Participants were given the right to acquire Class B investment shares from Alligo during the period 2 June 2025 to 4 June 2025 inclusive. A maximum of 25,650 Class B shares were available for transfer to the participants as investment shares at a price corresponding to the volume-weighted average price for Alligo's share on Nasdaq Stockholm during the period 22 May 2025 to 28 May 2025. During the investment period, 20,250 shares were transferred to the participants, of which 6,450 to the Group's CEO and CFO and 13,800 to other senior executives and other key personnel. The volume-weighted average price was SEK 110.65. Based on the investment shares transferred during the investment period, a maximum of 101,250 performance shares in total can be transferred by the company within the framework of PSP 2025. According to the resolution of the Annual General Meeting, a maximum of 128,250 performance shares in total were available for transfer by the company.

Full redemption and allotment within the framework of Alligo's outstanding incentive programmes would amount to 184,995 shares, which as at 31 December 2025 corresponded to approximately 0.4 per cent of the share capital and 0.3 per cent of the votes in the company.

The transfer will be effected by the company transferring Class B treasury shares. The number of performance shares that the participants will be allotted on the basis of performance share rights depends on the fulfilment of predefined performance criteria relating to Alligo's adjusted EBITA and sustainability targets during a vesting period of around three years. The allotment of performance

shares also requires, with certain exceptions, the participant to still be in their post and to hold all acquired investment shares until the end of the vesting period.

Translation reserve

The translation reserve includes all foreign exchange differences arising from the translation of the financial statements of foreign operations to the Group reporting currency of Swedish kronor.

MSEK	GROUP	
	2025	2024
Translation reserve		
Opening translation reserve	5	-2
Translation effect for the year	-113	7
Closing translation reserve	-108	5

Hedging reserve

The hedging reserve covers the change in value of the foreign exchange forward contracts hedged. At the end of the year, the value of the hedging reserve amounted to MSEK 8 (-1).

MSEK	GROUP	
	2025	2024
Hedging reserve		
Opening hedging reserve	8	-1
Fair value changes for the year in cash flow hedges	-3	10
Tax attributable to hedges for the year	0	-2
Fair value changes in cash flow hedges transferred to profit/loss for the year	-10	1
Tax attributable to hedges transferred to profit or loss for the year	2	0
Closing hedging reserve	-3	8

Parent Company Restricted equity

Restricted equity comprises share capital.

Non-restricted equity

Non-restricted equity is available for distribution to shareholders and comprises the share premium account, retained earnings and profit or loss for the year, less holdings of treasury shares.

As at the balance-sheet date, total equity in Alligo AB amounted to MSEK 1,605, of which MSEK 102 was restricted equity.

Dividend

The Board of Directors of Alligo AB proposes to the Annual General Meeting a dividend of SEK 2.20 (2.00) per share, corresponding to a pay-out ratio of 42 per cent of earnings per share for the financial year. Taking into account the Class B shares repurchased by the company, the proposed dividend corresponds to a total of approximately MSEK 110. The proposed dividend is in line with the company's dividend policy, which states that 30-50 percent of earnings per share are to be distributed over a business cycle.

MSEK	31/12/2025	31/12/2024
SEK 2.20 (2.00) per share	110	100
Proposed appropriation of profit (SEK)		
The following funds are at the disposal of the General Meeting of Shareholders:	1,503,344,474	1,535,506,197
The following funds are at the disposal of the Annual General Meeting:	1,503,344,474	1,535,506,197
The Board of Directors proposes that the shareholders receive a dividend of SEK 2.20 per share	110,193,354	100,135,276
That the remaining profit be brought forward ¹	1,393,151,120	1,435,370,921
Total (SEK)	1,503,344,474	1,535,506,197

¹) Of which share premium account SEK 1,442,217,240.

NOTE 18 Earnings per share

SEK	BEFORE DILUTION		AFTER DILUTION	
	2025	2024	2025	2024
Earnings per share	5.21	5.47	5.21	5.47

The calculation of the numerators and denominators used in the above calculations of earnings per share is specified below.

Earnings per share before dilution

The calculation of earnings per share for the 2025 financial year was based on profit for the year attributable to the ordinary shareholders of the Parent Company amounting to MSEK 261 (274) and a weighted average number of shares outstanding during the financial year amounting to 50,079,451 (50,060,659). The two components have been calculated in the following manner:

Profit for the year attributable to Parent Company shareholders, before dilution

MSEK	2025	2024
Profit for the year attributable to Parent Company shareholders	261	274
Profit attributable to Parent Company shareholders, before dilution	261	274

Weighted average number of shares outstanding, before dilution

Thousands of shares	2025	2024
Total number of shares at financial year-end	50,906	50,906
Effect of holding of treasury shares	-827	-845
Number of shares for calculation of earnings per share	50,079	50,061

Earnings per share after dilution

The calculation of earnings per share after dilution for the 2025 financial year was based on profit attributable to the ordinary shareholders in the Parent Company amounting to MSEK 261 (274) and a weighted average number of shares outstanding during the financial year amounting to 50,081,984 (50,072,427). The two components have been calculated in the following manner:

Profit attributable to Parent Company shareholders, after dilution

MSEK	2025	2024
Profit for the year attributable to Parent Company shareholders	261	274
Profit attributable to Parent Company shareholders, after dilution	261	274

Weighted average number of shares outstanding, after dilution

Thousands of shares	2025	2024
Total number of shares at financial year-end	50,906	50,906
Effect of holding of treasury shares	-827	-845
Effect of share-option programmes ¹⁾	3	11
Number of shares for calculation of earnings per share	50,082	50,072

1) As at 31 December 2025, Alligo AB had an outstanding call option programme. The share price on 31 December 2025 was SEK 128.2 and the call options issued on the repurchased shares resulted in a dilution effect of approximately 3,000 shares. The call option programmes are described in greater detail in note 5.

NOTE 19 Non-current non-interest-bearing liabilities and other provisions

Group, MSEK	31/12/2025	31/12/2024
Non-current non-interest-bearing liabilities		
Option liability, acquisitions	71	59
Additional purchase considerations	7	48
Total	78	107
Specification		
Carrying amount at the beginning of the period	107	63
Reclassifications	-48	-7
Acquisition of partly owned subsidiary	17	45
Recognised in operating profit	0	-
Recognised in equity	2	5
Discounting effects	0	1
Translation differences	0	0
Carrying amount at the end of the period	78	107

Group, MSEK	31/12/2025	31/12/2024
Provisions classified as non-current liabilities		
Guarantee commitments	0	0
Other	16	12
Total	16	12
Specification		
Carrying amount at the beginning of the period	12	31
Provisions made during the period	-	-
Amount used during the period	4	-13
Unused amounts reversed	-	-
Divested companies	-	-6
Translation differences	0	0
Carrying amount at the end of the period	16	12

NOTE 20 Other liabilities

Group, MSEK	31/12/2025	31/12/2024
Employee withholding taxes	45	41
VAT liability	107	97
Derivative hedging instruments	3	-
Advance payments from customers	10	10
Additional purchase considerations	37	71
Other operating liabilities	37	32
Total	239	251

NOTE 21 Accrued expenses and deferred income

MSEK	GROUP		PARENT COMPANY	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Accrued expenses				
Salaries and remuneration to employees	219	205	13	8
Social security contributions	58	72	3	2
Bonuses, refunds to customers	43	55	-	-
Operating and premises costs including tax	6	10	-	-
Auditors' fees	5	4	0	1
Other consulting fees	4	9	1	1
Car and travel expenses	3	2	0	0
Temporarily contracted employees	2	4	-	-
Shipping costs	14	10	-	-
IT and computer costs	1	1	-	-
Other accrued expenses	14	40	0	-
Deferred income				
Other deferred income	9	7	-	-
Total	378	419	17	12

NOTE 22 Pledged assets and contingent liabilities

MSEK	GROUP		PARENT COMPANY	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Pledged assets				
In the form of pledged assets for own liabilities and provisions				
Corporate mortgages	6	19	-	-
Total pledged assets	6	19	-	-
Contingent liabilities				
Guarantees for subsidiaries	-	-	-	-
Guarantees, other	14	15	-	-
Total contingent liabilities	14	15	-	-

NOTE 23 Financial risks and risk management

Alligo's operations entail exposure to a number of financial risks. Changes, particularly in foreign exchange rates and interest rate levels, affect the Group's earnings and cash flows, but financing risks also arise and are managed within the framework of the Group's adopted policies.

Financial operations

The goal of the Group's financial operations is to ensure high efficiency in the areas of investments, liquidity flows, borrowing, foreign currency management and granting of credit. The Board of Directors determines the Group's financial policy each year, which includes guidelines, goals and frameworks for treasury management and for managing the financial risks in the Group. The financial policy defines and identifies the financial risks that can arise, and regulates the distribution of responsibility between the Board of Directors, the CEO, the CFO, the internal bank function and the subsidiaries' CEOs and CFOs. The financial policy stipulates that only the major Nordic commercial banks are suitable for the investment of surplus liquidity and foreign exchange forward contract subscriptions.

The Group's central financial operations comprise securing the Group's long-term supply of liquidity for investments and working capital in an efficient manner. The Parent Company has its own internal bank function tasked with coordinating the Group's financial activities and ensuring that systems are available for efficient cash management for the Group companies. The Parent Company manages the Group's external borrowing. All foreign currency management and granting of credit to customers are handled within the framework of the established policies.

Capital management

The company's goal regarding the financial position is that it should enable the Group to have favourable access to liquidity, that the cost of borrowed capital should be kept at market rate, that the return on cash and cash equivalents should be satisfactory and that the risk in investments and exposures should be kept low. A prerequisite for this is that the Group has a long-term favourable financial position and meets the financial commitments included in the loan agreements, etc.

Financial instruments and hedge accounting

The Group uses financial derivative instruments to manage foreign exchange risks that arise during its operations. Derivative instruments held for hedging comprise foreign exchange forward contracts. These derivative instruments are hedged, which means that the instruments are recognised on the balance sheet at fair value and that any changes in the values of these instruments are recognised in other comprehensive income in equity until their underlying cash flows are reflected in profit or loss.

Currency risks

For Alligo, currency risk arises at the subsidiaries as a result of future payment flows in foreign currencies, referred to as a transaction exposure, and through portions of the Group's equity comprising net assets of foreign subsidiaries and the Group's profit comprising profit from foreign subsidiaries, referred to as translation exposure.

Transaction exposure

Transaction exposure comprises future contracted and forecast receipts and disbursements in foreign currencies for subsidiaries, which, in the Group's case, mainly involves purchases and sales of goods. The total transaction exposure for key currencies is shown in the table below:

Annual net flow by currency (equivalent value in MSEK)

Currency	2025	2024
NOK	534	307
EUR	-285	-337
USD	-817	-577

The Group has its primary customer markets in Sweden, Norway and Finland, with sales in SEK, NOK and EUR, respectively. Purchasing that takes place outside the Nordic regions is mainly paid in USD and EUR.

The effects of exchange rate changes are reduced on the basis of purchases and sales in the same currency, currency clauses and foreign exchange forward contracts. Risk exposure is limited by the Group's sales largely comprising products that are sold at a fixed price in the local currency according to a price list valid for a period of approximately six months.

Group companies hedge parts of their future currency outflows in foreign currency using foreign exchange forward contracts for net exposures in excess of approximately MSEK 25 in currency commitments over a 12-month period in accordance with the Group's financial policy. The currency hedge standard is for 75 per cent of the expected net flow 6 months in the future and 50 per cent of the expected net flow 6 to 12 months in the future to be currency hedged on a rolling quarterly basis. To enable it to manage the hedging of exposure in foreign currency effectively, the Group's Finance function has a mandate to deviate from the currency hedge standard by +/- 15 per cent. The main currency risk arises in relation to purchases of goods from Asia (USD) and Europe (EUR). The nominal amounts of outstanding foreign exchange forward contracts are presented in the table below:

Foreign exchange forward contracts	31/12/2025		31/12/2024	
	Nominal value	Average rate	Nominal value	Average rate
USD/SEK ¹⁾	158	9.42	164	10.16

1) Foreign exchange forward contracts for purchase of currency.

Translation exposure of earnings

The Group's earnings are affected by the translation of the income statements of foreign subsidiaries, for which translation is carried out at the average exchange rate for the financial year. In cases when the local currency of the foreign subsidiary changes in relation to SEK, the Group's recognised revenue and earnings that were translated to SEK also change. The Group's translation exposure in revenue and operating profit is presented in the tables below:

Revenue, MSEK	2025	2024
Outcome translated to average rate for the preceding year	9,714	9,399
Currency translation		
NOK	-103	-60
EUR	-60	-6
Total currency translation	-163	-66
Outcome	9,551	9,333

Operating profit, MSEK	2025	2024
Outcome translated to average rate for the preceding year	476	507
Currency translation		
NOK	-4	-2
EUR	-1	0
Total currency translation	-5	-2
Outcome	471	505

The Group has net exposures in several foreign currencies. The table below shows the effect on the Group's revenue and operating profit if the rates for the exposure currencies were to change by five per cent.

Change in rate for underlying exposure currencies +/- 5%	2025	2024
Effect on: Revenue	+/- 217	+/- 216
Effect on: Operating profit	+/- 7	+/- 6

The following rates were applied in the year-end accounts:

Currency	Average rate		Closing day rate	
	2025	2024	31/12/2025	31/12/2024
NOK	0.945	0.983	0.915	0.970
EUR	11.068	11.432	10.818	11.487
USD	9.819	10.561	9.201	10.998

Translation exposure of equity

The value of the net assets of foreign subsidiaries is translated to SEK at year-end at the exchange rate in effect on the balance sheet date. The exchange rate difference between the years is recognised against equity through other comprehensive income. Translation exposure for foreign subsidiaries' net assets is at present only hedged to a limited extent through external borrowing in another currency than SEK.

Net assets in foreign subsidiaries by currency (MSEK)

Currency	31/12/2025	31/12/2024
NOK	711	678
EUR	839	867

Interest rate risks

Interest rate risk refers to the risk that changes in the market interest rate will have a negative impact on the Group's net interest income. The speed at which an interest rate change has an effect depends on the length of the period of fixed interest on the loans and the type of hedging instruments used. Both the market interest rate and the Group's earnings are expected to follow the general economic cycle. Hence, the Group's financial policy stipulates that the period of fixed interest is normally to be short-term, with at least 50 per cent of the loans having a fixed-interest period of less than 12 months. In order to further manage the risk of higher market interest rates in the future, Alligo's financial policy also stipulates that different forms of interest derivatives may be used to limit interest rate risk. As at 31 December 2025, the Group does not hold any interest derivative instruments.

The debt portfolio comprises a committed credit facility, revolving credit facilities with fixed-interest periods of three months and bank loans. Loans and credits totalling approximately SEK 2.6 billion are sustainability-linked, which means that the interest rate is adjusted according to the outcome of three sustainability KPIs. The average period of fixed interest for the whole debt portfolio is 3 months. The Group also recognises interest-bearing liabilities relating to leases. The primary variable interest rates are STIBOR and EURIBOR. Liabilities to credit institutions per underlying currency are presented in the table below.

Given the same average loan liability during the year and the same fixed-interest periods, a change in the market interest rate of 1 percentage point would result in a change in interest expense of approximately MSEK 25 per year.

Liabilities to credit institutions by currency

31/12/2025	SEK	EUR	Total
Revolving credit facility	1,050	108	1,158
Bank loans	1,100	-	1,100
31/12/2024	SEK	EUR	Total
Revolving credit facility	1,080	115	1,195
Bank loans	1,100	-	1,100

Liquidity and refinancing risks

Liquidity and refinancing risk pertains to the risk that the Group is unable to fulfil its payment obligations due to insufficient liquidity and that the possibility of financing is limited when loans are due for rescheduling. The Group's financial policy stipulates that borrowing and trading in financial instruments may only be conducted with one of the large Nordic commercial banks. Current investments of any surplus liquidity are made with terms of one to six months at current market interest rates. The counterparty for deposits is always one of the large Nordic commercial banks. At the end of the financial year, the Parent Company had access to two separate committed credit facilities of MSEK 400 and MEUR 10 respectively, of which MSEK 400 and MEUR 10 respectively was unutilised. The credit facility is renewed on an annual basis and was extended to February 2027 after the balance sheet date. In addition to this committed credit facility, the Group has a revolving credit facility totalling MSEK 1,500, of which MSEK 342 was unutilised. The current revolving credit facility was raised in March 2022 in conjunction with the distribution of Momentum Group and was increased by MSEK 180 during the first quarter of 2025 and by MSEK 120 during the second quarter, then decreased by MSEK 150 during the fourth quarter. The credit facility runs until March 2027. In February 2026, the business was refinanced and the credit facility with Svenska Handelsbanken AB was increased by MSEK 500 to a total of MSEK 3,100. The new facility runs until February 2029, with the option to extend twice for one year at a time.

The financing is linked to financial covenants that the Group is obligated to fulfil every quarter. The primary covenants by which Alligo is measured are the interest coverage ratio and the equity/assets ratio. There are specific definitions for each component. As at 31 December 2025, the financial covenants were fulfilled.

The Group's financing risk is also dependent on the possibility of refinancing loans as they mature. The Group's financial liabilities at year-end amounted to MSEK 4,886 and the maturity structure of the loan liabilities is presented in the table below. A table showing the Group's financial assets and liabilities is presented in note 25 Financial assets and liabilities.

Maturity structure financial liabilities (undiscounted cash flows)

31/12/2025, Group, MSEK	Carrying amount	Future payment amount	Matures		
			Within one year	Within five years	After five years
Interest-bearing financial liabilities to credit institutions	2,258	2,340	68	2,272	-
Interest-bearing lease liabilities	1,369	1,499	472	922	105
Accounts payable	1,086	1,086	1,086	-	-
Contingent purchase considerations	44	45	38	7	-
Call and put options	71	75	-	75	-
Other current interest-bearing liabilities	2	2	2	-	-
Derivative hedging instruments	3	3	3	-	-
Financial liabilities	4,833	5,050	1,669	3,276	105
31/12/2024, Group, MSEK					
Interest-bearing financial liabilities to credit institutions	2,295	2,477	83	2,394	-
Interest-bearing lease liabilities	1,269	1,395	451	830	114
Accounts payable	1,135	1,135	1,135	-	-
Contingent purchase considerations	119	120	84	36	-
Call and put options	59	62	-	62	-
Other current interest-bearing liabilities	9	9	9	-	-
Derivative hedging instruments	-	-	-	-	-
Financial liabilities	4,886	5,198	1,762	3,322	114

23 Continuation: Financial risks and risk management

Maturity structure financial liabilities (undiscounted cash flows) cont.

31/12/2025, Parent Company, MSEK	Carrying amount	Future payment amount	Matures		
			Within one year	Within five years	After five years
Interest-bearing financial liabilities to credit institutions	2,258	2,372	68	2,304	-
Financial liabilities	2,258	2,372	68	2,304	-
31/12/2024, Parent Company, MSEK					
Interest-bearing financial liabilities to credit institutions	2,295	2,477	83	2,394	-
Financial liabilities	2,295	2,477	83	2,394	-

Credit risks

In its commercial and financial transactions, the Group is exposed to credit risks in relation to Alligo's counterparties. Credit risk or counterparty risk pertains to the risk of loss if the counterparty does not fulfil its obligations. The Group is exposed to credit risk through its financial transactions, i.e. through the investment of surplus liquidity and implementation of foreign exchange forward contracts and in connection with accounts receivable and advance payments to suppliers in the commercial operations.

In order to capitalise on the operational business's knowledge of customers and suppliers, the credit risk assessments are managed in the commercial transactions by each company. The credit risk is spread over a wide range of customers and is a good reflection of the Group's trading where the total revenue is built up of many business transactions and a favourable risk spread of sales across varying industries and companies. No individual customer accounts for more than five percent of the total credit exposure over a one-year period. To minimise the risk of credit losses, the Group companies apply credit policies that limit outstanding amounts and credit periods for individual customers. The size of each customer's credit is assessed individually. A credit check is made for all new customers. The intention is that credit limits will reflect the customer's payment capacity. Historically, Alligo's credit losses have been low. The credit quality of the accounts receivable that have neither matured for payment nor been impaired is deemed favourable. The Group also has reserves for expected credit losses in the amount of MSEK 19 (20).

Accounts receivable

MSEK	31/12/2025	31/12/2024
Accounts receivable	1,237	1,199
Accumulated reserve for expected credit losses	-19	-20
Accounts receivable, net	1,218	1,179

Specification of change in reserve for expected credit losses

MSEK	31/12/2025	31/12/2024
Carrying amount at the beginning of the period	-20	-28
Changes pertaining to acquired businesses	0	-1
Change related to confirmed credit losses	10	10
Change related to expected credit losses	-10	-1
Translation differences	1	0
Carrying amount at the end of the period	-19	-20

Maturity analysis

- not past due	1,092	1,025
- receivables past due by 1-30 days	108	118
- receivables past due by 31-60 days	12	33
- receivables past due by 61-90 days	6	4
- receivables past due by > 90 days	19	19
Total receivables	1,237	1,199

Parent Company

Alligo's operations entail exposure to a number of financial risks. Changes, particularly in foreign exchange rates and interest rate levels, affect the Group's earnings and cash flows, but financing risks also arise and are managed within the framework of the Group's adopted policies. Alligo AB manages the Group's external borrowing. Accordingly, the Parent Company is exposed to the same refinancing and interest rate risk as the Group. The Parent Company is also impacted indirectly by the other risks described above through its function in the Group. See above for a more detailed description.

NOTE 24 Specification of interest-bearing net loan liabilities by asset and liability

Group, MSEK	31/12/2025			31/12/2024		
	Interest-bearing	Non-interest bearing	Total	Interest-bearing	Non-interest bearing	Total
ASSETS						
Non-current assets						
Intangible non-current assets	-	3,149	3,149	-	3,083	3,083
Right-of-use assets	-	1,295	1,295	-	1,230	1,230
Tangible non-current assets	-	651	651	-	668	668
Financial non-current assets	11	16	27	12	23	35
Deferred tax assets	-	75	75	-	62	62
Total non-current assets	11	5,186	5,197	12	5,066	5,078
Current assets						
Inventories	-	2,481	2,481	-	2,471	2,471
Tax assets	-	31	31	-	34	34
Accounts receivable	-	1,218	1,218	-	1,179	1,179
Prepaid expenses and accrued income	-	36	36	-	56	56
Other receivables	-	208	208	-	185	185
Cash and bank	486	-	486	670	-	670
Total current assets	486	3,974	4,460	670	3,925	4,595
TOTAL ASSETS	497	9,160	9,657	682	8,991	9,673

Group, MSEK	31/12/2025			31/12/2024		
	Interest-bearing	Non-interest bearing	Total	Interest-bearing	Non-interest bearing	Total
LIABILITIES						
Non-current liabilities						
Non-current interest-bearing liabilities	3,156	-	3,156	3,121	-	3,121
Non-current non-interest-bearing liabilities	-	78	78	-	107	107
Provisions for pensions	0	-	0	0	-	0
Other provisions	-	16	16	-	12	12
Deferred tax liabilities	-	418	418	-	408	408
Total non-current liabilities	3,156	512	3,668	3,121	527	3,648
Current liabilities						
Current interest-bearing liabilities	473	-	473	452	-	452
Accounts payable	-	1,086	1,086	-	1,135	1,135
Tax liabilities	-	17	17	-	12	12
Other liabilities	-	239	239	-	251	251
Accrued expenses and deferred income	-	378	378	-	419	419
Total current liabilities	473	1,720	2,193	452	1,817	2,269
TOTAL LIABILITIES	3,629	2,232	5,861	3,573	2,344	5,917
Interest-bearing net liabilities	-3,132			-2,891		

NOTE 25 Financial assets and liabilities

Group, MSEK	31/12/2025	31/12/2024
FINANCIAL ASSETS		
Financial assets measured at fair value		
Financial investments	2	2
Derivative hedging instruments	0	10
Financial assets measured at amortised cost		
Non-current receivables	9	10
Accounts receivable	1,218	1,179
Cash and cash equivalents	486	670
Total financial assets	1,715	1,871
FINANCIAL LIABILITIES		
Financial liabilities measured at fair value through profit or loss		
Derivative hedging instruments	3	-
Contingent purchase considerations	44	119
Call and put options ¹⁾	71	59
Financial liabilities measured at amortised cost		
Interest-bearing liabilities	3,629	3,573
Accounts payable	1,086	1,135
Total financial liabilities	4,833	4,886

1) Changes in the value of call and put options issued to non-controlling interests are recognised directly in equity.

The carrying amount of the Group's financial assets and liabilities is deemed to be a reasonable approximation of their fair value. Assets measured at fair value comprise hedging instruments for which the fair value is based on observable market data. Liabilities measured at fair value comprise contingent purchase considerations that are measured using discounted cash flow.

Financial liabilities measured at fair value through profit or loss pertain to additional purchase considerations not yet paid and at the beginning of the year amounted to MSEK 119. For the full year 2025, additional purchase considerations of MSEK 78 were paid. New additional purchase considerations totalled MSEK 6 and additional purchase considerations not yet paid amounted to MSEK 44 at the end of the period. The additional purchase considerations are based on revenue growth and gross profit for the years 2024 to 2027. The additional purchase considerations are valued on an ongoing basis using a probability assessment, where an evaluation is made of whether they will be paid at the agreed amounts. Management has taken into account here the risk for the outcome of future cash flows. As at 31 December 2025, additional purchase considerations not yet paid have been revalued by a net amount of MSEK -3 and recognised in consolidated earnings. The fair value of the Group's financial assets and liabilities is estimated to be the same as their carrying amount.

Call and put options issued to non-controlling interests are measured based on the conditions stipulated in the purchase agreement and the shareholder agreement and are discounted on the balance sheet date. The key parameter is the change in value of the share, which is based on results up to an estimated maturity date.

The Group does not use net recognition for any of its material assets or liabilities. There were no transfers between levels or measurement categories during the year.

25 Continuation: Financial assets and liabilities

A reconciliation between the opening and closing balances for level 3 financial instruments is presented in the table below.

Group, MSEK	Contingent purchase considerations		Call and put options	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Value at the beginning of the year	119	26	59	47
Cost, acquisitions	6	103	10	7
Additional purchase considerations paid	-78	-9		
Recognised in operating profit	-3	-2		
Recognised in net financial items	3	1		
Recognised in equity	-	-	2	5
Translation differences	-3	0		
Value at year-end	44	119	71	59

Parent Company, MSEK 31/12/2025 31/12/2024

FINANCIAL ASSETS

Financial assets measured at amortised cost

Receivables from Group companies	2,771	2,259
Cash and bank	432	594
Total financial assets	3,203	2,853

FINANCIAL LIABILITIES

Financial liabilities measured at amortised cost

Liabilities to credit institutions	2,258	2,295
Liabilities to Group companies	1,177	765
Accounts payable	2	1
Total financial liabilities	3,437	3,061

The carrying amount of all of the Parent Company's financial assets is deemed to be a reasonable approximation of their fair value.

NOTE 26 Expected recovery periods for assets, provisions and liabilities

Amounts expected to be recovered

Group, MSEK	Within 12 months	After 12 months	Total
ASSETS			
Intangible non-current assets ¹⁾	102	3,047	3,149
Right-of-use assets ¹⁾	379	916	1,295
Tangible non-current assets ¹⁾	99	552	651
Financial non-current assets			
Financial investments	2	0	2
Other non-current receivables	1	24	25
Deferred tax assets	21	54	75
Total non-current assets	604	4,593	5,197
Current assets			
Inventories	2,481		2,481
Tax assets	31		31
Accounts receivable	1,218		1,218
Other receivables	36		36
Prepaid expenses and accrued income	208		208
Cash and cash equivalents	486		486
Total current assets	4,460		4,460
TOTAL ASSETS	5,064	4,593	9,657

1) Expected annual depreciation and amortisation are recognised in the amounts expected to be recovered within 12 months.

Amounts expected to be paid

Group, MSEK	Within 12 months	After 12 months	After 5 years	Total
LIABILITIES				
Non-current liabilities				
Non-current interest-bearing liabilities	0	2,258	-	2,258
Non-current lease liabilities	0	812	86	898
Non-current non-interest-bearing liabilities	0	78	-	78
Provisions for pensions	0	0	0	0
Other provisions	2	14	0	16
Deferred tax liabilities	44	195	179	418
Total non-current liabilities	46	3,357	265	3,668
Current liabilities				
Current interest-bearing liabilities	2			2
Current lease liabilities	471			471
Accounts payable	1,086			1,086
Tax liabilities	17			17
Other liabilities	239			239
Accrued expenses and deferred income	378			378
Total current liabilities	2,193			2,193
TOTAL LIABILITIES	2,239	3,357	265	5,861

NOTE 27 Group companies

Specification of the Parent Company's direct holdings of participations in subsidiaries

	Co. Reg. No.	Reg. office	No. of participations	Holding %	Carrying amount in the Group	
					31/12/2025	31/12/2024
Alligo Holding AB	559072-1378	Stockholm	500	100	1,948	1,948
Total					1,948	1,948
Accumulated cost						
At the beginning of the year					1,948	1,948
Carrying amount at year-end					1,948	1,948

Specification of the Parent Company's indirect holdings of participations in subsidiaries

	Reg. office, country	Holding, %	
		31/12/2025	31/12/2024
Mercus Yrkeskläder AB	Sweden	100	100
TriffiQ Företagsprofilering AB	Sweden	100	100
Reklamproffsen Skandinavien AB	Sweden	100	100
Profilmakarna i Södertälje AB ²	Sweden	-	100
Company Line Förvaltning AB ²	Sweden	-	100
Company Line AB	Sweden	100	100
Company Line i Malmfälten AB ²	Sweden	-	100
Souvenirer i Norr AB	Sweden	100	100
AMJ Papper AB ²	Sweden	-	100
Swedol AB	Sweden	100	100
Swedol Förvaltning AB	Sweden	100	100
IP Hjelte AB	Sweden	100	100
Magnusson Agentur AB	Sweden	100	100
Profeel Sweden AB	Sweden	75	75
Profilföretaget Z-profil AB	Sweden	70	70
Kents Textiltryck i Halmstad AB	Sweden	70	70
Olympus Profile i Uddevalla AB	Sweden	70	70
Topline Aktiebolag	Sweden	70	70
Topline Kalmar Aktiebolag ³	Sweden	36	36
Svets och Tillbehör i Sverige AB	Sweden	100	100
Svetspartner i Malmö AB	Sweden	100	100
Wiklunds i Bollnäs AB ²	Sweden	-	100
New Promotion Sverige AB	Sweden	70	70
New Profile Skövde AB ²	Sweden	-	70
Aktiebolaget Sundholm Welding	Sweden	100	100
T. Brantestig Svetsmaskinservice AB	Sweden	100	100
Corema Svets & Industriprodukter AB	Sweden	100	100
Corema Fasteners AB	Sweden	100	100
Corema Sundsvall AB	Sweden	100	100
Svenska Batterilagret AB ¹	Sweden	100	-
Galaxi Företagsreklam Aktiebolag ^{1,4}	Sweden	70	-
Broderiet i Kungsbacka Aktiebolag ^{1,5}	Sweden	70	-
TOOLS AS	Norway	100	100
Tools Univern AS ²	Norway	-	100
Profeel Norway AS ⁷	Norway	-	75
Tore Vagle AS	Norway	100	100
Workwear AS	Norway	100	100
Respond Profilering & Firmagaver AS ¹	Norway	70	-
PGP AS ^{1,6}	Norway	38	-
TOOLS Finland Oy	Finland	100	100
TOOLS Fastigheter Holding Oy	Finland	100	100
Metaplan Oy	Finland	100	100
Kitakone Oy	Finland	100	100
Pirilä Group Oy	Finland	100	100
Tampereen Pirkka-Hitsi Oy	Finland	100	100
Hämeen Teollisuuspalvelu OY	Finland	100	100
Riihimäen Teollisuuspalvelu OY	Finland	100	100

1) The company was acquired in 2025.

2) Intra-Group merger carried out in 2025.

3) The company is 51%-owned by Topline Aktiebolag.

4) The company is 100%-owned by Topline Aktiebolag.

5) The company is 100%-owned by Kents Textiltryck i Halmstad AB.

6) The company is 54%-owned by Respond Profilering & Firmagaver AS.

7) The company was liquidated in 2025.

According to impairment testing for the Parent Company's carrying amount in Group companies, there is no impairment requirement as at 31 December 2025.

NOTE 28 Related parties

No transactions having an impact on the Group's position or earnings occurred between Alligo and its related parties during the financial year. All transactions take place on market terms, including internal pricing between operating segments. Refer to note 5 Employees and personnel costs for information on personnel costs and benefits.

NOTE 29 Cash flow statement

Cash and cash equivalents

MSEK	GROUP		PARENT COMPANY	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
The following subcomponents are included in cash and cash equivalents:				
Cash and bank	486	670	432	594
Total according to the balance sheet	486	670	432	594
Total according to the cash flow statement	486	670	432	594

Interest paid

MSEK	GROUP		PARENT COMPANY	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Interest received	14	21	7	16
Interest paid	-143	-157	-94	-111
Total	-129	-136	-87	-95

Adjustments for non-cash items

MSEK	GROUP		PARENT COMPANY	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Depreciation and amortisation	614	608	0	0
Change in reserve for non-recurring costs	23	-12	-	-
Divestment of operations	-	3	-	-
Loss on sale of non-current assets	1	0	-	-
Change in other provisions	8	0	-	-
Adjustment for interest paid/received	0	0	0	0
Other	0	0	-6	0
Total	646	599	-6	0

Acquisition of subsidiaries and other business units¹⁾

MSEK	GROUP	
	31/12/2025	31/12/2024
Acquired assets:		
Intangible non-current assets	185	428
Right-of-use assets	27	83
Other non-current assets	2	13
Inventories	71	123
Other current assets incl. cash and cash equivalents	52	174
Total assets	337	821
Acquired non-controlling interests, provisions and liabilities:		
Deferred tax liability	-27	-29
Interest-bearing liabilities – credit institutions	0	-7
Lease liabilities	-27	-83
Current operating liabilities	-38	-113
Non-controlling interests	-4	-7
Total non-controlling interests, provisions and liabilities	-96	-239
Purchase consideration	-241	-582
Of which, contingent additional purchase consideration and unsettled purchase consideration	6	109
Additional purchase consideration paid	-78	-9
Cash and cash equivalents in acquired companies	17	67
Loans settled on acquisition	0	-10
Effect on cash and cash equivalents	-296	-425

1) See note 30 Business combinations and divestments.

Reconciliation of liabilities deriving from financing activities

Group, MSEK	31/12/2024	Cash flows	Changes that do not impact cash flow			31/12/2025
			Liabilities in acquired companies ¹⁾	Translation differences	New and remeasured leases	
Revolving credit facility	1,195	-30	-	-7	-	1,158
Bank loans	1,100	-	-	-	-	1,100
Lease liabilities	1,269	-436	27	-37	546	1,369
Other credits	9	-9	2	-	-	2
Total	3,573	-475	29	-44	546	3,629

Group, MSEK	31/12/2023	Cash flows	Changes that do not impact cash flow			31/12/2024
			Liabilities in acquired companies ¹⁾	Translation differences	New and remeasured leases	
Revolving credit facility	731	460	-	4	-	1,195
Bank loans	1,100	-	-	-	-	1,100
Lease liabilities	1,191	-405	83	-5	405	1,269
Other credits	0	-	9	-	-	9
Total	3,022	55	92	-1	405	3,573

Parent Company, MSEK	31/12/2024	Cash flows	Translation differences not affecting cash flow		31/12/2025
Revolving credit facility	1,195	-30		-7	1,158
Bank loans	1,100	-		-	1,100
Total	2,295	-30		-7	2,258

Parent Company, MSEK	31/12/2023	Cash flows	Translation differences not affecting cash flow		31/12/2024
Revolving credit facility	731	460		4	1,195
Bank loans	1,100	-		-	1,100
Total	1,831	460		4	2,295

1) See note 30 Business combinations and divestments.

NOTE 30 Business combinations and divestments

Business combinations 2025

Share transfers

Alligo has made four corporate acquisitions with closing during 2025.

None of these acquisitions is deemed significant enough to require a separate presentation of the acquisition analysis.

- On 18 December 2024, Alligo signed an agreement to acquire 100 per cent of the shares in Svenska Batterilagret AB. Batterilagret is a leading specialist in batteries and battery accessories in Sweden with 27 stores located across the country as well as online sales. The company generates annual revenue of approximately MSEK 275 and has around 90 employees. Closing took place on 5 February 2025.
- On 1 July, Alligo, through its subsidiary Topline AB, signed an agreement to acquire 100 per cent of the shares in Galaxi Företagsreklam Aktiebolag. The company focuses on product media and operates in the Gothenburg area. Galaxi generates annual revenue of approximately MSEK 13 and has three employees. Closing took place in conjunction with the acquisition.
- On 14 July, Alligo, through its subsidiary Kents Textiltryck i Halmstad AB, signed an agreement to acquire 100 per cent of the shares in Broderiet i Kungsbacka Aktiebolag. The company focuses on product media and operates in the Gothenburg area. The company generates annual revenue of approximately MSEK 14 and has five employees. Closing took place on 1 August.
- On 3 November, Alligo signed an agreement to acquire 70 per cent of the shares in Norwegian product media company Respond Profilerings & Firmagaver AS, as well as its partly owned subsidiary PGP AS. Respond's head office is in Stavanger, but it also has operations in Årnes and Haugesund. Its partly owned subsidiary has operations in Sogndal. Together, the companies generate annual revenue of approximately MNOK 81 and have 71 employees. Closing took place in conjunction with the acquisition.

During the period, the acquired companies have contributed MSEK 283 to the Group's revenue and MSEK 49 to the Group's EBITA. Calculated as if closing had taken place on 1 January 2025, the acquired companies have contributed MSEK 374 to the Group's revenue and MSEK 53 to the Group's EBITA. The total purchase consideration for the acquisitions was MSEK 241. Acquisition costs of approximately MSEK 2 were recognised as other operating expenses in 2025.

Additional purchase considerations paid

Additional purchase considerations were paid in the amount of MSEK 78 during the period, with MSEK 3 recognised net in consolidated operating profit.

Acquisition analyses

Some of the surplus value in the preliminary acquisition analyses has been allocated to customer relations, while the unallocated surplus value has been assigned to goodwill. Goodwill relates to unidentifiable intangible assets and synergies within procurement, logistics, IT and administration, for example, that are expected to arise as a result of the acquisition. Goodwill has an indefinable useful life and is not amortised but is tested for impairment annually or where there are indications of a decline in value. The estimated value of customer relations is amortised over an estimated useful life of 10 years. The main reason why the acquisition analyses are considered to be preliminary is that only a short time has passed since the acquisitions.

Share transfers, MSEK	Carrying amount	Fair value adjustment	Fair value recognised in the Group
Acquired assets			
Intangible non-current assets		87	87
Right-of-use assets		27	27
Other non-current assets	2		2
Inventories	89	-18	71
Other current assets	48	4	52
Total assets	139	100	239
Acquired provisions and liabilities			
Lease liabilities		-27	-27
Deferred tax liability	-9	-18	-27
Current operating liabilities	-38		-38
Total provisions and liabilities	-47	-45	-92
Net of identified assets and liabilities	92	55	147
Goodwill ¹			98
Non-controlling interests ²			-4
Purchase consideration			241
Of which additional purchase consideration			-6
Additional purchase consideration paid			78
Cash and cash equivalents in acquired companies			-17
Loans settled on acquisition			0
Effect on Group cash and cash equivalents			296

1) No part of recognised goodwill is expected to be tax deductible.

2) Non-controlling interests are calculated as the proportional share of the identified net assets.

Signatures

The Board of Directors and the Chief Executive Officer certify that the Annual Report has been prepared in accordance with generally accepted accounting policies in Sweden and that the consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) adopted by the EU and that the Annual Report and the consolidated financial statements have been prepared in accordance with the adopted European Sustainability Reporting Standards (ESRS) and the specifications adopted pursuant to the Taxonomy Regulation (EU) 2020/852.

The Annual Report and consolidated financial statements provide a true and fair view of the financial position and earnings of the Parent Company and of the Group. The Administration Report for the Group and the Parent Company gives a true and fair overview of the development of the operations, position and earnings of the Parent Company and of the Group, and describes the material risks and uncertainties faced by the Parent Company and the companies included in the Group.

Stockholm, 8 April 2026
Alligo AB (publ)

Göran Näsholm
Chair of the Board

Cecilia Marlow
Board member

Johan Lilliehöök
Board member

Christina Åqvist
Board member

Stefan Hedelius
Board member

Johan Sjö
Board member

Alexandra Fürst
Board member

Johanna Främberg
Board member
Employee representative

Emma Hammarlund
Board member
Employee representative

Clein Johansson Ullenvik
Group President and CEO

Our Auditor's Report on the annual accounts and the consolidated accounts and our review report on the sustainability statement were submitted on 8 April 2026.

KPMG AB

Jonas Eriksson
Authorised Public Accountant

Auditor's Report

To the general meeting of the shareholders of Alligo AB (publ), company registration no. 559072-1352

REPORT ON THE ANNUAL ACCOUNTS AND CONSOLIDATED ACCOUNTS

Opinions

We have audited the annual accounts and consolidated accounts of Alligo AB (publ) for the year 2025 except for the corporate governance report on pages 51-61 and the sustainability statement on pages 62-110. The annual accounts and consolidated accounts of the company are included on pages 37-147 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as at 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as at 31 December 2025 and its financial performance and cash flow for the year then ended in

accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance report on pages 51-61 and the sustainability statement on pages 62-110. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these

requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgement, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed

in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

Valuation of goodwill and brands in the group

See note 1 Summary of significant accounting policies on pages 119-124, note 2 Significant estimates and assessments on page 125 and note 10 Intangible assets on page 131 in the annual accounts and consolidated accounts for detailed information and a description of the matter.

Description of key audit matter

As at 31 December 2025, the Group reports acquisition-related intangible assets relating to goodwill and brands in the amount of MSEK 2,659, which represents 28 per cent of total assets. Goodwill and brands with an indefinite useful life should be subject to impairment testing at least annually. Impairment tests are complex and involve significant levels of judgement by the Group Management. Under current regulations, impairment testing should be carried out in accordance with a certain technique where the Corporate Management is required to make forecasts and assessments of both the internal and external conditions and plans of the company. Examples of such assessments are future cash flow projections, which requires assumptions about future market conditions.

Another important assumption is which discount rate to use to assess the risk associated with the future cash flows. Given the above, there are significant judgements which are of importance to the accounting.

Response in the audit

We have inspected the company's impairment tests to assess whether they have been carried out in accordance with the stipulated technique. Furthermore, we have assessed the reasonableness of the future cash flow forecasts and the assumed discount rate and growth rate, by examining and evaluating the management's written documentation and plans. We have also interviewed the management and considered previous years' forecasts in relation to the actual outcome. An important part of our work has also been to evaluate how changes to the assumptions may impact on the valuation. This evaluation has been carried out by examining and assessing the group's sensitivity analysis. We have also reviewed the completeness of the disclosures in the Annual Report and considered whether the disclosures accurately reflect the assumptions that the group has applied in its impairment testing, and whether the information is sufficiently comprehensive to enable the assumptions of the Corporate Management to be understood.

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and this is found on pages 1-50, 62-110 and 154-158. The other information also comprises the remuneration report which we

obtained prior to the date of this auditor's report. The Board of Directors and the President & CEO are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not

cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into

account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the President and CEO

The Board of Directors and the President & CEO are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated financial statements, in accordance with IFRS as adopted by the EU. The Board of Directors and the President & CEO are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, the Board of Directors and the President & CEO are responsible for the assessment of

the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the President & CEO intend to liquidate the company, to cease operations, or have no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process.

Auditor's Responsibilities

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISA, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the President & CEO.
- Conclude on the appropriateness of the Board of Directors' and the President & CEO's use of the going concern basis of accounting in preparing the annual accounts and consolidated financial statements. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going

concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated accounts. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or related safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor's report unless law or regulation precludes disclosure about the matter.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Auditor's examination of the administration of the company and the proposed appropriations of the company's profit or loss

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the President and CEO of Alligo AB (publ) for the year 2025 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the President & CEO be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for

accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the President and CEO

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organisation and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial

situation and ensuring that the company's organisation is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner.

The President & CEO shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfil the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's Responsibilities

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the President & CEO in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the

company's profit or loss are not in accordance with the Companies Act. As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgement and maintain professional scepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgement with a starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

The auditor's examination of the ESEF report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the President and CEO have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the ESEF report) pursuant to

Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Alligo AB (publ) for year 2025.

Our examination and our opinion relate only to the statutory requirements. In our opinion, the ESEF report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for Opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 The auditor's examination of the ESEF report. Our responsibility under this recommendation is described in more detail in the Auditor's Responsibilities section. We are independent of Alligo AB (publ) in accord-

ance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the President and CEO

The Board of Directors and the President and CEO are responsible for the preparation of the ESEF report in accordance with the Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal

control that the Board of Directors and the President and CEO determine is necessary to prepare the ESEF report without material misstatements, whether due to fraud or error.

Auditor's Responsibilities

Our responsibility is to form an opinion with reasonable assurance as to whether the ESEF report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the ESEF report has been prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the ESEF report.

The audit firm applies the International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures,

that the ESEF report has been prepared in a format that enables uniform electronic reporting of the annual accounts and the consolidated accounts. We select the procedures based on our judgement, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the ESEF report by the Board of Directors and the President and CEO, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of the assumptions made by the Board of Directors and the President and CEO.

The procedures mainly include a validation that the ESEF report has been prepared in a valid XHTML format and a reconciliation of the ESEF report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the group's income statement, balance sheet and statement of equity as well as the statement of cash flows and notes in the ESEF report have been tagged with iXBRL in accordance with the ESEF Regulation.

The auditor's examination of the corporate governance statement

The Board of Directors is responsible for ensuring that the corporate governance statement on pages 51-61 has been prepared in accordance with the Annual Accounts Act.

Our examination of the corporate governance statement is conducted in accordance with FAR's recommendation RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on

Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

A corporate governance statement has been prepared. Disclosures in accordance with Chapter 6 Section 6 the second paragraph points 2-6 of the Annual Accounts Act and Chapter 7 Section 31 the second paragraph of the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act.

KPMG AB, Box 382, 101 27, Stockholm, was appointed auditor of Alligo AB by the general meeting of shareholders on 21 May 2025. KPMG AB or auditors operating at KPMG AB have been the company's auditor since 2016.

Stockholm, 8 April 2026

KPMG AB

Jonas Eriksson
Authorised Public Accountant

AUDITOR'S REVIEW REPORT ON ALLIGO AB (publ)'s SUSTAINABILITY STATEMENT

To the general meeting of the shareholders of Alligo AB (publ), company registration no. 559072-1352

Conclusion

We have conducted a review of the sustainability statement for Alligo AB (publ) (the company) for the financial year 2025. The sustainability statement is included on pages 62–110 in this document.

Based on our review as described in the section Auditor's Responsibilities, nothing has come to our attention that causes us to believe that the sustainability statement does not, in all material respects, meet the requirements of the Annual Accounts Act which includes,

- whether the sustainability statement meets the requirements of ESRS,
- whether the process the company has carried out to identify reported sustainability information has been conducted as described in the sustainability statement, and
- compliance with the reporting requirements of the EU's Green Taxonomy Regulation Article 8.

Basis for Conclusion

We have conducted the review in accordance with FAR's recommendation RevR 19 The auditor's review of the statutory sustainability statement. Our responsibility under this recommendation is described in more detail in the Auditor's Responsibilities section.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other disclosures

Sustainability information for previous financial years has not been the subject of review previously and there has therefore been no review of comparative information in the sustainability statement for 2025.

Other information than the sustainability statement

This document also contains other information than the sustainability statement and this is found on pages 1–61, 111–147 and 154–158. The Board of Directors and the President & CEO are responsible for this other information.

Our conclusion on the sustainability statement does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our review of the sustainability statement, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the sustainability statement. In this procedure we also take into account our knowledge otherwise obtained in the review and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the President and CEO

The Board of Directors and the President and CEO are responsible for the preparation of the sustainability statement in accordance with Chapter 6, Sections 12–12(f) of the Annual Accounts Act, and for such internal control that the Board of Directors and the President and CEO determine is necessary to prepare the sustainability statement without material misstatements, whether due to fraud or error.

Auditor's Responsibilities

Our responsibility is to express a conclusion on whether the sustainability statement has been prepared in accordance with Chapter 6, Sections 12–12(f) of the Swedish Annual Accounts Act based on our review. The review has been conducted in accordance with FAR's recommendation RevR 19 The auditor's review of the statutory sustainability statement. This recommendation requires us to plan and perform our procedures to obtain limited assurance that the sustainability statement is prepared in accordance with these requirements.

The procedures performed to obtain evidence are more limited than for an engagement where the opinion is expressed with reasonable assurance and the level of assurance obtained is therefore lower than for an engagement where the opinion is expressed with reasonable assurance. This means that it is not possible for us to obtain a level of assurance that would make us aware of all significant matters that might be identified in an engagement where the opinion is expressed with reasonable assurance.

The audit firm applies ISQM 1 (International Standard on Quality Management), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We are independent of Alligo AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

A review involves performing procedures to obtain evidence to support the sustainability statement. The auditor selects the procedures to be performed, including assessing the risks of material misstatements in the sustainability statement, whether due to fraud or error. In this risk assessment, the auditor considers the parts of the internal control that are relevant to how the Board of Directors and the President and CEO prepare the sustainability statement, in order to design procedures that are appropriate under the circumstances, but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control. The review consists of making inquiries, primarily of persons responsible for the preparation of the sustainability statement, performing analytical review, and conducting other review procedures.

In our review of the entity's process for identifying sustainability information to be reported, we have:

- Obtained an understanding of the process by:
 - performing inquiries to understand the sources of the information used by management; and
 - reviewing the entity's internal documentation of its process; and
- Evaluated whether the information obtained from our procedures about the process implemented by the entity is consistent with the description of the process set out in the sustainability statement.

Our review procedures with respect to the sustainability statement included but were not limited to the following:

- By inquiries, obtained an understanding of the entity's reporting processes relevant to the preparation of the sustainability statement including consolidation process through an understanding of the entity's internal control environment, reporting processes, and information systems relevant to the preparation of its sustainability statement.
- Evaluated whether information identified as material by the entity's process for identifying sustainability information to be reported, is included in the sustainability statement.
- Evaluated whether the structure and presentation of the sustainability statement is in accordance with the requirements in ESRS.
- Performed inquiries of relevant personnel concerning selected disclosures in the sustainability statement.
- Performed substantive assurance procedures on a sample basis on selected disclosures in the sustainability statement.
- By inquiries, obtained an understanding of the methods used to make significant estimates and how these methods are applied.
- By inquiries, obtained a general understanding of the process for identifying taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the sustainability statement.

Inherent limitations in the preparation of the sustainability statement

In reporting forward-looking information in accordance with ESRS, the Board of Directors and the President and CEO of Alligo AB (publ) are required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future activities of Alligo AB (publ). Actual outcomes are likely to be different as anticipated events frequently do not occur as expected.

Stockholm, 8 April 2026

KPMG AB

Jonas Eriksson
Authorised Public Accountant

Key performance indicators KPIs

At 31 December	2025	2024	2023	2022	2021
IFRS KEY PERFORMANCE INDICATORS					
Profit/loss for the year ¹ , MSEK	269	279	497	4,062	430
Earnings per share, continuing operations ² , SEK	5.21	5.47	9.76	9.51	5.75
Earnings per share, discontinued operations ^{2,3} , SEK	-	-	-	0.55	2.75
Impact on earnings per share of the distribution of Momentum Group ² , SEK	-	-	-	70.38	-
Earnings per share, total operations ² , SEK	5.21	5.47	9.76	80.44	8.50
ALTERNATIVE KEY PERFORMANCE INDICATORS					
Income statement-based KPIs					
Revenue, MSEK	9,551	9,333	9,335	9,211	8,417
Gross profit, MSEK	3,923	3,802	3,868	3,728	3,430
Operating profit, MSEK	471	505	748	669	427
Items affecting comparability, MSEK	-70	-33	-20	-24	-155
Amortisation of intangible assets in connection with corporate acquisitions, MSEK	-74	-63	-59	-63	-63
Adjusted EBITA, MSEK	615	601	827	756	645
Depreciation/amortisation of tangible non-current assets and other intangible assets ⁴ , MSEK	-133	-130	-111	-105	-116
Adjusted EBITDA excl. IFRS 16, MSEK	701	689	914	845	747
Adjusted EBITDA, MSEK	1,108	1,104	1,277	1,163	1,130
Profit after financial items, MSEK	355	359	634	612	379
Gross margin, %	41.1	40.7	41.4	40.5	40.8
Operating margin, %	4.9	5.4	8.0	7.3	5.1
Adjusted EBITA margin, %	6.4	6.4	8.9	8.2	7.7
Profit margin, %	3.7	3.8	6.8	6.6	4.5
Profitability KPIs					
Return on working capital (adjusted EBITA/WC), %	22	23	32	34	36
Return on capital employed, %	7	8	12	11	7
Return on equity ^{1,3} , %	7	8	14	16	13
Financial position KPIs					
Net financial liabilities, MSEK	3,143	2,903	2,640	2,547	2,272
Net operational liabilities, MSEK	1,774	1,634	1,449	1,534	1,259
Ratio of net operational liabilities to adjusted EBITDA excl. IFRS 16, times	2.5	2.4	1.6	1.8	1.7
Equity ⁵ , MSEK	3,751	3,719	3,613	3,408	3,429
Equity/assets ratio, %	39	38	41	41	40
Other KPIs					
No. of employees at the end of the period	2,495	2,522	2,443	2,371	2,319
Share price at the end of the period, SEK	128	123	124	79	192

1) Refers to the Group total (continuing operations and discontinued operations).

2) Before and after dilution.

3) Adjusted for the impact on earnings of the distribution of Momentum Group AB.

4) Total depreciation/amortisation of tangible non-current assets and other intangible assets, excluding amortisation of intangible assets in connection with corporate acquisitions and the effects of IFRS 16.

5) Refers to equity attributable to the Parent Company's shareholders.

Derivation of KPIs

Alligo uses certain financial key performance indicators in its analysis of the business and its performance that are not calculated in accordance with IFRS. The company believes that these alternative key performance indicators provide valuable information for the company's Board of Directors, owners and investors, as they enable a more accurate assessment of current trends and Alligo's performance when combined with other key performance

indicators calculated in accordance with IFRS. As not all listed companies calculate these financial key performance indicators in the same way, there is no guarantee that the information is comparable with other companies' key performance indicators of the same name. Hence, these financial key performance indicators must not be viewed as a replacement for those measures calculated in accordance with IFRS.

GROSS PROFIT

MSEK, at 31 December	2025	2024	2023	2022	2021
Revenue	9,551	9,333	9,335	9,211	8,417
Cost of goods sold	-5,628	-5,531	-5,467	-5,483	-4,987
Gross profit	3,923	3,802	3,868	3,728	3,430

ADJUSTED EBITA

MSEK, at 31 December	2025	2024	2023	2022	2021
Operating profit	471	505	748	669	427
Items affecting comparability					
Restructuring costs	-	-	-	19 ^{1,2}	108 ³
Organisational changes	70 ⁴	33 ⁴	9 ⁴	-	-
Scrapping of stocks	-	-	11 ⁵	-	-
Divestment of operations	-	-	-	-	37
Split and listing expenses	-	-	-	5	10
Amortisation of intangible assets in connection with corporate acquisitions	74	63	59	63	63

Adjusted EBITA	615	601	827	756	645
Operating profit excl. IFRS 16	424	463	724	653	413
Amortisation and impairment of other intangible non-current assets	33	34	35	35	42
Depreciation and write-downs of tangible non-current assets	100	96	76	70	74
Adjusted EBITDA excl. IFRS 16	701	689	914	845	747
Depreciation and write-downs of right-of-use assets	407	415	363	318	383
Adjusted EBITDA	1,108	1,104	1,277	1,163	1,130

WORKING CAPITAL

MSEK, at 31 December	2025	2024	2023	2022	2021
Average operating assets					
Average inventories	2,563	2,392	2,353	2,068	1,722
Average accounts receivable	1,245	1,213	1,207	1,164	1,050
Total average operating assets	3,808	3,605	3,561	3,231	2,772
Average operating liabilities					
Average accounts payable	-1,063	-1,028	-968	-1,015	-973
Total average operating liabilities	-1,063	-1,028	-968	-1,015	-973
Average working capital	2,745	2,577	2,593	2,216	1,799
Adjusted EBITA	615	601	827	756	645
Return on working capital (adjusted EBITA/WC), %	22	23	32	34	36

CAPITAL EMPLOYED

MSEK, at 31 December	2025	2024	2023	2022	2021
Average balance sheet total	9,618	9,212	8,513	8,054	8,217
Average non-interest-bearing liabilities and provisions					
Average non-interest-bearing non-current liabilities	-517	-481	-448	-400	-371
Average non-interest-bearing current liabilities	-1,745	-1,719	-1,670	-1,665	-1,615
Total average non-interest-bearing liabilities and provisions	-2,262	-2,200	-2,118	-2,065	-1,986
Average capital employed	7,356	7,012	6,395	5,989	6,231
Operating profit	471	505	748	669	427
Financial income	29	21	13	4	3
Total operating profit + financial income	500	526	761	673	430
Return on capital employed, %	7	8	12	11	7

RETURN ON EQUITY

MSEK, at 31 December	2025	2024	2023	2022	2021
Average equity ⁶	3,683	3,628	3,469	3,236	3,218
Profit/loss for the period ⁶	261	274	491	508	429
Return on equity, %	7	8	14	16	13

NET FINANCIAL LIABILITIES

MSEK, at 31 December	2025	2024	2023	2022	2021
Non-current interest-bearing liabilities	3,156	3,121	2,624	2,410	2,095
Current interest-bearing liabilities	473	452	398	352	463
Cash and cash equivalents	-486	-670	-382	-215	-286
Net financial liabilities	3,143	2,903	2,640	2,547	2,272
Adjusted EBITDA, rolling 12 months	1,108	1,104	1,277	1,163	1,130
Ratio of net financial liabilities to EBITDA, times	2.8	2.6	2.1	2.2	2.0

NET OPERATIONAL LIABILITIES

MSEK, at 31 December	2025	2024	2023	2022	2021
Net financial liabilities	3,143	2,903	2,640	2,547	2,272
Financial lease liabilities	-1,369	-1,269	-1,191	-1,013	-1,013
Net operational liabilities	1,774	1,634	1,449	1,534	1,259
Adjusted EBITDA excl. IFRS 16, rolling 12 months	701	689	914	845	747
Ratio of net operational liabilities to adjusted EBITDA excl. IFRS 16, times	2.5	2.4	1.6	1.8	1.7

EQUITY/ASSETS RATIO

MSEK, at 31 December	2025	2024	2023	2022	2021
Balance sheet total (closing balance)	9,657	9,673	8,787	8,364	8,679
Equity ⁶	3,751	3,719	3,613	3,408	3,429
Equity/assets ratio, %	39	38	41	41	40

1) Costs for organisational changes in connection with establishing new sales organisations as well as rental costs for the coordination of logistics.

2) Severance costs in connection with a change of management.

3) Restructuring costs in connection with relocation of the Swedish logistics operations of Tools to Alligo's central warehouses in Örebro.

4) Costs for organisational changes and efficiency measures in connection with the savings programme implemented, as well as acquisition costs.

5) Scrapping of Covid materials.

6) Refers to equity or profit attributable to the Parent Company's shareholders.

Definitions

Alligo reports key performance indicators in order to describe the underlying profitability of the business and improve comparability. The Group applies ESMA's guidelines on alternative key performance indicators.

Income statement-based KPIs

Operating profit (EBIT)

Profit before financial items and tax.

» Used to present the Group's earnings before interest and taxes.

Items affecting comparability

Items affecting comparability include revenue and expenses that do not arise regularly in the operating activities.

» Excluding items affecting comparability increases the comparability of results between periods.

Adjusted EBITA

Operating profit adjusted for items affecting comparability before amortisation and impairment of intangible assets arising in connection with corporate acquisitions.

» Used to present the Group's earnings generated from operating activities.

Adjusted EBITDA excl. IFRS 16

Operating profit adjusted for items affecting comparability before depreciation and write-down of tangible non-current assets and amortisation and impairment of goodwill and other intangible non-current assets incurred in connection with corporate acquisitions and equivalent transactions, excluding effects on operating profit of reporting in accordance with IFRS 16.

» This key performance indicator is used to calculate the debt ratio, excluding the effects of IFRS 16.

Adjusted EBITDA

Operating profit adjusted for items affecting comparability before depreciation and write-down of tangible non-current assets and amortisation and impairment of goodwill and other intangible non-current assets incurred in connection with corporate acquisitions and equivalent transactions.

» This key performance indicator is used to calculate the debt ratio.

Gross margin

Ratio of gross profit, i.e. revenue minus cost of goods sold, to revenue.

» Used to measure product profitability.

Operating margin

Operating profit (EBIT) relative to revenue.

» Used to measure the Group's earnings generated before interest and tax and provides an understanding of the earnings performance over time. Specifies the percentage of revenue remaining to cover interest payments and tax and to provide profit after the Group's expenses have been paid.

Adjusted EBITA margin

Adjusted EBITA as a percentage of revenue.

» Used to measure the Group's earnings generated from operating activities and provides an understanding of the earnings performance over time. The adjusted EBITA margin based on revenue from both external and internal customers is presented per business area (operating segment).

Profit margin

Profit after financial items as a percentage of revenue.

» Used to assess the Group's earnings generated before tax and presents the share of revenue that the Group may retain in earnings before tax.

Profitability KPIs

Return on working capital (adjusted EBITA/WC)

Adjusted EBITA for the most recent 12-month period divided by average working capital measured as total working capital (accounts receivable and inventories less accounts payable) at the end of each month for the most recent 12-month period and the opening balance at the start of the period divided by 13.

» The Group's internal profitability target, which encourages high adjusted EBITA and low tied-up capital. Used to analyse profitability in the Group and its various operations.

Return on capital employed

Operating profit plus financial income for the most recent 12-month period divided by average capital employed measured as the balance sheet total less non-interest-bearing liabilities and provisions at the end of the most recent four quarters and the opening balance at the start of the period divided by five.

» Presented to show the Group's return on its externally financed capital and equity, meaning independent of its financing.

Return on equity

Net profit for the most recent 12-month period divided by average equity measured as total equity attributable to Parent Company shareholders at the end of the most recent four quarters and the opening balance at the start of the period divided by five.

» Used to measure the return generated on the capital invested by the shareholders.

Financial position KPIs

Net financial liabilities

Net financial liabilities measured as non-current interest-bearing liabilities and current interest-bearing liabilities, less cash and cash equivalents at the end of the period.

» Used to monitor the debt trend and analyse the Group's total indebtedness including lease liabilities.

Ratio of net financial liabilities to adjusted EBITDA

Net financial liabilities divided by adjusted EBITDA for a rolling 12-month period.

» This key performance indicator shows the multiple of the adjusted EBITDA result for the most recent 12-month period that would be needed in order to settle net financial liabilities. As a debt ratio, the indicator shows the Group's resilience and interest rate sensitivity.

Net operational liabilities

Net operational liabilities measured as non-current interest-bearing liabilities and current interest-bearing liabilities, excluding lease liabilities and net provisions for pensions, less cash and cash equivalents at the end of the period.

» Used to monitor the debt trend and analyse the Group's total indebtedness excluding lease liabilities and net provisions for pensions.

Ratio of net operational liabilities to adjusted EBITDA, excl. IFRS 16

Net operational liabilities divided by adjusted EBITDA, excl. IFRS 16, for a rolling 12-month period.

» This key performance indicator shows the multiple of the adjusted EBITDA result for the most recent 12-month period, excluding the effects of reporting in accordance with IFRS 16, that would be needed in order to settle net operational liabilities. As a debt ratio, the indicator shows the Group's resilience and interest rate sensitivity.

Equity/assets ratio

Equity attributable to Parent Company shareholders as a percentage of the balance sheet total at the end of the period.

» Used to analyse the financial risk in the Group and show how much of the Group's assets are financed by equity.

Other definitions

Organic growth

Organic growth refers to sales in local currency from stores that were part of the Group during the current period and the entire corresponding period in the preceding year, as well as sales from new stores opened during the year.

» Used to analyse the underlying sales growth driven by changes in volume, the product and service offering, and the price for similar products and services across different periods, including growth driven by newly opened stores.

Other units

Other units refers to acquired or divested units during the corresponding period.

Integrated business

Integrated business refers to the business operated under the concept brands Swedol and Tools.

Non-integrated companies

Non-integrated companies operated under their own brands, separate from Alligo's concept brands Swedol and Tools.

Full-time equivalents

The average number of full-time equivalent employees is defined as the total number of working hours divided by the normal working hours for a full-time position during a given period. Working hours are defined as such time that is compensated with salary or other remuneration in exchange for work. It also includes time that relates to paid holiday, paid sick leave and time off in lieu.

Information for shareholders

FINANCIAL CALENDAR

Interim Report Q1 Jan–Mar 2026	24 April 2026
Annual General Meeting 2026	20 May 2026
Interim Report Q2 Jan–Jun 2026	17 July 2026
Interim Report Q3 Jan–Sep 2026	23 October 2026

ANNUAL GENERAL MEETING

Alligo's Annual General Meeting 2026 will take place on 20 May 2026 at Kapitel 8, Klarabergsviadukten 90 in Stockholm, Sweden, at 10 am. Registration for the Annual General Meeting begins at 9.30 am. Documents to be submitted to the Annual General Meeting are available on the company's website for at least three weeks immediately prior to the meeting.

WWW.ALLIGO.COM

Financial reports, press releases, share information and other relevant company information can be found on the Group's website. You will also find a subscription service here where you can subscribe to press releases and financial reports.



FOR ANY QUESTIONS RELATING TO THE ANNUAL REPORT, PLEASE CONTACT:



CLEIN JOHANSSON ULLENVIK

President and CEO
+46 70 558 84 17
clein.ullenvik@alligo.com



IRENE WISENBORN BELLANDER

CFO and Deputy CEO
+46 72 452 60 40
irene.bellander@alligo.com



PRODUCTION DETAILS

Production: Alligo and Kanton

Photography: Alligo

Printer: Tryckeri AB Orion, 2026

Paper: Galerie Art Matt (Nordic Swan-compliant), 130/250 g

WE MAKE BUSINESSES WORK

Alligo AB (publ)

Postal address:
Box 631
135 26 Tyresö, Sweden

Visiting address:
Vindkraftsvägen 2
135 70 Stockholm

Tel.: +46 8 727 27 20
Co. reg. no.: 559072-1352
IR contact: ir@alligo.com

ALLiGO