



AB LINDE MASKINER

SUSTAINABILITY REPORT

2024/2025

REPORTING PRINCIPLES

An important change in this year's voluntary sustainability report is that it now covers the company's broken financial year: March 1 – April 30. Previously, we reported on a calendar-year basis, which means this is the first report aligned with our financial period.

All sustainability data have been presented for the same period as the financial reporting, creating better consistency and enabling clearer comparisons between sustainability performance and financial results. To facilitate the transition, we have recalculated results from the previous period to show how key figures relate to earlier years.

We follow the practices outlined in SS-EN ISO 26000 in order to maximize our contribution to the UN Sustainable Development Goals (SDGs). In this self-declaration – which complies with sustainability reporting requirements – we disclose how we have applied the guidelines in SS-EN ISO 26000:2021 and the requirements in SIS/TS 2:2021 Organizational Social Responsibility – Maximizing the Contribution to Sustainable Development – Self-Declaration. This self-declaration pertains to AB Linde Maskiner.

Management's approval

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ABOUT AB LINDE MASKINER

MESSAGE FROM OUR CEO

My predecessor, Erik Jansson, probably didn't think about the word "sustainability" when he founded our company in the mid-1800s, during the dawn of industrialization. Industrialization – and with it, our company – has undoubtedly contributed to significant progress for the people of Bergslagen. At the same time, both our own and many other industries, have throughout this development journey overlooked important aspects of sustainability, which today negatively affect both the climate and society. We now see the consequences in the form of environmental degradation, climate change, inequality, social exclusion, and young people struggling to find purpose and hope.

GREAT CHALLENGES & OPPORTUNITIES

Our core business is the manufacturing of sheet metal components for the truck industry – a central part of the global transport system. The transport sector is a significant source of greenhouse gas emissions, and the steel industry alone accounts for more than 7% of the world's carbon dioxide emissions. However, steel is also a recyclable material with great potential in a circular economy. We thus face significant challenges, but also major opportunities: fossil-free steel, green electricity, smarter processes, and a growing commitment from employees, customers, and suppliers alike.

Over the past century, the transport industry has played a key role in advancing both economic and social sustainability. Access to transportation has contributed to global trade, reduced poverty, and improved living conditions for large parts of the world's population.

Now we must ensure that the transport systems of the future are also environmentally sustainable – without compromising social justice or economic development. One key area is motivating our customers to choose fossil-free steel as soon as it becomes available on the market, and in the meantime to use fossil-reduced sheet metal to the greatest extent possible.

"No one can do everything, but everyone can do something" – a saying that feels more relevant than ever. By working together, both within and beyond our own walls, we can create real change. In our voluntary sustainability report and self-declaration according to ISO 26000, we aim to be transparent about our impact while also demonstrating how AB Linde Maskiner is actively contributing to a more sustainable Bergslagen – and to a better world.

Dan Johansson, VD

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No one can do everything, but everyone can do something.



ABOUT AB LINDE MASKINER

On the shores of Lindesjön, in the beautiful region of Bergslagen, Linde Maskiner has been operating since 1853. For over 100 years, the company produced its own products, and since 1980 we have been supplying sheet metal components and assemblies that meet the highest standards of quality and delivery reliability. More than half of all heavy trucks manufactured in Europe, for instance, contain sheet metal components from Linde Maskiner. We work with sheet metal ranging from a few millimeters up to 25 mm in thickness. Our operations include automatic pressing, laser cutting, hydraulic pressing, welding, and assembly. In addition, we operate according to customer-specific requirements. Our ambition is to be an A-supplier under SAQ5 to all our customers and to provide fast, skilled, and high-quality service. With a focus on sustainable resource management and continuous improvement throughout our organization, we strive to ensure high-quality outcomes across all areas of environmental management.

Through our sustainability plan, sustainability goals, and through governance, we ensure responsible conduct in support of a sustainable economy, skills development, investments, and customer relations. We uphold legal principles through measurable objectives, standardized working methods, certifications, compliance with legislation, as well as both internal and external audits by authorities.

The UN's 10 principles are also central to all our governing documents, and we believe that adherence to applicable laws ensures compliance with international standards of conduct. We follow a communicative approach and value transparency. With clear routines and policies, we ensure that transparency is maintained toward our stakeholders, whom we continually work to integrate in a respectful manner. Ethical conduct is primarily ensured through our employee handbook and code of conduct, and it is also an important part of our procurement policy.



Founded:
1853



Number of employees:
117



Customer offering:
Speed, flexibility, high-quality service



Location:
Lindesberg



Certifications:
ISO9001, ISO14001,
IATF 16949



Customers:
Heavy vehicle industry,
such as Volvo, Scania,
Haldex, JTEKT



Turnover:
236 MSK



Product:
Hot- & cold-rolled
sheet metal, stainless
steel, brass, steel,
aluminum, copper



Sheet metal consumption:
Around 4000 ton per
year. Scrap is
recycled 100%

CORE VALUES

CUSTOMER VALUE & FLEXIBILITY

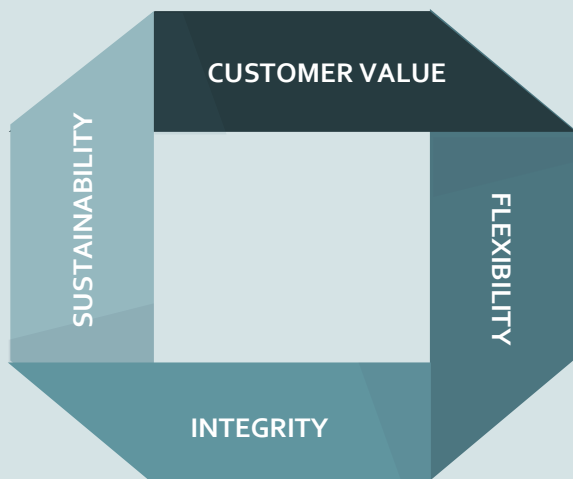
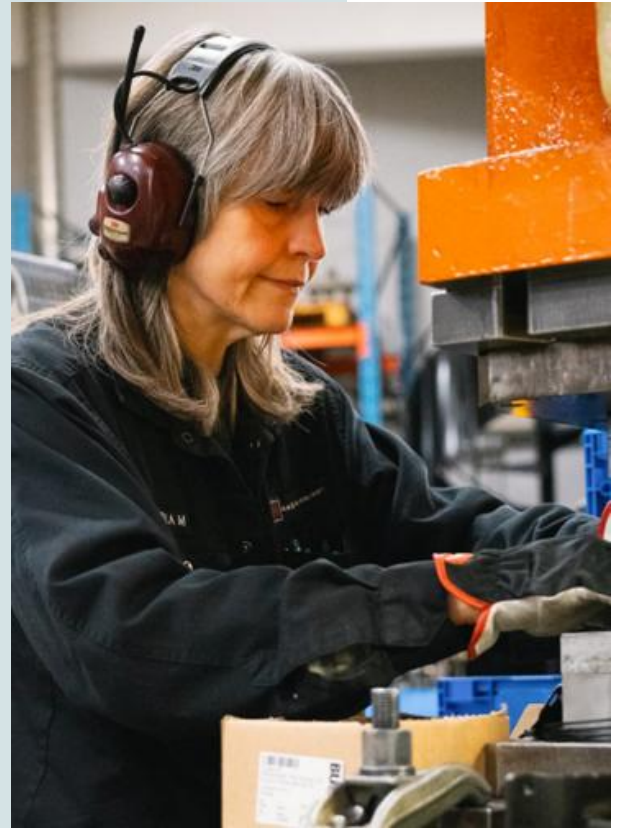
It is of utmost importance to us to be a supplier that our customers are satisfied with and enjoy working with. We value flexibility and speed to meet our customers' expectations. Linde Maskiner's vision is to be a natural and trusted partner for customers in the heavy vehicle industry and other manufacturing sectors.

INTEGRITY

Linde Maskiner's ambition is to conduct its business on professional grounds and never use methods that hinder economic, social, or democratic development. We act with professionalism and integrity toward our customers, suppliers, and other stakeholders. We demand honesty and integrity in the company's operations and expect the same from all parties with whom we have a business relationship.

SUSTAINABILITY

We shall actively work in accordance with our established sustainability plan and contribute to a sustainable future. For us, sustainable development means doing our best for the environment and society. It is a given that our sustainability efforts benefit our customers, employees, and the wider community. We strive to optimize our workflows and take initiatives for resource efficiency, both internally and externally. The sustainability perspective shall permeate our business plan as well as our code of conduct and environmental policy.



HIGHLIGHTS 2024/2025

SUSTAINABILITY FOR PEOPLE & SOCIETY

Social responsibility has continued to be a central part of our sustainability work throughout the year. We are very pleased to have welcomed a female production manager as a step in our efforts to increase gender equality. Additionally, we have hosted more interns and engaged in internal educational initiatives.

During 2024–2025, we have worked to restart the industrial technology program at Lindsberg High School – Teknikcollege, an important step toward improving employment opportunities for young people in the industry. Our long-term collaboration with Bergslagens IF has also continued, focusing on integration and inclusion. This provides children, youth, and newcomers with access to meaningful leisure activities and strengthens social cohesion. As part of our community engagement, Linde Maskiner has also sponsored the Functional Support initiative within Lindsberg Municipality to enable an activity day for people with disabilities.

WORKPLACE SAFETY

We have invested in a new robotic cell for the assembly of a product with an annual production volume exceeding one million units. This investment reduces the risk of strain injuries and contributes to a safer work environment. In close collaboration with union representatives, we have developed and implemented a tailored safety training program to further enhance the security of our employees and promote a sustainable workplace. Additionally, as part of our fire safety efforts, we have initiated a comprehensive review. This includes everything from new signage to expanded firefighting equipment and a complete system for preventive fire protection. The work is expected to be completed by the end of 2025.

TECHNICAL ADVANCEMENTS

We have continued our efforts to reduce our climate impact through initiatives in energy efficiency and material reuse. One example is the renovation of a 70-year-old press, where we updated the control and electrical systems and repainted the machine to extend the lifespan of existing equipment and reduce the need for new production. As part of our energy optimization efforts, we have improved insulation and replaced windows in office spaces, which will reduce energy consumption over time.

To reduce emissions from transport, we have, together with our suppliers, explored the possibility of using electric trucks for sheet metal deliveries. In addition, we have led a project with KTH students to measure carbon dioxide emissions per product (to be completed in autumn 2025), providing valuable data to reduce our climate impact and enhance our customer communications. We have also begun offering fossil-reduced steel in our quotations.





OUR SUSTAINABILITY WORK

STAKEHOLDERS

Linde Maskiner's value creation and development take place in collaboration with our stakeholders. Each year, management conducts analyses to identify and prioritize stakeholders and understand their needs and expectations. These insights are gathered through dialogues, check-ins, meetings, digital channels, surveys, and customer requirements. Our website and sustainability report also serve as platforms for transparency and visibility. Listening to our stakeholders and strengthening dialogue is crucial for working more systematically on sustainability issues, prioritizing the right initiatives, and planning for the long term. This helps identify key focus areas and the aspects that are essential for our ongoing sustainability development.

We do not prioritize any single stakeholder group but strive to meet the needs of each group as far as possible. Any complaints are handled directly within the respective department via managers and coordinators, and we also provide an external whistleblower system for additional security and transparency. All complaints are followed up and used as part of our continuous improvement efforts.



Suppliers

Our supply chain is based on Swedish steel suppliers with European subcontractors. Processing takes place at our factory in Lindesberg, supported by Swedish surface treatment specialists. We set clear requirements that suppliers comply with the UN's 10 principles, contribute to the 17 Global Goals, and have an environmental management system according to ISO 14001 or an equivalent standard. Sustainability issues are gaining increasing focus within the supply chain, and more suppliers are offering environmentally friendly alternatives. During the year, we have intensified collaboration with transport companies to optimize logistics and explore electric-powered transport options.



Customers

Our customers are primarily in the automotive industry and have a global presence. Sustainability is important to many of our customers, and we work continuously to meet their requirements in line with our strategy. Areas of focus include management system certifications, a good working environment, secure supply chains, and increased data on the climate footprint of our products.



Employees & Owners

Our employees are among the company's most valuable assets. For them, work environment, health, safety, and well-being are essential – as is a profitable, stable, and secure company over time. The owners share these values and aim for the company's value to grow sustainably. We respect everyone's equal worth and actively work to create an inclusive, safe, and gender-equal workplace.



Partners

We develop our sustainability work in collaboration with Almi, Teknikcollege, Lindesteget, Lindesberg Municipality, as well as regulatory authorities and other stakeholders. For example, we have a close partnership with Teknikcollege, supporting the creation of a new industrial technology program.



Legal entities & local community

Municipalities, authorities, and the legal system are important stakeholders, as laws and environmental regulations affect our processes. The UN Global Goals and international legislation also guide our sustainability strategy. Since our production is close to residential areas and public spaces, we actively work to minimize noise and maintain the well-being of the local community.

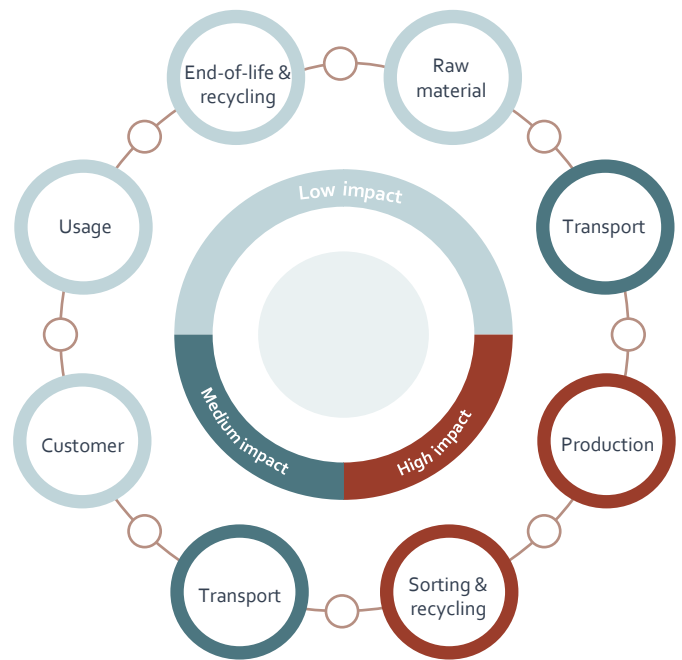
THE VALUE CHAIN

We require our suppliers to meet social and environmental standards according to both our own guidelines and international laws. Our raw materials mainly come from Swedish steel mills, which in turn impose similar requirements on their subcontractors in Europe and Asia. Despite our initiatives, transparency further back in the value chain remains a challenge.

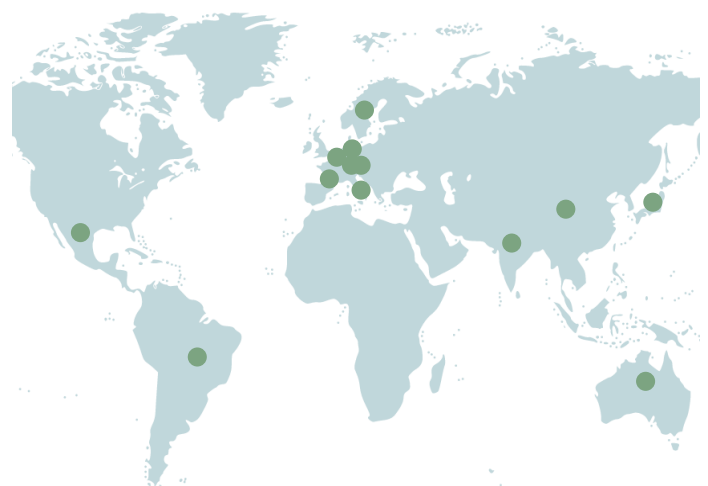
Transport contributes significantly to our climate impact and requires collaboration with suppliers and customers to reduce emissions. Since we do not control all transport, we prioritize regular dialogue and internal efficiency measures to drive improvements. We also work to understand and reduce the overall carbon footprint of our products and have, together with KTH students, begun developing product-specific carbon dioxide data. Our production can impact people and the environment, and we continuously invest in improved facilities, protective equipment, efficient machines, and safety training. Recycling and reuse of scrap and waste are a natural part of our operations.

After the sheet metal is processed in our production, the products are sent to Swedish surface treatment specialists. To reduce transport distances and climate impact, we collaborate with treatment providers located close to our facility. Transports to and from our site are optimized by combining shipments with other companies' products, contributing to more resource-efficient logistics. Once surface treatment is complete, the products are delivered to our customers. During the year, we have strengthened our collaboration with our freight partners, to explore further ways to minimize carbon dioxide emissions, including electric vehicles and adjusted routes.

Customer requirements and purchase specifications are important for driving a more sustainable production and creating positive change for both the climate and the industry. Our customers are global, with most operating in the automotive sector. While our direct impact is limited, we see a great opportunity to contribute to a more circular and sustainable value chain through increased information, knowledge sharing, and collaboration. Only together can we create a more responsible future. For this reason, we have added information on fossil-reduced steel in our quotations and will soon include the carbon footprint of our products.



Linde Maskiner Surface treatment Suppliers



Customers

MATERIAL SUSTAINABILITY TOPICS

MATERIALITY ANALYSIS

In 2023, we initiated a more systematic sustainability effort, choosing to base it on ISO 26000 and the UN's 17 Sustainable Development Goals (SDGs). From this framework, we selected six SDGs and eight focus areas from ISO 26000. Standards are globally accepted solutions that provide guidance and create opportunities for organizations to contribute to sustainable development. Using the standard, the impact of our decisions and activities on society and the environment is presented more transparently.

The materiality analysis is evaluated annually and forms the basis for our strategy, activities, and goals. During the process, we integrated economic, social, and environmental perspectives, focusing on areas where we have actual or potential impact, significant risks or opportunities, and those most important to our stakeholders. The most important areas for both us and our stakeholders were then identified—where we have the greatest opportunity to avoid negative impacts and instead contribute positively.

Finally, the analysis was linked to specific focus areas from ISO 26000, helping our organization consistently describe and work with the SDGs. The initiative to engage in corporate social responsibility and follow ISO 26000 provides valuable, practical guidance that we apply voluntarily. It is also relevant for our industry, which has a significant environmental impact and workplace safety risks.



OUR MATERIAL FOCUS AREAS & GOALS

HUMAN RIGHTS

6.3.7 Discrimination & vulnerable groups

We aim to actively promote inclusion and equality in our industry. Discrimination can negatively affect well-being, workforce, and business performance. While the risk of discrimination is low, the issue remains central because we have significant influence and can take action to prevent it. Women are highlighted as a particularly vulnerable group and are therefore a focus area. By promoting gender equality, we can improve well-being, strengthen engagement, enhance decision-making, and reinforce our employer brand. This focus also extends to our supply chain through our code of conduct and ethics policy. We link our efforts to global goals that support equality and women's full participation in leadership. Our goal is to ensure equal opportunities for men and women, including striving for a balanced representation of women in key positions. Career and development opportunities should also be encouraged and made visible for women.



LABOUR PRACTICES

6.4.6 Health & safety at work

Workplace injuries occur in our industry, making it especially important that our employees enjoy their work, stay safe, and have long careers. Work-related injuries can cause permanent harm, affect the industry's reputation, future skills supply, and our productivity. Therefore, we prioritize a safe work environment with secure conditions, training, protective equipment, good ergonomics, and investments in modern machinery. We also require our suppliers to maintain a good working environment throughout the value chain. Our work aligns with the global goal for health and well-being, focusing on the prevention and treatment of substance abuse. Through this, we aim to contribute to a safe workplace and a healthier society, promoting well-being and quality of life both during and after working life. Our goal is to minimize drug-related issues through rehabilitation, monitoring, and random testing. Additionally, we educate staff about substance abuse to raise awareness and prevent usage.

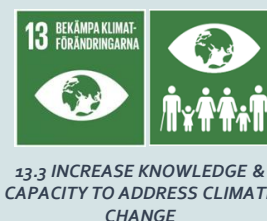
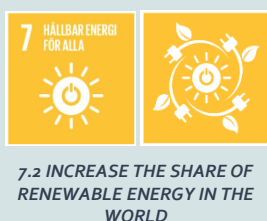


ENVIRONMENT

6.5.4 Sustainable resource use & 6.5.5 Climate change mitigation & adaptation

Sustainable resource use and adaptation to climate change are crucial, as our processes require energy and purchased materials have a significant climate impact. Careless handling of energy and raw materials, both within our operations and across our value chain, can have negative effects on society and nature. To reduce these risks, we work according to our code of conduct and seek partnerships that promote responsibility. At the same time, we see opportunities in lower costs, more efficient processes, and reduced environmental impact. We focus particularly on our own resource management and emissions, for example through electricity use, transport, and recycling. It is therefore central for us to reduce both direct and indirect carbon dioxide emissions as well as our overall energy consumption.

To track our progress, we measure key performance indicators related to transport and energy consumption. Additionally, all employees received sustainability training during the summer and autumn of 2024. We use only fossil-free energy sources and encourage employees to choose more sustainable commuting options. Investments in fossil-free steel are still under review, and we have calculated carbon dioxide emissions per product through our collaboration with KTH students. Our work aligns with global goals promoting sustainable energy, industrial modernization, improved infrastructure, and increased employee knowledge.

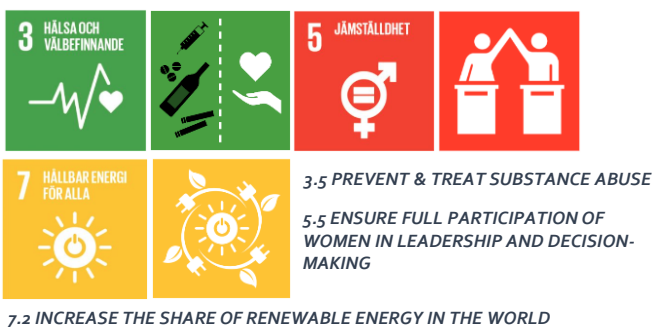


FAIR OPERATING PRACTICES

6.6.6 Promoting social responsibility in the value chain

It is important for us to mitigate risks in the value chain, such as violations of human rights, child and forced labor, substance abuse, discrimination, and environmental damage. To avoid negative societal impact, we set requirements for our suppliers through our code of conduct and select partnerships based on sustainability standards.

Although our current size limits our ability to directly audit suppliers or support smaller operations, we see potential to contribute to a more sustainable value chain through clear requirements, future supplier assessments, and increased collaboration. We also see opportunities to influence the value chain through goals for substance abuse prevention, gender equality for women, and sustainable energy use.



CONSUMER ISSUES

6.7.9 Education & awareness

Since our purchased materials affect the climate, we aim to increase customer understanding and encourage more sustainable choices. By sharing knowledge about the climate impact of our products, we can promote more sustainable consumption. If demand for lower-carbon materials does not grow, it will be difficult to reduce the products' climate impact due to high costs and limited resources. Through increased awareness and knowledge sharing, we can influence customers to make climate-friendly choices. For this reason, in 2025 we began including the carbon footprint of our products in our quotations. This helps highlight impact, promote efficient resource use, and support more sustainable production, linked to SDG 8 and target 8.4 on sustainable consumption and production.



COMMUNITY INVOLVEMENT & DEVELOPMENT

6.8.3 Community involvement & 6.8.8 Health

We have chosen to focus on local community engagement and health, as we have strong local roots and significant influence. By participating in education, schools, youth projects, substance abuse initiatives, and collaborations with non-profit organizations, we aim to contribute to a better society and increased well-being. By taking responsibility, we as a company can help strengthen and attract future talent, develop the local community, and promote sustainable growth in the municipality. During 2024–2025, we have continued investing in our production, strengthened dialogue with our transport partners to find more efficient and climate-friendly solutions, and expanded our collaboration with the municipality and schools to promote both skills development and the long-term sustainability of the industry. All our sustainability goals are linked to this area to contribute to a healthy, equal, and climate-conscious society, while supporting the next generation entering the workforce.






COMMITMENT TO THE GLOBAL GOALS

Our work with the Global Goals begins with our business plan, which sets the overarching direction for our sustainability efforts. The executive management team develops Linde Maskiner's business plan once a year, integrating the UN Sustainable Development Goals (SDGs) into the organization's operations. Ongoing capacity planning across all areas ensures that the necessary resources are available to carry out our sustainability initiatives.

The goals are reflected in our governing documents, including the business plan, ethics and environmental policies, code of conduct, and employee handbook. This alignment ensures that our values guide the organization and helps maximize our contribution to sustainable development. In the coming years, we will continue to translate the global goals into concrete long-term targets and key performance indicators. We have not yet added further SDG-specific indicators to our internal objectives, and no major changes in priorities have been made.

During 2024–2025, our work on the goals has resulted in continued strong productivity, deeper stakeholder dialogue, expanded social sustainability initiatives, and increased collaboration with the municipality. Several actions from the previous period have been implemented, including welcoming more interns, providing staff training, and beginning to reduce the environmental impact of our products. These efforts involve collecting carbon footprint data per product and improving how we communicate product choices to our customers.

SUMMARY OF MATERIAL FOCUS AREAS & GOALS

	Material areas	Goals	Action
Environment SIS TS/2: 6.5.4 & 6.5.5: 	Sustainable resource management Reduce climate impact Knowledge & capacity	Reduce CO ₂ from commuting Reduce additional transport Reduce electricity consumption Increase employees' knowledge of sustainability	Insulated premises & installed new windows Explored fossil-free steel Trained all employees in sustainability Installed more sorting fractions for recycling Repaired & reused older machines Calculated carbon footprint per product Action within 12 months: Extend the lifespan of our hydraulic presses Complete carbon footprint calculations
Social SIS TS/2: 6.3-7, 6.4.6, 6.6.6, 6.8.3, & 6.8.8 	Work environment Health Gender equality Youth employment Local community	Minimize substance abuse Equal opportunities for men & women Zero vision for work-related injuries Increase the number of interns	Welcomed more interns Supported Teknikcollege & other NGOs Improved marketing in schools Took initiatives to prevent strain injuries Trained managers in preventing substance abuse & financial management Hired a female production manager Action within 12 months: Continue initiatives with interns, schools, & NGOs New system for substance-use testing ISO 45001 revision
Governance SIS TS/2: 6.7-9 	Resource efficiency Responsibility in the value chain Sustainable consumption	Reduce oil and energy consumption Improve waste sorting Increase the number of suppliers with a sustainability focus	Increased productivity 5S structure in production Certifications in welding Carbon footprint in customer quotations Expanded dialogue with freight companies Action within 12 months: Introduce supplier assessments Implement additional key performance indicators

GOVERNANCE

GOVERNANCE & RESPONSIBILITY

The operational management is guided by the leadership team's strategic work. This includes annual goals that are monitored through daily meetings with department managers and coordinators, as well as through monthly management meetings. Strategic initiatives and implemented improvements are continuously analyzed and documented in governing documents. Follow-up is then conducted using the company's key performance indicators. During 2025–2026, more concrete indicators for our sustainability goals will be established, which will be measured in line with the existing management system to facilitate monitoring of improvements.

Our operational management includes both formal and informal control mechanisms. Indicators are used for areas such as energy consumption (kWh per production hour), recycling (tons per % recycled or % energy recovered), work-related injuries (per employee), and additional transports (by cost and number).

Informal control mechanisms are also common, given that we are a smaller organization. The advantage of our size is efficient dialogue, high flexibility, and short decision-making lines. Linde Maskiner also invests in training and initiatives that encourage employees to integrate sustainability into their values. In addition, there are clear policy documents for both staff and suppliers, as well as a business plan that integrates sustainability into the company's routines and processes. Overall responsibility for sustainability governance and goal setting based on the global goals rests with Linde Maskiner's executive management team and CEO Dan Johansson. HR and Environmental Manager Mattias Österberg, as well as Sustainability Coordinator Ida Larsson, also have clearly defined responsibilities. Individual sub-goals are managed by the respective process owners, and the work is carried out cross-functionally, as specific issues often involve multiple parts of the organization. To work in a structured way on sustainability and quality, we have chosen to use management systems based on ISO 9001, ISO 14001, ISO 26000, ISO 45001 (under revision), SAQ5, and IATF 16949. Internal audits of our systems and processes are conducted continuously, and external audits are also performed by Bureau Veritas. No deviations have been found during these audits. External audits of our suppliers have not yet been carried out.



RISK MANAGEMENT

We conduct annual risk and opportunity analyses in all management forums. By working exclusively with established Swedish suppliers, we minimize risks in the supply chain, including corruption and violations of human rights. All suppliers, both new and existing, are required to read and sign our code of conduct, which sets requirements for working in accordance with the UN Sustainable Development Goals, environmental certification according to ISO 14001 or equivalent, quality management according to IATF 16949 for the automotive industry, and compliance with the UN Global Compact's 10 principles. Compliance with these requirements is monitored internally.

CRISIS MANAGEMENT

Linde Maskiner has a crisis management routine and a designated crisis team, which includes sustainability-related emergencies. We conduct annual crisis exercises to ensure preparedness in areas such as material supply, machinery, fires, processes, personnel, natural disasters, environmental damage, and pandemics. Each crisis has a customized action plan with responsible internal or external contacts. In the event of an incident, the crisis team is convened to follow the established procedures. If no procedure exists, the team decides on the necessary actions and information management. Affected employees are offered support, and if needed, support is also provided to family members. Managers receive the necessary information to guide their teams through the crisis. After the situation is handled, the response is evaluated to strengthen preventive measures.

CERTIFICATIONS

Certification of our operations according to the standards ISO 9001 and ISO 14001 has been highly significant for us. These certifications provide a solid foundation and guidance for our systematic work on quality and environmental management. In addition, we are certified according to IATF 16949, a standard specifically developed for quality management in the automotive industry. It is based on ISO 9001 but includes requirements more closely aligned with customer-specific needs. We also use SAQ5, a tool designed for suppliers in the automotive sector, covering areas such as human rights, environmental sustainability, business ethics, and responsible supply chain management. During 2025, we have prepared for ISO 45001 certification, and the work is expected to be completed before the end of the year.



WHISTLEBLOWER POLICY

Linde Maskiner has established a whistleblowing channel to promote a positive work environment and encourage reporting of irregularities such as crimes, unethical behavior, or corruption. The channel allows reporting of complaints and incidents that have occurred, are ongoing, or may potentially occur, including accidents or abuse of power. Anonymity is possible, and under Swedish law, it is prohibited to investigate the identity of the reporter. This legislation is designed to protect whistleblowers from retaliation. By using the channel, protection under the law is guaranteed, and no personal data is stored for those who choose to remain anonymous, thanks to cooperation with WhistleSecure.

ETHICS & ENVIRONMENT POLICY

Our ethics and environment policy emphasizes the importance of preventing pollution through waste, noise, energy, chemicals, air, soil, transport, and water, while contributing to continuous environmental improvement both internally and externally. Our goal is to create circular solutions instead of landfill disposal, minimizing the use of natural resources. Equally important is selecting suppliers with similar sustainability ambitions.

To follow our policy, we map our impact and comply with applicable laws and regulations. We also identify and implement preventive measures in both existing and new processes, striving to minimize environmental emissions and residual waste.



APPROACH TO ORGANIZATION & PRODUCTIVITY

Linde Maskiner follows 5S as a method to keep the workplace well-organized and optimize productivity. The method originates from Japan, emphasizing creating order and efficiency by sorting out the unnecessary, organizing the workplace, keeping it clean, establishing clear routines, and building a culture of continuous improvement. It can be compared to Lean production, which remains a popular approach today for optimizing resources and efficiency without reducing added value. The method aligns well with our commitment to sustainability, as we aim to protect natural resources while continuing to develop and maintain our competitiveness.

RISK ANALYSIS

During 2024–2025, we have expanded our risk analysis to include a broader range of external sustainability risks and opportunities. The analysis is based on our operations, geographic location, and the key resources we depend on.

Initially, we analyzed potential risks and opportunities in relation to our global goals, as outlined in the table below. We then assessed the likelihood of their impact on our operations and evaluated the scope and effect on our financial position should they materialize. Finally, a level was assigned for each risk and opportunity.

EXTERNAL SUSTAINABILITY RISKS & OPPORTUNITIES

	Type	Description	Likelihood	Impact	Level
	Risk	Substance abuse and crime in our local community can pose risks to our operations through workplace accidents, sick leave, quality issues, and reduced productivity.	2	2	Medium
	Opportunity	By promoting equality and equal opportunities, we attract and retain the right talent. Investing in our employees creates value for both the company and our stakeholders.	2	2	Medium
	Risk	The volatility of energy prices poses a risk to our profitability in the event of price increases. At the same time, electricity supply is stable, with a high share of renewable energy, which helps limit the long-term risk.	2	2	Medium
	Risk	There is a risk of incidents related to human rights, child labor, or forced labor further down the supply chain. Unethical financial practices within the supply chain or among employees can affect our integrity and reputation.	1	2	Low
	Opportunity	Good collaboration with schools helps ensure future skills supply, creating positive effects for both the labor market and our long-term profitability. It also strengthens our ability to attract the next generation of employees.	2	3	High
	Risk	If we do not continuously develop our processes, machines, and products in a more sustainable direction, we risk losing customers, facing increased costs, and reduced efficiency. Uncertain market signals can also create imbalances in the supply chain, potentially leading to shortages, production stoppages, and rising prices.	3	3	High
	Risk	Our industry and operations contribute to significant global greenhouse gas emissions, which can lead to increased costs through carbon taxes, stricter regulations, requirements for climate-adapted facilities, and impacts across the entire value chain.	1	3	Low



INTERNAL RISKS

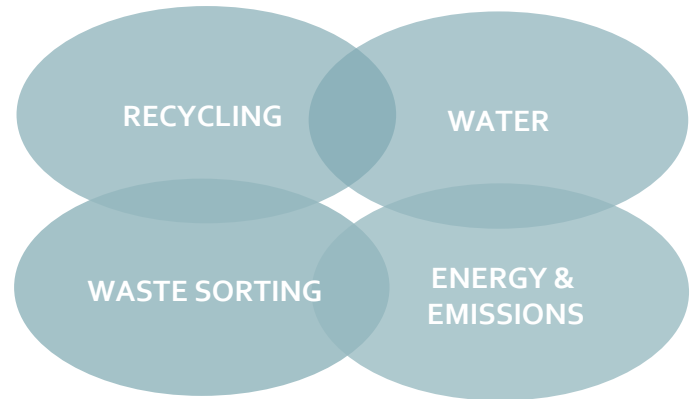
The table below is a simplified overview of potential internal, business-critical risk areas and corresponding measures. It has been developed based on the severity of potential consequences and the likelihood of occurrence. The risk analysis is based on Failure Modes and Effects Analysis (FMEA).

Level	Risk	Impact	Management of risk
Employees & human rights			
High	Personal injuries and sick leave	Injuries resulting from strain or cuts caused by heavy work and sharp components. Shortage of staff due to injury, illness, or sick leave	Action plan, risk analysis per workstation, discussions, training, ergonomics review, protective equipment, dialogue with manufacturers and occupational health services
Medium	Skills and employee turnover	High employee turnover and difficulty recruiting staff with the desired skills. Exposed competitive position	Training, tailored recruitment, analysis of skills matrix
Low	Discrimination	Occurrence of harassment or abusive treatment in the workplace	Regulations and guidelines in the employee handbook, ethics policy, and whistleblowing system
Environment			
High	Emissions and waste from internal processes	Emissions from oil, batteries, fluorescent tubes, and electronic waste ending up in combustible waste. Spills, discharges, and runoff to stormwater from unforeseen incidents or careless handling of chemicals	Internal audits and waste management. Address placement of oil drums and tanks, containment vessels. Establish procedures for handling spills
Medium	Resource consumption	High heat and electricity consumption due to poor insulation, machines running unnecessarily, and energy-intensive equipment	Nonconformity management, environmental goals, action plans, energy mapping
High	Transportation	Collisions, environmental impact from additional transport and forklift traffic	Key performance indicators, production planning, speed regulation, suppliers' environmental certifications
High	Flammable and explosive substances	Injury or fire, explosions, sudden expansion of liquefied gas in unforeseen events	Train staff and responsible personnel. Implement deviation management
Finance & Procurement			
Medium	Inventory and accounts receivable	Delayed payments, low inventory turnover	Adjustment of parameters, control system
High	Delivery delays and material procurement	Materials not delivered on time, incorrect materials	Reporting and traceability control, escalation
Production & logistics			
Medium	Low productivity, scrap costs, delayed hours	Delivery issues and reduced profitability due to insufficient workplace routines, planning, skills, and tooling problems	Training, escalation, documentation control, updated procedures, quality control
Medium	Extra shipping and on-time delivery to customers	Capacity issues with suppliers, delayed deliveries, and quality problems	Analysis of reports, reprioritization

ENVIRONMENTAL WORK

Linked to our core business, our environmental work focuses on reducing impact and increasing resource efficiency. For this, we have selected four main areas: recycling, waste sorting, energy consumption and emissions, and water protection.

We are committed to driving change and minimizing our impact. The period 2024–2025 has been eventful, with strong engagement to strengthen our sustainability efforts within these focus areas. We continue to monitor energy use, waste management, scrap, and extra transport. These metrics are reviewed monthly in management meetings. Additionally, during this period, we have begun measuring the carbon footprint per product.



RECYCLING

We are proud of the amount of material from our production that we recycle. By recycling this material, we reduce the need for new production and thereby lower our carbon footprint. In addition, we aim to promote a circular economy by minimizing waste and maximizing the use of existing resources.



WASTE SORTING

We prioritize waste sorting as an important part of our sustainability work. By actively sorting our waste, materials can be recycled, reducing the amount that ends up in landfills. We work to inform and train our staff to ensure proper and effective sorting at all levels of our operations.



ENERGY & EMISSIONS

Reducing energy consumption is an important part of our sustainability efforts. We carry out regular energy assessments and implement several initiatives to increase efficiency. Through investments in modern, energy-efficient machines and processes, we continuously work to lower our energy use. Our transportation is also a priority, where we focus on optimizing and reducing it to cut carbon emissions.



PROTECTION OF WATER

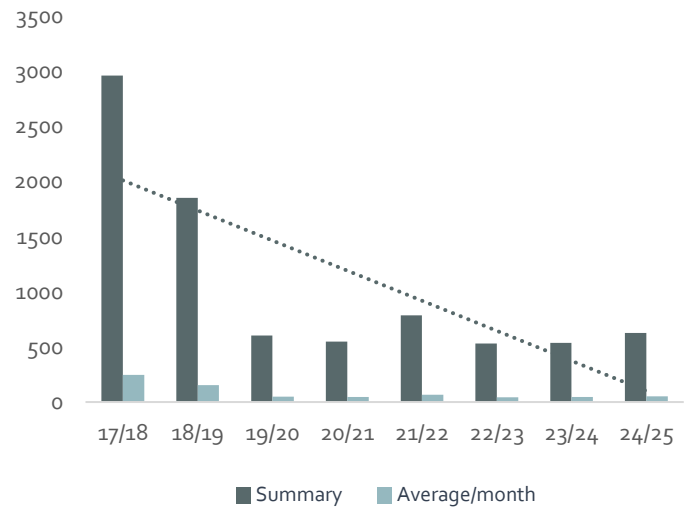
We care for our water resources and work to protect them from pollution and damage. Through measures to minimize contaminant discharges and responsible handling of chemicals and waste, we strive to preserve and safeguard water quality. We also collaborate with local authorities and stakeholders to promote sustainable water use practices and contribute to a healthier environment.



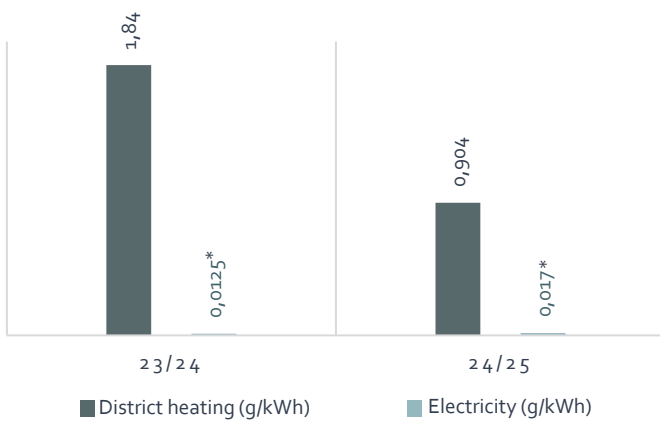
CARBON DIOXIDE EMISSIONS

Our electricity comes entirely from fossil-free sources, with district heating consisting of 99% recycled and renewable energy. Our production also uses liquid argon, nitrogen, and oxygen. These gases are extracted from the air and do not have a direct climate impact. However, the extraction process requires large amounts of energy to reach the necessary temperatures. During 2024–2025, we continued efforts to reduce our transport-related carbon emissions. Around 1,600 trucks travel to and from our facility each year, contributing significantly to our indirect carbon dioxide emissions. External events affected our transportation during 2024–2025, which led to an increase in additional freight during this period.

Additional freight (KSEK)



Climate footprint of energy consumption

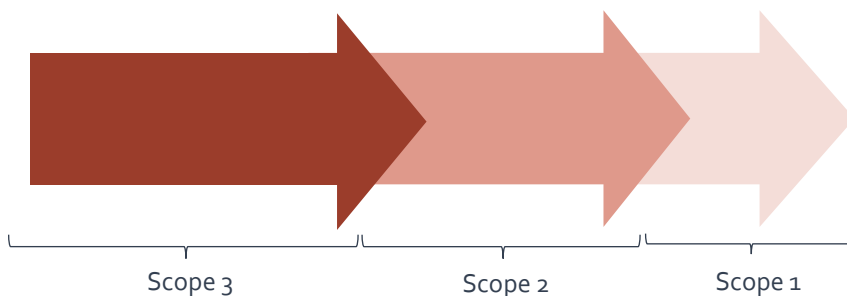


ENERGY CONSUMPTION

Our energy consumption has improved over the years. We have worked actively with our environmental goals, including investing in a new laser machine, upgrading older equipment, replacing fluorescent lights with LED lighting, and improving insulation in our office spaces. We track an indicator for kWh per calculation hour to measure energy use and power consumption.

During 2024–2025, we have begun mapping the emissions of our operations. The calculations are not yet complete, but a full climate assessment covering scope 1, 2, and 3 is expected to be ready by early 2026. During this period, we have calculated the carbon footprint of our products, from raw material to the point they leave our warehouse. This is an important step, enabling more informed choices and the potential to support our customers' own sustainability efforts.

Our lowest impact comes from direct and indirect emissions associated with running our production. Our greatest impact comes from indirect emissions in our value chain. Steel production, surface treatment, and transport currently have significant climate effects. We rely on developments in fossil-free steel and transport solutions and aim to tighten requirements for suppliers and customers to accelerate the transition. For example, we now provide quotes to customers offering steel options with up to 60% lower carbon footprint.



Scope 3 corresponds to indirect emissions resulting from the company's activities, such as transportation, raw material extraction, and other value chain activities. Scope 2 covers indirect emissions from purchased energy, including district heating and electricity. Scope 1 relates to direct emissions from the company's operations, such as on-site production, emissions from manufacturing processes, and company-owned vehicles.

ENERGY EFFICIENCY PROJECT

We have continued our efforts within the transition project for small and medium-sized enterprises, with Almi as the project owner and the EU as co-financier. The project runs from 2023 to 2026 and focuses on advisory services for energy efficiency and business development.

During 2024–2025, we have carried out several initiatives to improve our energy efficiency. Among other measures, the Energy Office from Region Örebro County conducted an energy audit at our facility. We have also upgraded machines for higher energy efficiency, insulated and renovated office spaces, invested in new windows, installed new heating systems, and continued replacing all lighting with LED lamps.

CONSUMPTION & RECYCLING

Linde Maskiner has always worked to make use of the scrap generated in our production. Our material consumption amounted to around 4,000 tons in 2024–2025. All leftover scrap is sold and 100% of it is recycled.

We have long collaborated with a global recycling company to either recycle or recover energy from our waste. This benefits both us and the environment. Moreover, approximately 17–20% of the material we purchase consists of recycled content.

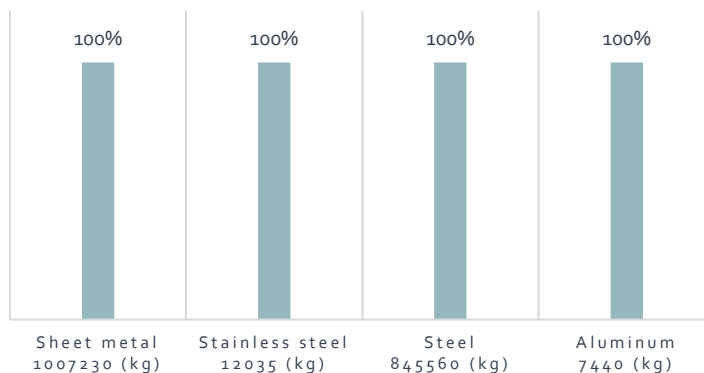
During 2024–2025, we improved sorting of other consumed materials in production and offices, adding more recycling fractions. This includes materials such as cardboard and general waste.

WASTE

We manage our waste through clear processes, risk management, and collaboration with suppliers. Together with one of our suppliers, we have removed the plastic packaging around our material rolls.

Process oil in production is an important area we are working to minimize, to prevent unnecessary consumption. Handling oil waste is also essential to protect the environment and maintain a safe workplace. Our production engineering department leads improvement efforts to reduce our oil usage.

Recycling of scrap



Refers to the period 2024/2025

SOCIAL RESPONSIBILITY

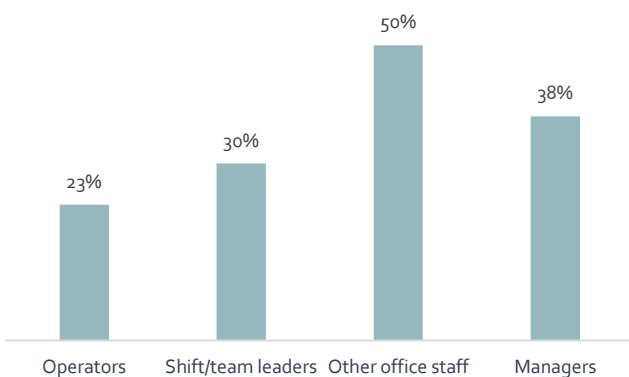
HEALTH

Linde Maskiner strives to create a healthy work-life balance for all employees. We work to reduce overtime whilst offering wellness allowances and company bicycles. In 2023, we introduced a new sick leave routine, which has proven effective. Thanks to these initiatives, short-term sick leave has decreased. In 2024, we reached our best result in years with only 3.3%. When including the data from 2025, the figure rises slightly to 3.5%. This increase is primarily attributed to seasonal factors, such as months with more common colds, rather than company conditions. We monitor employee health through workplace and absenteeism metrics, which are reported monthly and annually.

Sick leave



Share of women



EQUALITY

At Linde Maskiner, we have 117 employees, of which 27% are women. During 2024–2025, we have continued working toward more equal representation of women in managerial roles and in the warehouse/production, and we are proud to have welcomed a female production manager. We have also introduced menstrual products in our restrooms to create a more inclusive workplace. We strive to be an inclusive employer and value diversity within our workforce. All employees are treated equally, and no form of discrimination is tolerated. Linde Maskiner was also actively involved during the refugee crisis of 2014–2016, supporting newcomers with employment and development opportunities.

SKILLS DEVELOPMENT

We offer our employees opportunities for development through skills training and new career paths. Linde Maskiner aims to retain existing expertise and maintain low staff turnover, with workplace development opportunities as a key element.

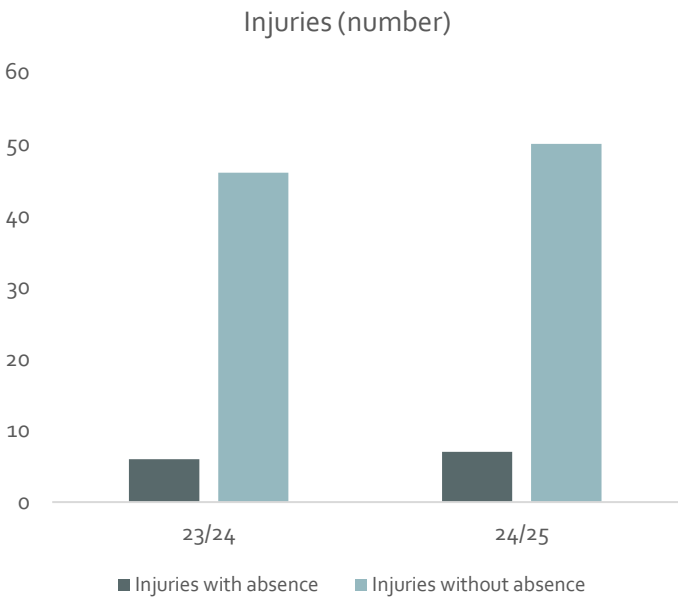
During 2024–2025, we conducted several internal training sessions in sustainability, production technology, and workplace safety. All managers have also received training in financial management as well as in preventing, identifying, and handling substance abuse in the workplace.

SAFETY

Linde Maskiner prioritizes employee well-being and continually strives to improve workplace safety and the overall work environment. We conduct regular risk analyses related to occupational health and safety and continuously review them. Safety-related key performance indicators are monitored monthly and annually, and we hold regular health and safety meetings, including meetings with the safety committee, to ensure our safety measures are effective and up to date. During 2024–2025, we worked on certifying Linde Maskiner according to ISO 45000 for occupational health and safety, with the audit scheduled for autumn 2025. We also maintain a zero-incident vision for workplace injuries and, during this period, conducted safety training for all employees. The training was developed collaboratively by operators, safety representatives, and management, aiming to minimize risks related to work injuries and accidents. As part of our fire safety initiatives, we have also begun a comprehensive review covering everything



from new signs for expanded fire-fighting equipment and a comprehensive preventive fire safety system. The work is expected to be completed by the end of 2025. We have also deepened our efforts in monitoring and reporting workplace injuries during 2024–2025. Additional aspects have been included in our calculations, providing a more comprehensive view of occupational health and safety risks. We have observed an increase in minor accidents, which has led us to strengthen data collection and analysis in this area. In addition to actual accidents, we now also record risks of accidents, allowing us to work more proactively with preventive measures. To improve the quality of our systematic occupational health and safety work, we have transitioned from manual form-based reporting to the industry-standard IA system provided by AFA Insurance. This creates a more structured and transparent management of incidents and risks, contributing to a safer and more sustainable work environment.





LOCAL COMMUNITY

It has always been important for us to support the people in our community and provide opportunities for employment. Collaboration with various stakeholders—such as the municipality, local businesses, and schools—strengthens our development and creates social value. We aim to be a supportive presence in society and leave behind a company that the town’s residents can be proud of. During 2024–2025, we have been involved in several projects. For example, we sponsored a day organized by Lindesberg municipality for people with disabilities as part of our efforts to foster a more inclusive society. We have also supported Teknikcollege in Lindesberg to restart the industrial technology program at Lindesberg High School. This initiative is an important step in strengthening skills development and increasing young people’s interest in the industry. Linde Maskiner has continued its long-term collaboration with Bergslagens IF, focusing on promoting integration and participation. Through these efforts, children, youth, and newly arrived residents have opportunities for an active and meaningful leisure time, contributing to greater community engagement and social cohesion.

THE SUPPLY CHAIN

Ensuring safe working conditions and compliance with laws throughout the supply chain is important to us. We evaluate risks and opportunities annually in all management forums. By working exclusively with established Swedish suppliers in the first tier, we minimize risks from the supply chain and interactions with countries at high risk of corruption and human

rights violations. We require our suppliers to ensure good working conditions and respect for human rights within their own supply chains. Additionally, both new and existing suppliers must read and sign our code of conduct annually, which includes requirements for initiating work aligned with the global goals, environmental management according to ISO 14001 or an equivalent standard, quality management in accordance with IATF 16949 for the automotive industry, and adherence to the UN’s 10 principles.



NEXT STEP

ACTION PLAN

The action plans that have been developed entail creating a clear sustainability vision and strategy for the entire organization, with concrete goals and key performance indicators integrated into our overall objectives. These will then be communicated and anchored among all members of the organization, with relevant responsibilities and roles clearly assigned. To evaluate our progress, we will continuously measure KPIs and targets according to our governance documents, and sustainability goals and processes will be reviewed at each monthly meeting to enable timely corrective actions if needed. This will remain a prioritized focus area through the end of 2025. We see particular potential in developing KPIs for additional social aspects as well as for the use of low-carbon steel. No major re-prioritizations of sustainability work were made during 2024–2025.

Communication and transparency for stakeholders regarding our work in corporate social responsibility take place through our website and sustainability report. This is evaluated annually during the management review. No areas have been excluded from communication. During the period, stakeholder dialogue has been strengthened, which was an important commitment for Linde Maskiner from the previous period. As previously mentioned, we have specifically developed our dialogue with our suppliers to enable collaboration on sustainability issues.

THE FUTURE

To contribute to sustainable development, we have established both short-term and long-term goals. For 2025–2026, we will continue working to develop specific targets and key performance indicators for the global goals as well as for the sub-areas within ISO 26000. Another short-term goal is certification according to ISO 45001, which was initiated in 2024–2025 as part of our social sustainability efforts. The audit is scheduled for autumn 2025. In addition, during Q2 2026, we will implement a supplier assessment to evaluate suppliers' sustainability practices and their compliance with our code of conduct.

As part of our environmental sustainability work, we continue to explore opportunities to reduce the use of process oils, minimize the impact of transportation, and upgrade our facilities to increase



energy efficiency, as well as staying informed about developments in fossil-free steel. In addition, we continue to strengthen collaboration with the municipality, industry, schools, and universities to support industrial development as part of our economic sustainability efforts.

Our long-term plans include deepening cooperation with suppliers and customers to promote greater transparency, collaboration, and sustainability within the automotive industry. In line with this, we have taken important steps and now report the carbon footprint of our products. This information is included in our quotations, highlighting the carbon footprint of alternative solutions such as fossil-reduced steel, to encourage more sustainable consumption choices. The entire value chain needs to become more sustainable, which requires both collaboration and knowledge sharing. Two central areas are making transportation and steel production more sustainable if our industry is to contribute to a long-term sustainable future.

During Q1–Q2 2026, Linde Maskiner will complete a climate footprint calculation covering scope 1, 2 and 3. This will highlight where our impact is greatest and where opportunities exist to improve. The climate assessment is therefore an important part of our long-term work to minimize our climate impact.



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