

Annual and Sustainability Report 2023

The experience of when it just works

Some things in life we just expect to work. You expect the light to turn on when you press the switch, for water to flow from the tap and to be able to trust the security systems in a building.

Bravida provides energy-efficient technical solutions for buildings, facilities and infrastructure. With our comprehensive service and installation offering, we are leading the way to creating a resilient society.

Bravida has existed for over 100 years. We create technical solutions for everyday life and the future, in a way that cares for properties, lives and the environment.

Welcome to us!

“Bravida's market is currently shifting.”

More information is available on page 13



“Challenging market with exciting opportunities going forwards.”

More information is available on page 7



“Digitalisation creates great opportunities for better building technology”

More information is available on page 31

The Annual Report is prepared in Swedish and translated into English. Should differences occur between the Swedish Annual Report and the English translation, the Swedish version shall prevail.

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This is Bravida

Bravida is the partner for things that quite simply have to just work. We are the Nordic region’s leading provider of end-to-end solutions for electrical systems, heating, plumbing, ventilation and other technical functions in buildings and facilities. We make sure that everything just works – throughout the entire life cycle.

Our offering

Bravida plays an important role in the transition to a climate-neutral society. Focusing on the customer experience, we create resource-efficient solutions for properties and facilities of all sizes.

We offer a partnership at every stage, from the consulting and design to installation and service.

What we do

Our people are the heart of our organisation and it is they who make things happen. They install electricity, heating, sanitation, pipes, ventilation and numerous other technical solutions. They see the big picture and propose energy-efficient solutions. With service and regular maintenance, they ensure that everything that needs to work, works – 24/7, all year round.

Our locations

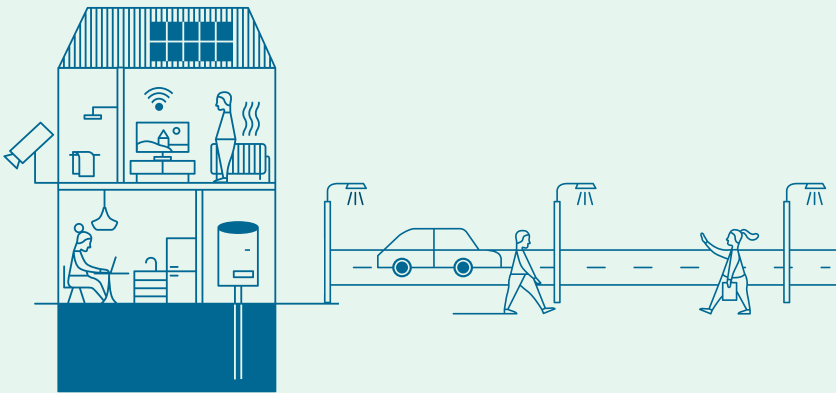
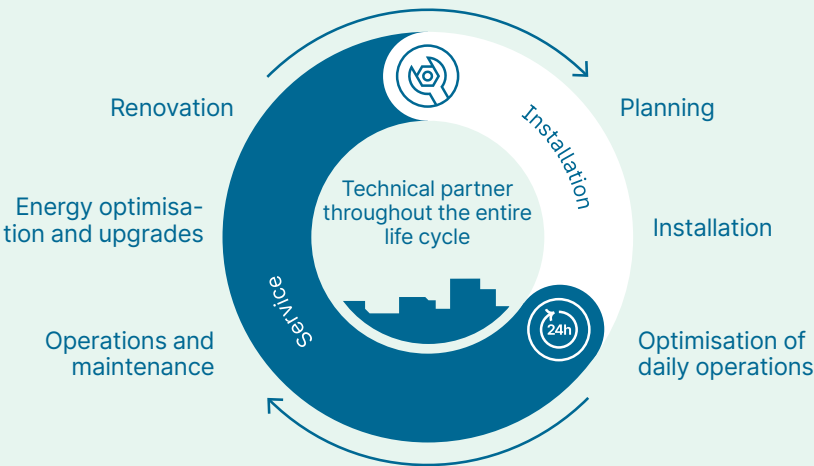
Local presence and proximity to our customers are of key importance to our business. Customers can find our 14,000 employees in 190 locations in Sweden, Norway, Denmark and Finland – from the land of the Arctic Circle to the busiest Nordic business regions.

Number of employees

14,000

We are trusted by

80,000
customers



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We create well-functioning and sustainable environments in which people can thrive

By being responsive to our customers’ needs and creating resource-efficient properties, we help shape a climate-neutral, resilient and well-functioning society, today and beyond.



Automation – the future of property technology creates energy-efficient buildings

With connected and remotely monitored building technology, we optimise energy efficiency and improve the indoor climate in buildings.

Energy saving measures in buildings

Our service technicians identify energy-saving measures, such as replacing old heat pumps, water taps, ventilation units or lighting with new energy-efficient alternatives.

Hospital buildings with operational certainty

Hospitals are examples of buildings with some of the highest concentrations of installations. Bravida ensures that the technical systems interact as they should and meet high standards regarding security and functionality.

Energy efficient technology solutions for industry

Bravida provides technical solutions for industrial facilities, including installation, operational running and energy efficiency. We have extensive experience of working in industrial environments with ongoing production.

Reliable security systems

We provide security systems and integrated end-to-end solutions for entry control, video surveillance, protection against burglary and fire safety.

Future infrastructure projects

Bravida works with electrical, ventilation and sprinkler systems in large infrastructure projects, including road tunnels and technology for railways and metro systems.

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The year in brief

2023 was a challenging year for many market participants. Bravida delivered good growth and ended the year with a strong order backlog, good cash flow and low debt.

Growth and profitability

- In 2023, Bravida grew by 12 percent, of which 6 percent was organic. 17 acquisitions added sales of SEK 1,393 million.
- We ended the year with a strong order backlog, good cash flow and low debt.
- The EBITA margin was 5.9 (6.5) percent.
- We propose a dividend of SEK 3.50 per share.

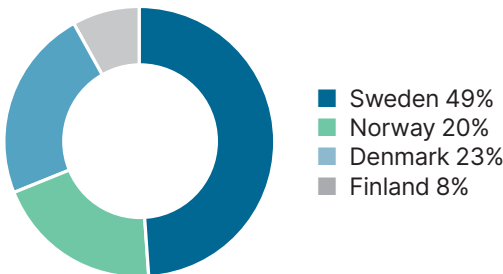
Customer assignments

- Overall service growth was 12 percent. Sales in automation increased during the year to SEK 1 billion.
- New service and installation contracts in areas such as hospitals, wastewater treatment plants and airports.
- Within PMO - Special Projects, production on the Stockholm Bypass started during the year. New infrastructure projects for the PMO include the Stockholm metro and the Nordhavn tunnel in Copenhagen.

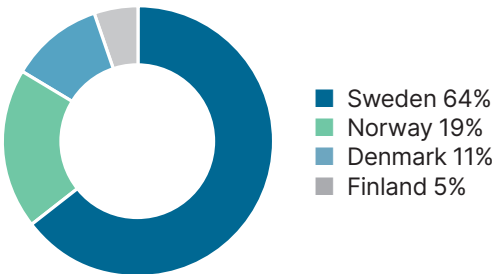
Sustainability

- Bravida joined SBTi, the Science Based Targets initiative.
- Central contracts for the provision of renewable electricity to our offices are now in place in all countries.
- New purchasing system implemented, allowing for the creation of more comprehensive sustainability information.
- The LTIFR decreased by 3 percent.
- CO₂ emissions in relation to sales decreased by 9 percent (refers to Scope 1).
- By the end of the year, 25 percent of our vehicle fleet was electric.

Sales by country



EBITA by country



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A challenging market with exciting opportunities going forwards

2023 was an exciting and challenging year for Bravida. Despite it being a difficult market, we are relatively stable. We are an enabler regarding the climate transition and ensure that what needs to work works, regardless of the economic cycle and global situation.

Despite economic headwinds, Bravida delivered a relatively stable result, with steady demand and good profitability for service. Our automation business reached SEK 1 billion in sales during the year.

The challenges in 2023 – cash flow and lower profitability in three Danish regions – were handled decisively and will be a major focus of our business activities going forwards. Åsa Neving, our CFO, explains more about this on page 67. I would like to talk about the opportunities and challenges facing Bravida for the future.

We are an enabler regarding society's climate transition

Housing and construction account for a large share of climate-affecting

emissions. By implementing energy-efficient installations in new buildings and energy-efficiency measures in older properties and facilities, together with our industry colleagues we contribute to a more sustainable future. This development is best achieved through cooperation – both within our industry and with politicians.

Digital developments can make a big difference. With proptech, automation and energy optimisation of buildings and facilities, we can optimise energy use in buildings and facilities, as well as running and servicing technical solutions remotely. Technology is developing rapidly and our services are becoming ever more efficient. With fossil-free service and transport, we can make even more difference.



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The technology is in place, not least at Bravida, and there is a desire in many companies to be sustainable. But we can speed up the transition. This requires more incentives to make sustainable choices in society, such as extended green technology grants and requirements for energy-efficient buildings in the public sector. We in the industry, together with politicians, now need to make it easier to make these choices.

Leadership is crucial in an uncertain market

Society is also facing many other changes, not least an uncertain inter-

est rate situation and weak construction activity. For many years, our motto of “margins over volume” has served us well – and it will continue to serve us well in the future too. To counteract future challenges, we will focus even more on the Bravida Way – our common method of working – and our procedures for project selection and cost control throughout the organisation.

Our leaders play a crucial role in this work, and this is becoming even more important as we grow. It involves being able to lead the organisation and its people in a good way while also strengthening our common culture. In

recent years, we have therefore invested in, for example, training our leaders. Things are moving in the right direction. An important confirmation of this is that our accident figures, LTIFR, decreased by 3 percent at the Group level in 2023, while our staff turnover decreased to 11.6 (12.9) percent.

Major opportunities going forwards – but the fundamentals remain the same

We ended the year with improved cash conversion and a large order backlog. We have good long-term prospects and a strong balance sheet that we can use for acquisitions and dividends.

“For many years, our motto of ‘margins over volume’ has served us well – and it will continue to serve us well in the future too.”

For the ninth consecutive year, we feel confident to propose an increase in the dividend to our shareholders. Looking ahead, we see stable demand for service and good prospects in the infrastructure, industry and defence segments. Bravida is ready for the future, further technology development and the green transition.

But it's not all about advanced models and remote control. Some things require practical hands-on expertise, both now and in the foreseeable future. There are things that we expect to just work. There should be water in the tap, electricity in the wall socket and fresh air indoors. It is our fitters, technicians, project managers, engineers and other staff who make this happen. Around the clock, all year round.

Mattias Johansson
CEO and Group President
Stockholm, March 2024

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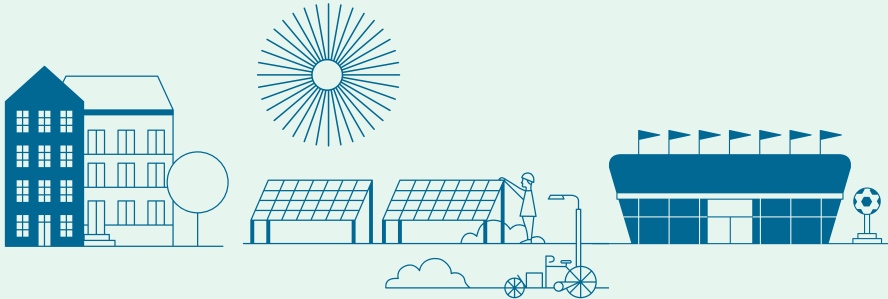
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Bravida's financial targets

	EBITA margin	Sales growth	Cash conversion	Net debt/EBITDA	Dividend																																																																														
Target	> 7%	> 5% per year	> 100%	< 2.5 times	> 50%																																																																														
Out-come 2023	5.9%	12%	73%	0.9 times	58%																																																																														
	<div><p>SEK million %</p><table><tr><th>Year</th><th>EBITA (SEK million)</th><th>EBITA margin (%)</th></tr><tr><td>2019</td><td>1,000</td><td>4</td></tr><tr><td>2020</td><td>1,200</td><td>5</td></tr><tr><td>2021</td><td>1,400</td><td>6</td></tr><tr><td>2022</td><td>1,500</td><td>6</td></tr><tr><td>2023</td><td>1,500</td><td>6</td></tr></table></div>	Year	EBITA (SEK million)	EBITA margin (%)	2019	1,000	4	2020	1,200	5	2021	1,400	6	2022	1,500	6	2023	1,500	6	<div><p>SEK million %</p><table><tr><th>Year</th><th>Net sales (SEK million)</th><th>Organic growth (%)</th></tr><tr><td>2019</td><td>15,000</td><td>5</td></tr><tr><td>2020</td><td>18,000</td><td>10</td></tr><tr><td>2021</td><td>20,000</td><td>15</td></tr><tr><td>2022</td><td>22,000</td><td>15</td></tr><tr><td>2023</td><td>25,000</td><td>15</td></tr></table></div>	Year	Net sales (SEK million)	Organic growth (%)	2019	15,000	5	2020	18,000	10	2021	20,000	15	2022	22,000	15	2023	25,000	15	<div><p>%</p><table><tr><th>Year</th><th>Cash conversion (%)</th></tr><tr><td>2019</td><td>100</td></tr><tr><td>2020</td><td>120</td></tr><tr><td>2021</td><td>80</td></tr><tr><td>2022</td><td>75</td></tr><tr><td>2023</td><td>73</td></tr></table></div>	Year	Cash conversion (%)	2019	100	2020	120	2021	80	2022	75	2023	73	<div><p>Times</p><table><tr><th>Year</th><th>Net debt/EBITDA* (Times)</th></tr><tr><td>2019</td><td>1.0</td></tr><tr><td>2020</td><td>0.5</td></tr><tr><td>2021</td><td>0.5</td></tr><tr><td>2022</td><td>0.5</td></tr><tr><td>2023</td><td>0.9</td></tr></table></div>	Year	Net debt/EBITDA* (Times)	2019	1.0	2020	0.5	2021	0.5	2022	0.5	2023	0.9	<div><p>SEK</p><table><tr><th>Year</th><th>Earnings per share (SEK)</th><th>Dividend per share (SEK)</th></tr><tr><td>2019</td><td>4</td><td>2</td></tr><tr><td>2020</td><td>4</td><td>2</td></tr><tr><td>2021</td><td>5</td><td>2</td></tr><tr><td>2022</td><td>6</td><td>3</td></tr><tr><td>2023</td><td>6</td><td>3</td></tr></table></div>	Year	Earnings per share (SEK)	Dividend per share (SEK)	2019	4	2	2020	4	2	2021	5	2	2022	6	3	2023	6	3
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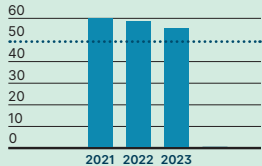
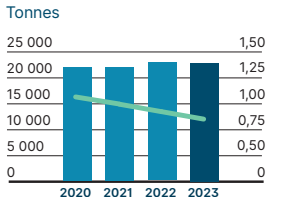
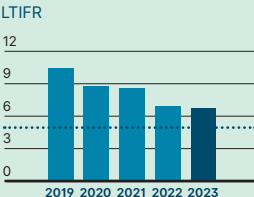
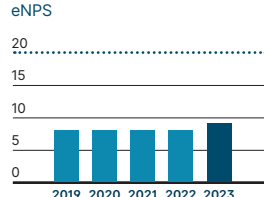
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Bravida’s sustainability targets

	NPS – Net Promoter Score	CO ₂ e emissions, (Scopes 1 and 2)	Lost time injury frequency rate LTIFR	eNPS – employee Net Promoter Score	Percentage of evaluated suppliers ²
Target	>50	–30% Scopes 1 and 2, baseline year 2020	<5.5	>20	80%
Out-come 2023	55	+4.6% ¹	6.6	9	62%
	 <p>■ NPS</p>	 <p>■ Tonnes CO₂e ● Tonnes CO₂e / net sales SEK million</p>	 <p>■ Occupational injury rate</p>	 <p>■ eNPS – employee Net Promoter Score</p>	

¹ Outcome only applies to Scope 1

² Share of central contract suppliers



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Five reasons to invest in Bravida

Bravida makes sure that what needs to work works. We are at the forefront of smart buildings and have a natural place in the transition to sustainable societies.

“We have a broad customer base across the Nordic region – from big construction companies to local real estate owners.”

1. Stable and profitable growth with strong cash flows

Over the past 10 years, Bravida has delivered stability regarding growth, EBITA margin and cash flow. Our policy is to distribute at least 50 percent of our net profits as dividends.

2. Leader in the Nordic service and installation sector

With our size and comprehensive offering, we are well positioned to continue growing in a market with great opportunities.

3. Future-proofing businesses

Energy-efficient buildings are high on customer wish lists. Together with our customers, we contribute to the climate transition in society.

4. A well-diversified portfolio with relatively low risk

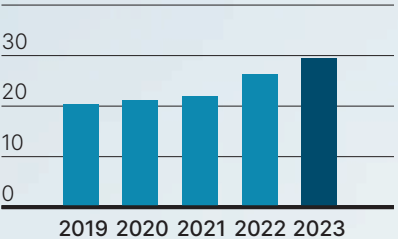
Bravida has a wide customer base across the Nordic region, many recurring assignments, and a low dependence on individual customers. We provide services for the entire lifetime of properties, including maintenance and servicing. This provides high stability regarding sales.

5. Good opportunities for growth through acquisitions

In the last ten years, we have made more than 150 acquisitions. All the acquisitions have been financed by our strong cash flow. The market is fragmented and opportunities for further acquisitions remain very good.

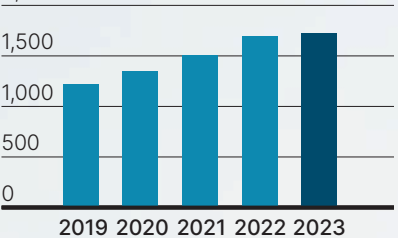
Net sales

SEK billion



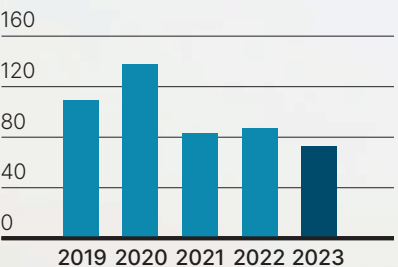
EBITA

SEK million



Cash conversion

%



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Value creation

By being a reliable partner for both service and installation, Bravida creates value for its customers. Together we build a well-functioning and resilient society. Today and beyond.



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Trends and drivers

Bravida's market is currently shifting. We are well positioned in segments that are supported by long-term societal trends.

Our customers' need to **reduce their climate impact** and comply with new regulations opens up new business opportunities

Competence in **energy efficient property technology** is becoming increasingly important

Volatile energy prices are driving customer demand for cost control and **energy-efficient solutions**

Renovation wave – conversion of old buildings with high energy consumption replaces new construction

Increased legal requirements and regulations relating to sustainability are affecting many market participants

Increased demand for **security systems**

Need for **major infrastructure projects** in the Nordic countries – power grids, tunnels, railways, roads, etc.

The energy transition is increasing the number of wind, solar and battery projects

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Our mission and vision

Bravida is helping create the society of the future, while also adapting to a new world itself. The business rests on a solid foundation, which ensures long-term and profitable growth.

Bravida has been around for more than a hundred years, and has the same basic business concept as always. As a trusted partner to our customers, we make sure that everything that needs to work, works. We do this by installing and maintaining electricity, heating, ventilation, automation, climate efficiency solutions and other technical solutions for buildings and facilities. With a focus on the customer experience, we create solutions that contribute to the devel-

opment of a fossil-free society, and at the same time are at the forefront regarding innovative property technology.

To ensure long-term and profitable growth, we always choose margins over volume. By only accepting assignments and projects with good margins, we create long-term and profitable growth. We are growing by acquiring competent companies that increase our ability to create value for customers.

We contribute to a fossil-free society

Bravida's ambition is clear: to be the most sustainable market participant in our industry. As the leading market participant in the Nordic region, we have a great opportunity to push sustainable development. We are a trusted partner in our customers' efforts to future-proof their businesses, while we also work hard to make our own business operations more sustainable.

Mission

- We offer technical end-to-end solutions over the life of a property, from consulting and project design to installation and service.
- We are a large company with a local presence throughout the Nordic region. We meet customers on site and take long-term responsibility for our work.
- Our employees are at the heart of our organisation. Through our shared values, working methods, and mindset, we collaborate to build a sustainable and profitable future for our customers and ourselves.

Our vision is to always deliver the experience of when it just works.

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Our strategies

Bravida is a large company with a local presence throughout the Nordic region. Our common strategies bind us together and we meet our customers as ONE Bravida.

The best customer offering

We make sure that what needs to work works, from design and installation to service and renovation. We are a close partner to our customers, have the customer experience at our core, and stand for reliability, efficiency, safety and quality.

Sustainable business operations

We are a close partner in our customers' efforts to achieve their sustainability goals. With our solutions, we help create a more resilient society, today and beyond. At the same time, we strive to make our own business operations even more sustainable.

The best team

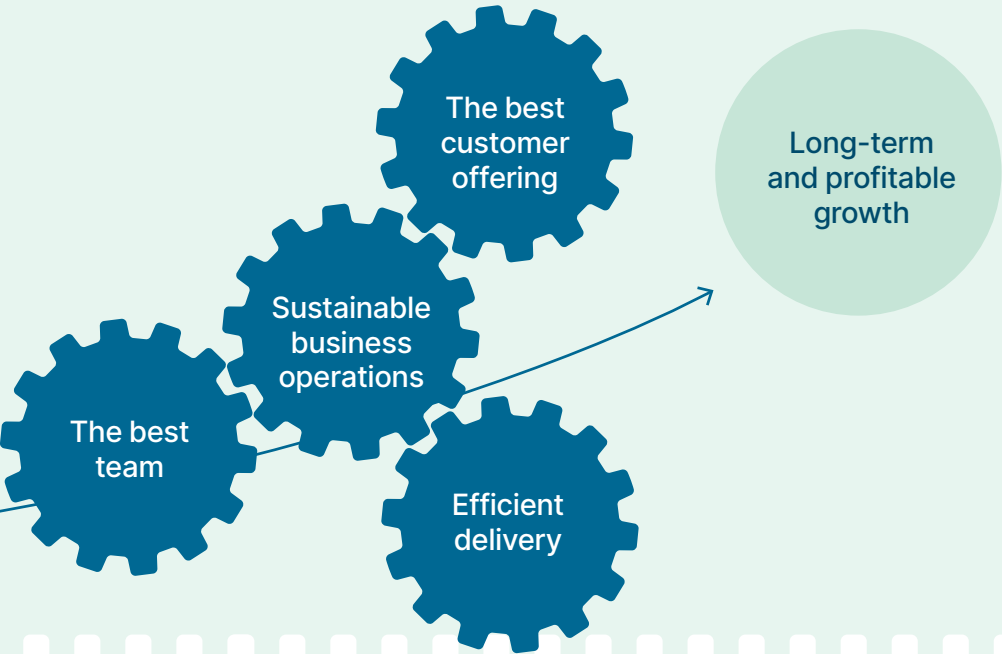
Our employees are at the heart of our organisation. Through our shared values, working methods, and mindset, we collaborate to build a sustainable and profitable future for our customers and ourselves.

Long-term and profitable growth

We aim to grow profitably, so we only accept projects and assignments with a healthy margin. When a local branch is profitable, we invest in growth. We also grow through acquisitions. Bravida's objective is to be the largest or second-largest market participant in those places where we choose to operate.

Efficient delivery

Those who choose Bravida get expert help at every stage, from consulting and project design to installation and service. We work efficiently, are cost-conscious and make sure to keep good order, at our workplaces and in our assignments.



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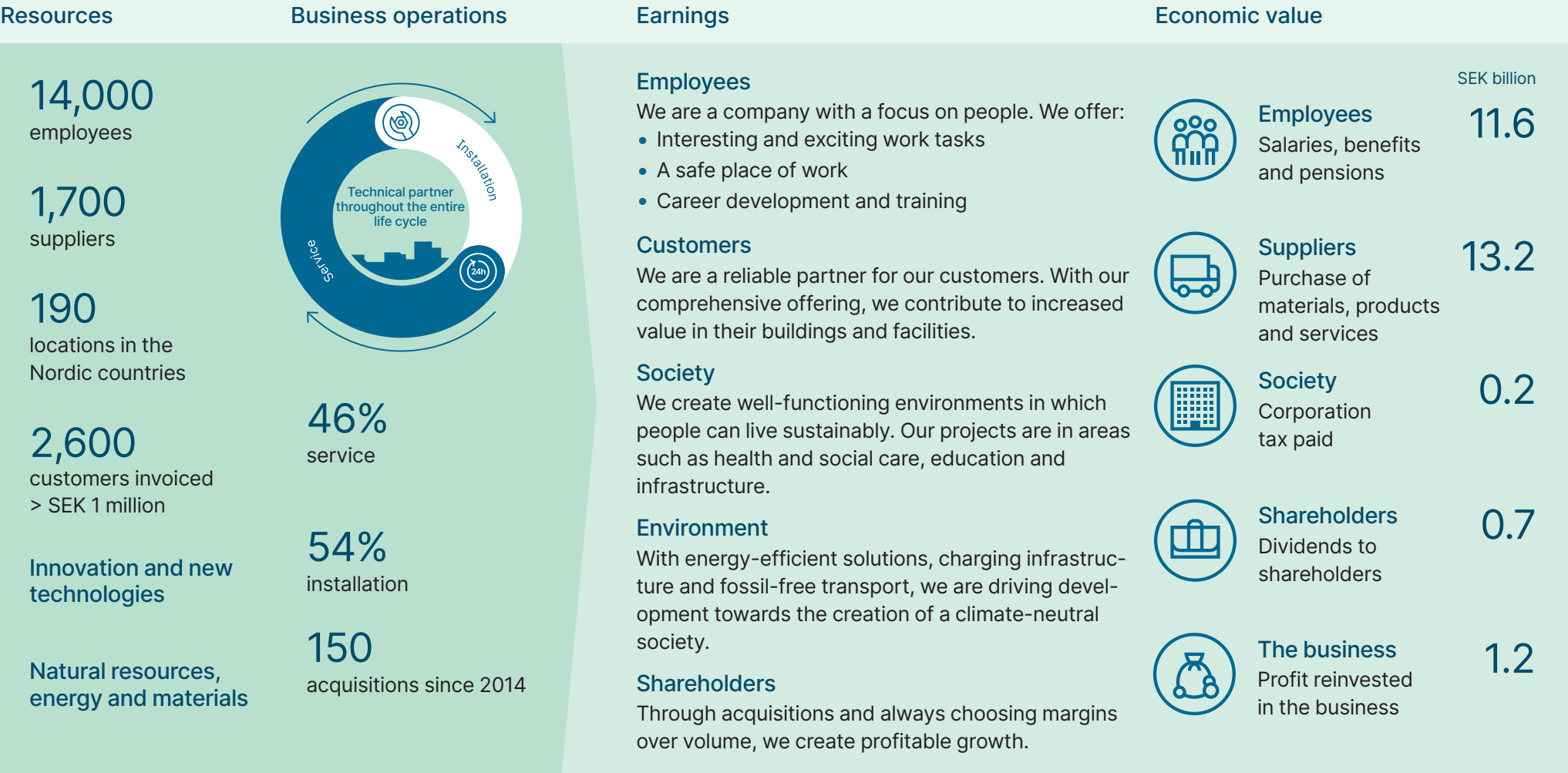
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How we create value

As a result of our comprehensive offering, we increase the value of our customers' properties and facilities, while also contributing to ensuring a society that is sustainable in the long term.



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Bravida performs installation work in Enköping's wastewater treatment plant

Bravida is helping secure the future of wastewater treatment for residents in and around Enköping.

Enköping Municipality is growing and its current wastewater treatment plant is not dimensioned for future needs. In spring 2024, Enköping Municipality and NCC are therefore starting construction of a new, state-of-the-art facility with biological, chemical and mechanical treatment of the water. Bravida has been commissioned to install electricity, plumbing and ventilation in the wastewater treatment plant,

Facts about the project

- Customer** Enköping Municipality
- Assignment** Installation of electrics, heating and plumbing, ventilation and control solutions
- Sustainability benefits** State-of-the-art and efficient wastewater treatment programme
- Contract period** 2023-2027

including advanced automation solutions for the treatment process and for controlling all the buildings. "This is an important infrastructure project to ensure cleaner water in our environment," says Alexander Edstein, Project Manager at Bravida.

Energy efficiency led to reduced costs

With Bravida as a partner, Asker Teknologipark has made efficiency improvements that have significantly reduced its energy costs.

Asker Teknologipark outside Oslo consists of 4,200 square metres of office, warehouse and light industrial space from the 1980s, and was in considerable need of refurbishment and modernisation. The HVAC systems were outdated and inefficient and electricity bills were too high. The contract was awarded to Bravida, which installed a heat pump solution in five of the HVAC systems, as well as changing from belt-driven fans to direct-driven fans in the HVAC systems and installing new automation.

Good cooperation with Asker Teknologipark meant that the work could be completed within three weeks. The result of the refurbishment was a significant reduction in energy costs, with the first electricity bill after the renovation being almost a third lower than before.

Facts about the project

- Customer** Asker Teknologipark
- Assignment** Modernisation and upgrade of ventilation and heat pumps



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Technical consulting for a carbon neutral business park

Bravida Finland is the technical advisor when construction and property company Kvadraten develops a carbon neutral business park in Vaasa, Finland.

The Finnish construction and property company Kvadraten, based in Vaasa, provides investment and property maintenance services in the region. Bravida has had an ongoing service agreement with the company since 2016, which includes the design, installation and ongoing maintenance of technical systems in all types of properties.

Over the years, Kvadraten AB has benefited from Bravida's wide range of services in areas such as energy optimisation and circular thinking. For example, Bravida has carried out several projects with Kvadraten in which old ventilation units have been refurbished and property conditions improved based on circular economy principles.



PHOTO: KVADRATEN

Kvadraten AB is now developing the carbon neutral Circle's Edge business park, with Bravida assisting as technical advisor, technology planner and technology contractor. The project involves implementing circular economy solutions and innovative energy solutions.

Facts about the project

Customer: Kvadraten property company in Vaasa, Finland

Assignment: Installation, inspection, review and maintenance of electrical, ventilation and security systems, as well as heating, water, wastewater, cooling and sprinkler solutions

Contract period: Since 2016

Bravida performs installation work as Danish DSB switches to electric trains

Bravida is carrying out extensive installations for the Danish railway company DSB as it converts its trains from diesel to electric power.

The Danish state railway company DSB is switching its locomotives from diesel to electricity. At the same time, new energy-efficient workshops are being built for the maintenance of the new electric trains at the Godsbanen in Copenhagen. At the same time, there are significant needs regarding the installation of new overhead lines.



PHOTO: DSB

Bravida's rail engineering branch in Denmark has been asked to carry out installation work in the workshops. The assignment also includes the installation of overhead lines at three Danish locations to facilitate the electrification process. The requirements are high; DSB wants all the installations and buildings to fulfil the gold level of the DGNB certification system.

"The opportunities ahead are considerable. The Danish railway is carrying out quite a few renovation projects in the next few years," says Jasper Rumle Raffel, Head of Department at Bravida Banteknik.

Facts about the project

Customer: DSB Danmark

Assignment: Installation of overhead lines and installations in new energy-efficient maintenance workshops for electric trains

Contract period: 2022-2027

VALUE CREATION

Trends and drivers →

Our mission and vision →

Our strategies →

How we create value →

The best team →

Acquisitions →

Digitalisation →

People are at the heart of our organisation

For Bravida to develop in the direction we want, we need to be a workplace that attracts the very best. That's why we focus on the employee experience.

Having access to skilled employees is of key importance for our journey into the future. As well as skilled tradespeople and engineers, Bravida needs ever more competence in advanced technical solutions. This places great demands on us as an employer.

"We need ever more competence in advanced technical solutions."

We need to have a workplace that attracts the very best, and at which every employee feels comfortable and wants to stay and develop further. We should offer a safe and inclusive workplace in which employees and teams can grow to their full potential.

A fundamental element of leadership at Bravida is that every leader should be a role model and work actively with our work environment, our values and our Code of Conduct. With this as a basis, leaders should manage the business and the people

in an integrated way. More information is available on page 49.

A workplace that welcomes differences

The service and installation industry has long been male-dominated, but at Bravida we are convinced that gender equality and diversity both broaden our recruitment base and make us a stronger company. When we recruit, we look for the best people on the market, regardless of gender, background or other qualities.



Bravida's core values

Care for business

- We are passionate about our business and are cost conscious.
- We constantly aim to enhance customer value and identify new business opportunities.

Keep it simple

- We are service-minded and easy to work with.
- We apply group-wide working methods.
- We work together to deliver effective end-to-end solutions for customers.

Take responsibility

- We are reliable, and we keep our promises.
- We never put safety at risk in the workplace.
- We take responsibility for the environment, customer relations, society and people.

Be proactive

- We actively seek out our customers, listen attentively and propose solutions.
- We think about the future to generate opportunities and avoid risks.
- We aim to constantly develop and we stay one step ahead.

VALUE CREATION

Trends and drivers →

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Acquisitions – an important part of the growth strategy

Acquisitions are one of the fundamental elements of Bravida’s growth strategy. Our acquisitions strengthen the overall offering and local presence – and enable the acquired companies to become even better together with Bravida.

One of Bravida's financial targets is to grow profitably by more than five percent per year through acquisitions and organic growth. In locations where we want to grow, acquisitions are often the quickest way to become the strongest local provider, increase sales and expand the customer offering. This may, for instance, bring in new technology or new competence, or lead to the acquisition of a service business.

Bravida's acquisition strategy is long-term. That's why we want to integrate acquired companies and make them part of Bravida.

Bravida's acquisition process

Bravida's acquisition team continuously works to identify, contact and assess potential acquisition candidates. When mutual interest arises, the acquisition is carried out and then fully integrated into Bravida. The

acquisition team supports the work on the basis of a well-developed and structured model.

Events in 2023

During the year, a total of 17 (21) acquisitions were completed, with annual sales of SEK 1,393 (1,565) million.

The number of potential acquisition candidates on the Nordic market is still assessed to be large.

Number of acquisitions



Annual sales of acquired companies, SEK million
Acquisition multiplier (before synergies): 5-6 x EBITA

Bravida's acquisition process

1. Identification

Ongoing work:

- The acquisitions team scans the market
- Bravida's local businesses make suggestions
- Initial contact

2. Implementation

- Due diligence
- Contract negotiation
- Integration plan

3. Integration

- Integration into Bravida's organisation, systems and brand
- Local implementation
- Support from acquisition group
- Follow-up after 4-10 months

“The number of potential acquisition candidates on the Nordic market is still assessed to be large.”

VALUE CREATION

- Trends and drivers →
- Our mission and vision →
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- Digitalisation →**



Digitalisation is shaping the future

Digitalisation creates great opportunities for better property technology, automation and a better customer experience. Bravida is at the forefront in this regard.

An important part of Bravida's business plan is working together with our customers to meet future needs. We see a future in which most properties and facilities are controlled completely automatically. Among other things, this creates great opportunities for better energy optimisation and remote service. Digitalisation plays a key role in this.

Important progress during the year
During the year, we made significant progress on our digital journey, including:

- A new purchasing platform, Profit, which improves our purchasing processes and creates opportunities for having better sustainability information about products.
- A new information security management system with launch scheduled for 2024.
- A CRM system that improves our customer relations work.

- Bravida customer portal – a digital interface in which service customers can place orders and see the status of assignments.
- Bravida Cloud – digital infrastructure for creating customised solutions for smart properties.
- Several business and support processes have been automated.
- Continued work on creating digital support for our project management.

The plan going forward
Developments are rapid. Bravida already has a much more modern and scalable IT platform that improves our work. A number of initiatives are being implemented, including a new platform for technical facility management. Digitalisation efforts will continue in 2024, with a focus on realising the impact of investments made.

CUSTOMER OFFERING

Comprehensive offering →

Innovative technologies generate new opportunities →

PMO – Special Projects →

Customer cases →

Customer offering

Bravida has a comprehensive installation and service offering, with a focus on sustainability and energy efficiency. We want our customers to experience the feeling of when what simply must work, works.

CUSTOMER
OFFERING**Comprehensive
offering** →Innovative technolo-
gies generate new
opportunities →PMO –
Special Projects →

Customer cases →

Customer offering: From start to finish and beyond

The experience of when everything just works – that's what Bravida strives to deliver to our customers. We offer a close partnership throughout the entire life cycle, from design and installation to service and renovation.

All buildings and facilities need functions such as electricity and heat, water and ventilation. Bravida offers services in all types of property technology, not least solutions that increase resource efficiency. We work closely with our customers and take

responsibility for service and installations throughout the entire life cycle. We offer a close partnership for customers who want to realise the true value of their buildings, installations and infrastructure projects, from start to finish and beyond.

“The right installation and service ensure more efficient use of resources in properties and generate value over a long period of time.”

Solutions for the future

- Together with our customers, we create solutions now and for the future.
- Our solutions help reduce consumption of resources and we work with our customers to help them achieve their sustainability targets.
- We make it easy for our customers to choose sustainable materials and components.
- The right installation and regular service make properties and facilities smarter, help ensure more efficient use of resources and generate value over a long period of time.

**Our most common
services**

- Electrics
- Heating and plumbing
- HVAC
- Automation
- Security and fire safety

**Energy solutions for the
transition in society**

- Electric car charging
- Energy Management
- GreenHub fossil-free service
- Solar panels

We also provide

- Project Management
- Critical Power
- Power
- Sprinklers
- Technical Facility Management
- Cooling

CUSTOMER
OFFERINGComprehensive
offering →Innovative technolo-
gies generate new
opportunities →PMO –
Special Projects →

Customer cases →

Innovative technologies generate new opportunities

Our customers have increasingly stringent energy efficiency requirements. At the same time, modern building technology creates new opportunities to automate and reduce the use of resources.



Holistic approach to property management

Bravida offers to take on overall responsibility for the technical functions in and running of properties and facilities for customers. Achieving the benefits of optimising processes and systems requires presence, understanding and constant adjustment.

Technical Facility Management ensures an overall responsibility that results in cost benefits, a better indoor environment, efficient workflows and reduced climate impact.



PHOTO: ISTOCK

Energy where it's most useful

Improving the energy efficiency of buildings is crucial to the journey towards achieving climate neutrality. Bravida provides analyses that give an insight into how much energy is used, when it is used and how it is used. An activity plan for long-term optimisation, upgrades, maintenance and a reduction of energy use is developed. **Energy Management** also includes the measurement and reporting of CO₂ emissions.



Automation guides energy usage

Automation is the basis for the smart buildings of the future: the technical subsystems in a building are integrated and work together. The running of the systems is optimised using logical rules and, to an increasing extent, artificial intelligence. This creates synergies that reduce energy consumption and optimise the net operating income. In other words, a comfortable indoor environment with the lowest possible operating cost is created.

CUSTOMER OFFERING

Comprehensive offering →

Innovative technologies generate new opportunities →

PMO – Special Projects →

Customer cases →



“To make the work more efficient, Bravida has developed advanced models for BIM.”

Expertise for complex multi-billion kronor projects

Bravida's PMO - Special Projects (Project Management Office) ensures safe execution of the largest and most complex projects that Bravida is involved in delivering.

Bravida has extensive experience of running billion-kronor projects, such as major infrastructure projects, large factory buildings and data centres for international operators. Such projects normally last for a number of years, with subsequent service contracts, and typically span multiple technology areas. Examples of current projects include the Stockholm Bypass, which is currently ongoing, and a new metro line in Stockholm, which is in the planning phase.

An organisation with leading expertise

In order to carry out the largest and most complex projects efficiently, we have developed methodologies, processes and an organisation with leading expertise in the field. Bravida's experts work in close cooperation with customers throughout the entire project, from design, planning and risk

management to implementation, startup, handover and maintenance. This gives customers stability and a sense of certainty throughout the process.

Innovation that works

To make the work even more efficient, both internally and in collaboration with other stakeholders, Bravida has invested heavily in developing advanced BIM (Building Information Modelling) models. Bravida's 5D system integrates BIM's 3D models with systems for purchasing, logistics, finance and scheduling.

This enables Bravida to run projects efficiently and securely together with our customers, while ensuring good cooperation with our partners and other stakeholders.

CUSTOMER OFFERING

- Comprehensive offering →
- Innovative technologies generate new opportunities →
- PMO – Special Projects →
- Customer cases →

Emission-free multidisciplinary contracting in Trondheim

Bravida is assisting the Norwegian company Ruta Entreprenør with a total technical solution for a new health and care centre in Trondheim.

The Municipality of Trondheim is building a new health and care centre with 96 nursing home places for people with varying degrees of dementia. In total, the project includes a new four-storey building plus one floor for car parking, and it will be completed by the end of 2025.

The contract was awarded to Ruta Entreprenør, who then engaged Bravida for the overall technical contract, which includes sanitation, heating, sprinklers, ventilation, electricity, telecommunications and emergency power. The entire project is being carried out without emissions, which means, among other things, that all materials will be delivered to the construction site using electric vehicles.

“With its multidisciplinary end-to-end solution, Bravida can meet all

the environmental requirements in the project. We also hope that Bravida will contribute with innovative comprehensive technical solutions that further improve the project,” says Dag Erik Vårum, Project Manager at Ruta.

Facts about the project
Customer Ruta Entreprenør AS

Property A new health and care centre at Dragvoll in Trondheim with 96 nursing home places

Services and actions A total technical contract including sanitation, heating, sprinklers, ventilation, electricity, telecommunications and emergency power.

Contract period September 2023 – August 2025

Simpler running of Trophi’s properties

By providing Technical Facility Management, Bravida simplifies the running of Trophi Fastighets’ 45 properties in Stockholm and Mälardalen.

Trophi Fastighets AB owns and manages properties in the grocery sector. Since 2023, Bravida has been responsible for Technical Facility Management in 45 of the company's properties; this assignment aims to minimise disruptions for Trophi's tenants and increase the value of the properties through long-term, proactive planning of the technical running and maintenance of the commercial properties.

The assignment includes technical operation, maintenance, energy optimisation and outdoor environment services for commercial

properties.

“Trophi's choice of Bravida is due to its in-house technical competence and strong geographical presence in the areas in which the properties are located. With this cooperation in place, Trophi will be able to provide fast and good service to our tenants in these places,” comments Jan Björk, CEO of Trophi Fastighets AB.

Facts about the project
Customer Trophi Fastighets AB

Assignment Maintenance and operation of 45 properties in Stockholm and Mälardalen, including around-the-clock property maintenance relating to electricity, ventilation, cooling, energy optimisation, maintenance of the outdoor environment and winter maintenance during that season.

Contract period Since January 2023



CUSTOMER
OFFERING

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offering →

Innovative technolo-
gies generate new
opportunities →

PMO –
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Customer cases →

Advanced installations for an optimised indoor climate

With Bravida as a partner, an auto-
mation system is being implemented
at Aalto University to optimise the
indoor climate and improve energy
efficiency.

Together with NCC, Bravida has
been working since 2023 with the
implementation of a building auto-
mation system at Aalto University in
Espoo, Finland. Two buildings will be
connected to the university's central
monitoring system to optimise the
indoor climate and improve energy
efficiency.

One of the buildings, which was
completed in autumn 2023, includes
research laboratories. The university
has high standards regarding labora-
tory facilities, as precise tempera-
tures are required for the proper
functioning of measuring
instruments.

"We had to test different solutions
to get the right ventilation, tempera-
ture and humidity," says Mikko Van-
hakarhu, Project Manager at Bravida
Finland.

"Bravida has been very accommo-
dating and listened to our wishes. I

feel that we had a good dialogue and
that we tackled the challenges in a
constructive way," says Jussi Raap-
pana, Project Manager for heating,
ventilation and air conditioning at
Aalto University Campus and Real
Estate (ACRE).



PHOTO: AALTO UNIVERSITY

Facts about the project

Customer NCC and Aalto
University Campus and Real
Estate (ACRE)

Properties Two buildings
with a total area of 12,200
square metres

Services and actions Build-
ing automation including
installation and low-current
cabling

Contract period December
2022 – summer 2024

Bravida a key partner in Greve's transition to district heating

Bravida is assisting the Danish com-
munity of Greve's green transition
to district heating and reducing the
municipality's dependence on fossil
fuels.

The small community of Greve, just
south of Copenhagen, is switching
from gas to district heating. The
public utility company Greve Fjern-
varme has chosen to hire Bravida as

the general contractor, with respon-
sibility for everything from branch
and main connections to pipe weld-
ing and ground restoration.

The work is scheduled to take
eight years, and the transition from
gas to district heating is important
for Greve as a municipality.

"District heating reduces the
municipality's dependence on fossil
fuels; for each household that con-

verts to district heating, an average
of about three tonnes of carbon
dioxide is saved per year. "District
heating makes Greve a greener and
more sustainable municipality," says
Line Carlsen, Director of Greve
Fjernvarme.

Facts about the project

Customer Greve Fjernvarme

Services and actions Gen-
eral contracting, including
installation of district heating
pipes, excavation work and
restoration of land surface

Contract period The project
started in October 2023 and
will last until 2031

MARKET

[Our customers →](#)

[Market share →](#)

[Local markets →](#)

Bravida's market

Bravida is a large company with a presence throughout the Nordic region – from the land of the Arctic circle to the Nordic region's most expansive urban regions.



MARKET

- Our customers →
- Market position →
- Local markets →

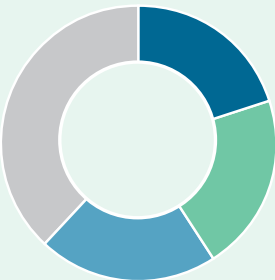
From Arctic latitudes to Nordic centres of business

Bravida has a broad customer base, ranging from large construction companies to local property owners. This creates stability in our sales.

Bravida's 80,000 customers are diverse. They range from parties ordering large-scale national infrastructure projects to local companies that need to review their energy use. The customers have differing needs. These can include new construction, upgrading existing properties and servicing existing properties, installing security solutions, electric car charging, solar panels and much more.

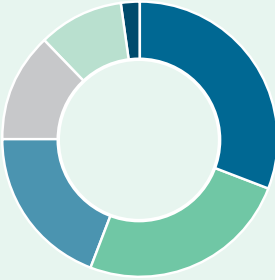
Our large customer base and wide range of services mean we are not dependent on any individual project or customer – none of our customers accounted for more than 4 percent of our sales in 2023. This creates stability in our business operations.

Sales by project size



- >SEK 50 MILLION 20%
- SEK 10-50 MILLION 21%
- SEK 1-10 MILLION 21%
- <1 MSEK 38%

Customer groups



- Construction companies 31%
- Other commercial 25%
- Public sector 19%
- Industry 13%
- Property companies 10%
- Individuals 2%

Wide and diverse customer base

80,000 customers

98% recurring customers

No customer accounted for more than 4% of total sales



Multi-dwelling 14% Industry 21% Office 14% Health and care 11% Education 7% Infrastructure 9% Other 24%

MARKET

Our customers →

Market position →

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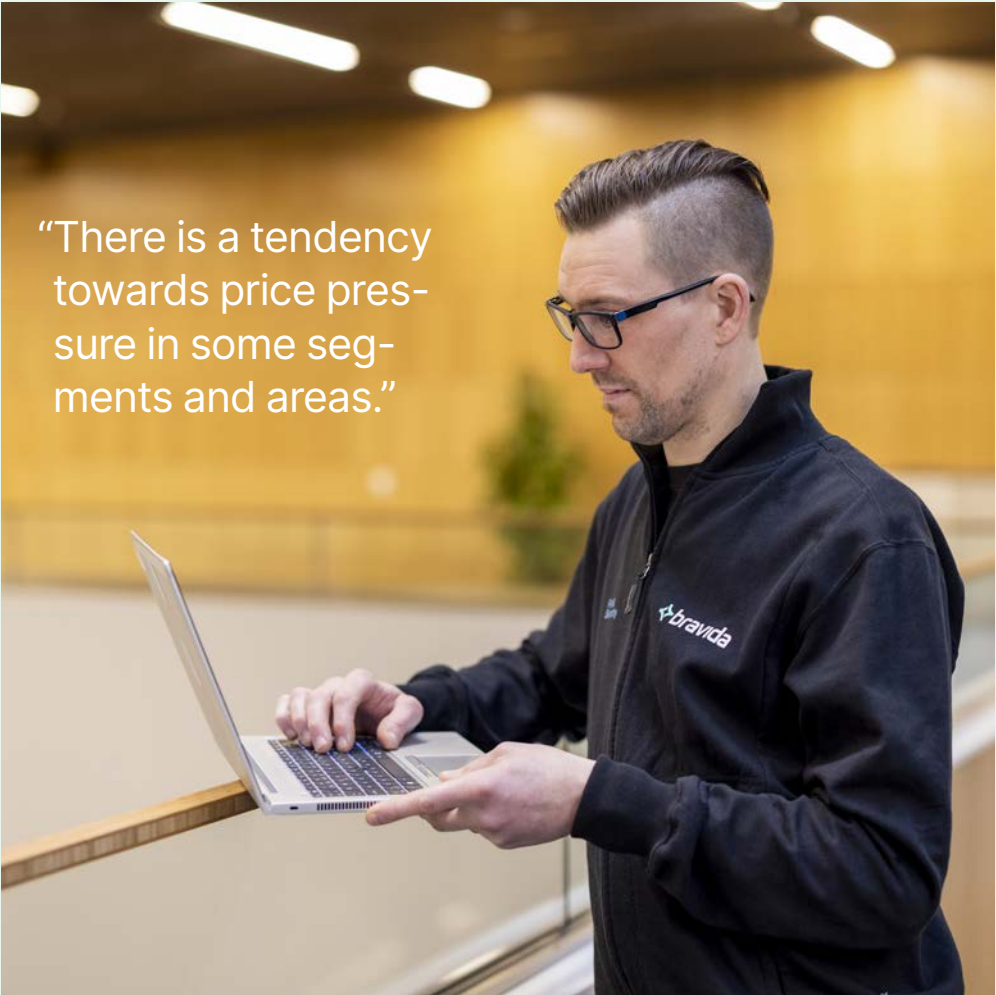
Bravida is the market leader in the Nordic region

Bravida has the leading position in the Nordic market. A local presence, a broad customer base, economies of scale and a high level of technical expertise allow us to compete with operators of all sizes.

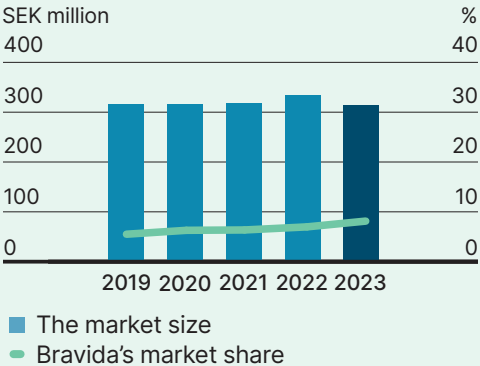
Bravida is a major participant in the Nordic service and installation markets. In 2023, total sales in the market amounted to approximately SEK 314 billion, of which 46 percent was service and 54 percent installation.

Bravida's market share in the Nordic region in 2023 was approximately 9 (8) percent. Together with a few other large Nordic market participants, we cover about 24 percent of our core market. The rest of the competition comes from around 25,000 small and medium-sized enterprises.

In 2023, there was continued good demand for service and installation, except in the area of new housing construction, to which Bravida has a relatively low exposure. There is a tendency towards price pressure in some segments and areas. Uncertainty, interest rate rises and inflation have resulted in the postponement of some investment decisions.



The market size and Bravida's market share



MARKET

- Our customers →
- Market position →
- Local markets →**

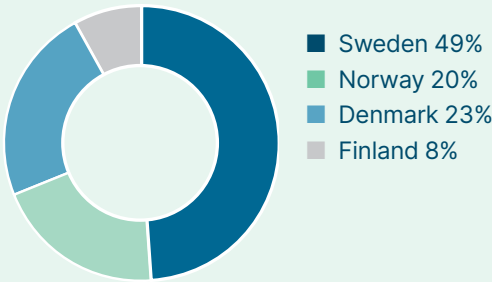
Local markets

Bravida is a large company with a local presence throughout the Nordic region. We have a presence in 190 locations in Sweden, Denmark, Norway and Finland – from the land of the Arctic Circle to the busiest Nordic business regions.

Market position



Percentage of Group's net sales



"Our local presence allows us to be a close partner to our customers."

Bravida's position in the Nordic markets in 2023

	Market share	Market position	Growth in net sales	EBITA, MSEK
Sweden	12%	#1	11%	1,106
Norway	7%	#1	7%	320
Denmark	12%	#1	15%	198
Finland	4%	#4	24%	87

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Sustainability information

The property industry accounts for a significant percentage of the world's climate-affecting emissions. Bravida is an important partner for our customers as sustainability requirements become more stringent. At the same time, we are also striving continuously to make our own business operations more sustainable.



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Sustainability at Bravida

With our services, we contribute to the transformation of society. At the same time, we are also working hard to make our own business operations even more sustainable.

Bravida has a clear ambition: we will be the most sustainable supplier of complete solutions in service and installation for properties and facilities in the Nordic region. As the leading market participant in the Nordic region, we have a great opportunity to make a difference. We are a trusted partner in our customers' efforts to future-proof their properties, while we also work hard to make our own business operations even more sustainable on multiple levels.

Progress in 2023

In 2023, we continued to move forward in our sustainability efforts:

- Bravida has committed the Science Based Targets initiative. SBTi is a global body that enables companies to set climate targets in line with what is required to achieve the goals of the Paris Agreement. Our commitment is to set long-term and short-term climate targets for our entire value chain.
- We have conducted an analysis of impacts, sustainability-related risks and opportunities throughout our value chain using a double materiality analysis.



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Sustainability strategy

Bravida's sustainability work is based on a materiality assessment and focuses on three prioritised areas. For these areas, there are a total of 14 measurable sustainability targets. Each focus area is linked to the global goals for which we believe we can make the biggest difference.

Environment

Bravida's biggest contribution to sustainability is providing solutions that contribute to energy efficiency, the energy transition and resource efficiency.

Material issues

- Reduced climate impact
- Efficient use of resources
- Customer offering



Social responsibility

As the employer of 14,000 employees, we have a big responsibility to create a stimulating, inclusive and safe workplace.

Material issues

- Attractive employer
- People in the value chain



Governance

By being perceived as a credible and responsible party, we build trust with our 80,000 private sector and public sector customers.

Material issues

- Conduct and governance
- Transparency in the value chain



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Sustainability management

Bravida's sustainability governance ensures effective sustainability work that creates the right conditions for us to deliver on our sustainability strategy and sustainability targets. It is designed to fulfil the requirements of legislation and frameworks with effective governance that promotes sustainability.

Bravida's sustainability work is organised in accordance with a model that clarifies responsibility, governance and monitoring of sustainability within the company.

Area of responsibility	Coordinator	Description
Responsibility for overall strategy and targets	Bravida's Board of Directors	
Definition of the sustainability strategy and targets	The CEO and Group management	Sustainability issues are integrated into the business strategy.
Development and monitoring of strategies	The Sustainability Committee, which is chaired by the CFO	The committee works according to an annual cycle in which monitoring, evaluation and adjustment of strategies, objectives and activities are linked to the decision-making processes of the Group management and the Board of Directors.
Implementation of the strategy	Managers at Group level and operational business	The sustainability issues that Bravida has identified as being most significant relate to the companies' strategies and business plan.
Follow-up	CFO	Targets and strategies are monitored on a quarterly basis.
Link between sustainability targets and variable remuneration	Defined by Group management	Part of the variable remuneration for managers at the Group level and in the operational business is linked to the outcome with regard to the sustainability targets.

SUSTAINABILITY INFORMATION

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We comply with international principles and agreements

Bravida's Code of Conduct, policies and values provide the basis for the Group's business operations and strategies. In performing our work, we comply with the laws, requirements and regulations that apply in the countries in which we operate. The Code of Conduct and the Sustainability Policy clarify Bravida's ambitions and commitment to sustainability and how we are expected to act. Both the Code of Conduct and our policies follow the UN Global Compact on issues concerning human rights, working conditions, the environment and combating corruption. To further clarify our commitment to the initiative and the SDGs, Bravida has formally committed to the principles of the UN Global Compact.

External laws that govern Bravida's sustainability reporting

Annual Accounts Act (see Note H9 on page 57)
EU Taxonomy Regulation (see Note H10 on page 58)

Bravida also endeavours to comply with:

- The UN Declaration of Human Rights
- The ILO's Declaration on Fundamental Principles and Rights at Work
- The OECD's principles and standards for multinational enterprises
- The UN's guiding principles for companies and human rights (UNGP)
- The Rio Declaration on the Precautionary Approach, which means that Bravida commits to taking a preventive approach and minimising risks relating to environmental issues.

Additional references to laws, codes and regulations that are material to the company's governance can be found in the Corporate Governance Report.

Group-wide policies

- Bravida's Code of Conduct
- Code of Conduct for Suppliers
- Sustainability Policy
- Quality Management Policy
- Health and Safety Policy
- Personnel Policy
- Equal Rights and Opportunities Policy
- Policy against Harassment and Discriminatory Treatment
- Tax Policy
- Information Security and Data Protection Policy
- Whistleblowing Policy

Action plans and guidelines provide further guidance on how Bravida personnel should act within the company and in relation to our stakeholders.

In our sustainability reporting, we have started to align with the forthcoming EU Corporate Sustainability Reporting Directive (CSRD) and the draft guidance published by EFRAG, ESRS. Conducting a dual materiality analysis pursuant to ESRS has been an important step in this work.



The Bravida Way and ISO certification

Bravida's Group-wide management system, The Bravida Way, is an essential part of the governance of our operations. Through The Bravida Way, we integrate quality, environmental and health and safety management into our working methods. It is used by the vast majority of branches in the countries in which we operate. Exceptions to this are newly acquired companies and subsidiaries with a focus on activities that have their own systems. See Bravida's ISO certifications in Note H7.

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Materiality assessment

Bravida conducts ongoing materiality assessments to identify, prioritise and determine the company's material sustainability issues. In 2023, Bravida conducted a double materiality assessment pursuant to the European Sustainability Reporting Standards (ESRS). The assessment aims to determine the company's significant impacts, risks and opportunities in line with future legislation and reporting requirements.

Double materiality means that the analysis includes an assessment of both human and environmental impacts and financial materiality. The assessment was based, among other things, on conclusions from the materiality assessment conducted in 2022, in which insights from Bravida's stakeholders were gathered through surveys and interviews.

The conclusions of the double materiality assessment are in line with the previously established sustainability strategy, including prioritised sustainability issues. One area that was identified in the double materiality assessment as being significant and which will therefore receive greater focus in Bravida's sustainability work is employees in the value chain. This area is now included in Bravida's strategic work going forwards.

Double materiality assessment ESRS

The double materiality assessment was conducted with the support of an independent consultant in line with the EU Corporate Sustainability Reporting Directive (CSRD) and the draft European Sustainability Reporting Standards (published in June 2023).

Under double materiality, a sustainability issue is material if it is judged to be so from one or both of the following perspectives:

- Significant impact on people and the environment
- Financial materiality – sustainability issues that may affect Bravida's financial performance, competitiveness and cost of capital.







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Bravida's stakeholders

Bravida influences and is influenced by various stakeholder groups. The main stakeholders, the engagement channels and the most important issues are described below.

Stakeholder	Engagement channels	Important issues
 Customers	Customer meetings in projects and assignments Customer satisfaction and market surveys Customer audits Questionnaires and interviews as part of materiality analysis	Work environment: health and safety Environmental and climate impact Supplier and product requirements Gender equality and diversity Working conditions, skills and development Recycling and circular material flows
 Employees	Daily checks Annual performance reviews Employee surveys Intranet and digital social platforms Engagement with trade unions Questionnaires and interviews as part of materiality analysis	Working conditions, skills and development Environmental and climate impact Work environment: health and safety Remuneration and benefits Gender equality and diversity Values and ethical issues
 Suppliers and partners	Supplier meetings Supplier assessment Contract negotiations Questionnaires and interviews as part of materiality analysis	Anti-corruption and bribery Work environment, labour conditions and human rights Environmental and climate impact Energy efficiency
 Shareholders and investors	Financial reporting Investor meetings Annual General Meeting Questionnaires and interviews as part of materiality analysis	Long-term development and value creation Corporate governance Environmental and climate impact Health and safety Anti-corruption and bribery Attract and professionally develop employees
External environment <ul style="list-style-type: none">– Our industry– Society– Potential customers– Prospective employees	Traditional and social media Vocational colleges and universities Trade fairs Meetings in person – sales and recruitment Brand surveys	Installations in social functions Energy and resource efficiency Health and safety Job opportunities, training and apprentices Laws and taxes Transition potential in our customer offering and our own business operations Gender equality and diversity

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Environment

Preventing global warming by reducing the environmental and climate impact of our business operations is one of Bravida's key sustainability issues. The long-term target is to be climate neutral throughout the value chain by 2045. By 2025, we are aiming to reduce the emissions from our own business activities by 30 percent.

Strategic areas of focus

Bravida's environmental and climate work is based on a materiality analysis, with areas in which we can have the greatest influence being identified. Bravida is a service provider whose main business takes place at customer premises. It is through our customer offering that we have the greatest opportunity to make a difference for the environment and the climate. We also make extensive purchases of materials and components for the customer assignments we carry out.

Our environmental work has three strategic areas of focus

1. Reduce the impact on the climate

Bravida's direct impact on the climate comes from transport linked to our customer assignments. Our biggest indirect climate impact comes from the materials and components we purchase. We have a roadmap to achieve climate neutrality throughout our value chain by 2045, which we call Bravida's climate journey. More information is available on page 44.

Year	Target	Outcome
	> 50 NPS, Net Promoter Score, which measures customer satisfaction	55
	< 30% Percentage of collection orders for service	40%
	< 10% Percentage of collection orders for installation	15%
2023	100% Percentage of Bravida premises with contracts that guarantee the purchasing of renewable electricity.	44%
2025	-30% By 2025, we will reduce CO ₂ emissions from our own business operations by 30 percent compared to 2020. (Scopes 1 & 2)	+4.6% Outcome only applies to Scope 1 ¹
2030	-55% Through our services, we aim to help our customers cut emissions by 55 percent by 2030 compared to 2020. At the same time, we will make an equivalent reduction in our own business operations.	Bravida has to update its climate targets with a new baseline year, so the outcome is currently not available ¹ .

¹ In 2023, we produced data and calculated our significant emissions in the entire value chain, see more under Note H1. In our work with SBTi, we will update the climate targets with a new baseline year in the future, so there is no outcome for Scopes 1 & 2 compared to 2020.

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2. Efficient use of resources

The largest environmental and climate impact in Bravida's value chain comes from materials purchased for our customer projects. We are actively working to reduce the impact from the entire value chain. By choosing the right products, minimising waste, recycling material and becoming better at reusing, we can reduce our use of resources. We engage in dialogue with customers and suppliers regarding requirements relating to the environmental and climate performance of products. Achieving circular material flows is another important area.

3. Customer offering – we help our customers achieve their climate goals

Bravida has a strong customer offering in energy-efficient solutions and services for energy optimisation. Solar panels and charging infrastructure are other important parts of Bravida's sustainability offering. Digitalisation and automation are future areas that will have a major impact on our customers' sustainability work. More information is available on page 24.

Outcomes and progress 2023

In 2023, we made a number of important advances on our journey towards resource efficiency and lower climate and environmental impacts throughout our entire value chain.

Sustainable customer offering. Our solutions for energy efficiency, building automation and solar panels are helping more and more customers reduce their resource usage in their buildings and facilities.

A growing number of clients are requesting climate calculations for projects. In 2023, Bravida implemented a new purchasing system that will eventually increase the possibilities for providing better environmental and climate data. The system will facilitate the making of informed material choices by employees and customers. Developing this is a priority for the coming years.

Pilot project: Sustainable products and offering. During the past year, Bravida conducted a strategic pilot project aimed at gaining a better understanding of the market, both in terms of customer requirements and the type of sustainability data we can obtain from our suppliers. The aim was also to provide our customers with product-level climate data as early as the tendering stage. The project was carried out together with 11 product suppliers and in dialogue with selected customers. In the project, Bravida developed its own technical tool that will simplify the process of producing climate data and presenting it in a simple way to customers at the tendering stage.

Science Based Targets initiative (SBTi). Bravida is one of the first companies in our industry to commit SBTi. The initiative involves developing science-based climate targets in line with the Paris Agreement and defining activities to achieve the targets. In 2023, we produced relevant data and calculated our significant emissions across the value chain to use as a baseline year going forwards. During 2024, we will present new, more ambitious climate targets and activities for approval by SBTi.

Renewable energy in our offices. We are signing electricity contracts that ensure the supply of electricity from renewable energy sources to premises in Sweden, Norway, Denmark and Finland where we have control over the electricity contract, i.e. where it is not included in the rent for the premises. The shift will take some time to implement due to the existence of locally signed contracts that have fixed terms, and because we regularly acquire new businesses. Our long-term ambition is to increase the use of renewable district heating and cooling.

New agreement for hardware reuse. We have signed an agreement for more sustainable telephony contracts, which involves hardware such as mobile phones being reused.

Efficient transportation of materials. By reducing the percentage of collection orders, i.e. unplanned purchases made directly from a wholesaler, we reduce the direct CO₂e emissions from vehicles. In 2023, we had 40 percent collection orders for service, which is comparable to 2022.

Pilot project on reuse. During the year, a three-year development project together with IVL Swedish Environmental Research Institute to develop working methods that promote the reuse of materials in the installation industry was completed. In parallel, we worked on a pilot project in which, together with customers and suppliers, we tested the reuse of installation materials. We are proactively conducting customer dialogues to create collaborative projects with a focus on circularity, including looking at how

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we can offer our customers climate data on all installations so that they can measure the climate impact of the reuse actions we pursue. We are also looking at how we can increase the traceability of products so that in the long run we can always prepare for future reuse even when installing new components.

Other environmental issues

Bravida's business operations are not subject to notification or permit requirements for environmentally hazardous activities. Negative environmental impacts in the form of water consumption, air pollution and use of land are therefore limited. The environmental aspects identified as being significant are addressed by the company's environmental targets and the management system's common working methods. Environmental training across the Group is a further element in reducing the risk of environmental pollution and human health problems arising.

Waste that occurs in our business operations is handled in accordance with the waste management hierarchy. Bravida has a permit for transporting hazardous waste for recycling and disposal.

We engage in dialogue with customers and suppliers about the environmental and climate performance requirements of products and so that more circular material flows can be achieved.

Significant environmental aspects

Bravida contributes to reduced environmental and climate impact throughout the entire value chain. To make sure we focus on the right things, we conduct an annual review of the parts of our business, products and services that could have an impact on the

environment. From a life-cycle perspective, the most significant environmental aspects are considered to be:

- our own transport,
- materials, energy efficiency opportunities and waste in our customer assignments.

The assessment is based on the fact that Bravida is a services company whose main business takes place at customer premises. Business operations are based on a large number of small offices and premises spread across the Nordic region, almost all of which are leased.

Climate risk and vulnerability analysis

In 2022, Bravida's Group management conducted an assessment of the direct and indirect impact of the climate on Bravida's business operations.

The assessment was carried out in a workshop together with SMHI and was based on the UN climate panel IPCC's three different climate scenarios for what the world could look like at the middle and end of the century – low emissions, medium emissions and high emissions. Based on these, Group management analysed the climate-related opportunities and risks that may arise in Bravida's business operations in the coming years.

An assessment of climate risks in the value chain also formed part of the work in the 2023 dual materiality analysis. This analysis took a broad perspective on the entire Bravida value chain and assessed both the financial risks and opportunities. The positive and negative impacts on Bravida and on society were also analysed.



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Bravida has started to implement the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) regarding reporting of climate-related risks, but does not currently report according to the framework.

Risks and opportunities

Physical climate risks are considered to have a limited impact on Bravida. The main risks and opportunities are linked to the climate transition. The analysis covered political, regulatory, market and technical risks.

Opportunities – The climate transition is expected to create significant business opportunities for Bravida:

- The transition to a climate-neutral society presents opportunities for Bravida as a supplier of energy-efficient solutions and service
- Bravida can help its customers reduce their climate impact by replacing old technical installations such as lighting and ventilation units, and installing solutions for optimising energy consumption and solar panels
- Bravida offers service activities and consulting services regarding energy optimisation
- Climate-related damage and/or adaptation to climate change may lead to a higher demand for Bravida's products and services
- Increased reporting requirements regarding sustainability data may become a business opportunity for Bravida.

Risks – Bravida's value chain and business operations have the following risks of having a negative impact on the climate:

- Bravida makes large purchases of materials for its projects. Greenhouse gas emissions occur in the value chains of these materials
- Bravida's fleet of vehicles still has some vehicles powered by fossil fuels
- Due to contractual periods for existing electricity contracts and acquisitions of new businesses, Bravida still uses some electricity from non-renewable sources for energy consumption related to its own premises.

The transition risks assessed to have the most potential financial impact on Bravida are:

- High carbon taxes on direct emissions and materials
- Complex climate reporting for materials delivered to customers
- Only a few suppliers will initially be able to deliver low-carbon products. This, combined with a higher demand from customers for products with a lower climate impact, could constitute a risk
- Extreme weather can cause problems in the supply chain, leading to delays and disruptions in daily operations
- Increased reporting requirements regarding sustainability data could have a negative impact on the business if Bravida is unable to provide the data.



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Reporting of Bravida’s work on climate-related risks and opportunities

Governance	<ul style="list-style-type: none">• The Group management has set climate targets that extend beyond these timeframes and since March 2023 Bravida has also committed to defining company-wide short-term and long-term emission reductions in line with net zero in accordance with the Science Based Targets initiative (SBTi).• The climate targets have been integrated into the Board's processes.• Four times a year, the Board receives a report on the outcome regarding emissions according to Scope 1 and the proportion of electric vehicles ordered, which is part of the work to reduce Bravida's climate impact.• The Sustainability Committee is responsible for overall planning and monitoring the targets.• Responsibility for the day-to-day work is based on the organisational structure.
Strategy	<ul style="list-style-type: none">• In order to achieve emission reductions in line with the roadmap, Bravida has taken measures to adapt its own operations and reduce its climate impact, for example by investing in electric vehicles and switching to renewable electricity in the offices.• Bravida's customer offering includes the installation of products that contribute to climate efficiency and service activities that have the potential to significantly reduce emissions from customer properties. In recent years, Bravida has also established new technology areas to help reduce the climate impact in society, such as building automation, energy efficiency, solar panels and charging stations for electric vehicles.• Bravida's sustainability strategy is described on page 34.• Bravida's climate strategy is described on page 44.
Risks and opportunities	<ul style="list-style-type: none">• The process of identifying risks and opportunities is described on page 41.• Identified material risks and opportunities are described on page 42.• Bravida's goal is to conduct a climate risk and vulnerability assessment at least once every five years.
Targets and metrics	<ul style="list-style-type: none">• Metrics for Scope 1, 2 and 3 emissions are provided in Note H1.• EU Taxonomy reporting is in Note H10 on page 60.• Bravida's climate targets are listed on page 44.

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Bravida’s climate journey

Bravida has set a target of being climate neutral throughout the entire value chain by 2045. By 2030, we aim to reduce our own and our customers’ emissions by 55 percent compared to 2020. To achieve these targets, in 2022 we defined a roadmap with concrete short-term, medium-term and long-term activities.

Target for 2025
Reduce our own emissions by
30%
compared to 2020
(Scopes 1 and 2)

Target for 2030
Reduce our own and our customers' emissions by
55%
compared to 2020
(Scopes 1 and 2)

Target for 2045
Reduce our own emissions
CO₂=0
throughout our entire value chain. (Scopes 1-3)

Activities by 2025	Status	Comment
Shift to renewable electricity, heating and cooling in our premises	New central renewable electricity contracts signed for Norway and Finland in 2023. Denmark and Sweden already have central agreements in place.	Bravida’s business operations are run from small local offices spread across the Nordic region, which are almost all leased. Acquisitions of new businesses and fixed-term contracts mean that the transition to renewable energy is taking some time.
Replace our vehicles with fossil-free alternatives	In 2023, the share of electric vehicles ordered was 47 percent. Of the Group’s total fleet of around 8,700 vehicles, the share of electric vehicles is 25 percent.	Bravida Sweden placed a large order for electric vehicles in 2022, before the environmental bonus was discontinued, which has meant that the need for new electric vehicles in 2023 is partly covered by call offs made from the order placed in November. This means that the figure for electric vehicles ordered this year is lower than before.
Further develop charging infrastructure at our premises	There are charging points installed at the majority of Bravida’s offices.	25% of Bravida’s vehicle fleet was fully electric in 2023.
Expand our GreenHub offer: property services with climate-smart transport by foot, electric bike or electric moped	GreenHub is available in Stockholm, Gothenburg, Copenhagen, Aarhus, Helsinki, Oslo City, Oslo Lysaker, Bergen, Trondheim, Skien, Stavanger and Kristiansand.	It gives customers in a number of major Nordic cities access to faster service and lower emission levels.

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Activities by 2025, cont.	Status
Offer our customers sustainability data for products and materials	During 2023, Bravida ran a strategic pilot project to be able to provide details of the climate footprint for the products we install at the tendering stage. More information is available on page 40.
Make the use of resources in our projects more efficient	In 2023, we tested an internal solution for managing leftover products from our projects. Bravida considers the circular economy to be an important issue and will continue to concretise this and work on the issue of circularity and reuse going forwards.
Implement a new travel policy to enable smarter travel	During 2023, Bravida implemented a new travel policy to increase the share of travel by train and reduce the number of short-haul flights.
Procure a central waste operator and reduce waste	Consolidated management makes it easier to measure and monitor the waste from our business areas that is taken care of at our sites. Central agreements were signed for Norway and Finland in December 2023 and are being negotiated in Sweden. Waste agreements are already in place in Denmark.
Activities in 2025 and beyond	Status
Accelerate work on sustainable product sourcing	From 2023, we will start requiring selected suppliers to produce climate data in the form of an Environmental Product Declaration (EPD) for products, so that we can control purchases better and help customers choose the products with the lowest climate impact.
Use fossil-free transport from suppliers	Occurs in some projects today, when specified as a requirement by the customer. Bravida's GreenHub concept, which has been implemented in several large cities in the Nordic region, uses only fossil-free transport.
Optimise the amount of energy used in premises and offices	The first step has been to include all Bravida's offices in the central electricity contract to ensure that renewable electricity is used. This work has been ongoing in 2022 and 2023.
Increased reuse and recycling of materials	Pilot project initiated. Collaboration with IVL Swedish Environmental Research Institute.
Increase returns for waste and packaging	This is not something that is currently driven centrally within Bravida; it is instead based on customer requirements.



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Bravida’s social responsibility

Work environment: health and safety

Safety first. Always. Our vision is that every employee should come home safe and sound to their loved ones every day. We should provide a safe and inclusive workplace for our employees.

The workplaces relating to our projects and service activities involve numerous risks. At Bravida, we work hard to create a safe and healthy working environment for our own employees as well as our contractors.

Strategic areas of focus

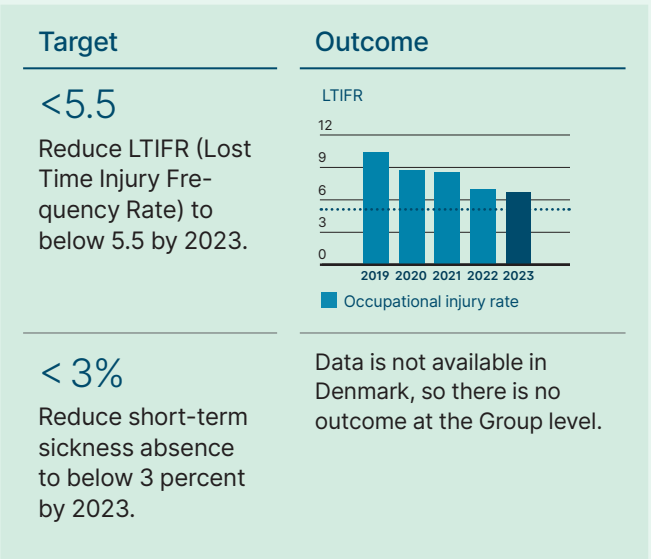
A good working environment is not just about preventing accidents and injuries at work. It also involves creating a healthy culture in which employees can thrive, feel good and have the conditions to do a good job. A good working environment is a key driver for better profitability, cooperation with customers, employee satisfaction and having pride in your organisation.

Bravida has a systematic work environment programme that is well integrated into our processes and procedures. The basis for this is the Bravida Way, which ensures that the entire organisation uses common working methods, systems and tools. The most important areas of focus for Bravida's work environment efforts are:

Systematic work to ensure continuous improvement
Deviations and incidents in the work environment are reported and managed in a Group-wide incident and risk management system. The data from the system is analysed to identify high-risk activities and take proactive measures to prevent risks. The analysis has helped us understand which occupational categories are most likely to suffer which injuries and in which contexts.

Culture and education

We continuously train our staff on health and safety issues. Reinforcing and promoting safe behaviour is a core element in creating a strong safety culture. Every employee takes a mandatory e-learning training course on health and safety at work. New managers go through a leadership programme with a half-day focus on work environment and health. Project managers and senior installers also undergo training that includes health, safety and our Bravida Way management system. Every year, a health and safety week is organised and this involves all the employees. The week provides scope for activities and discussions relating to health and safety. The



Risk assessment in everyday working life

We work according to established procedures and take a number of preventive measures. Important tools include safety inspections to detect risks in the workplace and our checklists to assess risks in everyday working life.

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aim is to help raise awareness of these aspects in employees' daily work. In our daily activities, we work with tools such as Safety Walks, which stimulate workplace discussions about safe behaviour and practices and the use of our STOP method.

Health and safety procedures and responsibilities

Bravida's health and safety procedures apply to all employees, including contractors. The procedures are an integral part of our overall management system, the Bravida Way. Employees and managers are actively engaged in our systematic risk management, which in turn forms the basis for the concrete strategies, plans and procedures used in our daily work.

Bravida has a clear division of health and safety responsibilities within the organisation. The Chief Human Resource Officer, who is part of Group management, and the Health and Safety Manager Sweden are responsible for the work environment strategy and are supported by health and safety managers in each country. In each division there is a business development department that supports the operational work regarding the work environment.

Safety officers play an important role in health and safety at work. Cooperation with safety officers is organised at several levels. The safety officers participate as a referral body for development work relating to the work environment and cooperate locally with managers, for example via the joint processing and investigation of cases in Bravida's deviation management system.

Employees are given the opportunity to influence the work environment via regular employee surveys and questionnaires distributed during the health and

safety week. Comments from these surveys are taken into account and integrated into future work.

An occupational health service and fitness/wellness benefits are available to employees. Bravida also encourages employees to visit the occupational health service and complete Bravida Health, a programme designed to check the employee's health and provide advice on healthy activities and lifestyle changes.

Outcomes and progress in 2023

During 2023, we had a decrease in occupational injuries resulting in sick leave in Sweden, Norway and Finland, compared to the previous year. The LTIFR increased in Denmark. The safety of our employees is our top priority and we are continuing our efforts to further strengthen our safety culture.

During the year, one fatal workplace accident occurred in our Swedish operations. The incident has been reported to the Swedish Work Environment Authority and we have launched an internal investigation into the accident in order to clarify what happened.

In 2023, a total of 1,476 Safety Walks were carried out. A Safety Walk is a structured form of workplace visit at which Bravida's managers, together with employees and subcontractors, talk about safety in everyday work, in the field or in the office.

Absence due to illness was 5.4 percent, which is a decrease compared to the previous year. Our target is to reduce short-term absences to below 3 percent. The short-term target was not met, but we remain committed to our long-term target.

At Bravida, we are constantly working to improve our work environment management. During the year, we took several major initiatives to develop our work

environment strategy. This included making our work environment efforts more visible to employees and customers. For example, during the annual health and safety week, we offered all employees training on safety culture. We also implemented health and safety initiatives in individual countries and introduced new ways of working regarding electrical fire safety.



'Håll Nollan' (Target Zero): An initiative to eliminate accidents in the construction industry

Bravida is a founding member of the organisation 'Samverkan för noll olyckor i byggbranschen' (Joint action for zero accidents in the construction industry) and the 'Håll Nollan' (Target Zero) initiative. The organisation encompasses the entire Swedish construction, installation and energy industry and works to achieve cooperation between everyone involved in the various phases of construction projects, including contractors and developers. The aim is for no one to be injured on construction sites.

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Leadership and employee development

People are at the heart of Bravida's business. Ensuring that our 14,000 employees have the right skills and are committed and motivated is the basis for our value creation.

Strategic areas of focus

Bravida is a service company and our employees are of key importance to our business. That is why we are committed to being the best employer in the industry. We should offer a safe and inclusive workplace in which employees and teams can develop to fulfil their full potential. In order to achieve this, we have four strategic areas of focus, which are also included in Bravida's overall business plan; these have a long-term perspective and are also translated into annual activities and budget items:

Strong leadership

All our leaders inspire and motivate the organisation to achieve our vision. At Bravida, every leader is responsible for building and leading strong teams with the right attitude and shared drive. A leader at Bravida must have the ability to lead both the business and the people. To ensure integrated leadership, our leaders are evaluated from both perspectives. We also have a 10-day leadership training programme for all new leaders. We attract, recruit, develop and retain skilled individuals while promoting an inclusive culture.

The best team and the right organisation

We need the right organisation and team for our journey ahead, with the right people in the right place at the right time. We have a structured process for skills supply and internal recruitment, which means that there are great opportunities for those who have the will and ambition to progress within the company.

An outstanding employee experience

We are committed to creating an outstanding employee experience for our current and potential employees. Bravida should offer the best employee experience in the industry. Each year, we recruit hundreds of employees and it is crucial that they are integrated into the organisation in a good way. But the most important key to achieving a great employee experience is leadership and ensuring that each employee gets the support and coaching they need in order to develop and thrive.

A winning culture

We are curious, embody our values and ensure everyone feels included and valued.

Target	Outcome
eNPS > 20 Increase eNPS, Employee Net Promoter Score ¹ by 2023.	9
-3 Reduce unwanted staff turnover by 3 percentage points by 2023 compared to 2020, when the outcome was 11.1 percent.	+0.5
14% Increase the proportion of women leaders to 14 percent by 2025.	8.7%

¹ eNPS (employee Net Promoter Score) indicates the extent to which our employees would recommend Bravida as an employer.

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Policies and processes

Our HR processes are defined in a way that ensures we comply with legislation and collective agreements on employment terms, wage structure and anti-discrimination measures in all countries in which we operate, and follow our own Code of Conduct. By promoting gender equality and diversity, we make the most of employees’ differences, skills and experience. Other important elements of this work are:

- policies and plans regarding equal rights and opportunities,
- targets and measures for increasing gender equality and diversity,
- cooperation with employer organisations and training boards to increase the proportion of women in the industry,
- internal audits, independent inspections and our employee survey, which assess our compliance.

Bravida has zero tolerance of all harassment and discrimination. Leaders and managers have a particular responsibility, both in terms of setting an example and in terms of taking action if anyone feels discriminated against. If harassment is suspected or identified, measures are taken based on our action plan.

Integrated leadership: Lead business – lead people

As Bravida evolves, leadership and the employee experience become even more important. We usually talk about the three key elements of our integrated leadership: fundamental leadership, leading the business and leading the people.

A fundamental element of leadership at Bravida is that every leader should be a role model and work actively with our values, our work environment and our Code of Conduct. With this as a basis, leaders should manage the business and the people in an integrated way.

Employee development

As our people grow, so can the company. The most important professional development takes place in the day-to-day work. At the Bravida School, our internal training organisation, we also offer internal training in leadership, project management, sales, work environment and much more. We have had a trainee programme for young talent in the company since 2007.



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Diversity and inclusivity

For Bravida, diversity and inclusion are business-critical issues. Bravida should be a workplace that welcomes, includes and respects all employees. Our industry is traditionally male-dominated, so we strive to increase the proportion of women in the company and industry. To achieve this, it is important to have female role models. We have therefore set ourselves the goal of increasing the proportion of female leaders from 7 percent in early 2022 to 14 percent by 2025.

Outcomes and progress

Investment in recruitment. In 2023, we experienced rapid growth, while the industry's continued high staff turnover means that we need to recruit replacements. We have therefore continued to invest in our recruitment processes. Among other things, we are building an internal recruitment agency, initially in our Swedish business operations, to ensure efficient and professional recruitment in the organisation.

Focus on leadership. We also continued working on leadership during the year. The leadership model called "Lead business – lead people" is now a central part of the recruitment, training, evaluation and promotion of leaders.

Ensuring diversity is a priority. We work actively to increase diversity in the company, not least by increasing the number of female role models. Among other things, we require that both genders are rep-

resented among candidates presented in recruitment processes. The proportion of female managers is 8.7 percent of the total number of managers, and the aim is to reach 14 percent by 2025.

Young Advisory Board. In order to future-proof Bravida's business strategy, we have an annual Young Advisory Board, where 15 young employees meet with the CEO and HR Director to provide their perspectives and contribute to the development of the company.

Staff turnover. Staff turnover decreased to 11.6 (12.9) percent. To further reduce staff turnover, we continue to invest in even better onboarding and in enhancing the employee experience, mainly by supporting and training our leaders.

Employee survey. During the year, we updated our employee survey process. The employee survey's eNPS was +9 (+8); the target is +20. The development of the eNPS is regularly monitored using newly established pulse measurements.

Employer brand. During the year, we started work to further improve our employer brand. The aim is to become more well-known among university students.

The development of our sustainability metrics is shown in Note H6 on page 56.



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Governance

Both Bravida and our suppliers must act responsibly. Bravida's values and its Code of Conduct form our common compass for how we should behave.

Strategic areas of focus

Bravida aims to always be a credible and responsible market participant, a good business partner and a market leader in business ethics. We expect responsible behaviour from each other and from our suppliers. To ensure this, we have two strategic areas of focus in this regard:

1. Conduct and governance

Bravida's Code of Conduct is based on our values and provides guidance regarding how our employees should act responsibly and make correct decisions in everyday working life in meetings with customers, business partners, subcontractors and colleagues. To ensure compliance, we are working on a number of measures, with more information provided on the next page.

We believe in competition and that all decisions should be professionally based without any personal benefit for those involved. To ensure this, we are working on a range of preventive measures. More information is available on the next page.

2. Transparency in the value chain

Bravida has a large number of suppliers and our aim is that they comply with our Code of Conduct for Suppliers, which is in line with the UN Global Compact and includes, for example, requirements on working conditions and human rights.

Target	Outcome
100% All employees have been trained in the Bravida Code of Conduct.	84%
100% All employees have taken Bravida's sustainability training course.	78%
80% of Bravida's contract suppliers ¹ must be approved in our supplier assessment and have signed our Code of Conduct.	62%

¹ Definition updated to include only contract suppliers (central purchasing agreements).

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Bravida's Code of Conduct

Bravida's Code of Conduct is based on our values, applicable laws, rules and recommendations, and clarifies each employee's responsibilities and commitments regarding ethical issues. The aim is to build long-term, trusting relationships. The Code is defined by the Bravida Board of Directors and includes areas such as the following:

- We promote gender equality and diversity
- Zero tolerance of harassment and victimisation
- Clear attestation scheme and approval by the manager's manager for decisions that relate to typical problem areas regarding business ethics
- Anti-corruption

All employees and managers are trained in the Code of Conduct. To ensure compliance, we work with both training and control processes.

Violations of the Code of Conduct may, in addition to legal consequences, lead to labour law sanctions, including dismissal.

Anti-corruption

Bravida works actively to prevent, deter and detect corruption. Among other things, we have taken the following measures:

- We always follow the Swedish Tax Agency's anti-corruption recommendations and are very restrictive when it comes to hospitality, including customer events. For business decisions, such as relating to tenders or hospitality, several people are always involved in the decision-making process to minimise the risk of fraud and corruption. Even relatively small amounts for hospitality must be authorised by the manager's manager.
- All tenders that are submitted must be signed by two managers. Bravida also applies relatively low authorisation thresholds to ensure that managers at multiple levels are involved in all customer relationships.
- All employees receive anti-corruption training.

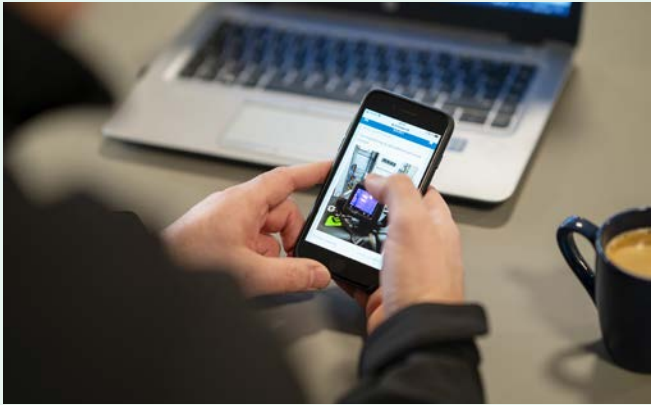
We have an automated monitoring system to detect corruption and fraud risk factors in relation to our suppliers. Among other things, the system provides notification if there are links between Board members or owners of supplier companies and employees of Bravida.

Bravida also has a specific policy regulating transactions between the company and its employees,

including relatives of employees, and all such transactions require the prior authorisation of the manager's manager.

We do not conduct any lobbying activities and do not provide financial contributions to political parties or political activities.

We also have a Business Ethics Council, which is responsible for providing guidance and training in this area.



Whistleblower function

Bravida has an anonymous whistleblowing function that is available to both employees and external parties in accordance with the EU Whistleblowing Directive. The system allows for fully anonymous reporting. Bravida does not accept any form of retaliation or negative consequences for those who report misconduct through the whistleblowing system. In 2023 there were 28 incidents reported, which were handled according to the current regulatory framework.

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Supplier Code of Conduct and monitoring

Our Code of Conduct for Suppliers specifies the required values and behaviour regarding human rights, employment conditions, product responsibility, environmental impact, health and safety, and business ethics with which all suppliers to the company must comply.

Our goal is for 80 percent of our contract suppliers to have undergone Bravida's supplier assessment and been approved in it, and signed our Code of Conduct for suppliers.

Bravida's supplier assessment covers seven areas:

- Governance
- Anti-corruption
- Working conditions
- Health and safety
- Human rights
- Environmental protection
- Quality management

Assessments show how well suppliers meet the requirements of our Code of Conduct. They evaluate, among other things, how suppliers systematically work with their environmental and climate

impact. If required, Bravida also carries out supplier audits, during which we check that suppliers really do meet the requirements we set. To further reduce risk and increase efficiency, most of our purchasing is from established operators in the Nordic market.

The area that is most challenging to monitor is local subcontractors who carry out work for Bravida. In this regard, regular training, follow-ups and support are important in ensuring that our subcontractors work correctly. New contracts with subcontractors must always include our Code of Conduct. Regular internal audits are carried out to ensure compliance with these procedures.

To further reduce risk and increase efficiency, much of our purchasing is done from established market participants.

Bravida's overall process for supplier assessments 2023

To ensure compliance with the requirements of our Code of Conduct, we have a process for assessing, conducting dialogue with and monitoring our contract suppliers.

1. Selection

- Contract suppliers

2. Supplier assessment

- Self-assessment covering human rights, work environment, environmental protection, anti-corruption and more.
- Signed Code of Conduct

3. Dialogue

- Individual meetings with contract suppliers that do not meet Bravida's requirements
- Analysis of their answers
- Clarification of possible interpretation issues
- Supplementary info for answers

4. Audit

- Selected suppliers are subjected to an audit
- An action plan for correcting deficiencies is drawn up

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Outcomes and progress 2023

In 2023, we continued to strive to ensure that the majority of our contract suppliers are subjected to our supplier assessment. If suppliers are not approved on all points, we help them improve their business operations.

An important step towards integrating sustainability requirements into our material sourcing is the implementation of a new purchasing system, which provides better possibilities for managing sustainability-related data for the materials and products we purchase.

We also reviewed our policies and procedures in terms of the following:

- New tax policy
- New information security and data protection policy
- New Whistleblowing Policy
- Procured a new system for handling whistleblower reports to further improve our processes in this regard.

Staff training in sustainability, information security and code of conduct is an important area. Our target is for 100 percent of our staff to have completed these courses. We have not yet reached that target, partly because Bravida grows by making acquisitions, and the new businesses have to be integrated. In 2023, the proportion of staff who had completed the training increased from around 50 percent to around 80 percent.

The development of our sustainability metrics is shown under Conduct in Notes H7-H8 on page 57.



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NOTE H1 EMISSIONS

Direct and indirect greenhouse gas emissions (tonnes) ¹	Group
Scope 1 – Direct greenhouse gas emissions ²	18,466
Scope 2 – Indirect greenhouse gas emissions – Market-based ³	2,432
Scope 2 – Indirect greenhouse gas emissions – Location-based ³	983
Scope 3.1 – Purchases of goods and services ⁴	313,291
Scope 3.2 – Capital goods ⁵	1,105
Scope 3.3 – Fuel and energy related emissions ⁶	4,924
Scope 3.4 – Upstream transport & distribution ⁷	3,414
Scope 3.5 – Waste management ⁸	178
Scope 3.6 – Business travel ⁹	4,075
Scope 3.7 – Commuting ¹⁰	5,606
Scope 3.8 – Upstream leased assets ¹¹	73
Scope 3.11 – Use of sold products ¹²	181,800
Scope 3.12 – Waste management of sold products ¹³	26,686

1 Bravida's climateemissions calculations follow the Greenhouse Gas Protocol's (GHG Protocol) guidelines and methodology. In 2023, we continued to work on improving our emissions, so there are no comparative figures.

2 Refers to emissions from vehicles either leased or owned by Group companies and includes both service vehicles and company cars. Emission factors for petrol, diesel, CNG and HVO100 (Well To Wheel) are based on data from the Swedish Energy Agency. There are no comparative figures from the previous year due to there being an updated calculation with distribution between scopes 1 and 3.

3 Refers to emissions arising from the Group's energy consumption. The calculation is based on the following emission factors: - Emission factors electricity: AIB (2022) - Emission factors district heating: Country-specific emission factors
- Emission factors biogas, natural gas, fuel oil: DEFRA (2022)
- Emission factors cooling: DEFRA (2021), Vattenfall

4 The calculations for direct material are based on selected key products in Bravida's largest purchasing categories. Climate data has been collected in the form of EPDs and simple material-based calculations. These key products have then been used to extrapolate manufacturing emissions for the rest of the purchase volume. For indirect materials, emissions have been calculated using a standardised approach and data from specific suppliers.

5 Emissions from capital goods are based on expenditure and emission factors from Exiobase 3.9.

6 The calculation for category 3.3 is based on the following emission factors:
- Emission factors electricity: AIB (2022) - Emission factors vehicles: Swedish Energy Agency (2023)- Emission factors district heating, biogas, natural gas, fuel oil: DEFRA (2022)
- Emission factors cooling: DEFRA (2021), Vattenfall

7 The emission factor is based on average data from selected suppliers multiplied by the total transport cost.

8 Emissions from waste are based on waste data from Bravida's premises in Denmark, scaled up to the Group level and then multiplied by emission factors from DEFRA (2021).

9 Expenditure-based calculation with emission factor from the Swedish National Agency for Public Procurement's Environmental Commuting Analysis (2022).

10 Based on internal survey of travel modes and emission factors from NTM (2018) and DEFRA (2023).

11 Based on reported refrigerant leaks from rented properties.

12 The calculations for direct material are based on selected key products in Bravida's largest purchasing categories. Climate data has been collected in the form of EPDs and simple material-based calculations. These key products have then been used to extrapolate usage emissions for the rest of the purchase volume.

13 The calculations for direct material are based on selected key products in Bravida's largest purchasing categories. Climate data has been collected in the form of EPDs and simple material-based calculations. These key products have then been used to extrapolate end-of-life emissions for the rest of the purchase volume.

NOTE H2 ENERGY, WASTE AND WATER

Use of own premises ¹	Group
Total energy use, MWh	17,760
Of which electricity, MWh	13,583
Of which district heating ² , MWh	4,164
Of which district cooling ² , MWh	13
Energy intensity ³	0.604
Proportion of renewable energy (%)	51
Proportion of renewable electricity (%)	66.6
Proportion of premises with renewable electricity (control over contracts) (%)	43.8
Percentage of premises with renewable electricity (total) (%)	47.2
Quantity of waste (tonnes) ⁴	4,461
Recycling (%) ⁴	41.5

1 Includes our premises where we have control over our electricity contract. Electricity consumption partly uses a standardised figure based on the size of Bravida's premises in square metres.

2 For business activities performed in rented premises, the energy used for heating and cooling is difficult to determine, so the reporting of district heating consumption is limited.

3 Energy intensity = MWh energy/SEK million sales.

4 Data is only available for premises in Denmark, which have been scaled up to be representative for the entire Group. Bravida intends to sign a central agreement with a waste management company to enable monitoring of waste volumes in all offices and premises.

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NOTE H3 TRANSPORT

(%)	Group
Electric vehicles ordered ¹ of total vehicles ordered during the year	53 (73)
Electric vehicles as a percentage of all vehicles ¹	26
Collection orders installation ²	15 (17)
Collection orders service ²	40 (40)

1 Refers to fully electric vehicles.
2 Direct purchases in a wholesale store.

NOTE H4 CUSTOMER SATISFACTION

Scale -100 to +100	Group
NPS ¹	55 (58)

1 NPS, Net Promoter Score, indicates the extent to which our customers would recommend Bravida to others. Measured using questionnaires at meetings of local branches with priority customers, and reported on a scale where min. is -100 and max. is +100. In 2023, a total of 1,154 (939) such customer meetings were held.

NOTE H5 WORK ENVIRONMENT

Health and safety	Group
LTIFR ¹	6.6 (6.8)
Accidents at work with absence >8h ¹	166 (161)
Fatal accidents	1 (0)
Total number of accidents	1,482 (1,255)
Safety Walks ²	1,476 (899)
Risk observations	4,983 (3,238)
Total sickness absence, %	5.4 (5.8)
Short-term sick leave, % ³	3.8

1 Occupational injuries that lead to at least one day of sickness absence per million working hours. The reporting includes employed staff and the definition of occupational injuries is based on the “Target Zero” initiative.
2 A Safety Walk/Talk is a structured form of workplace visit at which Bravida's managers, together with employees and subcontractors, talk about safety in everyday work, in the field or in the office.
3 Finland and Denmark lack full-year data for the calculation of short-term sickness absence in 2021.

**NOTE H6 LEADERSHIP AND EMPLOYEE
DEVELOPMENT**

Employees	Group
Number of employees ¹	14,510 (14,821)
Of whom women	1,144 (1,062)
Percentage of female managers, %	8.7 (8.4)
Percentage of female members of the board, %	50 (50)
Number of apprentices	1,200 (1,246)
Number of trainee programmes	32 (46)
eNPS ²	9 (8)
Unwanted staff turnover	11.6 (12.9)
Engagement index ³	77 (77)
Number of employees who have completed the 10-day leadership training course	53 (73)
Percentage of employees covered by collective agreements, %	95

Age structure, %	Group	Men	Women
Over 60	7.9 (7.1)	7.4	0.5
Age 51-61	19.5 (19.3)	17.6	1.9
Age 41-50	18.7 (19.7)	17.2	1.5
Age 31-40	24.1 (23.2)	22.2	1.9
Age 21-30	23.7 (24.8)	22.1	1.6
Under 20	6.1 (5.9)	5.7	0.4

1 Total number of employees.
2 eNPS (employee Net Promoter Score) indicates the extent to which our employees would recommend Bravida as an employer to others. The outcome is presented on a scale where min. is -100 and max. is +100. The results are taken from the latest Employee Survey, which was conducted in January 2023.
3 The Engagement Index measures managers' and employees' engagement across two dimensions – energy and clarity – based on responses to eight questions. The index value is reported on a scale from 0-100. The results are taken from the latest Employee Survey, which was conducted in January 2023.

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NOTE H7 COMPLIANCE AND BUSINESS ETHICS

Completion rate training (%) ¹	Group
Code of Conduct training	83 (56)
Sustainability training	77 (46)
Information security training	81 (49)
Percentage of ISO-certified branches (%)	Group
ISO 9001 (Quality)	97 (88)
ISO 14001 (Environment)	97 (88)
ISO 45001 (Occupational Health and Safety)	19 (17)
The whistleblower function	Group
Number of reports received ²	28 (17)
Of which confirmed cases	4 (3)
Of which confirmed cases of corruption	2 (0)

1 The programmes have been launched in stages across the Group from 2021 onwards. From 2024, the training programmes will be available to all employees in all countries.

2 Reports received and handled in accordance with the applicable regulations.

NOTE H8 RESPONSIBLE PURCHASING

Supplier assessment	Group
Percentage of assessed contract suppliers that are approved and have signed the Bravida Code of Conduct for suppliers ¹	62%
Number of audits carried out	1 (7)

1 Applies to suppliers with a central agreement. New measurement method from 2023, so no comparative figures.

NOTE H9 REPORTING PURSUANT TO THE ANNUAL ACCOUNTS ACT

This Annual Report and Sustainability Report constitutes Bravida's statutory sustainability report and contains information relevant to material environmental, social and governance aspects of the company's business operations.

- A description of Bravida's business model and mission is available on page 14.
- The policies are on pages 36-54.
- Governance is on pages 35-38.
- Risk areas are summarised on pages 80-84 and management of the risks is described on pages 81-84.
- Performance indicators are available in the sustainability notes.

The report covers the Bravida Group, i.e. the parent company Bravida Holding AB, and its subsidiaries.

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NOTE H10 REPORTING REGARDING THE EU TAXONOMY FOR GREEN INVESTMENT

Bravida reports the extent to which its economic activities comply with the criteria defined in the EU Taxonomy. The reporting includes turnover (sales), capital expenditure and operating expenditure from economic activities according to the Delegated Act, Annex 1, regarding technical review criteria that can significantly contribute to limiting climate change.

Assessment of scope

Based on our review of the technical screening criteria for the first two environmental targets related to climate change, we have identified the following economic activities as being relevant for 2023:

Transmission and distribution of electricity	4.9
Infrastructure for rail transport	6.14
Installation, maintenance and repair of energy-efficient equipment	7.3
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings	7.5
Installation, maintenance and repair of renewable energy technologies	7.6

Methodology for calculating key performance indicators for turnover

The absolute turnover included as a denominator in the calculation can be found on page 85 of the income statement for 2023, details about our accounting principles are available in Note 1 on page 94. In economic activities with technical review criteria at the product level (7.3 Installation, maintenance and repair of energy-efficient equipment, 7.6 Installation, maintenance and repair of renewable energy technologies), the percentage of turnover is calculated on the basis of purchase volumes and a conversion factor between purchases and turnover. In other economic activities without such technical screening criteria, we use reported turnover in specified projects. The calculation method for 7.3 was slightly updated from 2022 to 2023.

Lighting turnover is defined by Bravida for 2023 as light sources and water heating systems and ventilation only in terms of the product categories covered by the EU energy label. Of Bravida's 2023 economic activities, 13 percent are eligible for the taxonomy, with 11 percent of the total turnover being environmentally sustainable. See the outcome for the taxonomy-aligned share in the "Turnover" table on pages 60-61.

KPI for capital expenditure (Capex)

Bravida uses financial and operating leases for the vehicle fleet, and the calculation with documentation from the reporting is carried out in accordance with

IFRS 16 Leasing. Absolute capital expenditure included as a denominator in the calculation refers to acquisitions during the year, see more under Notes 12 and 13 on page 114. Percentage of capital expenditure refers to investments in vehicles used for production in taxonomy-eligible turnover.

Bravida's production vehicles are used in all activities within the taxonomy-eligible turnover, so the percentage of capital expenditure has been allocated pro rata. Bravida has not been able to verify that the share of capital expenditure meets the criteria, which is why the taxonomy-aligned share is 0 percent in 2023, see more in the "Capital expenditure" table on pages 62-63.

KPI for operating expenditure (Opex)

Absolute operating expenditure refers to the maintenance and repair costs for our production vehicle fleet. The percentage of the operating expenditure is calculated as the average cost of the vehicles estimated to have been used in the taxonomy-eligible turnover, as with the capital expenditure calculation. Apart from the maintenance of the vehicle fleet related to taxonomy-eligible turnover, Bravida has no other maintenance that is of such a nature that it is taxonomy-eligible in its own right. Bravida has not been able to verify fulfilment of the criteria, which is why the taxonomy-aligned share is 0 percent for 2023, see more in the "Operating expenditure" table on pages 64-65.

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Assessment of criteria for substantial contribution

Bravida has participated in a number of industry discussions with producers to obtain product data regarding, for example, energy classes for the calculation of 7.3. This, combined with our own purchasing data, has been the basis for our assessment of the criteria for making a significant contribution.

Assessment of criteria for not causing significant harm DNSH

In 2022, Bravida carried out an internal review of the various environmental targets and the specific requirements for each economic activity. The mapping included Bravida's internal processes and procedures, which in some cases were complemented by making reference to national laws and regulations. For environmental requirements at the product

level, dialogue with product suppliers has been necessary and has mainly taken place through industry cooperation with other installation companies. In some cases where interpretations have been needed, these have been made in consultation with internal experts. External experts have also been consulted on Bravida's interpretations of DNSH requirements.

Bravida participated in the Taxonomy Dialogue via the industry organisation Installatörsföretagen to discuss the interpretation of DNSH requirements and in some cases establish industry-wide interpretations. Industry-wide interpretations have been made for Environmental Objective 3. Water and Marine Resources (Appendix B), Environmental Objective 5. Pollution (Appendix C) and Environmental Objective 6. Biodiversity and ecosystems (Appendix D). For work on Environmental Objective 2. Adaptation to

climate change (Appendix A); a climate risk and vulnerability analysis has been carried out with the help of the consultant SMHI (Swedish Meteorological and Hydrological Institute). The analysis was conducted in 2022 with members of Bravida's Group management and the CEO. The same assessment regarding criteria for not causing significant harm (DNSH) applied for 2023 as applied in 2022.

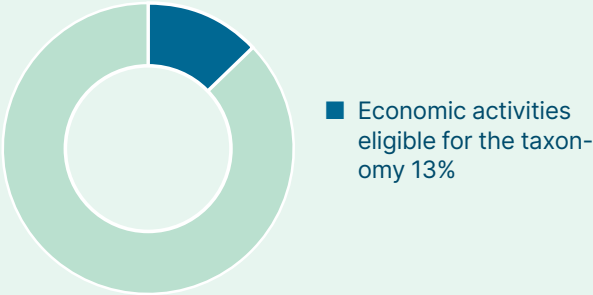
Minimum safeguards

In 2022, Bravida reviewed its processes to ensure that the business operations are conducted in accordance with the OECD Due Diligence Guidance for Responsible Business Conduct and the UN Guiding Principles for Business and Human Rights throughout the entire value chain. For this, Bravida reviewed the due diligence process linked to human rights, taxation, fair competition and anti-corruption.

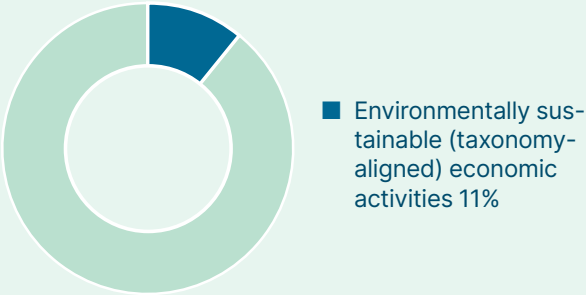
The review identified a few opportunities for development in control points in the supply chain that were managed and procedures were further strengthened in 2023.

Based on the review, Bravida believes that there are processes in place to ensure that the organisation meets the requirements regarding Minimum safeguards. More information about how we work with conduct and business ethics is available in the "Governance" section.

Turnover



Turnover



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NOTE H10 REPORTING REGARDING THE EU TAXONOMY FOR GREEN INVESTMENT¹

Turnover

Budget year 2023		Year		Criteria for substantial contribution						Criteria for not causing significant harm							Proportion aligned with taxonomy requirements (A.1) or eligible for the taxonomy requirements (A.2) turnover, in 2022	Category enabling economic activities	Category transitional economic activities	
		Code	Turnover	Percent- age of turnover, 2023	Limiting of climate change	Adapta- tion to climate change	Water	Pollution	Circular econ- omy	Biologi- cal diversity	Limiting of climate change	Adapta- tion to climate change	Water	Pollution	Circular economy	Biologi- cal diversity				Minimum safe- guards
Economic activities																				
A. ECONOMIC ACTIVITIES ELIGIBLE FOR THE TAXONOMY																				
A.1. Environmentally sustainable (taxonomy-aligned) economic activities																				
Transmission and distribution of electricity	4.9	968	3%	100%	0%		-	-	-	-	Yes	-	Yes	Yes	Yes	Yes	2%	M	-	
Infrastructure for rail transport	6.14	402	1%	100%	0%		-	-	-	-	Yes	Yes	Yes	Yes	Yes	Yes	1%	M	-	
Installation, maintenance and repair of energy-efficient equipment	7.3	219	1%	100%	0%		-	-	-	-	Yes	-	-	Yes	-	Yes	1%	M	-	
Installation, maintenance and repair of charging stations for electric vehicles in buildings	7.4	-	-	-	-		-	-	-	-	-	-	-	-	-	-	1%	M	-	
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings	7.5	944	3%	100%	0%		-	-	-	-	Yes	-	-	-	-	Yes	2%	M	-	
Installation, maintenance and repair of renewable energy technologies	7.6	657	2%	100%	0%		-	-	-	-	Yes	-	-	-	-	Yes	2%	M	-	
Turnover from environmentally sustainable (taxonomy-aligned) activities (A.1)		3,190	11%															9%		
Of which enabling economic activities		3,190	11%	100%	0%		-	-	-	-	-	-	-	-	-	-	9%			
Of which transitional economic activities		0	0%	0%	0%		-	-	-	-	-	-	-	-	-	-	0%			

1 Rows marked in grey must be left blank according to accounting principles. Applies to all three tables.

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NOTE H10. Reporting regarding the EU Taxonomy for green investment, cont.

Turnover, cont.

Budget year 2023	Year			Criteria for substantial contribution						Criteria for not causing significant harm						Proportion aligned with taxonomy requirements (A.1) or eligible for the taxonomy requirements (A.2) turnover, in 2022	Category enabling economic activities	Category transitional economic activities	
Economic activities	Code	Turnover	Percent-age of turnover, 2023	Limiting of climate change	Adapta-tion to climate change	Water	Pollution	Circular econ-omy	Biologi-cal diversity	Limiting of climate change	Adapta-tion to climate change	Water	Pollution	Circular economy	Biologi-cal diversity				Minimum safe-guards
A.2. Economic activities eligible for the taxonomy but which are not environmentally sustainable (not taxonomy-aligned)																			
Transmission of electricity	4.9	-	-	-	-	-	-	-	-								1%		
Distribution of district heating/cooling	4.15	330	1%	-	-	-	-	-	-								1%		
Installation, maintenance and repair of energy-efficient equipment	7.3	337	1%	-	-	-	-	-	-								1%		
Installation, maintenance and repair of renewable energy technologies	7.6	102	0%	-	-	-	-	-	-								0%		
Turnover for economic activities that are eligible for the taxonomy but not environmentally sustainable (not taxonomy-aligned) (A.2)		769	2%														0%		
Turnover for economic activities eligible for the taxonomy (A.1 + A.2)		3,959	13%														12%		
B. ECONOMIC ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Turnover for economic activities that are not eligible for the taxonomy		25,598	87%																
TOTAL		29,423	100%																

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NOTE H10. Reporting regarding the EU Taxonomy for green investment, cont.

Capital expenditure

Budget year 2023	Year			Criteria for substantial contribution					Criteria for not causing significant harm					Proportion aligned with the taxonomy requirements (A.1) or eligible for the taxonomy requirements (A.2) turnover, in 2022			Category enabling economic activities	Category transitional economic activities
	Code	Capital expenditure	Proportion of capital expenditure, 2023	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Minimum safeguards		
Economic activities																		
A. ECONOMIC ACTIVITIES ELIGIBLE FOR THE TAXONOMY																		
A.1. Environmentally sustainable (taxonomy-aligned) economic activities																		
Capital expenditure for environmentally sustainable (taxonomy-aligned) economic activities (A.1)		0	0%	0%	0%											0%		
Of which enabling economic activities			0%	0%	0%											0%		
Of which transitional economic activities			0%	0%	0%											0%		
A.2. Economic activities eligible for the taxonomy but not environmentally sustainable (not taxonomy-aligned)																		
Transmission and distribution of electricity		4.9	15	1%											1%			
Distribution of district heating/cooling		4.15	4	0%											0%			
Infrastructure for rail transport		6.14	5	0%											1%			
Installation, maintenance and repair of energy-efficient equipment		7.3	11	1%											1%			
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings		7.5	14	1%											1%			

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NOTE H10. Reporting regarding the EU Taxonomy for green investment, cont.

Capital expenditure, cont.

Budget year 2023	Year			Criteria for substantial contribution						Criteria for not causing significant harm						Proportion aligned with the taxonomy requirements (A.1) or eligible for the taxonomy requirements (A.2) turnover, in 2022	Category enabling economic activities	Category transitional economic activities
	Code	Capital expenditure	Proportion of capital expenditure, 2023	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Minimum safeguards		
Economic activities																		
Installation, maintenance and repair of renewable energy technologies	7.6	14	1%														1%	
Capital expenditure for economic activities eligible for the taxonomy but not environmentally sustainable (not taxonomy-aligned) (A.2)		62	4%														6%	
Capital expenditure for economic activities that are eligible for the taxonomy (A.1 + A.2)		62	4%														6%	
B. ECONOMIC ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																		
Capital expenditure for activities that are not eligible for the taxonomy		1,054	96%															
TOTAL		1,116	100%															

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NOTE H10. Reporting regarding the EU Taxonomy for green investment, cont.

Operating expenditure

Budget year 2023	Year		Criteria for substantial contribution					Criteria for not causing significant harm							Proportion aligned with taxonomy requirements (A.1) or eligible for taxonomy requirements (A.2) operating expenditure, in 2022		Category enabling economic activities	Category transitional economic activities
Economic activities	Code	Operating expenditure	Proportion of operating expenditure, 2023	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Minimum safeguards		
A. ECONOMIC ACTIVITIES ELIGIBLE FOR THE TAXONOMY																		
A.1. Environmentally sustainable (taxonomy-aligned) economic activities																		
Operating expenditure for environmentally sustainable (taxonomy-aligned) economic activities (A.1)		0	0%	0%	0%											0%		
Of which enabling economic activities			0%											0%				
Of which transitional economic activities			0%											0%				
A.2. Economic activities eligible for the taxonomy but not environmentally sustainable (not taxonomy-aligned)																		
Transmission and distribution of electricity		4.9	2	3%											3%			
Distribution of district heating/cooling		4.15	1	2%											1%			
Infrastructure for rail transport		6.14	1	2%											2%			
Installation, maintenance and repair of energy-efficient equipment		7.3	1	2%											2%			
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings		7.5	1	2%											2%			
Installation, maintenance and repair of renewable energy technologies		7.6	1	2%											2%			

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NOTE H10. Reporting regarding the EU Taxonomy for green investment, cont.

Operating expenditure, cont.

Budget year 2023	Year		Criteria for substantial contribution							Criteria for not causing significant harm							Proportion aligned with taxonomy requirements (A.1) or eligible for taxonomy requirements (A.2) operating expenditure, in 2022	Category enabling economic activities	Category transitional economic activities
	Code	Operating expenditure	Proportion of operating expenditure, 2023	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Limiting of climate change	Adaptation to climate change	Water	Pollution	Circular economy	Biological diversity	Minimum safeguards			
Economic activities																			
Operating expenditure for economic activities eligible for the taxonomy but which are not environmentally sustainable (not taxonomy-aligned) (A.2)		6	13%														12%		
A. Operating expenditure for activities that are eligible for the taxonomy (A.1 + A.2)		6	13%														12%		
B. ECONOMIC ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Operating expenditure for activities that are not eligible for the taxonomy		42	87%																
TOTAL		48	100%																

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Stable despite an uncertain situation

Despite a challenging market, we closed the year with an increased order intake, a good order backlog and continued stable service operations. Bravida ended 2023 by proposing an increased dividend to shareholders.

2023 was a tough year for many market participants in the Nordic region, with high inflation, rising interest rates and a deteriorating construction market. However, Bravida did relatively well and delivered growth of 12 percent, of which 6 percent was organic. We have a stable and profitable service business that is thriving despite the challenging market.

The order intake for installation projects is strong, not least in infrastructure, and our exposure to the residential segment is relatively low. We still have a low level of debt, which is useful with regard to making further acquisitions. We are also at the forefront of prop-tech and digitalisation, and we are an important participant in the climate transition.

In other words, we have a business that is stable and has good prospects for the future, even in a challenging market.



This year's financial performance is proof that our business is resilient to economic fluctuations and that we benefit when society has to change. For the ninth consecutive year, we feel confident to propose an increase in the dividend to our shareholders.

Reversing the trend in Denmark

Most of Bravida's regions and branches have good profitability. In 2023, however, the Group's EBITA margin was negatively affected by loss-making projects in three of our Danish regions, and was 5.9 (6.5) percent. To reverse this trend, we are implementing effective measures in Denmark and reviewing opportunities for cost savings throughout the Group.

Improved cash flow at the end of the year

I am not satisfied with the cash flow during the year, but in the fourth quarter Bravida's cash flow from operating activities improved significantly. Among other things, we worked proactively with requirements management and achieving faster invoicing. This was a success and we ended the year with a cash conversion rate of 73 percent, which was the highest level in 2023. We will maintain a strong focus on cash flow and work actively to improve it in 2024 as well.

Consolidation going forwards

In recent years, we have made significant investments to modernise and digitalise our operations. Among other things, during the year we put a new and efficient purchasing system in place, along with a CRM system, a customer portal and much more. We are now entering a new phase in which we are focusing on smaller improvements and on consolidating the effects of the investments we have made.

We are preparing for the CSRD

Sustainability requirements in the EU are being tightened and in the future Bravida will be affected by the EU's new CSRD reporting directive. At the time of writing, we do not know when the requirements will come into force, but we are preparing for them and have, among other things, implemented a system for sustainability reporting and carried out a double materiality analysis.

We consider CSRD to be a positive development in general. Better measurement and reporting will help us identify and realise improvement potential throughout our value chain, from suppliers to end customers. They will also highlight the difference we make to our customers' operations, not least in terms of carbon emissions.

Good future outlook

Looking ahead to 2024, the service market remains stable, while installation volumes are likely to continue to be affected by the general market challenges that currently prevail. Bravida plays an important role in creating a more sustainable society. We expect a good market for large projects in infrastructure, industry, defence facilities and civil engineering.

At the same time, we continue to develop further regarding digital and energy-efficient solutions. We have a stable and secure business model that has worked well for many years. Our focus going forwards will be "margin over volume" i.e. we will grow profitably or not at all.

Åsa Neving

CFO

Stockholm, March 2024

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Five-year overview

INCOME STATEMENT, SEK MILLION	2019	2020	2021	2022	2023
Net sales	20,404	21,147	21,876	26,303	29,423
Production costs	-17,503	-18,093	-18,577	-22,335	-25,026
Gross profit/loss	2,901	3,054	3,299	3,968	4,397
Sales costs and administrative expenses	-1,678	-1,706	-1,787	-2,272	-2,672
Operating profit/loss	1,224	1,348	1,512	1,696	1,725
Net financial items	-73	-74	-56	-64	-147
Profit/loss after financial items (EBT)	1,151	1,274	1,456	1,632	1,578
Tax	-267	-276	-318	-349	-336
Profit/loss for the year	884	997	1,138	1,283	1,242
BALANCE SHEET, SEK MILLION					
Goodwill	8,731	8,904	9,530	10,439	11,000
Right-of-use assets	1,029	1,002	972	1,028	1,452
Other non-current assets	179	179	250	393	463
Current assets	5,599	5,220	7,170	9,304	10,372
Cash and cash equivalents	972	1,748	1,594	1,308	1,046
Total assets	16,510	17,053	19,516	22,472	24,333
Equity	5,596	5,876	6,832	7,936	8,267
Long-term loans	500	500	–	500	500
Other non-current liabilities	1,001	1,270	1,159	1,179	1,301
Lease liabilities	1,040	1,022	994	1,050	1,376
Current interest-bearing liabilities	1,495	1,350	1,603	1,063	1,263
Current liabilities	6,879	7,035	8,928	10,744	11,526
Total equity and liabilities	16,510	17,053	19,516	22,472	24,233

CASH FLOW, SEK MILLION	2019	2020	2021	2022	2023
Cash flow from operating activities	1,599	2,171	1,437	1,592	1,417
Cash flow from investing activities	-503	-316	-509	-817	-618
Cash flow from financing activities	-881	-990	-1,151	-1,078	-999
Cash flow for the year	215	866	-223	-304	-200
KEY INDICATORS					
Operating margin, %	6.0	6.4	6.9	6.4	5.9
EBITA margin, %	6.0	6.4	6.9	6.5	5.9
Return on equity, %	16.1	16.7	17.4	16.9	15.2
Net debt	-2,063	-1,124	-1,003	-1,304	-2,193
Capital structure (net debt/EBITDA)	1.3	0.6	0.5	0.6	0.9
Cash conversion, %	109	138	83	87	73
Interest coverage ratio, multiple	23.5	28.2	29.5	25.2	10.0
Equity/assets ratio, %	33.9	34.5	35.0	35.3	34.0
Order intake	22,534	20,242	24,237	25,803	29,355
Order backlog	14,485	13,791	16,519	16,881	17,000
Average number of employees	11,722	11,906	11,864	13,078	13,833
Administrative expenses as % of sales	8.2	8.1	8.2	8.6	9.1
Working capital as % of sales	-5.6	-7.5	-6.7	-3.8	-2.5
Basic earnings per share, SEK	4.36	4.94	5.66	6.22	6.02
Diluted earnings per share, SEK	4.35	4.93	5.64	6.21	6.00

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Bravida's share

Bravida Holding is listed on the Nasdaq Stockholm Large Cap list.

Return and market capitalisation

Total shareholder return in the past year, including the dividend, was -24.3 (-9.9) percent. During the same period, the OMX Stockholm PI increased by +15.6 (-22.8) percent. Bravida's market capitalisation at year-end was SEK 16,544 (22,695) million, based on the number of ordinary shares.

The total return over the last five years was 54 percent, and during the same period the OMX Stockholm PI increased by 69 percent.

Share capital

The share capital totals SEK 4 million, divided among 205,536,598 shares, of which 204,122,271 are ordinary shares and 1,414,327 are class C shares, which are held by Bravida Holding AB. Ordinary shares carry one voting right and entitlement to a dividend payment, while class C shares carry one-tenth of a voting right and no dividend entitlement. The class C shares are intended to ensure the supply of ordinary shares, by way of conversion of C shares, for Group employees participating in the performance-based incentive programmes in place since 2021.

Ownership structure

At year-end 2023 Bravida had 13,137 (11,360) shareholders. The 10 largest shareholders based on voting rights accounted for 60 (58) percent of the votes and total number of shares. Swedish shareholders held 55 (53) percent of the total number of shares.

Dividend policy and dividend

The Board of Directors proposes to the Annual General Meeting that the dividend shall amount to SEK 3.50 (3.25) per share for the 2023 financial year. The objective is to pay out more than 50 percent of the net income per year. The proposed dividend equates to 58 (53) percent of earnings per share.

Annual General Meeting 2024

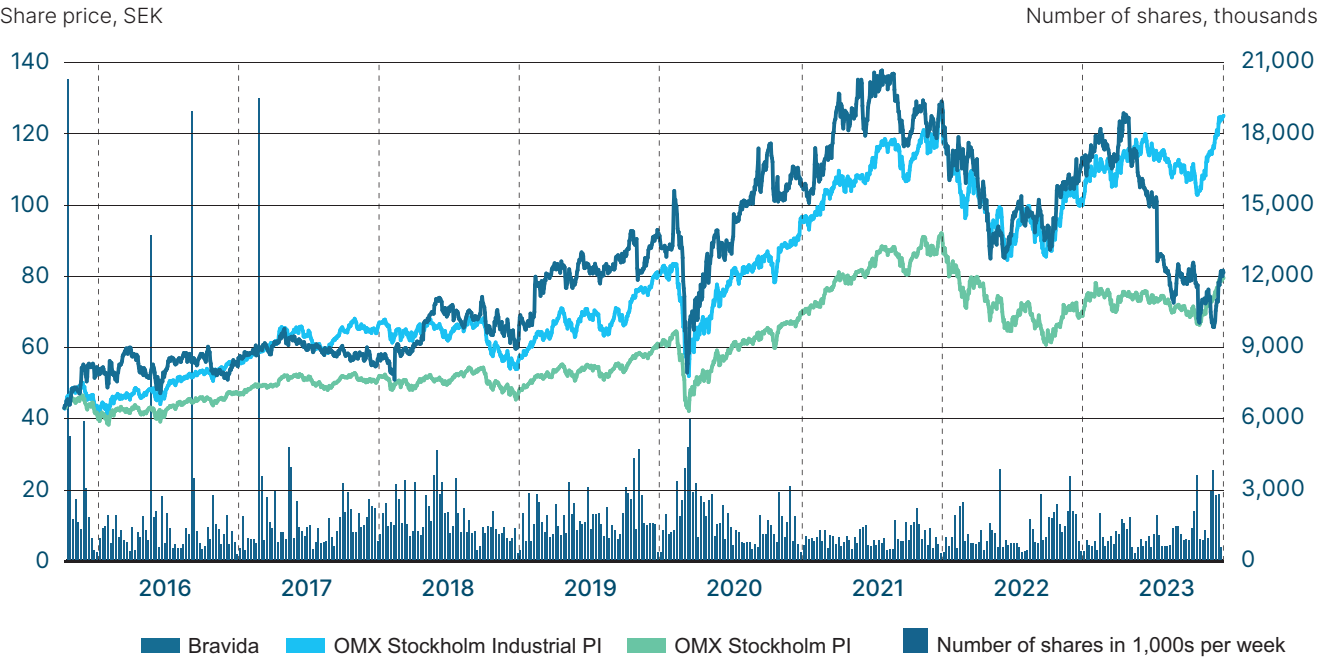
The Annual General Meeting of Bravida Holding AB will be held on 7 May at the company's premises at Mikrofonvägen 28 in Stockholm.

IR activities

The company's management made investor presentations in connection with all the quarterly reports and participated in several conferences during the year. The meetings took place both digitally and in person, in Sweden and internationally.

Stock analysts

Six analysis companies follow Bravida; SEB, DNB, Carnegie, Nordea, Deutsche Bank and Kepler Cheuvreux.



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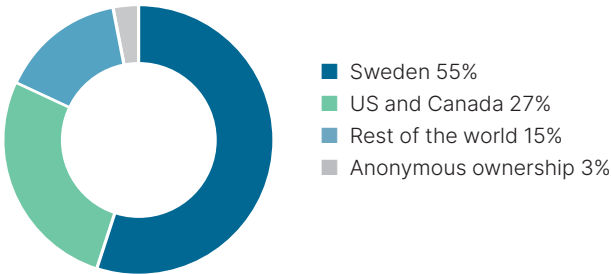
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Bravida's 10 largest shareholders at 31 Dec 2023

Name	Percentage of capital, %
Mawer Investment Management	11.78
Swedbank Robur Funds	9.71
Fourth Swedish National Pension Fund	7.61
Handelsbanken Funds	7.60
SEB Funds	6.07
Lannebo Funds	5.05
Didner & Gerge Funds	4.10
Vanguard	3.61
Norges Bank	2.44
Mondrian Investment Partners	2.07
Total	60.00

Ownership percentage per country, %



Share data

Price-related share data	2023	2022
Share price at year-end, SEK	81.05	111.40
Highest share price during the year, SEK	128.00	130.70
Lowest share price during the year, SEK	64.45	84.30
Market capitalisation at year-end, SEK million	16,544	22,695
Number of ordinary shares outstanding	204,122,271	203,722,271
Number of shares traded, primary market	61,873,186	63,446,957
Total number of shares traded	206,824,776	170,122,878
Turnover ratio, %	101.3	83.5
P/E ratio	13.5	17.9
Direct yield proposed dividend, %	4.3	2.9
Total shareholder return, %	-24.3	-9.9

Data per share

Net profit, SEK	6.00	6.21
Equity, SEK	40.32	38.76
Cash flow from operating activities, SEK	6.9	7.8
Proposed dividend, SEK	3.50	3.25

Distribution of Bravida's shares at 31 Dec 2023

Categories	Number of shareholders	Percentage of votes, %
1-500	10,602	0.65
501-1,000	1,206	0.46
1,001-5,000	919	1.01
5,001-10,000	145	0.51
10,001-20,000	89	0.62
20,001-	176	96.75
Total	13,137	100.00

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SEK MILLION UNLESS STATED OTHERWISE	2023	2022	2021	2020	2019
Net sales	29,423	26,303	21,876	21,147	20,404
Operating profit/loss	1,725	1,696	1,512	1,348	1,224
Operating margin, %	5.9	6.4	6.9	6.4	6.0
EBITA	1,726	1,697	1,512	1,351	1,226
EBITA margin, %	5.9	6.5	6.9	6.4	6.0
Profit/loss after tax	1,242	1,283	1,138	997	884
Cash flow from operating activities	1,417	1,592	1,437	2,171	1,599
Interest coverage ratio, multiple	10.0	25.2	29.5	28.2	23.5
Cash conversion, %	73	87	83	138	109
Net debt/EBITDA	0.9	0.6	0.5	0.6	1.3
Order intake	29,355	25,803	24,237	20,242	22,534
Order backlog	17,000	16,881	16,519	13,791	14,485
Average number of employees	13,833	13,078	11,864	11,906	11,722

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The Board of Directors and Chief Executive Officer of Bravida Holding AB (publ), corporate identity number. 556891-5390, with registered office in Stockholm, hereby present the annual accounts and consolidated financial statements for the 2023 financial year.

The business

Bravida is the Nordic region's leading technology partner for electrical systems, heating, plumbing, ventilation and other technical functions in properties and facilities. Bravida's main business is technical service and installation of electricity, heating and plumbing, and ventilation. Bravida also offers service and installation of security and sprinkler systems, cooling and power, and services relating to building automation, technical facility management, uninterruptable power supplies and project management. Energy solutions for society's transition include electric car charging, energy management, GreenHub fossil-free service and solar panels. Bravida provides end-to-end services within our different areas as we operate across the entire process, from consulting and project management to installation and service. The business operations are organised based on four countries – Sweden, Norway, Denmark and Finland – with the company having a presence in around 190 locations. The Group's head office is located in Stockholm and provides common support functions for finance, HR, purchasing, IT, legal affairs, communication and business development.

Installation involves new construction and refurbishment of technical systems in buildings, facilities and infrastructure. Bravida coordinates technicians and fitters from our areas of technology and provides customers with access to a partner who can successfully coordinate and take responsibility for the entire installation.

Service consists of operation and maintenance assignments, as well as minor upgrades of technical installations.

Significant events during the year

Bravida achieved good growth during the year, despite uncertain market conditions, high interest rates and inflation and the decline in the construction industry.

During the year, there was good growth in both service and installation, which both increased by 12 percent. Sales in our

new Automation business segment amounted to SEK 1 billion. During the year, Bravida won a number of major service and installation contracts in areas such as hospitals, wastewater treatment plants and airports. Within PMO – Special Projects, production on the Stockholm Bypass started during the year. New infrastructure projects for the PMO are the Stockholm metro and the Nordhavn tunnel in Copenhagen.

Bravida's digitalisation measures have continued, with the development of a secure, stable and scalable IT platform for the future, which also brings new business opportunities.

Bravida continued to advance its position in sustainability work and joined SBTi, the Science Based Targets initiative, during the year. Furthermore, an analysis of impacts, sustainability-related risks and opportunities throughout our value chain was carried out using a double materiality analysis.

During the year, 17 acquisitions were completed, including a major acquisition in Norway: the Thunestvedt Group with sales of approximately SEK 600 million.

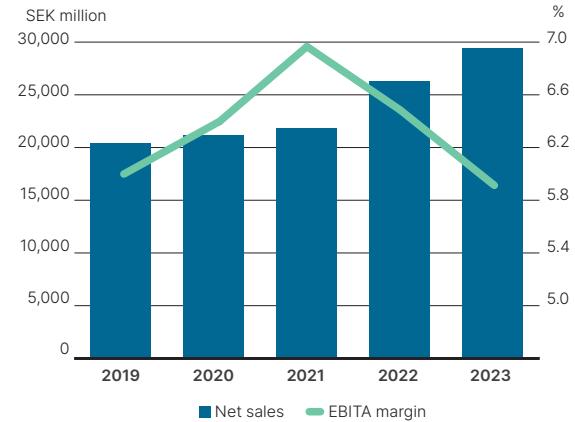
Activities during the year

Net sales increased by 12 percent, of which 6 percent was organic, 4 percent was from acquisitions and 2 percent was from currency fluctuations. Net sales increased in all countries, as a result of acquisitions and organic growth. The growth is attributable to both service and installation, which grew by 12 percent each.

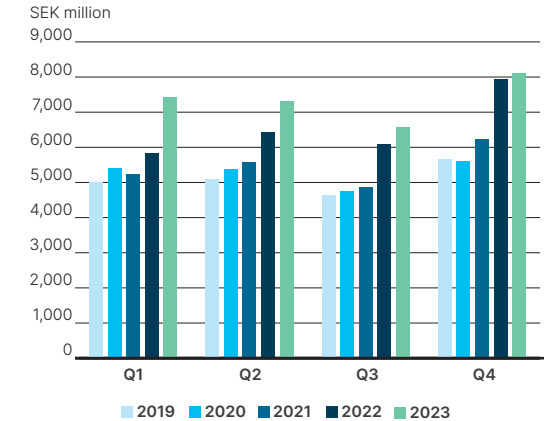
EBITA increased by 2 percent, while the EBITA margin decreased to 5.9 (6.5) percent. The lower EBITA margin is mainly explained by project write-downs in the Danish operations. The cash flow deteriorated somewhat during the year and had a negative impact on the cash conversion rate, which was 73 percent. Net debt remained low, at 0.9 times EBITDA.

Progress was made in the area of sustainability, with sick leave due to occupational injuries falling during the year and LTIFR decreasing by 3 percent. The conversion of Bravida's

Net sales and EBITA margin



Net sales by quarter



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vehicle fleet to fossil-free vehicles continued, with 25 percent of the vehicle fleet now being electrically powered. During the year, carbon emissions in relation to sales also decreased by 10 percent.

During the year, 17 acquisitions were completed, adding sales of approximately SEK 1,400 million.

Net sales

Net sales increased by 12 percent to SEK 29,423 (26,303) million. Organic growth was 6 percent, acquisitions boosted net sales by 4 percent and currency effects had a 2 percent impact. Net sales increased in all countries, as a result of acquisitions and organic growth. Net service sales and net installation sales both increased by 12 percent compared to the previous year. The service area accounted for 46 (47) percent of total net sales.

Earnings

Operating profit was SEK 1,725 (1,696) million. EBITA increased by 2 percent to SEK 1,726 (1,697) million, resulting in an EBITA margin of 5.9 (6.5) percent. The lower EBITA margin is mainly due to the negative earnings development in Denmark caused by loss-making projects in three regions in the Danish business. The EBITA margin improved in Norway, was slightly lower in Sweden and decreased in the other countries.

Increased costs for investments in, for example, new business areas and new digital systems, had an impact on earnings in all countries.

Depreciation and amortisation

Depreciation and amortisation totalled SEK -597 (-468) million, SEK -541 (-426) million of which related to the amortisation of right-of-use assets.

Net financial items

Net financial items totalled SEK -147 (-64) million, of which interest expenses relating to external financing were SEK -132 (-44) million. Profit after financial items was SEK 1,578 (1,632) million.

Profit/loss after tax

Profit before tax was SEK 1,578 (1,632) million. The tax expense was SEK -336 (-349) million. Profit for the year after tax was SEK 1,242 (1,283) million.

Earnings per share

The profit for the year, attributable to owners of shares in the parent company, was SEK 1,227 (1,267) million, which corresponds to basic earnings per share of SEK 6.02 (6.22). Diluted earnings per share were SEK 6.00 (6.21).

Order intake and order backlog

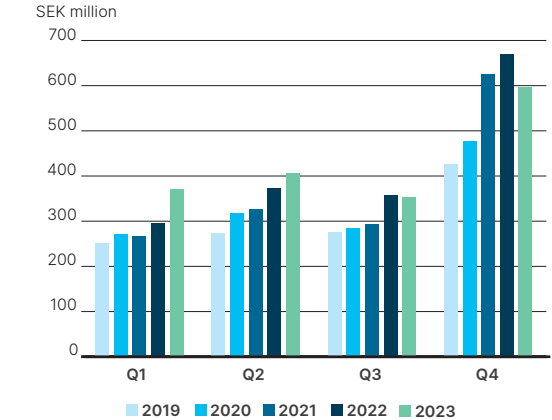
Order intake for the year increased by 14 percent to SEK 29,355 (25,803) million. The order backlog, which consists solely of installation projects, increased to SEK 17,000 (16,881) million.

Acquisitions

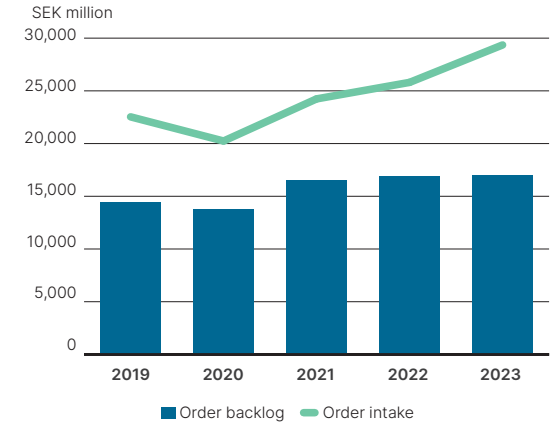
During the year, Bravida completed 17 acquisitions, all of which were in line with Bravida's strategy to expand within its priority markets and technical areas. Seven acquisitions were completed in Sweden, five in Finland, three in Denmark and two in Norway. One of the Norwegian acquisitions was the Thunestvedt Group, with sales of approximately SEK 600 million, which is the largest acquisition completed since 2017.

The combined annual sales of the acquisitions completed are estimated at around SEK 1,400 million. See Note 4 for further information on acquisitions.

EBITA by quarter



Order intake and order backlog



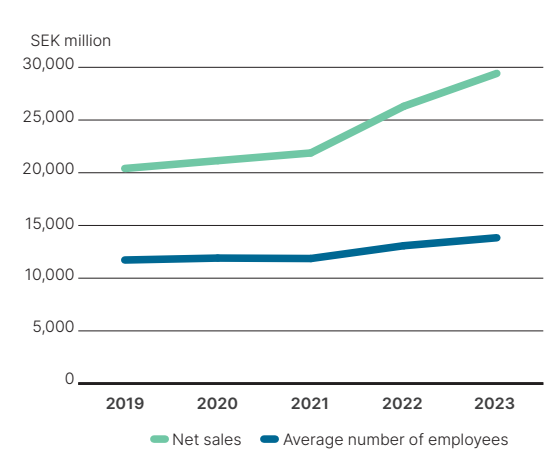
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Average number of employees in relation to net sales



Cash flow and investments

Cash flow from operating activities was SEK 1,417 (1,592) million. The decline in cash flow is explained by, among other things, lower profit and an increase in working capital. Changes in working capital amounted to SEK -387 (-341) million. Cash flow from investing activities was SEK -618 (-817) million, of which payments regarding acquisitions of subsidiaries and businesses decreased to SEK -505 (-675) million. Cash flow from financing activities was SEK -999 (-1,078) million. Cash flow for the year was SEK -200 (-304) million.

Cash flow	2023	2022
Cash flow from operating activities	1,417	1,592
Cash flow from investing activities	-618	-817
Cash flow from financing activities	-999	-1,078
Cash flow for the year	-200	-304

Financial position

Net debt on 31 December amounted to SEK -2,193 (-1,304) million, which corresponds to a capital-structure ratio (net debt/EBITDA) of 0.9 (0.6). Consolidated cash and cash equivalents were SEK 1,046 (1,308) million. Interest-bearing liabilities totalled -3,239 (-2,613) million, of which commercial paper accounted for SEK -1,263 (-663) million and financial leases SEK -1,476 (-1,050) million. The total credit line amounted to SEK 2,500 (2,500) million, of which SEK 2,500 (2,100) million was unutilised on 31 December.

At year-end, equity amounted to SEK 8,267 (7,936) million. The equity/assets ratio was 34.0 (35.3) percent.

Employees

The average number of employees at 31 December was 13,833 (13,078), an increase of 6 percent. See Note 5 for further information about employees.

Geographical markets

Operations in Sweden

Net sales rose by 11 percent to SEK 14,414 (13,040) million. The increase in net sales was attributable to both service and installation activities. The service business accounted for 49 (50) percent of total net sales. Organic growth was 7 percent, with acquisitions increasing net sales by 4 percent. EBITA increased by 9 percent to SEK 1,106 (1,017) million. The EBITA margin was 7.7 (7.8) percent.

The order intake increased by 17 percent to SEK 14,866 (12,756) million. Among other work, Bravida was awarded contracts during the year to perform installation work for the extension of the Stockholm metro, with an order value of approximately SEK 1.3 billion. The order backlog at the end of the year was 5 percent higher than for the same period in the previous year and amounted to SEK 9,497 (9,045) million.

Sweden	2023	2022
Net sales	14,414	13,040
EBITA	1,106	1,017
EBITA margin, %	7.7	7.8
Order intake	14,866	12,756
Order backlog	9,497	9,045
Average number of employees	6,383	6,098

Operations in Norway

Net sales increased by 7 percent to SEK 5,932 (5,555) million. Net sales increased for both the service and installation businesses during the year. The service area accounted for 52 (51) percent of total net sales. Organic growth was 10 percent, acquisitions boosted net sales by 2 percent and currency effects had a negative impact of 5 percent. EBITA increased by 13 percent to SEK 320 (283) million. The EBITA margin improved to 5.4 (5.1) percent.

The order intake decreased by 1 percent to SEK 5,128 (5,179) million. The order backlog at the end of the year was 25 percent lower than for the same period in the previous year and amounted to SEK 2,559 (3,431) million.

Norway	2023	2022
Net sales	5,932	5,555
EBITA	320	283
EBITA margin, %	5.4	5.1
Order intake	5,128	5,179
Order backlog	2,559	3,431
Average number of employees	3,343	3,165

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Operations in Denmark

Net sales increased by 15 percent to SEK 6,935 (6,038) million. The increase in net sales was attributable to both service and installation activities. The service business accounted for 41 (38) percent of total net sales. Organic growth was 1 percent, acquisitions boosted net sales by 5 percent and currency effects had a 9 percent impact. EBITA decreased by 36 percent to SEK 198 (308) million and the EBITA margin was 2.9 (5.1) percent. The negative earnings trend is explained mainly by project write-downs in three regions.

The order intake increased by 24 percent to SEK 7,346 (5,930) million. The order backlog at the end of the year was 13 percent higher than for the same period in the previous year and amounted to SEK 3,635 (3,229) million.

Denmark	2023	2022
Net sales	6,935	6,038
EBITA	198	308
EBITA margin, %	2.9	5.1
Order intake	7,346	5,930
Order backlog	3,635	3,229
Average number of employees	3,086	2,908

Operations in Finland

Net sales increased by 24 percent to SEK 2,245 (1,812) million. The increase in net sales was attributable to both service and installation activities. The service area accounted for 32 (32) percent of total net sales. Organic growth was 7 percent, acquisitions boosted net sales by 8 percent and currency effects had a 9 percent impact. EBITA decreased by 10 percent to SEK 87 (96) million. The EBITA margin decreased to 3.9 (5.3) percent, due to a lower margin for installation work.

The order intake increased by 2 percent to SEK 2,119 (2,081) million. The order backlog at the end of the year was 11 percent higher than for the same period in the previous year and amounted to SEK 1,308 (1,177) million.

Finland	2023	2022
Net sales	2,245	1,812
EBITA	87	96
EBITA margin, %	3.9	5.3
Order intake	2,119	2,081
Order backlog	1,308	1,177
Average number of employees	850	752

Significant disputes

There are two large unpaid receivables of approximately SEK 780 million in Denmark relating to two public sector customers. The dispute over the receivables will be settled by arbitration. The management's assessment, based on assistance from the lawyers who are involved, is that this will take time but will not have a significant impact on earnings.

There is also a dispute in Norway with Stavanger University Hospital regarding an ongoing project. Negotiations are currently being conducted but it cannot be ruled out that the dispute will have to be settled in court. Again, management does not expect any significant impact on earnings as a result of that.

There were no other significant disputes at year-end. It is difficult to predict the outcome of legal proceedings and disputes. Actual outcomes may differ from the assessments made.

Outlook

Macroeconomic factors such as inflation, interest rates and a deteriorating economy make the market difficult to assess going forwards. However, Bravida is of the opinion that the demand for service will remain stable. The installation volume will be affected by the market challenges experienced in 2023, although these may vary locally. We expect a good market for large projects in infrastructure, industry, defence facilities and civil engineering, which will create opportunities for Bravida. The strategy remains focused on strict project selection and cost control in all business operations, to ensure an attractive and increasing margin.

The volume regarding residential investment is declining sharply in all countries, especially in Sweden; this is making a significant contribution to the overall volume decline in the installation market. However, Bravida has relatively low exposure to residential investments.

Industrial investments are contributing as a result of investments in the green transition, power and electrification. Reduced investment in new commercial premises is partly offset by tenant adaptations, and demand for logistics premises remains good.

Over the past six years, Bravida has completed 106 acquisitions, which has increased net sales by approximately SEK 6.4 billion. Bravida continues to see good opportunities to make acquisitions and is actively working with several potential candidates.

Guidelines on the remuneration of senior executives

The current guidelines concerning the remuneration of senior executives were adopted at the 2020 AGM. Guidelines cover the company's Chief Executive Officer and other members of Group management. Senior executives refers to those persons who, together with the Chief Executive Officer, make up Group Management. These guidelines apply to contractually agreed remuneration and any amendments made after the guidelines were adopted by the 2020 AGM to remuneration that had already been contractually agreed. The guidelines do not cover remuneration determined by a general meeting of the company. Members of Bravida's Board of Directors only receive fees determined by a general meeting of the company, which is why these guidelines do not include members of the Board.

Successfully implementing the company's business strategy and safeguarding the company's long-term interests, including its sustainability, depend on the company's ability to recruit and retain skilled employees. This requires the company to offer competitive remuneration. Guidelines allow senior executives to be offered competitive remuneration packages.

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Forms of remuneration, etc.

Remuneration should be market based and may consist of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits. In addition to this, the general meeting of the company may, independently of these guidelines, determine remuneration such as share-based and share price-based remuneration.

Fulfilment of criteria for the payment of variable cash remuneration must be measurable for a period of one year. Variable cash remuneration of the Chief Executive Officer may amount to a maximum of 125 percent of the fixed annual cash salary. Variable cash remuneration of other senior executives varies depending on the position, but may amount to a maximum of 200 percent of the fixed annual cash salary. Variable cash remuneration covered by these guidelines should aim to promote the company's business strategy and long-term interests, including its sustainability. Fixed cash salaries are reviewed annually and provide the basis for calculating the variable salary component.

For the Chief Executive Officer, pensions, including health insurance, should be defined-contribution pensions. Variable cash remuneration should not be pensionable income. For other senior executives, pensions, including health insurance, should be defined-contribution pensions, unless a senior executive is covered by a defined-benefit pension under mandatory collective agreement regulations. Variable cash remuneration should not be pensionable income.

Senior executives resident in Sweden are entitled to pension benefits equivalent to between 28 percent and 35 percent of the respective person's annual cash salary, or in accordance with an applicable occupational pension plan. For senior executives resident outside Sweden, the company aims to apply comparable pension benefits to those applied for senior executives resident in Sweden, although variations due to local circumstances may occur. In such cases, the overall purpose of these guidelines should be met to the greatest possible extent.

Other benefits may include such things as life insurance, health insurance and a car allowance. Such benefits may amount to a maximum of 10 percent of the fixed annual cash salary.

Detailed information regarding salaries and other remuneration of the Board, Chief Executive Officer and senior executives is provided in Note 5. Bravida's website, www.bravida.com, also contains the assessments and reports that are required to be reported under the Swedish Corporate Governance Code.

Cessation of employment

In the event of the company terminating employment, the notice period may be up to 12 months. The fixed cash salary during the notice period and severance pay combined may not exceed an amount corresponding to one year's fixed cash salary. If the employee resigns, the notice period may be up to six months with no entitlement to severance pay.

Criteria for payment of variable cash remuneration etc.

Variable cash remuneration should be linked to predetermined, quantifiable criteria that may be financial or non-financial. These may also comprise individually tailored quantitative or qualitative targets. Such criteria should mainly be based on earnings (EBITA), acquisition activity and individual targets. This model aims to improve operating profit and create profitable growth, and consequently promote the company's business strategy and long-term interests, including its sustainability.

After completion of the period to measure the fulfilment of criteria for the payment of variable cash remuneration, the extent to which the criteria have been fulfilled should be assessed/established. The Remuneration Committee is responsible for assessing variable cash remuneration for the Chief Executive Officer. The Chief Executive Officer is responsible for making assessments relating to variable cash remuneration of other senior executives. Assessment of financial targets should be based on the financial information most recently published by the company.

Salary and terms of employment for employees

Preparation of the Board's proposals for these remuneration guidelines takes account of the salary and terms of employment for the company's employees by ensuring that information on employees' total remuneration, remuneration components and the increase and rate of increase in remuneration over time form part of the documentation used by the Remuneration Committee and Board to evaluate how reasonable the guidelines are, and the limits arising from them.

Long-term incentive programme

The company has established long-term share-based incentive programmes. These have been determined by the general meeting of the company and are therefore not covered by these guidelines. Such programmes cover Group management, regional managers, branch managers and other key personnel identified in the company. The performance requirements used to assess the outcome of these programmes are clearly linked to the business strategy and, therefore, the company's long-term value creation. Group profit (EBITA) is applied as a performance target for all programmes for the third calendar year after adoption of the programme. All participants therefore have the same performance targets. The programmes also stipulate requirements about making a personal investment and retaining the shares for several years. For further information about these programmes, including the criteria on which outcomes are based, see Note 5.

The decision-making process for establishing, reviewing and implementing these guidelines

The Board has established a Remuneration Committee. The committee's tasks include preparing the Board's decisions on proposals for the guidelines on the remuneration of senior executives. The Board draws up proposals for new guidelines at least every four years and submits such proposals to the AGM for approval. These guidelines apply until new guidelines

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have been adopted by the general meeting of the company. The Remuneration Committee also monitors and assesses variable remuneration programmes for company management, the application of guidelines for the remuneration of senior executives and applicable remuneration structures and levels in the company. Remuneration Committee members are independent of the company and company management. Neither the Chief Executive Officer nor other members of company management are present when the Board discusses and determines remuneration-related issues if it concerns them.

Deviation from the guidelines

The Board may decide to temporarily deviate from the guidelines entirely or partially if there are specific reasons for doing so in a particular case and such deviation is necessary to meet the company's long-term interests, including its sustainability, or to secure the company's financial viability. As specified above, it is part of the Remuneration Committee's remit to prepare the Board's decisions on remuneration issues, including decisions about deviating from the guidelines.

Corporate governance report

The Corporate Governance Report is on pages 139-145.

The work of the Board

According to the articles of association, Bravida Holding AB's Board of Directors shall consist of three to ten Board members, with a maximum of five deputy members. The members and deputies are elected at the Annual General Meeting for the period until the end of the next Annual General Meeting. Bravida's general counsel acts as secretary to the Board. The Chief Executive Officer is not a member of the Board but reports to the Board at its meetings. The Board is responsible for the organisation of the company and the Group and the administration of the company's affairs. No members of the

Board are members of the company management. During the financial year, the Board held ten Board meetings, one of which was a constitutive meeting to elect its officers.

The meetings addressed matters such as strategic issues, business operations including the business plan, internal control, risk management, acquisitions, financial statements, the annual accounts and sustainability report and related reports. During the year, the Board also monitored the company's strategy, linked to rapidly changing market conditions.

The Board has an Audit Committee and a Remuneration Committee. The Audit Committee is tasked with, among other things, responsibility for preparing the Board's work to ensure the quality of the company's financial statements and to maintain ongoing dialogue with the company's auditors. The Remuneration Committee is tasked with preparing issues regarding remuneration and other terms of employment for senior executives. Further information about the company's governance, the composition of the Board and internal control is provided in the Corporate Governance Report.

Nomination activities

The Nomination Committee up to the 2024 AGM consists of the following members: Joachim Spetz from Swedbank Robur Funds (chair), Ben Heck from Mawer Investment Management, Lovisa Runge from Fourth Swedish National Pension Fund (AP4) and Fredrik Arp (co-opted), Chair of the Board of Bravida Holding AB. No remuneration is paid for Nomination Committee work. The Nomination Committee's proposals, the report on the Nomination Committee's work for the 2024 AGM and additional information about proposed members of the Board are published in conjunction with the convening notice and will be presented at the 2024 AGM. All documentation relating to the AGM will be made available at www.bravida.com.

Sustainability Report

Bravida works in a targeted way with the company's environmental, social and economic responsibilities as part of meeting the Paris Agreement ambitions and the UN's global sustainable development goals. Through its sustainability work, Bravida aims to contribute to sustainable development, while ensuring good social conditions, profitability and long-term economic growth. Bravida conducts ongoing materiality analyses to identify, prioritise and determine the company's material sustainability issues.

With regard to sustainability reporting, Bravida has begun the process of adapting to the forthcoming EU Corporate Sustainability Reporting Directive (CSRD) and the draft guidance published by EFRAG. In 2023, a double materiality analysis pursuant to the European Sustainability Reporting Standards (ESRS) was carried out as an important part of this work. The analysis aims to determine the company's significant impacts, risks and opportunities in line with future legislation and reporting requirements.

Bravida's sustainability work is based on materiality analysis and is focused on three prioritised areas:

- Environment
- Social responsibility
- Governance

Bravida is subject to reporting requirements according to the EU Taxonomy, which is included in the company's Sustainability Report. For 2023, Bravida reported both the scope of the taxonomy and the extent to which its economic activities are aligned with the taxonomy.

The company's auditors review the sustainability reporting to the extent necessary to express an opinion on the preparation of the statutory Sustainability Report, but do not otherwise perform audits of sustainability-related data.

The Sustainability Report is on pages 32-65 and among the financial statements at www.bravida.com, with the annual accounts.

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Parent company

Bravida Holding AB's net sales for the year were SEK 263 (232) million. All the sales are 100 percent intra-group. Operating profit was SEK -20 (-6) million. Profit after net financial items was SEK -153 (-36) million. Cash and cash equivalents were SEK 686 (1,055) million. At year-end, equity totalled SEK 3,699 (3,993) million.

The Bravida share

Bravida Holding AB's ordinary shares are listed on the Nasdaq Stockholm Large Cap list. The five largest shareholders were Mawer Investment Management, Swedbank Robur Funds, the Fourth Swedish National Pension Fund (AP4), Handelsbanken Funds and SEB Funds.

Mawer Investment Management's holding amounted to just under 12 percent of the votes.

The listed share price on 31 December was SEK 81.05, which corresponds to a market capitalisation of SEK 16,544 million based on the number of ordinary shares. The total return over the last 12 months was -24.3 percent. The share capital totals SEK 4 million, divided among 205,536,598 shares, of which 204,122,271 are ordinary shares and 1,414,327 are class C shares, which are held by Bravida Holding AB. Ordinary shares entitle holders to one vote and a dividend payment, while C shares entitle holders to one-tenth of a vote and no dividend.

Apart from credit agreements, the company has no knowledge of any agreements of material significance that are due to come into force or be amended or invalidated if the majority ownership in the company changes as a result of a takeover offer. Neither are there any agreements between the company and the members of the Board that result in compensation if such persons leave, are dismissed without reasonable grounds or are dismissed as a result of an offer to acquire their shares in the company.

Significant events after the balance sheet date

- Johnny Hey, CEO and Head of Division for Bravida Denmark, left Bravida in January 2024.
- The Nordic Growth Segments Division is being closed and its activities distributed to Bravida's other divisions. In connection with the organisational change, Head of Division Magnus Hamerslag is leaving Bravida.
- A refinancing agreement for a loan and credit facility was signed on 14 February, with a facility of SEK 2.5 billion.
- One acquisition has been completed so far in 2024, with total annual sales of around SEK 30 million; see Note 4 for more information.

Proposed allocation of profit

The Board proposes that the parent company's non-restricted equity of SEK 3,988,634,874 be allocated as follows:

Shareholders receive a dividend of SEK 3.50 per ordinary share	714,294,476 ¹
Carried forward	3,274,340,398
Total	3,988,634,874

1 The company holds 38,135 treasury shares, which has reduced the total dividend amount by SEK 133,473.

For further information about the company's earnings and financial position, see the following income statements and balance sheets and the notes to the accounts.

Annual General Meeting

The Bravida Holding AB (publ) AGM will take place on 7 May 2024. The notice convening the 2024 AGM is available on the Group's website, www.bravida.com.

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Material risks and uncertainties

All business operations are associated with and entail risk. If correctly managed, risks can be turned into opportunities and add value to the business, while risks that are not correctly managed can lead to incidents and losses.

Bravida has a model and process for identifying and evaluating the Group's risks. In its business operations, Bravida is exposed to various types of risk – operational, financial and market.

Risk management

The Chief Executive Officer is ultimately responsible for ensuring good risk management throughout the Group in accordance with the Board's guidelines and instructions. Heads of division and heads of group services are in turn responsible for implementing risk management in their respective divisions and areas of responsibility. Ownership with regard to the management of risks identified by a risk audit lies with the division concerned. The results of the risk audit are reported continuously to Group management and the Board.

A number of areas of risk have been identified in Bravida's risk management process. A selection of these and an overall description of each area of risk are set out overleaf. Financial risk management is described in further detail in Note 25.

Risk management is also defined to some extent in Bravida's management system. The Group's systematic work on quality and environmental issues as well as occupational health and safety issues are key elements of the management system.

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Market risks

Bravida continually assesses and evaluates the risks to which the Group is and may be exposed. Critical external risks are mainly managed through strategic business plan measures, but are also managed operationally in the organisation. Fluctuations in general market conditions, financial turmoil and political decisions are the main external factors that can have an impact on demand for residential and commercial new construction and industrial and public-sector investment. Demand for service and maintenance is less sensitive to economic fluctuations.

Economic downturns and fluctuations in the economy owing to uncertainty in the operating environment, pandemics, political tensions and conflicts in the regions in which we operate are hard to predict.

War in Europe, conflict in the Middle East and growing tensions in the Asia-Pacific region are contributing to geopolitical uncertainty and creating global instability. The situation risks dampening macroeconomic growth in the rest of the world. For Bravida, the industry may be affected by increased uncertainty and caution regarding investments, as well as

high prices for materials and energy. Bravida has no direct exposure to these geographical areas in terms of sales or purchases. We are closely monitoring developments in order to be able to continuously assess possible indirect impacts.

Area of risk	Description	Handling
Economic downturn	Changes in economic conditions affect the installation industry, which is sensitive to changes in the market and political decisions. These can impact demand for new-build housing and business premises, as well as investment by industry and the public sector. Demand for service and maintenance work is not as sensitive to fluctuations in the economic cycle.	Almost half of Bravida's sales come from its service business, which has historically been affected relatively little by fluctuations in the economy. Bravida is not dependent on any specific individual customers, as the Group has more than 80,000 customers across a range of segments. Bravida has a diversified customer structure with a large percentage of small and medium-sized projects, and is consequently not dependent on individual customers or assignments.
Climate change	The risk of climate change based on global warming may have negative consequences for Bravida's business. An increased risk of flooding in areas where Bravida has business operations and the risk of damage to premises and business. A risk of extreme heat and, consequently, production losses in the form of lost working hours/productivity. Financial risks in the form of increased costs for natural resources such as raw materials or energy, and a long-term risk of a shortage of important resources for the business. Risks relating to materials that are being used today potentially being shown to be hazardous in the future.	Bravida tracks developments; no real threat in the near future but a risk of an impact in the longer term.
Not keeping up with digitalisation and technological development	Buildings are becoming increasingly digitalised, which means that regular servicing can be switched from time-based service to demand-driven service. This could offer opportunities for new operators in the market.	Bravida is modernising its IT environment and developing digital solutions and systems to enable new business opportunities. Continue to enhance the comprehensive offering to customers with the service areas Automation, Energy Management and Technical Facility Management combined. A project methodology and a structured approach to developing new system solutions have been introduced.

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Financial risk

Through its business operations, Bravida is exposed to various types of financial risk. The financial risks mainly include interest rate, currency, financing and credit risk. The Group's financial operations and management of financial risk are centralised within Group Finance. Business is conducted

based on a financial policy set by the Board and reviewed and established by the Board annually. Its purpose is to minimise the Group's cost of capital through effective financial solutions and effective management and control of the Group's financial risks.

Credit risk in business operations, however, is managed locally, supported by a joint credit monitoring and analysis system. For further information about the management of financial risk, see Note 25.

Area of risk	Description	Handling
Interest rate risk	Changes in the market interest rate affect the Group's net interest income and cash flow.	Bravida has established principles for managing interest rate risk in its financial policy, which stipulates short fixed-interest periods.
Currency risk	Exchange rate fluctuations can adversely affect the Group's income statement, balance sheet and cash flow. Currency risks can be divided into transaction exposure and translation exposure.	Bravida's transaction exposure is relatively limited because the majority of sales and expenditure are in local currency, with minor exposure to imported components. Bravida's translation exposure is not hedged for currency risk, and a strengthening of the Swedish krona against the NOK, EUR and DKK has a negative effect on sales and operating profit. All financing takes place in SEK.
Financing and liquidity risk	This is the risk of not being able to take out new loans or refinance existing loans on acceptable terms. The Group is also exposed to liquidity risk, which is defined as being the risk of being unable to meet immediate payment obligations.	Responsibility for Bravida's financial transactions and risk lies centrally with the Group treasury unit, which works based on a financial policy set by the Board. Financing consists of long-term credit agreements and the issuing of short-term commercial paper.
Credit risk	There is always a risk that a counterparty will be unable to meet its commitments. Deficient control of customer creditworthiness poses a risk of Bravida carrying out work for customers who cannot meet their commitments, possibly resulting in bad debts.	The credit rating of all customers is checked before a project begins. In the countries in which it operates, Bravida has a customer credit department that operates according to established risk assumption guidelines. Bravida has historically had relatively low credit losses, but further strengthened its credit monitoring and claims management during the year.

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Operational risks

Operational risks relate to day-to-day operations and are often possible to influence, and are therefore usually dealt with through policies, guidelines and instructions. Management of these risks is part of Bravida's ongoing business process.

Area of risk	Description	Handling
Occupational injuries	The risk of injury to employees or other people at Bravida's workplaces.	Bravida has a zero vision for occupational injuries, and adopts a systematic approach to the physical, social and organisational work environment and to strengthening its safety culture. During the year, Bravida conducted an extensive risk inventory that forms the basis for a work environment risk bank. This means that by systematising the learning relating to our risks, we can reduce the number of work-related accidents.
Labour shortages – if Bravida does not succeed in attracting, recruiting and retaining the right staff	In the current labour market there is keen competition for skilled employees, such as engineers, technicians and fitters. Risk of mobilisation due to ongoing conflicts in the world. Risk of strikes due to high inflation not being reflected in wage negotiations.	Bravida has continued to work with the employment offer to attract employees. During the year, work continued on People Vision, which involves improving in a structured way in a number of areas: leadership, best team and an industry-leading employee experience.
Willingness to change	The risk in a relatively traditional industry of not having the ability to change in step with the outside world, such as lack of customer focus and business development as well as the ability to reorientate the organisation.	Bravida increasingly focuses on change management in the roll-out of new activities according to the business plan and new initiatives. Furthermore, training measures are underway and implemented to strengthen leadership and respond to changes in the market.
Business ethics	Bravida is a decentralised organisation in which transactions and purchasing are largely carried out locally, increasing the risk of undue influence. There is a risk of individual employees not adhering to our values and harming Bravida's reputation and brand.	All Bravida employees must read and be familiar with the Code of Conduct. Bravida also works with monitoring and internal control. An annual survey and analysis of suppliers is carried out based on the requirements of the forthcoming CSRD regulations.
Project risks – medium-sized projects	Most of Bravida's installation projects are small projects < SEK 10 million. Risks exist mainly in medium-sized projects, partly at the tender stage, such as miscalculation but also throughout the implementation phase from planning to completion.	Bravida has an established procedure for managing tenders, and for some years has had a 'grandfather' principle, where major projects have to be presented to and approved by a superior. Strong focus on the execution phase, project manager training and follow-up.
Risks associated with complex and large contracts	Incorrect skills, market or customer and shortcomings in project implementation. One of the major operational risks is deficiencies in the costing, start-up, planning and management of projects. Deficiencies in contract administration can quickly entail a high risk of not obtaining the required time extension or compensation for work performed.	Bravida has a well-defined way of working with clear milestones from costing to completed project. Major and more complex projects always have a clear project organisation and structure as well as steering group.
Acquisition risks	A risk of Bravida acquiring companies that do not achieve the expected out-comes, are not integrated into Bravida's corporate culture or harm the company or brand in some other way.	Bravida has an acquisition organisation at the Group level to assist with and ensure the process of integrating acquisitions. There is a clear responsibility in the organisation where the acquisitions take place, and anchoring in the local business. A successful acquisition depends on local involvement, both at the regional level and in the relevant branch.

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Operational risks, cont.

Area of risk	Description	Handling
Environment: sustainable use of resources	Environmental impact in the form of carbon dioxide emissions or other environmentally harmful emissions, both in the customer offering and in the customer's operations. New regulations place great demands on the entire value chain, especially the supply chain.	Bravida works to reduce the environmental impact of its own operations, based on its defined sustainability strategy and sustainability goals. Bravida is continuing the move to fossil-free vehicles and monitoring of emissions at a central level. We are gradually replacing our old service vehicles with fossil-free alternatives, and in Sweden and Denmark only electric cars are now available as company cars. As part of the process of converting our own operations, it has also been decided that we will switch to renewable electricity in our offices and buildings.
Subcontractor risks	The conduct of subcontractors could have an adverse impact on Bravida's reputation and brand if a subcontractor does not comply with Bravida's Code of Conduct.	Quality assurance of Bravida's subcontractors is carried out continuously. Work with approved subcontractors in accordance with the supplier assessment, and otherwise include our Code of Conduct in the procurement. A new purchasing system is partly in place, with implementation ongoing, and within the next year it will also include subcontractors with support for the qualification of suppliers and the introduction of new control points.
Material risks	Deficiencies in the quality of the products that Bravida installs could have an adverse impact on the company's reputation among customers and lead to increased costs.	Bravida has warranties from the suppliers of the products it uses. Use products from the Bravida range and use central agreements.
Price increases in the industry – supply chain	Supply chain risks caused by geopolitical tensions can contribute to broad price increases as a result of, for example, higher raw material and transport costs. These can affect Bravida in the form of major price increases due to fixed prices in contracts. New regulations also place great demands on the entire value chain.	Negotiating fixed prices in central contracts and handling suppliers who want to raise prices more often than before. Further, involving branch purchasing staff more in price negotiations. The organisation is encouraged to make allowance for major price increases in new contracts and to use the contracting index and strive for more index-based contracts. Central follow-up of supplier assessments.
Information security and cyber-risks	The number of cyber-attacks continues to increase and hence the risk of information theft and sabotage. In addition to traditional viruses and trojans, the trend of information theft, so-called "social engineering", continues, where users' emails are exposed to various fraud attempts aimed at getting them to carry out financial transactions.	Bravida continued to work on information security and cybersecurity during the year. Mandatory cybersecurity training for office staff and skilled workers, which is made available on a regular basis. Established an information security management system. Ongoing structured work in these areas to achieve a higher level of security and reduce the risk of information theft.
Non-compliance with data protection in accordance with GDPR	The risk of not meeting GDPR requirements can lead to heavy fines and harm the brand.	Bravida has established guidelines to ensure compliance with the current requirements. The guidelines are continuously reviewed to clarify responsibilities and requirements. Instructions and information are available to all employees. An organisation has been developed via which support is available from a centrally-established GDPR group.

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Consolidated income statement

SEK million	NOTE	01/01/2023 -31/12/2023	01/01/2022 -31/12/2022
Net sales	2, 3	29,423	26,303
Production costs		-25,026	-22,335
Gross profit/loss		4,397	3,968
Administrative and selling expenses		-2,672	-2,272
Operating profit/loss	3, 5, 6, 7, 28	1,725	1,696
Financial income		51	21
Financial expenses		-198	-85
Net financial items	8	-147	-64
Profit/loss before tax		1,578	1,632
Tax on profit/loss for the year	9	-336	-349
Profit/loss for the year		1,242	1,283
Profit/loss for the year attributable to:			
Owners of the parent company		1,227	1,267
Non-controlling interests		15	16
Profit/loss for the year		1,242	1,283
Basic earnings per share, SEK	10	6.02	6.22
Diluted earnings per share, SEK	10	6.00	6.21

Consolidated statement of comprehensive income

SEK million	NOTE	01/01/2023 -31/12/2023	01/01/2022 -31/12/2022
Profit/loss for the year		1,242	1,283
Other comprehensive income			
Items that have been or can be transferred to profit/loss for the year			
Translation differences for the year from the translation of foreign operations	20	-132	142
Items that cannot be transferred to profit/loss for the year			
Revaluation of defined-benefit pensions		-212	409
Tax attributable to the revaluation of pensions		44	-84
Other comprehensive income for the year		-301	467
Comprehensive income for the year		942	1,750
Comprehensive income for the year attributable to:			
Owners of the parent company		927	1,734
Non-controlling interests		15	16
Comprehensive income for the year		942	1,750

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Consolidated balance sheet

SEK million	NOTE	31/12/2023	31/12/2022
ASSETS			
Non-current intangible assets	11	11,001	10,441
Right-of-use assets	12	1,452	1,028
Property, plant and equipment	13	380	299
Holdings in associates	14	16	13
Pension assets	15	11	17
Securities held as non-current assets	16	19	18
Non-current receivables	17	17	19
Deferred tax assets	9	20	25
Total non-current assets		12,915	11,860
Inventories		290	274
Current tax assets		137	108
Trade receivables	25	6,223	5,210
Contract assets	18	3,210	3,225
Other receivables	19	511	485
Other financial assets		–	0
Cash and cash equivalents		1,046	1,308
Total current assets		11,417	10,611
TOTAL ASSETS	24	24,333	22,472

SEK million	NOTE	31/12/2023	31/12/2022
EQUITY			
	20		
Share capital		4	4
Other contributed capital		3,518	3,518
Reserves		23	155
Retained earnings including profit/loss for the year		4,685	4,218
Equity attributable to owners of the parent company		8,229	7,895
Non-controlling interests		37	40
Total equity		8,267	7,936
LIABILITIES			
Non-current interest-bearing liabilities	21	500	500
Lease liability	21, 26	1,001	666
Non-current non-interest-bearing liabilities		164	245
Pension provisions	15	410	230
Other provisions	22	86	81
Deferred tax liabilities	9	648	628
Total non-current liabilities		2,808	2,351
Current interest-bearing liabilities	21	1,263	1,063
Lease liability	21, 26	475	384
Trade payables		3,204	3,259
Tax liabilities		17	34
Contract liabilities	18	4,268	3,938
Other liabilities	23	3,618	3,080
Provisions	22	413	428
Total current liabilities		13,258	12,185
Total liabilities	24	16,066	14,536
TOTAL EQUITY AND LIABILITIES		24,333	22,472

For information on the Group's pledged assets and contingent liabilities, see Note 27.

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Consolidated statement of changes in equity

SEK million	2022					
	Share capital	Other contributed capital	Translation reserve	Retained earnings, incl. profit/loss for the year	Non-controlling interests	Total equity
Opening equity at 01/01/2022	4	3,518	13	3,281	16	6,832
Profit/loss for the year	–	–	–	1,267	16	1,283
Other comprehensive income for the year	–	–	142	325	–	467
Total comprehensive income for the year	–	–	142	1,592	16	1,750
Dividend	–	–	–	-610	–	-610
New issue of class C shares	0	–	–	–	–	0
Repurchase of class C shares	–	–	–	0	–	0
Change in non-controlling interests	–	–	–	-7	7	–
Valuation of non-controlling interests' put option	–	–	–	-73	–	-73
Share incentive programme	–	–	–	37	–	37
Closing equity at 31/12/2022	4	3,518	155	4,218	40	7,936
	2023					
Opening equity at 01/01/2023	4	3,518	155	4,218	40	7,936
Profit/loss for the year	–	–	–	1,227	15	1,242
Other comprehensive income for the year	–	–	-132	-168	–	-301
Total comprehensive income for the year	–	–	-132	1,059	15	942
Dividend	–	–	–	-662	–	-662
New issue of class C shares	0	–	–	–	–	0
Repurchase of class C shares	–	–	–	0	–	0
Change in non-controlling interests	–	–	–	18	-18	–
Valuation of non-controlling interests' put option	–	–	–	13	–	13
Share incentive programme	–	–	–	38	–	38
Closing equity at 31/12/2023	4	3,518	23	4,685	37	8,267

Further information on equity is provided in Note 20.

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Consolidated cash flow statement

SEK million	NOTE	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
OPERATING ACTIVITIES			
Profit/loss before tax		1,578	1,632
Adjustments for non-cash items	30	457	660
Income taxes paid		-230	-359
Subtotal before changes in working capital		1,805	1,933
Cash flow from changes in working capital			
Increase (-)/Decrease (+) in inventories		25	-70
Increase (-)/Decrease (+) in operating receivables		-857	-1,364
Increase (+)/Decrease (-) in operating liabilities		444	1,093
Cash flow from operating activities		1,417	1,592
INVESTING ACTIVITIES			
Acquisition of subsidiaries	4, 29	-452	-649
Acquisition of assets and liabilities	4	-53	-26
Acquisition of non-current intangible assets	11	–	0
Acquisition of property, plant and equipment	13	-113	-142
Cash flow from investing activities		-618	-817
FINANCING ACTIVITIES			
Dividends received		1	–
Loans raised	21, 30	1,627	1,594
Repayment of loans	30	-1,426	-1,636
Repayment of lease liabilities		-539	-426
Change in utilisation of overdraft facility	21, 30	–	–
Dividend paid		-662	-610
Cash flow from financing activities		-999	-1,078
Cash flow for the year		-200	-304
Cash and cash equivalents at start of year		1,308	1,594
Exchange gains/losses on cash and cash equivalents		-62	18
Cash and cash equivalents at year-end		1,046	1,308

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Parent company income statement

SEK million	NOTE	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
Net sales		263	232
Administrative and selling expenses	5, 6, 7	-283	-238
Operating profit/loss		-20	-6
Income from financial items			
Interest and similar income		94	38
Interest and similar expenses		-227	-68
Net financial items	8	-133	-30
Profit/loss after financial items		-153	-36
Appropriations			
Provision for tax allocation reserve		-16	-15
Group contributions		608	543
Profit/loss before tax		440	492
Tax	9	-109	-105
Profit/loss for the year¹		331	386

¹ Profit/loss for the year corresponds to comprehensive income for the year.

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Parent company balance sheet

AMOUNT IN SEK MILLION	NOTE	31/12/2023	31/12/2022
ASSETS			
Non-current assets			
Holdings in Group companies	29	7,341	7,341
Non-current receivables	17	2	1
Deferred tax assets		0	0
Total non-current assets		7,344	7,343
Current assets			
Receivables from Group companies	28	2,589	2,290
Current tax assets		41	12
Other receivables	19	10	9
Cash and bank balances		686	1,055
Total current assets		3,325	3,366
TOTAL ASSETS	24	10,669	10,709

AMOUNT IN SEK MILLION	NOTE	31/12/2023	31/12/2022
EQUITY AND LIABILITIES			
Equity			
	20		
Restricted equity			
Share capital		4	4
Total restricted equity		4	4
Non-restricted equity			
Share premium reserve		3,518	3,518
Retained earnings		-153	84
Profit/loss for the year		331	386
Total non-restricted equity		3,695	3,989
Total equity		3,699	3,993
Untaxed reserves			
Tax allocation reserves		703	687
Provisions			
Pension provisions	15	5	4
Non-current liabilities			
Interest-bearing liabilities	21	500	500
Current liabilities			
Liabilities to credit institutions	21	1,263	1,063
Trade payables		5	5
Liabilities to Group companies	28	4,450	4,406
Tax liabilities		–	–
Other liabilities	23	44	51
Total current liabilities		5,762	5,525
TOTAL EQUITY AND LIABILITIES	24	10,669	10,709

For information about the parent company's pledged assets and contingent liabilities, see Note 27.

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Parent company statement of changes in equity

SEK million	2022				
	Non-restricted equity				
	Share capital	Share premium reserve	Retained earnings	Profit/loss for the year	Total
Opening equity at 01/01/2022	4	3,518	105	552	4,179
Profit/loss for the year	–	–	–	386	386
Appropriation of profits	–	–	552	-552	–
Dividend	–	–	-610	–	-610
New issue of class C shares	0	–	–	–	0
Repurchase of class C shares	–	–	0	–	0
Share incentive programme	–	–	37	–	37
Closing equity at 31/12/2022	4	3,518	84	386	3,993

	2023				
	Share capital	Share premium reserve	Retained earnings	Profit/loss for the year	Total
Opening equity at 01/01/2023	4	3,518	84	386	3,993
Profit/loss for the year	–	–	–	331	331
Appropriation of profits	–	–	386	-386	–
Dividend	–	–	-662	–	-662
New issue of class C shares	0	–	–	–	0
Repurchase of class C shares	–	–	0	–	0
Share incentive programme	–	–	38	–	38
Closing equity at 31/12/2023	4	3,518	-153	330	3,699

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Parent company cash flow statement

SEK million	NOTE	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
OPERATING ACTIVITIES			
Profit/loss after financial items		-152	-36
Adjustments for non-cash items	30	39	39
Income taxes paid		-137	-210
Subtotal before change in working capital		-251	-208
Cash flow from changes in working capital			
Increase (-)/Decrease (+) in operating receivables		-285	-22
Increase (+)/Decrease (-) in operating liabilities		-20	13
Cash flow from operating activities		-516	-216
INVESTING ACTIVITIES			
Acquisition of non-current financial assets		0	-1
Cash flow from investing activities		0	-1
FINANCING ACTIVITIES			
Loans raised	21, 30	1,627	1,594
Repayment of loans	21	-1,427	-1,635
Dividend paid		-662	-610
Group contributions paid		-1	-7
Group contributions received		609	550
Cash flow from financing activities		146	-108
Cash flow for the year		-370	-325
Cash and cash equivalents at start of year		1,055	1,380
Cash and cash equivalents at year-end		686	1,055

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NOTE 1 SIGNIFICANT ACCOUNTING POLICIES ETC.

General

Bravida Holding AB, company reg. 556891-5390, is a Swedish public limited company with its registered office in Stockholm, Sweden. The address of the head office is Mikrofonvägen 28, 126 81 Stockholm. The company's shares are listed on Nasdaq Stockholm's Large Cap list. This report refers to the Bravida Group as Bravida or the Group, and the parent company Bravida Holding AB in full or as the parent company. Bravida is the leading provider of end-to-end solutions for the service and installation of electricity, heating and plumbing, HVAC and other technical functions in buildings and facilities in the Nordic region. The consolidated financial statements for 2023 consist of the parent company and its Group companies; the Group also includes the proportion of holdings in associate companies. The Group also has small-scale development operations at a branch office in Slovakia.

The annual accounts and consolidated financial statements were approved for publication by the Board of Directors and the Chief Executive Officer on 20 March 2024.

Conditions for the preparation of financial statements

The consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as well as interpretations from the International Financial Reporting Interpretations Committee (IFRIC), as adopted by the EU. Recommendation RFR 1 Supplementary Accounting Rules for Corporate Groups of the Swedish Financial Reporting Board has also been applied.

The parent company applies the Swedish Annual Accounts Act and Recommendation RFR 2 Accounting for Legal Entities. In cases where the parent company applies other accounting policies than the Group this is stated at the end of this Note.

The Group and parent company's reporting is in millions of Swedish kronor (SEK million) without decimals unless otherwise specified. Swedish kronor are referred to as SEK and thousands of Swedish kronor are referred to as SEK thousand. In certain cases, the amounts reported have been rounded. If amounts are less than SEK 1 million and are rounded down, this is shown with a zero (0). Where there is no value, a dash (–) is used. This means that tables, charts and calculations do not always exactly tally. Figures in brackets refer to actual figures for the previous year.

Measurement basis applied in preparing the financial statements

Assets and liabilities are essentially recognised at historical cost.

Critical accounting estimates and judgements

Preparing financial statements in accordance with IFRS requires that management make estimates and judgements as well as assumptions which affect the application of the accounting policies and the recognised amounts of assets, liabilities, income and expenses. Estimates and assumptions are based on historical experience and a number of other factors that, under prevailing circumstances, are considered reasonable. Actual outcomes may differ from these estimates. Judgements and assumptions are reviewed on a regular basis. Changes to estimates are recognised in the period when the change is made if the change only affects this period, or in the period when the change is made and future periods if the change affects both the current period and future periods.

The company management's best assessment is also taken into account in the reporting of disputed amounts as legal proceedings and disputes are by their nature unpredictable.

Below are the items that are considered to involve more valuation uncertainty than other items, but they are not estimates that have a significant risk of causing a material adjustment to the carrying amount in the coming year.

Recognition over time (previously percentage-of-completion accounting)

Earnings from ongoing installation projects are recognised over time based on accrued project expenses. This requires the reliable calculation of project revenues and expenses. This is dependent on effective costing systems, forecast procedures and project monitoring. Forecasts relating to the project's final outcome are a critical assessment that is material to the reporting of earnings during the course of the project. There is a risk that the final earnings for projects may differ from earnings reported in accordance with the percentage-of-completion method.

Impairment testing of goodwill

In estimating recoverable amounts for cash-generating units for the purpose of testing for impairment of goodwill, several assumptions about future circumstances and estimates of parameters have been made. These are described in Note 11.

Pension assumptions

Bravida has some defined-benefit pension plans. The pension obligation is calculated using actuarial assumptions and the plan assets are valued at the market value at the balance sheet date. A change in any of these assumptions and valuations may have a significant impact on the estimated pension obligations and pension costs. See also Note 15 for further information about utilised pension commitments.

New or amended relevant IFRS standards

New or amended standards and interpretations that came into effect during the year had no significant effect on the Group's financial statements.

New accounting policies from 2024 or later

A number of new or amended standards and interpretations come into effect for financial years starting 1 January 2024 or later; these have not been applied in advance in preparing these financial statements.

Amendments to IAS 1 Presentation of Financial Statements, effective for annual periods beginning on or after 1 January 2024, change the principles and disclosures relating to the classification of liabilities as non-current or current. Bravida does not expect any effect of these changes on the classification in the consolidated and parent company balance sheets. However, due to the increased disclosure requirements, it is expected that disclosures will be added on covenants relating to loan and similar financing.

Otherwise, the new standards and interpretations are not expected to have a material impact on the Group's financial statements in current or future periods, nor on future transactions.

Segment reporting

An operating segment is a component of the Group which engages in business from which it may earn revenues and incur expenses, for which independent financial information is available. Earnings of each operating segment are analysed further by the company's senior executive decision-maker in order to evaluate the earnings and to allocate resources to the operating segment. Geographical markets constitute Bravida's operating segments, and are the countries Sweden, Norway, Denmark and Finland. See Note 3 for additional information on the itemisation and presentation of operating segments.

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NOTE 1. Significant accounting policies, cont.

Consolidation principles

Group companies

Group companies are companies in which the parent company has a controlling influence. A controlling influence is assumed to exist where the parent company directly or indirectly has an ownership interest amounting to more than 50 percent of the votes, but may also be achieved if a controlling influence is able to be exerted over operational and financial management.

The purchase method is used in accounting for the Group's acquisition of subsidiaries. The cost of an acquisition is the fair value of all assets provided as compensation, issued equity instruments and liabilities incurred or assumed at the transfer date.

Transaction costs are expensed directly. Identifiable acquired assets and assumed liabilities and contingent liabilities in a business combination are initially stated at fair value at the acquisition date regardless of the size of any non-controlling interests. In a business combination where the transferred compensation, any non-controlling interests and the fair value of the previously owned interest (in incremental acquisitions) exceed the fair value of the acquired assets and assumed liabilities which are recognised separately, the difference is recognised as goodwill. Where the difference is negative, in a 'bargain purchase', the difference is recognised in profit/loss for the year.

Group companies are included in the consolidated financial statements from the date that controlling influence is obtained and are excluded from the consolidated financial statements from the date that controlling influence ceases. Where necessary, Group companies' accounting is adjusted to adapt their accounting policies to those of the Group.

Intra-Group transactions and balance sheet items and unrealised gains on transactions between Group companies are eliminated.

Unrealised losses are also eliminated but any losses are viewed as an indication of a possible impairment requirement.

Associates

Associates are those companies in which the Group exercises a significant, but not a controlling, influence.

Associates are recognised in accordance with the equity method. This means that the carrying amount in the Group for holdings in the company corresponds to the Group's share of equity and any carrying amounts of Group surplus values following the change to Group accounting policies. The share in the companies' profits after tax is recognised in operating profit/loss together with amortisation of the acquired surplus values.

Foreign currencies

Functional currency and presentation currency

The Swedish krona (SEK), the functional and reporting currency of the parent company, is used in the consolidated financial statements.

Transactions and balance sheet items

Transactions in foreign currencies are translated to the functional currency at the exchange rates applying at the transaction date. Foreign exchange differences on borrowing are recognised under financial items while other foreign exchange differences are included in operating profit/loss.

Financial statements of foreign operations

The earnings and financial position of all foreign operations included in the consolidated financial statements that have a different functional currency than the presentation currency are translated into the Group's presentation currency as follows:

- assets and liabilities for each of the balance sheets are translated at the closing rate
- income and expenses for each of the income statements are translated at the average exchange rate
- all resulting foreign exchange differences are recognised through other comprehensive income as a separate component of equity (translation reserve)

Revenue

The company's revenue consists of service and installation services and sales of services and materials take place on a combined basis. Sales of materials only take place to a very minor extent, and in such cases revenue is recognised when the goods have been delivered to the customer, which is deemed to be the point in time when control over the goods is transferred to the customer.

Service and installation services, including related materials, are recognised over time (previously called percentage-of-completion accounting) as project expenses are incurred in relation to forecast project expenses. Service and installation services are performed at the customer's property. Initial assessment of the IFRS 15 criteria for recognition over time or at a particular date indicate that in most of these cases the goods are deemed to be controlled by the customer as they are installed, where they will also be recognised over time rather than at the date when installation is completed.

Recognition over time (previously percentage-of-completion accounting)

Recognition over time involves earnings being recognised according to the degree of a project's completion. Determining the earnings accrued at any given time requires information about the following components:

- Project revenue – the value of all revenue attributable to the contract
- Project expenses – all expenses corresponding to project revenues that are attributable to the individual project
- Degree of completion (work-up rate) – expenses accrued in relation to estimated total project costs

Expenses that have been incurred during the year but that relate to future work are not included in project expenses when determining the degree of completion. These are recognised as materials and inventories, advances or other assets depending on their nature. Changes to the scope of the project, claims and incentive pay are included in project revenue to the extent that they have been agreed with the customer and can be reliably measured. A fundamental condition for application of recognition over time is that project revenues and project expenses can be reliably measured and that the degree of completion is determined in a way that is relevant with respect to the reliability requirement.

Bravida recognises as contract assets receivables (balance sheet item 'Contract assets') from buyers of installation projects for which the project costs and recognised profits (after deducting recognised losses) exceed the invoiced amount. Partially invoiced amounts that have not yet been paid by the customer and amounts withheld by the buyer are included in the item 'Trade receivables'. Bravida recognises as contract liabilities (balance sheet item 'contract liabilities') any liabilities to buyers of installation contracts for projects in progress for which the invoiced amount exceeds the project costs and recognised profits (after deducting recognised losses).

Intangible assets

The Group's non-current intangible assets principally consist of goodwill, as well as other intangible assets. Goodwill represents the difference between the cost of a business combination and the fair value of the Group's share of the acquired operation's identifiable net assets at the time of acquisition. Goodwill is recognised at cost, less any impairment. Goodwill has an indefinite useful life and is tested for impairment at least annually. Goodwill impairment losses are not reversed. Any gain or loss from the sale of a unit includes the divested portion of the recognised

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NOTE 1. Significant accounting policies, cont.

value of goodwill. In testing for any impairment, goodwill is allocated to cash-generating units.

Other non-current intangible assets mainly consist of licenses. Amortisation is recognised in the income statement on a straight-line basis over the useful life of the intangible asset, unless the asset has an indefinite useful life. Other intangible assets are amortised over a period of five years. Useful lives are reassessed annually or more frequently.

Property, plant and equipment

Land and buildings mainly comprise warehouses and offices. Property, plant and equipment is recognised at cost less depreciation.

Land is not depreciated. Other assets are depreciated on a straight-line basis to allocate the cost down to the estimated residual value over the assets' estimated useful lives, as follows:

Depreciation policies for property, plant and equipment

Buildings	Useful life, 20 years
Expenditure on property not owned by the company	During remaining term of lease
Machinery and other technical facilities	3-5 years
Equipment, tools and installations	3-10 years

Impairments

The values of property, plant and equipment and non-current intangible assets and leasehold rights are analysed at each balance sheet date to establish whether there is an indication that such assets have decreased in value. If there is any indication of this, the recoverable amount of the asset or the smallest cash-generating unit to which the asset belongs is calculated in order to determine the amount of any impairment loss.

An impairment loss is recognised in the income statement. If an impairment loss is reversed, this is only done insofar as the asset's carrying amount does not exceed the value that would have been recognised, less depreciation/amortisation, if no impairment had been made. A reversal of an impairment loss is recognised in the income statement. Goodwill impairment losses are never reversed.

Leases

The Group primarily leases offices and vehicles. Contracts can contain both lease and non-lease components. The Group breaks down the remuneration in the contract into lease and non-lease components.

The leases are recognised as rights of use and a corresponding liability, as of the date on which the leased asset is available for use by the Group.

The lease liability is initially recognised at the present value of the remaining lease payments during the lease period. Lease payments include fixed charges and variable lease payments that depend on an index or interest rate, initially based on the index or interest rate applicable at the start date. The lease term consists of the non-terminable period of the contract plus extension periods that are initially considered reasonably safe to use.

The Group is exposed to any future increases in variable lease payments based on an index or interest rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or interest rate take effect, the lease liability is revalued and adjusted against the right of use.

The assessed lease period is mainly adjusted when the last period of notice in the previously assessed lease period is passed; or if a significant event occurs or circumstances change significantly in a way that is within the company's control. In these cases, the liability is revalued, based on an updated discount rate, with counter-posting of the revaluation amount against the right of use.

Lease payments are broken down between repayment of the liability and interest. The interest is recognised in the income statement over the lease period in a way that entails a fixed interest rate for the lease liability recognised during each period.

The right of use is measured at cost and includes the following:

- the amount at which the lease liability was originally measured
- lease payments made on or before the start date, after deduction of any benefits received in connection with the signing of the lease contract
- initial direct expenditure
- expenditure to restore access to the condition provided for in the terms of the lease.

Rights of use are usually amortised on a straight-line basis over the shorter of useful life and lease term.

Payments for short-term and small-value leases are expensed on a straight-line basis in the income statement. Short contracts are contracts with a lease term of 12 months or less. Small-value contracts include IT equipment.

Financial instruments

Recognition and initial measurement

Trade receivables and issued debt instruments are recognised when they are issued. Other financial assets and financial liabilities are recognised when the Group becomes party to the contractual terms of the instrument.

A financial asset or financial liability is initially measured at fair value, which usually amounts to the transaction amount less directly attributable transaction expenses for admission of the Group's financial instruments that are not recognised at fair value through profit/loss (see below).

Classification and subsequent measurement

Financial assets

Bravida's financial assets are recognised at amortised cost and to a lesser extent at fair value via other comprehensive income.

Bravida's financial assets in the form of cash and cash equivalents, other receivables, accrued revenues, trade receivables and non-current receivables belong to the amortised cost category. Non-current receivables are recognised at amortised cost using the effective interest rate method. The other assets are recognised at nominal amount because the duration is short.

Financial assets recognised by Bravida at fair value through other comprehensive income consist of relatively small investments in securities held as non-current assets (Note 24). In the event of changes in the value of such holdings, the effect is recognised in other comprehensive income. No earnings effect is recognised in the income statement, or upon realisation.

Those financial assets that are measured at amortised cost are recognised after a provision is made for expected credit losses. The Group applies the simplified method for calculating expected credit losses on trade receivables. See Note 25 for further information on the impairment model.

An impairment loss or reversal of an impairment loss on trade receivables is recognised in the income statement under 'Other operating expenses' while on loans it is recognised in financial items.

Financial liabilities

Financial liabilities are classified as measured at amortised cost or fair value through profit/loss. Those financial liabilities that Bravida has mainly belong to the category of measured at amortised cost. This category mainly includes the Group's interest-bearing liabilities. Trade payables

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NOTE 1. Significant accounting policies, cont.

and other short-term operating liabilities constituting financial liabilities are recognised at nominal amount because of the short duration. Liabilities recognised at fair value through profit or loss consist of contingent considerations to the extent that they have been agreed in connection with the acquisition of subsidiaries.

Borrowing and other financial liabilities are classified as current liabilities unless the Group has a right to defer payment of the liability for at least 12 months after the balance sheet date.

Inventories

Inventories are measured at the lower of cost and net realisable value. This also takes into account the risk of obsolescence. Cost is determined using the first-in/first-out method (FIFO). Net realisable value is the estimated selling price in the company's operating activities less any applicable variable selling expenses.

Cash and cash equivalents

Cash and cash equivalents includes cash, bank balances and other short-term investments maturing within three months of the date of acquisition that can easily be converted into cash and cash equivalents for a known amount and that are exposed to negligible risk of fluctuations in value.

Dividend paid

Dividends paid are recognised as a liability upon approval of the dividend by the Annual General Meeting.

Income taxes

Recognised income tax includes tax that is payable or receivable in respect of the current year, adjustments relating to current tax for previous years and changes in deferred tax. Deferred tax assets relating to unused loss carry-forwards or other future tax deductions are recognised to the extent that it is probable that such deductions can be used to offset future taxable profits.

Earnings per share

The calculation of earnings per share is based on consolidated profit for the year attributable to owners of the parent company and on the weighted average number of shares outstanding during the year.

In calculating diluted earnings per share, the average number of shares is adjusted to take account of the effects of dilutive potential ordinary shares. Over the reported periods, potential ordinary shares consist of rights to receive shares in Bravida as part of the long-term incentive

programmes. Rights to matching shares held by employees at the reporting date are deemed to be dilutive. Entitlement to receive shares with performance conditions is dilutive only insofar as profit targets (EBITA) have been met at the reporting date. Adjustment of the number of dilutive shares is made for the hypothetical number of shares that could have been purchased with the value of remaining services as part of each incentive programme.

Employee benefits

Post-employment benefits

In Sweden most employees are covered by a defined-contribution plan, but defined-benefit plans also exist. In Norway virtually all employees are covered by a defined-contribution pension plan. In Denmark and Finland all employees are covered by defined-contribution plans.

In a defined-contribution plan the company makes fixed contributions to a separate legal entity and has no obligation to make any further contributions. Costs are charged to the consolidated income statement as the benefits are earned.

Defined-benefit plans are plans for post-employment benefits other than defined-contribution plans. The Group's net liability relating to defined-benefit plans is calculated separately for each plan by estimating the future compensation earned by the employees through their employment in the current and previous periods. The Group bears the risk for ensuring that the plan provides the promised compensation.

The defined-benefit pension plans are both funded and unfunded. In a funded plan the assets have been segregated, mainly in pension funds. These plan assets can only be used to make payments in accordance with the terms of the pension agreements.

The estimated present value of the obligations less fair value of the plan assets is recognised in the balance sheet as a provision or a non-current financial asset, as appropriate.

The pension cost and the pension obligation for defined-benefit pension plans are calculated annually by independent actuaries. The discount rate is the interest rate on mortgage bonds, with a term corresponding to the average term of the Group's pension obligations. If there is no functioning market for such corporate bonds, the market interest rate on government bonds with a corresponding term is used instead. The fair value of any investment assets at the reporting date is also calculated at the reporting date. Net interest expense/income on the defined-benefit obligation/asset is recognised in profit/loss for the year under net financial items. Net interest income is based on the interest arising from the discounting of the net obligation, i.e. interest on the obligation, plan assets and interest on the effect of any asset restrictions. Other components are recognised in operating profit.

Revaluation effects comprise actuarial gains and losses, the difference between the actual return on plan assets and the sum included in the net interest income and any changes to the effects of asset restrictions (excluding interest included in net interest income). The revaluation effects are recognised in other comprehensive income.

Special payroll tax forms part of the actuarial assumptions and is therefore recognised as part of the net obligation/asset. For reasons of simplicity, the element of special payroll tax that is calculated on the basis of the Swedish Act on Safeguarding Pension Obligations at legal entities is recognised as accrued cost instead of as part of the net obligation/asset.

Termination benefits

A cost for benefits in connection with termination of staff employment is recognised when the company is no longer able to withdraw the offer to the employees or when the company recognises costs for restructuring, whichever is the earlier. Benefits that are expected to be settled after twelve months are recognised at their present value. Benefits that are not expected to be fully settled within twelve months are recognised as long-term remuneration.

Share-based payments

Share-based payments relate to employee benefits in accordance with the long-term incentive programmes approved by the AGM. Personnel costs are recognised at the value of services received, accrued over the vesting periods of the programmes, calculated as the fair value of the assigned equity instruments. The fair value is established at the date of assignment, i.e. when Bravida and the employees entered into an agreement on the terms and conditions of the programmes. As the programmes are settled using equity instruments, they are classified as 'paid with equity' and an amount corresponding to the recognised personnel cost is recognised directly in equity.

The programmes mean that the participants need to purchase and retain shares in Bravida during the vesting period. At the end of the vesting period, participants receive additional shares in Bravida provided that the shares they purchased were retained, that their employment continued throughout the period and, with regard to performance target-related shares, that Group EBITA reached specified target levels. The recognised cost is initially based on and continually adjusted according to the number of additional shares expected to be earned, taking account of how many participants are expected to remain employed during the vesting period and taking account of the expected achievement of the EBITA conditions. No adjustment is made with regard to whether participants lose the

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NOTE 1. Significant accounting policies, cont.

entitlement to shares owing to their sale of the shares they needed to purchase and need to retain; in this case, the entire remaining cost is recognised immediately.

When rights to shares are earned and shares assigned, social security costs must be paid in certain countries for the value of the benefit to the employee. A cost and provision are recognised, accrued over the vesting period, for such social security costs. The provision for social security costs is based on the number of rights to shares expected to be earned and on the fair value of the rights to shares at the reporting date and eventually upon allocation of the shares.

Provisions

Warranty provision

A provision is recognised when the underlying product or service has been sold. Upon completion of the installation work a warranty period of two to five years normally applies. The warranty provision is calculated on the basis of previous years' warranty expenditure and an assessment of future warranty risks.

Restructuring provision

A provision is recognised when a detailed restructuring plan has been adopted and the restructuring has been initiated or publicly announced. No provision is made for future operating expenses.

Parent company accounting policies

The parent company prepares its annual accounts in accordance with the Swedish Annual Accounts Act and Recommendation RFR 2 Accounting for Legal Entities of the Swedish Financial Reporting Board. Differences between the Group and parent company accounting policies are described below. The stated accounting policies of the parent company have been applied consistently for all periods presented in the parent company's financial statements.

Subsidiaries

Interests in subsidiaries are recognised in the parent company using the cost method. This means that transaction costs are included in the reported value of interests in subsidiaries. In the consolidated financial statements, transaction costs attributable to subsidiaries are recognised directly in the consolidated income statement when they are incurred.

Contingent considerations are valued based on the probability that the consideration will be paid. Any changes to the provision or receivable are added to or reduce the cost. In the consolidated financial statements, contingent considerations are stated at fair value with changes in value recognised in profit/loss.

Leasing

The parent company does not apply IFRS 16 for leases, in accordance with the exemption contained in RFR 2. As a lessee, lease payments are recognised as an expense on a straight-line basis over the lease period and rights of use and lease liabilities are therefore not recognised in the balance sheet.

Group contributions and shareholder contributions

In the parent company, shareholder contributions are recognised in shares and interests, insofar as no impairment is required, and directly in equity in the receiving entity. Group contributions received/paid are recognised as appropriations.

Presentation of the income statement and balance sheet

The parent company applies the form of presentation for income statements and balance sheets prescribed in the Swedish Annual Accounts Act, which means, among other things, a separate form of presentation for equity and that provisions are recognised under a separate main heading on the balance sheet.

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NOTE 2 DISTRIBUTION OF REVENUES

Distribution of revenues by category	2023			2022		
	Service	Installation	Total	Service	Installation	Total
Sweden	7,084	7,329	14,414	6,534	6,506	13,040
Norway	3,086	2,846	5,932	2,861	2,694	5,555
Denmark	2,819	4,116	6,935	2,317	3,720	6,038
Finland	718	1,528	2,245	578	1,234	1,812
Eliminations	-33	-70	-103	-39	-103	-142
Group	13,674	15,748	29,423	12,251	14,052	26,303

Contract balances	Group	
	31/12/2023	01/01/2023
Receivables included in trade receivables and other receivables	6,263	5,226
Contract assets – accrued but not invoiced	3,210	3,225
Contract liabilities – invoiced but not accrued	-4,268	-3,938

Contract assets relate in the first instance to the Group's right to remuneration for work carried out but not invoiced at the balance sheet regarding service and installation agreements. Total contract assets at year-end are not affected by any impairments. Contract assets are transferred to receivables when rights are unconditional.

Contract liabilities mainly refer to those advances received from customers for future service and installation work, for which revenue is recognised over time. All contract liabilities recognised as a contract liability at the start of the period were recognised as revenue in 2023.

Revenue recognised during the period ended 31 December 2023 from performance commitments fulfilled (or partially fulfilled) in previous periods amounts to SEK -103 million. This is mainly due to changes in the calculation of the percentage of completion for ongoing projects and the difference in estimated contribution margin at the end of the previous year and the final contribution margin upon completion of the project.

Performance commitments not fulfilled at year-end regarding projects lasting more than 1 year amount to SEK 8,642 million, 32 percent of revenues are expected to be recognised within 1 year and 26 percent within 2 years, with the remainder thereafter.

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NOTE 3 SEGMENT REPORTING

The Group's operations are monitored and reviewed on a geographical market basis by the most senior executive decision-maker. Bravida's segments consist of geographical markets. Bravida has a transfer pricing policy that sets out the rules for financial transfers between the Group companies. Internal pricing charged between the various segments of the Group are set on an arm's length basis, between parties that are independent of one another, are well informed and have an interest in ensuring that the transaction is completed. None of the companies' customers generate more than 5 percent of total consolidated income.

Geographical markets

Geographic markets constitute the Group's operating segments, i.e. the countries of Sweden, Norway, Denmark and Finland. In the geographical markets, Bravida's main business is technical service and installation of electricity, heating and plumbing, and ventilation. Bravida also offers service and installation of security and sprinkler systems, cooling and power, and services relating to building automation, technical facility management, uninterruptable power supplies and project management. In the area of energy solutions for society's transition, the company offers electric car charging, energy management, GreenHub fossil-free service and solar panels.

2023	Sweden	Norway	Denmark	Finland	Group-wide	Eliminations and other	Total
External net sales	14,328	5,931	6,935	2,231	-2	–	29,423
Internal net sales	86	1	0	15	646	-747	–
Net sales	14,414	5,932	6,935	2,245	644	-747	29,423
Operating expenses	-13,307	-5,612	-6,737	-2,158	-630	747	-27,697
Amortisation of non-current intangible assets	0	0	–	-1	–	–	-1
Operating profit/loss	1,106	320	198	86	14	–	1,725
Net financial items	54	29	-32	-14	-184	–	-147
Profit/loss before tax	1,160	350	166	72	-170	–	1,578
Other information							
Goodwill	6,431	2,041	1,578	949	–	–	11,000
Other non-current assets ¹	934	385	513	59	4	–	1,895
Total non-current assets	7,365	2,426	2,091	1,008	4	–	12,896
2022	Sweden	Norway	Denmark	Finland	Group-wide	Eliminations and other	Total
External net sales	12,956	5,553	6,037	1,757	0	–	26,303
Internal net sales	84	2	0	56	566	-708	–
Net sales	13,040	5,555	6,038	1,812	566	-708	26,303
Operating expenses	-12,023	-5,272	-5,730	-1,716	-572	708	-24,605
Amortisation of non-current intangible assets	0	0	–	-1	–	–	-1
Operating profit/loss	1,017	283	308	95	-6	–	1,696
Net financial items	-2	14	-11	-6	-60	–	-64
Profit/loss before tax	1,015	297	297	89	-65	–	1,632
Other information							
Goodwill	6,263	1,945	1,525	706	–	–	10,439
Other non-current assets ¹	683	200	464	44	5	–	1,396
Total non-current assets	6,946	2,145	1,989	749	5	–	11,835

1 Excluding deferred tax.

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NOTE 4 ACQUISITION OF OPERATIONS

Acquisitions made in 2023 and 2022 are reported in aggregate form in the tables below as individually they are not of sufficient size to justify separate recognition of each acquisition.

Bravida normally uses an acquisition structure with a fixed purchase price and contingent consideration, which is based on future performance.

The contingent consideration is initially valued at the likely final amount, which for the year's acquisitions is SEK164 (140) million. The contingent considerations are due for payment within three years.

Acquired values correspond to fair value in accordance with IFRS 3. Acquired goodwill is attributable to synergistic effects that are estimated to be possible to achieve through further coordination of purchasing and central costs.

2023

Bravida made the following acquisitions in 2023:

Acquired unit	Country	Technical area	Type	Date	Percentage of votes	No. of employees	Estimated annual sales
LVI-Press Oy	Finland	Heat & plumbing	Company	January	100%	20	40
Wikblom Hydraulik och Rörteknik AB	Sweden	Heat & plumbing	Company	January	100%	20	40
Viste & Sømme AS	Norway	Security	Company	February	100%	12	23
Nordic Montage Team AB	Sweden	Heat & plumbing	Asset/liab.	February	-	9	12
Låscenter i Västerås AB	Sweden	Security	Company	March	100%	17	40
Hornbæk EI-forretning A/S	Denmark	Electricity	Asset/liab.	April	-	25	38
Turun LaatuSähkö Oy	Finland	Electricity	Asset/liab.	May	-	12	20
SCAN-EL A/S	Denmark	Electricity	Asset/liab.	May	-	31	50
Hämeen Kiinteistöautomaatio Oy	Finland	Automation	Company	May	100%	17	30
Bäckmans Rör AB	Sweden	Heat & plumbing	Company	June	100%	26	52
OETekniq ApS	Denmark	Electricity, heat&plumb, energy	Company	August	100%	18	35
Lämpö- ja Wesijohtoliike P. Juutilainen Oy	Finland	Heat&plumb, HVAC	Company	September	100%	16	34
OAT Oy	Finland	Electricity, automation	Company	October	100%	60	101
Åsbergs Rörteknik AB	Sweden	Industrial pipes	Company	November	100%	40	100
Thunestvedt	Norway	Electricity	Company	December	100%	380	610
Låsservice i Mälardalen AB	Sweden	Security	Company	December	100%	5	20
Örnsköldsviks Rörteknik AB	Sweden	Industrial pipes	Company	December	100%	50	148

If the acquisitions had taken place on 1 January 2023, consolidated net sales for 2023 would have increased by just over 3 percent.

Effect of acquisitions in 2023

Acquisitions have the following effects on consolidated assets and liabilities.

Assets and liabilities included in acquisition

Intangible assets	0
Property, plant and equipment	26
Trade receivables ¹	276
Income accrued but not invoiced	37
Other current assets	136
Cash and cash equivalents	96
Non-current liabilities	-125
Trade payables	-95
Income invoiced but not accrued	-43
Other current liabilities	-275
Net identifiable assets and liabilities	33
Consolidated goodwill	634
Consideration	667
Consideration recognised as a liability ²	261
Cash consideration paid	406
Cash and cash equivalents, acquired	96
Net effect on cash and cash equivalents	310

1 There are no material impairments of trade receivables.

2 Of the total consideration recognised as a liability in the period, SEK 164 million consists of contingent considerations.

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NOTE 4. Acquisition of operations, cont.

2022

Bravida made the following acquisitions in 2022:

Acquired unit	Country	Technical area	Type	Date	Percentage of votes	No. of employees	Estimated annual sales
Rotovent AS	Denmark	HVAC	Asset/liab.	January	–	2	18
Z-Elektro AS	Norway	Electricity, service	Company	January	100%	20	18
Viva Energi AS	Denmark	Solar panels	Company	January	60%	13	48
Skoglund EI & Tele AB	Sweden	Electricity	Company	January	100%	30	45
Langhus Rør AS	Norway	Heat & plumbing	Company	February	100%	14	19
AB Elektro AS	Norway	Electricity	Company	February	100%	32	69
Elmontage i Gällivare AB	Sweden	Electricity	Company	April	100%	11	11
LR-Installation AB	Sweden	Electricity, heating & plumbing	Company	May	100%	180	300
HNA Storköksservice AB	Sweden	Service	Company	May	100%	40	103
Elektro Entreprenören Arendal AS	Norway	Electricity	Company	May	100%	31	48
Karlstads Processrör AB	Sweden	Heat & plumbing	Company	June	100%	35	65
Bautec AS	Norway	Automation	Company	June	100%	13	18
Blaxmo Kraft AB	Sweden	Electricity, power	Asset/liab.	June	–	1	6
EFAB Automation	Sweden	Automation	Asset/liab.	June	–	10	20
Electrosec Elteknik i Östergötland AB	Sweden	Electricity	Company	June	100%	10	25
HP EI-service A/S	Denmark	Electricity, cooling	Asset/liab.	June	–	16	28
KT Elektrik A/S	Denmark	Elec, automation	Company	July	100%	250	375
JZ Elteknik AB	Sweden	Electricity	Asset/liab.	July	–	10	12
Indupipe AB	Sweden	Heat & plumbing	Company	July	100%	85	270
Rörledningsfirman Werner Nilsson AB	Sweden	Heat & plumbing	Asset/liab.	July	–	4	16
Polar 2000 Oy	Finland	Elec, automation	Company	September	100%	44	51

If the acquisitions had taken place on 1 January 2022, consolidated net sales for 2022 would have increased by just over 2 percent.

Acquisitions after the end of the reporting period

Bravida has completed one acquisition since the end of the period. In Sweden, Huddinge Elteknik AB, with 25 employees and annual sales of approximately SEK 30 million, was taken over on 2 January.

Effects of acquisitions in 2022

Acquisitions have the following effects on consolidated assets and liabilities.

Assets and liabilities included in acquisition

Intangible assets	0
Property, plant and equipment	11
Trade receivables ¹	241
Income accrued but not invoiced	83
Other current assets	106
Cash and cash equivalents	115
Non-current liabilities	-39
Trade payables	-118
Income invoiced but not accrued	-20
Other current liabilities	-218
Net identifiable assets and liabilities	161
Consolidated goodwill	720
Consideration	880
Consideration recognised as a liability ²	238
Cash consideration paid	642
Cash and cash equivalents, acquired	115
Net effect on cash and cash equivalents	528

¹ There are no material impairments of trade receivables.

² Of the total consideration recognised as a liability in the period, SEK 140 million consists of contingent consideration. In addition, non-controlling interests' option to sell shares held is recognised as a liability at the net present value of the expected amount to be paid upon exercise of the option, at an amount of SEK 89 million.

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NOTE 5 EMPLOYEES AND PERSONNEL COSTS

Average number of employees	2023			2022		
	Total	Proportion of women	Proportion of men	Total	Proportion of women	Proportion of men
Parent company						
Sweden	20	55%	45%	19	58%	42%
Total at parent company	20	55%	45%	19	58%	42%
Group companies						
Sweden ¹	6,516	9%	91%	6,234	9%	91%
Norway	3,352	8%	92%	3,165	7%	93%
Denmark	3,095	8%	92%	2,908	8%	92%
Finland	850	8%	92%	752	7%	93%
Total at parent company	13,813	8%	92%	13,059	8%	92%
Group total	13,833	8%	92%	13,078	8%	92%

1 Bravida Sweden conducts small-scale development operations at an office in Slovakia. These employees are reported in Sweden and total 24 (19) persons, of whom 4 (2) are women.

Distribution in company management ²	31/12/2023		31/12/2022	
	Proportion of women	Proportion of men	Proportion of women	Proportion of men
Parent company				
Board of Directors	50%	50%	50%	50%
Other senior executives	8%	92%	8%	92%
Group total				
Board of Directors	50%	50%	50%	50%
Other senior executives	8%	92%	8%	92%

2 Members of the Board elected by the AGM, and with the CEO included among other senior executives.

Salaries, other remuneration and social security contributions	31/12/2023		31/12/2022	
	Salaries and remuneration	Social security costs	Salaries and remuneration	Social security costs
Parent company	53	14	59	15
(of which pension)	(8)	(2)	(8)	(2)
Group companies	9,932	1,609	8,620	1,410
(of which pension)	(620)	(97)	(304)	(79)
Group total	9,985	1,623	8,679	1,425
(of which pension)	(628)	(99)	(313)	(81)

NOTE 5. Employees and personnel costs, cont.

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	31/12/2023		31/12/2022	
	CEO and other senior executives ³	Other employees	CEO and other senior executives ³	Other employees
Salaries and other remuneration				
Parent company				
Sweden	38	15	39	20
(of which bonuses, etc.)	(10)	(1)	(14)	(1)
Group companies				
Sweden	24	4,128	26	3,698
(of which bonuses, etc.)	(8)	(124)	(10)	(109)
Norway	7	2,203	5	2,019
(of which bonuses, etc.)	(3)	(41)	(1)	(37)
Denmark	9	2,879	7	2,315
(of which bonuses, etc.)	(3)	(38)	(2)	(39)
Finland	6	676	6	544
(of which bonuses, etc.)	(1)	(6)	(2)	(7)
Total for Group companies	45	9,887	44	8,576
(of which bonuses, etc.)	(15)	(209)	(16)	(192)
Group total	83	9,902	83	8,596
(of which bonuses, etc.)	(25)	(210)	(30)	(193)

3 At year-end, the group of senior executives, including the CEO, consisted of 12 (12) people.

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NOTE 5. Employees and personnel costs, cont.

Remuneration and other benefits for the Board

SEK THOUSAND	Board fees	Committee fee ⁴	Other fees	Total recognised cost for 2023	Total recognised cost for 2022
Chair of the Board					
Fredrik Arp	1,317	113	–	1,430	1,383
Other members of the Board					
Jan Johansson	520	207	–	727	703
Marie Nygren	520	83	–	603	583
Staffan Pålsson	520	103	–	623	603
Karin Stålhandske	520	103	–	623	603
Cecilia Daun Wennborg	520	83	–	603	583
	3,917	693	–	4,610	4,460

2023

SEK thousand	Basic salary	Variable remuneration	Other benefits ⁶	Pension cost	Total
CEO and Group President Mattias Johansson	8,169	5,955	2,005	2,374	18,503
Other senior executives ⁵	25,433	18,836	13,736	6,376	64,381
	33,602	24,791	15,741	8,749	82,884

2022

SEK thousand	Basic salary	Variable remuneration	Other benefits ⁶	Pension cost	Total
CEO and Group President Mattias Johansson	7,866	7,830	1,334	2,260	19,289
Other senior executives ⁵	24,906	21,956	10,478	6,853	64,194
	32,772	29,786	11,812	9,113	83,483

4 Relates to remuneration for work on Board committees.

5 The group 'Other senior executives' refers to Group management, excluding the CEO. At year-end, the group of senior executives, including the CEO, consisted of 12 (12) people.

6 Includes the market value of vested shares in share savings plans at the vesting date.

Board remuneration

The chair and members of the Board are paid a fee as per the resolution passed by the AGM on 28 April 2023. No pension is paid to the Board. Employee representatives or deputy members of the Board do not receive a Board fee. Board fees are paid as salary.

Remuneration payable to the Audit Committee is made as determined by the relevant AGM resolution. Since the 2023 constitutive Board meeting, the Audit Committee has consisted of Jan Johansson as chair, and Staffan Pålsson and Karin Stålhandske as other members.

Remuneration payable to the Audit Committee is made as determined by the relevant AGM resolution. Since the 2023 constitutive Board meeting, the Remuneration Committee has consisted of Fredrik Arp as chair and Cecilia Daun Wennborg and Marie Nygren as other members.

CEO and senior executives' remunerations and benefits

See the Directors' Report, page 76, Guidelines on the remuneration of senior executives, for more information.

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NOTE 5. Employees and personnel costs, cont.

For a number of years, Bravida Holding AB's AGM has approved long-term incentive programmes for selected employees. The background to and purpose of these programmes is to encourage staff loyalty to the company and, consequently, long-term growth in the company's value.

LTIP 2023

The 2023 AGM approved a new long-term incentive programme to run from 2023 until the 2026 AGM.

Participation in LTIP 2023 requires participants to own a certain number of shares in Bravida throughout the term of the programme and for participants to be employed by Bravida for the entire period. For each share held under the LTIP 2023, the company will allocate, at no cost, up to three or five new shares in Bravida to participants.

The Chief Executive Officer may participate with Bravida shares corresponding to a value of up to SEK 375,000 at the start date, the Chief Financial Officer may participate with shares corresponding to a value of up to SEK 300,000, other members of Group management may participate with shares corresponding to a value of up to SEK 250,000.

In addition, a number of regional managers, department heads, other Group divisional or regional staff and certain key personnel have been invited to invest in the programme.

The number of shares allocated depends on the extent to which the set performance target is met. The defined performance target is that the 2025 earnings (EBITA) of the Group are at least SEK 1,965 million to achieve full allocation. For any shares to be allocated at all, a minimum level must be exceeded. This minimum level is set at 85 percent of the target figure. All participants therefore have the same performance targets. Any allocation takes place after the first interim report for 2026 has been published.

LTIP 2022

The 2022 AGM approved a new long-term incentive programme to run from 2022 until the 2025 AGM.

Participation in LTIP 2022 requires participants to own a certain number of shares in Bravida throughout the term of the programme and requires that they are employed by Bravida for the entire period. For each share

held under the LTIP 2022, the company will allocate, at no cost, up to three or five new shares in Bravida to participants.

The Chief Executive Officer may participate with Bravida shares corresponding to a value of up to SEK 300,000 at the start date, the Chief Financial Officer may participate with shares corresponding to a value of up to SEK 240,000, other members of Group management may participate with shares corresponding to a value of up to SEK 200,000.

In addition, a number of regional managers, department heads, other Group divisional or regional staff and certain key personnel have been invited to invest in the programme.

The number of shares allocated depends on the extent to which the set performance target is met. The defined performance target is that the 2024 earnings (EBITA) of the Group are at least SEK 1,855 million to achieve full allocation. For any shares to be allocated at all, a minimum level must be exceeded. This minimum level is set at 85 percent of the target figure. All participants therefore have the same performance targets. Any allocation takes place after the first interim report for 2025 has been published.

LTIP 2021

The 2021 AGM approved a new long-term incentive programme to run from 2021 until the 2024 AGM.

Participation in LTIP 2021 requires participants to own a certain number of shares in Bravida throughout the term of the programme and for participants to be employed by Bravida for the entire period. For each share held under the LTIP 2021, participants may be assigned, at no cost, a minimum of one and a maximum of three or five new shares in Bravida.

The Chief Executive Officer may participate with Bravida shares corresponding to a value of up to SEK 300,000 at the start date, the Chief Financial Officer may participate with shares corresponding to a value of up to SEK 240,000, other members of Group management may participate with shares corresponding to a value of up to SEK 200,000.

In addition, a number of regional managers, department heads, other Group divisional or regional staff and certain key personnel have been invited to invest in the programme.

The number of shares allocated depends on the extent to which the set performance target is met. The stated performance target is that the 2024 earnings (EBITA) of the Group should reach at least a certain level. All participants therefore have the same performance targets. Any allocation takes place after the first interim report for 2024 has been published.

LTIP 2020

An Extraordinary General Meeting in 2020 resolved upon a new long-term incentive programme to run from 2020 until the 2023 AGM.

Participation in LTIP 2020 requires participants to own a certain number of shares in Bravida throughout the term of the programme and for participants to be employed by Bravida for the entire period. For each share held under the programme, participants may be assigned a maximum of five new shares in Bravida Holding AB. LTIP 2020 does not guarantee a share for each savings share.

The Chief Executive Officer may participate with shares (Bravida shares) corresponding to a value of up to SEK 300,000 at the start date, the Chief Financial Officer may participate with shares corresponding to a value of up to SEK 240 000, other members of Group management may participate with shares corresponding to a value of up to SEK 200,000.

In addition, a number of regional managers, branch managers, other Group staff personnel and other identified key personnel have been invited to invest in the programme.

The number of shares allocated depends on the extent to which the set performance target is met. The set performance target is Group EBITA for 2022. All participants therefore have the same performance targets. Final allocation took place in May 2023, which as a result of the EBITA being achieved in the programme amounted to 100.0 percent of the maximum allocation. Of the 176 initial participants, 145 participants received a final allocation. The applicable share price at the date of the final allocation of shares at the end of the programme was SEK 113.40.

NOTE 5. Employees and personnel costs, cont.

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Number of share rights at start of programme	Number of shares	Number of participants	Maximum number	
			Matching shares	Performance shares
LTIP 2023	540,951	222	–	540,951
LTIP 2022	422,325	194	–	422,325
LTIP 2021	443,622	192	–	443,622
LTIP 2020	483,267	176	–	483,267
Share savings programme, LTIP	2020	2021	2022	2023
Number of share rights at 1 January 2020	–	–	–	–
Allocated during the year	483,267	–	–	–
Forfeited during the year	–	–	–	–
Number of rights to shares at 31 December 2020	473,267	–	–	–
Number of share rights at 1 January 2021	483,267	–	–	–
Allocated during the year	–	443,622	–	–
Forfeited during the year	-14,270	-5,524	–	–
Number of share rights at 31 December 2021	468,997	438,098	–	–
Number of share rights at 1 January 2022	468,997	438,098	–	–
Allocated during the year	–	–	422,325	–
Forfeited during the year	-39,775	-36,949	-7,482	–
Number of share rights at 31 December 2022	429,222	401,149	414,843	–
Number of share rights at 1 January 2023	429,222	401,149	414,853	–
Allocated during the year	–	–	–	540,951
Forfeited during the year	-12,472	-37,622	-36,361	-16,244
Performance shortfall	–	–	–	–
Final allocation at end of programme	-416,750	–	–	–
Number of share rights at 31 December 2023	–	363,527	378,482	524,707
Share savings programme, LTIP		2021	2022	2023
Number of participants still employed at 31 December 2023		172	188	217
Vesting period		Jan 2021–Dec 2023	Jan 2022–Dec 2024	Jan 2023–Dec 2025
Performance target		EBITA 2023	EBITA 2024	EBITA 2025
Fair value per right to share		112.94	89.30	112.30

The fair value of the rights to shares is calculated as the share price at the start of the programme, less the present value of expected dividends over the vesting period.

Recognised cost of the above programmes

SEK million	2023	2022
Share savings programme, LTIP 2019	–	-2
Share savings programme, LTIP 2020	8	25
Share savings programme, LTIP 2021	20	14
Share savings programme, LTIP 2022	9	6
Share savings programme, LTIP 2023	8	–
	45	43

Costs for the share programmes are included in operating profit and recognised in the balance sheet as equity and accrued costs (social security contributions).

Costs are based on the fair value of the share rights that are expected to be allocated. Fair value is established at the point of participants' investment as the share price adjusted for the dividend not payable to the employee over the vesting period. The fair value of cost of social security charges is calculated at the respective period-end.

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NOTE 6 AUDITORS' FEES AND REIMBURSEMENT OF EXPENSES

	Group		Parent company	
	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
KPMG				
Audit assignment	8	7	2	2
Audit work in addition to audit assignment	0	0	–	–
Tax advice	0	0	–	0
Other services	0	0	–	0
Other audit firms				
Audit assignment	0	0	–	–
Other services	–	0	–	–
	9	8	2	2

Audit assignments refer to fees for the statutory audit, i.e. the work necessary to publish the Audit Report, and ‘audit consulting’ provided in connection with the audit assignment.

Audit work in addition to the audit assignment refers to fees for the reports and other engagements that are relatively closely associated with

the audit and that are usually conducted by the external auditor, including consulting regarding advisory and reporting requirements, internal control and reviewing of interim reports.

Other services refers to such costs not classified as audit assignments, audit work in addition to the audit assignment or tax consulting.

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NOTE 7 OPERATING EXPENSES BY COST TYPE

	Group		Parent company	
	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
Costs of materials	8,716	8,084	–	–
Subcontractors and purchased services in production	4,441	3,968	–	–
Employee costs	11,613	10,109	72	79
Depreciation and amortisation	597	468	–	–
Vehicle expenses	475	440	0	0
Premises expenses	217	166	–	–
IT expenses and telecoms	379	287	–	–
Other operating expenses	1,260	1,084	212	159
	27,698	24,606	283	238

NOTE 8 NET FINANCIAL ITEMS

	Group		Parent company	
	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
Financial income				
Interest income, external	40	15	35	15
Interest income, internal	–	–	55	17
Foreign exchange gains	–	–	5	6
Other	11	6	–	–
	51	21	94	38
Financial expenses				
Interest expenses, external	-132	-44	-118	-35
Interest expenses, internal	–	–	-106	-30
Interest expenses, leases	-42	-23	–	–
Foreign exchange losses	-1	-1	–	–
Other	-23	-17	-3	-3
	-198	-85	-227	-68
Net financial items	-147	-64	-133	-30

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NOTE 9 TAXES

	Group		Parent company	
	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
Current tax				
Tax expense for the period	-201	-197	-108	-105
Adjustment of tax in respect of prior years	-2	-1	-1	0
	-203	-198	-109	-105
Deferred tax				
Deferred tax expense	-133	-150	0	0
Total recognised tax expense	-336	-349	-109	-105

	Group		Parent company	
	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
Reconciliation of effective tax				
Profit/loss before tax	1,578	1,632	440	492
Tax at tax rate applying to parent company	-325	-336	-91	-101
Effect of different tax rates for foreign subsidiaries	-7	-8	–	–
Non-deductible expenses	-28	-20	-13	-1
Deductible items not affecting earnings	6	5	–	–
Non-taxable income	25	14	–	–
Tax in respect of prior years	-2	-1	-1	0
Tax effect of unrecognised tax losses	–	0	–	–
Effects of utilised loss carry-forwards	0	0	–	–
Deferred tax asset attributable to previous years	1	0	0	–
Other	-7	-3	-5	-2
Recognised effective tax	-336	-349	-109	-105
Effective tax	21.3%	21.4%	24.8%	21.4%

Corporate tax rate in each country: Sweden 20.6 (20.6) percent, Norway 22.0 (22.0) percent, Denmark 22 (22) percent, Finland 20.0 (20.0) percent.

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NOTE 9. Taxes, cont.

Recognised deferred tax assets and liabilities

Deferred tax assets and liabilities are attributable as follows:

	31/12/2023		31/12/2022	
	Deferred tax asset	Deferred tax liability	Deferred tax asset	Deferred tax liability
Non-current intangible assets	6	–	9	–
Property, plant and equipment	5	–	11	–
Right-of-use assets	–	-307	–	-217
Trade receivables	9	–	11	–
Lease liability	314	–	222	–
Pension provisions	40	–	11	–
Provisions for projects	–	-565	–	-480
Warranty provisions	30	–	25	–
Untaxed reserves	–	-266	–	-260
Loss carry-forwards	89	–	48	–
Other	16	–	16	–
Tax assets/liabilities	509	-1,138	353	-956
Net tax assets/liabilities	-628		-603	

Deferred tax assets amounted to SEK 203 million, SEK 48 million of which is expected to be used within 12 months.

Deferred tax liabilities amounted to SEK 831 million, SEK 0 million of which is due within 12 months.

Change in deferred tax in temporary differences and loss carry-forwards

Group	Amount at 1 Jan 2023	Recognised in profit/loss for the year	Recognised in other comprehen- sive income	Translation differences and other	Acquisitions / disposals of companies	Amount at 31 Dec 2023
Non-current intangible assets	9	-3	–	0	–	6
Property, plant and equipment	11	-2	–	-3	–	5
Right-of-use assets	-217	-93	–	3	–	-307
Trade receivables	11	-1	–	0	–	9
Lease liability	222	96	–	-4	–	314
Pension provisions	11	-16	44	0	–	40
Provisions for projects	-480	-119	–	10	23	-565
Warranty provisions	25	5	–	-1	0	30
Untaxed reserves	-260	-5	–	–	-2	-266
Loss carry-forwards	48	24	–	-4	21	89
Other	16	-17	–	19	0	16
Total	-603	-133	44	22	42	-628

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NOTE 9. Taxes, cont.

Group	Amount at 1 Jan 2022	Recognised in profit/loss for the year	Recognised in other comprehen- sive income	Translation differences and other	Acquisitions / disposals of companies	Amount at 31 Dec 2022
Non-current intangible assets	13	-4	–	0	0	9
Property, plant and equipment	5	5	–	1	0	11
Right-of-use assets	-206	-6	–	-5	–	-217
Trade receivables	16	-6	–	0	1	11
Lease liability	211	7	–	5	–	222
Pension provisions	93	3	-84	0	–	11
Provisions for projects	-292	-164	–	-27	3	-480
Warranty provisions	32	-9	–	2	1	25
Untaxed reserves	-240	-16	–	–	-4	-260
Loss carry-forwards	0	47	–	1	–	48
Other	12	-6	–	8	2	16
Total	-357	-151	-84	-15	3	-603

NOTE 10 EARNINGS PER SHARE

	2023	2022
Profit/loss for the year attributable to parent company shareholders, SEK thousand	1,227,445	1,267,199
Weighted average number of ordinary shares outstanding;		
basic	203,988,938	203,589,438
Effect of long-term incentive programme	486,096	549,826
diluted	204,475,034	204,139,264
Basic earnings per share, SEK	6.02	6.22
Diluted earnings per share, SEK	6.00	6.21

Basic earnings per share

Basic earnings per share is calculated by dividing income attributable to owners of the parent company by a weighted average number of outstanding ordinary shares in the period.

Diluted earnings per share

To calculate diluted earnings per share, the weighted average number of outstanding ordinary shares is adjusted for the dilutive effect of all dilutive potential ordinary shares. These potential ordinary shares are attributable to the long-term incentive programme introduced in 2021 (LTIP 2021). Rights to shares in LTIP 2022 and 2023 are not yet dilutive but could be if the performance terms are met. With regard to LTIP 2020, these rights to shares were dilutive until allocation in May 2022. See also Note 5 'Employees and personnel costs' for a description of approved long-term incentive programmes.

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NOTE 11 NON-CURRENT INTANGIBLE ASSETS

Group 31/12/2023	Goodwill	Other intangible assets	Total
Accumulated cost			
At start of year	10,447	34	10,481
Business acquisitions	637	–	637
Foreign exchange differences for the year	-76	0	-77
At year-end	11,008	34	11,042
Accumulated scheduled amortisation			
At start of year	–	-32	-32
Scheduled amortisation for the year	–	-1	-1
Foreign exchange differences for the year	–	0	0
At year-end	–	-33	-33
Accumulated impairment			
At start of year	-8	–	-8
At year-end	-8	–	-8
Carrying amount at start of period	10,439	2	10,441
Carrying amount at end of period	11,000	1	11,001

Group 31/12/2022	Goodwill	Other intangible assets	Total
Accumulated cost			
At start of year	9,538	33	9,570
Business acquisitions	756	–	756
Foreign exchange differences for the year	153	1	154
At year-end	10,447	34	10,481
Accumulated scheduled amortisation			
At start of year	–	-30	-30
Scheduled amortisation for the year	–	-1	-1
Foreign exchange differences for the year	–	-1	-1
At year-end	–	-32	-32
Accumulated impairment			
At start of year	-8	–	-8
At year-end	-8	–	-8
Carrying amount at start of period	9,530	3	9,533
Carrying amount at end of period	10,439	2	10,441

Impairment tests for cash-generating units containing goodwill

The following cash-generating units have significant recognised goodwill values in relation to total recognised consolidated goodwill:

Group	31/12/2023	31/12/2022
Sweden	6,431	6,263
Norway	2,041	1,945
Denmark	1,578	1,525
Finland	949	706
	11,000	10,439

Impairment of goodwill

For those cash-generating units where the recoverable amount has been calculated and no impairment has been identified, management deems that no reasonably possible changes in key assumptions would cause the recoverable amount to fall below the carrying amount.

Method for calculating the recoverable amount

For all goodwill values, the recoverable amount has been determined by calculating value in use for the cash-generating unit. The model of calculation is based on the discounting of future expected cash flows in relation to carrying amounts for the unit. Future cash flows are based on five-year forecasts produced by the management for each cash-generating unit. Impairment tests of goodwill are based on the assumption of a perpetual horizon and the extrapolation of cash flows for the years after the forecasting period has been based on a growth rate of 2 (2) percent. Lease payments are treated in calculating value in use as cash flows in operations. As a consequence, lease liabilities have not affected the discount rate, as in previous years. The lease liability is deducted from the carrying amount of the units – because the value in use has been reduced by the present value of future lease payments – in which the right-of-use assets are included.

Key variables for calculating value in use:

The following variables are material and common for all cash-generating units in calculating value in use.

Sales: The competitiveness of the business, expected trends in the construction sector, general economic trends, central and local government investment plans, interest rates, and local market conditions.

Operating margin: Historical profitability levels and efficiency in the business, access to key individuals and qualified labour, skills in dealing with customers/customer relationships, access to internal resources, trends in costs for salaries, materials and subcontractors.

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NOTE 11. Intangible non-current assets, cont.

Working capital requirements: An assessment in each individual case of whether the working capital reflects the operational requirements or needs to be adjusted for the forecasting periods. For the trend going forward, a reasonable or cautious assumption is that working capital will track sales growth.

Investment needs: Investment needs in the businesses are assessed based on the investments required to achieve the forecast cash flows from the baseline, i.e. without investments for expansion. Normally, the level of investment has corresponded to the rate of depreciation of property, plant and equipment.

Tax burden: The tax rate in the forecasts is based on Bravida's expected tax situation in each country.

Discount rate: Forecast cash flows and residual values are discounted to present value using the weighted average cost of capital (WACC). The interest rate paid on borrowed capital is defined as the average interest rate on consolidated net debt. The required rate of return on equity is defined using the capital asset pricing model (CAPM). A weighted pre-tax discount rate of 10.6 (10.9) percent has been used in the calculations of value-in-use.

NOTE 12 RIGHT-OF-USE ASSETS

Group 31/12/2023	Buildings and land	Vehicles	Total
At start of year	529	498	1,028
New contracts	308	495	803
Extension option	140	47	187
Contracts terminated	-4	-4	-9
Depreciation/amortisation	-235	-306	-541
Foreign exchange differences for the year	-8	-8	-16
At year-end	731	721	1,452

Other lease disclosures are in Note 26.

Group 31/12/2022	Buildings and land	Vehicles	Total
At start of year	577	395	972
New contracts	67	275	342
Extension option	81	43	124
Contracts terminated	-6	-2	-9
Depreciation/amortisation	-203	-224	-426
Foreign exchange differences for the year	13	12	25
At year-end	529	498	1,028

NOTE 13 PROPERTY, PLANT AND EQUIPMENT

Group 31/12/2023	Buildings and land	Machinery and equipment	Total
Accumulated cost			
At start of year	181	356	537
Purchases	24	98	122
Business acquisitions	6	14	21
Divestments and disposals	–	-19	-19
Reclassification	–	-7	-7
Foreign exchange differences for the year	-2	-7	-9
	208	436	645
Accumulated scheduled amortisation			
At start of year	-2	-235	-237
Divestments and disposals	–	15	15
Reclassification	–	7	7
Depreciation/amortisation scheduled for the year based on acquisition costs	-3	-52	-55
Foreign exchange differences for the year	1	4	5
	-5	-260	-265
Carrying amount at end of period	204	176	380

Group 31/12/2022	Buildings and land	Machinery and equipment	Total
Accumulated cost			
At start of year	81	291	372
Purchases	89	53	142
Business acquisitions	–	11	11
Divestments and disposals	-1	-6	-7
Reclassification	–	-8	-8
Foreign exchange differences for the year	11	16	27
	181	356	537
Accumulated scheduled amortisation			
At start of year	-1	-199	-200
Divestments and disposals	0	7	7
Reclassification	–	8	8
Depreciation/amortisation scheduled for the year based on acquisition costs	-1	-40	-41
Foreign exchange differences for the year	0	-11	-11
	-2	-235	-237
Carrying amount at end of period	178	121	299

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NOTE 14 HOLDINGS IN ASSOCIATES

Group	31/12/2023	31/12/2022
Accumulated cost		
At start of year	13	10
Acquisitions	0	–
Liquidation	-1	–
Share in profit of associates	7	3
Foreign exchange differences for the year	-3	1
Carrying amount at end of period	16	13

Specification of holdings in associates

31 Dec 2023

Associate, Company reg. no., Reg. office	Profit/loss for the year	Owned share	Carrying amount
MT Højgaard ApS, CVR 36905026, DK-2605 Brøndby, Denmark	–	50%	0
SKM Stainless Oy, 2926972- 4, Leppävirta, Finland	7	40%	16
NDT Mific Oy, 2474952-6, Pyhäjoki, Finland	0	35%	0
Downstream Elektro AS, 919270179, Lønevåg, Norway	–	33%	0
			16

31 Dec 2022

Associate, Company reg. no., Reg. office	Profit/loss for the year	Owned share	Carrying amount
MT Højgaard ApS, CVR 36905026, DK-2605 Brøndby, Denmark	–	50%	0
SKM Stainless Oy, 2926972-4, Leppävirta, Finland	3	40%	12
NDT Mific Oy, 2474952-6, Pyhäjoki, Finland	–	35%	1
			13

NOTE 15 PENSION ASSETS AND PROVISIONS FOR PENSIONS AND SIMILAR OBLIGATIONS

The Group has both defined-contribution and defined-benefit pension commitments. The majority of the Group's pension commitments are defined-contribution plans.

Sweden

The Group's most extensive defined-benefit plans are in Sweden.

KTP

The largest pension plan is the Swedish KTP plan, which accounts for approximately 80 percent of the total obligation and assets. In 2014, the KTP plan was closed to new employees, but those people who belonged to the KTP plan continue to have vesting and remain in this plan. Salaried employees covered by the KTP plan have a defined-benefit pension plan, which is recognised in the Group in accordance with IAS 19.

The KTP plan is structured in a similar way to the ITP plan and the pension benefit is based on a theoretical final salary. The pension plan has a share of KP-stiftelsen, which overall is one of the largest pension funds in Sweden. This pension fund like all pension funds, is subject to the supervision of the County Administrative Board. For further information see <https://www.folksam.se/arbetsgivare/pensionsstiftelsen/information-om/pensionsstiftelsen>. The pension plan is reinsured with PRI. No payments are expected to be made to the KP fund in the next year.

ITP

Since 1 July 2014 all new employees in Sweden are covered by the ITP plan, as the KTP plan was closed to new employees. The defined-contribution ITP 1 plan covers employees born in 1979 or later. Employees born in 1978 or earlier are covered by ITP 2. The old-age pension under ITP 2 can be funded in two ways; either the employer provides the pension under its own management or premiums are paid to Alecta.

From August 2018, Bravida has changed the funding method to choosing ITP 2 under its own management, which means the company will itself manage the old-age pension through liability accounting on the balance sheet. This portion is recognised as a liability in the Group in accordance with IAS 19.

Until August 2018, for salaried employees in Sweden covered by the ITP 2 plan's defined-benefit pension obligations for old-age and family pension, this was secured through an insurance policy with Alecta. According to a statement by the Swedish Financial Reporting Board (UFR 10 Classification of ITP plans financed by insurance with Alecta), this is a multi-employer defined-benefit pension plan. Bravida does not have sufficient access to the information required in order to report its proportional share of the plan obligation and of the plan assets and costs and has therefore been unable to report the plan as a defined-benefit plan. The ITP 2 pension plan, which is secured by insurance with Alecta, is therefore recognised as a defined-contribution plan. The premium for old-age and family pensions is individually calculated and is dependent, among other things, on salary, pension previously earned and expected remaining period of service. The fees for the year for ITP 2 insurance policies taken out with Alecta amount to SEK 0 (0) million. The collective funding level is the market value of Alecta's assets as a percentage of the insurance commitments, calculated in accordance with Alecta's calculation methods and assumptions for insurance purposes, which do not comply with IAS 19. The collective funding level is normally permitted to range between 125 percent and 175 percent. If Alecta's collective consolidation level falls below 125 percent or exceeds 175 percent, measures must be taken in order to create the conditions for the consolidation level to return to within the normal range. If consolidation is too low, measures include increasing the agreed price for new subscriptions and extending existing benefits. If consolidation is too high, measures include applying premium reductions. At year-end 2023, Alecta's surplus, in the form of the collective consolidation level, was 158 (172) percent.

Other countries

In Norway, the majority of pension plans are defined-contribution, although a few employees have a defined-benefit plan. Denmark and Finland have defined-contribution pension plans.

NOTE 15. Pension assets and provisions for pensions and similar obligations, cont.

Defined-benefit obligations and the value of plan assets

Group	31/12/2023	31/12/2022
Present value of fully or partly funded obligations	-1,535	-1,396
Fair value of plan assets	1,449	1,400
Total fully or partly funded obligations	-86	3
Present value of unfunded defined-benefit obligations	-310	-217
Net obligations	-396	-213
The net amount is recognised in the following items on the balance sheet:		
Pension assets	11	17
Provisions for pensions and similar obligations	-410	-230
Total	-400	-213
Distribution of net amount by country:		
Sweden	-403	-230
Norway	3	17
Total	-400	-213

Changes in the present value of the obligation for defined-benefit plans

Group	31/12/2023	31/12/2022
Obligation for defined-benefit plans at 1 Jan	1,613	2,106
Cost of vested benefits during period	35	62
Liability taken over	–	–
Interest expense	59	38
Pension payments	-77	-73
Actuarial gains (-) and losses (+)		
- Changes in financial assumptions	225	-524
- Experience-based adjustments	–	-1
Currency translation	-9	5
Obligation for defined-benefit plans at 31 December	1,845	1,613
– of which funded obligations	-1,535	-1,396

The average maturity period for obligations is 15 years (17).

Changes in fair value of plan assets

Group	31/12/2023	31/12/2022
Fair value of plan assets at 1 January	1,400	1,552
Acquired asset	0	–
Interest income recognised in the income statement	49	27
Withdrawn	-73.4	-70
Insurance premium (-) paid from plan assets	–	–
Paid in	71	1
Return on plan assets excluding interest income	13	-115
Currency translation	-10	5
Fair value of plan assets at 31 December	1,449	1,400

Defined-benefit pension plans

The cost for benefit-based pensions is recognised as an administrative expense in the income statement.

The number of individuals covered by the IAS 19 calculation regarding defined-benefit pension plans, Denmark and Finland are not covered.

31/12/2023	Parent company	Other Sweden	Norway	Total
Active	9	1,072	–	1,081
Holders of paid-up policies	6	2,494	54	2,554
Retired	1	3,402	328	3,731
Total	16	6,968	382	7,366

31/12/2022	Parent company	Other Sweden	Norway	Total
Active	7	1,091	–	1,098
Holders of paid-up policies	5	2,509	55	2,569
Retired	1	3,376	345	3,722
Total	13	6,976	400	7,389

Sensitivity analysis

Effects of possible changes in the Group's defined-benefit pension plans, as calculated under IAS 19.

Group	Increase	Decrease
	0.5 percentage point	0.5 percentage point
Change in discount rate		
Effect on obligation	-144	161
	0.5 percentage point	0.5 percentage point
Change in inflation assumption		
Effect on obligation	136	-123
	+1 year	
Change in life expectancy		
Effect on obligation	87	

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NOTE 15. Pension assets and provisions for pensions and similar obligations, cont.

Actuarial assumptions

The following significant actuarial assumptions have been applied in calculating the obligations.

	Sweden		Norway	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Discount rate	3.20%	3.70%	3.70%	3.20%
Assumed long-term salary increases	2.40%	2.40%	3.70%	3.75%
Long-term increase in income base amount	2.40%	2.40%	3.75%	3.75%
Assumed long-term inflation	2.00%	2.00%	–	–
Expected increase in base amount (price base amount)	–	–	3.50%	3.50%

The actuarial assumptions are based on commonly used assumptions relating to demographic factors and termination of employment. Life expectancy assumptions used for the Swedish pension plans are based on DUS23. For the Norwegian pension plans, life expectancy assumptions according to K2013 are used.

NOTE 16 OTHER SECURITIES HELD AS NON-CURRENT ASSETS

Group	31/12/2023	31/12/2022
Accumulated cost		
At start of year	18	13
Acquisitions	3	5
Divestments and disposals	0	–
Changes in value	-2	0
Foreign exchange differences for the year	0	1
Carrying amount at end of period	19	18
Breakdown of securities		
Tenant-owner property	7	7
Other	12	12
	19	18

NOTE 17 NON-CURRENT RECEIVABLES

	Group		Parent company	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Deposit for rental of premises	17	19	–	–
Other	0	0	2	1
	17	19	2	1

NOTE 18 CONTRACT ASSETS AND CONTRACT LIABILITIES

Contract assets

Group	31/12/2023	31/12/2022
Accrued income from work not yet completed	23,211	22,397
Invoicing of work not yet completed	-20,001	-19,171
	3,210	3,225

Contract liabilities

Group	31/12/2023	31/12/2022
Invoicing of work not yet completed	24,161	18,546
Accrued income from work not yet completed	-19,893	-14,608
	4,268	3,938

Accrued income for incomplete work and from ongoing installation projects is recognised over time (previously percentage-of-completion method). Calculation of the work-up rate is made on the basis of accrued project expenses at the end of the period in relation to project revenue corresponding to project expenses for the entire installation.

On the balance sheet, installation projects are recognised gross on a project by project basis, either as 'Contract assets' in current assets or as 'Contract liabilities' in current liabilities. Projects for which accrued revenue exceeds the amount invoiced are recognised as an asset, while projects for which the amount invoiced exceeds accrued revenue are recognised as a liability.

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NOTE 19 OTHER RECEIVABLES

Other receivables that are non-current assets

	Group		Parent company	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Other operating receivables	46	42	0	0
Prepaid insurance premiums	12	36	0	2
Prepaid credit facility charge	2	4	2	4
Accrued income	256	218	–	–
Other prepayments	194	185	8	3
	511	485	10	9

NOTE 20 EQUITY

Parent company	31/12/2023			31/12/2022		
	Ordinary shares	C shares	Total	Ordinary shares	C shares	Total
Outstanding shares						
Opening number of shares	203,722,271	1,194,327	204,916,598	203,323,771	1,092,827	204,416,598
Consolidation	400,000	-400,000	–	398,500	-398,500	–
New issue of class C shares ¹	–	620,000	620,000	–	500,000	500,000
Number of shares at year-end	204,122,271	1,414,327	205,536,598	203,722,271	1,194,327	204,916,598
– of which held by Bravida Holding AB ¹	-38,135	-1,414,327	-1,452,462	-61,403	-1,194,327	-1,255,730
Total shares outstanding at year-end	204,084,136	–	204,084,136	203,660,868	–	203,660,868

1 Custodial, intended for long-term incentive programme.

The share capital is SEK 4,110,732. The quotient value of one share is SEK 0.02. The share capital is divided into 204,122,271 ordinary shares and 1,414,327 class C shares. An ordinary share has one vote and entitles the holder to a dividend payment, while class C shares entitle holders to one-tenth of a vote and no dividend.

Specification of equity item reserves:

Group	31/12/2023	31/12/2022
Translation reserve		
Opening translation difference	155	13
Translation differences for the year, foreign subsidiaries	-132	142
Closing translation difference	23	155

Translation reserve

The translation reserve includes all foreign exchange differences arising from the translation of financial statements of foreign operations for which the financial statements have been prepared in a different currency than the currency in which the consolidated financial statements are presented. The parent company and the Group present their financial statements in Swedish kronor. The translation reserve also includes foreign exchange differences arising from expanded investments in foreign operations.

Retained earnings including profit/loss for the year

Retained earnings including profit/loss for the year include earnings generated in the parent company and its subsidiaries and associates. Previous provisions for statutory reserve, excluding transferred share premium reserves, as well as previous equity method reserves, are included in this equity item.

Dividend

After the balance sheet date, the Board proposed the following dividend. The dividend will be put forward for adoption at the Annual General Meeting on 7 May 2024.

A cash dividend of SEK 3.50 (3.25) per ordinary share, totalling SEK 714,294,476 (661,897,821) calculated on the number of registered shares less the company's holding of treasury shares.

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Note 20 Equity cont.

Capital management

Bravida aims to maintain a good capital structure and financial stability. This creates a stable foundation for the company's continued business activities, which creates opportunities to retain existing owners and attract new shareholders. A good capital structure should also help ensure that relationships with the Group's creditors evolve in a way that is beneficial for all parties. Capital is defined as equity and refers to equity attributable to holders of interests in the parent company.

Bravida's capital structure should enable a high degree of financial flexibility and provide scope for acquisitions. The company's target is to have a debt ratio of around 2.5 times net debt/adjusted EBITDA. At 31 Dec 2023, it was 0.9 times.

Bravida's target is to pay out a minimum of 50 percent of the Group's consolidated net earnings while also taking account of other factors such as financial position, cash flow and growth opportunities.

Bravida's loan agreements specify key financial performance indicators (covenants) that the Group is required to meet, which is customary for this type of loan. At year-end, Bravida fulfilled these covenants by a wide margin.

Parent company

Restricted funds

Restricted funds may not be reduced through the payment of dividends.

Non-restricted equity

Share premium reserve

Comprises the value of shares issued to the share premium reserve, i.e. more than the shares' quotient value has been paid for the shares. The amount received in excess of the quotient value has been transferred to the share premium reserve.

Retained earnings

Comprises the previous year's unrestricted equity after any payment of a dividend. Retained earnings and profit/loss for the year make up non-restricted equity, i.e. the amount that is available for dividend payments to the shareholders.

Proposed allocation of profit

The Board of Directors proposes that the parent company's non-restricted equity of SEK 3,988,634,874 will be allocated as follows:

Shareholders receive a dividend of SEK 3.50 per ordinary share ²	714,294,476
Carried forward	3,274,340,398
Total	SEK 3,988,634,874

2 The company's holds 38,135 treasury shares, which has reduced the total dividend amount by SEK 133,473.

NOTE 21 INTEREST-BEARING LIABILITIES

	Group		Parent company	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Non-current liabilities				
Credit institution loans	500	500	500	500
Lease liability	1,001	666	–	–
	1,501	1,166	500	500
Current liabilities				
Credit institution loans	–	–	–	–
Utilised facility	–	400	–	400
Commercial paper	1,263	663	1,263	663
Lease liability	475	384	–	–
	1,738	1,447	1,263	1,063
Amount of liability item that is expected to be paid within 12 months from balance sheet date	1,738	1,447	1,263	1,063
Amount of liability item that is expected to be paid later than 5 years from balance sheet date	–	–	–	–

On 14 October 2019, Bravida signed a new multicurrency revolving credit facility of SEK 2,500 million. The term is 3 years with an option for an additional 1+1 year. Following exercising of the two extension options, the final expiry date was 14 October 2024. On 14 February 2024, a new Multicurrency Revolving Credit Facility for SEK 2,500 million with a term of 3+1+1 years was signed, and this replaced the previous facility with a term until October 2024.

Bravida has a Swedish commercial paper programme. The size of this programme is SEK 1,500 (1,500) million and EUR 50 (50) million, and total borrowing under this programme amounts to SEK 1,263 (663) million.

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NOTE 21. Interest-bearing liabilities, cont.

	2023			2022	
	Maturity	Nominal value	Carrying amount	Nominal value	Carrying amount
Utilised bank facility	2024	–	–	400	400
Credit institution loans	2025	500	500	500	500
Commercial paper	2024	1,263	1,263	663	663
Total interest-bearing liabilities		1,763	1,763	1,563	1,563

The liabilities are subject to certain covenants relating to the company's earnings and financial position. For further information about loans, see also Note 25.

Credit facilities/limits SEK million	Group		Parent company	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Credit facilities/limits granted	2,500	2,500	2,500	2,500
Undrawn portion	-2,500	-2,100	-2,500	-2,100
Drawn credit facilities	–	400	–	400
Authorised credit limit, by country				
Sweden	2,500	2,500	2,500	2,500
Total credit limit granted	2,500	2,500	2,500	2,500

Assets pledged as collateral for liabilities to credit institutions SEK million	Group		Parent company	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Floating charges	50	57	–	–
	50	57	–	–

For information regarding assets pledged as collateral, see also Note 27.

NOTE 22 PROVISIONS

	Group	
	31/12/2023	31/12/2022
Provisions that are non-current liabilities		
Warranties	78	75
Other	8	6
	86	81
Provisions that are current liabilities		
Warranties	78	75
Disputes	27	36
Restructuring measures	–	3
Provision for losses in projects	234	239
Other	74	75
	413	428
Total provisions	498	509

Warranties

A warranty commitment provision is made for warranties to cover estimated future warranty costs on work already performed, to resolve defects and deficiencies that arise during the warranty period. The warranty period is usually two to five years from the completion of a project or work. As the effect of when payment is made is not material, expected future outgoing payments are not discounted to present value.

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NOTE 22. Provisions, cont.

Disputes

The provision is based on an individual risk assessment for unresolved disputes at the balance sheet date.

Restructuring measures

Restructuring measures include items such as costs of staff reductions. A provision is recognised when a detailed restructuring plan has been adopted and the restructuring has been initiated or publicly announced. No provision is made for future operating expenses.

Provision for losses in projects

Installation assignments are recognised over time. Individual provisions are made for expected losses, when the project costs are expected to exceed the total project income.

Changes 2023	Warranty commitments	Disputes	Restructuring measures	Provision for project losses and other	Total
Carrying amount at start of period	150	36	3	320	509
Provisions made during the period	41	3	–	55	99
Amount used during the period	-40	-12	-3	-197	-251
Provisions in acquired companies	8	–	–	138	146
Foreign exchange difference	-3	0	–	-1	-4
Carrying amount at year-end	156	27	–	315	498

Changes 2022	Warranty commitments	Disputes	Restructuring measures	Provision for project losses and other	Total
Carrying amount at start of period	172	80	0	120	373
Provisions made during the period	72	13	3	219	307
Amount used during the period	-108	-61	0	-56	-225
Provisions in acquired companies	9	–	–	33	42
Foreign exchange difference	5	3	–	3	12
Carrying amount at year-end	150	36	3	320	509

NOTE 23 OTHER LIABILITIES

	Group		Parent company	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Value-added tax liability	403	298	–	–
Employee withholding taxes	271	179	1	1
Other operating liabilities	662	493	0	0
Accrued holiday pay and salaries	1,620	1,534	30	37
Accrued social security contributions	507	465	8	8
Accrued interest expenses	4	4	4	4
Accrued expenses and deferred income	151	106	1	1
	3,618	3,080	44	51

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NOTE 24 VALUATION OF FINANCIAL ASSETS AND LIABILITIES

The following table shows carrying amounts and fair values for financial instruments. For interest-bearing assets and liabilities, fair value has been determined by discounting future payment flows at the market interest rate applying at the balance sheet date. The carrying amounts of trade receivables and trade payables are assessed to be the same as the fair values. The discount rate is the market interest rate for similar instruments at the balance sheet date.

Fair value hierarchy

- Level 1 refers to fully observable data, unadjusted listed prices on an active market for identical assets and liabilities to which the company has access at the time of valuation
- Level 2 refers to observable data, other than the listed prices of level 1, which is directly or indirectly observable
- Level 3 refers to non-observable data for assets or liabilities

An asset or liability is included in its entirety in one of the three levels, based on the lowest level of input data that is material to the valuation.

Group 2023	Financial assets measured at fair value through other comprehensive income	Financial assets measured at amortised cost	Financial liabilities measured at amortised cost	Total carrying amount	Fair value
Securities held as non-current assets	19	–	–	19	19
Non-current receivables	–	17	–	17	17
Trade receivables	–	6,223	–	6,223	6,223
Accrued income	–	256	–	256	256
Other receivables	–	–	–	–	–
Cash and cash equivalents	–	1,046	–	1,046	1,046
Total assets	19	7,543	–	7,561	7,561
Non-current liabilities to credit institutions	–	–	500	500	500
Current liabilities to credit institutions	–	–	–	–	–
Commercial paper	–	–	1,263	1,263	1,263
Overdraft facilities	–	–	–	–	–
Trade payables	–	–	3,204	3,204	3,204
Other liabilities	–	–	266	266	266
Accrued expenses	–	–	78	78	78
Total liabilities	–	–	5,312	5,312	5,312

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NOTE 24. Valuation of financial assets and liabilities, cont.

Group 2022	Financial assets measured at fair value through other comprehensive income	Financial assets measured at amortised cost	Financial liabilities measured at amortised cost	Total carrying amount	Fair value
Securities held as non-current assets	18	–	–	18	18
Non-current receivables	–	19	–	19	19
Trade receivables	–	5,210	–	5,210	5,210
Accrued income	–	218	–	218	218
Other receivables	–	–	–	–	–
Cash and cash equivalents	–	1,308	–	1,308	1,308
Total assets	18	6,756	–	6,774	6,774
Non-current liabilities to credit institutions	–	–	500	500	500
Current liabilities to credit institutions	–	–	–	–	–
Commercial paper	–	–	663	663	663
Overdraft facilities	–	–	–	–	–
Trade payables	–	–	3,259	3,259	3,259
Other liabilities	–	–	315	315	315
Accrued expenses	–	–	65	65	65
Total liabilities	–	–	4,802	4,802	4,802

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NOTE 24. Valuation of financial assets and liabilities, cont.

Parent company 2023	Financial assets measured at amortised cost	Other financial liabilities measured at amortised cost	Total carrying amount	Fair value
Current receivables from Group companies	2,589	–	2,589	2,589
Cash and cash equivalents	686	–	686	686
Total assets	3,275	–	3,275	3,275
Non-current liabilities to credit institutions	–	500	500	500
Current liabilities to credit institutions	–	–	–	–
Commercial paper	–	1,263	1,263	1,263
Current liabilities to Group companies	–	–	–	–
Trade payables	–	0	0	0
Other liabilities	–	0	0	0
Accrued expenses	–	4	4	4
Total liabilities	–	1,767	1,767	1,767

Parent company 2022	Financial assets measured at amortised cost	Other financial liabilities measured at amortised cost	Total carrying amount	Fair value
Current receivables from Group companies	2,290	–	2,290	2,290
Cash and cash equivalents	1,055	–	1,055	1,055
Total assets	3,345	–	3,345	3,345
Non-current liabilities to credit institutions	–	500	500	500
Current liabilities to credit institutions	–	–	–	–
Commercial paper	–	663	663	663
Current liabilities to Group companies	–	–	–	–
Trade payables	–	5	5	5
Other liabilities	–	2	2	2
Accrued expenses	–	5	5	5
Total liabilities	–	1,174	1,174	1,174

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NOTE 25 FINANCIAL RISKS AND FINANCIAL POLICIES

Financial risks and financial policies

Through its operations the Group is exposed to various types of financial risk. Financial risk refers to fluctuations in the company's earnings and cash flow as a result of changes in exchange rates, interest rates, and refinancing and credit risk. The Group's financial management is governed by the applicable financial policy, which is adopted by Bravida's Board of Directors and constitutes a framework of guidelines and rules in the form of risk mandates and limits for the company's financial activities. The Treasury unit is responsible for coordinating the Group's financial activities. The general goal for the Treasury unit is to provide cost-effective financing and to minimise negative effects on the Group's earnings that derive from financial risk.

Market risk

Market risk is the Group's risk that the fair value of financial instruments or future cash flows from financial instruments will fluctuate as a result of changes in market prices. The Group's main market risks are interest rate risk and currency risk.

Interest rate risk

Interest rate risk is the risk of interest rate changes having an adverse effect on the Group's future earnings and cash flow. The Group is primarily exposed to interest rate risk through cash and cash equivalents and through interest-bearing liabilities. The average fixed-rate period for all interest-bearing assets was 0 years (0). Of total interest-bearing financial liabilities, 0 (0) percent have fixed interest rates and 100 (100) percent have variable interest rates.

Currency risk

Currency risk is defined as the risk that changes in exchange rates will have a negative impact on the consolidated income statement and cash flow. This risk can be divided into transaction exposure, i.e. the net operating and financial (interest/repayments) flows, and translation exposure, which relates to net investments in foreign Group companies.

Bravida's transaction exposure is low, as both sales and purchases are largely made in local currency. Translation exposure arises when assets and liabilities are denominated in different currencies, and when the earnings and net assets of foreign subsidiaries are translated to Swedish kronor. For the Group, translation risk arises for the subsidiaries in Norway, Denmark and Finland. Assets and liabilities in foreign currency are translated at the rate at the balance sheet date.

Liquidity risk

Liquidity risk is the risk that the Group will face problems meeting its obligations associated with financial liabilities. The Group has a rolling three-month liquidity planning system that covers all units in the Group. The plans are updated continuously. The Group's forecasts also comprise medium-term liquidity planning. Liquidity planning is used to manage liquidity risk and the costs of funding the Group. The goal is to ensure that the Group is able to meet its financial obligations regardless of economic climate without incurring significant unforeseen expenses. Liquidity risk throughout the Group is managed by the central Treasury unit.

Credit facilities

The Group has bank loans of SEK 500 (500) million and a revolving facility of SEK 2,500 (2,500) million. SEK 0 (400) million of the revolving facility was used. The loan and revolving facility agreements specify key financial performance indicators (covenants) that the Group is required to meet. At year-end, Bravida fulfilled these covenants by a good margin. At year-end, the Group's cash and cash equivalents totalled SEK 1,046 (1,308) million.

The nominal liquidity reserve totalled SEK 4,046 (4,308) million, of which the portion utilised was SEK 500 (900) million. The available liquidity reserve was SEK 3,546 (3,408) million. The remaining term of the revolving credit is 10 (22) months. A new revolving facility with a term until 2027 with a 1+1 year extension option was signed in February 2024, replacing the one that was in place at the start of the year.

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NOTE 25. Financial risks and financial policies, cont.

Maturity structure of financial liabilities

Group 31/12/2023	2024	2025	2026	2027
Borrowings	–	–	500	–
Overdraft facilities	–	–	–	–
Trade payables	3,204	–	–	–
Commercial paper	1,263	–	–	–
Accrued interest expenses	4	–	–	–
Total	4,471	–	500	–

Group 31/12/2022	2023	2024	2025	2026
Borrowings	401	–	500	–
Overdraft facilities	–	–	–	–
Trade payables	3,259	–	–	–
Commercial paper	663	–	–	–
Accrued interest expenses	4	–	–	–
Total	4,327	–	500	–

Parent company 31/12/2023	2024	2025	2026	2027
Borrowings	–	–	500	–
Overdraft facilities	–	–	–	–
Trade payables	5	–	–	–
Commercial paper	1,263	–	–	–
Accrued interest expenses	4	–	–	–
Total	1,272	–	500	–

Parent company 31/12/2022	2023	2024	2025	2026
Borrowings	401	–	500	–
Overdraft facilities	–	–	–	–
Trade payables	5	–	–	–
Commercial paper	663	–	–	–
Accrued interest expenses	4	–	–	–
Total	1,073	–	500	–

Credit facilities

Group 31/12/2023	Nominal	Drawn	Available
Credit institution loans	500	500	–
Revolving facilities	2,500	–	2,500
Overdraft facilities	–	–	–
Cash and cash equivalents	1,046	–	1,046
Liquidity reserve	4,046	500	3,546

Group 31/12/2022	Nominal	Drawn	Available
Credit institution loans	500	500	–
Revolving facilities	2,500	400	2,100
Overdraft facilities	–	–	–
Cash and cash equivalents	1,308	–	1,308
Liquidity reserve	4,308	900	3,408

Fixed-rate period for drawn credit	31/12/2023	31/12/2022
Amount	1,762	1,563
Share, %	100	100
Fixed-rate period	Variable	Variable

Exposure of net assets in foreign currency

The translation exposure that arises through investments in foreign net assets is not hedged.

Foreign net assets

	Group	
	31/12/2023	31/12/2022
NOK	1,663	1,488
DKK	462	426
EUR	45	25

A 10 percent strengthening of the Norwegian krone at 31 December 2023 would have a positive translation effect on equity of SEK 169 million. The same increase in the value of the Danish krone would have a positive translation effect on equity of SEK 70 million. The same increase in the value of the euro would have a positive translation effect on equity of SEK 51 million.

The foreign exchange difference for the year in comprehensive income was SEK -132 (142) million.

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NOTE 25. Financial risks and financial policies, cont.

Commercial exposure

International purchases and sales of goods and services in foreign currencies are limited in scope but can be expected to increase as the Group expands and in response to mounting competition in respect of purchasing of goods and services.

Credit risk

Credit risk refers to the risk of losing money due to the inability of a counterparty to meet its obligations.

Credit risk in financing activities

The credit risk in the Group's financing activities is very small, as Bravida only concludes agreements with counterparties with the highest creditworthiness. Credit risk refers mainly to counterparty risks in connection with receivables from banks and other counterparties. The Group's financial policy contains a set of counterparty regulations specifying maximum credit exposures for different counterparties. The estimated gross exposure to counterparty risk in respect of cash and cash equivalents and short-term investments was SEK 1,046 (1,308) million.

Credit risk in trade receivables and contract assets

The risk that the company's customers do not fulfil their commitments, i.e. that it does not receive payment from its customers, constitutes a customer credit risk. Credit losses are normally small due to the very large number of projects and customers, which are invoiced regularly during the period of production. The credit risk of customers is assessed, with information about customers' financial positions being obtained from various credit information companies. The Group has a credit policy for the management of customer credits. The policy states, among other things, when decisions should be made on credit limits of various sizes and how doubtful receivables should be handled. A bank guarantee or other security is required for customers with low creditworthiness or an insufficient credit history. The maximum credit exposure is stated in the consolidated balance sheet. Total credit losses were SEK 9 (9) million. There was no significant concentration of credit risk at the balance sheet date.

The Group applies the simplified method for calculating expected credit losses. This method involves expected losses over the duration of a receivable being used as the basis for trade receivables and contract

assets. Expected credit loss levels are based on customers' payment history. Historical losses are then adjusted to take account of current and forward-looking information that could affect customers' ability to pay a receivable. Based on historical data, the Group makes the assessment that no significant impairment of trade receivables that are not yet past due are made at the balance sheet date.

Contract assets refer to revenue accrued but not invoiced and are assessed to have the same properties as revenue already invoiced. As a result, the same weighted loss percentage is used for contract assets as is used for trade receivables.

2023	Group			
Loss matrix – trade receivables and contract assets	Trade receivables, gross	Contract assets	Weighted loss percentage	Loss provision
Not past due	3,879	3,210	0.03	-2
Past due 1-15 days	607	–	0.16	-1
Past due 16-30 days	57	–	3.52	-2
Past due 31-60 days	84	–	5.98	-5
Past due > 60 days	1,767	–	9.11	-161
Total	6,394	3,210		-171

2022	Group			
Loss matrix – trade receivables and contract assets	Trade receivables, gross	Contract assets	Weighted loss percentage	Loss provision
Not past due	3,561	3,225	0.04	-2
Past due 1-15 days	461	–	0.33	-2
Past due 16-30 days	88	–	1.71	-2
Past due 31-60 days	36	–	7.72	-3
Past due > 60 days	1,191	–	10.08	-120
Total	5,337	3,225		-127

Loss provision/impaired trade receivables	Group	
	31/12/2023	31/12/2022
Opening balance	-127	-131
Change for the year	-44	4
Closing balance	-171	-127

Sensitivity analysis	Group	
	Change +/-	Effect on profit before tax +/-
Sales	1%	20
	1 percentage point	
EBITA margin		294
Payroll costs	1%	95
Materials and subcontractors	1%	120
	1 percentage point	
Share of productive installer time		145
	1 percentage point	
Interest rate on loans		8
Exchange rate DKK	10%	19
Exchange rate NOK	10%	34
Exchange rate EUR	10%	8

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NOTE 26 LEASING

Bravida Group mainly leases properties and vehicles. For a specification of the right-of-use assets, see Note 12 Right-of-use assets. Interest expenses for the year attributable to leases totalled SEK 42 (23) million, see also Note 8 Net financial items. For carrying amounts, amortisation and additional values of right-of-use assets, see Note 12 'Right-of-use assets'. Costs of leases that are short and of low value total insignificant amounts.

Property leases

The Group mainly leases properties for office and warehouse premises. Leases normally have a term of between three to five years, and there are also leases with longer terms. It is usual for it to be possible for the lease period to be extended by additional periods if the Group does not terminate the agreement with 6 to 12 months' notice.

Where possible, the Group attempts to include such options in new leases. Whether it is reasonably certain that additional periods will be used is determined on the start date of the lease. Most premises that are

leased are not of such significance to the Group and it is not so costly to find and move to other premises that it is reasonably certain that the Group will use additional periods, and it is therefore most common for the lease period to correspond to the agreed lease term without extensions. The Group reconsiders whether it is reasonably certain that an extension option will be exercised if an important event takes place or significant circumstances arise that are within the Group's control.

Some leases contain lease payments that are based on changes in local price indices. The lease liability and the right-of-use asset are revalued when any indexation of lease fees takes effect. There are variable property tax charges in most of the leases.

Vehicle leases

The Group leases vehicles, company and service cars, with lease periods of three to five years. In some cases there are extension options, mainly linked to service vehicles. With regard to vehicles, most of the vehicles are covered by residual value guarantees.

Maturity structure of lease debt at 31 Dec 2023	Properties	Vehicles	Total
2024	212	263	475
2025	164	204	368
2026	120	164	285
2027	93	94	187
2028	51	23	74
After 2028 and no later than 2033	113	0	114
After 2033	2	–	2
Total payments	757	748	1,505
Total liability according to the balance sheet			1,476
- of which short liability			475
- of which long liability			1,001

Maturity structure of lease debt at 31 Dec 2022	Properties	Vehicles	Total
2023	176	208	384
2024	114	142	256
2025	79	100	179
2026	51	56	107
2027	38	15	54
After 2027 and no later than 2032	82	0	83
After 2032	7	–	7
Total payments	548	521	1,069
Total liability according to the balance sheet			1,050
- of which short liability			384
- of which long liability			666

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NOTE 27 PLEDGED ASSETS AND CONTINGENT LIABILITIES

	Group		Parent company	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Pledged assets				
For own liabilities and provisions				
Floating charges	50	57	–	–
Funds, endowment policies	25	26	–	–
	75	82	–	–
Contingent liabilities				
For own liabilities and provisions				
Guarantee commitments, FPG/PRI	28	25	–	–
Guarantee commitments, for Group companies	–	–	1,215	1,128
	28	25	1,215	1,128

Bravida Holding AB has acted as a guarantor for Bravida Sverige AB's pension liabilities, which in turn are guaranteed by PRI.

NOTE 28 TRANSACTIONS WITH RELATED PARTIES

Relationships

The parent company's subsidiaries are reported in Note 29, 'Holdings in Group companies'. Holdings in associates are reported in Note 14, 'Holdings in associates'. Information about the members of the Board and Group management, along with their remuneration, is presented in Note 5, 'Employees and personnel costs,' and in the Corporate Governance Report.

Transactions

Transactions with related parties are priced on market terms. The parent company Bravida Holding AB is the primary account holder of the Group's cash pool.

The table below lists the parent company's transactions with subsidiaries:

	Parent company	
	31/12/2023	31/12/2022
Revenue		
Sales	258	232
Dividend	129	215
Group contributions	609	550
Interest income	55	17
Costs		
Operating expenses	-187	-133
Group contributions	-1	-7
Interest expenses	-106	-30
Receivables	2,589	2,290
Liabilities	4,450	4,406

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NOTE 29 HOLDINGS IN GROUP COMPANIES

The parent company's holdings in Group companies	Parent company	
	31/12/2023	31/12/2022
Accumulated cost		
At start of year	7,341	7,341
Carrying amount at end of period	7,341	7,341

Itemisation of holdings in Group companies

Group company / Company reg. no. / Reg. office	31/12/2023		
	No. of shares	Holding in, % ¹	Book value
Bravida AB, 556713-6519, Stockholm	1,012,429,900	100.0	7,341,332
Bravida Sverige AB, 556197-4188, Stockholm	20,000	100.0	2,543,983
Bravida Prenad AB, 556454-1315, Malmö	50,000	100.0	103,044
Bravida Säkerhet AB, 556193-1832, Stockholm	5,100	100.0	24,961
SystemHouse Solutions AB, 559203-8904, Stockholm	50,000	100.0	50
Byggnadsaktiebolaget konstruktör, 556012-3670, Stockholm	1,485,417,130	100.0	427
Erfator Projektleddning AB, 556401-7795, Stockholm	1,000	100.0	14,022
E/S Styromatic AB, 556111-9248, Skellefteå	1,000	100.0	1,028
Juhl Air Control AB, 556308-0356, Kävlinge ³	2,000	100.0	229
ABEKA EI & Kraftanläggningar AB, 556515-7012, Nyköping	6,000	87.5	96,720
Lindsténs Elektriska AB, 556097-8255, Tomelilla	100	100.0	35,404
Herberts Rör AB, 556409-5221, Stenungsund	1,000	100.0	5,222
Norrstyr AB, 559232-4940, Umeå	1,498	100.0	209
HNA Storkökservice AB, 556433-9439, Höganäs	1,000	100.0	10,229
Wikblom Hydraulik och Rörteknik AB, 556613-7021, Gästrike-Hammarby	13,000	100.0	29,383
Låscenter i Västerås AB, 556216-7469, Västerås	1,000	100.0	11,182
Bäckmans Rör i Karlskoga Aktiebolag, 556503-7412, Karlskoga	1,000	100.0	11,898
Åsbergs Rörteknik AB, 556875-6620, Matfors	1,380	100.0	70,388
Låsservice i Mälardalen AB, 556618-5566, Uppsala	1,000	100.0	19,250
Örnsköldsviks Rörteknik AB, 556875-6620, Örnsköldsvik	1,000	100.0	59,000
Bräfus nr 1 AB, 559197-4570, Jönköping	50,000	100.0	437
E/S Intressenter AB, 556564-6741, Skellefteå ²	1,000	100.0	525
Profire Sprinkler AB, 556692-0178, Örebro ²	1,000	100.0	12,560

NOTE 29. Holdings in Group companies, cont.

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Itemisation of holdings in Group companies			31/12/2023	
Group company / Company reg. no. / Reg. office		No. of shares	Holding in, % ¹	Book value
Brafus nr 2 AB, 559008-1500, Stockholm		1,000	100.0	1,650
Runevads VVS Teknik AB, 556634-2563, Varberg ²		100	100.0	5,588
Sören Anderssons EI i Delsbo Aktiebolag, 556379-0574, Hudiksvall ²		10,000	100.0	6,820
Sörens Kraft och Montage AB, 556774-0682, Hudiksvall ²		1,000	100.0	9,775
Öbergs Vent Teknik AB, 556560-6315, Jönköping ²		20,000	100.0	4,663
Skoglund EI & Tele AB, 556597-1974, Örebro ²		1,000	100.0	8,000
LR-Installation AB, 556073-5283, Kalmar ²		5,000	100.0	51,866
Karlstads Processrör AB, 556722-1972, Karlstad ²		1,000	100.0	15,663
Bravida Danmark A/S, 14769005, Brøndby, Denmark		4	100.0	260,859
Viva Energi AS, 29822441, Tilst, Denmark	DKK thousand	600	60.0	38,217
Bravida Norge Holding AS, 998 121 221, Oslo, Norway		30	100.0	909,020
Bravida Norge AS, 987 582 561, Oslo, Norway	NOK thousand	10,796,136	100.0	788,678
Oras AS, 922070679, Oslo Norge	NOK thousand	30	100.0	56
Oras Industrirør AS, 934541588, Oslo, Norway	NOK thousand	200	100.0	298
Oslo Rørleggerbedrift AS, 947880675, Oslo Norge	NOK thousand	100	100.0	192
Magnus M.Thunestvedt, 937 610 440, Bergen Norway	NOK thousand	10,000	100.0	50,192
A/S Pettersson & Gjellesvik's Elektriske Installasjonsforretning, 915 211 631, Bergen, Norway	NOK thousand	186	100.0	65,405
Sæterdal Elektro AS, 982 396 220, Vaksdal, Norway	NOK thousand	1,000	100.0	3,683
Vangen Elektriske AS, 971 509 120, Voss, Norway	NOK thousand	300	100.0	11,637
Bravida Finland Oy, 2528874-1, Helsinki, Finland		2,500	100.0	445,563
Ab Hangö Elektriska - Hangon Sähkö Oy, 1998764-2, Hangö Finland	EUR thousand	1,000	100.0	9,849
Savon Aurinkoenergia Oy, 3100091-9, Kuopio, Finland	EUR thousand	2,000	80.0	5,996
Lämpö- ja Wesijohtoliike P. Juutilainen Oy, 0104774-0, Helsinki, Finland ²	EUR thousand	100	100.0	3,608
OAT Oy, 0915560-7, Oulu, Finland ²	EUR thousand	51	100.0	15,384

1 Refers to the proportion of ownership of equity, which is also consistent with the share of voting rights for the total number of shares.
2 Merger initiated in 2023 and completed in the first quarter of 2024.
3 Liquidation has been decided.

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NOTE 30 STATEMENT OF CASH FLOWS

Notes	Group		Parent company	
	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022	01/01/2023 –31/12/2023	01/01/2022 –31/12/2022
Adjustments for non-cash items etc.				
Depreciation/amortisation and impairment of assets	7, 11, 12, 13	597	468	–
Capital gain/loss on disposals of businesses/ subsidiaries		–	–	–
Pension provisions		-44	63	–
Change in provisions		-145	82	–
Costs for share incentive programme		38	37	37
Other		12	11	2
Total		457	660	39
Interest received and paid				
Interest received		40	15	89
Interest paid		-174	-67	-65
Undrawn credits				
Undrawn credit facilities total	21	-2,500	-2,100	-2,500

Reconciliation of liabilities attributable to financing activities and reconciliation of net debt

Below is an analysis of liabilities attributable to financing activities and reconciliation of net debt for the periods shown.

Group	Liabilities attributable to financing activities				Cash and cash equivalents	Net debt
	Non-current liabilities	Current liabilities	Leasing debt	Overdraft facilities		
Balance at 01/01/2022	–	-1,603	-994	–	-2,597	1,594
Cash flow	-500	541	426	–	467	-304
Non-cash items	–	–	-457	–	-457	–
Foreign exchange differences	–	–	-26	–	-26	18
Balance at 31/12/2022	-500	-1,063	-1,050	–	-2,613	1,308
Cash flow	–	-201	541	–	340	-200
Non-cash items	–	–	-981	–	-981	–
Foreign exchange differences	–	–	15	–	15	-62
Balance at 31/12/2023	-500	-1,263	-1,476	–	-3,239	1,046

Reconciliation of net debt

Group	31/12/2023	31/12/2022
Non-current loan liabilities	-500	-500
Short-term loan liabilities	-1,263	-1,063
Lease liabilities	-1,476	-1,050
Overdraft facilities	–	–
Total	-3,239	-2,613
Cash and cash equivalents	1,046	1,308
Net debt	-2,193	-1,304

NOTE 31 EVENTS SINCE THE END OF THE PERIOD

- Johnny Hey, CEO and Head of Division for Bravida Denmark, left Bravida in January 2024.
- The Nordic Growth Segments Division is being closed and its activities distributed to Bravida's other divisions. In connection with the organisational change, Head of Division Magnus Hamerslag left Bravida in January.
- A refinancing agreement for a loan and credit facility was signed on 14 February, with a facility of SEK 2.5 billion.
- One acquisition has been made so far in 2024, with total annual sales of around SEK 30 million; see Note 4 for more information.

SIGNATURES OF
THE BOARD OF
DIRECTORS

Signatures

The Board of Directors and Chief Executive Officer certify that the annual accounts have been prepared in accordance with generally accepted accounting principles in Sweden and that the consolidated financial statements have been prepared in accordance with the international financial reporting standards IFRS as adopted by the EU. The annual accounts and consolidated financial statements give a true and fair view of the parent company's and Group's financial positions and results. The Directors' Report for the parent company and Group gives a true and fair overview of the development of the parent company's and Group's activities, their financial position and earnings, and describes significant risks and uncertainties faced by the parent company and the companies included in the Group.

Stockholm, 20 March 2024

Fredrik Arp
Chairperson

Jan Johansson
Member of the Board

Marie Nygren
Member of the Board

Karin Stålhandske
Member of the Board

Staffan Pålsson
Member of the Board

Cecilia Daun Wennborg
Member of the Board

Mattias Johansson
Chief Executive Officer

Jan Ericson
Employee representative

Geir Gjestad
Employee representative

Örnulf Thorsen
Employee representative

Christoffer Lindal Strand
Employee representative

Our audit report was submitted on 26 March 2024.
KPMG AB

Mattias Lötbörn
Authorised Public Accountant

As stated above, the annual accounts and consolidated financial statements were approved for publication by the Board of Directors on 20 March 2024. The consolidated statement of comprehensive income and balance sheet and the parent company income statement and balance sheet will be submitted for adoption at the Annual General Meeting on 7 May 2024.

Audit Report

To the General Meeting of the Shareholders of Bravida Holding AB (publ), corporate identity number 556891-5390

Report on the annual accounts and consolidated financial statements

Opinions

We have audited the annual accounts and consolidated financial statements of Bravida Holding AB (publ) for 2023, except for the Corporate Governance Report on pages 139-145 and the Sustainability Report on pages 32-65. The annual accounts and consolidated financial statements of the company are included on pages 71-133 of this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act, and present fairly, in all material respects, the financial position of the parent company as of 31 December 2023 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated financial statements have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Group as of 31 December 2023 and its financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the Corporate Governance Report on pages 139-145 or the Sustainability Report on pages 32-65. The Directors' Report is consistent with the other parts of the annual accounts and consolidated financial statements.

We therefore recommend that the general meeting of shareholders adopt the income statement and balance sheet for the parent company and the Group.

Our opinions in this report on the annual accounts and consolidated financial statements are consistent with the content of the additional report that has been submitted to the parent company's Audit Committee in accordance with Article 11 of the Audit Regulation (537/2014).

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 our best knowledge and beliefs, no prohibited services referred to in Article 5(1) of the Audit Regulation (537/2014) have been provided to the audited company or, where appropriate, its parent or its controlled company in 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 judgment, were of most significance in our audit of the annual accounts and consolidated financial statements for 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 financial statements as a whole, but we do not provide a separate opinion on these matters.

Revenues and percentage-of-completion earnings from installation contracts

See Notes 2 and 18 and the accounting policies on pages 94-95 of the annual accounts and consolidated financial statements for detailed information and a description of the matter.

Description of the matter

Performance commitments attributable to installation assignments are usually fulfilled over time. This means that the revenue is recognised over time where the progress is measured against full compliance with the performance commitment. The earnings are recognised in line with the project completion rate. The percentage of completion depends on actual costs in relation to the total projected costs for each project.

The latter may change during the life cycle of the projects, which in turn may have a significant impact on reported revenue and percentage-of-completion earnings. Unforeseeable costs may also have to be included in the assessments to take project risks or disputed claims into account. These items are regularly assessed by the Group and are adjusted if necessary. Alterations, and additional work are taken into account when the Group considers the amounts which will be obtained. Based on the above, there is a large element of assessments being made by the Group, which in turn affects the recognition of revenue.

Response to this in the audit

We have evaluated the Group's processes for review and assessment of installation contracts, including the identification and recognition of loss-making projects and/or high-risk projects.

AUDIT REPORT

We have further, among other things:

- evaluated the actual financial performance against the budget and historical outcomes to assess the Group's ability to forecast
- challenged the management's forecasts taking account of unforeseen expenses and identified claims from customers
- assessed whether the risks and opportunities in projects are reflected in a balanced way in the accounts.

We have also verified the completeness of the underlying facts and circumstances presented in the disclosures in the annual accounts and consolidated financial statements and assessed whether the information is sufficiently comprehensive to allow an understanding of the management's assessments and key assumptions that have been applied.

Valuation of goodwill (Group) and shares in subsidiaries (parent company)

See Note 11 (Group) and Note 29 (parent company) and the accounting policies on pages 94-96 (Group) and page 98 (parent company) of the annual accounts and consolidated financial statements for detailed information and a description of the matter.

Description of the matter

The consolidated balance sheet includes goodwill of SEK 11.0 billion, which relates to historical acquisitions. The risk primarily pertains to any need for impairment of goodwill attributable to a cash-generating unit which may exist. Due to the inherent uncertainty involved in future forecasting and discounted cash flows, which are the basis for impairment testing, this is one of the areas involving material assessment issues.

The Group annually carries out impairment testing of goodwill based on discounted cash flows from the cash-generating units (recoverable amounts are calculated). This is calculated using certain assumptions concerning discount rates, growth rates and cash flow forecasts.

A corresponding impairment test is carried out by the parent company regarding the value of shares in subsidiaries. The calculation conditions are similar to the descriptions above regarding goodwill.

Response to this in the audit

Our audit procedures included assessing the key assumptions applied by the Group in determining the recoverable amount of each cash-generating unit. Among other things, we:

- assessed the allocation of cash flows and goodwill to the different cash-generating units based on reasonableness and the consistency of the application of this allocation;
- assessed the underlying assumptions in determining the cash flows and growth assumptions applied with reference to historical outcomes and macroeconomic aspects;
- challenged the assumptions regarding discount rates used and compared these against external sources;
- made an assessment of the Group's sensitivity analysis, including a reasonable reduction of growth rate and cash flows for the identification of audit areas for further focus.

We have also assessed whether the Group's supplementary disclosures in the annual accounts and consolidated financial statements adequately describe the assumptions used in the impairment tests.

Other information than the annual accounts and consolidated financial statements

This document also contains other information than the annual accounts and consolidated financial statements, available on pages 1-70 and 139-152. The other information also consists of the Remuneration Report, which we expect to be available after this date. The Board of Directors and the Chief Executive Officer are responsible for this other information.

Our opinion on the annual accounts and consolidated financial statements 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 financial statements, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated financial statements. 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 of the Chief Executive Officer

The Board of Directors and the Chief Executive Officer are responsible for the preparation of the annual accounts and consolidated financial statements and for these providing a fair presentation in accordance with the Annual Accounts Act and, with regard to the consolidated financial statements, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the Chief Executive Officer are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated financial statements, the Board of Directors and the Chief Executive Officer 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 apply the going concern basis of accounting. The going concern basis of accounting is not, however, applied if the Board of Directors and the Chief Executive Officer intend to liquidate the company, cease operations, or do not have any realistic alternative to doing any of this.

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.

AUDIT REPORT

Auditor's Responsibilities

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Audit Report that contains our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs 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 financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the annual accounts and consolidated financial statements, 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 overriding 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 applied and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Chief Executive Officer.
- draw a conclusion on the appropriateness of the Board of

Directors' and the Chief Executive Officer'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 Audit Report to the related disclosures in the annual accounts and consolidated financial statements or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our Audit 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 financial statements, including the disclosures, and whether the annual accounts and consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient and appropriate audit evidence regarding the financial information of the units or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope, focus and timing of the audit. We must also report significant audit findings made during our audit, including any significant deficiencies in internal control that we identify.

We must also provide the Board of Directors with a statement that we have complied with the relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be

thought to have a bearing on our independence, and where applicable, measures taken to eliminate such threat or countermeasures taken.

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 financial statements, including the most important assessed risks for material misstatement, and that are therefore the key audit matters. We describe these matters in the Audit Report, unless laws or other statutory instruments preclude disclosure about the matter.

Report on other legal and regulatory requirements

Auditor's review of management and proposal for the appropriation of the company's profit or loss Opinions

In addition to our audit of the annual accounts and consolidated financial statements, we have also audited the administration of the Board of Directors and the Chief Executive Officer of Bravida Holding AB (publ) for 2023 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 Directors' Report and that the members of the Board of Directors and the Chief Executive Officer 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 section on Auditor's Responsibilities. 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.

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Responsibilities of the Board of Directors and of the Chief Executive Officer

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. Regarding the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the demands 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 Chief Executive Officer has to manage the ongoing administration in accordance with the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfil the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's 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 Chief Executive Officer 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 judgment 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 judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and contraventions 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's reasoned opinion and a selection of supporting evidence for this in order to assess whether the proposal is in accordance with the Companies Act.

Auditor's review of the ESEF Report

Opinion

In addition to our audit of the annual accounts and consolidated financial statements, we have also verified that the Board of Directors and the Chief Executive Officer have prepared the annual accounts and consolidated financial statements in a format that permits uniform electronic reporting (ESEF Report) in accordance with Chapter 16, Section 4(a) of the Securities Market Act (2007:528) for Bravida Holding AB (publ) for 2023.

Our review and opinion relates only to the statutory requirement.

It is our opinion that the ESEF Report has been prepared in a format that allows uniform electronic reporting.

Basis for opinion

We conducted our review in accordance with FAR Recommendation RevR 18 Auditor's Review of the ESEF Report. Our responsibilities under this recommendation are further described in the section on Auditor's Responsibilities. We are independent of Bravida Holding AB (publ), 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 evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and of the Chief Executive Officer

It is the responsibility of the Board of Directors and the Chief Executive Officer to ensure that the report has been prepared in accordance with Chapter 16, Section 4(a) of the Securities Market Act (2007:528), and that there are such internal controls as the Board of Directors and the Chief Executive Officer determine are necessary to enable the preparation of an ESEF Report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities

Our task is to express an opinion, with reasonable assurance, as to whether the ESEF Report has been prepared, in all material respects, in a format that complies with the requirements of Chapter 16, Section 4(a) of the Securities Market Act (2007:528), on the basis of our review.

RevR 18 requires us to plan and perform our audit procedures to obtain reasonable assurance that the ESEF Report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with RevR 18 (change in FAR recommendations) and generally

AUDIT REPORT

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 the ESEF Report.

The audit firm applies the International Standard on Quality Management 1, which requires the company to design, implement and run a quality management system that includes policies or procedures relating to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The audit looks for evidence, through a variety of procedures, that the ESEF Report has been prepared in a form that permits consistent electronic reporting of the annual accounts and consolidated financial statements. We choose which actions to take, including by assessing the risks of material misstatement in reporting, whether due to irregularities or errors. In making the risk assessments, we consider those parts of the internal control that are relevant to the Board's and the Chief Executive Officer's preparation of the documentation for the purpose of establishing audit measures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control. An audit also includes evaluating the appropriateness and reasonableness of the accounting policies used and the reasonableness of the accounting estimates made by the Board of Directors and the Chief Executive Officer.

The audit procedures mainly include verification that the ESEF Report has been prepared in a valid XHTML format and checking that the ESEF Report is consistent with the audited annual accounts and consolidated financial statements.

The audit also includes assessing whether the consolidated income statement, balance sheet, statement of changes in equity, cash flow statement and notes in the ESEF Report have been marked using iXBRL, in accordance with the ESEF Regulation.

The auditor's examination of the Corporate Governance Report

The Board of Directors is responsible for the Corporate Governance Report on pages 39-145 and for it being prepared in accordance with the Annual Accounts Act.

Our examination of the Corporate Governance Report is conducted in accordance with FAR's recommendation Revr 16 The Auditor's Examination of the Corporate Governance Report. This means that our examination of the Corporate Governance Report 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 Report has been prepared. Information in accordance with Chapter 6. Section 6 second paragraph points 2-6 of the Annual Accounts Act and Chapter 7, Section 31 second paragraph of the same Act is consistent with the other parts of the annual accounts and consolidated financial statements and is in accordance with the Annual Accounts Act.

The auditor's opinion regarding the statutory sustainability report

The Board of Directors is responsible for the Sustainability Report on pages 32-65 and for it being prepared in accordance with the Annual Accounts Act.

Our examination has been conducted in accordance with FAR's recommendation RevR 12 The Auditor's Opinion Regarding the Statutory Sustainability Report. This means that our examination of the statutory sustainability report 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 opinion.

A statutory sustainability report has been prepared.

KPMG AB, Box 382, 101 27, Stockholm, was appointed auditor of Bravida Holding AB (publ) by the general meeting of shareholders on 28 April 2023. KPMG AB or auditors working at KPMG AB have been the company's auditor since 2012.

Stockholm, 26 March 2024

KPMG AB

Mattias Lötborn
Authorised Public Accountant

Corporate Governance Report

For Bravida, which has a decentralised organisational structure, good corporate governance is essential and a very important part of its core business operations. Governance, management and control are distributed between the shareholders, the Board of Directors, the Chief Executive Officer and company management in accordance with applicable laws, rules and recommendations and Bravida's Articles of Association, the Board's rules of procedure, instructions for the Chief Executive Officer and other internal instructions.

Bravida Holding AB (publ) is a Swedish public limited company, with registered office in Stockholm, whose ordinary shares are listed on Nasdaq Stockholm. The Corporate Governance Report is not part of the formal annual accounts documentation.

Corporate governance

The general meeting of the company is the company's highest decision-making body, at which shareholders exercise their right to vote. The Board of Directors and the Chair of the Board are elected by the Annual General Meeting. The Board appoints the Chief Executive Officer (CEO). The Board and CEO's administration and the company's financial reporting are audited by the external auditor appointed by the AGM. In order to streamline and strengthen work on certain issues, the Board has established an Audit Committee and a Remuneration Committee.

Bravida applies the Swedish Corporate Governance Code (the Code) and did not deviate from this in any respect during the year. Bravida Holding AB complies with Nasdaq Stockholm's Regulations for Issuers and good equity market practice. The most important internal governance instrument is the Articles of Association adopted by the general meeting of the company. There are also the Board's rules of procedure and the Board's instructions for the CEO. Internal policies and instructions that clarify responsibilities and powers within specific areas such as data security, compliance and risk management are key policy documents for the entire company.

Ownership structure

At the end of 2023 Bravida had 13,137 holders of ordinary shares according to the shareholder register maintained by Euroclear Sweden. The five largest shareholders at 31 December 2023 were Mawer Investment Management Funds with 11.9 percent of the votes, Swedbank Robur Funds with 9.8 percent of the votes, the Fourth Swedish National Pension Fund (AP4) with 7.7 percent of the votes, Handelsbanken Funds with 7.7 percent of the votes and SEB Funds with 6.1 percent of the votes.

Corporate bodies

General meeting of shareholders

The shareholders' right to make decisions on matters relating to the company is exercised at general meetings of the company. This is the highest decision-making body in the company, and all shareholders are entitled to attend it. The term Annual General Meeting (AGM) refers to the general meeting of the company that is held within six months of the end of the financial year, at which the consolidated financial statements and the Group Audit Report are submitted and decisions are taken regarding the adoption of the income statements and balance sheets of the company and the Group, the appropriation of profits, and the discharge from liability of the Board and the Chief Executive Officer. Bravida's 2024 Annual General Meeting will take place on 7 May. Shareholders wishing to submit a proposal to the Nomination Committee or to have a matter addressed by the AGM may submit the proposal to the Nomination Committee and the matter to be addressed to the company by 11 March.

Contact information can be found at www.bravida.com.

Each ordinary share (class A share) entitles the holder to one vote at general meetings and each class C share entitles the holder to one tenth of a vote. Shareholders are entitled to one vote for each share that they own in the company.

Notice convening general meetings should be given no earlier than six weeks and no later than four weeks before the meeting. In accordance with Bravida's Articles of Association, shareholders wishing to attend a general meeting must provide notification of their intention to attend within the time period stated in the convening notice. Such date must be a working day and not fall any earlier than five working days before the stated date of the meeting.

All documentation relating to the AGM can be found at www.bravida.com.

Nomination Committee

Nomination of members of the Board prior to the election at the AGM takes place through the Nomination Committee. In addition, the Nomination Committee proposes fees for the members of the Board, as well as proposing the election of and fees for the auditor. The current Nomination Committee instructions stipulate that Bravida should have a Nomination Committee consisting of a representative of each of the three largest shareholders or shareholder groups, by number of votes, who wish to appoint a representative. The company's chair of the Board is a co-opted member of the Nomination Committee. For the coming year the composition of the Nomination Committee must be based on the list provided by Euroclear Sweden of registered shareholders and shareholder

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groups and other reliable information as of the last business day in July. Further documentation relating to the AGM can be found at www.bravida.com.

The Nomination Committee up to the 2024 AGM consists of the following members: Joachim Spetz from Swedbank Robur Funds (chair), Ben Heck from Mawer Investment Management, Lovisa Runge from Fourth Swedish National Pension Fund (AP4) and Fredrik Arp (co-opted), Chair of the Board of Bravida Holding AB. No remuneration was paid for Nomination Committee work. The Nomination Committee's proposals, the report on the Nomination Committee's work for the 2024 AGM and additional information about proposed members of the Board are published in conjunction with the convening notice and will be presented at the AGM.

Composition of the Board

According to the Articles of Association, the Board of Directors of Bravida shall consist of three to ten members, with a maximum of five deputy members. The members and deputies are elected at the Annual General Meeting for the period until the end of the next Annual General Meeting. In 2023, six directors were elected by the Annual General Meeting. Employees are represented on the Board through representatives appointed by employees. Throughout the year, the number of employee-appointed members was four, with one deputy.

All Board assignments at Bravida are based on merit, with the main aim being to maintain and improve the overall effectiveness of the Board. To fulfil this, the Board aims to achieve a broad range of characteristics and capabilities and it is explicitly stated that diversity regarding aspects such as age, gender, geographical origin, education and professional background are important to observe.

At the Annual General Meeting on 28 April 2023, Fredrik Arp, Cecilia Daun Wennborg, Jan Johansson, Marie Nygren, Staffan Pålhlsson and Karin Stålhandske were re-elected. Fredrik Arp was re-elected as chairperson for the period until the next AGM. For further information about the Board of Directors, see page 146 and www.bravida.com.

The composition of Bravida's Board meets the requirements regarding independent members of the Board.

The Board's work

The Board held eleven meetings during the year, including one constitutive meeting to elect its officers. Board member attendance is shown in the table below. The secretary at the Board meetings was Bravida's Chief Legal Officer. Members of the Board received written material about the issues to be addressed before each Board meeting.

The work of the Board mainly comprises strategic issues, annual accounts, the establishment and monitoring of business goals, business plans, internal control, risk management, sustainability issues, acquisitions and other decisions which, according to the procedural rules, should be addressed by the Board. Internal and external presentations were made to the Board about the markets in which Bravida operates and Bravida's local operations. The Board discussed Bravida's performance and opportunities at these meetings. The Board actively worked together with the management on various strategic issues, including at a joint strategy meeting in June 2023.

A key aspect of the Board's work is its review of the financial statements and sustainability reports, such as for occupational injuries and scope 1 data, that are presented at each ordinary Board meeting, and this includes in-depth analysis of ongoing work at the company. The Board also receives monthly reporting on the Group's financial position.

During the year, the Board monitored the company's work and strategy linked to rapidly changing market conditions, was involved in the preparation of a new business plan for the coming period and immersed itself in the extended requirements for sustainability reporting. In addition, the Board followed up business plans submitted by management and monitored the development potential in Bravida's various business areas. During the year, the Board of Directors had a special focus on the development of the Danish business operations.

Board committees

The Board has established two Board committees as part of streamlining and strengthening the Board's work with regard to certain issues: the Audit Committee and the Remuneration

Committee. The committees' members are appointed at the constitutive Board meeting immediately after the AGM. They are appointed for one year at a time and the work and authority of the committees are regulated by the committee instructions, which are adopted annually.

The committees have a preparatory and administrative role. The issues addressed at the committees' meetings are minuted and a report is submitted at the subsequent Board meeting.

The Audit Committee consists of Jan Johansson (chair), Staffan Pålhlsson and Karin Stålhandske. This committee is also attended by the company's CFO. The Audit Committee's main tasks are to:

- monitor the company's financial reporting,
- monitor the effectiveness of the company's internal control and risk management with regard to financial reporting,
- keep informed about the auditing of the annual accounts and the consolidated financial statements,
- review and monitor the auditor's impartiality and independence and, in so doing, pay particular attention to whether the auditor is providing the company with services other than auditing services,
- assist in the preparation of proposals for the AGM's election of an auditor,
- assist in monitoring the compliance with legal and regulatory requirements that have a material impact on the financial statements,
- assist in monitoring transactions with related parties, and
- assist in monitoring and evaluating selected projects.

In 2023, the Audit Committee held four minuted meetings, as well as a thematic meeting. The thematic meeting focused on project management and project forecasting. The company's external auditors attended those meetings at which performed auditing actions were reported. During the year, the Audit Committee monitored the impact on the company of rapidly changing market conditions, and reviewed the financial reports and the external auditors' reporting of the

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audit work they carried out. In addition, the committee continued to examine the project process in depth, particularly regarding securing projects, project management and project follow-up. During the year, the committee monitored the development of cash flow and accounts receivable, with a particular focus on the Danish operations. Furthermore, the Audit Committee also looked at the company's reporting on its performance audit. The committee also evaluated external auditors, reviewed and monitored the impartiality and independence of the external auditor and verified that the external auditor had not provided advisory services that had affected impartiality. The committee subsequently made a recommendation for the election of an external auditor to the Board of Directors.

The Remuneration Committee comprises Fredrik Arp (chair), Cecilia Daun Wennborg and Marie Nygren. This committee is also attended by the company's Chief Executive Officer and HR Director. The Remuneration Committee's main tasks are to:

- prepare Board decisions on issues regarding remuneration policies, remuneration and other terms of employment for senior executives,
- monitor and evaluate ongoing variable remuneration programmes for senior executives and such programmes concluded during the year; and
- monitor and evaluate application of the guidelines for the remuneration of senior executives that are determined by the AGM and the applicable remuneration structure and remuneration levels in the Group.

The Remuneration Committee held five minuted meetings in 2023. At its meetings, the Remuneration Committee addressed matters such as the overall level of remuneration and other employment terms for the CEO and senior executives. The committee reviewed and prepared proposals from the Remuneration Report and prepared proposals for a long-term incentive programme. The final proposals on the Remuneration Report and the Long-Term Incentive Plan will be presented for approval at the Annual General Meeting. Furthermore, the committee prepared a revised calculation model for the annual incentives for line managers and certain

administrative staff. The committee was informed about the ongoing work relating to the results of the company's employee survey and the activities undertaken in response to it. The committee also monitored the company's initiatives relating to leadership development, diversity and inclusion, as well as skills supply.

Assessment of the Board and the Chief Executive Officer

In accordance with the Board's procedural rules, the Chair of the Board should initiate an evaluation of the Board's work once a year.

An assessment of the Board's work was carried out in 2023. A questionnaire was sent to all the members of the Board. Their responses were collated and analysed. In addition, the Chair of the Board conducted individual assessment discussions with all the members of the Board.

The purpose of the assessment is to gain an understanding of the Board members' views of the work conducted by the Board and what measures could be taken to make the Board's activities more efficient. The aim is also to gain an understanding of what type of issues the Board believes should be accorded more scope and what areas may require additional capabilities within the Board. The results of the assessment have been reported to the Board.

The Board also assesses the work of the Chief Executive Officer on an ongoing basis by monitoring the performance of the business against the targets that are set. A formal assessment is carried out once a year.

The Chief Executive Officer, company management and organisation

The Chief Executive Officer's responsibilities include personnel, financial and business management issues, as well as ongoing contact with the company's stakeholders such as authorities and the financial markets. The Chief Executive Officer ensures that the Board receives the information it needs to take well-informed decisions.

Bravida's business operations are divided into four segments, based on geographical markets; Sweden, Norway, Denmark and Finland. Each geographical market has a

segment manager. The CEO is responsible for the Sweden segment, while segment responsibility for the other geographical segments lies with the relevant Head of Division. These segments are divided into divisions; three for Sweden and one for each of the other countries. Each division has a Head of Division, who reports directly to the CEO. The Heads of Division are responsible for each division's operations and results, and are also responsible for ensuring that the division's operations are conducted in accordance with decisions that have been taken. The Heads of Division are supported by their own administrative staff as well as Group-wide administrative functions. Bravida's Group management consists of the CEO, the Heads of Divisions and the Group Administrative Heads. For further information about the Chief Executive Officer and Group management, see pages 147-148.

Group management holds regular meetings, with at least one meeting a year dedicated to addressing forward-looking strategies. At Group management meetings, ongoing Group-wide initiatives, changes in the market, current issues in the divisions and administrative functions, acquisitions and the monitoring of the achievement of targets by the various parts of the business are addressed and discussed. Group management works actively to highlight Bravida's values and to engage employees in this work, to further develop Bravida's corporate culture.

In 2023, Group management managed the rapidly changing market conditions, with a focus on the demand for service and installation projects, strengthened credit monitoring and ensuring a strong cash flow. Continued improvement in the project process, mainly with regard to project management and project monitoring, were also addressed. In addition, Group management worked on developing a business plan for the coming business plan period 2024-2026. Furthermore, there was a focus on Bravida's continued digital development and an in-depth study of the extended requirements for sustainability reporting. The work environment and employee health continued to be priorities. In addition, work continued on making Bravida the most attractive employer in the industry.

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Governance of Bravida

Bravida's business operations are divided into four segments, based on geographical markets; Sweden, Norway, Denmark and Finland. These segments are divided into divisions; three in Sweden (North, Central and South) and one in each of the other countries. There is also a Nordic matrix organisation, Growth Segment, which drives the development of new business operations at the Nordic level. These divisions are in turn divided into regions, which are themselves divided into branches. The business is decentralised, which means that the main business operations and customer contact take place at the branch level. Each branch manager (BM) is responsible for the results of the branch and is consequently responsible for the organisational structure, staffing, and signing and performance of contracts. The branches are supported by Group-wide business and purchasing systems and other tools for risk assessment, cost estimates and effective performance of signed contracts within their branch. The branches' independence is restricted by instructions and an authorisation procedure. Bravida has clear rules on project approval, with threshold levels governed principally by contract value. This means that a branch manager cannot enter into an agreement above a certain value without approval from the regional manager (RM), neither can a regional manager enter into an agreement above a certain value without the approval of the Head of Division (HD). Tenders over SEK 50 million must always be approved by the CEO. Local adjustments to delimit the areas of responsibility at the division, region and branch levels are made where necessary.

As a significant part of the President and CEO's management and control of the business, the President/CEO and Group CFO meet each Head of Division once a quarter to review the division's financial position, major projects, billing, cash flow, etc. in accordance with a scorecard and action plans. These meetings are also attended by the division's head of finance and the respective regional manager and financial controller. These quarterly reviews are held in a corresponding manner down through the organisation according to a schedule.

Type of meeting	Coordinator	Frequency
Group (CEO, HD, RM)	President	every 3 months
Division (HD, RM, BM)	Head of Division	at least every 3 months
Region (RM, BM, proj./serv. manager)	Regional Manager	at least every 3 months
Branch (BM, project/service manager, senior fitter)	Branch Manager	at least every 3 months

These regular meetings enable the relevant responsible person to meet their manager's manager and have the opportunity to report on their business activities in detail and to point out improvements, but they also have to be accountable, for example, for less successful projects or poor

adherence to change management initiatives. This ensures high visibility and clarity of leadership within the company. It is also a highly effective way of managing the business and ensuring and monitoring that decisions that are taken are implemented. In addition, the 'grandfather principle' is also applied to a range of decisions taken within Bravida. This principle means that certain decisions must be taken/ approved by the manager's manager. This includes decisions regarding investments, major tenders and projects, new hiring and certain own costs.

In the longer term, Bravida is managed based on a business plan for the coming three years. This is then applied down from the Group to the branch level. Each year, target figures are set for all the departments and at the aggregate level for the Group, along with an action plan for how these targets are to be achieved. Evaluation and any adjustments are carried out on an ongoing basis according to the annual planning cycle; see figure. This work is ongoing throughout

Bravida's annual cycle

The Annual Cycle describes how Bravida works with targets, strategies and action plans during the business year.

October–December

9. Target process

October

8. Divisional management
Compiles these into a common strategy

September

7. The targets, strategy and action plans for regions and branches are established for the coming years and sent to Divisional Management by the end of September

August – September

6. Strategy work in the regions

June

5. Group management (Strategy days)
– Establishment of targets, strategy and action plan for the coming years



February – March

1. Regional management meetings
– Assessment/adjustment of targets, strategy and action plan (management review)

April

2. Divisional management meeting
– Assessment/adjustment of targets, strategy and action plan (management review)

3. Group management meeting
– Assessment/adjustment of targets, strategy and action plan

May

4. Divisional management conference
– Adjustment of targets, strategy and action plan

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Board of Directors

Overview of the Board and list of attendance at Board and committee meetings in 2023.

Members of the Board elected by the AGM	Year elected	Independent ¹	Attendance at Board meetings	Attendance at Audit Committee ³	Attendance at Remuneration Committee ³	Board fees SEK thousand ²	Committee fees SEK thousand ²	Number of Bravida shares
Fredrik Arp	2018	Yes	11/11	–	5/5	1,330	115	20,000
Jan Johansson	2014	Yes	11/11	5/5	–	525	210	37,895
Marie Nygren	2018	Yes	11/11	–	5/5	525	85	1,000
Staffan Pålsson	2016	Yes	11/11	5/5	–	525	105	1,687,745
Karin Stålhandske	2020	Yes	11/11	5/5	–	525	105	0
Cecilia Daun Wennborg	2016	Yes	11/11	–	5/5	525	85	7,000
Ordinary employee representatives								
Jan Ericson			11/11					
Geir Gjestad			11/11					
Örnulf Thorsen			11/11					
Christoffer Lindal Strand			11/11					

1 Independence from the company, management and owners.
2 Fees set at the Annual General Meeting 2023.
3 At the constitutive meeting of the Board held in April 2023, the roles of the members in the committees were determined, attendance based on number of meetings in relation to committee member.

the year and at different levels. In addition, twice a year a regional manager conference is held at which Group management meets the regional managers to address important strategic issues.

Under the management of the Group-wide acquisition team, the divisions and regions draw up summaries on an ongoing basis of potential and ongoing acquisitions for review by a Decision Group, consisting of the CEO, CFO and acquisitions manager. This enables ongoing control of current activities, and prioritisation can be carried out. No acquisitions are made without first having been reviewed and approved by the Decision Group following a formal process and decision-making procedure. Large acquisitions must also be approved by the Board.

Code of Conduct

Correct conduct is important to Bravida, not only in respect of our customers and suppliers but also between everyone who works at Bravida. Bravida has adopted a Code of Conduct which includes guidelines and rules on how we should behave. Bravida employees receive regular training on business ethics issues. There is also a training programme that includes work relating to different 'typical cases' regarding the Code of Conduct and related issues, aimed at all managers and administrative personnel at Bravida. Bravida also has a whistleblower function, which allows suspected irregularities to be reported anonymously.

Remuneration
Board remuneration

The remuneration of the Board of Directors for 2023 was decided at the 2023 Annual General Meeting. The fee was distributed as shown in the table below.

The Chief Executive Officer's total remuneration is determined by the Board. Guidelines on remuneration for other members of Group management are proposed by the Remuneration Committee and determined by the Board.

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Guidelines for the remuneration of senior executives in 2023

The current guidelines on the remuneration of senior executives were determined at the 2020 AGM. The guidelines cover the company's Chief Executive Officer and other members of the Group management. The guidelines should be applied to contractually agreed remuneration, and any amendments made after the guidelines were adopted by the 2020 AGM to remuneration that had already contractually agreed. The guidelines do not cover remuneration determined by a general meeting of the company. Members of Bravida's Board of Directors only receive fees determined by an annual general meeting, which is why these guidelines do not include members of the Board.

More information on fixed and variable remuneration is available in the Remuneration Report and the consolidated financial statements for 2023, in the Directors' Report and in Note 5, Employees and personnel costs.

Audit

The auditor is tasked with auditing the annual accounts and consolidated financial statements, as well as the management performed by the Board of Directors and the Chief Executive Officer. After each financial year, the auditor submits an Audit Report and a Group Audit Report to the AGM.

Auditor

Under its Articles of Association, Bravida is required to have one to two auditors with up to two deputy auditors. Registered auditing firms may also be appointed as the auditor. The auditor is appointed by the AGM for a term of one year, unless otherwise stated in Bravida's Articles of Association.

The 2023 AGM re-elected the registered auditing firm KPMG AB as auditor for the period until the end of the 2024 AGM. Mattias Lötbörn, authorised public accountant, is the auditor in charge for the company and the Group.

Bravida's auditors: KPMG AB
 Auditor in charge: Mattias Lötbörn, authorised public accountant
 Born: 1970
 Auditor in charge for Bravida since: 2020
 Shareholdings in Bravida Holding AB: 0 shares
 Other audit assignments: Microsystemation AB (publ), Midsummer AB (publ), Workforce Logiq AB, CBRE GWS Sweden AB and Compass Group AB

The auditor's independence in relation to the company is ensured by the elected auditor being allowed only to a limited extent to perform services other than the audit.

The Board's report on the internal control of financial reporting
 Control environment

The Board of Directors has responsibility for internal control in relation to financial reporting. Internal control regarding financial reporting aims both to provide reasonable assurance on the reliability of external financial reporting, and to ensure that external financial reporting has been prepared in accordance with the law, applicable accounting standards and other requirements.

The control environment includes how targets are set, how results are monitored and how risks are managed. A good control environment is based on an organisational structure with clear decision-making paths, a corporate culture with shared values and an awareness among individuals of their role in maintaining good internal control.

The control environment for financial reporting is based on the allocation of roles and responsibilities within the organisation, established and communicated decision-making pathways, instructions relating to powers and responsibilities, and accounting and reporting instructions. The Board of Directors has adopted procedural rules, CEO instructions and

instructions for financial reporting. In addition, there is also an overarching authorisation scheme for the entire Group and policies and guidelines in a number of areas for operational activities.
 Bravida has established policies, instructions and process descriptions covering all significant aspects of its operations. These policy documents are available on Bravida's intranet for staff. These documents are updated annually or as necessary to reflect applicable laws and regulations and the changes to processes that have been implemented. There is internal auditing and monitoring of compliance with key processes.

Risk assessment

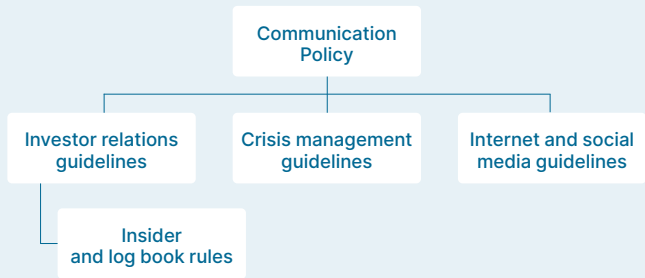
An integral part of the management work of the Board of Directors and the Group management is a broad-based risk assessment. Risks are reported to the Board of Directors on an ongoing basis. During the year, the Board held discussions about various kinds of risk, as well as the risk management process. Risk within Bravida can be divided into operational risks, financial risks and market risks. The most significant operational risks are the handling, costing and valuation of current projects. Bravida has developed a model for managing these risks and works continuously to make improvements.

Identification and assessment of the risk of not achieving business objectives and reliable financial reporting take place continuously as part of day-to-day processes at Bravida. The Board is responsible for ensuring that material financial risks and risks of errors occurring in financial reporting are identified and addressed. The Board continuously monitors risk exposure.

The Chief Executive Officer is responsible for ensuring that the business applies and monitors established procedures and for ongoing monitoring and management of risks within the organisation.

CORPORATE GOVERNANCE REPORT

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- Board of Directors →
- Group Management →



Data security and communication

Bravida's Board has defined a Communication Policy (see figure) aimed at ensuring that external information is handled correctly. There are internal instructions in the company regarding data security and how financial information should be communicated between management and other employees. Information about internal policy documents, including for financial reporting, is available to relevant staff on Bravida's intranet.

Monitoring activities

To ensure that the business is conducted effectively and efficiently and that financial reporting at each reporting date provides an accurate picture, monitoring activities are in place, involving all levels of the organisation, from the Board and Group management to other employees. Within Bravida, these control activities include approval of projects and agreements, monitoring of result trends in projects, account reconciliations and monitoring of performance, as well as analytical follow-ups of decisions. Bravida's financial statements are analysed and ultimately validated by the control function within Group Finance. The

validation includes automatic controls, such as analyses and plausibility assessment of values. The effectiveness of the automatic controls in IT systems is followed up based on information from system managers in the business process. Proposals for improvements are identified and implemented on an ongoing basis. The Group's control activities, such as authorisation, project approval and implementation, originate at the Group level, but are then handled primarily at the regional level. The Group has an established approach to the governance and control of Bravida's project activities where all departments and employees are continuously trained.

Follow-up

Bravida's Board and management regularly monitor compliance with and the effectiveness of internal controls for quality assurance of processes. The Group's financial position and strategy regarding financial position is addressed at each Board meeting, with the Board receiving detailed monthly reports on the financial position and the performance of the business. The Audit Committee fulfils an important function in ensuring and monitoring control activities for key risk areas in financial reporting processes. The Audit Committee, management and financial controller functions at the divisional and regional levels follow up reported deficiencies on a regular basis. Bravida does not have a separate internal audit function. The Board evaluates the need for this annually. In Bravida, quarterly reviews fulfil an important function by ensuring that the entire organisation is analysed four times a year. These quarterly reviews use standardised scorecards to measure and monitor key indicators. The branches' operations are

reviewed by the financial controllers of the relevant region. The regions are reviewed in turn by the divisions' finance departments, and finally there is a financial controller function at the Group level. The accounts payable and accounts receivable ledger is centralised and is intended to provide some oversight. Payments may only be made by using special work order numbers, and each payment must be authorised and approved by a superior. The Group function Business Development undertakes an audit of a number of randomly selected branches and projects each year, with all branches having been audited within a three year period. This audit verifies that the business is implementing projects in accordance with the established processes and procedures. If deficiencies are identified, feedback is provided and an action plan is activated.

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Board of Directors, Bravida Holding AB



Fredrik Arp

Chair of the Board since 2018

Born 1953

Other current positions Chair of the Board of Nolato AB and Gränges AB

Previous positions CEO of companies including Volvo Car Corporation and Trelleborg AB

Education MSc in Economics and Honorary Doctorate in Economics from Lund University

Number of shares 20,000



Jan Johansson

Member of the Board since 2014

Born 1959

Other current positions Chair of the Board of Malmö Cityfastigheter AB and Starka AB. Member of the Board of Eolus Vind

Previous positions CEO of Peab AB and Malmö Cityfastigheter AB. Member of the Board of Catena AB, Fastighets AB ML 4, and others

Education MSc in Road and Water Civil Engineering from Lund University

Number of shares 37,895



Marie Nygren

Member of the Board since 2018

Born 1965

Other current positions CEO of Coop Sverige AB, Chair of the Board of Coop Logistik AB. Member of the Board of Coop Online AB, Lyko Group Svensk Handel and Svensk Dagligvaruhandel

Previous positions CEO of KF Ekonomisk Förening, Vice CEO of Systembolaget AB. CEO of companies including Adara AB, Stor & Liten AB. Category Area Director at Coop Sverige AB. Various board assignments, at Apotek Hjärtat AB, Runsvensgruppen AB (ÖB), Trettio.se AB and Kicks kosmetikkedja AB

Education MSc in Economics and Business, Stockholm University; TBL Transition to Business Leadership, IMD Business School, Switzerland

Number of shares 1,000



Staffan Pålsson

Member of the Board since 2016

Born 1952

Other current positions Chair of the Board of Laholms Sparbank and Båstad Fritidshamn Ekonomisk Förening. Member of the Board of Eleda Group AB, Swedish National Savings Banks Association (SR), SSAB and Elteknikbranschens Utvecklings AB (ETU). CEO and owner of MOS Advisors AB and S Pålsson Fastigheter AB

Previous positions Several positions within Bravida, including President and CEO and Head of Division

Education Upper-secondary electrical engineering qualification, Tycho Braheskolan

Number of shares 1,687,745



Karin Ståhlhandske

Member of the Board since 2020

Born 1972

Other current positions CEO of Loomis Sweden and Regional Manager Nordic

Previous positions CEO of Upplands Motor Stockholm, Business Area Manager at Frösunda Omsorg, Business Area Manager at ISS Facility Services. Head of Contracts and Development at Coor Service Management. Strategic Consultant at Monitor Group

Education MSc in Economics and Business from Stockholm School of Economics and Bachelor of Laws from Lund University

Number of shares 0



Cecilia Daun Wennborg

Member of the Board since 2016

Born 1963

Other current positions Chair of the Board of Almi AB. Member of the Board of Getinge AB, Loomis AB, Oncoceptides AB, Atvexa AB, Hotell Diplomat AB and Eleda Group AB. Member of the Swedish Securities Council

Previous positions Deputy CEO and CFO of Ambea; CEO and CFO of Carema; Head of Sweden for Skandia and CEO of SkandiaLink

Education MSc in Economics and Business, Stockholm University

Number of shares 7,000

Employee representatives

Jan Ericson

Born 1965

Member of the Board as an employee representative for Bravida and has been employed as an electrician at Bravida since 1985. Represents the Swedish Electricians' Union

Number of shares 500

Geir Gjestad

Born 1964

Member of the Board as an employee representative for Bravida and has been employed as an electrician at Bravida since 1997. Member of the Board of Bravida Norway. Representative of the Electrician and IT Workers Union in Norway (EL og IT Forbundet)

Number of shares 0

Christoffer Lindal Strand

Born 1986

Member of the Board as an employee representative for Bravida and has been employed as a plumber at Bravida since 2005. Represents the Swedish Building Workers' Union (Byggnads)

Number of shares 0

Örnulf Thorsen

Born 1966

Member of the Board as an employee representative for Bravida; employed as an electrician and service manager since 1984, and has been a branch manager at Bravida since 2022. Represents Ledarna organisation for managers

Number of shares 1,000

Bravida Group Management



Mattias Johansson
CEO and Group President since 2015
Born 1973
Employed at Bravida since 1998
Previous positions Many years of experience within Bravida, including as Branch Manager, Regional Manager, and Head of Division South (Sweden) and Division Norway
Board assignments Member of the Board of Faberge AB
Education MSc in Engineering
Number of shares 740,326



Åsa Neving
CFO since 2019
Born 1965
Employed at Bravida since 2019
Previous positions CFO at Svevia AB; Vattenfall Group – various management positions in Vattenfall Markets; Head of Finance at Nordic Heat and SSC
Board assignments Member of the Board of Adven Group
Education MSc in Economics and Business
Number of shares 35,891



Andreas Alsén
Chief Operations Excellence Officer (COEO) since 2023
Born 1976
Employed at Bravida since 2023
Previous positions Partner & CEO, Boston Consulting Group
Board positions Chair of the Board of Dryft. Member of the Board of DigiProc
Education MSc in Industrial Economics, Chalmers University
Number of shares 13,500



Andreas Olofsson
CHRO since 2021
Born 1970
Employed at Bravida since 2021
Previous positions VP HR & Organisational Development Electrolux Group Operations, HR & Communications Director Munters AB, Head of Human Resources Bahco Group
Board assignments –
Education Master's Degree in Economics
Number of shares 6,200



Lars Korduner
Chief Purchasing Officer since 2005
Born 1966
Employed at Bravida since 2005
Previous positions Group Purchasing Manager at Cramo AB, Sales and Business Development Manager, Cramo Sverige AB
Board assignments Chair of the board of Resultatfabriken AB
Education Business Administration and Accounting and Finance
Number of shares 15,782



Anders Ahlquist
Head of Division South (SE) since 2013
Born 1966
Employed at Bravida since 2008
Previous positions Branch Manager, Wikströms VVS-kontroll. Head of Marketing, Bravida Division South
Board assignments –
Education Upper-secondary mechanical engineering qualification
Number of shares 202,313

Bravida Group Management



Thommy Lundmark
Head of Division North (SE) since 2016
Born 1964
Employed at Bravida since 1983
Previous positions Many years of experience within Bravida, including as Project Manager, Branch Manager and Regional Manager
Board assignments –
Education Upper-secondary engineering qualification
Number of shares 20,537



Lars Täuber
Head of Division Central (SE) since 2019
Born 1967
Employed at Bravida since 2019
Previous positions Director Communication Eltel Sverige, Head of Business Area/CEO ISS Sverige, Head of Division YIT, Regional Manager ABB Contracting
Board assignments Member of the Board of Samhall AB and Installatörsföretagen
Education BSc in Control and Maintenance
Number of shares 26,000



Tore Bakke
Head of Division Norway since 2015
Born 1970
Employed at Bravida since 2009
Previous positions Head of Department at Siemens AS. Head of Region East, Bravida Norway
Board assignments Chair of the Board of HeLa Bakke AS
Education BSc in Engineering
Number of shares 77,525



Marko Holopainen
Head of Division Finland since 2018
Born 1967
Employed at Bravida since 2018
Previous positions CEO of Consti Group Oyj, Consti Talotekniikka Oy and Koja Tekniikka Oy
Board assignments Member of the Board of TerraWise Oy
Education MSc in Engineering
Number of shares 39,200

Magnus Hamerslag
Head of Division Growth Segments since 2023. Left Bravida in January 2024
Born 1973
Employed at Bravida since 2008
Previous positions Head of Business Development Bravida, CEO Erfator Project Management, Group Manager Sweco, Group Manager AFRY
Board assignments –
Education Upper-secondary engineering qualification
Number of shares 32,693

Johnny Hey
Head of Division Denmark since 2017. Left Bravida in January 2024
Born 1967
Employed at Bravida since 2007
Previous positions Regional Manager, Bravida Denmark, Region North. Operational Controller, Falck Securitas AS. Head of emergency centre and several other services within G4S Denmark
Board assignments Member of the Board of TEKNIQ
Education BA in Business Administration; MBA in Change Management
Number of shares 2,000

ALTERNATIVE KEY INDICATORS

Alternative key indicators

The company presents certain financial indicators that are not defined under IFRS. The company considers that these indicators provide valuable additional information for investors and the company's management as they allow relevant trends to be assessed. Bravida's definitions of these indicators may differ from other companies' definitions of the same terms.

Reconciliation of key indicators, not defined under IFRS	2023	2022	2021	2020	2019
Interest-bearing liabilities					
Long-term loans	-500	-500	-500	-500	-500
Short-term loans	-1,263	-1,063	-1,103	-1,350	-1,495
Lease liability	-1,476	-1,050	-994	-1,022	-1,040
Total interest-bearing liabilities	-3,239	-2,613	-2,597	-2,872	-3,035
Net debt					
Interest-bearing liabilities	-3,239	-2,613	-2,597	-2,872	-3,035
Cash and cash equivalents	1,046	1,308	1,594	1,748	972
Total net debt	-2,193	-1,304	-1,003	-1,124	-2,063
EBITA					
Operating profit, EBIT	1,725	1,696	1,512	1,348	1,224
Amortisation and impairment of non-current intangible assets	1	1	0	2	3
EBITA	1,726	1,697	1,512	1,351	1,226
EBITDA					
Operating profit, EBIT	1,725	1,696	1,512	1,348	1,224
Depreciation, amortisation and impairment losses	597	468	432	434	417
EBITDA	2,321	2,165	1,944	1,782	1,641

These financial measures should therefore be regarded as complementary rather than replacing the measures defined under IFRS.

These measures are defined and reconciled below. Calculations do not always tally because amounts in the table have been rounded to the nearest million Swedish kronor.

Reconciliation of key indicators, not defined under IFRS	2023	2022	2021	2020	2019
Working capital					
Current assets	11,417	10,611	8,764	6,969	6,571
Cash and cash equivalents	-1,046	-1,308	-1,594	-1,748	-972
Current liabilities	-13,264	-12,191	-10,887	-8,728	-8,714
Lease, current liability	475	384	356	343	340
Short-term loans	1,263	1,063	1,603	1,350	1,495
Current provisions	420	434	287	226	144
Total working capital	-736	-1,007	-1,471	-1,587	-1,136
Interest coverage ratio					
Profit/loss before tax	1,578	1,632	1,456	1,274	1,151
Interest expenses	174	67	51	47	51
Total	1,752	1,699	1,507	1,320	1,202
Interest expenses	174	67	51	47	51
Interest coverage, multiple	10.0	25.2	29.5	28.2	23.5
Cash conversion					
Cash flow from operating activities	1,417	1,592	1,437	2,171	1,599
Income taxes paid	242	359	210	244	154
Net interest income	147	64	56	74	73
Investments in machinery and equipment	-113	-142	-88	-34	-34
Adjusted cash flow from operating activities	1,693	1,874	1,615	2,455	1,792
EBITDA	2,321	2,165	1,944	1,782	1,641
Cash conversion, %	73	87	83	138	109

DEFINITIONS

Definitions

Financial definitions

Return on equity

12-month rolling net profit/loss as a percentage of average equity.

EBITA¹

Operating profit excluding amortisation and impairment of non-current intangible assets. EBITA is the key indicator and performance metric that is used for internal operational monitoring. EBITA provides an overall view of profit generated by operating activities.

EBITA margin¹

EBITA as a percentage of net sales.

EBITDA¹

Earnings before interest, taxes, depreciation, and amortisation. EBITDA is a measure that the Group regards as relevant for investors who want to understand earnings generation before investments in non-current assets.

Effective tax rate

Recognised tax expense as a percentage of profit/loss before tax.

Equity per share, SEK

Equity attributable to equity holders of the parent company divided by the number of ordinary shares outstanding at period end.

Net financial items

Total exchange differences on borrowing and cash and cash equivalents in foreign currency, other financial revenue and other finance costs.

Average number of employees

Calculated as the average number of employees during the year, taking account of the percentage of full-time employment.

Capital structure

(Net debt/EBITDA)

Net debt divided by EBITDA, based on a rolling 12-month calculation. A healthy capital structure provides a solid basis for continued business operations. The capital structure should enable a high degree of financial flexibility and provide scope for acquisitions.

Cash conversion¹

Cash conversion, operations, 12 months. Cash flow from operating activities adjusted for tax payments, net financial items and investments in machinery and equipment in relation to EBITDA.

This key indicator measures the share of profit converted into cash flow. The purpose is to analyse what percentage of earnings can be converted into cash and cash equivalents and, in the longer term, the opportunity for investments, acquisitions and dividends, with the exception of interest-related cash flows.

Net sales

Net sales are recognised according to the principle of accounting over time, previous revenues are recognised in line with the projects gradually becoming completed.

Net indebtedness¹

Interest-bearing liabilities (including lease liabilities, excluding pension liabilities), less cash and cash equivalents. This key indicator is a measure to show the Group's total interest-bearing debt.

Order intake

The value of new projects and contracts received, and changes in existing projects and contracts during the period in question. Includes both installation and service business.

Order backlog

The value of remaining, not yet accrued project revenues from orders on hand at the end of the period. The order backlog does not include service operations, only installation projects.

Organic growth

The change in net sales adjusted for currency effects, as well as acquisitions and disposals compared with the same period in the previous year. Net sales from acquisition and divestments are eliminated for a period of 12 months from the date of acquisition or divestment.

Diluted earnings per share

Profit/loss for the period attributable to shareholders of the parent company divided by the average number of outstanding ordinary shares after dilution.

Basic earnings per share

Profit/loss for the period attributable to shareholders of the parent company divided by the average number of outstanding ordinary shares.

Interest coverage ratio¹

Profit/loss after financial items with reversal for interest expenses in relation to the interest costs. This key indicator is a measure of by how much earnings can fall without interest payments being jeopardised or by how much interest on borrowing can increase without operating profit turning negative.

¹ Alternative key performance indicators used by Bravida; see page 149 for reconciliation.

DEFINITIONS

Financial definitions

Working capital¹

Total current assets, excluding cash and cash equivalents, minus current liabilities excluding current provisions and borrowing. This measure shows how much working capital is tied up in the business and can be set in relation to sales to understand how efficiently tied-up working capital is being used.

Operating margin

Operating profit/loss as a percentage of net sales.

Operating profit/EBIT

Earnings before net financial items and tax.

Equity/assets ratio

Equity including non-controlling interests as a percentage of total assets.

Sustainability definitions

Please note that newly acquired companies are not included in the reporting of sustainability indicators.

Change in CO₂e emissions, vehicles

Refers to scope 1 emissions from vehicles either leased or owned by Group companies and includes both service vehicles and company cars. Emissions are calculated in accordance with the GHG Protocol and emission factors for petrol and diesel (Well To Wheel) are based on data from the Swedish Energy Agency.

LTIFR

(Lost Time Injury Frequency Rate)
Occupational injuries that lead to at least one day of sickness absence per million working hours. The reporting includes employed staff and the definition of occupational injuries is based on the "Target Zero" initiative.

Operational definitions

Service

Operation and maintenance, as well as minor renovation of installations in buildings and facilities.

Installation/contracting

The installation and renovation of technical systems in properties, facilities and infrastructure.

Technology area electrical

Power supply, lighting, heating, control and surveillance systems. Telecom and other low-voltage installations. Fire and intruder alarm products and systems, access control systems, CCTV and integrated security systems.

HVAC (heating, ventilation and air conditioning)

Comfort ventilation and comfort cooling through air treatment, air conditioning and climate control. Commercial cooling in freezer and cold rooms. Process ventilation, control systems. Energy audits and energy efficiency through heat recovery ventilation, heat pumps, etc.

Technical area heating & plumbing

Water, wastewater, heating, sanitation, cooling and sprinkler systems. District heating and cooling. Industrial piping with expertise in all types of pipe welding. Energy saving through integrated energy systems.

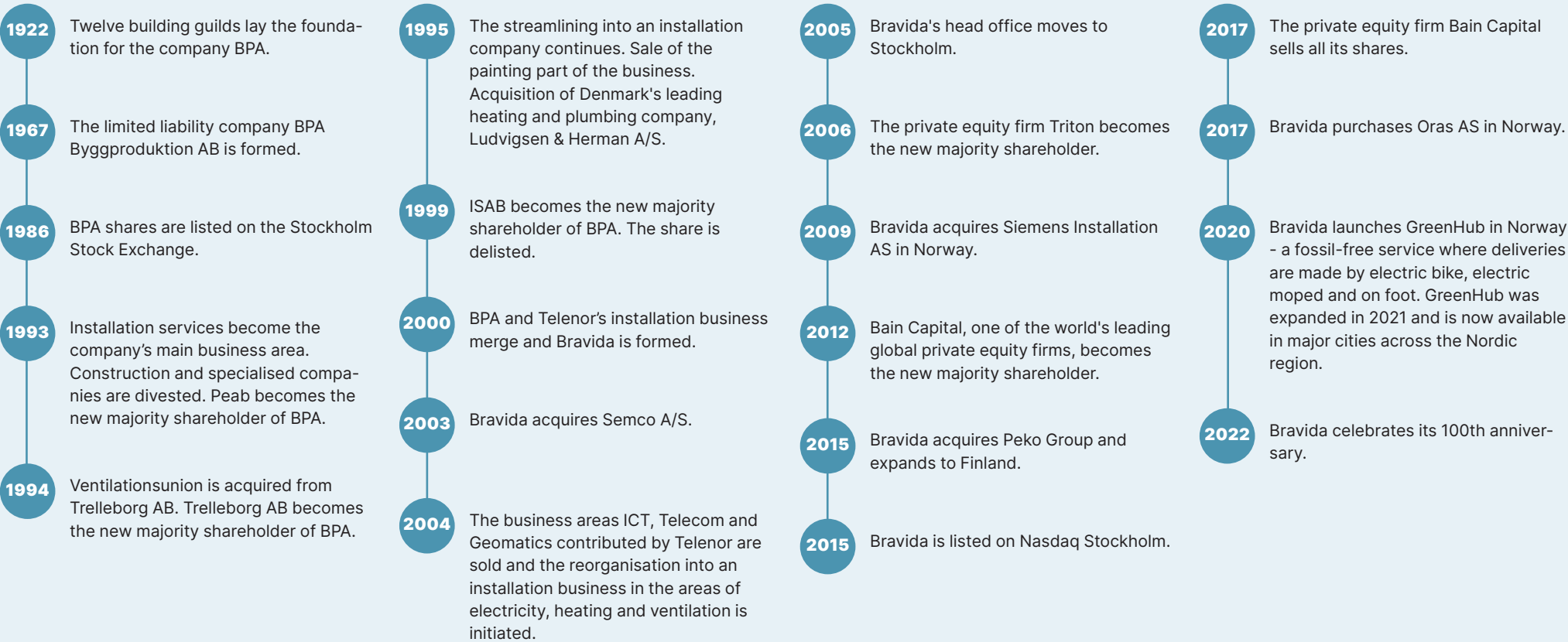
Other

Refers to other technology areas such as automation, technical facility management, project management, critical power, power, sprinklers, security, cooling, electric vehicle charging, solar panels, energy optimisation and GreenHub fossil-free service.

Bravida's history

Bravida emerged out of BPA, a Swedish building and installation company dating back to the 1920s. Bravida was formed in 2000 through a merger of BPA and the installation division of Telenor. In autumn 2015, Bravida was listed on Nasdaq Stockholm.

Milestones



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