Green landscaping group

Annual Report and Sustainability Report for 2024

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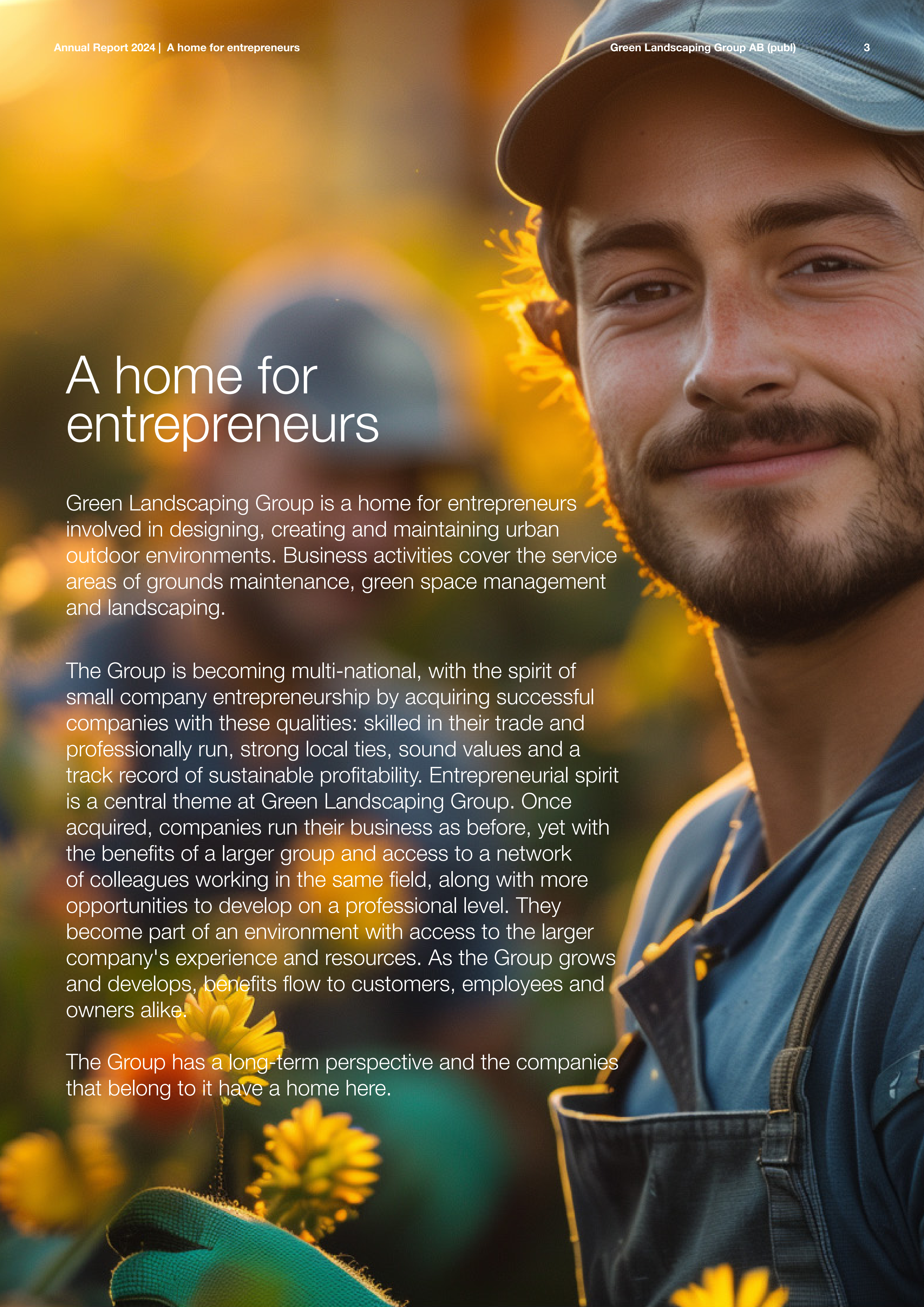
This annual report covers the operations of Green Landscaping Group AB (publ), CIN 556771-3465.

Language
In case of any discrepancies or deviations between the English and Swedish versions of this report, the Swedish shall prevail.

Totals and rounding
The totals shown in the tables and calculations are not always exact sum of the various parts due rounding differences. The goal is that each figure should correspond to the source, which is why rounding differences could arise.



A home for entrepreneurs

Green Landscaping Group is a home for entrepreneurs involved in designing, creating and maintaining urban outdoor environments. Business activities cover the service areas of grounds maintenance, green space management and landscaping.

The Group is becoming multi-national, with the spirit of small company entrepreneurship by acquiring successful companies with these qualities: skilled in their trade and professionally run, strong local ties, sound values and a track record of sustainable profitability. Entrepreneurial spirit is a central theme at Green Landscaping Group. Once acquired, companies run their business as before, yet with the benefits of a larger group and access to a network of colleagues working in the same field, along with more opportunities to develop on a professional level. They become part of an environment with access to the larger company's experience and resources. As the Group grows and develops, benefits flow to customers, employees and owners alike.

The Group has a long-term perspective and the companies that belong to it have a home here.

The year in brief

- In March, Lässle Landschaftsbau & Tiefbau (Germany) was acquired.
- In April, Gartenidee Kuchler GmbH (Germany) was acquired.
- In May, the Group's CEO, Carl-Fredrik Meijer, announced that he would be leaving Green Landscaping Group for a position outside the Group. In June, Marcus Holmström was appointed as the new CFO and he took over that role in December.
- In May, Green Landscaping Group's Norwegian subsidiary, Aktiv Veidrift AS, signed a contract for services for road, water and sewage facilities. The total value amounts to as much as NOK 570 million.
- In July, the following companies were acquired: A. Markussen AS (Norway) Stange Grünanlagen & Winterdienst GmbH (Germany) and BUK Garten- und Landschaftsbau GmbH (Germany).
- In October, changes and reinforcements to the Group management team were announced.
- In November, the following acquisitions were completed: Turun Reunakivi- ja Laatta-asennus Oy (Finland) and Viva Gartenbau AG (Switzerland).
- In November, Green Landscaping Group held its first-ever capital market day. It was an online event that has been published on the company's website.
- In December, Tiefbau Lenzen GmbH (Germany) was acquired.
- During the year, there was a repurchase of shares for SEK 63 million, to be used as part of the consideration for acquisitions.

KEY PERFORMANCE INDICATORS

SEK m	Jan-Dec 2024	Jan-Dec 2023	change
Net sales	6,352	5,831	9%
EBITA	528	512	3%
EBITA margin, %	8.3%	8.8	-0.5
Operating profit (loss) (EBIT)	419	394	6%
EBIT margin, %	6.6%	6.8	-0.2
Earnings before tax (EBT)	271	292	-7%
Cash flow from operating activities	601	379	59%
Return on equity, %	12	15	-3
Net debt	2,195	1,975	11%
Net debt / EBITDA pro-forma, RTM	2.5 times	2.5 times	0
Order backlog	7,312	8,263	-12%
Basic earnings per share, SEK	3.48	3.85	-10%
Diluted earnings per share, SEK	3.48	3.85	-10%
Average number of shares, before dilution	56,799,575	56,048,701	1%

See pages 103-105 for KPIs and definitions.

CEO's comments

As I reflect on 2024, I do so knowing that we once again have much to be proud of. Sales, earnings, and cash flow continued their steady improvement, in line with the trend of recent years. What sets this year apart is that we achieved this despite the most challenging market conditions in a long time. Over the past year, we have witnessed a world grappling with extreme weather and geopolitical turbulence. In the public sector, tough decisions and trade-offs have been necessary, with new priorities for allocating public resources. With two-thirds of Green Landscaping Group's sales derived from the public sector, one might expect that this would have affected us more than it actually did. Historically, the market for design, construction, and maintenance of outdoor environments has been stable and predictable — and 2024 was no exception. Many of our services are needed no matter what challenges society is facing and regardless of whether the economy is in recession or growth. This also helps explain the good performance from our green space management and maintenance companies, while our landscaping companies faced tougher competition from construction companies that have started competing in our market due to the downturn in their own.

> *It confirms our position as the largest player in Northern Europe, with profitability twice the industry average.*

Stable earnings and strong cash flow

As I reflect on the year, my conclusion is that very little of the turbulence in the world around us is reflected in our financial performance. Net sales increased organically with 3 percent and 10 percent in total, adjusted for currency effects and amounted to SEK 6,352 million. It means that we achieved yet another important milestone during the year, with sales in excess of SEK 6 billion. Our profit margin (EBITA) was 8.3 percent, thereby surpassing our financial target for the third year in a row. Our strong cash flow also allowed us to end the year with debt in line with our financial target of 2.5 times net debt to EBITDA pro forma RTM, while completing eight acquisitions. It confirms our position as the largest player in Northern Europe, with profitability twice the industry average.

Climate change – we are a part of the solution

In 2024, Europe was hit by several extreme weather events. There were unusually severe snowstorms in Northern Europe and significant flooding in Central Europe. At the same time, Eastern and Southern Europe were hit by intense heat waves. These events underscore the importance of preparing our communities for the impacts of climate change. We see that our customers are increasingly doing just that — taking preventive measures and carrying out emergency efforts when extreme weather affects people and nature. Demand for this type of work has grown, and our subsidiaries are increasingly being approached for such projects in the communities where they operate. In a very real sense, it makes us part of the solution. Much of our core business is devoted to making cities more sustainable. It means that we have excellent opportunities to contribute to a more sustainable future, while also creating good business opportunities for us.

A successful model for higher profitability

Green Landscaping Group thus embarks on 2025 with more than 50 companies serving their local markets. They have deep roots in the communities where they operate, with well-established methods and structures developed over time, giving them a strong identity. Our subsidiaries also have full commercial responsibility and great freedom to run the business under their own brand. Maintaining and refining our decentralized model is — and will remain — crucial to our continued success. Over the year, we have also gained valuable knowledge and insights into what defines successful companies in our industry. We have organized this knowledge and developed methods that our companies can use to their advantage. This will serve as a foundation for gradually helping our lower-profitability companies improve, while also raising profitability among our top performers.

For several years, we have been working hard on setting up the best possible conditions for entering the market in Germany, Austria and Switzerland. We saw the benefits of this in 2024, making six of our eight acquisitions in this region. Both during and after the acquisition process, companies often tell us that our industry expertise and the autonomy we give our subsidiaries were key factors in their decision to join us. The fact that we offer them a home, not just a way station, was also decisive. That’s how we view our ownership — and how we act afterwards.

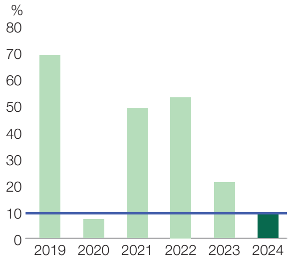
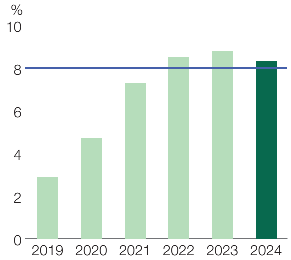
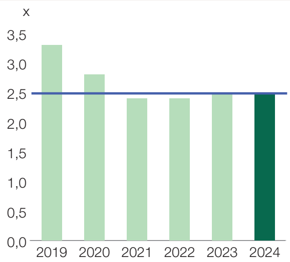
Our acquisition goal for the year was achieved with eight acquisitions, and we are now represented in Sweden, Norway, Finland, Lithuania, Germany, and Switzerland.

We conduct our business in a very attractive market, achieve success by using the right business model and have proven our ability to acquire successful companies. This means we head into 2025 with confidence and optimism, and I look forward to seeing what we can accomplish together — employees, partners, customers, and shareholders alike.

Stockholm, March 2025

Johan Nordström
President and CEO

Financial targets

TARGET	RESULT 2024	COMMENTS	TREND
Net sales growth 10%	9%	Net sales shall, on average, grow by 10 percent per year (organically and via acquisitions). Results in 2024: 9 percent, of which 3 percent organic.	
Profitability 8%	8.3%	EBITA margin shall amount to 8 percent.	
Capital structure 2.5 times.	2.5 times.	Net debt in relation to EBITDA (gearing ratio) shall over the long term, not exceed 2.5 times.	
Dividend policy 40%	0%	Approximately 40% of profit for the year shall be distributed as dividends to shareholders. The dividend proposal shall take into account Green Landscaping Group's long-term growth potential, financial position and investment requirements. Results in 2024: In light of the above, the Annual General Meeting resolved not to pay any dividend for the year 2024.	

Strategy

Business concept

Green Landscaping Group is a home for entrepreneurs involved in designing, creating and maintaining urban outdoor environments. Business activities cover the service areas of grounds maintenance, green space management and landscaping.

The Group is becoming multi-national, with the spirit of small company entrepreneurship by acquiring successful companies with these qualities: skilled in their trade and professionally run, strong local ties, sound values and a track record of sustainable profitability. Entrepreneurial spirit is a central theme at Green Landscaping Group. Once acquired, companies run their business as before, yet with the benefits of a larger group and access to a network of colleagues working in the same field, along with more opportunities to develop on a professional level. They become part of an environment with access to the larger company's experience and resources. As the Group grows and develops, benefits flow to customers, employees and owners alike.

Business model

Operational model

The market for outdoor environments is fragmented and locally anchored, with strong, long-term customer relationships. Companies typically have very strong ties in the communities where they do business and have established working methods and structures over a long period of time, giving them a strong identity. Retaining and continuing to nurture that is thus a key element of Green Landscaping's decentralized operational model, where subsidiaries have full commercial responsibility and can continue to run the business under their own brand. The model is based on a high level of trust and freedom with responsibility. The Group and region levels exist primarily to support the individual companies. Collaboration between companies in the Group is encouraged, although it happens at their own initiative. Where synergies have been identified, it is also up to the companies themselves whether or not to act on them, if they feel the commercial prerequisites exist.

Financial model

Green Landscaping Group actively pursues acquisitions. A portion of the consideration for acquisitions is in the form of shares in Green Landscaping Group, which creates a shared interest between the company founders of the acquired companies and the rest of the Group. The level of indebtedness must always be such that it does not put the Group's financial position or growth opportunities at risk. It must also enable a good return on equity. This is regulated through the Group's financial targets, which stipulate that net debt in relation to EBITDA should not, over the long term, exceed 2.5 times. Cash flow is typically reinvested in activities aimed at generating organic growth and to fund acquisitions.

Sustainability model

The population is rising and an increasing number of people are moving to cities and central locations. This increases the need for urban green areas, which is where Green Landscaping Group can add the most value since much of the core business is devoted to making cities and society more sustainable. The Group thus has ample opportunities for helping to make the world more sustainable, beyond what it can do by improving the sustainability of its own operations. Upon the foundation of a safe, secure and stimulating work environment, Green Landscaping Group supplies safe, functional and beautiful outdoor environments for residents and users in residential areas and cities.

Profitable growth

Organic growth

Market growth has varied between four to six percent over the last 15-year period in the portion of the market for outdoor environments where the Group does business. With the exception of the last two years, there has been low, or no inflation during this time. It means that growth has, to a large extent, been volume-driven by steady, rising demand. For a smaller company serving the local market, it has provided a safe and predictable foundation for operations. There are thus strong incentives for them to strive for sustainable organic growth. In an environment where many of the major contracts are won in tendering processes, it can be enticing to increase the number of bids submitted in order to accelerate growth. Smaller companies can have trouble maintaining profitability when rapid organic growth requires a corresponding rapid increase in delivery capacity.

Growth via acquisitions

A home for entrepreneurs. In a nutshell, it summarizes Green Landscaping Group's acquisition strategy. The ownership horizon is indefinite and none of the companies have been acquired with the intention of later divesting them. Entrepreneurs operating in the same region naturally share knowledge, facilitating mutual growth. Green Landscaping Group thus strives to set up clusters of three to four companies in a limited geographic area, which promotes collaboration and generates value added.

And when they interact, it spurs innovation and opens up more sales opportunities. It gives them something they had previously lacked, namely, colleagues and a wider network. This is what our entrepreneurs value most — forums for interaction on their own terms, while retaining the freedom to run their businesses as they see fit.

The market where Green Landscaping Group does business is large, yet with strong local ties. It is fragmented and companies typically have strong, long-term relationships with their customers and knowledge of the local conditions. It is a prerequisite for both customer satisfaction and profitability. Therefore, setting up a new business, rather than acquiring an existing one, is typically more challenging. Green Landscaping Group is therefore actively seeking companies that meet three key criteria: growth & profitability, strategy, and culture.

Growth and profitability
The company must have a documented history of stable sales growth and operating margins above 10 percent, with limited fluctuations between years. The company should grow in line with the market, ideally between 4 percent and 10 percent. The company should have sales ranging between SEK 50 million and SEK 300 million. This offers a size large enough to manage the risk of dependency on key employees, which typically occurs in smaller companies. At the same time, it is still small enough to gain an overview that facilitates the ability to quickly respond and adapt to changes.

Strategy
The company should have a unique value proposition that gives it a competitive advantage in the local market. Contracts should be directly with the end customer, thus with only limited dependence on construction companies and subcontractors. It is also our preference that customers are predominantly in the public sector, such as municipalities or state-owned companies.

Culture
Company culture is essential, with particular emphasis on the entrepreneur driving the business. Understanding the seller's motives is important, as is ensuring they are a good fit with our other entrepreneurs in the region. The fundamental principle is to align with the Green Landscaping Group philosophy of being decent people who earn decent money in a decent way.

Profitability improvement
The Green Landscaping Group uses the internal control system, Lean, as a means of improving and streamlining its operations. It is based on four cornerstones: planning, daily control, continuous improvement and ongoing follow-up. The point of departure is creating value for the customer and eliminating activities that do not generate value. Each subsidiary that chooses to work with Lean plans its own operations in order to reach their goals via established action plans. After that, activities and process implementations are documented with the help of control documents in order to facilitate higher work efficiency, improved processes and reduced costs. The control documents are then regularly monitored by each company via the Group's monthly reporting procedures.

Digitalization
Green Landscaping Group can benefit greatly from increased digitalization. The operations of companies within the Group are similar enough that they can, with limited own efforts, benefit from the digital tools developed within the Group. There are thus good conditions for promoting digitalization with central resources and then working in collaboration with subsidiaries to explore and implement digital tools and working methods. The areas where the greatest shared benefits are deemed to exist are: smart connected products (sensors and software), digital maps and route optimization with GPS and systems for improved administration and control.

Group structure

Subsidiaries
Subsidiaries have full commercial responsibility to run their business independently of each other and the Group. As a rule, they have strong local ties and run the business under their own brand.

Percentage of the number of employees: 99 percent

Group functions
The Group level provides the support and control functions, including the M&A team. It also provides access to capital. Regional managers facilitate and encourage contact between subsidiaries. The organization is very streamlined, since individual companies retain business responsibility themselves, which includes a significant portion of the financial control and corporate governance, regulatory compliance, HR and communication.

Percentage of the number of employees: 1 percent

Acquisitions during the period January – December 2024

Company name	Segment	Consolidated as of	Full-year sales* SEK million	Number of employees*
Tiefbau Lenzen GmbH	Other Europe	December 2024 (balance sheet)	92	30
Viva Gartenbau AG	Other Europe	November 2024	39	20
Turun Reunakivi- ja Laatta-asennus Oy	Other Europe	November 2024	41	20
BUK Garten und Landschaftsbau GmbH	Other Europe	July 2024	95	30
A. Markussen AS	Norway	July 2024	130	45
Stange Grunanlagen & Winterdienst GmbH	Other Europe	July 2024	45	15
Kuchler Gartenidee GmbH	Other Europe	May 2024	169	100
Lässle Landshaftsbau und Tiefbau GmbH	Other Europe	March 2024 (balance sheet)	38	25

* Information as of acquisition date

Lässle Landschaftsbau & Tiefbau GmbH

The company is based in Ortenau, Lahr/Schwarzwald, Germany and it offers green space management and landscaping for outdoor environments, including recycling of ground materials.

Gartenidee Kuchler GmbH

Gartenidee Kuchler is based in Geisenfeld, Germany and it offers grounds maintenance, green space management and landscaping, as well as snow and ice removal services for customers in and around Ingostadt and Munich. They have also established a strong market position in green roofs.

Stange Grünanlagen & Winterdienst GbmH

Stange is based Neubrandenburg, Germany and it offers maintenance services for public spaces, including snow and ice removal, for outdoor areas in and around Neubrandenburg.

A. Markussen AS

A. Markussen, headquartered in Narvik, is the leading company in its field in Northern Norway. It has a full-range offering of services for landscaping, gardening, construction, infrastructure and maintenance of outdoor environments.

BUK Garten - und Landschaftsbau GmbH

Yet another acquisition in Germany was BUK Garten- und Landschaftsbau GmbH. It operates under the brand BUK Garden Coutur, and is based in Oberhaching, south of Munich. It specializes in designing, creating and maintaining high-end gardens, primarily for customers in the Munich area.

Turun Reunakivi- ja Laatta-asennus Oy

Together with its fellow subsidiary, Engarea Oy, Turun Reunakivi offers a complete range of services for landscaping and maintenance of outdoor environments. The company is headquartered in Turku, Finland.

Viva Gartenbau AG

Viva Gartenbau is based in Basel, Switzerland and it offers ground maintenance and landscaping services for outdoor environments to their returning customers in and around Basel.

Tiefbau Lenzen GmbH

Tiefbau Lenzen is based in Bonn, Germany and it offers a wide range of light construction services, including groundwork, water & sewage, road maintenance and landscaping.

Market

Green Landscaping Group operates in the market for grounds maintenance, green space management and landscaping. Sweden has been the Group's home market since 2009, with entry into other markets as follows: Norway in 2020, Finland in 2021, Lithuania in 2022, Germany in 2023 and Switzerland in 2024. In total, the addressable market is estimated to be around SEK 370 billion. The market benefits from macro trends like population growth, urbanization, rising demand for safer and more attractive outdoor environments, and a growing need to address the impacts of climate change.

LARGE AND FRAGMENTED

Addressable market

Green Landscaping Group is active in a large, robust market, where the addressable market amounts to around SEK 370 billion. The addressable market in Sweden is estimated at around SEK 42 billion, SEK 47 billion in Norway, SEK 17 billion in Finland, SEK 6 billion in Lithuania, SEK 217 billion in Germany and SEK 41 billion in Switzerland. It includes the areas of landscaping and construction, grounds maintenance and green space management, snow & ice removal, as well as water and sewage. On average, there has been average annual growth of around 4-6 percent in the addressable market over the last 15-year period, driven by the strong and lasting megatrends that will be discussed in more detail on the pages that follow. Green Landscaping Group's own and external market analyses reveal that this level of annual growth is expected to persist over the foreseeable future.

Although the market is large, it is also very fragmented. Most companies are small, serving only their local market. According to GaLaBau Branchenreport Frühjahr 2023, there are more than 19,000 landscaping companies affiliated with a trade association in Germany alone. Green Landscaping Group is one of the few larger players. In both the private and public sectors, long contracts and customer relations stretching over many years is common.

Operating in a large, fragmented market offers significant advantages to a company like Green Landscaping Group, with its clearly defined acquisition agenda. It allows a focus on the very best companies without being limited in the choices. The advantages of operating within a clearly defined industry are also retained.

MARKET CHARACTERISTICS

Large and fragmented
Addressable market amounts to SEK 370 billion, encompasses tens of thousands of companie

Stable and sustainable growth
Predictable and long-term maintenance contracts, high proportion of public customers with low risk

Supported by megatrends
Population growth and urbanization, requirements for safe and attractive outdoor environments, consequences of climate change

High barriers to entry
Local presence and local market knowledge

Source reference: Market data is taken from OECD Data, SSB.no, SCB.se, National Transport Plan 2018-2029 (NOR), National Transport Plan 2018-2029 (SWE), National Transport System plan (FIN)

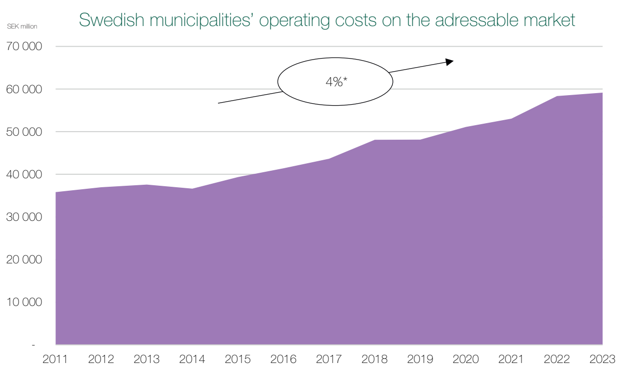
STABLE, SUSTAINABLE GROWTH

It is also a stable market with sustainable growth and very little variation from one year to the next. The public sector accounts for a significant portion of demand. The percentage of public sector customers' total operating costs spent on outdoor environments is small and it has essentially been unaffected by fluctuations in the economy over the last 15-year period. Because this work is often contract-based, the demand is relatively stable from one year to the next. Both municipalities and private companies also tend to prioritize the maintenance of their outdoor environments, even when there is a downturn in the economy.

Green Landscaping Group has also started working with road maintenance and the installation of water and sewage systems. The Group has many years of experience and expertise in maintaining streets, foot paths and biking paths as part of our offering for maintenance of parks and outdoor environments.

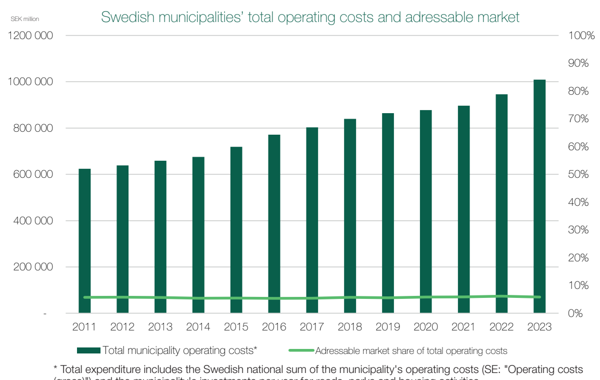
Customer categories

Customers are either the owners or managers of outdoor environments in or near cities. They thus primarily consist of municipalities, county councils and regions, property managers and property companies. Nearly all of them are therefore public sector entities or private companies. Private individuals represent an insignificant share of the customer base. Customers that offer major contracts often put specific requirements on suppliers and they use structured tendering processes, which creates barriers to entry in the market. These can be, for example, requirements on a particular area of expertise, certifications, financial strength, a wide range of services, language skills, quality assurance, references from prior projects and also that the company is able to manage several different contracts with the same customer.



*CAGR, Compound Annual Growth Rate. average annual growth rate.

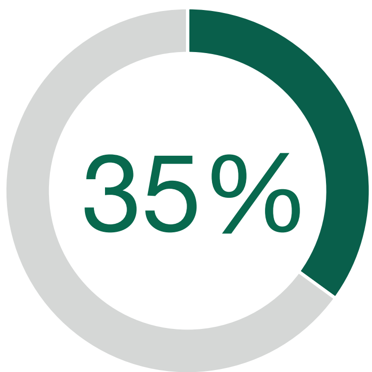
Source: Statistics Sweden - municipal finances (accounting summary for municipalities national total) 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022. Note: Total expenditure includes the Swedish national sum of the municipality's operating costs (SE: "Operating operations (gross)") and the municipality's investments per year for roads, parks and housing activities.



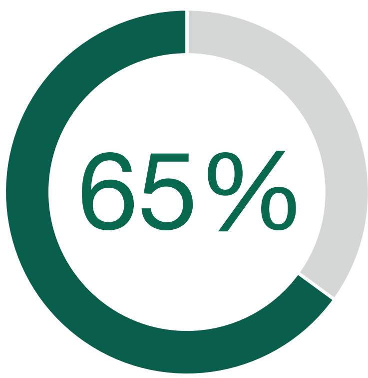
* Total expenditure includes the Swedish national sum of the municipality's operating costs (SE: "Operating costs (gross)") and the municipality's investments per year for roads, parks and housing activities.

Source: Statistics Sweden - municipal finances (accounting summary for municipalities national total) 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022. Note: Total expenditure includes the Swedish national sum of the municipality's operating costs (SE: "Operating operations (gross)") and the municipality's investments per year for roads, parks and housing activities.

Private companies



Public sector



MEGATRENDS

Population growth and urbanization

There has been positive population growth over time in the markets where Green Landscaping Group is active. Growth has primarily occurred in densely populated areas, which has been fueling the urbanization trend for quite some time and is expected to continue.

Population growth and a higher level of urbanization fuel a greater demand for accessible and safe outdoor environments. The growing population also contributes to more wear-and-tear on existing parks and outdoor environments, which further increases the need for maintenance.

Demand for safe, attractive outdoor environments

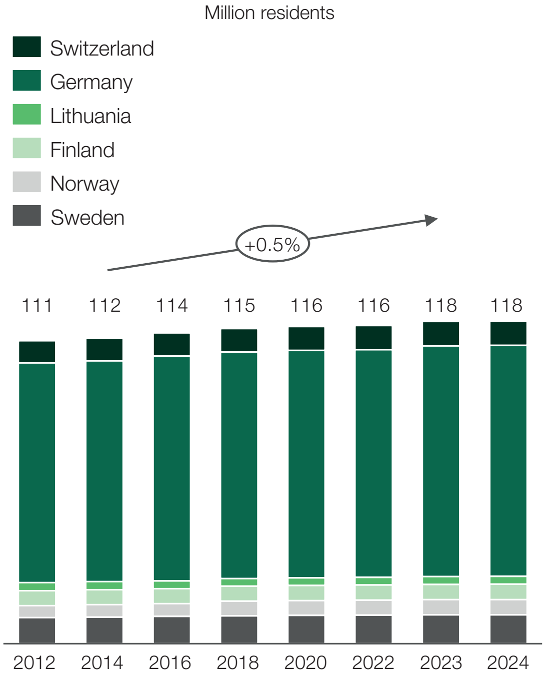
Urban environments are often highly valued by residents, and many are engaged in issues related to the design and maintenance of their local surroundings. Numerous studies have documented the positive health effects of green spaces, such as lower stress and increased motivation for physical activity. Parks, green areas, and other nature spaces near residential areas are important for outdoor activities. City dwellers have high expectations for green spaces, and it has become increasingly important to be able to perform outdoor activities in cities without having to travel far. A growing proportion of the population is also willing to pay more to live close to green areas.

Green Landscaping Group assesses that cities and municipalities will continue to invest in green spaces for several reasons. Green areas help add variety to the cityscape, offer nature experiences for city residents, and serve as social meeting places. They promote biodiversity, reduce the harmful effects of air pollution and climate change. Additionally, the demand for advanced playgrounds, outdoor gyms, landscaping, and artificial turf playing fields has increased, driving municipalities' investments in this area.

A model for creating greener and healthier cities is the 3-30-300 principle. It has gained widespread adoption and prescribes that every residence should have a view of at least 3 trees from their home, that 30 percent of residential areas should be covered by tree canopy cover, and that no residence should be more than 300 meters away from the nearest park or green space.

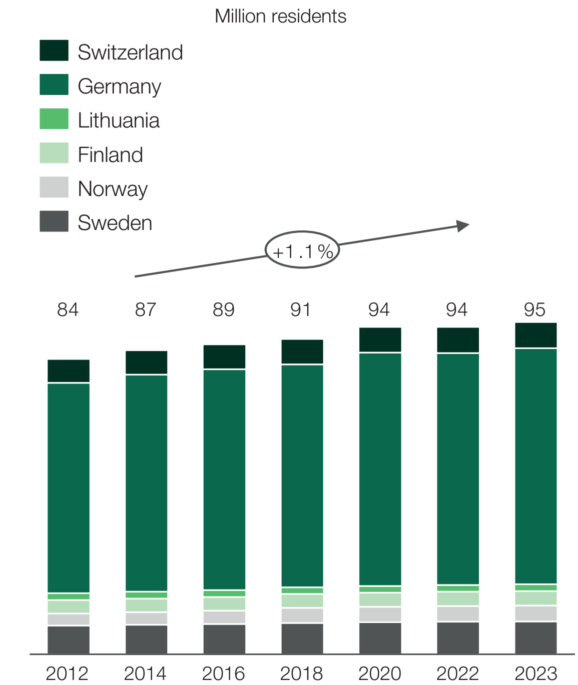
The demand for safer outdoor environments is increasing, where

Population growth



Source: Market data from bfs.ch, destatis.de, osp.stat.gov.lt, stat.fi, SSB.no, SCB.se

Urban growth



Source: Market data from bfs.ch, destatis.de, osp.stat.gov.lt, stat.fi, SSB.no, SCB.se citizens want better lit up areas to feel safer and reduce the risk of injuries when exercising after dark. Cleaning up and creating more open spaces also contribute to making environments safer and more secure. Municipalities have strict requirements that playgrounds must be safe and meet specific criteria.

Managing the impacts of climate change

In recent years, European cities have experienced the negative consequences of climate change in the form of poorer air quality and an increase in the occurrence of both heat waves and floods. Asphalt, concrete, and other building materials contribute to cities becoming "heat islands" compared to the countryside, and to poorer stormwater management and air quality. Green outdoor environments play a crucial role in counteracting these negative effects. Besides helping to reduce urban heat island effects and stormwater runoff, trees and other vegetation serve as carbon sinks and air purifiers of urban emissions. Rain gardens, also referred to as bioretention facilities, are another method for increasing the reabsorption of rain runoff into the soil. They also help treat contaminated stormwater.

HIGH BARRIERS TO ENTRY

By definition, the market for designing, creating, and maintaining urban outdoor environments is local. This means the market lacks many of the entry barriers found in other industries, such as economies of scale, advanced technology, or significant capital requirements. Similarly, a potential entrant with such advantages would not benefit from them when trying to enter the market. Instead, the following factors are effective, significant barriers to entry:

1. Local ties and market awareness: Knowledge and understanding of the dynamics, preferences, culture and competition in the local market. A potential entrant lacking established ties will find it difficult to acquire this knowledge. Building relationships with local suppliers, customers, and authorities takes time and is often crucial to navigating the market and achieving success.
2. Reference customers and projects: To submit a tender to a municipality, the bidder must provide references from previous customers and projects that demonstrate relevant experience and expertise.
3. Resources: Adequate resources, including local employees, materials, and equipment, are required to carry out projects.
4. Size and profitability: A company's size and ability to generate profit can be crucial to its competitiveness in the market.
5. Certifications and regulatory compliance: Requirements for meeting and complying with environmental, social, and governance (ESG) factors, industry standards, and certifications vary between countries, within countries, and often even between cities.

Service areas

Grounds maintenance and green space management

Care and maintenance of urban outdoor environments

Grounds maintenance and green space management is Green Landscaping Group's original service area and it accounted for approximately half of the Group's net sales in 2024.

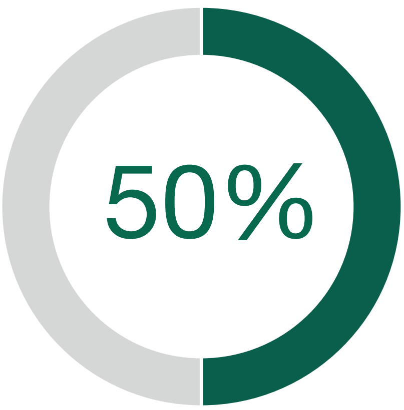
In this area, the company offers a wide range of maintenance services for grounds and green spaces, including waste collection, lawn mowing, pruning, planting, leaf removal and road maintenance. During the winter, snow and ice removal services are offered for roads and streets, parking lots, market squares and the grounds surrounding properties. The materials used to prevent slipping, such as gravel and sand, are then collected in the early spring. For this service area, contracts typically stretch over several years covering all seasons. They typically run for three to five years, with the option to extend for an additional two to four years. For housing cooperatives, contracts are typically one year, with annual renewal. In most of our agreements, indexation of prices based on inflation is done.

Customers are primarily municipalities, county councils and regions, property managers, property companies and others who own or manage grounds and green areas in and around urban areas. The business requires good knowledge of the local conditions, planning skills and efficient execution.

Landscaping and construction is closely associated with grounds maintenance and green space management and it is common for there to be upselling of these services within the scope of such contracts.

A small portion, approximately three percent of the Group's net sales is also derived from the sale of goods in this service area.

SHARE OF THE GROUP'S NET SALES



Landscaping and construction

Design and construction of urban outdoor areas

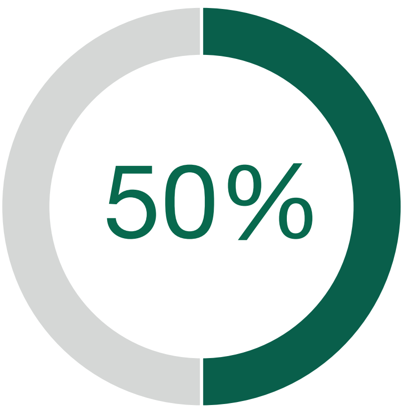
Landscaping and construction is Green Landscaping Group's most rapidly growing service area and it accounted for approximately half of the Group's net sales in 2024.

Green Landscaping Group subsidiaries have teams of landscape architects, landscape engineers and gardeners. It offers a full range of services, from design and planning to implementation of outdoor environments.

The Group has extensive expertise and experience in several project areas associated with landscaping, such as landscaping architecture, ground design, plant technology, project management, inspection and construction. Being involved in all phases of a project creates the best conditions for lower operating costs, less maintenance and a longer lifespan for outdoor environments. Market squares, courtyards, parks, churchyards, playgrounds and recreation sites are examples of the project areas.

Landscaping jobs are typically procured as own contracts, with municipalities, municipal companies or construction & property companies. For landscaping projects, payment is typically upon completion of the work, or, for larger projects, in accordance with a payment plan linked to various stages of completion. Landscaping projects are divided into smaller steps, which lowers the project risk. The contract value of these projects is typically in the range of SEK 1 to 20 million and most range from 3 to 6 months.

SHARE OF THE GROUP'S NET SALES



Segment Sweden

Segment Sweden is the Group's largest segment and home to 28 of the Group's subsidiaries, which together account for 43 percent of the Group's net sales and 23 percent of EBITA. The service offering is wide, covering green space management, arborist services, road maintenance, landscaping and water & sewage. The allocation of customers is 75 percent in the public sector and 25 percent in the private sector.

Between 2009 (when Green Landscaping Group was founded) and up until 2019, all of its business came from companies in Sweden. In 2018, the Group's biggest competitor at that time, Svensk Markservice, was acquired. A comprehensive effort then got underway to merge or convert the business units of Svensk Markservice and Green Landscaping, creating a total of 12 independent subsidiaries with their own brands, in accordance with the Group's decentralized strategy. After several years of low profitability, these companies have, through long-term and methodical efforts, gradually improved and increased overall profitability.

In 2024, net sales amounted to SEK 2,727 (2,838) million, attributable to organic growth of -4 percent. Our landscaping companies faced tougher competition as construction firms, primarily active in the housing market, entered the scene — likely driven by low activity in their own sector. However, market conditions for our grounds maintenance and green space management companies have remained favorable. EBITA amounted to SEK 137 (174) million and the EBITA margin decreased to 5.0 (6.1) percent. Toward the end of the year, efforts to improve profitability in Sweden intensified by discontinuing under-performing operations and strengthening controls and regional management. In some cases, this included replacing management teams at certain companies. Efforts to share best practices across the Group were also increased. Besides that, companies have reviewed their cost structures.

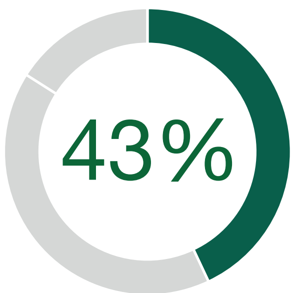
No acquisitions were made during the year.

NET SALES
SEK 2,727 million.

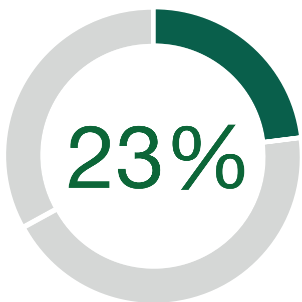
EBITA
SEK 137 million.

EMPLOYEES
1,369

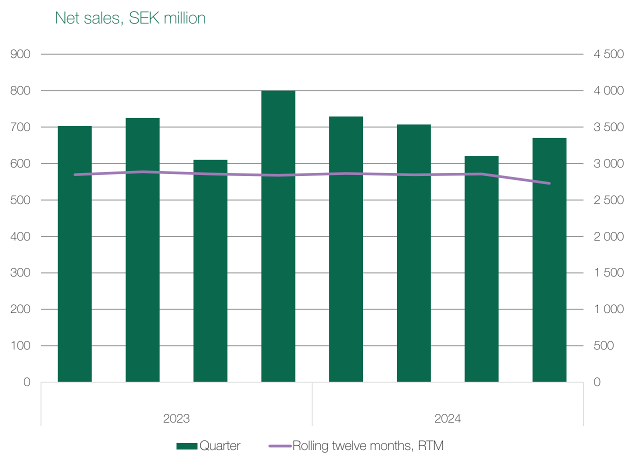
SHARE OF THE GROUP'S NET SALES*

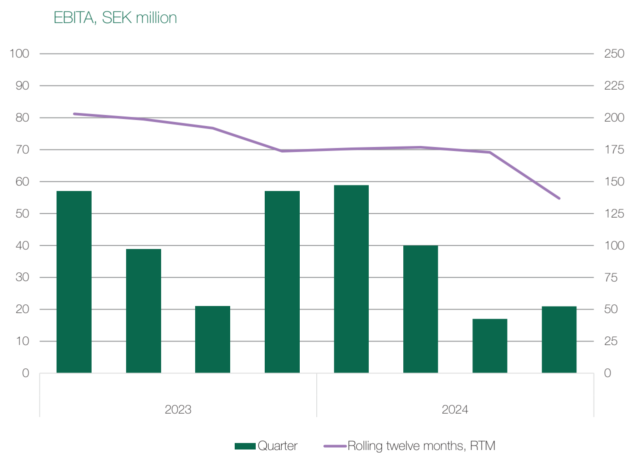


SHARE OF THE GROUP'S EBITA*



* Excluding unallocated amounts and eliminations





Utemiljö 12m Året runt
Bengtssons Trädgårdsanläggningar AB
Björn Entreprenad AB
Green Östergötland
Grön Stad
Gröna Roslagen Drift & Underhåll
Ute Hallandsåsens miljö
Håkan's Trädgårdstjänst
Jacksons trädvård
JE Mark
Jordelit
Mark & miljö projekt
Mark & Trädgård
Markbygg
Markservice Sthlm
Park & Trädgård
PARK – förnyar och vårdar gröna ytor
Skapland
Sorex Entreprenad AB
Svensk Markservice Svealand
Svensk Markservice
thormans entreprenad
Tranemo Trädgårdstjänst AB – Vi kan utemiljö!
Trädexperterna Biodiversitree
TMM – Trädgård & Markmiljö
Um Utemiljö
Västsvensk Markservice
Wiridis

Segment Norway

Segment Norway is home to 12 of the Group's subsidiaries, which together account for 41 percent of the Group's net sales and 44 percent of EBITA*. The emphasis is primarily on landscaping and construction, but also road maintenance and green space management. The allocation of customers is 60 percent in the public sector and 40 percent in the private sector.

Green Landscaping Group became established in Norway as the first market outside Sweden. The reputable company, Gast Entreprenör AS, was acquired in 2020. This was followed by a period of intensive expansion, with an additional 11 companies acquired between 2020 and 2022. The strategy of attracting the best entrepreneurs in the industry is reflected in our profitability and ability to respond to rapid shifts in the market.

Net sales for 2024 amounted to SEK 2,607 (2,385) million, of which organic growth amounted to 8 percent and acquisitions contributed with 3 percent. Changed exchange rates impacted net sales by -2 percent. Tougher competition in the landscaping and construction sectors since 2023 persisted into 2024, leading to a significantly higher number of bankruptcies. Nevertheless, many of the Group's subsidiaries in Norway successfully navigated it all by maintaining their existing business and winning new customers. This has had a positive impact on net sales, resulting in strong organic growth. EBITA amounted to SEK 257 (242) million and the EBITA margin decreased to 9.9 (10.1) percent. Efforts to expand the customer base have been successful, but also more resource-demanding and costly than serving existing customers, which has weighed on the segment's profit margin.

In July, A. Markussen AS, domiciled in Narvik (Northern Norway) was acquired.

NET SALES

SEK 2,607 million.

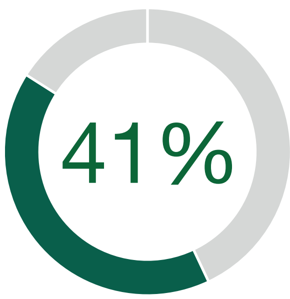
EBITA

SEK 257 million.

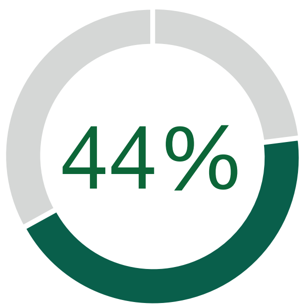
EMPLOYEES

830

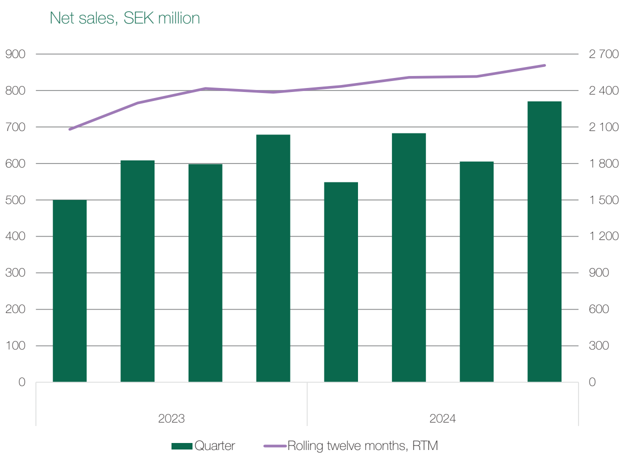
SHARE OF THE GROUP'S NET SALES*

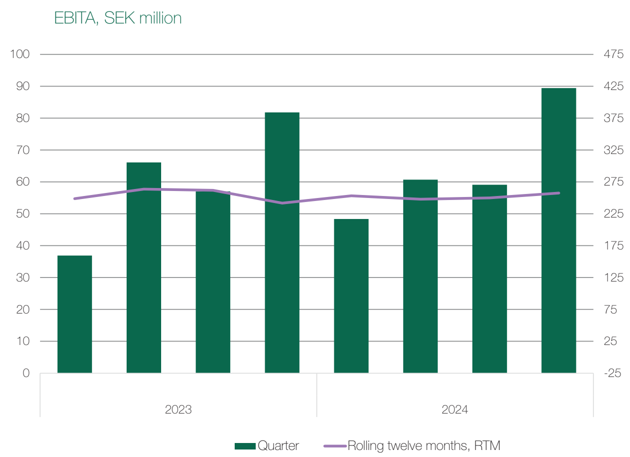


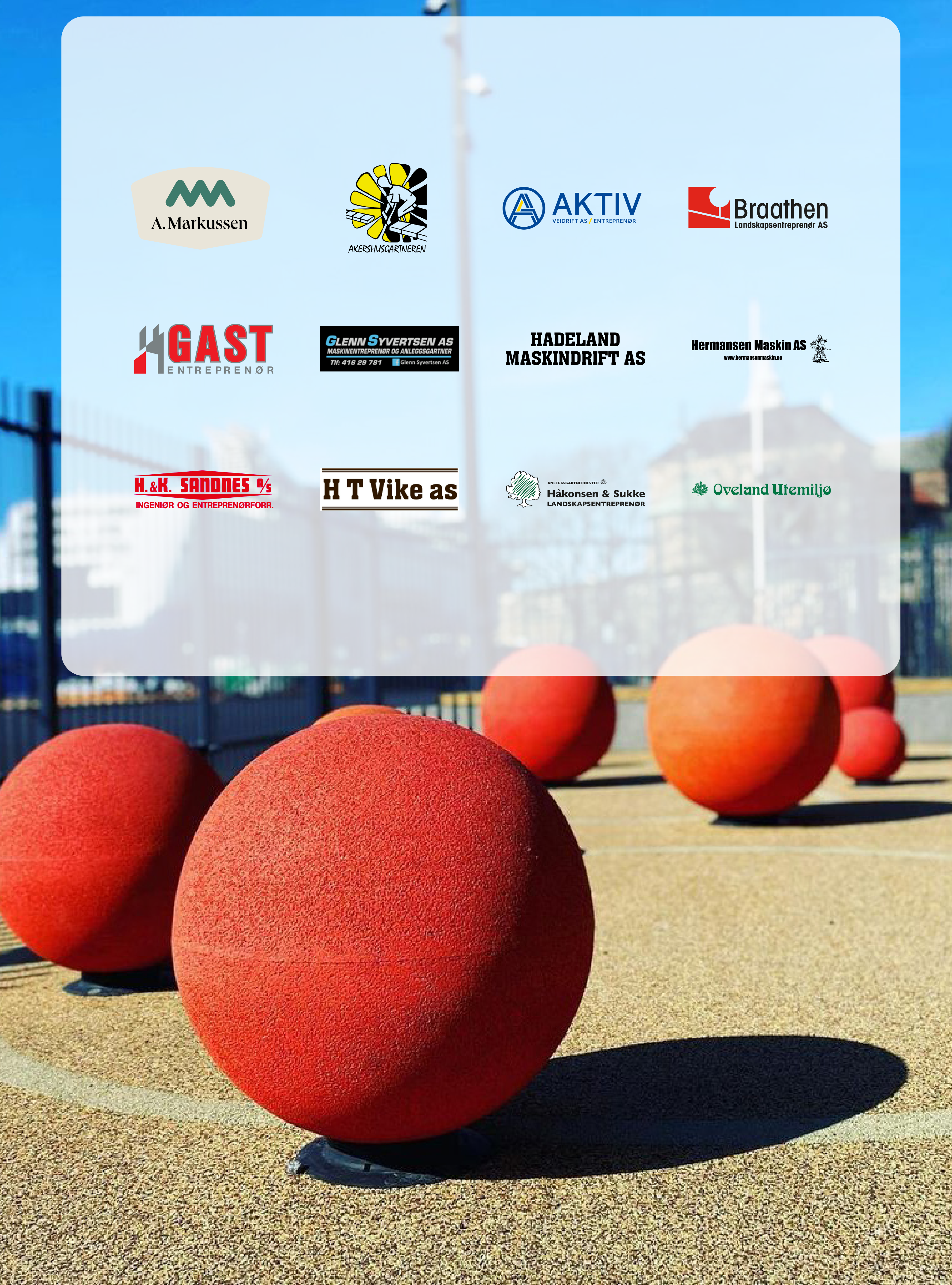
SHARE OF THE GROUP'S EBITA*



* Excluding unallocated amounts and eliminations






A. Markussen
AKERSHUSGARTNEREN
AKTIV
VEIDRIFT AS / ENTREPRENØR
Braathen
Landskapsentreprenør AS
GAST
ENTREPRENØR
GLENN SYVERTSEN AS
MASKINENTREPRENØR OG ANLEGGSGARTNER
Tlf: 416 29 781
Glenn Syvertsen AS
HADELAND MASKINDRIFT AS
Hermansen Maskin AS
www.hermansenmaskin.no
H.&K. SANDNES A/S
INGENIØR OG ENTREPRENØRFORR.
H T Vike as
ANLEGGSGARTNERMESTER
Håkonsen & Sukke
LANDSKAPSENTREPRENØR
Oveland Utemiljø

Segment Other Europe

Other Europe is the Group’s most rapidly growing segment. From a growth perspective, it is also our highest priority. This segment is home to 15 of the Group's subsidiaries, which, in 2024, accounted for 16 percent of the Group's net sales and 33 percent of EBITA*. The emphasis is primarily on landscaping and construction, but also green space management and tree planting. The allocation of customers is 55 percent in the public sector and 45 percent in the private sector.

Green Landscaping Group became established in Finland during 2021 with the acquisition of Viher-Pirkka Oy, a landscaping company based in Helsinki. The Group expanded to Lithuania in 2022, Germany in 2023, and Switzerland in 2024.

Net sales for 2024 amounted to SEK 1,020 (610) million, of which organic growth amounted to 14 percent and acquisitions contributed with 54 percent. Changed exchange rates had a negligible impact on net sales. The segment’s subsidiaries in Lithuania once again delivered a very positive performance during the year. In Finland however, companies were impacted by a weak market due to difficult conditions primarily in the housing and construction industry, causing there to be higher competition in the landscaping market. In Germany, operations grew from three to eight companies, and the Group's entry into the market has been acknowledged and well received within the industry. EBITA amounted to SEK 192 (141) million and the EBITA margin amounted to 18.8 (23.1) percent. The strong growth resulted in a lower profit margin for the segment overall as the newly added companies contributed profit margins below the segment’s average.

The following acquisitions were made in Germany during the year: Lässle Landschaftsbau & Tiefbau GmbH, Gartenidee Kuchler GmbH, Stange Grünanlagen & Winterdienst GmbH, BUK Garten- und Landschaftsbau GmbH and Tiefbau Lenzen GmbH. The acquisition of Viva Gartenbau AG in Switzerland was completed during the year (announced in 2023). Turun Reunakivi- ja Laatta-asennus Oy (Finland) was aquired during the year.

NET SALES

SEK 1,020 million.

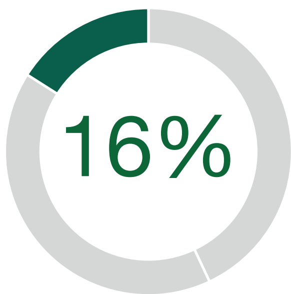
EBITA

SEK 192 million.

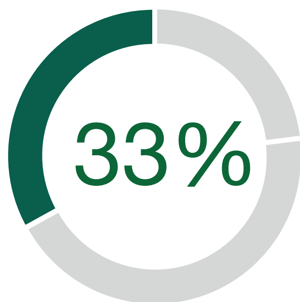
EMPLOYEES

635

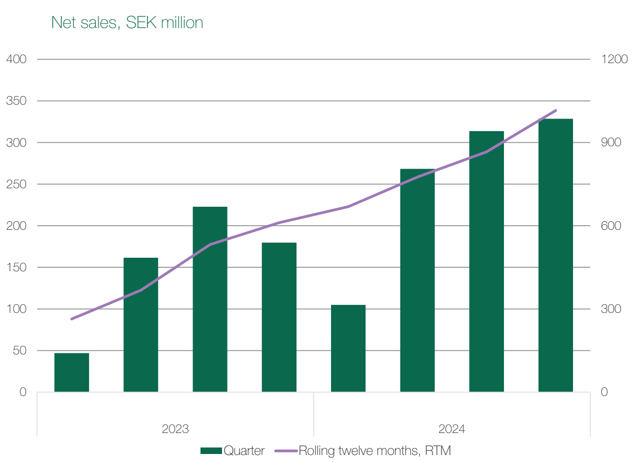
SHARE OF THE GROUP’S NET SALES*

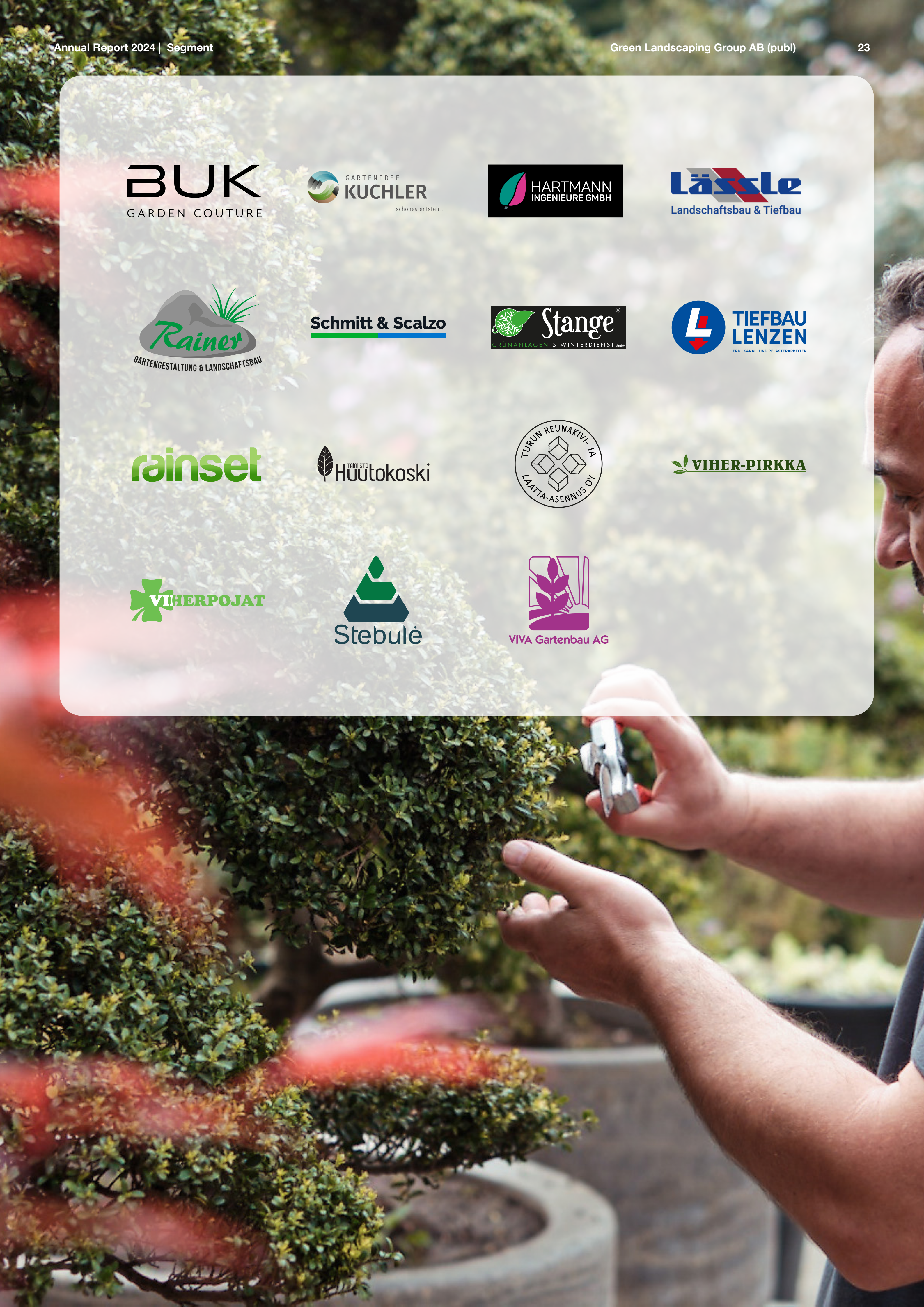


SHARE OF THE GROUP’S EBITA*



* Excluding unallocated amounts and eliminations




BUK
GARDEN COUTURE
GARTENIDEE
KUCHLER
schönes entsteht.
HARTMANN
INGENIEURE GMBH
Lässle
Landschaftsbau & Tiefbau
Rainer
GARTENGESTALTUNG & LANDSCHAFTSBAU
Schmitt & Scalzo
Stange
GRÜNANLAGEN & WINTERDIENST GmbH
TIEFBAU
LENZEN
ERD- KANAL- UND PFLASTERARBEITEN
rainset
TAIMISTO
Huutokoski
TURUN REUNAKIVI- JA LAATTA-ASENNUS OY
VIHER-PIRKKA
VIHERPOJAT
Stebulė
VIVA Gartenbau AG

GREEN LANDSCAPING GROUP AB (PUBL)

Sustainability Report

Sustainability platform

Much of Green Landscaping Group's core business is devoted to making cities and society more sustainable. The Group thus has ample opportunities for helping to make the world more sustainable, beyond what it can do by improving the sustainability of its own operations. Green Landscaping Group's sustainability platform has been established in order to develop and improve the Group's sustainability efforts in an effective and structured way. It is based on the 17 Sustainable Development Goals of the UN and consists of the three focus areas: 1. Climate-adapted production, 2. Safe, stimulating and inclusive workplace, 3. Sound business relations and stable financial development. There are strategic sustainability targets and KPIs for each focus area.

Sustainability efforts are characterized by responsibility, openness, ethical behavior and respect for our stakeholders. Sustainable development shall be achieved via our work with continual improvements, long-term customer relationships, skilled employees and goal-oriented planning of our operations. The Green Landscaping Group Code of Conduct and Sustainability Policy serve as the foundation for sustainability efforts. These policy documents provide us with guidance on how the Group shall create value, contribute to a sustainable society, prevent risks in our operations and manage unexpected events.

The 2022 report covers 44 companies, compared to 38 in 2023. The larger scope also affects some of the KPIs.

Expectations on green urban areas

Residents of a city tend to highly value the urban environment. They show much interest and engagement in issues having to do with the design and maintenance of the surrounding area. Several studies have been published documenting the positive health effects from green areas, such as lower stress and motivating people to exercise. Parks, green areas and other easily accessible nature areas greatly impact opportunities for outdoor physical activity. People living in Europe have high expectations when it comes to green areas and the ability to engage in outdoor activities in cities, without having to travel long distances. This has become increasingly important. A rising percentage of the population is willing to pay more to live close to green areas.

Green Landscaping Group has concluded that cities and municipalities will continue investing in green areas for a variety of reasons. Green areas help add variety to the cityscape. They also provide residents with access to nature and serve as social venues. Furthermore, they promote biodiversity and help reduce the harmful effects of air pollution and climate change. There is also a higher demand on such things as advanced playgrounds, outdoor gyms, landscaping and artificial turf playing fields, which is driving municipalities to make investments there.

A popular and accepted analysis model is the 3-30-300 rule for healthier, greener cities. It requires that every citizen should be able to see at least 3 trees from their home, have 30 percent tree canopy cover in their neighborhood and not live more than 300 meters away from the nearest park or green space.

High demand for safety and security

There is an increasing demand for safer outdoor environments. Residents would, for example, like to have areas lit up better so that they feel safer and to reduce the risk of hurting themselves when they exercise outdoors after dark. Cleaning up and creating more open areas is one aspect of creating safer, more secure environments. Municipalities stipulate high requirements that playgrounds should be safe and meet specific criteria.

Consequences of climate change

In recent years, European cities have experienced the negative consequences of climate change in the form of poorer air quality and an increase in the occurrence of both heat waves and floods. Asphalt, concrete, and other building materials contribute to cities becoming "heat islands" compared to the countryside, and to poorer stormwater management and air quality. Green outdoor environments play a crucial role in counteracting these negative effects. Besides helping to reduce urban heat island effects and stormwater runoff, trees and other vegetation serve as carbon sinks and air purifiers of urban emissions. Rain gardens, also referred to as bioretention facilities, are another method for increasing the reabsorption of rain runoff into the soil. They also help treat contaminated stormwater.

Sustainability governance and monitoring

In line with Green Landscaping Group's decentralized organizational structure, sustainability work is an integral part of the subsidiaries' business operations. Each subsidiary has full commercial responsibility and great freedom to run their operations independently of each other and the Group. To a large extent, the Group's sustainability efforts are thus governed and executed by the subsidiaries. The Group's role is to then monitor that those effort are aligned with its sustainability platform. Monitoring and evaluation of sustainability efforts is thus an ongoing process primarily at the company level, yet integrated with other goal monitoring. Results are discussed and action plans are implemented whenever there are deviations. Once per year, a more thorough evaluation is carried out of the current performance indicators and ongoing activities.

Stakeholders and stakeholder engagement

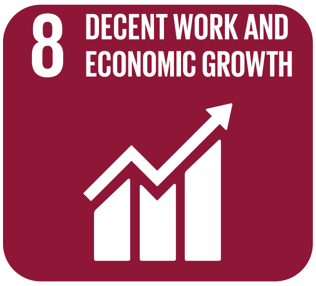
Green Landscaping Group creates value for stakeholders via responsible business practices simultaneous to its efforts of achieving sustainable, profitable growth. Stakeholders have been identified based on the business conducted, how that impacts the surrounding world and those who impact the Group. Some stakeholders, primarily employees, customers and suppliers are essential to daily operations. Others are important to long-term growth, such as stakeholders in the finance market, local and national government authorities/organizations and legislators.

The stakeholder groups that are most affected by Green Landscaping Group's operations, or that affect the operations the most, are:

STAKEHOLDER GROUPS	PLAN FOR ENGAGEMENT
Employees	Employee surveys, site meetings, performance appraisals, collaboration with unions
Customers	Recurring contacts, procurements, requests for quotations, follow-up & evaluation meetings, planning & coordination meetings. Customer satisfaction surveys.
Suppliers	Recurring contacts, procurements, requests for quotations, follow-up meetings, planning and coordination meetings.
Shareholders and investors	Interim reports, Annual Report and Sustainability Report, AGM, meetings and engagement.
Trade organizations	Membership and participation in various trade organizations and interest groups.
Society	Contact with government authorities, legislators and municipalities and meetings to discuss current matters, as needed

UN Sustainable Development Goals most relevant to Green Landscaping Group

An analysis of operations has been carried out to establish which UN Sustainable Development Goals the Group can contribute most effectively to. Green Landscaping Group has decided to focus on SDGs 8, 9, 11, 12 and 15 as the guiding principles for its sustainability efforts and ensuring continuity of those efforts. The Group strives to make as few changes as possible to the measurement methods so that there is comparability over time.



SDG 8 Decent work and economic growth
In its role as employer, client of subcontractors and owner of subsidiaries, Green Landscaping Group is responsible for ensuring that individuals involved in operations work in an environment that is safe, secure, stimulating and non-discriminatory.
By running a well-founded and financially sound business, Green Landscaping Group can also contribute to economic growth for individuals and society.

SDG 9 Sustainable industry, innovation and infrastructure
A significant portion of Green Landscaping Group's business contributes to sustainable infrastructure. This occurs primarily through maintenance and construction of parks and green areas, along with road maintenance, including snow & ice removal services. It order to be relevant in these areas, innovation is an integral part of the company's business model. Green Landscaping Group strives to, at all times, develop more efficient and sustainable methods in order to meet the requirements and expectations of its clients.

SDG 11 Sustainable cities and societies
This primarily sums up the Group's core business. Green Landscaping Group maintains and constructs green areas with the intention of creating environments that are safe, inclusive and accessible to all, regardless of age, gender, ethnicity and functional ability.

SDG 12 Sustainable consumption and production
Through responsible waste management activities and essentially no use of chemicals in operations, Green Landscaping Group works in a focused way to contribute to sustainable consumption and production within the area of green space management. Fossil-fueled vehicles and tools are also being phased out and replaced by electric ones. Digitalization also offers new opportunities by making production even more resource efficient.

SDG 15 Ecosystems and biodiversity
When Green Landscaping Group is involved in a project, it typically involves considering, protecting and developing biodiversity by, for example, establishing meadows and fighting invasive species. Resource-efficient water use is another important area in which the company also takes many measures, for example by using water sacks for tree watering and by participating in projects to utilize stormwater in new construction and renovations.

Materiality assessment

For several years, Green Landscaping Group been reporting sustainability information based on a materiality assessment of the ESG issues that are most significant to its business and stakeholders. A materiality assessment was carried out in 2021 to identify the areas where the Green Landscaping Group can make the most meaningful contribution to sustainable development. The following served as the starting point for the materiality assessment: its most important stakeholders' expectations and requirements on the Group, the UN Sustainable Development Goals prioritized by the Group and how well equipped the organization is to deal with future challenges in the area of sustainability. It resulted in identification of the following three focus areas: 1. Climate-adapted production, 2. Safe, stimulating and inclusive workplace, 3. Sound business relations and stable financial development. There are strategic sustainability targets and KPIs for each focus area.

Preparations for European Sustainability Reporting Standard, ESRS

In 2024, the Group carried out a Double Materiality Assessment (DMA), in preparation for meeting the requirements of the European Sustainability Reporting Standards. This work will continue in 2025, with plans to report the outcomes in the 2025 Annual and Sustainability Report, to be published in early 2026.

Green Landscaping Group's three focus areas are presented above, along with how they relate to the five SDG's it has chosen to focus on and its strategic sustainability goals.

1

Focus area 1: Climate-adapted production

Green Landscaping Group shall run the business and carry out green space management activities with the aim of avoiding any negative climate impact. The long-term goal is to be climate-neutral by 2045, which is also a demand from our key customers. Through these priorities, Green Landscaping Group contributes to SDG 9, 11, 12 and 15. The work focuses on:

Conscientious efforts to improve energy and resource efficiency via the choice of machinery, tools and working methods. Petrol and diesel-powered vehicles and tools are being replaced with electrically powered ones, to the extent possible. Work methods can be made more energy efficient thorough work planning. Digitalization is a tool for achieving that.

Conscientious efforts to lower the amount of waste produced by the organization facilitate circularity and improvements in waste management. Various measures to achieve this occur in the purchasing function, with the choice of working methods and in work planning.

Conscientious efforts to reduce the use of chemicals used in the business. Chemical pesticides are only used to a very limited extent. Alternative tools are regularly evaluated at the subsidiary level with the aim of lowering pesticide use to zero.

PERFORMANCE INDICATORS

KPI	2024	2023	Goal	Goal fulfillment	Comments
CO2 emissions, Scope 1, as a percentage of sales	2.17	2.45	5% annual decrease	✓	Transition to more environmentally friendly fuels

Unit: X tons CO2 equivalents/SEK million in sales.
Data includes the companies that were part of the Green Landscaping Group at the beginning of each year.

Measures for lowering energy consumption and greenhouse gas emissions

Green Landscaping Group must comply with the Swedish legislation, Energy Audits In Large Enterprises. The calculations show that the company's largest climate impact comes from transports and work with machinery, since these things primarily rely on fossil fuels. That is why it is within this area that measures are being prioritized.

Subsidiaries are focusing on selling their oldest vehicles first and reallocating newer cars within the organization, to balance a higher need at one subsidiary with a lower need in another. Through the rejuvenation of the vehicle and machinery fleet, the proportion of fuel-efficient and fossil-free vehicles and machines is increasing, which helps lower the environmental impact.

Other examples of efforts that are also being made to reduce energy consumption and greenhouse gas emissions:

- More use of electric cars for shorter transports
- More use of electric power tools
- Implementation of a working method for route planning that results in shorter routes, lower fuel consumptions and cost savings
- Identified and implemented measures to reduce energy consumption in office premises, garages, warehouses and staff areas
- Planting of trees, bushes and sedum, which partially compensates for the company's own emissions.

Management of environmentally hazardous products

Chemical products are generally used to a very small extent. Mechanical methods are almost always used with green space management activities. Where that is not possible, we strive to choose the least hazardous products. The subsidiaries have routines in their management systems for storage, use and waste management of environmentally hazardous products. There are strict rules and documentation requirements on the handling and use of chemical products, which is something we continuously follow up on. Safety and product information for chemical products is easily available to employees in the field.

Waste, recycling and reuse

Green Landscaping Group's business generates various types of waste, such as organic waste from land management and unsorted waste from bins. With landscaping activities, waste is often generated in the form of old, torn-up asphalt, concrete and wood. From the organization's own activities, there is office waste, electronics and some chemical residues and packaging. In the companies' management systems, there are routines for how the various types of waste are to be managed such that there is the lowest possible environmental impact. Sorting waste for recycling is therefore a very important function. In addition, many of the subsidiaries have their own established systems in place for sorting, depositing and reuse of organic material.

Risk inventory

The Group has identified two types of risks related to the focus area of climate-adapted production. Climate change could result in a higher need for ground maintenance as a result of more rainfall and warmer temperatures. This means not only more types of ground maintenance, but also more intensive efforts. The higher level of activity results in higher revenue during the summer, but warmer temperatures in winter mean less activity and thus lower revenue when we get rainfall rather than snow.

It is a risk that can be partially mitigated by hiring temporary employees so that quick adaptations to capacity and costs are possible when there are sudden changes in demand.

2 Focus area 2: Safe, stimulating and inclusive workplace

Green Landscaping Group's most important resource is its employees. Committed, motivated employees create the conditions for being able to deliver effectively and with high quality. Green Landscaping Group prioritizes activities in three areas in order to be an attractive employer and create the best possible conditions for employees. In this way, the Group contributes to SDG 8.

Green Landscaping Group has a zero vision for workplace accidents. It also has established routines for incident and accident reporting. Safety training is regularly offered to employees and subcontractors. Regular, systematic workplace inventories are also carried out to identify situations and tasks where action is required to develop and improve the work environment and safety.

Training and skill development are prioritized in order to create a participatory, motivating and stimulating workplace. Managers are offered training in coaching techniques.

Green Landscaping Group absolutely believes in diversity in the workplace. The Group is working proactively to increase awareness within the organization about this, which includes the recruitment function and leadership positions in particular.

PERFORMANCE INDICATORS

KPI	2024	2023	Goal	Goal fulfillment	Comments
Number of incidents* per FTE**	0.22	0.20	Reduction	✗	Marginal increase.
Number of accidents FTE**	0.04	0.04	Reduction	✓	Positive mix effect from newly acquired companies.
Accidents resulting in death per FTE**	0.00	0.00	0	✓	No deaths have occurred.

Unit: Number/FTE**
* Incident = Events that might have resulted in an LTA
** FTE = Full-Time Equivalent
*** LTA = Lost Time Accident (accidents where a person needs be put on sick leave)

UN Principles on Human Rights

Green Landscaping Group is committed to following international standards stated in the UN Guiding Principles on Business and Human Rights, along with the ILO Declaration on Fundamental Principles and Rights at Work. Respect for human rights should permeate the entire organization. It is also a fundamental obligation towards customers. There are risk areas throughout the entire value chain, from suppliers to customers, where violations of human rights could have a negative impact on the business. If a supplier were to violate the standards on human rights, it could not only negatively impact the company's reputation, but also impact daily production capacity if the relationship with that supplier needs to suddenly be terminated.

The Code of Conduct states that all employees must respect the Universal Declaration of Human Rights adopted by the UN and follow international laws and agreements on child labor. Furthermore, no employee should ever experience discrimination based on age, gender, religion, sexual orientation, political opinions, ethnicity or membership in a trade union. All employees are encouraged to report violations of applicable laws/regulations or lack of compliance with the Code of Conduct. The Code of Conduct and policies specify the standards that employees and suppliers are expected to comply with in order to respect human rights. This is an overall responsibility for the CEO and Board.

Safe environment and healthy employees

Green Landscaping Group's operations fall within the scope of laws and regulations on health & safety and the work environment. Accident statistics are used to help prevent workplace accidents. Employees at subsidiaries receive continuous training to ensure that appropriate protective equipment is always used, and used correctly. Through our training initiatives and input from TCYK, we identify the skill areas that employees would like to develop that would mitigate the work environment risks. As part of our management of accidents and incidents, we identify root causes and remedy problems at the source. We also improve the quality of our work and prevent both risks and recurring problems.

Equality and diversity

All employees shall be treated equally. Diversity in the organization is valued and encouraged, and reflects the diversity in the market. Everyone is assessed on the basis of their competence, both job seekers and employees alike. No forms of discrimination or harassment are tolerated and such behavior is proactively counteracted. Green Landscaping Group shall offer a workplace where employees treat each other with respect. For all employees, this promotes health, work satisfaction and opportunities for developing their skills.

The Group has an HR policy that has been distributed to all employees.

A workplace with diversity, free from discrimination and harassment, creates a thriving work environment where employees' skills are utilized and developed and the company's customer offering and profitability are improved. The purpose is to ensure that everyone, regardless of differences, has the same opportunities regarding employment, working conditions and development opportunities.

Skill development

Green Landscaping Group strives to be an attractive workplace for potential and existing employees, offering them interesting tasks and assignments, competent leadership, short decision paths, skill development and opportunities to both influence and make a difference.

Employee surveys

Green Landscaping Group applies a decentralized business model. It means that subsidiaries have full commercial responsibility and great freedom to run their business independently of each other and the Group. As a rule, they have strong local ties and run the business under their own brand. Employee surveys are regularly carried out at the company level. The results are used locally and not consolidated at the central level. Employee surveys are an important tool for developing the companies.

Risk inventory

The following risks related to the focus area of safe, stimulating and inclusive workplace have been identified:

There is a risk that employees or others who are engaged by the Group fail to comply with health & safety regulations, environmental regulations or that they fail in other ways. In conjunction with performing the work, such failures could result in personal injury, or in the worst case, death. There is a risk of violations of human rights in running the daily operations. This can be due to incorrect or failed internal processes associated with social commitments, human error, legal risks or corruption.

In practice, each subsidiary is responsible for the work with human rights and ensuring compliance with relevant policies and legislation. Risk management is done by making sure that safety regulations, along with health & environmental standards are up-to-date and available, incident reporting and by implementing measures to limit or eliminate the risks.

Focus area 3: Sound business relations for stable financial development

A prerequisite for successful business relations is having sound relations with customers, suppliers and other business partners, along with a stable financial position that makes it possible to run and develop a successful business. In order to achieve that, Green Landscaping Group prioritizes two areas and in doing so, also contributes to SDG 8.

To counteract corruption, Green Landscaping Group has routines in place for ensuring that its suppliers comply with laws and regulations. Employees of the Group must also comply with the Code of Conduct, which clearly prohibits and distances itself from illicit benefits and bribes.

The financial targets stipulate what represents a stable financial position. According to those targets, the Group shall maintain a growth rate of 10 percent for net sales, an EBITA margin of 8 percent as a measure of profitability and a gearing ratio that, over the long term, does not exceed EBITDA 2.5 times.

PERFORMANCE INDICATORS

KPI	2024	2023	Goal	Goal fulfillment	Comments
Confirmed cases of corruption	0	0	0	✓	No cases of corruption were reported or otherwise discovered.
Number of whistleblower cases	2	1	0	✗	Upon investigation, no cases have revealed violations.
Total revenue, SEK m	6,352	5,831	+10%	✗	Revenue increased by 9 percent Organic growth was 3 percent, acquired growth 7 percent and currency effects were -1 percent.
EBITA margin, %	8.3	8.8	8.0	✓	Primarily due to acquisition of new companies with high margin.
Gearing ratio, times	2.5	2.5	<2.5	✓	The gearing ratio remains at target level.

Code of Conduct

The purpose of the Code of Conduct is to communicate our ethical values and business principles to all of our employees, customers, suppliers, business partners and owners. It also provides us with guidance when carrying out our everyday tasks. Areas covered include conflicts of interest, gifts and entertainment, bribery and other important topics. The Code of Conduct has been adopted by Green Landscaping Group's Board of Directors. The Group's CEO has delegated responsibility for its implementation and ensuring compliance with the Code to the CEO of each subsidiary. All employees are informed of the Code of Conduct and required to sign that they have read, understood and are committed to following the principles therein.

The Code of Conduct is based on five main areas:

- Compliance with all applicable laws and regulations, along with the collective agreements that the company has signed.
- Maintaining a high level of ethical behavior and respecting the rights and dignity of all people and partners. Furthermore, we must never accept, offer or confer illegal benefits or gifts.
- Never, in any way, competing with the company's business operations and completely avoiding conflicts of interest that could damage the Group.
- Keeping the company's business, financial and technical information along with internal business documents strictly confidential and never abusing Green Landscaping's or other companies' tangible or intangible assets.
- Actively striving to comply with Green Landscaping Group's Code of Conduct.

Green Landscaping Group's Code of Conduct has been published on the company's website, https://www.greenlandscaping.com/files/Sustainability/Uppforandekod.pdf.

Measures to combat corruption

Green Landscaping Group's size makes it possible for the Group to set requirements on sustainability at many levels. The number of suppliers is limited to ensure integrity and sustainability throughout the entire supply chain.

For Green Landscaping Group, anti-corruption efforts are a strategic sustainability goal and we actively pursue anti-corruption initiatives both internally and externally. The Code of Conduct covers many areas, such as conflict of interest, gifts and entertainment, the environment, work environment, and our relationships with both suppliers and subcontractors. There are routines in place for assessing and approving suppliers. The aim is to ensure that suppliers comply with all binding requirements and that we have control over our supplier base.

The routine consists of checking the following:

- Reports on the supplier's credit rating and that the supplier has an F-tax certificate.
- That the supplier has ID06 (a system for electronic personnel registries in the construction industry for the purpose of creating a safer work environment and ensuring that only a legal workforce is present on the construction site).
- The supplier must confirm with that they comply with the applicable legislation, along with the Group's purchasing terms and Code of Conduct.
- The goal is for all of Green Landscaping Group's suppliers to have been issued and informed about the Code of Conduct and Sustainability Policy.

Whistleblower function

The purpose of Green Landscaping Group's whistleblower function is to minimize risks. It helps uphold good corporate governance and maintain the confidence of customers, employees and society. It is publicly available and can be used by employees, customers, suppliers, subcontractors and others.

The routine is part of Green Landscaping Group's preventive efforts to combat corruption, irregularities and misconduct. Reports are made to the Chairman of the Audit Committee, Åsa Källenius, who is independent. Two cases were reported through the whistleblower function during the year. No violations were revealed.

Third-party certified management system

Many of the Group's subsidiaries have management systems that have been certified by a third party. The system covers environmental management in accordance with ISO 14001:2015, quality management in accordance with ISO-9001:2015 and health & safety management in accordance with OHSAS 18001:2007. The standards and management systems put demands on the companies and their employees to comply with legislation, along with other rules and regulations. Examples of such are Swedish laws, regulations issued by the national and/or municipal authorities, industry regulations, etc. This is done through:

- Compliance with changes in legislation, rules and regulations.
- Revision of routines and guidelines based on changes in legislation, rules and regulations.
- Informing employees about the applicable rules, regulations and legislation.

Purchasing

The Group's subsidiaries collaborate with carefully selected suppliers of both goods and services. There is always a desire to set up long-term business relationships. The suppliers that Green Landscaping Group recommends represent the company when carrying out their assigned tasks, which involves exposure to various types of quality, environmental and work environment risks. The goal is for all them to have accepted the Code of Conduct.

Satisfied customers

Good service is important. Satisfied customers is a prerequisite for growth and development opportunities. Without that, there is a risk of slow processes, appeals and negative publicity. There is also a responsibility to contribute to social sustainability and tolerance in society. Meetings with customers are in digital forums and in person. Some of the subsidiaries conduct customer surveys.

Stable financial development

Much of the sustainability work is focused on making responsible financial decisions. For customers, it is very important that Green Landscaping Group has sustainable, stable operations and a good credit rating. Green Landscaping Group focuses on profitable growth, driven by both organic growth and acquisitions. Green Landscaping Group strives to maintain a stable credit rating.

Risk inventory

The following risks related to the focus area of sound business relations for stable financial development have been identified: Corruption risks primarily arise through interactions in the supply chain, since collaborations there are often relationship-based. This risk exists in all parts of the organization that work with purchasing. Subsidiaries engage subcontractors to supplement their own staff. There is a risk that subcontractors fail to comply with the laws and requirements applicable to our operations concerning such things as quality, the environment and work environment.

In practice, each subsidiary is responsible for the work to counteract corruption and ensure compliance with relevant policies and legislation. During the acquisition process, a great deal of effort goes into assessing the company culture of the acquisition target, which encompasses its business relationships, customers, suppliers and employees. It is essential that all companies joining the Green Landscaping Group have sound values.

Fulfillment of strategic sustainability goals

TARGET	RESULT	GOAL FULFILLMENT	COMMENTS
Lowering emissions of CO2 equivalents per SEK sales by five percent each year (base year 2021).	-11%	✓	Higher share of transport using vehicles powered by more environmentally friendly fuels.
Annual reduction in workplace accidents/ FTE.	-7%	✓	Positive mix effect from newly acquired companies.
Zero tolerance for corruption	0	✓	No cases of corruption were reported or otherwise discovered.

EU Taxonomy Regulation

Background

The Taxonomy Regulation is a classification system intended as a guide that will be used to direct investments towards sustainable projects and activities across the EU. It is part of the Green Deal and has been designed to help the EU meet key climate goals. Climate change mitigation and climate change adaptation (environmental objectives 1-2) are covered, as before. In 2023, the EU Commission adopted a new set of taxonomy criteria (environmental objectives 3-6). Companies must disclose the share of their turnover, capital expenditure, and operating expenditure that is Taxonomy-eligible, and how much of that is Taxonomy-aligned in accordance with the EU Taxonomy Regulation.

Analysis

Much of Green Landscaping Group's core business is devoted to making cities and society more sustainable. It means that the Group has ample opportunities for helping to make the world more sustainable. A closer look at the business reveals however that only a small percentage is covered by the EU Taxonomy (Taxonomy-eligible), in its current form. Only 1 percent of Green Landscaping Group's net turnover (net sales) and is covered by the EU Taxonomy (Taxonomy-eligible). The majority of turnover is thus not covered (not Taxonomy-eligible). It has been concluded that OpEx and CapEx are not Taxonomy-eligible.

The portion that is Taxonomy-eligible is: Collection and transport of non-hazardous waste in source-segregated fractions (NACE code E38.1.1). It involves collection and transport of non-hazardous waste into source-segregated fractions so that the waste can be reused or recycled. For Green Landscaping Group, it involves the collection of gravel and other organic material, emptying waste bins and similar activities. These are minor, yet regular activities performed within the scope of maintenance assignments by many of the Group's companies. It is not possible to financially distinguish these types of activities with precision. Because of this, the assessment has been based on qualified assessments.

Reporting 2024 - KPI turnover (sales)

				Criteria for substantial contribution						Criteria for Do No Significant Harm (DNSH)										
Economic activities	Codes	CapEx (SEK m)	Proportion of CapEx (%)	Climate change mitigation (%)	Climate change adaptation (%)	Water (%)	Pollution (%)	Circular economy (%)	Biodiversity (%)	Climate change mitigation (Yes/No)	Climate change adaptation (Yes/No)	Water (Yes/No)	Pollution (Yes/No)	Circular economy (%)	Biodiversity and ecosystems (Yes/No)	Minimum protective measures (Yes/No)	Taxonomy-aligned proportion of sales, year N (%)	Taxonomy-aligned proportion of sales, year N -1 (%)	Category (enabling activities) (E)	Category (transitional activities) (T)
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)			0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-
Turnover of environmentally sustainable activities (Taxonomy-aligned)						-	-	-	-	-	-	-	-	-	-	-	-			
Of which enabling activities					-	-	-	-	-	-	-	-	-	-	-	-	-		-	
Of which transitional activities																				
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																				
5.5 Collection and transport of non-hazardous waste in source-segregated fractions.	E38.1.1			EL	N/EL	N/EL	N/EL	EL	N/EL									0%		
Turnover of activities that are Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		**60**																0%		
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)		**60**	**1%**	0%	0%	-	-	0%	-									0%		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
Turnover of Taxonomy non-eligible activities (B)		6,292	99%																	
TOTAL		**6,352**	**100%**																	

Reporting 2024 - KPI CapEx

Economic activities	Codes	CapEx (SEK m)	Proportion of CapEx (%)	Criteria for substantial contribution: Climate change mitigation (%)	Climate change adaptation (%)	Water (%)	Pollution (%)	Circular economy (%)	Biodiversity (%)	Criteria for Do No Significant Harm (DNSH): Climate change mitigation (Yes/No)	Climate change adaptation (Yes/No)	Water (Yes/No)	Pollution (Yes/No)	Circular economy (%)	Biodiversity and ecosystems (Yes/No)	Minimum protective measures (Yes/No)	Taxonomy-aligned proportion of sales, year N (%)	Taxonomy-aligned proportion of sales, year N -1 (%)	Category (enabling activities) (E)	Category (transitional activities) (T)
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)			0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)						-	-	-	-	-	-	-	-	-	-	-	-			
Of which enabling activities					-	-	-	-	-	-	-	-	-	-	-	-	-		-	
Of which transitional activities										-	-	-	-	-	-	-	-			-
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																				
CapEx of activities that are Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		**0**			-	-	-	-	-									0%		
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		**0**	**0%**	0%	0%	-	-	-	-									0%		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
CapEx of Taxonomy non-eligible activities (B)		433	100%																	
TOTAL		**433**	**100%**																	

Reporting 2024 - KPI OpEx

				Criteria for substantial contribution						Criteria for Do No Significant Harm (DNSH)										
Economic activities	Codes	CapEx (SEK m)	Proportion of CapEx (%)	Climate change mitigation (%)	Climate change adaptation (%)	Water (%)	Pollution (%)	Circular economy (%)	Biodiversity (%)	Climate change mitigation (Yes/No)	Climate change adaptation (Yes/No)	Water (Yes/No)	Pollution (Yes/No)	Circular economy (%)	Biodiversity and ecosystems (Yes/No)	Minimum protective measures (Yes/No)	Taxonomy-aligned proportion of sales, year N (%)	Taxonomy-aligned proportion of sales, year N -1 (%)	Category (enabling activities) (E)	Category (transitional activities) (T)
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)			0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)						-	-	-	-	-	-	-	-	-	-	-	-			
Of which enabling activities					-	-	-	-	-	-	-	-	-	-	-	-	-		-	
Of which transitional activities										-	-	-	-	-	-	-	-			-
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																				
5.5 Collection and transport of non-hazardous waste in source-segregated fractions.	E38.1.1			EL	N/EL	N/EL	N/EL	EL	N/EL									0%		
OpEx of activities that are Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		**0**			-	-	-	0%	-									0%		
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		**0**	0%	0%	0%	-	-	0%	-									0%		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
OpEx of Taxonomy non-eligible activities (B)		2,772	100%																	
TOTAL		**2,772**	**100%**																	

Other disclosures

	Nuclear energy-related activities	Yes/No
1	The company conducts, finances or is exposed to research, development, demonstration and deployment of innovative power generation facilities that produce energy from nuclear energy processes with minimal waste from the fuel cycle.	No
2	The company carries out, finances or is exposed to the construction and safe operation of new nuclear facilities for the production of electricity or process heat, including for district heating or industrial processes, such as hydrogen production, as well as for safety upgrades of these, using best available technology.	No
3	The company performs, finances or is exposed to the safe operation of existing nuclear facilities that produce electricity or process heat, including for district heating or industrial processes, such as hydrogen production from nuclear energy, as well as safety upgrades of these.	No
	Fossil gas-related activities	**Yes/No**
4	The company performs, finances or is exposed the operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5	The company performs, finances or is exposed to the construction, refurbishment and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6	The company performs, finances or is exposed the operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

GrantThornton

Auditor's report on the statutory sustainability report

N.B. The English text is a translation of the official version in Swedish. In the event of any conflict between the Swedish and English version, the Swedish shall prevail.

To the general meeting of the shareholders in Green Landscaping Group AB (publ), corporate identity number 556771-3465

Engagement and responsibility

It is the board of directors who is responsible for the statutory sustainability report for the year 2024 on pages 24–41 and that it has been prepared in accordance with the Annual Accounts Act in accordance with the older wording that applied before 1 July 2024.

The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 12 The auditor´s opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is substantially different and 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.

Opinion

A statutory sustainability report has been prepared.

Stockholm on the day stated in our electronic signature

Grant Thornton Sweden AB

Camilla Nilsson
Authorized Public Accountant

Share information

Listing and shares

Green Landscaping AB (publ) became listed on Nasdaq First North under the ticker “GREEN” on 23 March 2018 at an opening price of SEK 19.83. In April 2019, Green Landscaping changed its marketplace to Nasdaq Stockholm Small Cap and in January 2022, it changed once again to Stockholm Mid Cap. All shares are of the same class, with equal voting rights and share of the Group’s assets and profits.

Share price performance and market capitalization

In 2024, the share price increased by 0.1 percent to SEK 70.4. The corresponding performance for OMXSMCPI (Mid Cap) was 16.1 percent and for OMXSPI (all shares) it was 6.0 percent. Since the IPO in March 2018, the share price has increased by 257 percent. The corresponding performance for OMXSMCPI (Mid Cap) is 121 percent and for OMXSPI (all shares) it is 73 percent. At year end, Green Landscaping Group’s market capitalization was SEK 3,999 (3,993) million.

Trading

At total of 14,490,970 shares were traded during the year. The average number of shares sold per trading day was 57,733. Nasdaq Stockholm is where 77 percent of trading in the share occurred.

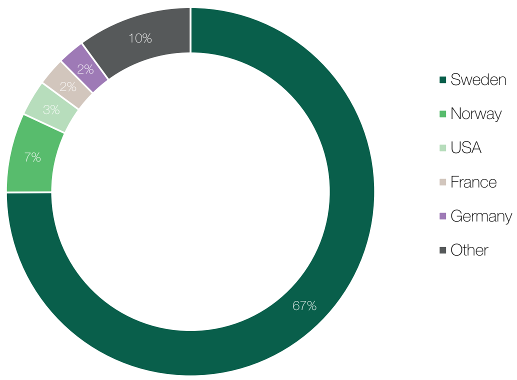
Ownership structure

At year end, Green Landscaping Group had 3,594 (3,978) shareholders. The ten largest shareholders represented 66.8 (66.1) percent of the votes and share capital. The Salén family was the largest owner, with 16.5 (15.9) percent of the shares.

Largest shareholders as of 30 December 2024	No. of shares	% of equity and votes
Salén family via company	9,382,298	16.5%
Byggmästare Anders J Ahlström Holding AB	9,160,123	16.1%
Johan Nordström via company	3,551,536	6.3%
AP2, Second Swedish National Pension Fund	3,345,274	5.9%
Handelsbanken Fonder	3,164,618	5.6%
AFA Försäkring	2,302,947	4.1%
Nordnet Pensionsförsäkring	2,147,499	3.8%
ODIN Fonder	2,000,000	3.5%
Capital Group	1,754,018	3.1%
Amiral Gestion	1,081,906	1.9%
Total, 10 largest shareholders	37,890,219	66.8%
Other shareholders*	18,909,356	33.2%
Total	56,799,575	100%

* Includes Green Landscaping Group, which had a holding of 308,345 shares at the end of the reporting period. Own shares are used as payment for acquisitions.

Ownership distribution per country



Share data	2024-12-30
Share capital, SEK	4,032,770
No. of outstanding shares	56,799,575
Quotient value, SEK	0.071
Share price, SEK million	3,999
Share price, SEK	70.40
Highest closing price, SEK	87.50
Lowest closing price, SEK	65.00
Basic earnings per share, SEK	3.85
Diluted earnings per share, SEK	3.85
No. of outstanding warrants	1,569,495
Holdings of own shares at year end	308,345

Why invest in Green Landscaping Group?

Conducts business in a very attractive market

- Healthy, stable growth with predictable, long-term maintenance contracts that facilitate low cyclicality.
- A large addressable and highly fragmented market consisting of thousands of companies.
- Benefits from megatrends like population growth and urbanization; striving to create safe, attractive outdoor environments that can withstand the effects of climate change.
- Significant barriers to entry.
- Limited need for working capital and capital investments.

Right business model

- Long-term ownership horizon. Subsidiaries of the Group are given a home, not just a way station.
- Decentralized business model. Acquired companies conduct business as before, with the same management, working methods and brand.
- Internal structure for exchange of knowledge.
- Board of Directors and management team with significant ownership.
- Market-leading growth and profitability.

Proven acquisition strategy

- Proven ability to acquire and develop successful companies.
- Disciplined approach that focuses on companies that are a good fit strategically, culturally and financially.
- Experienced acquisition team.

GREEN LANDSCAPING GROUP AB (PUBL)

Corporate Governance Report

Corporate Governance Report

Corporate governance

Green Landscaping Group AB is a Swedish public limited company that is governed by Swedish legislation, primarily the Swedish Companies Act (2005:551), the Annual Accounts Act (1995:1554), and EU Regulation 596/2014 on Market Abuse (MAR), which has provided the foundation for preparation of this corporate governance report. Because the company's shares are listed on Nasdaq Stockholm, the company also complies with the Nasdaq Stockholm's rules and regulations.

Besides the legislation and Nasdaq Stockholm's rules and regulations, Green Landscaping Group AB is governed by its Articles of Association, which provide the foundation for the company's corporate governance. The Articles of Association stipulate such things as the Board of Directors' registered office, the focus of operations, limitations on share capital, the number of shares and prerequisites for being allowed to participate in the AGM. The full version of the Articles of Association are published on the company's website.

The company also applies internal governance documents adopted by the Board of Directors each year. Examples are the rules of procedure for the Board of Directors, instructions for the Board's committees, instructions for the CEO, instructions for financial reporting and policies.

Swedish Corporate Governance Code

The Swedish Corporate Governance Code states higher standards for good corporate governance than the minimum requirements in the Companies Act and it must be applied by all companies whose shares are traded on a regulated market in Sweden. The Code thus supplements the Companies Act by, in some areas, stating higher requirements. However, it simultaneously enables the company to deviate from those requirements if, in individual cases, doing so would result in better corporate governance ("comply or explain"). Such a deviation, along with a reason for the deviation and alternative solution, must be reported each year in a Corporate Governance Report.

Green Landscaping Group AB applies the Swedish Corporate Governance Code and there were no deviations from the Code in 2024.

Sustainability governance at Green Landscaping Group AB

Green Landscaping Group AB's sustainability efforts are characterized by responsibility, openness, ethical behavior and respect for our stakeholders. The Group achieves sustainable development via our work with continual improvements, long-term customer relationships, skilled employees and planning of our operations.
The Board of Directors and CEO have ultimate responsibility for sustainability efforts within the Group. However, they have delegated some of that responsibility to the various subsidiaries. The Sustainability Report for Green Landscaping Group is presented on page 24-41 of the 2024 Annual Report.

Share capital and shareholders

Share capital amounts to SEK 4.0 million, allocated to a total of 56,799,575 shares with a quotient value of SEK 0.071. At the end of 2024, Green Landscaping Group had 3,594 known shareholders. At year-end, the 10 largest shareholders controlled 66.8 percent of the share capital. The three largest owners were: Staffan Salén with family via Westindia AB (16.5%), Byggmästare Anders J Ahlström Invest AB (16.1%), and CEO Johan Nordström via Johan Nordström Invest AB (6.3%).

There are no limits on the number of votes that each shareholder may cast at the annual general meeting.

The AGM granted the Board of Directors authority to repurchase own shares and to carry out a new issue of shares.

The stock is listed on Nasdaq Stockholm Mid Cap. For more information on the Green Landscaping stock and shareholders, please see page 42.

Annual General Meeting

The shareholders exercise their influence in Green Landscaping Group AB at the Annual General Meeting of shareholders, which is the company's highest decision-making body. At the Annual General Meeting (AGM), which, according to the Companies Act, shall be held within six months from the end of each financial year, a decision shall be made on the adoption of the income statement and balance sheet, disposition of the company's profit or loss, discharge from liability towards the company for the board members and the CEO, election of board members and auditors as well as remuneration to the board and auditor. At the Annual General Meeting, the shareholders also make decisions on other key issues in the company, such as changes to the Articles of Association, any new issue of shares and other similar matters. If the Board of Directors sees a need for holding a general meeting of shareholders before the next AGM, of if an auditor of the company or owner of at least 10 percent of all shares in the Company submits a written request to hold such a meeting, the Board will then summon shareholders to an extraordinary general meeting.

Summons to a general meeting of shareholders must, in accordance with the Articles of Association, be published in the Swedish Gazette and on the company's website. It is also necessary to publish that the summons has been issued in Dagens Industri (newspaper). Notice of the Annual General Meeting must be issued at least six weeks, but no less than four weeks prior to the meeting. Notice of an extraordinary general meeting, where the question of amendment to the Articles of Association will be dealt with shall be issued no earlier than six and no later than four weeks before the meeting, while notice of any other type of extraordinary general meeting shall be issued no earlier than six weeks and no later than three weeks before the meeting.

Shareholders who wish to participate in the negotiations at the Annual General Meeting must be entered in the share register in the manner prescribed in the Swedish Companies Act, and make a notification to the company no later than the day specified in the notice convening the meeting. That final day for making notification may not be a Sunday, other public holiday, Saturday, Midsummer's Eve, Christmas Eve or New Year's Eve. Furthermore, it may not fall earlier than the fifth weekday before the meeting. Shareholders may bring assistants with them to the AGM only if they notify the company of the number of assistants they would like to bring, in accordance with the procedures that apply for shareholder registration to the AGM.

Notices, minutes and press releases from general meetings are available on the Green Landscaping Group AB's website.
The 2024 AGM resolved, among other things, on the establishment of an incentive program 2024-2027, authorization for the Board to make private placements up to 10% of the share capital and authorization for the Board to acquire and transfer own shares.

Nomination Committee
The Nomination Committee submits to the Annual General Meeting, proposals on the person who should serve as the Chairman of the Annual General Meeting, the number of Board members to be elected by the AGM, the person who should be elected Chairman of the Board and others who should be elected as Directors, fees and other remuneration to each of the Board members elected by the AGM and to members of the Board's committees. Board members submit proposals for the election of auditors, fees to auditors, election of members to serve on the Nomination Committee or decisions on principles for appointing the members to the Nomination Committee, as well as remuneration to its members.

According to a resolution at the 2019 Annual General Meeting, the Nomination Committee shall consist of the Chairman of the Board and three members appointed by the three largest shareholders in the company (in terms of the number of votes that they control). If any of these shareholders chooses to waive their right to appoint a member, the privilege will go to the next largest shareholder (in terms of the number of votes that they control).
The nomination committee consists of:

- Erik Salén
  (appointed by the Salén family via company)
- Tomas Bergström
  (appointed by Byggmästare Anders J Ahlström Holding AB)
- Anders Thomasson
  (appointed by Johan Nordström via company)
- Per Sjöstrand
  (Chairman of the Board)

The Nomination Committee bases its work on the Swedish Corporate Governance Code when preparing proposals to Board members, all of it aimed at setting up the best possible Board of Directors. Selection is based on such factors as expertise, experience, etc.

Board of Directors
After the AGM, the Board of Directors is Green Landscaping Group AB's highest decision-making body. The Board is also the company's highest decision-making body and the company's representative. The Board is also responsible for the company's organization and administration of its affairs, along with assessing the company's and Group's financial situation on an ongoing basis and ensuring that the company is organized such that there are adequate controls on its bookkeeping, fund management and other financial matters. The Chairman of the Board has a special responsibility to lead the work of the Board and to ensure that the Board complies with its statutory requirements.

The Board's registered office is in Stockholm. According to Green Landscaping Group AB's Articles of Association, the Board of Directors shall consist of at least 3 and at most 10 Board members (without deputies). The Board of Directors currently consists of 6 ordinary members elected for the period until the end of the next AGM.

Of the six Board members elected by the AGM, six of them are independent in relation to the company and its senior executives. Accordingly, there is compliance with the Code in that the majority of the members are independent of the company and its senior executives and at least two of these members are also independent of major shareholders. More information on the members of the Board of Directors is provided on page 50.

The Board's tasks include establishing the company's overall objectives and strategies, monitoring major investments, ensuring that there is a satisfactory control of compliance with laws and other rules that apply to the company's operations as well as compliance with internal guidelines. The tasks of the Board also include ensuring that the company's information disclosure to the market and investors is characterized by openness and that it is correct, relevant and reliable, as well as appointing, evaluating and, if necessary, dismissing the company's CEO. In accordance with the Swedish Companies Act, the Board of Directors has established a written rules of procedure for its work, which is evaluated, updated and re-established annually. The Board meets regularly according to a program established in the Rules of Procedure that contains certain fixed decision items and other matters to be taken up, when necessary.

Work done by the Board in 2024

- Eight companies were acquired during the year, of which five in Germany, one in Switzerland, one in Norway and one in Finland.
- Adoption of the interim reports and annual report
- Annual strategy day with management.
- Continuously monitored and evaluated the company’s internal control environment.

Remuneration to the Board of Directors

The 2024 AGM resolved that the fees paid to the Board of Directors through the next AGM shall amount to SEK 1,475,000 (unchanged), of which SEK 350,000 (unchanged) to the Chairman of the Board and SEK 225,000 (unchanged) to each of the ordinary Board members. The AGM also resolved that a fee of SEK 75,000 (unchanged) shall be paid to the Chairman of the Audit Committee. Otherwise, no fees are paid to members of the Board’s committees.

Evaluation of the Board

To ensure and develop the quality of the work done by the Board, an evaluation of its efforts as a whole and of its individual members is carried out annually, under the Chairman's leadership. The evaluation for the year was conducted through a questionnaire that each member was asked to complete. The results of the evaluation were issued in writing to the members, who subsequently discussed this as a group at one of the Board meeting.
The Chairman of the Board has also presented the results of the evaluation at a meeting with the Nomination Committee.

The Board’s committees

The Board of Directors may set up committees with the task of preparing matters within a specific area and may also delegate decision-making rights to such a committee. However, the Board may not dismiss itself from responsibility for the decisions made on the basis thereof.

Audit Committee

The Board has established an Audit Committee consisting of two members: Åsa Källenius and Per Sjöstrand. The Audit Committee shall, without it impacting the Board's responsibilities and tasks in general, among other things, monitor the company's financial reporting, monitor the effectiveness of the company's internal control, internal audit (if such function is established in the future) and risk management, keep informed about the audit of the annual report and the consolidated financial statements and on the conclusions of the Swedish Inspectorate of Auditors’ quality control.

The committee shall also review and monitor the auditor's impartiality and independence and pay special attention to whether the auditor provides the company with services other than auditing. To the extent that the nomination committee is not given this task, the committee shall also assist in the preparation of proposals for the AGM’s decision on the election of auditors.

The Audit Committee is headed by Åsa Källenius (committee chairman).

Remuneration committee

The Board has set up a Remuneration Committee, consisting of the entire Board. The main tasks of the Remuneration Committee are to (i) prepare the Board's decisions on matters concerning remuneration principles, remuneration and other terms of employment for the senior executives, (ii) follow and evaluate ongoing and completed programs for variable remuneration for the senior executives during the year, and (iii) follow and evaluate the application of any guidelines for remuneration to senior executives established by the Annual General Meeting along with applicable remuneration structures and remuneration levels.
The Remuneration Committee is headed by Per Sjöstrand (committee chairman).

CEO and other senior executives

The company’s CEO is responsible for, in accordance with the Swedish Companies Act, the day-to-day management of the company in accordance with the Board’s guidelines and instructions. The CEO is also responsible for taking the actions necessary to ensure that the company’s accounting complies with law and that assets are managed in a satisfactory manner. In relation to the Board of Directors, the CEO has a subordinated position and the Board may also decide itself on matters having to do with day-to-day management of the company. The CEO's work and role, as well as the division of labor between the Board of Directors and the CEO on the one hand, are stated in a written instruction adopted by the Board (the CEO instructions) and the Board of Directors regularly evaluates the work done by the CEO.

Guidelines on remuneration to senior executives
Guidelines for remuneration to senior executives were decided at the 2023 AGM. The guidelines are presented in the Directors' Report, on pages 53-61 of the Annual Report. Remuneration to the CEO and executive management team, along with other benefits and employment terms are detailed in Note 6.

The basic principle is that remuneration and other terms of employment for senior executives must be market-based and competitive in order to ensure that the Group can attract and retain competent senior executives at a reasonable expense for the company.

Incentive programs
The company has three ongoing incentive programs for key people in the Group.

2022/25. With full utilization of the program, a maximum of 500,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 0.9 percent. The subscription price for shares that are subscribed to via the warrants is SEK 87.00 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 6.77. Subscription of shares may occur during the period 28 March 2025 through 30 June 2025. With full utilization of the warrants, the Parent Company's share capital will increase by SEK 35,500.

2023/26. With full utilization of the program, a maximum of 550,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 1.0 percent. The subscription price for shares that are subscribed to via the warrants is SEK 96.00 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 7.49. Subscription of shares may occur during the period 29 March 2026 through 12 June 2026. With full utilization of the warrants, the Parent Company's share capital will increase by SEK 39,051.

2024/2027. With full utilization of the program, a maximum of 550,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 1.0 percent.
The subscription price for shares that are subscribed to via the warrants is SEK 94.70 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model, amounted to SEK 9.99. Subscription of shares may occur during the period 7 March 2027 through 21 May 2027. With full utilization of the warrants, the Parent Company's share capital will increase by SEK 39,051.

Audit
The company is, in its capacity as a public company, required to have at least one authorized public accountant for auditing the company's and the Group's annual report and accounts, as well as the administration of the Board and the CEO. The scope of the audit shall be in accordance with what is customary for generally accepted auditing standards. The company's auditors are, in accordance with the Swedish Companies Act, elected at the AGM. An auditor in a Swedish limited liability company is thus appointed by, and reports to, the Annual General Meeting. The auditor may thus not allow his or her work to be governed by the Board or any of the senior executives. The auditor's reporting to the Annual General Meeting takes place at the Annual General Meeting via presentation of the audit report.

According to Green Landscaping Group AB's Articles of Association, the company must have at least one (1) and no more than two (2) auditors with a maximum of two (2) deputy auditors. The auditor and any deputy auditor must be an authorized public accountant or a registered accounting firm. The current auditor for the Company is Grant Thornton Sweden AB. The audi-

Composition of the Board of Directors in 2024 and attendance at Board and committee meetings

Board members	Board meetings	Audit meetings	Remuneration meetings	Independent to the company and management team	Independent of the major shareholders
Per Sjöstrand, Chairman	8/8	3/4	1/1	Yes	Yes
Tomas Bergström	8/8	-	1/1	Yes	No
Björn Jansson*	5/8	-	1/1	Yes	Yes
Åsa Källenius	8/8	4/4	1/1	Yes	Yes
Staffan Salén	8/8	-	1/1	Yes	No
Monica Trolle	8/8	-	1/1	Yes	Yes

* elected to the Board of Directors at the AGM on 25 April 2024

tor-in-charge is Camilla Nilsson, authorized public accountant and member of FAR (the institute for the accountancy profession in Sweden).

Both the Board and management team had various meetings with the auditor-in-charge during the year.

The Board's report on internal control over financial reporting

The Board's responsibility for internal control is regulated in the Swedish Companies Act, the Annual Accounts Act and the Swedish Corporate Governance Code. Among other things, the Board shall ensure that the company has good internal control and formalized procedures to ensure that established principles for financial reporting and internal control are complied with, and that there are appropriate systems for monitoring and controlling the company's operations along with the risks associated with the company and its operations.

The company has not established any special function for internal control. Instead, the Board of Directors as a whole performs that task. Internal control includes control of the company's organization, procedures and measures. The purpose is to ensure that reliable and accurate financial reporting takes place, that the company's and the Group's financial reporting is prepared in accordance with law and applicable accounting standards and that other requirements are complied with. The internal control system also aims to monitor compliance with the company's policies, guidelines and principles.

In addition, the company's assets are monitored and the company's resources are used in a cost-effective and appropriate manner. Furthermore, internal control takes place through follow-up in IT and ERP systems and through continuous analysis of risks.
The control environment provides the basis for the internal control, which also includes risk assessment, control activities, information & communication and follow-up.

Control environment

The Board of Directors has overall responsibility for internal control over the financial reporting. In order to create and maintain a functioning control environment, the Board has adopted a number of policies and governance documents that regulate the financial reporting. These mainly consist of the Board's rules of procedure, instructions for the CEO, instructions for committees established by the Board and instructions for financial reporting. The Board has also adopted a special authorization/approval hierarchy and a finance policy. The company has an HR policy that also covers diversity. Furthermore, the company has an accounting & finance handbook containing principles, guidelines and descriptions of the processes for accounting and financial reporting. The Board has also set up an Audit Committee which has the main task of monitoring the company's financial reporting and effectiveness of its internal control and risk management, as well as reviewing and monitoring the auditor's impartiality and independence.

The CEO is responsible for the day-to-day work of maintaining the control environment, and reports on an ongoing basis to the Board in accordance with established instructions.

Each local unit is organized as a subsidiary with its own board and CEO that has responsibility for managing the local operations according to guidelines and instructions from the Group level. In addition to the internal follow-up and reporting, the company's external auditors report to the CEO and Board of Directors during the financial year.

The auditors' reporting provides the Board with a good understanding and a reliable basis for the financial reporting in the annual report.

The Board of Directors has considered setting up a special committee for internal audit, but has concluded that doing so is not necessary. The entire Board of Directors serves as the control body for the company.

Risk assessment and control activities

Risk assessment involves identifying and evaluating the risk of a material misstatement in the financial statements and reporting at the Group and subsidiary levels. Risk assessment is carried out on an ongoing basis and according to established guidelines with focus on individual projects. Within the Board, the Audit Committee is primarily responsible for continuously evaluating the company's risk situation, after which the Board carries out its own annual review of the same.

Control activities are aimed at identifying and limiting risks. The Board is responsible for internal control and follow-up of the company management. This is done through both internal and external control activities, as well as through review and follow-up of the company's policies and governance documents. The Group-wide guidelines for internal control are followed up during the year by all operating companies.
Uniform accounting and reporting instructions are applied by all units within the Group. The financial performance of the local units is continuously monitored through monthly reporting, which primarily focuses on sales, earnings trends and order backlog, but also includes legal and operational follow-up with a focus on the status of major individual projects. All units prepare an internal control report on a quarterly basis. Other important components of the internal control are the annual business planning process and forecasting processes. Forecasts are followed up in the Group's monthly reporting.

Information and communication

The company has information and communication paths aimed at promoting correct financial reporting and enabling reporting and feedback from operations to the Board and management, for example by issuing governing documents in the form of internal policies, guidelines and instructions on financial reporting and which have been made available and understood by the employees concerned. Financial reporting takes place in a Group-wide system with predefined report templates.

As a listed company, Green Landscaping Group AB must comply with EU Regulation 596/2014 on Market Abuse (MAR). MAR dictates, for example, how inside information may be published, under which conditions the publication may be postponed, and how the company shall keep a register of persons who have access to inside information about the company. The company uses a digital tool for ensuring that its management of inside information meets the requirements stated in both MAR and its own policy on inside information. Only authorized individuals in the company have access to the tool.

The company's financial reporting complies with the laws and regulations that apply in Sweden. The company's information to the shareholders and other stakeholders is made available through the annual report and via interim reports, press releases and ongoing contacts.

Follow-up

Compliance with, and effectiveness of, internal controls are monitored on an ongoing basis. The CEO ensures that the Board regularly receives reports on the company's performance, which includes its earnings and position, along with information on important events. The CEO also reports on these matters at each board meeting. The Board of Directors and Audit Committee review the annual report and interim reports. They also carry out financial evaluations in accordance with an established plan. The Audit Committee monitors the financial reporting and other related issues and regularly discusses these issues with the external auditors.

Board of Directors

PER SJÖSTRAND
Chairman of the Board

When elected: 2015
Born: 1958

Holdings: 200,576 shares (via company).

Other ongoing assignments:
Chairman of the Board for Instalco AB (publ.), Uniwater AB and Håndverksgruppen AS. Board member of ByggPartner Gruppen AB and Nordic Climate Group.

Experience:
Many years of experience as the CEO of Instalco AB, PEAB Nord AB, Midroc Electro AB and NEA Group. Has also headed major projects run by the Swedish Transport Administration. M.Sc. in Engineering from Chalmers University of Technology, Gothenburg.

TOMAS BERGSTRÖM
Director

When elected: 2020
Born: 1971

Holdings: Represents 9,160,12 shares owned by Byggmästare Anders J Ahlström Invest AB.

Other ongoing assignments:
CEO of the investment company, Byggmästare A J Ahlström Holding AB (publ), Chairman of the Board for Infrea AB, Fasticon, AB, Safe Life and the economic association, TalangAkademin. He is also a member of the Board of Directors at Team Olivia AB, Ge-Te Media AB and Byggmästare A J Ahlström Holding AB.

Experience:
More than 25 years of experience in transactions, investments, strategic business development and other leading positions, such as Senior Vice President at OptiGroup and CEO at Textilia, partner at Erneholm Haskel and Associate at Enskilda Securities. M.Sc. in Business and Economics from the Stockholm School of Economics.

BJÖRN JANSSON
Director

When elected: 2024
Born: 1963

Holdings: 5,000 shares

Other ongoing assignments:
Senior Partner at Carnegie Investment Bank AB. Chairman of Carnegie Inc and Carnegie AB, Stiftelsen D.Carnegie & Co and in the non-profit association Carnegie Social Initiative. Board member of Optise AB.

Experience:
Many years of experience from Nordic investment banking, with positions including CEO at Carnegie and Chief Analyst at both Alfred Berg and Enskilda Securities. M.Sc. in Business and Economics from the Stockholm School of Economics.

ÅSA KÄLLENIUS
Director

When elected: 2018
Born: 1967

Holdings: 60,000 shares

Other ongoing assignments:
CFO for Polygon Group. Chairman of the Board for Do My Pizza Sweden AB and Board member at Cinis Fertilizer AB. Deputy Board member at Källenius Invest AB, KAAX Investment AB with subsidiaries, Scylla, Charybdis AB, and ANNMAKA AB. Member of the Board of Directors at subsidiaries of Polygon Group.

Experience:
Extensive experience in the position of CFO at several companies and in several industries and owner constellations. M.Sc. in Business and Economics from Stockholm University. She has also completed the Executive Management Program at the Stockholm School of Economics, Novare Management Program and Michael Berglund Board Value.

STAFFAN SALÉN
Director

When elected: 2018
Born: 1967

Holdings: 9,132,298 shares (via company).

Other ongoing assignments:
CEO at Salénia AB. Chairman of the Board at AB Sagax, eWork AB, Westindia AB (and assignments at subsidiaries) and Investment AB Jamaica along with CEO and Deputy Board Member of Sven Salén Aktiebolag (including subsidiaries). Member of the Board of Directors at Strand Kapitalförvaltning AB, Investment AB Antigua, Investment AB Pilhamn, Landauer Ltd and Merim AB also Deputy Board Member at Aktiebolaget Godolphin.

Experience:
Previously Deputy CEO and CIO at FöreningsSparbanken AB, Editorial Manager for Finanstidningen (newspaper) and financial analyst at Procter & Gamble. M.Sc. in Business and Economics from the Stockholm University.

MONICA TROLLE
Director

When elected: 2018
Born: 1965

Holdings: 35,590 shares

Other ongoing assignments:
Strategic Advisor for FM & Workplace Strategy at Tenant & Partner.

Experience:
Many years of experience in Facility Management in a managerial position at companies such as Tetra Pak North Europe, WM-data Utilities AB/ CGI Sverige AB and Aktiebolaget Tetra Pak, as a consultant at Resources Global Professionals AB and Board assignments for IFMA Sverige. Has also served as CFO and Head of Administration at EF Educational Tours, Sydkraft AB and WM-data Utilities AB and as Regional Manager for Resources Global Professionals AB. Has completed the Executive Leadership Program at Stockholm School of Economics and has studied financial accounting at Lund University.

Executive management team

JOHAN NORDSTRÖM
CEO since 2015

Born: 1965

Holdings: 3,551,536 shares (via company).
31,530 warrants 22/25
45,000 warrants 23/26
75,000 warrants 24/27

Other ongoing assignments:
Board member at Green Landscaping Group subsidiaries. Board member at Eltel Networks.

Experience:
More than 25 years of experience from leading positions at several companies with international operations including CEO and Chairman of the Board at Car-O-Liner Group AB.
MBA from Copenhagen Business School.

MARCUS HOLMSTRÖM
CFO since 2024.

Born: 1988

Holdings: 500 shares
18,500 warrants 23/26
30,000 warrants 24/27

Other ongoing assignments:
Board member at Green Landscaping Group subsidiaries.

Experience:
Several leading positions in finance roles at AFRY, most recently as Head of Corporate Control and Investor Relations. Previously Senior Auditor at Ernst & Young. B.Sc. From Uppsala University.

JAKOB KÖRNER
COO since 2024.

Born: 1976

Holdings: 223,001 shares
30,000 warrants 22/25
22,000 warrants 23/26
42,000 warrants 24/27

Other ongoing assignments:
Board member at Green Landscaping Group subsidiaries.

Experience:
Has worked at Green Landscaping Group since 2012 in a number of leading positions. Most recently as Head of M&A. Previously worked at Svevia as Manager and Business Controller. M.Sc. in Engineering and M.Sc. in Business and Economics from Lund University.

DANIEL LINDERSTÅHL
Head of Lean since 2024

Born: 1976

Holdings: 45,191 shares
4,000 warrants 22/25
6,000 warrants 23/26
13,041 warrants 24/27

Other ongoing assignments:
Board member at Green Landscaping Group subsidiaries.

Experience:
Has worked as Head of Region Sweden at Green Landscaping since 2023. Started working at Green Landscaping in 2019 with the acquisition of Svensk Markservice, where he had held several positions since 2012. Attended the Swedish Armed Forces Staff College (trained officer and captain).

SAM MONSÉN
Head of M&A since 2024

Born: 1992

Holdings: 6,895 shares
10,000 warrants 22/25
6,000 warrants 23/26
2,000 warrants 24/27

Other ongoing assignments:
-

Experience:
Has worked at Green Landscaping Group with M&A since 2022. Has previously worked with M&A at Ericsson and PwC. M.Sc. in Corporate Financial Management from Lund University. B.Sc. in Business Finance from Montana State University with a minor in economics.

Auditor´s report on the corporate governance statement

N.B. The English text is a translation of the official version in Swedish. In the event of any conflict between the Swedish and English version, the Swedish shall prevail.

To the general meeting of the shareholders in Green Landscaping Group AB (publ), corporate identity number 556771-3465

Engagement and responsibility

It is the board of directors who is responsible for the corporate governance statement for the year 2024 on pages 44–52 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's standard Rev 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm on the day stated in our electronic signature

Grant Thornton Sweden AB

Camilla Nilsson
Authorized Public Accountant

GREEN LANDSCAPING GROUP AB (PUBL)

Financial statements

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FINANCIAL STATEMENTS

Directors' Report

The Board of Directors and CEO for Green Landscaping Group AB (publ), CIN: 556771– 3465, hereby present the annual report and consolidated financial statements for 2024. The annual report has been prepared in SEK. Unless otherwise stated, all amounts are SEK million.

Operations

Green Landscaping Group is a home for entrepreneurs. Operations span the areas of landscaping and construction, grounds maintenance and green space management, as well as road maintenance, including snow & ice removal. The Group is becoming multi-national, with the spirit of small company entrepreneurship by acquiring successful companies with these qualities: skilled in their trade and professionally run, strong local ties, sound values and a track record of sustainable profitability. Entrepreneurial spirit is a central theme at Green Landscaping Group. Once acquired, companies run their business as before, yet with the benefits of a larger group and access to a network of colleagues working in the same field, along with more opportunities to develop on a professional level. They become part of an environment with access to the larger company's resources. As the Group grows and develops, benefits flow to customers, employees and owners alike. The Group has a long-term perspective and the companies that belong to it have a home here. Green Landscaping Group conducts business in Sweden, Norway, Finland, Lithuania, Germany and Switzerland. Green Landscaping's stock became listed on Nasdaq First North under the ticker "GREEN" in March 2018. In April 2019, Green Landscaping Group changed its marketplace to Nasdaq Stockholm Small Cap and since January 2022, its shares have been traded on Nasdaq Stockholm Mid Cap.

Organization

As of 2024-12-31, the organization consisted of 55 operating subsidiaries and business units focused on creating and maintaining outdoor environments and other infrastructure.
The Group is gathered under three geographic segments: Sweden, Norway and Other Europe.

In 2024, the Group continued to expand beyond the Nordics with the acquisition of subsidiaries in Germany and an acquisition in Switzerland that was announced in 2023. There was also one acquisition in Norway and one in Finland during the year.

Holdings of own shares

A repurchase of own shares was carried out during the year for a total of SEK 63 million based on authorization granted by the AGM on 25 April 2024. At year-end, the number of own shares amounted to 308,345 (256,693). Own shares are repurchased for the purpose of being able to use them as part of the consideration when making acquisitions and during the year, shares corresponding to a value of SEK 60 million were used as payment for acquisitions. See Note M13 and page 42 for more information on Green Landscaping Group AB's stock.

Share capital

As of 31 December 2024, share capital amounted to SEK 4,032,770, allocated to 56,799,575 shares with a quotient value of SEK 0.071.

Ownership structure

Green Landscaping Group AB had 3,594 known shareholders as of 30 December 2024. The three largest owners are Staffan Salén with family via company with 16.5 percent, Byggmästare Anders J Ahlström Invest AB (publ) with 16.1 percent and Johan Nordström via company with 6.3 percent.

Together, the 10 largest owners hold 66.8 percent of the company's shares.

Climate, quality and environment

Much of Green Landscaping Group's core business is devoted to making cities and society more sustainable. The Group thus has ample opportunities for helping to make the world more sustainable, beyond what it can do by improving the sustainability of its own operations. Maintenance and construction of green areas is done with the intention of creating environments that are safe, inclusive and accessible to all, regardless of age, gender, ethnicity and functional ability.

Green Landscaping Group's business activities contribute to such things as a more beautiful cityscape, preservation of natural environments and biodiversity. The Group helps offer nature experiences to city residents, lower the dangerous effect of pollution and create social venues. By planting vegetation, such as trees, bushes and sedum, the Group compensates for the emissions that occur. The long-term goal is to be a climate-neutral company, which is aligned with the desires of our customers.

Having a quality management system is an import part of quality and environmental efforts. Several of the companies in the Group have obtained ISO certification, such as ISO 9001 Quality Management, ISO 14001 Environmental Management, ISO 45001 Occupational Health and Safety, as well as BF9K, which is a management and product certification specific to the construction sector.

Sustainability Report
In accordance with Chapter 6, Section 11 of the Annual Accounts Act, Green Landscaping Group AB has prepared a statutory sustainability report, which is presented on pages 24-41 of this document.

Corporate Governance Report
Green Landscaping Group AB's Corporate Governance Report is presented on pages 44-53 of this document.

Work environment
At the Group's work sites, there should be a good work environment with good terms of employment and satisfied employees. Health and safety of employees falls within the scope of the Group's social responsibility. The Group continually works with these issues and several of its companies are also certified in accordance with ISO 18001 Occupational Health and Safety.

Employees
The average number of employees during the year was 2,858, compared to 2,712 employees during the same period last year.

Guidelines for remuneration to senior executives
At the 2023 AGM, the following guidelines for remuneration to senior executives were decided.

The basic principle is that remuneration and other terms of employment for senior executives must be market-based and competitive in order to ensure that the Group can attract and retain competent senior executives at a reasonable expense for the Company.

The total remuneration to senior executives shall consist of fixed remuneration, variable remuneration, pension and other benefits. To discourage senior executives from a temptation to take on unhealthy risk, there must be a fundamental balance between fixed and variable remuneration. Accordingly, an adequately large portion of the senior executive's total remuneration shall be fixed remuneration so that it is possible to set variable remuneration at SEK 0. Variable remuneration to a senior executive, or to an employee with a total remuneration level such that he or she can have a significant impact on the company's risk profile, may not exceed the amount of fixed remuneration.

Each senior executive shall be offered a market-competitive fixed salary that is based on the degree of difficulty for that position, their experience, responsibility, expertise and effort. Fixed salary shall by revised annually.
In addition to fixed salary, senior executives shall also be offered variable salary, paid in cash and based on the outcome compared to pre-established, measurable criteria that can be financial or non-financial, associated with the individual's area of responsibility. These criteria shall promote the Company's long-term value creation and generate incentives for promoting its business strategy, long-term interests and sustainability. It shall be possible to measure fulfillment of the criteria for payment over a one-year period. At the conclusion of the measurement period for determining whether or not the criteria for payment of variable remuneration have been met, an assessment shall be made of the extent to which the criteria have been fulfilled. The Remuneration Committee is responsible for the assessment of criteria for payment of variable remuneration to the CEO. For other senior executives, the CEO is responsible for the assessment. Variable salary shall correspond to a maximum of 50 percent of the fixed annual salary. If variable remuneration is paid out based on information that, upon revision, is later determined to be incorrect, the company shall be entitled to demand repayment of the amount that has been incorrectly paid out. Variable cash remuneration shall be pensionable to the extent required by collective agreements applicable to the senior executive.

Senior executives shall, unless otherwise specifically agreed, be offered defined-contribution pension terms at the going market rate in the country where the senior executive has their permanent residence. The maximum allowed amount for the defined-contribution pension premiums is 35 percent of the fixed salary.

Other benefits, such as company car, extra health insurance or occupational health services, shall be of limited value in relation to other remuneration and may be paid to the extent that this is judged to be at the going rate in the labor market for senior executives in corresponding positions. The maximum allowed amount for such benefits is 15 percent of the fixed salary.

In the event of termination by the Company, the notice period for all senior executives shall be a maximum of 12 months with the right to severance pay after the end of the notice period, corresponding to a maximum of 100 percent of the fixed salary for a maximum of 12 months, i.e. fixed salary during the period of notice and severance pay for the senior executives shall not exceed 24 months of the fixed salary amount. As a general rule, any right to severance pay shall decrease in situations where remuneration during the current period is received from another employer. In the event of termination by the executive, the period of notice shall normally be 6 months for the CEO and 3-6 months for other senior executives.

For the AGM, no proposals have been submitted on changes to the principles for remuneration and other terms of employment for senior executives.

Please see Note 6, page 80 for additional information on remuneration to senior executives.

Significant events during the financial year

In March, Lässle Landschaftsbau & Tiefbau was acquired. The company is based in Ortenau, Lahr/Schwarzwald, Germany. The company was founded in 1968 as a family business and is today run by the second generation, headed by Rainer Lässle together with 25 employees. It offers
It offers green space management, landscaping and recycling of ground materials in Baden-Württemberg, Germany and is consolidated as of 1 April 2024. Net sales amounted to approximately EUR 3.3 million (SEK 38 million) in 2023.

In April, Gartenidee Kuchler GmbH was acquired. It is based in Geisenfeld, serving the greater Munich area in Bavaria, Germany. The company was founded in 1999. It currently has more than 100 employees and is being run by its founder, Wolfgang Kuchler. It offers grounds maintenance, green space management and landscaping, as well as snow and ice removal services for customers in and around both Ingostadt and Munich. They have also established a strong market position in green roofs. The company is consolidated as of 1 May 2024. Its net sales in 2023 amounted to EUR 14.6 million (SEK 169 million).

In May, the Group's CFO, Carl-Fredrik Meijer, announced that he would be leaving Green Landscaping Group for a position outside the Group. In June, Marcus Holmström was appointed as the new CFO and he took over that role in December. His most recent position was Head of Corporate Control & Investor Relations at AFRY.

In May, Green Landscaping Group's Norwegian subsidiary, Aktiv Veidrift AS, signed a contract with Asker Municipality and Drammen Municipality for services to road, water and sewage facilities. The total value amounts to as much as NOK 570 million. These services will be provided for a period of up to eight years. Both the order value and contract length of the new contract are significantly higher than previous agreements.

In June, A. Markussen AS, domiciled in Narvik (Norway), was acquired. The company was established in 1978 and it is currently the leading company of its kind in Northern Norway. It has a full-range offering of services for landscaping, gardening, construction, infrastructure and maintenance of outdoor environments.
Net sales in 2023 amounted to NOK 130 million (SEK 130 million). The company is consolidated as of 1 July 2024.

In July, Stange Grünanlagen & Winterdienst GmbH, situated in Neubrandenburg, Mecklenburg-Vorpommern,
Germany, was acquired. The company was founded in 2009. It currently has 15 employees and is being run by its founder, Ricardo Stange. It offers maintenance services for public spaces, including snow and ice removal, to customers in and around Neubrandenburg. The company's net sales in 2023 amounted to approximately EUR 4 million (SEK 45 million). The company is consolidated as of 1 July 2024.

Another acquisition in July was BUK Garten- und Landschaftsbau GmbH, situated in Oberhachning, serving the greater Munich area in Bavaria, Germany. The company was founded in 2011. It currently has around 30 employees and is being run by its founder, Sascha Buk. It specializes in designing, creating and maintaining high-end gardens, primarily for customers in the Munich area. The company's net sales in 2023 amounted to approximately EUR 8.5 million (SEK 95 million). The company is consolidated as of 1 July 2024.

In October, changes and reinforcements to the Group management team were announced. The new Group management team since then is: Johan Nordström, President and CEO, Jakob Körner, Vice President and Chief Operating Officer (COO), Marcus Holmström, Chief Financial Officer (CFO), Daniel Linderståhl, Head of Lean, and Sam Monsén, Head of M&A.

In November, the acquisition of the Finnish company, Turun Reunakivi- ja Laatta-asennus Oy was completed. It offers landscaping and maintenance of outdoor environments to customers in and around Åbo. Its net sales in 2023 amounted to EUR 3.6 million (SEK 41 million). The company is consolidated as of 1 November.

In November, the acquisition of the Swiss company, Viva Gartenbau AG was completed. It offers ground maintenance and landscaping services for outdoor environments in and around Basel. The company's net sales in 2023 amounted to approximately CHF 3.2 million (SEK 39 million). The company is consolidated as of 1 December.

In November, Green Landscaping Group held its first capital market day since the IPO in 2018. The event was held live, online, and has since been published on the company's website.

In December, Tiefbau Lenzen GmbH was acquired. It is domiciled in the city of Bonn, North Rhine-Westphalia, Germany. The company was founded in 1953. It currently has around 30 employees and is being run by Pascal Lenzen. It offers a wide range of light construction services, including groundwork, water & sewage, light road maintenance and landscaping. The company's net sales in 2024 amounted to approximately EUR 8 million (SEK 92 million). The company is consolidated as of 1 January 2025.

Sales and earnings

Net sales amounted to SEK 6,352 (5,831) million, which is an increase of 9 percent. There was heavy snowfall in Norway and parts of Sweden this winter. Additionally, many of the Norwegian subsidiaries have successfully expanded their customer base and these were the main contributions to organic growth of 3 (3) percent. Acquired growth amounted to 7 (19) percent, which was concentrated in Germany. Changed exchange rates impacted net sales by -1 (-1) percent.

EBITA amounted to SEK 528 (512) million, corresponding to a profit margin of 8.3 (8.8) percent. Overall, companies focusing on green space management reported stable earnings, while profitability was somewhat dampened for those in the landscaping sector. Earnings increased significantly for the Other Europe segment. Changed exchange rates impacted EBITA by -1 percent. Transaction costs associated with acquisitions amounted to SEK -15 (-10) million.

Operating profit increased and amounted to SEK 419 (394) million. There was a negative impact on financial items from higher interest expenses and revaluation of liabilities in a foreign currency amounting to SEK -148 (-101) million. Financial items were impacted by net interest income from bank balances, loans and lease liabilities of SEK -137 (-113) million, currency losses/gains of SEK 2 (11) million, discounting of the liability for additional consideration of SEK -13 (-19) million and other financial items of SEK -5 (-5) million. Revaluation of the assessed outcome for additional consideration impacted net financial items positively by SEK 5 (24) million. Profit for the period amounted to SEK 197 (218) million, which corresponds to basic earnings per share of SEK 3.48 (3.85). Tax for the period was SEK -74 (-75) million.

MULTI-YEAR OVERVIEW (SEK million)

	2024	2023	2022	2021	2020
Net sales	6,352	5,831	4,810	3,139	2,135
EBITA	528	512	407	232	101
Equity	1,683	1,513	1,336	896	468
Balance sheet total	6,041	5,364	5,023	3,171	2,012
Average number of employees	2,858	2,712	2,145	1,623	1,357

Order backlog

At the end of the quarter, order backlog was SEK 7,312 (8,263) million.

Over time, there is a correlation between the size of order backlog and sales. But this is not necessarily the case over the short term. The reason is that large, long-term contracts are procured with intervals of 5–10 years. When large contracts are renewed within the Group, it has a significant impact on the order backlog.

Financial position and liquidity

Consolidated equity attributable to the Parent Company's shareholders amounted to SEK 1,664 (1,479) million, which corresponds to an increase of SEK 185 million compared to 2023-12-31. A repurchase of own shares was carried out during the year for a total of SEK 63 million based on authorization granted by the AGM on 25 April 2024. They were then primarily used as a means of payment for acquisition of subsidiaries.
Available liquidity amounted to SEK 738 (459) million, which includes cash and cash equivalents, along with bank overdraft of SEK 50 (43) million.

The company's net debt increased by SEK 220 million to SEK 2,195 million, primarily due to acquisitions that were made. Net debt, not including lease liabilities, amounted to SEK 1,560 (1,435) million. Net debt in relation to EBITDA pro-forma RTM amounted to 2.5 (2.5) times.

Cash flow, investments and depreciation/amortization

Consolidated cash flow from operating activities was SEK 601 (379) million, of which changes in working capital amounted to SEK 46 (-128) million. Business combinations for the year amounted to SEK -327 (-220) million. Other net investments were SEK -67 (-59) million, which consisted primarily of machinery, vehicles and tools used in operations. Cash flow from financing activities for the year amounted to SEK 62 (-137) million, of which new loans were SEK 535 (770) million and amortized loans were SEK -203 (-723) million. The amount of amortization on lease liabilities during the year was SEK -206 (-188) million. Depreciation and impairment of property, plant and equipment during the year was SEK -274 (-228) million. Amortization of intangible assets during the year was SEK -109 (-119) million.

Acquisitions and investments

In 2024, the following five acquisitions were made in Germany: Lässle Landschaftsbau & Tiefbau GmbH, Gartenidee Kuchler GmbH, Stange Grünanlagen & Winterdienst GmbH, BUK Garten- und Landschaftsbau GmbH and Tiefbau Lenzen GmbH. Besides those, one acquisition was made in Norway of A. Markussen AS and one in Finland of Turun Reunakivi- ja Laatta-asennus Oy. Furthermore, the acquisition of Viva Gartenbau AG in Switzerland was completed in 2024 (announced in 2023). See Note 12 for more information on the acquisitions.
Green Landscaping Group primarily invests in property plant and equipment in the form of machinery and vehicles.

Parent Company

The Parent Company's sales for the year amounted to SEK 36 (36) million, with an operating profit of SEK -39 (-37) million. Impairment of subsidiaries, SEK -218 (-20) million was recorded in the Parent Company financial statements and dividends were received for a net amount of SEK 148 (281) million. Net interest amounted to SEK -105 (-98) million, discounting of the liability for additional consideration to SEK -4 (-15) million and currency gains/losses to SEK -4 (41) million. Financial assets increased by SEK 119 million, which is primarily attributable to the acquisition of subsidiaries. Shares in subsidiaries, classified as financial assets, decreased by SEK 796 million following the sale of several subsidiaries within the Group. The intra-Group transfer was funded by intra-Group loans, which is why receivables increased by a corresponding amount. Liabilities increased by SEK 334 million during the year. The higher borrowings have primarily been used to finance the acquisition of subsidiaries.

Limitations on the right to transfer shares, etc.

When Green Landscaping Group AB acquires subsidiaries, the owners of those companies typically receive a portion of the consideration in the form of shares in Green Landscaping Group AB as payment. Purchase agreements also stipulate that the shares may not be divested during a specified period of time. Besides that, the company is not aware of any agreements between shareholders limiting the right to transfer shares. The Articles of Association for Green Landscaping Group AB do not contain any special conditions on the appointment or termination of Board members. Instead, it follows what is stipulated in the Companies Act, without any additions. Neither are there any special conditions on changes to the Articles of Association.

Appropriation of earnings

The following retained earnings shall be appropriated by the AGM (SEK):

Unrestricted share premium reserve	1,148,874,398
Retained earnings	-68,189,160
Profit (loss) for the year	-188,779,373
Total	**891,905,865**
The Board proposes that:	
Carried forward	891,905,865

Management of risks and uncertainties

Operational risks

Operating activities involve several risk factors that could impact the Group's business and financial position. The risks are primarily associated with operating activities such as delivery quality, tendering, and delivery efficiency. Weather is another external risk that could impact earnings. To counter such risks, the company strives to have a mix of agreements with fixed and variable remuneration. It also strives to share the risks with customers and subcontractors.

Because of uncertainties in the world around us and the changed economic circumstances with higher inflation and higher energy and fuel prices, there is a risk of cost increases for the Group. The risk is primarily mitigated by the fact that most of the customer agreements with a longer duration contain indexation clauses that adjust prices based on inflation. The content of contracts regulates when indexation may occur, typically, on an annual basis. This is why there is a delay between when costs rise and prices are adjusted. Statistics on the expenditure of Swedish municipalities since 2011 show an increase of spending in areas where the Group does business. The variation between years is small and there is no clear correlation between spending levels and business cycles.

Tendering

Green Landscaping Group participates in competitive bidding processes in the form of requests for tenders or equivalent tendering procedures for public procurement. Tender requests often consume both time and financial resources and there is always a risk that Green Landscaping Group will not be awarded the contract. Furthermore, contracts obtained after a public tendering process can be appealed or revoked due to actual or alleged procedural errors during the tendering process. An unsuccessful tendering process could have a significant negative impact on the Group's operations, financial position and earnings.

Tendering is a key competence for many of the Group's companies and much effort is expended on retaining that competence.

Growth and continued profitability

The Group's future growth and profitability are dependent on a number of factors such as geographical expansion and continued demand for the company's services. Future demand for the Group's services depends on the level of ambition of customers regarding the quality of outdoor environments, along with the development of society, leading to a demand for services for the construction and landscaping of parks and outdoor environments.

Changed market conditions, negative macroeconomic developments and changing trends in, for example, the level of outsourcing of services in the public sector could lead to a lower demand for the Group's services in the future.

Risks related to continued expansion through acquisitions

Green Landscaping Group pursues an active acquisition strategy and, going forward, a large part of the Group's growth is still expected to consist of acquisitions, aimed at, for example, expanding the business and entering new markets.

Future acquisitions of companies or operations could result in both business and company-specific risks such as miscalculations of such things as value and future prospects, along with unexpected costs resulting from unknown obligations.

Even risks that have been identified and considered prior to each acquisitions might be incorrectly assessed and have a negative impact on both value and future prospects, along with unexpected costs arising from such things miscalculations or failures in meeting claims on the seller's performance of contractual obligations. There is also the risk of a costly or unsuccessful integration process in conjunction with the acquisition. An unsuccessful integration in the form of, for example, quality problems in the acquired company could damage the Group's reputation.

Large future acquisitions could also diminish Green Landscaping Group's liquidity and have a dilutive effect for the Group's shareholders via issuance of shares or share-related instruments along with a need to acquire new loans.
To manage the risks associated with acquisitions, the Group works with comprehensive, specially-designed processes that contain several defined decision points. A Group function has been specially set up that has responsibility for the acquisition process.

If Green Landscaping Group is unable to control growth in an effective manner, it could impact the Group's competitiveness and have a negative effect on its operations, financial position and earnings.

Weather and seasonal variations
Operations are affected by seasonal variations. The service offering also varies with each season. During the spring, summer and fall, a full range of green space management and grounds maintenance services are offered such as waste collection, lawn mowing, pruning, planting, leaf removal and road maintenance. Also offered is a wide assortment of construction and landscaping services for creating outdoor environments. Weather variations during this time have only had a limited impact on net sales and earnings, since the services that Green Landscaping Group offers also vary with the weather. During the winter however, weather conditions have a greater impact on the Group's sales and earnings. Snow and ice removal, along with pruning work is done in the winter, as well as some construction work. In general, less snow and ice removal is needed when the winter is cold and dry. Ground frost and cold also limit the opportunities for doing construction work in the winter. A milder winter with recurring precipitation provides the opposite conditions. The financial outcome in the quarter is impacted by the seasons. Winter occurs in the first quarter of the year. It is thus low season for most of Green Landscaping Group's operations, which negatively impacts net sales and earnings, although cash flow is typically strong. The level of activity increases as of April and the second quarter is high season for most of the Group's operations. The activity level decreases somewhat at the beginning of the third quarter because of summer vacation. August and September are when many construction and landscaping projects start up, requiring capital-intensive efforts by the company. Cash flow is thus also weaker. In the fourth and last quarter of the year, many customers are striving to wrap up their projects before year-end. Typically, this causes the activity level to rise.

Operatively, the risks associated with weather and seasonal variations is managed by maintaining preparedness for temporary weather changes and when that happens, being able to offer other services instead, to the extent possible. Beyond that, weather and season variations are addressed in the Group's external communication, to raise awareness and understanding of the environment in which Green Landscaping Group operates, so that there is more tolerance for deviations and to align expectations with that.

Financial risks
Through its operations, the Group is exposed to a variety of financial risks, such as credit risk, market risks (interest rate risk and other price risks), currency risk and liquidity risk. The Group's overall risk management is focused on unpredictability in the financial markets and efforts are aimed at limiting the potential negative effects on the Group's financial results.
The Group's financial transactions and risks are managed by the CFO and the Parent Company's other senior executives, along with the board of directors. The Group's overall goal for financial risks is to limit the negative effects on the Group's earnings due to market changes or other factors in the surrounding world.

Credit risk
The percentage of both bad and doubtful debts was insignificant during the period, well in line with historical patterns. The majority of the Group's customers are in the public sector in terms of its net sales, thus, the risk of this customer group having difficulty paying is assessed as low.

Market risk
For quite some time, the Group has opted for a short fixed interest period on its outstanding loans. Accordingly, changes in interest rates have a quick impact. For several years, the Group has demonstrated its ability to continuously generate a profit. Cash flow has also been good and even steadily improved. The Group's interest-bearing liabilities are recognized at amortized cost. As of the closing date, there was no difference between the carrying amount and fair value of the liabilities. Historically, Green Landscaping Group's market has been stable and predictable. Management's assessment is that the conditions are good for it remaining so. Most of the services that Green

Landscaping offers are necessary, so the demand for them is relatively unaffected by the overall state of the economy. A large portion of the customer base is also made up of customers in the public sector. Considering the Group's good performance, market stability and predictability, the company's performance and decision-making has thus only been marginally impacted by the higher interest rates.

The state of the economy and interest rates have been considered when making the assessment of impairment on intangible assets.

Currency risk
The Group is exposed to changed exchange rates, primarily the NOK currency, but to a smaller extent, also the EUR relative to SEK. The currency exposure is associated with the foreign subsidiaries' sales, earnings and equity, along with goodwill that has arisen in conjunction with acquisitions. The revenue and expenses of foreign subsidiaries is primarily in their own local currencies, which means that the direct impact of currency fluctuations in the subsidiaries themselves is limited. The percentage of consumables used in the business that are impacted by currency fluctuations is low and thus, thereby only having a limited impact on the Group's position.

Hedge accounting is applied for hedges of net investments in foreign operations where loans in the corresponding currency are used as the hedging instrument. Gains and losses attributable to the effective part of the hedge are reported in other comprehensive income and accumulated in the exchange rate reserve in equity. The ineffective portion of gains and losses is reported in profit (loss) for the year. Gains and losses are reported in the exchange rate reserve and recycled to profit (loss) for the year in conjunction with any divestment of foreign operations. Beyond this, the Group does not hedge currencies by buying or selling currency on futures or with other financial instruments.

Refinancing risk
Refinancing risk is the risk that financing cannot be obtained or renewed upon maturity, or that it can only be obtained or renewed at a significantly higher cost. The Group primarily finances its operations through equity, borrowings and the Group's own cash flows. In the future, Green Landscaping Group AB (the Parent Company) could fail to meet the obligations in financial covenants and other obligations associated with credit and loan agreements due to the general economic climate or disturbances in the capital and/or credit markets. If the Group fails to obtain the necessary financing in the future, or if financing can only be obtained on terms that are much more disadvantageous to the Group, it could have a negative impact on the Group's operations, financial position and earnings.

Disputes and legal processes
Green Landscaping Group operates in an industry where disputes with both clients and subcontractors can arise.
Within the scope of its operating activities, the Group could thus become involved in disputes. Such disputes could, for example, lead to demands for payment and/or remediation of work and other such consequences to remedy errors in the delivery of services. Furthermore, the Group could be subject to outstanding claims and other situations that could force it to take legal action.

At the time when this report was published, the Group was not involved in any significant disputes.

Insurance risks
There is a risk that losses associated with damages could arise and that claims exceed what is covered by applicable insurance cover. And, even if such a claim is fully covered by the Group's insurance, the premiums that the Group pays to the insurance agency could increase afterwards.

Inflation risk
Inflation, with rising prices for materials and salaries, could impact the Group. This risk is managed via indexation clauses to adjust prices, which are included in most of the Group's multi-year contracts. Projects typically run for three to six months and are quoted on an ongoing basis, allowing for price adjustments to reflect rising costs. Over the short term, significant price increases could impact profitability.

Significant events after the end of the financial year
There have not been any significant events after the end of the financial year.

Anticipated future growth and development
Green Landscaping Group's strategy is to grow sales organically and through acquisitions, along with continuing to work in a decentralized way via its subsidiaries. The market for services related to outdoor environments is assessed as robust, growing and relatively cyclical. The trends of sustainability, green cities and urbanization are expected to create good conditions for the Group. The market is fragmented and there are opportunities for making additional company acquisitions.

Consolidated statement of comprehensive income

SEK m	Note	2024	2023
Net sales	4, 5	6,352	5,831
Other operating income		52	54
Total income		**6,404**	**5,885**
Operating costs			
Direct costs of goods and services sold		-2,830	-2,624
Other external costs	7	-827	-750
Costs for remuneration to employees	6	-1,928	-1,755
Other operating expenses	30	-17	-15
Depreciation of PPE	15.16	-274	-228
Amortization and impairment of intangible assets	14	-109	-119
Operating profit (loss)	5	**419**	**394**
Profit (loss) from financial items			
Financial income	8	29	63
Financial expenses	8	-177	-164
Total income from financial items		-148	-101
Profit (loss) after financial items		**271**	**293**
Tax	9	-74	-75
PROFIT (LOSS) FOR THE YEAR		**197**	**218**
Other comprehensive income			
Items that have been transferred or can be transferred to profit for the year			
Translation gains or losses pertaining to foreign operations		-5	-132
Gains/losses from hedging of net investments in foreign operations		-6	29
COMPREHENSIVE INCOME FOR THE YEAR		**186**	**115**
Earnings per share			
Basic earnings per share, SEK	10	3.48	3.85
Diluted earnings per share, SEK	10	3.48	3.85
Profit (loss) for the period attributable to the Parent Company's shareholders		196	216
Profit (loss) for the period attributable to non-controlling interests		1	2
Total comprehensive income attributable the Parent Company's shareholders		186	115
Total comprehensive income attributable to non-controlling interests		0	0

Consolidated statement of financial position

SEK m	Note	2024-12-31	2023-12-31
ASSETS			
Non-current assets			
Intangible assets			
Goodwill	12.14	2,192	1,888
Customer relations	12.14	249	272
Brands	12.14	306	255
Other intangible assets	14	9	11
Total intangible assets		**2,756**	**2,426**
Property, plant and equipment			
Buildings and land	15	56	13
Expenditure for improvement on unowned property	15	6	2
Plant and machinery	15	306	278
Equipment, tools, fixtures and fittings	15	77	51
Right-of-use assets	16	722	653
Total property, plant and equipment		**1,167**	**997**
Financial assets			
Deferred tax asset	9	17	18
Other non-current receivables		6	6
Total financial assets		**23**	**24**
Total non-current assets		**3,946**	**3,447**
Current assets			
Inventories, etc.			
Finished goods and goods for resale	18	87	80
Total inventories, etc.		**87**	**80**
Current receivables			
Accounts receivable	19	933	1,059
Contract assets	19	235	220
Current tax asset		37	30
Other receivables		51	62
Prepaid expenses and accrued income	20	64	50
Total current receivables		**1,320**	**1,421**
Cash and cash equivalents	17, 21	688	416
Total current assets		**2,095**	**1,917**
TOTAL ASSETS		**6,041**	**5,364**

Consolidated statement of financial position, cont.

SEK m	Note	2024-12-31	2023-12-31
EQUITY AND LIABILITIES			
Equity			
Share capital		4	4
Other contributed capital		1,150	1,150
Translation reserve		-31	-21
Retained earnings including (profit/loss for the year)		541	346
Total equity attributable to the Parent Company's shareholders	22	**1,664**	**1,479**
Equity attributable to non-controlling interests		19	34
Total equity	22	**1,683**	**1,513**
Non-current liabilities			
Liabilities to credit institutions	17, 24	2,141	1,749
Lease liability	17, 24, 27	425	371
Provisions	23	25	20
Deferred tax liabilities	9	242	200
Other non-current liabilities	24	195	149
Total non-current liabilities		**3,028**	**2,489**
Current liabilities			
Accounts payable - trade	17, 29	314	393
Contract liabilities	25	43	69
Liabilities to credit institutions	17	107	102
Lease liability	17, 27	210	168
Current tax liabilities		60	77
Other liabilities	32	326	244
Accrued expenses and deferred income	17, 26	270	309
Total current liabilities	13	**1,330**	**1,362**
TOTAL EQUITY AND LIABILITIES		**6,041**	**5,364**

Consolidated statement of changes in equity

SEK m	Note	Share capital	Other contrib-uted capital	Translation reserve	Retained earn-ings including profit for the year	Total equity attribut-able to the Parent Company's sharehold-ers	Non-con-trolling interests	Total
Opening balance 2023-01-01		**4**	**1,074**	**80**	**143**	**1,301**	**35**	**1,336**
Profit (loss) for the period					216	216	2	218
Other comprehensive income				-101		-101	-2	-103
Comprehensive income for the year				**-101**	**216**	**115**	**0**	**115**
Transactions with owners	22							
Dividend							-0	-0
Non-cash issue		0	60			60		60
Repurchase of own shares*					-17	-17		-17
Divestment of own shares*								
Redemption of options		0	16			16		16
Premiums for warrants					4	4		4
Non-controlling interests that have changed due to a change in ownership during the year							-1	-1
Closing balance 2023-12-31		**4**	**1,150**	**-21**	**346**	**1,479**	**34**	**1,513**
Opening balance 2024-01-01		**4**	**1,150**	**-21**	**346**	**1,479**	**34**	**1,513**
Profit (loss) for the period					196	196	1	197
Other comprehensive income				-10		-10	-1	-11
Comprehensive income for the year				**-10**	**196**	**186**	**0**	**186**
Transactions with owners	22							
Dividend							-6	-6
Non-cash issue								
Repurchase of own shares*					-63	-63		-63
Divestment of own shares*					60	60		60
Premiums for warrants					5	5		5
Non-controlling interests that have changed due to a change in ownership during the year					-3	-3	-9	-12
Closing balance 2024-12-31		**4**	**1,150**	**-31**	**541**	**1,664**	**19**	**1,683**

* Repurchased shares have been used as the means of payment for acquisition of subsidiaries

Consolidated cash flow statement

SEK m	Note	2024	2023
Operating profit (loss)		419	394
Adjustment for items not included in cash flow:			
Adjustment for depreciation/amortization		383	346
Capital gain (loss)		-6	-15
Other non-cash items		-10	1
Interest received		10	8
Interest paid		-147	-125
Paid income tax		-94	-102
Cash flow from operating activities before changes in working capital		**555**	**507**
Change in inventory		-2	-12
Change in receivables		235	-181
Change in current liabilities		-187	65
Total change in working capital		46	-128
Cash flow from operating activities		**601**	**379**
Business combinations	12	-327	-220
Acquisition of PPE	15	-127	-97
Acquisition of intangible assets	14	-1	-1
Sale of non-current assets		61	39
Sale of financial assets		-1	-0
Cash flow from investing activities		**-395**	**-279**
Dividend		-6	-
Net change in bank overdraft		-7	7
New loans	33	535	764
Amortization of debt	33	-196	-723
Amortization of lease liability	27, 33	-206	-188
Repurchase of own shares		-63	-17
Option premiums and option redemptions		5	20
Cash flow from financing activities		**62**	**-137**
Cash flow for the year		**268**	**-37**
Cash and cash equivalents at the beginning of the period		416	476
Translation difference in cash and cash equivalents		3	-23
Cash and cash equivalents at the end of the period		**688**	**416**

Parent company's income statement

SEK m	Note	2024	2023
Net sales	M1, M20	36	36
Other operating income		0	0
Total operating income		**36**	**36**
Operating costs			
Other external costs	M3, M19	-37	-34
Employee benefit expenses	M2	-37	-39
Depreciation of property, plant and equipment and amortization of intangible assets	M8, M9	-1	-1
Operating profit (loss)		**-39**	**-37**
Financial items			
Profit (loss) from participations in Group companies	M4	-120	261
Other interest income and similar profit or loss items	M5	26	45
Interest expenses and similar profit or loss items	M5	-144	-121
Total income from financial items		**-239**	**185**
Profit (loss) after financial items		**-277**	**148**
Provision to tax allocation reserve		-10	-20
Group contributions		106	120
Earnings before tax		**-181**	**248**
Tax	M6	-7	-13
Profit (loss) for the year		**-189**	**235**

The parent company does not have any items reported as other comprehensive income. Accordingly, total comprehensive income is the same as profit or loss for the year.

Parent company's balance sheet

SEK m	Note	2024-12-31	2023-12-31
Assets			
Intangible assets			
Software	M8	1	1
Property, plant and equipment			
Expenditure for improvement on unowned property	M9	0	0
Equipment, tools, fixtures and fittings	M9	1	1
Financial assets			
Shares in Group companies	M7	2,390	3,240
Receivables from Group companies	M20	1,010	40
Deferred tax asset	M6	4	4
Total non-current assets		**3,406**	**3,287**
Current receivables			
Receivables from Group companies	M20	79	199
Other receivables		1	0
Prepaid expenses and accrued income	M11	1	2
Total current receivables		**81**	**201**
Cash and bank	M12	179	35
Total current assets	M10	**260**	**236**
TOTAL ASSETS		**3,666**	**3,523**

Parent Company's balance sheet, cont.

SEK m	Note	2024-12-31	2023-12-31
Equity			
Restricted equity			
Share capital		4	4
Fund for development expenditure		1	1
Total restricted equity	M13	**5**	**5**
Non-restricted equity			
Unrestricted share premium reserve		1,149	1,149
Retained earnings		-68	-301
Profit (loss) for the year		-189	235
Total non-restricted equity		**892**	**1,083**
Total equity	M13	**897**	**1,088**
Untaxed reserves		30	20
Non-current liabilities			
Liabilities to credit institutions	M10, M14	2,072	1,685
Non-current liabilities to Group companies		69	
Other liabilities	M10, M14	92	149
Total non-current liabilities		**2,233**	**1,834**
Current liabilities			
Liabilities to credit institutions	M10	89	91
Accounts payable - trade	M10	2	4
Liabilities to Group companies	M20	313	451
Current tax liabilities		14	11
Other liabilities	M10, M22	73	10
Accrued expenses and deferred income	M15	15	14
Total current liabilities		**506**	**581**
TOTAL EQUITY AND LIABILITIES		**3,666**	**3,523**

Parent Company statement of changes in equity

		Restricted equity		Non-restricted equity			
SEK m	Note	Share capital	Fund for development expenditure	Unrestricted share premium reserve	Retained earnings	Profit (loss) for the year	Total
Opening balance 2023-01-01		**4**	**2**	**1,073**	**-291**	**2**	**790**
Transfers within equity							
Transfer of prior year's profit or loss					2	-2	**0**
Capitalization of development expenditure, change			-1		1		**0**
Comprehensive income for the period						235	**235**
Transactions with owners:	M13						
Non-cash issue		0		60			**60**
Repurchase of own shares					-17		**-17**
Redemption of options		0		16			**16**
Premiums for warrants					4		**4**
Closing balance 2023-12-31		**4**	**1**	**1,149**	**-301**	**235**	**1,088**
Opening balance 2024-01-01		**4**	**1**	**1,149**	**-301**	**235**	**1,088**
Transfers within equity							
Transfer of prior year's profit or loss					235	-235	**0**
Capitalization of development expenditure, change			-0		0		**0**
Comprehensive income for the period						-189	**-189**
Transactions with owners:							
Repurchase of own shares					-63		**-63**
Divestment own shares					60		**60**
Closing balance 2024-12-31		**4**	**1**	**1,149**	**-68**	**-189**	**897**

Parent Company cash flow statement

SEK m	Note	2024	2023
Operating profit (loss)		-39	-37
Adjustments for items not included in cash flow:			
Adjustment for depreciation/amortization		1	1
Other non-cash items		2	-1
Interest received		23	4
Interest paid		-130	-106
Paid income tax		-5	-1
Cash flow from operating activities before changes in working capital		**-148**	**-139**
Change in working capital			
Change in operating receivables		0	2
Change in operating liabilities		3	24
Cash flow from operating activities		**-145**	**-113**
Investing activities			
Acquisition of participations in subsidiaries	12	-92	-328
Acquisition of property, plant and equipment and intangible assets	M8, M9	0	0
Change in non-current receivables, Group		-124	0
Cash flow from investing activities		**-217**	**-328**
Financing activities			
Dividend received	M4	148	244
Group contribution received		131	36
Group contributions made		-44	-4
Repaid shareholder contribution from subsidiaries		-	10
Shareholder contributions made to subsidiaries		-25	
Change in utilized bank overdraft		-7	7
New loans	M18	582	876
Amortization of debt	M18	-215	-700
Repurchase of own shares		-63	-17
Option premiums		-	20
Cash flow from financing activities		**506**	**472**
Cash flow for the year		**144**	**31**
Cash and cash equivalents at the beginning of the period		35	4
Cash and cash equivalents at the end of the period		**179**	**35**

Notes

NOTE 1 GENERAL INFORMATION

The main area of operations for Green Landscaping Group AB (publ) and its subsidiaries (together forming the Group) is maintenance and planning of outdoor environments such as green spaces, parks, courtyards, trees and sports facilities. During winter, it also offers snow and ice removal services. In Europe, Green Landscaping is one of the leaders in its sector and its customers include public sector organizations, property companies, private enterprises and housing cooperatives.

Green Landscaping Group AB (publ) CIN: 556771-3465 with registered office in Stockholm at the following address: Biblioteksgatan 25, 114 35 Stockholm.

The consolidated financial statements for the reporting period that ended on 31 December 2024 (including comparison figures) were approved by the Board on 25 March 2025. The annual report and consolidated financial statements, along with the Parent Company's income statement and balance sheet, will be brought forth for adoption at the AGM on 9 May 2025.

NOTE 2 ACCOUNTING POLICIES

2.1 Basis for preparation of financial statements

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Financial Accounting Standards Board (IASB) and interpretations issued by the International Financial Reporting Interpretations Committee (IFRIC) adopted by the EU, the Annual Accounts Act and the Swedish Financial Reporting Board's recommendation RFR 1 Supplementary Accounting Rules for Groups.

The Parent Company's financial statements have been prepared in accordance with the Annual Accounts Act and RFR 2 Accounting for Legal Entities, issued by the Swedish Financial Reporting Board. The application of RFR 2 means that in the annual report for the legal entity, the Parent Company applies all of the IFRS adopted by the EU and the interpretations, to the extent possible without deviating from what is stipulated in the Annual Accounts Act and with consideration given to the relationship between accounting and taxation.

The consolidated financial statements incorporate the results of the Parent Company and all subsidiaries. The Parent Company's functional currency is SEK, which is also the reporting currency for the Group and Parent Company.

The consolidated financial statements have been prepared under the going concern assumption. Assets and liabilities have been measured at historic cost. Some financial instruments have been measured at fair value. The consolidated financial statements have been prepared in accordance with the acquisition method and all subsidiaries where there is a controlling interest, have been consolidated as of the date when the controlling interest was obtained.

In order to prepare reports in accordance with IFRS, management must make a number of estimates for accounting purposes. The areas where many assessments are required, which are complex, or areas where assumptions and estimates are significant to the consolidated financial statements, are described in Note 3. These assessments and assumptions are based on past experience and other factors deemed reasonable under the prevailing circumstances. Actual results may differ from the assessments that were made, if assessments change, or if other conditions arise.

The applied accounting policies include new and revised standards issued by IASB and adopted by the EU that are in effect as of the reporting date. New standards will be used as soon as they enter into force and an evaluation of the anticipated effects on the financial statements will be made as soon as a change is known.

2.2. Changes in accounting policies and disclosures

New standards and interpretations applied by the Group as of 1 January 2024:

- IAS 1, Presentation of Financial Statements. The amendments clarify the criteria for classifying liabilities with covenants as current or non-current, along with new disclosure requirements on these. The aim of the new disclosure requirements is to clarify when a liability with covenants matures, along with providing details about those covenants and compliance with them.

NEW STANDARDS AND INTERPRETATIONS THAT HAVE NOT YET ENTERED INTO FORCE AS OF THE CLOSING DATE.

The following revised standards enter into force and impact the Group as of 1 January 2027, with retroactive application for the comparison year:

- IFRS 18, Presentation and Disclosure in Financial Statements. The standard replaces IAS 1, Presentation of Financial Statements. Related changes in IAS 7 Statement of Cash Flows and IAS 34 Interim Financial Reporting will be implemented at the same time. The standard has not yet been approved by the EU. The new standard and related changes in other standards will impact Green Landscaping Group. The application of IFRS 18 will require several new assessments as well as changes to the presentation of financial statements, particularly the income statement and disclosures in notes.

2.3 Significant accounting and valuation principles

CONSOLIDATED FINANCIAL STATEMENTS AND BUSINESS COMBINATIONS

Subsidiaries are those companies in which the Parent Company, directly or indirectly, has a controlling influence based on ownership of more than 50 percent of the voting rights of the shares or otherwise has the right to design financial and operational strategies in the Group. All subsidiaries are consolidated using the acquisition method. The compensation that is transferred to obtain a controlling influence over a subsidiary is calculated as the sum of the fair values on the acquisition date of transferred assets, assumed liabilities and the equity instruments issued by the Group. The cost amount includes the fair value of an asset or liability that has arisen from contractual conditional consideration. Acquisition costs are expensed as soon as they arise. If the Group acquires a controlling influence in a business in which it previously owned shares, these are revalued at fair value on the date of acquisition, with the profit or loss recognized in the income statement or other comprehensive income, as appropriate. The consideration transferred as part of the business combination does not include amounts related to the payment for the previous holding. The profit or loss from the prior existing holding is recognized in earnings. Acquired assets, assumed liabilities and contingent liabilities from a business combination are measured at fair value as of the acquisition date. Any surplus arising from the difference between cost and fair value on the Group's share of identifiable acquired assets, liabilities and contingent liabilities is reported as goodwill. If the cost amount is less than the fair value of the acquired net assets, it is reported as a negative difference in profit or loss.

Subsidiaries that were acquired during the financial year are included in the consolidated financial statements as soon as the controlling interest has been transferred to the Group. Subsidiaries that were divested during the financial year are included in the consolidated financial statements up until the date when the controlling interest no longer exists.

The Group allocates the comprehensive earnings of subsidiaries between the Parent Company's owners and non-controlling interests based on their respective ownership shares.

All intra-Group transactions, balance sheet items, unrealized gains and Group contributions have been eliminated. Unrealized losses are also eliminated unless the transaction is evidence that a write-down requirement exists for the transferred asset.

SEGMENT REPORTING

An operating segment is a part of the Group that conducts operations from which it can generate revenue and incur costs and for which independent financial information is available. The Group's operations are divided into different segments based on the geographic locations of the companies. Those segments are: Sweden; Norway; Other Europe. Segmentation is unchanged compared to prior years. The Group's CEO has been identified as the company's highest decision-making authority, responsible for monitoring the results of operations and deciding on the distribution of resources based on the services performed and the goods sold in each geographical region. The Group's operating segments are its geographic regions. In each segment, the revenue streams and cost structures are essentially the same. Internal pricing is on market terms.

CURRENCY EFFECTS

Translation of foreign subsidiaries' financial statements

The assets and liabilities of foreign operations, including goodwill and other Group surpluses/deficits are translated to SEK using the rate prevailing on the closing date. The income and expenses of foreign operations are translated to SEK using an average rate, which is an approximation of the average exchange rate applicable on each transaction date. Any translation gains or losses arising from the currency translation of foreign operations is via other comprehensive income in the translation reserve, which is a component of equity.

Transactions in foreign currency

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing on the transaction dates. Monetary assets and liabilities denominated in foreign currency are converted to the functional currency at the exchange rate prevailing on the closing date. Non-monetary assets and liabilities reported at historical cost are translated at the rate prevailing on the transaction date. Any exchange differences arising from translation of foreign currencies are recognized in the income statement. Any exchange differences on operating receivables and operating liabilities is included in operating profit or loss. However, exchange differences on financial receivables and liabilities are recognized in financial items. An exception applies however when transactions are hedges that meet the requirements for hedge accounting of cash flows or net investments when gains/losses are recognized in other comprehensive income.

REVENUE RECOGNITION

The Group's revenue is primarily derived from the performance of service assignments. There is also revenue from the sale of goods. The following types of revenue streams exist.

Construction contracts are at a fixed price, involving a specific obligation for construction of such things as a playground or courtyard. There is typically a performance obligation associated with a construction contract. The length of such contracts varies between a few months and up to 2 years. Revenue is recognized by the Group when its performance creates or improves an asset controlled by the customer, which, for construction contracts, typically happens when the work is performed at the property or facility owned by customer. The customer thus obtains benefits from the company's performance as the work is completed. This means that, as the Group gradually fulfills its obligations, it recognizes revenue by applying the percentage of completion method of accounting. The percentage of completion on a construction project is calculated by comparing expenses incurred as of the closing date to the total expected expenditure required to complete the work. The resulting percentage is then used as the basis for calculating earned revenue. Estimates of revenue, expenditure or percentage of completion on a project are revised whenever the conditions change. Increases or decreases in the anticipated revenue or expenditure stemming from a revised estimate are recognized in the income statement in the period when the circumstances that motivated the revised estimate became known.

Maintenance contracts typically stretch over 3-4 years, with the option to extend. The services rendered are green space management and grounds maintenance in accordance with specific terms and periodicity. There are also maintenance contracts covering shorter service assignments that are on a running basis, invoiced per hour or at a set price per service. Revenue is recognized over time at the rate that the Group delivers the services specified in the contract.

The sale of goods pertains to machinery, materials and spare parts. Revenue is recognized when control over the sold good is transferred to the customer in accordance with the delivery terms detailed in the various types of customer agreements used by the Group.

The Group's revenue from contracts with customers is divided into three geographic segments and reported in Net sales. All revenue streams exist in each segment. For contracts with customers, revenue is recognized in accordance with a 5-step model:

1. Identify the type of contract with the customer
2. Identify the performance obligation
3. Establish the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognize revenue at the point when the performance obligation has been met

Agreements

The Group defines an agreement as either an oral or written agreement between two or more parties. The Group's agreements for sales to customers consist of both framework agreements and individual agreements. For framework agreements, the contract with the customer consists of the call-off order, together with the framework agreement.

Modifications of existing contracts commonly occur (Alterations or additions) Examples of alterations are a change to the scope of the contract, such as by adding additional products/services or making a changes to the existing products/services. Alteration of a contract is typically reported as part of the original contract. When that happens, the alterations become part of the general contract and are entered into the project calculation, which is then updated, thereby impacting the basis for both incurred expenditure and revenues (margin).

Customers are typically also offered opportunities to extend the duration beyond the originally agreed contract period. For revenue recognition, the extended agreement is regarded as a new agreement.

Performance obligations

The Group's performance obligations consist of providing the goods and services specified in the agreements. Each agreement could contain one or more performance obligations that are met when control is transferred to the customer. For each contract, an assessment is made of which performance obligation(s) are covered.

Transaction price and allocation between performance obligations

The transaction price for assignments is established at the start of the contract. The Group's assignments are typically associated with fixed-price contracts, although it also renders some services on a running basis. The transaction price is allocated to each performance obligation in the contract based on a standalone selling price. If, during the entire process, the Group is entitled to compensation for performance rendered, including a margin, the revenue will be recognized over time for these types of assignments. If the transaction price has a variable component, what will be included is only the portion of the amount expected to materialize, which is determined using an experience-based probability assessment. Variable remuneration is typically allocated proportionally to the identified performance obligations, unless there are clear indications that the variable remuneration does not pertain to the identified obligations in the contract. The transaction price is regularly updated if the conditions upon which the estimate was made have changed.

The sale of goods pertains to machinery, materials and spare parts. The sales price is taken from a fixed price list.

Typically, the Group does not have clauses on variable remuneration (i.e. Bonus, kick-backs and similar) in its customer agreements.

Timing of revenue recognition

The timing of revenue recognition is based on the type of revenue stream, described above. For construction and maintenance contracts, revenue is recognized over time and for the sale of goods, it is recognized at a specific point in time.

Reporting of warranties and right-of-return

The Group's agreements could contain warranties on the work performed, in line with what is standard for the industry. Warranties are not revenue-generating transactions. Warranties are recognized by making provisions to a reserve. An experience-based probability assessment is used when making warranty provisions.

When a contract with a customer includes a right to return the goods within a certain amount of time, the Group will report the right-of-return using an expected value model. A right-of-return does not constitute a separate performance obligation, but it does affect the transaction price for the delivered goods. The portion of revenue associated with the amount of expected returns is deferred and reported in the statement of financial position as part of Other liabilities. A corresponding adjustment is made to the cost of goods sold and reported in the statement of financial position as part of Inventories.

Contract balances
The Group typically receives payments in accordance with fixed payment plans. Whenever payment relates to an unfulfilled performance obligation, the Group will report a contract liability, which is classified as other liabilities in the Consolidated statement of financial position. If the Group fulfills a performance obligation prior to receiving payment, it will report a contract asset in the Consolidated statement of financial position. Contract balances arise for both construction and maintenance contracts.

TAX
Tax reported in profit or loss includes both current tax and deferred tax.

Current tax is tax that is paid or refunded for the current year. It also includes adjustments to current tax that are attributable to prior periods.

Deferred tax is recognized on the closing date in accordance with the balance sheet method for temporary differences between assets' and liabilities' tax and accounting values. Deferred tax is measured at the nominal amount and it is calculated using the tax rates and legislation in effect or decided as of the closing date. Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available. Deferred tax assets and deferred tax liabilities are offset when there is a legal right to settle the current tax assets and tax liabilities on a net basis and the tax liabilities relate the same unit in the Group and to taxes levied by the same taxation authority.

FINANCIAL INSTRUMENT – GENERAL
Financial assets and liabilities are reported in the statement of financial position when the Group becomes party to the instrument's contractual terms. A financial asset is removed from the statement of financial position when the rights in the contract are realized, mature, or when the Group loses control over them. A financial liability is removed from the statement of financial position when the stated obligations in the contract have been fulfilled. Subsequent measurement of financial assets and liabilities is described below.

CLASSIFICATION AND VALUATION
All financial instruments reported in the balance sheet are classified in different measurement categories. Measurement of financial instruments is based on this classification. Classification of a financial instrument is based on the Group's business model (the objective for holding the financial asset) along with the financial asset's contractual cash flows. For the current year and comparison year, the Group only had assets measured at amortized cost meeting the following requirements:

- The asset is included in a business model, where the goal is to collect contractual cash flows and
- The contractual terms give rise to, at specific times, cash flows that only consist of principle and interest on the outstanding amount of capital.

Financial liabilities are measured at amortized cost or fair value via profit or loss. Hedged net investments in foreign operations are reported in other comprehensive income.

RECEIVABLES
Receivables, including accounts receivable, are measured at amortized cost. It requires that a loss allowance is set up for expected credit losses. The Group applies the simplified approach regarding accounts receivable and contract assets when calculating the reserve for expected credit losses. This approach requires recognition of a reserve for expected credit losses on accounts receivable and contract assets over the entire remaining life of the asset. Allowance for credit losses is based on historical data and ratings. Any impairment of receivables is recognized in operating costs. Because the expected maturity for accounts receivables is short, they are typically reported at the nominal amount, without any discounting.

LIABILITIES
Liabilities to credit institutions (non-current and current), bank overdraft and accounts payable are classified as liabilities measured at amortized cost. At acquisition, other financial liabilities are measured at fair value plus transaction costs. Afterwards, other financial liabilities are measured at amortized cost using the effective interest method.

The Group's liabilities that are measured at fair value via profit or loss consist of additional consideration associated with the acquisition of subsidiaries. Amortized cost is the amount at which the asset or liability was originally recognized less amortization and any impairment losses, plus accruals for the initial difference between the cost of acquisition and the amount expected to be received on the maturity date.

Fair value is the price which, as of the valuation date, would have been received from sale of an asset or paid with transfer of a liability in an orderly transaction between market participants.

If market prices are not available, the fair value for an individual instrument is established using various measurement techniques.

CASH AND CASH EQUIVALENTS
Cash and cash equivalents consist of cash-on-hand and deposits with banks and similar institutions that mature within three months of the date of acquisition.

CASH POOL
Green Landscaping Group AB (publ) is the holder of the Group account. The total amount in the Group account is reported as cash and cash equivalents in the Parent Company. Subsidiaries' share of the Group account is reported by the Parent Company as a receivable/payable to Group companies. The Group also has a cash pool in Norway, for which the Norwegian service company is the top account holder. The net amount of this cash pool is reported in the Group's cash and cash equivalents.

LIABILITIES TO CREDIT INSTITUTIONS
Liabilities to credit institutions are initially recognized at fair value, less transaction costs. Afterwards, they are recognized at cost. Liabilities to credit institutions are classified as current or non-current interest-bearing liabilities in the balance sheet.

HEDGE ACCOUNTING
Green Landscaping Group applies hedge accounting for hedges of net investments in foreign operations. Financial liabilities are used as hedging instruments. The hedging documentation that has been prepared includes identification of the relationship between the hedging instrument and the hedged item or transaction, along with the extent to which the hedging instrument used is effective in countering changes in the fair value attributable to the hedged item. Gains and losses attributable to the effective part of the hedge are reported in other comprehensive income and accumulated in the exchange rate reserve in equity. The ineffective portion of gains and losses is reported in profit (loss) for the year. Gains and losses reported in the exchange rate reserve are recycled to profit (loss) for the year in conjunction with divestment of foreign operations.

Beyond this, the Group does not hedge currencies by buying or selling currency on futures or with other financial instruments.

INTANGIBLE ASSETS

Goodwill
Goodwill is made up of the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill on acquisitions of subsidiaries is included in intangible assets. Goodwill is not amortized, since it has an indefinite useful life. Instead, it is tested for impairment at least once per year or whenever there is an indication of a write-down requirement. Goodwill is allocated to segments when assessing any impairment need. Allocation is to the cash-generating units that are expected to benefit from the business combination that gave rise to the goodwill.

Brands
Values identified in acquisition analyses that are associated with brands are assessed as having an indefinite useful life. Externally acquired brands are also included. Brands with an indefinite useful life are not amortized. They are, however, tested for impairment at least once per year or whenever there is an indication of impairment. Impairment is recognized if the carrying amount for the brand or its cash-generating unit exceeds the recoverable amount. The recoverable amount is the value-in-use or fair value less selling expenses, whichever is higher. Value-in-use is calculated as the present value of the estimated future cash flows, after tax. At each closing date, an assessment is made of impairment losses recognized in prior periods to see if there are indications that the write-down requirement has declined or if it no longer exists. An impairment loss is reversed only to the extent that the asset's carrying amount after reversal does not exceed the carrying amount that the asset would have had if impairment losses hadn't been recognized,

along with the amortization that would have occurred. The strong positions of the brands and analyses that have been conducted support management's perception that the brands generate cash flows over an indefinite period of time. The assessment of an indefinite useful life is tested annually to determine whether it is still defensible. If not, it will be changed to a finite useful life.

Customer relations

Values identified in acquisition analyses that are associated with customer relations are amortized over the useful life which, based on historical acquisitions, is 3 years for public sector contracts with customers and 5 years for private sector contracts with customers. The rate of amortization is based on an individual assessment of the remaining useful life after the Group as made an acquisition.

Other intangible assets

Other intangible assets are externally acquired assets like capitalized expenditure for software, patents and licenses. The assets that have a finite useful life are recognized at cost less accumulated amortization and any impairment losses. Other intangible assets are amortized on a straight-line basis over the estimated useful life, which is typically five years. Amortization of intangible assets with a finite useful life starts on the date when they are available for use.

Impairment of non-financial assets

Impairment assessment for intangible assets occurs whenever there is an indication that an asset has declined in value. Impairment is recognized if the carrying amount for an asset or its cash-generating unit exceeds the recoverable amount. The recoverable amount is the value-in-use or fair value less selling expenses, whichever is higher. Value-in-use is calculated as the present value of the estimated future cash flows, after tax. At each closing date, an assessment is made of impairment losses recognized in prior periods to see if there are indications that the write-down requirement has declined or if it no longer exists. An impairment loss is reversed only to the extent that the asset's carrying amount after reversal does not exceed the carrying amount that the asset would have had if impairment losses hadn't been recognized, along with the amortization that would have occurred.

An impairment assessment is made each year of the cash-generating units to which goodwill and brands have been allocated and whenever there are indications of a write-down requirement. Impairment assessment and recognition of impairment losses on goodwill occurs in the same way as with intangible assets. However, impairment losses on goodwill are not reversed.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment primarily consists of machinery and vehicles. Property, plant and equipment are reported at cost less accumulated depreciation and any impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Depreciation is based on the cost of acquisition for the asset and it is on a straight-line basis over the estimated useful life.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and they are reported under 'other operating income' or 'other operating expenses'

The residual value of an asset, its useful life and the depreciation method are reviewed at the end of each financial year and an adjustment is made prospectively, when needed, at the end of each reporting period. Ordinary expenditure for maintenance and repairs is expensed as incurred, but expenditure for significant renewals and improvements is capitalized and reported in the balance sheet. It is then depreciated over the remaining useful life of the underlying asset.

The following depreciation periods are used:

Buildings	5-50 years
Plant and machinery	
- Machinery	5-20 years
- Vehicles	5 years
Equipment, tools, fixtures and fittings	5 years
Expenditure for improvement on unowned property	3-7 years

LEASING

The Group reports a right-of-use asset and the corresponding lease liability at the inception of the lease.

Right-of-use assets are initially measured at costs, which consists of an initial valuation of the lease liabilities and any lease payments made prior to the inception of the lease less any discounts, initial direct costs and any restoration costs. Afterwards, they are measured at cost less any accumulated depreciation and impairment, adjusted for any revaluations of the lease liability. It means that the lease assets are measured at the present value of future lease payments. The lease payments are allocated between depreciation and interest on the lease liability. The right-of-use assets are depreciated on a straight line basis over the lease period.

Leases where the underlying asset is of low value or which terminate within 12 months from the date of acquisition are not reported as right-of-use assets. Instead, they are expensed on a straight-line basis.

Lease liabilities are initially measured at the present value of future unpaid leasing fees from the contract start date. The discount rate used to determine present value should be the rate of interest implicit in the lease. If that cannot be established, the Group's marginal lending rate is used. In most cases, the Group uses its marginal lending rate as the discount rate. The Group establishes its marginal lending rate using a build-up method that is based on the risk-free interest rate, adjusted for the Group's credit spread corresponding to the marginal interest rate that the Group received from the bank, and an adjustment for assets with strong collateral. The lease liability increases thereafter from interest expense on the lease liability and it decreases when lease payments are made.

The lease liability is revalued if there is a change in the future lease payments resulting from a change in an index or similar, such as changes in the estimated future payments during the guaranteed remaining lease period, or, in certain cases, changes in the assessment of whether asset purchase and either an extension or cancellation of the lease is likely to occur.

PARENT COMPANY ACCOUNTING POLICIES

The Parent Company's financial statements have been prepared in accordance with the Annual Accounts Act and RFR 2 Accounting for Legal Entities, issued by the Swedish Financial Reporting Board. The Parent Company applies different accounting policies than the Group in the following instances:

- When allowed, Group contributions are made between Swedish companies belonging to the Group to minimize the Group's tax expense..
- Group contributions are reported as revenue or expense in the Parent Company's income statement.
- Any value changes to additional consideration or transaction costs are reported against shares in subsidiaries.
- All costs associated with leases are expensed on a straight-line basis over the lease period.
- Participations in subsidiaries are measured before any write-down to cost.
- Financial assets and liabilities are measured at cost.
- Presentation of the income statements and balance sheets is in accordance with the formats specified in the Annual Accounts Act.

NOTE 3 SIGNIFICANT ASSUMPTIONS, ESTIMATES AND ASSESSMENTS

Senior executives and the Board of Directors make assessments and assumptions about the future. These assessments and assumptions impact the amounts reported for assets, liabilities, revenue and expenses, along with other information that is disclosed, such as contingent liabilities. These assessments are based on past experience and assumptions deemed reasonable under the prevailing circumstances. Conclusions made from this are used as the basis for deciding the amounts reported for assets and liabilities when the amounts cannot be derived from other information. Actual outcome may deviate from these assessments if other assumptions are made or if other conditions arise. Areas that require assessments and assumptions of that kind and which could have a significant impact on the Group's earnings and financial position include:

- For impairment testing of goodwill, it is necessary to make a number of significant assumptions and assessments in order to calculate the cash-generating unit's value-in-use. These assumptions and assessments are of the expected future discounted cash flows. Forecasts for future cash flows are based on the best possible assessments of future revenue and operating expenses, based on historical trends, general market conditions, developments in, and prognoses for, the sector and other available information. Senior executives compile their assumptions, which are then reviewed by the Board of Directors.

- An assessment of the future cash flow for intangible assets with an indefinite life (brands) is also made and used to assess any write-down requirement. The same as with goodwill, there is a level of uncertainty with the assessment pertaining to such things as future earnings and the discount rate that is used.
- In the Parent Company, testing of impairment is done on the item, Shares in Group companies. Impairment testing is based on the value of the discounted cash flows from forecasted earnings of each subsidiary. Assessments are made for both the forecasts and discount rate that is applied.
- Revenue recognition on contracts with customers involves several steps where assumptions must be made. On projects for example, an estimate of the final cost of the project is required, along with ongoing assessments of the percentage of completion in order to arrive at a true and fair amount for revenue recognition.
- When calculating deferred tax and the tax liability, assessment must be made to determine both current and deferred tax assets and liabilities. This applies in particular to deferred tax assets. For the latter, an assessment is made of the likelihood that the deferred tax assets will be available to be used against future taxable profits. The fair value of these future taxable profits may deviate based on the future business climate, earnings capacity or revised tax rules.
- The Group's calculations pertaining to legal disputes and contingent liabilities refer to a number of minor disputes and legal proceedings within the scope of its operating activities. Management engages legal expertise for these issues. When the financial outcome of legal disputes has been assessed as significant, it is reported separately.
- When subsidiaries are acquired, it is common for a portion of the consideration to be conditional. Conditional consideration is typically settled within 1-3 years of the acquisitions date and the amount paid is based on performance of the subsidiary in accordance with set criteria during that period. In conjunction with the acquisition, a financial liability is recognized corresponding to the anticipated amount of conditional consideration that will be paid. The liability is then reassessed and, if needed, revised at each closing date.

NOTE 4 REVENUE FROM CONTRACTS WITH CUSTOMERS

CATEGORIZATION OF CONTRACTS WITH CUSTOMERS

The amounts reported below include Intra-Group sales.

SEK m	2024	2023
Services transferred over time		
Sweden	2,623	2,737
Norway	2,605	2,380
Other Europe	972	564
Unallocated amounts and eliminations	-1	-4
Total	**6,198**	**5,678**
Goods transferred at a specific point in time		
Sweden	104	101
Norway	2	5
Other Europe	48	47
Total	**154**	**152**
Total revenue from contracts with customers	**6,352**	**5,831**
Allocation of revenue by country		
Sweden	2,726	2,838
Norway	2,607	2,385
Other Europe	1,020	610
Unallocated amounts and eliminations	-1	-4
Total revenue from contracts with customers	**6,352**	**5,831**

Summary of contract balances

CONTRACT BALANCES

SEK m	2024-12-31	2023-12-31
Accounts receivable (Note 19)	933	1,059
Contract assets (Note 19)	235	220
Contract liabilities (Note 25)	43	69

Accounts receivable are non-interest-bearing and the typically fall due for payment 30 days after the performance obligation has been fulfilled.

Contract assets are recognized in the statement of financial position when the customer is considered to have benefited from the delivered goods or services and it is often attributable to ongoing maintenance tasks. When the customer has been invoiced for the delivered services, the amount is reclassified to accounts receivable. For information on the year's change in the provision for doubtful debts, please see Note 19.

Contract liabilities are attributable to advance payments from customers on services that have not yet been rendered.

The table below shows revenue during the year that is attributable to contract assets and contract liabilities:

CONTRACT ASSETS

	2024	2023
Opening contract assets	220	128
Business combinations	47	7
Increase due to recognized revenue	212	187
Decrease due to transfer to accounts receivable	-242	-97
Translation gains or losses	-1	-5
Closing balance, contract assets	**235**	**220**

Contract assets	2024	2023
Invoiced within one year	233	219
Invoiced later than one year	2	1

CONTRACT LIABILITIES

	2024	2023
Opening balance, contract liabilities	69	68
Business combinations	6	2
Additional advances	50	47
Decrease due to recognized revenue	-82	-46
Translation gains or losses	0	-1
Closing balance, contract liabilities	**43**	**69**

Contract liabilities	2024	2023
Work to be done within one year	42	68
Work to be done in more than one year	1	1

Performance obligations

Below is a summary of the Group's performance obligations There are no significant financing components in customer contracts. For this reason, the Group does not adjust the transaction price for the effect of any significant financing components. The amount of the Group's performance obligation that will not be invoiced within one year is SEK 2 (1) million.

Sale of services

Revenue from the sale of services is primarily recognized over time as the services are rendered, based on the percentage of completion. Maintenance contracts typically stretch over 3-4 years, with the option to extend. The services rendered are ground maintenance in accordance with agreed principles (frequency/function-based) and periodicity. Facility contracts typically have a shorter duration, up to 2 years, and they are for more specific assignments, such as building playgrounds, courtyards, etc. Invoices are sent our regularly and payment terms are typically 30 days. Sale of services occurs in all segments.

Sale of goods

Some of the companies in the Group sell goods to other companies (wholesale transactions) and consumers (retail) at both physical and online stores. For wholesale, revenue is recognized, along with the customer receivable, when the goods are delivered. The payment terms for receivables are consistent with industry practice. For retail, revenue is recognized when the customer has paid for the goods. For online sales, revenue is recognized when the goods have been been sent to the customer. Retail sales typically come with warranties and other terms and conditions about returns, all of which are in line with standard practice in the industry. Total returns are typically not for a significant amount. The sales price is taken from a fixed price list. For machinery, warranties are issues that correspond to what the Group has received from its suppliers.

NOTE 5 SEGMENT INFORMATION

Green Landscaping Group's business is divided into three segments, which are referred to as regions. These are the reportable segments for the Group.

Segment division is geographic. For more information, please see the description on each segment on pages 18-23 in the annual report.

The earnings of each segment are monitored by the highest decision-making authority, which is the Group CEO. The highest decision-making authority evaluates the results from the various segments separately for the purpose of management control and making decisions on resource allocation. Performance of the segments is evaluated based on sales, EBITA, growth and margin improvements. The Group's financing is managed at the Group level and is not allocated to operating segments.

Internal pricing between operating segments is on market terms similar to third-party transactions in accordance with the principle of arm's length transaction.

The Group's segmentation has not changed since the most recently published annual report.

The Group does not have any single major customer where revenue is 10% or more of the Group's total revenue.

2024	Region Sweden	Region Norway	Region Other Europe	Unallocated amounts and eliminations	Total
Net sales	2,727	2,607	1,020	-1	6,352
Operating expenses	-2,590	-2,349	-828	-57	-5,824
EBITA	**137**	**257**	**192**	**-58**	**528**
Amortization of intangible assets	-10	-65	-33	-1	-109
Operating profit (loss)	**127**	**193**	**159**	**-59**	**419**
Financial items					-148
Profit (loss) after financial items					**271**
Tax					-74
PROFIT (LOSS) FOR THE PERIOD					**197**
Goodwill	702	800	629	62	2,192
Property, plant and equipment	251	703	211	3	1,167
Investments	47	52	27	0	127
Working capital	-32	115	164	-49	198
Average no. of employees	1,369	830	635	24	2,858

2023	Region Sweden	Region Norway	Region Other Europe	Unallocated amounts and eliminations	Total
Net sales	2,838	2,385	610	-4	5,831
Operating expenses	-2,664	-2,144	-469	-40	-5,318
EBITA	**174**	**242**	**141**	**-44**	**512**
Amortization of intangible assets	-22	-71	-25	-1	-119
Operating profit (loss)	**151**	**171**	**116**	**-45**	**394**
Financial items					-101
Profit (loss) after financial items					**292**
Tax					-75
PROFIT (LOSS) FOR THE PERIOD					**218**
Goodwill	768	752	367	0	1,888
Property, plant and equipment	251	628	108	10	997
Investments	39	49	8	0	97
Working capital	-29	280	121	-110	262
Average no. of employees	1,351	880	461	20	2,712

NOTE 6 EMPLOYEES AND EMPLOYEE BENEFIT EXPENSES

AVERAGE NO. OF EMPLOYEES

	2024		2023	
	Number of employees	Of which women %	Number of employees	Of which women %
Sweden				
- Parent Company	12	25	10	27
- Other companies	1,380	19	1,360	19
Norway	830	11	880	15
Finland	105	28	115	37
Lithuania	304	48	315	56
Switzerland	2	0	-	-
Germany	225	31	31	2
Total for the Group	**2,858**	**17**	**2,712**	**19**

SALARIES AND OTHER REMUNERATION

SEK m	2024	2023
Board of Directors, CEO and other senior executives	13	15
of which bonuses	2	5
Other employees	1,473	1,334
Total	**1,486**	**1,349**

Senior executives includes the Board of Directors, CEO and other senior executives, four (three) individuals.

Variable remuneration to senior executives pertains to the estimated and expensed bonuses for 2024. During the year, SEK 0.9 million was paid out to the CEO and 1.2 million to other senior executives.

SALARIES, REMUNERATION AND SOCIAL SECURITY EXPENSES

SEK m	2024	2023
Salaries and other remuneration	1,486	1,349
Pension expenses for senior executives	3	2
Pension expenses for others	68	62
Other social security expenses	329	299
Total	**1,886**	**1,712**

The company only has defined contribution plans. Expenditure for defined contribution plans is expensed in the period when the employee performs the services underlying the obligation.

GENDER BALANCE, SENIOR EXECUTIVES

	2024	2023
Percentage women, Board of Directors	33%	40%
Percentage men, Board of Directors	67%	60%
Percentage women, other senior executives	0%	0%
Percentage men, other senior executives	100%	100%

Decision processes for remuneration

Remuneration and terms for the CEO are decided by the Board. Remuneration to other senior executives is decided by the CEO, in certain cases, having first consulted with the Chairman of the Board. Remuneration to the Chairman and Board members consists of fixed fees and meeting fees in accordance with the general meeting of shareholders' decision.

Remuneration and terms for senior executives

Remuneration to the CEO and other senior executives consists of fixed salary, variable remuneration, pension benefits and other benefits. Other senior executives refers to the three individuals who, together with the CEO, made up Group Management for most of 2024. For information on the guidelines for remuneration in 2024, please see page 47 of the Corporate Governance Report. Variable remuneration refers to a bonus that is based on an earnings period of one year and the results achieved during that time compared to pre-determined targets. Other remuneration refers to benefits, like company car, health insurance and other benefits. The CEO has a notice period of 12 months when notice is issued by the Group. However, if the CEO wishes to terminate employment, the notice period the CEO must give is 6 months. Pension benefits for the CEO are 30% of pensionable salary. Other senior executives have pension benefits in accordance with ITP 1.

Severance pay

In the event of termination by the employer, the CEO and other senior executives are entitled to severance pay corresponding to, at most, 100 percent of fixed salary for a maximum of 12 months.

Board fees

At the 2024 AGM the following fees were approved: total Board fees to Board members of SEK 1,475,000, of which SEK 350,000 to the Chairman and SEK 225,000 to each of the other Board members who are not employees of the Group, along with a fee of SEK 75,000 to the Chairman of the Audit Committee.

INFORMATION ON REMUNERATION TO SENIOR EXECUTIVES

2024	Basic salary/ Board fee	Variable remuneration	Pension expense	Other remuneration	Total
Per Sjöstrand, Chairman of the Board	0.4	-	-	-	0.4
Tomas Bergström	0.2	-	-	-	0.2
Monica Trolle	0.2	-	-	-	0.2
Staffan Salén	0.2	-	-	-	0.2
Åsa Källenius	0.3	-	-	-	0.3
Björn Jansson	0.2	-	-	-	0.2
Johan Nordström, CEO	4.1	1.0	1.4	0.3	6.7
Other senior executives (4 in total)	5.2	0.9	1.5	0.5	8.1
Total	**10.7**	**1.9**	**2.8**	**0.8**	**16.3**

2023	Basic salary/ Board fee	Variable remuneration	Pension expense	Other remuneration	Total
Per Sjöstrand, Chairman of the Board	0.4	-	-	-	0.4
Tomas Bergström	0.2	-	-	-	0.2
Monica Trolle	0.2	-	-	-	0.2
Staffan Salén	0.2	-	-	-	0.2
Åsa Källenius	0.3	-	-	-	0.3
Johan Nordström, CEO	3.5	2.2	1.1	0.2	7.0
Other senior executives (3 in total)	5.1	2.9	1.3	0.4	9.7
Total	**10.0**	**5.1**	**2.4**	**0.6**	**18.1**

OPTION HOLDINGS, NUMBER

	2024	2023
Per Sjöstrand, Chairman of the Board	-	-
Monica Trolle	-	-
Staffan Salén	-	-
Tomas Bergström	-	-
Åsa Källenius	-	-
Björn Jansson	-	-
Johan Nordström, CEO	151,520	101,020
Other senior executives	298,041	225,800
Total	**447,561**	**326,820**

NOTE 7 REMUNERATION TO THE AUDITORS

	2024	2023
Grant Thornton		
Audit assignment	6	5
Audit activities in addition to the audit assignment	0	0
Tax advice	0	0
Other services	0	0
Total Grant Thornton	**6**	**5**
BDO		
Audit assignment	2	2
Tax advice	0	0
Other services	0	0
Total BDO	**3**	**3**
Other audit firms		
Audit assignment	1	1
Tax advice	0	0
Other services	0	0
Total other	**1**	**1**
Total audit	**10**	**9**

Audit refers to the statutory audit of the annual report and accounts, along with the Board's and CEO management. It also includes other audit and review tasks that have been performed as agreed. It includes other work that the Group's auditor deems necessary, advice and other assistance resulting from observations made during the audit or execution of other such tasks.

Tax advice pertains to tax services. Other services pertains to all other significant advice in audit-related areas such as other assurance, reporting and assistance with reviews in conjunction with acquisitions.

NOTE 8 FINANCIAL INCOME/EXPENSES

FINANCIAL INCOME

	2024	2023
Other interest income	10	8
Fair value of change in additional consideration	5	24
Exchange rate gains	10	29
Other financial income	4	2
Total	**29**	**63**

FINANCIAL EXPENSES

	2024	2023
Other interest expenses	-121	-101
Interest expenses, lease liability	-26	-20
Present value of additional consideration	-13	-19
Exchange rate losses	-8	-17
Other financial expenses	-9	-7
Total	**-177**	**-164**

NOTE 9 TAX

TAX ON PROFIT FOR THE YEAR

	2024	2023
Current tax	-80	-89
Deferred tax	6	14
Total	**-74**	**-75**

RECONCILIATION BETWEEN THEORETIC AND REPORTED TAX EXPENSE

	2024	2023
Profit (loss) before tax	271	292
Tax as per the applicable Swedish tax rate of 20.6% (20.6%).	-56	-60
Tax effect of:		
Different tax rates for foreign subsidiaries	-3	-3
Tax expense from prior years	2	-3
Non-deductible expenses	-22	-15
Tax-exempt revenue	6	2
Prior non-reported tax deficits and temporary differences for the current year	1	3
Non-reported tax deficits and temporary differences for the current year	-4	0
Other adjustments	2	2
Reported tax	-74	-75

The effective tax for the year amounted to 27.3% (25.7%).

Deferred tax assets and tax liabilities

Changes in deferred tax assets and tax liabilities are presented in the tables below. Deferred tax assets for unutilized tax loss carryforwards are reported to the extent that it is probable that they can be offset against future taxable profits.

As of 2024-12-31 the Group's tax deficits amounted to SEK 78 (41) million. Deferred tax assets associated with loss carryforwards amount to SEK 16 (8) million. For loss carryforwards amounting to SEK 5 (1) million, no tax assets have been recognized.

There is no time limitation on utilization of the loss carryforwards.

DEFERRED TAX ASSET, GROUP

	Deferred tax asset, leasing	Unutilized loss carryforward	Acquired assets and liabilities	Total
As of 1 January 2024	**4**	**8**	**6**	**18**
Reclassification	0	9	0	9
Recognized in the income statement	1	-1	2	2
Recognized in other comprehensive income	0	0	-	0
As of 31 December 2024	**5**	**16**	**8**	**29**
Netting of deferred tax assets and liabilities				**-12**
Net deferred tax assets as of 31 December 2024				**17**
As of 1 January 2023	**3**	**15**	**1**	**19**
Reclassification	-	-	-	0
Recognized in the income statement	1	-7	5	-1
Recognized in other comprehensive income	-0	-	-	0
As of 31 December 2023	**4**	**8**	**6**	**18**

DEFERRED TAX LIABILITY, GROUP

	Intangible assets	Property, plant and equipment	Leasing	Untaxed reserves	Total
As of 1 January 2024	**117**	**37**	**26**	**20**	**200**
Reclassification	-	9	-	-	9
Recognized in the income statement	-23	22	-3	-	-4
Added via business combination	35	6	1	-	42
Recognized in other comprehensive income	5	2	0	-	7
As of 31 December 2024	**134**	**76**	**24**	**20**	**254**
Netting of deferred tax assets and liabilities					**-12**
Net deferred tax assets as of 31 December 2024					**242**

As of 1 January 2023	**129**	**32**	**25**	**17**	**203**
Recognized in the income statement	-25	6	1	3	-15
Added via business combination	16	-	-	-	16
Recognized in other comprehensive income	-3	-1	0	-	-4
As of 31 December 2023	**117**	**37**	**26**	**20**	**200**

GROSS AMOUNT OF DEFERRED TAX ASSETS/LIABILITIES PERTAINING TO LEASING

Deferred tax asset	2024	2023
Right-of-use asset - liability	67	63
Lease liability - receivable	72	67
Net Deferred tax asset	**5**	**4**

Deferred tax liability	2024	2023
Right-of-use asset - liability	86	76
Lease liability - receivable	62	49
Net Deferred tax liability	**24**	**26**

NOTE 10 EARNINGS PER SHARE

Basic earnings per share is calculated using earnings attributable to the Parent Company's shareholders divided by the average number of ordinary shares during the period, adjusted for shares in own custody.

Diluted earnings per share is calculated using earnings attributable to the Parent Company's shareholders divided by the average number of ordinary shares during the period, adjusted for the effect of the share-option plans based on the average share price during the period. If the share price is lower than the subscription price, there will be no dilutive effect.

PROFIT (LOSS) ATTRIBUTABLE TO ORDINARY SHAREHOLDERS

	2024	2023
Profit (loss) attributable to the Parent Company's shareholders as per the income statement	196	216
Profit (loss) attributable to non-controlling interests	1	2
Total	**197**	**218**

AVERAGE NUMBER OF SHARES

	2024	2023
Weighted average number of shares during the period before dilution, adjusted for shares in own custody.	56,371,260	56,048,701
Effect of dilution from share-option plans	-	-
Weighted average number of shares during the period after dilution	**56,371,260**	**56,048,701**

EARNINGS PER SHARE

	2024	2023
Basic earnings per share, SEK	3.48	3.85
Diluted earnings per share, SEK	3.48	3.85

NOTE 11 GROUP INFORMATION

The Group's Annual Report contains, in addition to the Parent Company, the following directly and indirectly owned subsidiaries:
The carrying amount for the Parent Company is SEK 2,390 (3,240) million. For more information, see NOTE M7.

Shares are held in the following subsidiaries:	CIN	Registered office	Share of equity	Share of the voting power	Number of shares
Bengtssons Trädgårdsanläggning AB	556839-7227	Malmö, Sweden	100%	100%	1,000
Björnentreprenad AB	556379-0723	Stockholm, Sweden	100%	100%	1,000
Braathen Landskapsentreprenør AS	981,291,751	Ytre Enebakk, Norway	100%	100%	900
EF Drift AS	998,822,173	Sørum, Norway	100%	100%	300
GAST Entreprenør AS	987,627,484	Gran, Norway	100%	100%	200
GL Interest Norway AS	925,854,328	Gran, Norway	100%	100%	3,000
Akershusgartneren AS	993,961,809	Gjerdrum, Norway	100%	100%	100
Stein og Utemiljø AS	931,088,882	Klofta, Norway	100%	100%	30
Aktiv Veidrift AS	990,679,886	Drammen, Norway	100%	100%	500,000
Aktiv Veidrift Utleie AS	989,374,224	Drammen, Norway	100%	100%	500,000
A Markussen AS	835,000,703	Narvik, Norway	100%	100%	1,360
Hadeland Maskindrift AS	991,100,296	Brandbu, Norway	100%	100%	70
HMD Maskin AS	916,184,999	Brandbu, Norway	100%	100%	300
Hermansen Maskin AS	990,710,430	Sande, Norway	100%	100%	100
Håkonsen og Sukke Landskapsentreprenør AS	999,001,335	Tønsberg, Norway	100%	100%	1,000
H.T. Vike AS	998,590,604	Sandefjord, Norway	80%	80%	21
GL Management Services AB	556773-4800	Stockholm, Sweden	100%	100%	100,000
Glenn Syvertsen AS	920,509,185	Gran, Norway	100%	100%	30
GML Sport AB	556369-3372	Ljungby, Sweden	100%	100%	1,000
SEK 12 million, Utemiljö AB	559236-7428	Malmö, Sweden	100%	100%	500
Green Landscaping Deutschland GmbH	HRB 288695	Munich, Germany	100%	100%	25,000
BUK Garten - und Landschaftsbau GmbH	HRB 288695	Oberhacing, Germany	100%	100%	1
Gartenidee Kuchler GmbH	HRB 288695	Geisenfeld, Germany	100%	100%	3
Hartmann Ingenieure GmbH	HRB 49423	Berlin, Germany	100%	100%	26,000
Kommunal Service Neubrandenburg GmbH	HRB 21029	Neubrandenburg, Germany	100%	100%	1
Lässle Strassen und Pflasterbau GmbH	HRB 730238	Schwanau, Germany	100%	100%	25,000
Lässle Garten und Landschaftsbau GmbH	HRB 391454	Schwanau, Germany	100%	100%	1
Lässle Kompostierungsanlage Wittenwier GbR	n/a	Schwanau, Germany	100%	100%	1
Stange Grünanlagen & Winterdienst GmbH	HRB 20710	Neubrandenburg, Germany	100%	100%	1
Tiefbau Lenzen GmbH	HRB 9391	Wesseling, Germany	100%	100%	1
Green Landscaping Group Finland Oy	3355030-8	Helsinki, Finland	100%	100%	1,000
Engarea OY	2552506-5	Kaarina, Finland	100%	100%	10
TRLA Holding Oy	3456415-4	Kaarina, Finland	100%	100%	200
Turun Reunakivi-ja Laatta-asenrus Oy	3456413-8	Kaarina, Finland	100%	100%	200
Green Landscaping Incentive AB	559148-3242	Stockholm, Sweden	100%	100%	50,000
Skapland AB	559236-7394	Malmö, Sweden	100%	100%	500
Green Östergötland AB	559270-3440	Linköping, Sweden	100%	100%	500
GRÖN STAD Mark och Anläggning AB	559270-3507	Stockholm, Sweden	100%	100%	500
Gröna Roslagen Drift & Underhåll AB	559328-1008	Norrtälje, Sweden	100%	100%	500
H&K Sandnes AS	980,038,661	Larvik, Norway	100%	100%	96
No Dig Vestfold AS	921,359,721	Larvik, Norway	80%	80%	600
JG Plastsveis AS	833,296,922	Larvik, Norway	50%	50%	100
Hallandsåsens Utemiljö AB	556747-8309	Laholm, Sweden	100%	100%	1,000
J E Eriksson Mark & Anläggningsteknik AB	556558-6079	Stockholm, Sweden	100%	100%	1,750
Jacksons Trädvård AB	556591-9858	Stockholm, Sweden	100%	100%	1,000
Mark & Miljö Projekt i Sverige AB	556756-6533	Malmö, Sweden	100%	100%	11,000
Mark & Trädgård Skottorp AB	556878-0521	Laholm, Sweden	100%	100%	500
Markbygg Anläggning Väst AB	556581-2491	Uddevalla, Sweden	100%	100%	10,000
Markservice STHLM AB	559270-2608	Stockholm, Sweden	100%	100%	500
Oveland Utemiljø AS	984,130,457	Froland, Norway	100%	100%	4,500
P.A.R.K. i Syd AB	556750-1357	Helsingborg, Sweden	100%	100%	1,500
Park & Trädgård i Bohuslän AB	559270-3473	Gothenburg, Sweden	100%	100%	500
Rainer Gartengestaltung und Landshaftsbau GmbH	HRB 14991	Senden, Germany	100%	100%	25,000
Rainset Oy	1839588-0	Tuusula, Finland	100%	100%	200
Schmitt und Scalzo Garten und Landschaftsbau GmbH	HRB 54245	Stockstadt am Rhein, Germany	100%	100%	25,000
Schmitt und Scalzo Strassenabu GmbH	HRB 55188	Stockstadt am Rhein, Germany	100%	100%	1
SOREX Entreprenad AB	556433-9959	Stockholm, Sweden	100%	100%	5,000
Svensk Jordelit AB	556207-6660	Mölndal, Sweden	100%	100%	1,000

Svensk Markservice AB	556420-4823	Stockholm, Sweden	100%	100%	1,200
Svensk Markservice Svealand AB	559270-3499	Uppsala, Sweden	100%	100%	500
Taimisto Huutokoski Oy	0630039-7	Huutokoski, Finland	100%	100%	2,500
Thormans Entreprenad AB	556720-0745	Linköping, Sweden	100%	100%	1,500
Tranemo Trädgårdstjänst AB	556177-8472	Tranemo, Sweden	100%	100%	2,000
Håkans Trädgårdstjänst AB	556742-8460	Borås, Sweden	100%	100%	1,000
Trädgård & Markmiljö i Väst AB	559270-3481	Gothenburg, Sweden	100%	100%	500
Trädexperterna Biodiversitree AB	556846-9919	Kungsbacka, Sweden	100%	100%	500
UAB Stebule	122211549	Vilnius, Lithuania	100%	100%	753
Utemiljö Skellefteå AB	556642-0427	Skellefteå, Sweden	100%	100%	1,000
Viher-Pirrka Oy	0697930-1	Helsinki, Finland	100%	100%	150
Vihermuuri Oy	2389534-5	Helsinki, Finland	100%	100%	100
Viherpojat Oy	0881403-3	Helsinki, Finland	100%	100%	53
Viva Gartenbau AG	CHE-107.384.446	Basel, Switzerland	100%	100%	2,000
Västsvensk Markservice AB	559270-2616	Gothenburg, Sweden	100%	100%	500
Wiridis AB	559236-7402	Malmö, Sweden	100%	100%	500

NOTE 12 BUSINESS COMBINATIONS

During the year, Green Landscaping Group completed eight acquisitions, five of which were in Germany, one in Switzerland, one in Finland and one in Norway. A smaller acquisition of assets was also made in one of the German subsidiaries. Furthermore, minor adjustments were made to preliminary acquisition analyses. The overall impact on the Group's goodwill from the acquisition analyses amounted to SEK 305 million. Three acquisitions were made in 2023, all of which were companies in Germany. A fourth acquisition of a company in Switzerland was announced at the end of 2023 and it was completed in 2024.

According to agreements on contingent additional consideration, the Group must make additional cash payments based on future results. Contingent consideration to be paid by the Group based on the future results of current and prior year acquisitions is a maximum of SEK 301 (182) million. Additional consideration is based on the terms in the purchase agreement, the company's knowledge of operations and how the current economic climate is expected to impact them. The values in the table on the next page have been discounted to present value and the liability as of the end of the period amounted to SEK 265 (159) million. The fair value of contingent consideration is at Level 3 of the fair value hierarchy in accordance with IFRS. An assessment has been made of how the valuation of the additional consideration is impacted by changes in non-observable inputs or the correlation between them. Assessments made are based on the probability that the performance targets, which are the basis for payment of the additional consideration, will be achieved. Neither changes in unobservable inputs nor their interrelationships has been assessed as having a material impact on the valuation of the additional consideration.

A portion of the payment for acquisitions made during the year was in the form of shares in Green Landscaping Group AB. A total of 791,655 shares was used for acquisitions made during the year. These shares were valued at the average volume-weighted price paid for the company's shares on Nasdaq Stockholm during the 15 trading days that ended 10 days prior to the acquisition date.

Goodwill of SEK 305 (178) million that has arisen from acquisitions represents future economic benefits, but which have not been identified and are reported separately. Tax deductible goodwill amounts to SEK 44 (38) million. Acquisition costs for the year amounted to SEK 15 (10) million.

Acquisitions of companies

Eight acquisitions were made in 2024 and last year, a total of 3 acquisitions were made.

Company name	Segment	Consolidated as of	Full-year sales* SEK million	Number of employees*
Tiefbau Lenzen GmbH	Other Europe	December 2024 (balance sheet)	92	30
Viva Gartenbau AG	Other Europe	November 2024	39	20
Turun Reunakivi- ja Laatta-asennus Oy	Other Europe	November 2024	41	20
BUK Garten und Landschaftsbau GmbH	Other Europe	July 2024	95	30
A. Markussen AS	Norway	July 2024	130	45
Stange Grunanlagen & Winterdienst GmbH	Other Europe	July 2024	45	15
Kuchler Gartenidee GmbH	Other Europe	May 2024	169	100
Lässle Landshaftsbau und Tiefbau GmbH	Other Europe	March 2024 (balance sheet)	38	25
Hartmann Ingenieure GmbH	Other Europe	December 2023 (balance sheet)	52	55
Rainer Gartengestaltung und Landschaftsbau GmbH	Other Europe	November 2023	37	19
Schmitt & Scalzo Garten und Landschaftsbau GmbH	Other Europe	June 2023	155	43

* Information as of acquisition date

The acquisition analyses for companies acquired during the last year are still preliminary, since we had not yet received their finalized income statements and balance sheets on the acquisition date. The other acquisition analyses have been confirmed.

NOTE 12 BUSINESS COMBINATIONS, cont.

Effects of acquisitions

The acquisitions have the following effects on the Group's assets and liabilities. None of the acquisitions made in the period are individually assessed as being significant, which is why the information on acquisitions is at the overall level.

Breakdown of the consideration (SEK m)	2024	2023
Cash and cash equivalents	371	305
Contingent additional consideration	114	-
Remuneration shares	60	60
Total consideration	**546**	**365**
Distribution of acquired assets and liabilities		
Brands	57	30
Customer relations	76	30
Other fixed assets	0	0
Inventories	120	34
Net other assets and liabilities	-44	11
Cash and cash equivalents	59	98
Deferred tax liability	-40	-18
Minority's share	13	1
Net identifiable assets and liabilities	**241**	**187**
Goodwill	305	178
Impact on cash and cash equivalents		
Cash consideration (included in cash flow from investing activities)	-371	-305
Cash and cash equivalents of acquired companies (included in cash flow from investing activities)	59	98
Settled additional consideration (included in cash flow from investing activities)	-14	-12
Acquisition costs (included in cash flow from operating activities)	-15	-10
Total impact on cash and cash equivalents	**-342**	**-230**
Impact on net sales and operating profit (loss)		
During the holding period		
Net sales	296	108
Operating profit (loss)	36	29
As of 1 January		
Net sales	532	281
Operating profit (loss)	50	62
Additional consideration		
Opening amount	159	186
Discounting	13	19
Added additional consideration	114	-
Revaluation of additional consideration	-5	-27
Paid additional consideration	-14	-12
Exchange rate change	-1	-6
Closing amount	**265**	**159**

NOTE 13 MEASURED AT FAIR VALUE

The following table shows the Group's fair value hierarchy for assets and liabilities. For the financial assets and liabilities measured at amortized cost, this value corresponds to the carrying amount.

Additional consideration

Expected cash flows are estimated based on the terms in the purchase agreement, the Group's knowledge of operations and how the current economic climate is expected to impact them. The discount rate used for the present value calculation ranged from 8.2-8.9% (7.1%) depending on the region where the acquisition was made.

2024-12-31	Level 1	Level 2	Level 3
Financial liabilities	Quoted prices	Directly or indirectly observable inputs	Non-observable inputs
Additional consideration	0	0	265
Total	**0**	**0**	**265**

2023-12-31	Level 1	Level 2	Level 3
Financial liabilities	Quoted prices	Directly or indirectly observable inputs	Non-observable inputs
Additional consideration	0	0	159
Total	**0**	**0**	**159**

ADDITIONAL CONSIDERATION

	2024-12-31	2023-12-31
Opening amount	159	186
Discounting	13	19
Revaluation of additional consideration	-5	-27
Added additional consideration	114	-
Paid additional consideration	-14	-12
Exchange rate change	-1	-6
Closing amount	**265**	**159**

Measured at fair value

Fair value is the price which, as of the valuation date, would have been received from sale of an asset or paid with transfer of a liability in an orderly transaction between market participants. The table above shows financial instruments measured at fair value, based on how classification in the fair value hierarchy has been done. The different levels are defined as follows:

Level 1
Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2
Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (e.g. price quotations) or indirectly (e.g. derived from price quotations).

Level 3
Unobservable inputs for the asset or liability, not based on observable market data.

The fair value of contingent additional consideration has been calculated based on the expected outcome of the milestones stated in the purchase contract, using a discount rate of 8.2-8.9%.

See Note 12 for changes due to acquisitions.

NOTE 14 INTANGIBLE ASSETS

Financial year 2024	Other intangible assets	Customer relations	Brands	Goodwill	TOTAL
Opening cost	25	638	255	1,888	2,805
Acquisitions for the year	1	-	-	-	1
Business combinations	0	76	57	305	438
Sales/disposals	0	-	-	-	0
Reclassifications	1	-	-	-	1
Translation difference	0	-1	0	-1	-3
Closing accumulated cost	**27**	**712**	**311**	**2,192**	**3,242**
Opening amortization	-14	-366	-	-	-379
Sales/disposals	0	-	-	-	0
Depreciation for the year	-4	-100	-	-	-104
Reclassifications	-1	-	-	-	-1
Translation gains or losses	0	2	-	-	2
Closing accumulated depreciation	**-18**	**-463**	**-**	**-**	**-482**
Opening impairment	-	-	-	-	-
Impairment for the year	-	-	-5	-	-5
Translation gains or losses	-	-	0	-	0
Closing accumulated impairment	-	-	-5	-	-5
Closing carrying amount 2024	**9**	**249**	**306**	**2,192**	**2,756**

Financial year 2023	Other intangible assets	Customer relations	Brands	Goodwill	TOTAL
Opening cost	25	632	232	1,771	2,660
Acquisitions for the year	1	-	-	-	1
Business combinations	1	30	30	178	240
Sales/disposals	-0	-	-	-	-0
Reclassifications	-1	-	-	-	-1
Translation difference	-0	-25	-8	-61	-95
Closing accumulated cost	**25**	**638**	**255**	**1,888**	**2,805**
Opening amortization	-11	-260	-	-	-271
Sales/disposals	0	-	-	-	0
Depreciation for the year	-3	-116	-	-	-119
Reclassifications	1	-	-	-	1
Translation gains or losses	0	9	-	-	9
Closing accumulated depreciation	**-14**	**-366**	**-**	**-**	**-379**
Closing carrying amount 2023	**11**	**272**	**255**	**1,888**	**2,426**

Acquisitions made during the year are specified in Note 12 Business combinations.

Goodwill and other assets with an indeterminate useful life (brands) are allocated to segments when assessing the need for impairment. Allocation is to the cash-generating units that are expected to benefit from the business combination that gave rise to the goodwill. Impairment testing on goodwill involves assessing whether the unit's recoverable amount is higher than the carrying amount. The recoverable amount has been calculated on the basis of the unit's value-in-use, which is comprised of the present value of the unit's expected future cash flows, without taking into consideration any future plans to expand or restructure the business. The same significant assumptions have been made for all segments. The cash flows have been based on financial forecasts covering 5 years and on a constant rate of growth.

Impairment testing has revealed that there is no write-down requirement. The recoverable amount exceeds the carrying amount for all of the tested cash-generating units.

A sensitivity analysis shows that the remaining goodwill for all segments is defensible even when, for example, the discount rate is significantly altered.

Consolidated goodwill amounts to SEK 2,192 (1,888) million and it is attributable to the acquisition of subsidiaries. Goodwill is allocated to segments as follows: Region Sweden SEK 763 (768) million, Region Norway SEK 800 (752) million, and Region Other Europe SEK 629 (367) million. Goodwill is tested for impairment annually, or more often, if there is an indication of impairment. Impairment testing is done at the segment level.

NOTE 14 INTANGIBLE ASSETS, cont.

Impairment testing on goodwill involves assessing whether the unit's recoverable amount is higher than the carrying amount. The recoverable amount has been calculated on the basis of the unit's value-in-use, which is comprised of the present value of the unit's expected future cash flows, without taking into consideration any future plans to expand or restructure the business.

Except for the discount rate, the same significant assumptions have been made for all segments. The assumptions deemed most important for expected future cash flows are growth in sales, discount rate and operating margins (EBITA). The input data used in the calculations is based on prior experience and the prevailing conditions in the markets where the companies do business.

The cash flows have been based on financial forecasts covering 5 years and on a constant rate of growth of 2% (2%). The market is expected to grow by 3-6 % per year. For impairment testing, the forecasts submitted by each subsidiary for 2025 were used along with an anticipated growth rate of 3% per year for the period 2026-2029. Future operating margins are individual for each segment and they are based on the market conditions in the various regions. The data used to test impairment is based on previous experience.

The discount rate before tax that was used for present value calculations were as follows: Segment Sweden 8.1% (8.2), Segment Norway 8.4% (8.4), and Segment Other Europe 8.1% (8.2).

The difference between the value-in-use and the carrying amount (goodwill) for the cash generating segments amounts to: Region Sweden SEK 1,772 (1,492) million, Region Norway SEK 1,248 (1,127) million, and Region Other Europe SEK 1,423 (816) million.

Impairment testing has not indicated that there is a need to record any impairment losses.

Sensitivity analysis

The table below illustrates how changes in key parameters affect the value in use of the various cash-generating units. Our assessment is that it is unlikely that there would be adverse changes in all of the important assumptions described in the sensitivity analyses occurring simultaneously.

Parameter (%)/Change in value-in-use (SEK m)	Sweden		Norway		Other Europe	
	2024	2023	2024	2023	2024	2023
Discount rate +2%	-728	-666	-737	-679	-619	-357
Discount rate -2%	1443	1298	1411	1292	1224	696
Sales +2,5%	352	318	310	291	263	154
Sales -2,5%	-314	-285	-283	-266	-241	-141
EBITA +2%	710	729	646	574	290	183
EBITA -2%	-710	-729	-646	-574	-290	-183

Other intangible assets with an indeterminate useful life (brands) are also tested for impairment in a similar way to goodwill. In 2024, impairment of SEK 5 million was recognized after a restructuring. There is no additional write-down requirement for these assets.

NOTE 15 PROPERTY, PLANT AND EQUIPMENT

	Buildings and land	Plant and machinery	Equipment, tools, fixtures and fittings	Expenditure for improvement on unowned property	TOTAL
Financial year 2024					
Opening cost	14	410	118	5	548
Acquisitions for the year	2	92	31	3	127
Business combinations	41	32	16	0	89
Sales/disposals	-	-82	-9	-1	-93
Reclassifications	1	95	12	1	110
Translation difference	0	-3	0	0	-3
Closing accumulated cost	**57**	**544**	**168**	**9**	**779**
Opening amortization	-1	-132	-68	-3	-204
Sales/disposals	1	36	5	1	43
Reclassifications	0	-78	-6	0	-85
Depreciation for the year	-1	-65	-22	-1	-90
Translation difference	0	1	0	0	1
Closing accumulated depreciation	**-1**	**-238**	**-92**	**-3**	**-334**
Closing carrying amount 2024	**56**	**306**	**77**	**6**	**445**
Financial year 2023					
Opening cost	13	364	121	5	503
Acquisitions for the year	0	70	26	0	97
Business combinations	0	35	2	0	37
Sales/disposals	-	-47	-11	0	-59
Reclassifications	1	8	-18	0	-9
Translation difference	0	-19	-2	0	-22
Closing accumulated cost	**14**	**410**	**118**	**5**	**548**
Opening amortization	-1	-129	-72	-3	-205
Sales/disposals	0	24	5	0	28
Reclassifications	0	10	20	0	30
Depreciation for the year	-	-43	-23	0	-66
Translation difference	-	6	2	0	8
Closing accumulated depreciation	**-1**	**-132**	**-68**	**-3**	**-204**
Closing carrying amount 2023	**13**	**278**	**51**	**2**	**344**

NOTE 16 RIGHT-OF-USE ASSETS

	Premises	Plant and machinery	Cars and equipment	TOTAL
Financial year 2024				
Opening cost	264	509	244	1,018
Acquisitions for the year	91	116	98	305
Business combinations	4	12	18	34
Sales/disposals	-40	-51	-40	-132
Translation difference	-1	-7	-0	-8
Closing accumulated cost	**316**	**580**	**320**	**1,216**
Opening amortization	-126	-129	-110	-365
Sales/disposals	22	14	17	54
Depreciation for the year	-55	-64	-65	-185
Translation difference	0	2	0	2
Closing accumulated depreciation	**-159**	**-177**	**-158**	**-494**
Closing carrying amount 2024	**157**	**403**	**162**	**722**
Financial year 2023				
Opening cost	208	383	181	771
Acquisitions for the year	49	180	77	306
Business combinations	12	0	1	13
Sales/disposals	-3	-30	-12	-45
Translation difference	-1	-24	-1	-26
Closing accumulated cost	**264**	**509**	**244**	**1,018**
Opening amortization	-85	-71	-57	-213
Sales/disposals	2	1	0	3
Depreciation for the year	-44	-63	-54	-161
Translation difference	1	4	1	5
Closing accumulated depreciation	**-126**	**-129**	**-110**	**-365**
Closing carrying amount 2023	**137**	**381**	**134**	**653**

See Note 27 for more information on leases.

NOTE 17 FINANCIAL ASSETS AND LIABILITIES

All financial instruments reported in the balance sheet have been classified in different measurement categories. Measurement of financial instruments is based on this classification.

Fair value does not deviate significantly from nominal value, which means that amortized cost is approximately the same as fair value.

Because of the their short duration, accounts receivable and other similar receivables have been measured at the nominal amount. In the financial statements, earned (but not yet invoiced) revenue is reported as contract assets in the financial statements, which is in accordance with IFRS 15.

Likewise, and also because of their short duration, accounts payable, bank overdraft and other current assets have also been measured at the nominal amount. The table below shows the fair values compared to the carrying amounts for other financial liabilities.

For the Group's interest-bearing loans, fair value has been calculated using the effective interest method. The present value of additional consideration has been calculated, with consideration also given to the expected outcome, which is reported in profit or loss.

Financial assets

Green Landscaping has the following financial assets, all of which have been classified and measured at amortized cost.

FINANCIAL ASSETS

	2024-12-31		2023-12-31	
	Carrying amount	Fair value	Carrying amount	Fair value
Non-current receivables	6	6	6	6
Accounts receivable	933	933	1,059	1,059
Other current receivables	34	34	35	35
Cash and cash equivalents	688	688	416	416
Total	**1,661**	**1,661**	**1,516**	**1,516**

Because of the their short duration, accounts receivable and other similar receivables have been measured at the nominal amount.

Financial liabilities

Green Landscaping Group has the following categories of financial liabilities (shown in the table). Additional consideration has been classified and measured at fair value and the other categories of financial liabilities have been classified and measured at amortized cost.

FINANCIAL LIABILITIES

	2024-12-31		2023-12-31	
	Carrying amount	Fair value	Carrying amount	Fair value
Accounts payable - trade	314	314	393	393
Liabilities to credit institutions (non-current and current)	2,248	2,248	1,851	1,851
Lease liability (non-current and current)	635	635	540	540
Additional consideration (non-current and current)	265	265	159	159
Other financial liabilities	37	37	33	33
Total	**3,500**	**3,500**	**2,976**	**2,976**

The financial liabilities have the following maturities:

	2024-12-31	< 3 months	3-12 months	1-5 years	> 5 years	Total
Accounts payable - trade	314	312	2			314
Liabilities to credit institutions (non-current and current)	2,248	19	87	2,132	10	2,248
Lease liability (non-current and current)	635	48	162	307	118	635
Additional consideration (non-current and current)	265		70	195		265
Other financial liabilities	37	12	25			37
Total	**3,500**	**391**	**346**	**2,631**	**128**	**3,500**

Of the liabilities to credit institutions (in the table above), SEK 2160 million matures within a maximum of 2.5 years.

	2023-12-31	< 3 months	3-12 months	1-5 years	> 5 years	Total
Accounts payable - trade	393	382	7	4	0	393
Liabilities to credit institutions (non-current and current)	1,851	9	91	1,751	1	1,851
Lease liability (non-current and current)	539	13	141	349	36	539
Additional consideration (non-current and current)	159	0	10	149	0	159
Other financial liabilities	33	11	22	0	0	33
Total	**2,976**	**415**	**271**	**2,276**	**37**	**2,976**

Risks

MARKET RISK

Market risk is a risk that the fair value of future payments will fluctuate due to changes in the market. Market risk is typically comprised of interest rate risk, currency risk and other price risks.

For Green Landscaping, interest rate risk is the most significant of these and a sensitivity analysis has been conducted. This analysis shows the risk associated with financial liabilities as of 2024- 12-31. A change in market interest rates impacts the consolidated income statement. Green Landscaping follows an approach whereby it has short fixed interest periods over a business cycle. However, the Group may decide on longer fixed interest periods if doing so is strategically advantageous. The CFO is responsible for suggesting such measures to the Board. Once or twice per year, the Board is required to make decisions on the maturities for all or part of the loans. The fixed interest period for the Group's non-current and current liabilities to credit institutions amounted to three months at year-end.

SENSITIVITY ANALYSIS, FINANCIAL LIABILITIES

	2024-12-31	2023-12-31
Total liability to credit institutions	2,248	1,851
Increase in interest rates by 1.0%	22	19
Decrease in interest rates by 1.0%	-22	-19

CURRENCY RISKS

Several of the investments in foreign operations that Green Landscaping Group makes are partly financed by loans in the same currency as the investment. This is how currency hedging on the investment is achieved. Green Landscaping Group applies hedge accounting for hedges of net investments in foreign operations. Financial liabilities are used as hedging instruments. Gains and losses attributable to the effective part of the hedge are reported in other comprehensive income and accumulated in the exchange rate reserve in equity. The ineffective portion of gains and losses is reported in profit (loss) for the year. Gains and losses reported in the exchange rate reserve are recycled to profit (loss) for the year in conjunction with divestment of foreign operations.
There is no ineffective portion for the accounting period where hedge reporting has been applied in 2024.

Currency	Average exchange rate for the hedge period	Hedging instrument, Loans, in local currency	Hedging instrument, Loans, carrying amount (SEK m)	Change in value of hedged balance sheet item (SEK m)	Change in value of hedging instrument, Loans (SEK m)
2024					
EUR	11.4322	53	605	-15	15
NOK	0.9832	250	242	4	-4
2023					
EUR	11.5826	35	383	24	-24
NOK	1.007	250	247	6	-6

CREDIT RISK

Credit risk is the risk that a counterparty will not be able to fulfill its contractual obligations, which leads to a credit loss. The Group is exposed to credit risk via its operating activities, particularly as regards accounts receivable and contract assets. Based on net sales, the majority of the Group's customers belong to the public sector and the credit risk is assessed as low in this customer group. Operations are affected by seasonal variations and the service offering also varies with each season.
There is also risk associated with financing activities attributable to cash balances at credit institutions. During the winter however, weather conditions have a significant impact on the Group's sales and earnings. It also impacts the size of accounts receivable and contract assets, the volumes of which are typically larger during the winter months.

Accounts receivable and contract assets

The Group applies the simplified approach that is allowed in IFRS 9 regarding accounts receivable and contract assets when calculating the reserve for expected credit losses. This approach requires recognition of a reserve for expected credit losses on accounts receivable and contract assets over the entire remaining life of the asset.
The table below shows the expected credit losses for accounts receivable and contract assets.

MATURITY ANALYSIS FOR ACCOUNTS RECEIVABLE AND CONTRACT ASSETS

	2024-12-31	2023-12-31
Expected credit loss, %	2.9	2.4
Carrying amount	1,168	1,279
Expected credit loss	-34	-30

LIQUIDITY RISK

The Group works with liquidity planning on a continual basis and it monitors payment flows to ensure that it has the necessary amount of cash on hand.

The nature of the Group's operations requires very little capital. Cash is required for running machinery, cars and tools, for example. Working capital is also required to cover the difference between payment outflows and inflows. Otherwise, capital is required for making acquisitions. The Group's capital strategy involves running the organization with as little capital as possible, while simultaneously ensuring that it has access to credit such that it can implement its acquisition strategy.

Company policies state that all borrowing occurs centrally and liquidity is optimized by having subsidiaries linked to the Group's cash pool.

The CFO is responsible for all financial investments. Investments may only be made in instruments with a high level of creditworthiness and where the investments can be converted to cash within three business days.

REFINANCING RISK

Refinancing risk is the risk that financing cannot be obtained or renewed upon maturity, or that it can only be obtained or renewed at a significantly higher cost. The Group primarily finances its operations through equity, borrowings and the Group's own cash flows. If the Group fails to obtain the necessary financing in the future, or if financing can only be obtained on terms that are much more disadvantageous to the Group, it could have a negative impact on the Group's operations, financial position and earnings. The Group has guidelines in place for its refinancing activities and it maintains a constant dialog with its creditors to ensure that refinancing is ensured over the long term, and in a sustainable way.

CHANGES ATTRIBUTABLE TO FINANCING ACTIVITIES

	2024-01-01	Additional consideration	Paid additional consideration	Revaluation of additional consideration	Discounting	Exchange rate change	2024-12-31
Additional consideration	159	114	-14	-5	13	-1	265

	2023-01-01	Additional consideration	Paid additional consideration	Revaluation of additional consideration	Discounting	Exchange rate change	2023-12-31
Additional consideration	186	0	-12	-27	19	-7	159

CAPITAL MANAGEMENT

The Board's goal is to maintain a good financial position such that the company is able to retain the confidence of its investors, creditors and the market, along with providing the foundation for a continued good development of the business.

The Group's capital management is based on its need for working capital This key figure is calculated as current assets (not including cash and cash equivalents) less current liabilities. There are seasonal variations, however, which impact working capital from month to month. As of 31 December 2024, working capital was SEK 198 (262) million.

The Group also has covenants (see Note 24) associated with its tied-up capital.

NOTE 18 INVENTORIES

	2024-12-31	2023-12-31
Work-in-progress	43	29
Finished goods and goods for resale	44	51
Total	**87**	**80**

NOTE 19 ACCOUNTS RECEIVABLE AND CONTRACT ASSETS

	2024-12-31	2023-12-31
Accounts receivable from external customers	967	1,089
Contract assets	235	220
Provision for doubtful debts	-34	-30
Total	**1,168**	**1,279**

Accounts receivable are not interest-bearing and payment terms are typically 30 days. For more information on the change in contract balances, please see Note 4.

AGING ANALYSIS ACCOUNTS RECEIVABLE

	2024-12-31	2023-12-31
Not yet due	694	793
0-30 days	102	194
31-90 days	86	37
> 90 days	85	65
Total	**967**	**1,089**

PROVISION FOR DOUBTFUL DEBTS

	2024-12-31	2023-12-31
Opening amount	-30	-22
Business combinations	-3	-0
Provision for bad debt losses for the year	-17	-16
Confirmed bad debt losses	11	3
Reversal of unutilized reserve	6	4
Currency translation	0	1
Total	**-34**	**-30**

Significant changes in the value of accounts receivable and contract assets is reported in Note 4. Information on credit risk and exposure is reported in Note 17.

NOTE 20 PREPAID EXPENSES AND ACCRUED INCOME

	2024-12-31	2023-12-31
Prepaid property expenses	15	8
Prepaid insurance premiums	10	9
Accrued income	8	9
Supplier bonus	14	10
Other prepaid expenses	17	14
Total	**64**	**50**

NOTE 21 CASH AND CASH EQUIVALENTS

	2024-12-31	2023-12-31
Cash deposits with banks and cash-on-hand	688	416
Total	**688**	**416**

For more information on bank overdraft, please see Note 29.

NOTE 22 SHARE CAPITAL AND OTHER CONTRIBUTED CAPITAL

Share capital

The Parent Company's share capital consists solely of fully paid ordinary shares at a nominal value (quotient value) of SEK 0.071/share.
The Group has 56,799,575 Class A shares that are ordinary shares.

Incentive programs

The Group has three incentive programs for key employees of the Group.

2024-2027

With full utilization of the program, a maximum of 550,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 1.0 percent. The subscription price for shares that are subscribed to via the warrants is SEK 94.70 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 9.99. Subscription of shares may occur during the period 7 March 2027 through 21 May 2027. With full utilization of the warrants, the Group's share capital will increase by SEK 39,051.

2023-2026

With full utilization of the program, a maximum of 550,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 1.0 percent. The subscription price for shares that are subscribed to via the warrants is SEK 96.00 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 7.49. Subscription of shares may occur during the period 29 March 2026 through 12 June 2026. With full utilization of the warrants, the Parent Company's share capital will increase by SEK 39,051.

2022-2025
With full utilization of the program, a maximum of 500,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 0.9 percent. The subscription price for shares that are subscribed to via the warrants is SEK 87.00 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 6.77. Subscription of shares may occur during the period 28 March 2025 through 30 June 2025. With full utilization of the warrants, the Group's share capital will increase by SEK 35,500.

The premiums that have been paid for the warrants have been on market terms, with no special privileges. According to the current regulations, no special privileges are expected to be granted when subscribing for shares.

CHANGE IN NUMBER OF SHARES

	2024	2023
Opening number of shares	56,799,575	55,394,717
Non-cash issues	-	826,879
New share issue	-	0
Redemption of options	-	577,979
Closing number of shares	**56,799,575**	**56,799,575**

HOLDINGS OF OWN SHARES

	2024	2023
Opening number of shares	256,693	0
Acquired own shares	843,307	256,693
Divested own shares	-791,655	0
Closing number of shares	**308,345**	**256,693**

Own shares are used as part of payment in connection with acquisitions of subsidiaries. Transactions with own shares are reported in retained earnings as a component of equity.

WARRANTS

As part of the Group's long-term incentive program, warrants are issued that give participants the opportunity to purchase shares. The following option plans were outstanding on 31 December 2024.

	Number outstanding options.	Option price	Strike price
Program 2022/2025	500,000	5.18	100.40
Program 2023/2026	550,000	6.77	87.00
Program 2024/2027	550,000	7.49	96.00

The table below presents the change in the number of warrants since the beginning of the financial year. Options held in own custody have been excluded.

	2024	2023
Opening number of options	1,505,207	1,583,850
Outstanding options	550,000	550,000
Exercised and forfeited options	-485,712	-628,643
Closing number of options	**1,569,495**	**1,505,207**

NOTE 23 PROVISIONS

All provisions are reported as either current or non-current liabilities by the Group and under the heading "Provisions" by the Parent Company. The carrying amounts and changes in carrying amounts are as follows:

2024-12-31	Warranty provision	Other provisions	Total
Amount at beginning of year	12	8	20
Business combinations	3	0	3
Reclassification	1	-1	0
Provisions for the year	5	3	8
Reversal of unutilized provision	-1	-1	-2
Amount used during the year	-2	-2	-4
Exchange rate change	0	0	0
Total	18	7	25

2023-12-31	Warranty provision	Other provisions	Total
Amount at beginning of year	7	2	9
Business combinations	2	6	8
Provisions for the year	5	0	5
Reversal of unutilized provision	-1	-	-1
Amount used during the year	-1	-	-1
Exchange rate change	-0	-0	-0
Total	12	8	20

Provisions that are reported as of the acquisition date for a business combination are included in "Business Combinations" above. Warranty provisions cover legal claims from customers to remedy faults. Typically, claims are settled within 1 to 36 months of when the claim is made, depending on the type of problem and remedy required. Other provisions include other types of claims from customers or other counterparties. These are also expected to be settled within 36 months.

NOTE 24 NON-CURRENT LIABILITIES

	2024-12-31	2023-12-31
Liabilities to credit institutions maturing between 1 and 5 years	2,132	1,749
Liabilities to credit institutions maturing in more than 5 years	10	-
Lease liabilities maturing between 1 and 5 years	307	371
Lease liabilities maturing in more than 5 years	118	-
Other non-current liabilities that mature between 1 and 5 years	195	149
Total	**2,762**	**2,269**

The Group has had a credit facility agreement since 2021 that runs until 2026. In April 2023, a new financing agreement was signed with the same counterparties as before (SEB, DNB), yet with the addition of a new counterparty, Svensk Exportkredit. The credit limits, which had previously been SEK 1,950 million, where expanded by SEK 500 million. The agreement runs until 2026. The bank loan is on market terms similar to those in the prior agreement. The agreement contains the ordinary terms and conditions for this type of credit facility, including covenants linked to such things as the gearing ratio in relation to adjusted EBITDA. There are also terms and conditions on termination/cancellation. It also contains terms and conditions pertaining to missed or early repayment in conjunction with such things as a change in ownership at the Group. There are also limitations on taking new loans over a certain amount from other creditors. The terms and conditions in covenants had been met as of the closing date and the Group sees no risk is that changing during the coming year.

NOTE 25 CONTRACT LIABILITIES

	2024-12-31	2023-12-31
Current advance payments from customers	43	69
Total	**43**	**69**

NOTE 26 ACCRUED EXPENSES AND DEFERRED INCOME

	2024-12-31	2023-12-31
Employee benefit expenses	217	227
Deferred income	1	4
Project costs	37	63
Other accrued expenses	15	15
Total	**270**	**309**

NOTE 27 LEASING

The Group has lease agreements in place for vehicles and machinery, office equipment, other equipment and premises. For more a breakdown on the categories of right-of-use assets, please see Note 16. For more information on the duration of lease liabilities, please see Note 17. For information on the effect of leasing on the Group's cash flow, please see Note 33.

COMPONENTS OF LEASE LIABILITY

	Premises	Plant and machinery	Cars and equipment	TOTAL
Opening balance 2024-01-01	137	242	160	539
Acquisitions	80	132	83	295
Business combinations	0	22	2	24
Amortization	-55	-99	-52	-206
Reclassification	-4	0	-7	-11
Translation difference	-1	-3	-1	-5
Closing balance 2024-12-31	**158**	**292**	**185**	**635**

	Premises	Plant and machinery	Cars and equipment	TOTAL
Opening balance 2023-01-01	121	210	113	445
Acquisitions	51	147	97	294
Business combinations	12	0	1	13
Amortization	-45	-94	-49	-188
Reclassification	-	-7	-	-7
Translation difference	-2	-13	-2	-17
Closing balance 2023-12-31	**137**	**242**	**160**	**539**

EXPENSED LEASING

	2024	2023
Depreciation, right-of-use assets	-185	-161
Interest expenses attributable to lease liabilities	-26	-20
Total	**-211**	**-181**

During the year, the Group expensed leases with a low value for a total amount of SEK 7 (5) million.

NOTE 28 PLEDGED ASSETS AND CONTINGENT LIABILITIES

Pledged assets

The Group has the following pledged assets for own liabilities to credit institutions

PLEDGED ASSETS

	2024-12-31	2023-12-31
Chattel mortgages	87	56
Machinery with ownership reservation	411	379
Accounts receivable	127	270
Other pledged assets	14	31
Total	**639**	**736**

See also Note 24 for terms on finance agreements

CONTINGENT LIABILITIES

	2024-12-31	2023-12-31
Performance guarantees	309	225
Total	**309**	**225**

Performance guarantees refer to obligations towards the Group's customers to fulfill contractual commitments. Contract lengths range from a few months to several years.

NOTE 29 CURRENT LIABILITIES

	2024-12-31	2023-12-31
Bank overdraft	-	7
Accounts payable - trade	314	393
Total	**314**	**400**

Accounts payable - trade

Most of trade accounts payable are in SEK, NOK and EUR. The normal payment terms are 30 days. For information on how the Group manages its liquidity risk, see Note 17, Risks.

BANK OVERDRAFT

	2024-12-31	2023-12-31
Granted credit	**50**	50
Utilized credit	**-**	7

See also Note 21 for information on the Group's cash and cash equivalents.

NOTE 30 OTHER OPERATING EXPENSES

	2024	2023
Exchange rate loss	0	-2
Loss on divested equipment	-2	-3
Acquisition costs	-15	-10
Total	**-17**	**-15**

NOTE 31 TRANSACTIONS WITH RELATED PARTIES

Below is information on related party transactions, of which all were at the going market rate. Subsequent to the most recent closing date for which financial statements have been published, no related party transactions have occurred.

Remuneration to key employees

Remuneration to key employees is described in Note 6.

Incentive programs

Incentive programs for key employees are described in Note 22.

Loans

Green Landscaping Group AB has not entered into any related party transactions for significant amounts during the period covered by the financial information in this report and up until the date of publication for this report.

See also Note M19 for a description of the Parent Company's related party transactions.

NOTE 32 OTHER CURRENT LIABILITIES

	2024-12-31	2023-12-31
VAT liability	110	92
Other taxes and social security contributions	108	109
Additional consideration	70	10
Other current liabilities	37	33
Total	**326**	**244**

NOTE 33 DISCLOSURES ON THE CASH FLOW STATEMENT

RECONCILIATION OF ITEMS NOT INCLUDED IN FINANCING ACTIVITIES

	Liabilities to credit institutions	Leasing	Total
Opening balance 2024-01-01	**1,851**	**539**	**2,390**
New loans	535	-	535
Loan amortization	-196	-206	-409
Loans in acquired subsidiaries	13		13
Not impacting cash flow			
New leases	-	287	287
Leases in acquired subsidiaries	-	24	24
Reclassifications	-	-8	-8
Other, not impacting cash flow	45	-2	43
Closing balance 2024-12-31	**2,248**	**635**	**2,876**
Opening balance 2023-01-01	**1,831**	**445**	**2,276**
New loans	771	-	771
Loan amortization	-723	-188	-911

Not impacting cash flow			
New leases	-	294	294
Leases in acquired subsidiaries	-	13	13
Reclassifications	-	-7	-7
Other, not impacting cash flow	-28	-18	-46
Closing balance 2023-12-31	**1,851**	**539**	**2,390**

NOTE 34 SIGNIFICANT EVENTS AFTER CLOSING DATE

There have not been any significant events after the end of the reporting period.

Notes – Parent Company

NOTE M1 NET SALES

The Parent Company's net sales are derived from services to subsidiaries as follows: Sweden SEK 15 (17) million, Norway SEK 14 (15) million, Finland SEK 2 (2) million, Germany SEK 2 (–) and Lithuania SEK 1 (1) million. The companies acquired towards the end of 2024 will pay for services rendered in 2025 and onwards.

NOTE M2 EMPLOYEES AND EMPLOYEE BENEFIT EXPENSES

AVERAGE NUMBER OF EMPLOYEES

	2024		2023	
SEK m	Number of employees	Of which women %	Number of employees	Of which women %
Parent Company	12	28	10	27
Total	**12**	**28**	**10**	**27**

SALARIES AND OTHER REMUNERATION

SEK m	2024	2023
Board and CEO	7	7
Of which bonuses	1	2
Other employees	18	18
Total	**25**	**25**

SOCIAL SECURITY EXPENSES

SEK m	2024	2023
Salaries and other remuneration	25	25
Pension expenses for the Board and CEO	1	1
Pension expenses, other employees	3	3
Other social security expenses	7	9
Total	**36**	**38**

PENSION OBLIGATIONS

The company only has defined contribution plans. Expenditure for defined contribution plans are expensed in the period when the employee performs the services underlying the obligation.

For more information on decision processes for remuneration and terms of employment for senior executives, please see Note 6.

NOTE M3 REMUNERATION TO THE AUDITORS

Fees to auditors	2024	2023
Grant Thornton Sweden AB		
Audit assignment	2	2
Other audit activities	0	0
Other services	0	0
Total	**2**	**2**

Audit refers to the statutory audit of the annual report and accounts, along with the Board's and CEO management. It also includes other audit and review tasks that have been performed as agreed. It includes other work that the Group's auditor deems necessary, advice and other assistance resulting from observations made during the audit or execution of other such tasks.

Tax advice pertains to tax services. Other services pertains to all other significant advice in audit-related areas such as other assurance, reporting and assistance with reviews in conjunction with acquisitions.

NOTE M4 PROFIT (LOSS) FROM PARTICIPATIONS IN GROUP COMPANIES

	2024-12-31	2023-12-31
Dividends	148	281
Capital loss intra-Group transfer of shares in subsidiaries	-50	-
Impairment of shares in subsidiaries	-218	-21
Total	**-120**	**261**

NOTE M5 PROFIT (LOSS) FROM FINANCIAL ITEMS

OTHER INTEREST INCOME AND SIMILAR PROFIT OR LOSS ITEMS

	2024	2023
Interest income from Group companies	24	1
Other interest income	2	3
Currency gains	-	40
Other financial income	0	-
Total	**26**	**45**

INTEREST EXPENSES AND SIMILAR PROFIT OR LOSS ITEMS

	2024	2023
Interest expenses to Group companies	-20	-7
Other interest expenses	-111	-95
Discounting of liabilities for additional consideration	-4	-15
Exchange rate losses	-4	0
Other financial expenses	-6	-4
Total	**-144**	**-121**

NOTE M6 TAX

TAX ON PROFIT FOR THE YEAR

	2024	2023
Current tax	-7	-14
Deferred tax	0	1
Total tax	**-7**	**-13**

PROFIT (LOSS) BEFORE TAX

	2024	2023
Profit (loss) before tax	**-181**	**248**
Tax on profit for the year according to the applicable tax rate 20.6%,(20.6%):	37	-51
Tax effect of:		
Tax expense for the previous year	-	-0
Non-deductible impairment	-45	-4
Non-deductible capital loss	-10	-
Other non-deductible expenses	-19	-16
Non-taxable dividends	30	58
Other non-taxable revenue	0	0
Reported tax	**-7**	**-13**

The effective tax rate is not applicable as there are large non-deductible impairment losses, interest expenses and non-taxable dividends in 2024 and 2023.

Deferred tax assets and tax liabilities

Changes in deferred tax assets and tax liabilities are presented in the tables below. Deferred tax assets for unutilized tax loss carryforwards are reported to the extent that it is probable that they can be offset against future taxable profits.

DEFERRED TAX ASSET

	Unutilized Loss carry-forward	Temporary differ-ences	Total
Opening balance 1 January 2024	4	0	4
Recognized in the income statement	-	-	-
Recognized in other comprehensive income	-	-	-
As of 31 December 2024	**4**	**0**	**4**
Opening balance 1 January 2023	3	0	3
Recognized in the income statement	1	0	1
Recognized in other comprehensive income			
As of 31 December 2023	**4**	**0**	**4**

NOTE M7 PARTICIPATIONS IN GROUP COMPANIES

	2024-12-31	2023-12-31
Opening cost	3,635	3,289
Acquired companies	104	338
Intra-Group divestment of subsidiaries	-796	-
Capital contribution to subsidiaries	60	8
Closing cost	**3,003**	**3,635**
Opening value adjustment	-395	-347
Value adjustment	-218	-48
Closing value adjustment	-613	-395
Closing carrying amount	**2,390**	**3,240**

Of the value adjustment, SEK 218 (21) million pertains to impairment of shares and SEK 0 (27) million to adjustment of the liability for additional consideration.
The Parent Company's holdings in subsidiaries consists of the subsidiaries presented in table of Note 11 for the Group.

NOTE M8 INTANGIBLE ASSETS

	Software	TOTAL
Financial year 2024		
Opening cost	3	3
Acquisitions for the year	-	-
Closing accumulated cost	3	3
Opening amortization	-2	-2
Depreciation for the year	-0	-0
Closing accumulated depreciation	-2	-2
Closing carrying amount 2024	**1**	**1**
Financial year 2023		
Opening cost	3	3
Acquisitions for the year	-	-
Closing accumulated cost	3	3
Opening amortization	-1	-1
Depreciation for the year	-1	-1
Closing accumulated depreciation	-2	-2
Closing carrying amount 2023	**1**	**1**

NOTE M9 PROPERTY, PLANT AND EQUIPMENT

	Equipment, tools, fixtures and fittings	Expenditure for improve-ment on unowned property	TOTAL
Financial year 2024			
Opening cost	1	0	1
Acquisitions for the year	0	-	0
Closing accumulated cost	**1**	**0**	**1**
Opening amortization	-0	-0	-0
Depreciation for the year	-0	-0	-0
Closing accumulated depreciation	**0**	**-0**	**0**
Closing carrying amount 2024	**1**	**0**	**1**

	Equipment, tools, fixtures and fittings	Expenditure for improve-ment on unowned property	TOTAL
Financial year 2023			
Opening cost	1	0	1
Acquisitions for the year	0	0	0
Closing accumulated cost	**1**	**0**	**1**
Opening amortization	0	0	0
Depreciation for the year	0	0	0
Closing accumulated depreciation	**0**	**0**	**0**
Closing carrying amount 2023	**1**	**0**	**1**

NOTE M10 FINANCIAL ASSETS AND LIABILITIES

FINANCIAL ASSETS

	Parent Company 2024-12-31		Parent Company 2023-12-31	
	Carrying amount	Fair value	Carrying amount	Fair value
Cash and bank	179	179	35	35
Total	**179**	**179**	**35**	**35**

FINANCIAL LIABILITIES

	2024-12-31		2023-12-31	
	Carrying amount	Fair value	Carrying amount	Fair value
Accounts payable - trade	2	2	4	4
Liabilities to credit institutions (non-current and current)	2,161	2,161	1,776	1,776
Additional consideration (non-current and current)	162	162	158	158
Total	**2,325**	**2,325**	**1,938**	**1,938**

The financial liabilities have the following maturities:

	2024-12-31	< 3 months	3–12 months	1–5 years	> 5 years	Total
Accounts payable - trade	2	2	-	-	-	2
Liabilities to credit institutions (non-current and current)	2,161	32	57	2,072	-	2,161
Additional consideration (non-current and current)	162	-	70	92	-	162
Total	**2,325**	**34**	**127**	**2,164**	**-**	**2,325**

	2023-12-31	< 3 months	3–12 months	1–5 years	> 5 years	Total
Accounts payable - trade	4	4	-	-	-	4
Liabilities to credit institutions (non-current and current)	1,776	7	84	1,685	-	1,776
Additional consideration (non-current and current)	158	-	9	149	-	158
Total	**1,938**	**11**	**93**	**1,834**	**-**	**1,938**

See also Note 29 for information on the Group's bank overdraft.

For Green Landscaping Group AB, interest rate risk is the most significant of these and a sensitivity analysis has been conducted. This analysis shows the risk associated with financial liabilities as of 2024- 12-31.

SENSITIVITY ANALYSIS, FINANCIAL LIABILITIES

	2024-12-31	2023-12-31
Total liabilities to credit institutions	2,161	1,776
Increase in interest rates by 1.0%	22	18
Decrease in interest rates by 1.0%	-22	-18

CHANGES ATTRIBUTABLE TO FINANCING ACTIVITIES

	2024-01-01	Add-itional consider-ation	Paid additional consideration	Revaluation of additional consideration	Exchange rate change	Discount-ing	2024-12-31
Additional consid-eration	158	15	-14	-1	-	4	162

	2023-01-01	Add-itional consider-ation	Paid additional consideration	Revaluation of additional consideration	Exchange rate change	Discount-ing	2023-12-31
Additional consid-eration	190	-	-12	-27	-6	13	158

NOTE M11 PREPAID EXPENSES AND ACCRUED INCOME

	2024-12-31	2023-12-31
Prepaid insurance premiums	1	1
Other prepaid expenses	0	1
Total	**1**	**2**

NOTE M12 CASH DEPOSITS WITH BANKS

	2024-12-31	2023-12-31
Bank balances	179	35
Total	**179**	**35**

For more information on bank overdraft, please see M17.

NOTE M13 SHARE CAPITAL AND OTHER CONTRIBUTED CAPITAL

Share capital

The Parent Company's share capital consists solely of fully paid ordinary shares at a nominal value (quotient value) of SEK 0.071/share. The Group has 56,799,575 Class A shares that are ordinary shares.

Incentive programs

Green Landscaping Group has three incentive programs for key employees of the Group.

2024–2027
With full utilization of the program, a maximum of 500,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 1.0 percent. The subscription price for shares that are subscribed to via the warrants is SEK 94.70 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 9.99. Subscription of shares may occur during the period 7 March 2027 through 21 May 2027. With full utilization of the warrants, the Parent Company's share capital will increase by SEK 39,051.

2023-2026
With full utilization of the program, a maximum of 550,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 1.0 percent. The subscription price for shares that are subscribed to via the warrants is SEK 96.00 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 7.49. Subscription of shares may occur during the period 29 March 2026 through 12 June 2026. With full utilization of the warrants, the Parent Company's share capital will increase by SEK 39,051.

2022–2025
With full utilization of the program, a maximum of 500,000 shares will be issued (after the rights issue), which would have a maximum dilutive effect of approximately 0.9 percent. The subscription price for shares that are subscribed to via the warrants is SEK 87.00 per share. The premium per warrant, which has been calculated in accordance with the Black & Scholes model amounted to SEK 6.77. Subscription of shares may occur during the period 28 March 2025 through 30 June 2025. With full utilization of the warrants, the Group's share capital will increase by SEK 35,500.

The premiums that have been paid for the warrants have been on market terms, with no special privileges. According to the current regulations, no special privileges are expected to be granted when subscribing for shares.

CHANGE IN NUMBER OF SHARES

	2024	2023
Opening number of shares	**56,799,575**	55,394,717
Non-cash issues	-	826,879
Redemption of options	-	577,979
Closing number of shares	**56,799,575**	**56,799,575**

HOLDINGS OF OWN SHARES

	2024	2023
Opening number of shares	256,693	0
Acquired own shares	843,307	256,693
Divested own shares	-791,655	-
Closing number of shares	**308,345**	**256,693**

Non-cash issues were carried out during the year in connection with acquisitions of subsidiaries and they are usually part of the consideration for an acquisition.

Own shares were used during the year as part of payment in connection with acquisitions of subsidiaries. Transactions with own shares are reported in retained earnings as a component of equity.

NOTE M14 NON-CURRENT LIABILITIES

	2024-12-31	2023-12-31
Liabilities to credit institutions maturing between 1 and 5 years	2,072	1,685
Other non-current liabilities maturing between 1 and 5 years	92	149
Total	**2,164**	**1,834**

Other liabilities presented in the note above consist of the additional consideration that is due to be paid in more than one year.

NOTE M15 ACCRUED EXPENSES AND DEFERRED INCOME

	2024-12-31	2023-12-31
Accrued personnel costs	14	13
Accrued consulting fees	1	1
Accrued interest expenses	0	0
Other accrued expenses and deferred income	0	0
Total	**15**	**14**

NOT M16 PLEDGED ASSETS AND CONTINGENT LIABILITIES

PLEDGED ASSETS

	2024-12-31	2023-12-31
Pledged assets on behalf of subsidiaries for their liabilities to credit institutions	11	11
Total	**11**	**11**

No shares in subsidiaries have been pledged for the Parent Company's own liabilities to credit institutions.

CONTINGENT LIABILITIES

	2024-12-31	2023-12-31
Performance guarantees for the benefit of subsidiaries	3	1
Total	**3**	**1**

NOTE M17 CURRENT LIABILITIES

BANK OVERDRAFT

	2024-12-31	2023-12-31
Granted credit	50	50
Utilized credit	-	7

See also M12 for information on cash and cash equivalents.

NOTE M18 SPECIFICATION, CASH FLOW

RECONCILIATION OF ITEMS NOT INCLUDED IN FINANCING ACTIVITIES

	Liabilities to credit institutions	Intra-Group loans	Total
Opening balance 2024-01-01	**1,776**	**133**	**1,909**
New loans	537	45	582
Loan amortization	-166	-49	-215
Not impacting cash flow	13	0	13
Closing balance 2024-12-31	**2,160**	**129**	**2,289**
Opening balance 2023-01-01	**1,754**	**-**	**1,754**
New loans	747	136	883
Loan amortization	-700	0	-700
Not impacting cash flow	-25	-3	-28
Closing balance 2023-12-31	**1,776**	**133**	**1,909**

NOTE M19 TRANSACTIONS WITH RELATED PARTIES

Below is information on related party transactions, of which all were at the going market rate. Subsequent to the most recent closing date for which financial statements have been published, no related party transactions have occurred.

Remuneration to key employees

Remuneration to key employees is described in Note 6.

Options plan

The options plan for key employees is described in Note 22.

Other

Besides the transactions specified above, Green Landscaping Group AB has not entered into any related party transactions for significant amounts during the period covered by the financial information in this report and up until the date of publication for this report.

NOTE M20 PURCHASES AND SALES BETWEEN GROUP COMPANIES

Sales and purchase from subsidiaries

For the Parent Company, SEK 36 (36) million, corresponding to 100% (100%) of the year's sales and SEK 14 (11) million corresponding to 20% (15%) of the year's purchases were transactions with subsidiaries of the Group. The increase in expenses compared to 2023 is attributable to the invoiced service fee from the subsidiary, Green Landscaping Management Services AB. The pricing of purchased goods and services to related companies has been on market terms.

On 31 December 2024, the Parent Company's receivables from subsidiaries amounted to SEK 1,089 (239) million and liabilities to subsidiaries amounted to SEK 382 (451) million. Transactions with related parties have been priced at the going market rate.

Credit losses on receivables from Group companies have thus far never occurred and future credit losses are expected to be insignificant.

The change in intra-Group receivables compared to the comparison year is primarily attributable to intra-Group loans used to finance share acquisitions in sub-Groups. Changes in Group liabilities are attributable to short-term borrowing from subsidiaries that are not part of the Group's cash pool. The changes are also partly attributable to receivables and liabilities having to do with Group contributions.

NOTE M21 LEASING

Operating leases as lessor

The Parent Company has entered into operating leases for such things as office machines, other equipment and vehicles. The duration of these leases is 3-5 years.

The Parent Company leases office premises and leasing costs are primarily associated with office rent.

OPERATING LEASES

	2024	2023
Expensed lease fees for operating leases	3	2
Future minimum lease payments for non-cancellable operating leases		
To be paid within 1 year	2	2
To be paid within 1-5 years	1	2
To be paid in more than 5 years	-	-
Total	**3**	**4**

NOTE M22 OTHER CURRENT LIABILITIES

	2024-12-31	2023-12-31
Taxes and social security contributions	1	1
Additional consideration	70	9
Other current liabilities	2	0
Total	**73**	**10**

During the year, there was a reclassification of the liability for additional consideration from non-current to current for SEK 81 million.

NOTE M23 PROPOSED APPROPRIATION OF PROFIT OR LOSS

The following funds are at the disposal of the Parent Company:

FUNDS AT THE DISPOSAL OF THE PARENT COMPANY (SEK)

Unrestricted share premium reserve	1,148,874,398
Retained earnings	-68,189,160
Profit (loss) for the year	-188,779,373
Total	**891,905,865**

The Board proposes that profit or loss is appropriated in the following way:

Carried forward	891,905,865
Total	**891,905,865**

Approval of the financial statements

The consolidated financial statements for the reporting period that ended on 31 December 2024 (including comparison figures) was approved by the Board on 25 March 2025.

Board's affirmation

The Board of Directors and the CEO affirm that the consolidated financial statements and the annual report have been prepared in accordance with the international accounting standards referred to in Regulation (EC) No 1606/2022 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards and generally accepted accounting principles and give a true and fair view of the Group's and Parent Company's position and results.

The Directors' report for the Group and Parent Company provides a true and fair overview of the Group's and Parent Company's operations, financial position and results and also describes material risks and uncertainties faced by the Parent Company and the companies that comprise the Group.

The Group and the Parent Company's results and financial position in other respects are shown in the income statement and balance sheet, cash flow statements and notes contained in this report.

Stockholm, 25 March 2025

Per Sjöstrand
Chairman of the Board

Tomas Bergström
Director

Björn Jansson
Director

Åsa Källenius
Director

Staffan Salén
Director

Monica Trolle
Director

Johan Nordström
CEO

Our audit report was submitted on the date shown together with our electronic signature.

Grant Thornton Sweden AB

Camilla Nilsson
Authorized Public Accountant

Auditor's report

N.B. The English text is a translation of the official version in Swedish. In the event of any conflict between the Swedish and English version, the Swedish shall prevail.

To the general meeting of the shareholders of Green Landscaping Group AB (publ)

Corporate identity number 556771 - 3465

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of Green Landscaping Group AB (publ) for the year 2024 except for the statutory sustainability report and the corporate governance statement on pages 21 – 41 respective 44 – 52.

The annual accounts and consolidated accounts of the company are included on pages 54 - 98 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of parent company as of 31 December 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2024 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act.

The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period, and include, among other things, the most important assessed risks of material misstatement. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

Revenue recognition of agreements with customers

The Group recognize significant revenues from agreements with customers over time, which means that revenues and cost are reported as the assignments are fulfilled. Revenues and results are recognised in relation to the percentage of completion based on actual costs at year end in relation to the total projected cost for completing the project. Anticipated customer losses are recognized as soon as they are known.

Revenue recognition is based on assessments of actual cost, estimated costs to complete the work and follow-up against the forecast of final outcome. Changes in assessments during the implementation of the assignment may give rise to a significant impact on the Group's earnings and financial position, which is why we have assessed this as a particularly significant area.

For further information and description of the area, see Note 4 Revenues from agreements with customers, Note 5 Segment information and Note 19 Accounts receivable and contract assets as well as accounting and valuation principles in Note 2 Applied accounting principles in the annual accounts and consolidated accounts.

Response in the audit

As part of our audit related to revenue recognition of customer agreements, we have implemented a number of audit procedures.

Our audit procedures included, but were not limited to, the following:

* Evaluation of routines and processes for revenue recognition of agreements with customers. Random review of calculations made for recorded values based on calculations, reporting, analyses and forecasts as well as underlying assumptions.

* Review of significant agreements; including review of assessments related to reprocessing rate and completion.

* Random review of project revenues and project costs that form the basis for determining recorded revenues.

* Audit of information provided in the annual report and that these are in all material respects in accordance with the requirements of the Annual Accounts Act and IFRS.

Goodwill

The Group's carrying amount for intangible fixed assets in the form of goodwill as of 31 December 2024 amounts to SEK 2,192 million, which constitutes approximately 36 percent of total assets. Goodwill shall, upon indication of impairment and at least annually, be subject to impairment testing. Testing for impairment involves calculations that are based on assumptions and assessments of such things as discount rates, growth factors, operating margins and forecasted cash flows. A test of impairment is complex and contains significant elements of assessments and assumptions about future operating profit and an appropriate discount rate, which is why we have assessed this as a particularly significant area.

For further information and description of the area, see Note 12 Business acquisitions and Note 14 Intangible fixed assets as well as accounting and valuation principles in Note 2 Applied accounting principles in the annual accounts and consolidated accounts.

Response in the audit

As part of our audit related to valuation of goodwill in the Group, we have performed a number of audit procedures. Our audit procedures included, but were not limited to, the following:

* Assessment of the reasonableness of future cash flows by taking note of and evaluating Group management's assumptions and forecasts.

* Engagement of our own valuation specialists in terms of methodology and discount rates as well as sensitivity analysis.

* Assessment of the Group's sensitivity analysis based on reasonably possible changes to the Group's assumptions.

* Audit of information provided in the annual report and that these are in all material respects in accordance with the requirements of Annual Accounts Act and IFRS.

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1 – 53, 103 - 106. The renumeration report for the financial year 2024, which will be submitted after the date of this auditor's report, also constitutes of other information. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intend to liquidate the company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of the company’s internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.
- Conclude on the appropriateness of the Board of Directors’ and the Managing Director’s use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company’s and the group’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated accounts. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor’s report unless law or regulation precludes disclosure about the matter.

Report on other legal and regulatory requirements

The auditor’s audit of the administration of the Board of Directors and the Managing Director and the proposed appropriations of the company's profit or loss

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Green Landscaping Group AB (publ) for the year 2024 and the proposed appropriations of the company’s profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities* section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company’s profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group’s type of operations, size and risks place on the size of the parent company's and the group’s equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company’s organization 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 organization is designed so that the accounting, management of assets and the company’s financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors’ guidelines and instructions and among other matters take measures that are necessary to fulfill the company’s accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor’s responsibility

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 Managing Director 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 skepticism 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 violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined whether the proposal is in accordance with the Companies Act.

The auditor's examination of the Esef report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Green Landscaping Group AB (publ) for the year 2024. Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the Esef report. Our responsibility under this recommendation is described in more detail in the *Auditors' responsibility* section. We are independent of Green Landscaping Group 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 opinion.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with the Chapter 16, Section 4 a of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4 a of the Swedish Securities Market Act (2007:528), based on the procedures performed. RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements. Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report. The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual accounts and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHMTL format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts. Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

Grant Thornton Sweden AB, Kungsgatan 57, 103 94 Stockholm, was appointed auditor of Green Landscaping Group AB (publ) by the general meeting of the shareholders on the 25 April 2024 and has been the company's auditor since the 19 May 2021.

Stockholm, according to the date indicated by the electronic signature.
Grant Thornton Sweden AB
Camilla Nilsson
Authorised Public Accountant

KPIs for the Group

	2024	2023	2022	2021	2020
Net sales, SEK million	6,352	5,831	4,810	3,139	2,113
EBITA, SEK m	528	512	407	232	102
EBITA margin, %	8.3	8.8	8.5	7.4	4.8
EBITDA, SEK m	802	740	567	345	201
EBITDA margin, %	12.6	12.7	11.8	11.0	9.5
Working capital, SEK m	198	262	161	21	-37
Capital employed, SEK m	4,559	3,905	3,612	2,284	1,356
Return on capital employed, %	10.8	11.8	10.7	8.6	5.1
Capital employed, not including goodwill, SEK m	2,367	2,017	1,841	1,154	608
Return on capital employed, not including goodwill, %	20.7	22.9	21.1	17.7	10.6
Equity attributable to the Parent Company's shareholders, SEK m	1,664	1,479	1,304	822	365
Return on equity, %	12.2	15.2	16.5	13.5	10.9
Interest-bearing net debt, SEK m	2,195	1,975	1,800	1,036	797
Net debt, not including lease liabilities, SEK m	1,560	1,435	1,356	770	611
Gearing ratio, times	1.3	1.3	1.3	1.2	1.7
Net debt/Proforma EBITDA , RTM, times	2.5	2.5	2.4	2.4	2.8
Equity/assets ratio, %	28	28	27	28	24
Number of shares, in thousands	56,800	56,800	55,395	49,979	41,796
Average no. of employees	2,858	2,712	2,145	1,623	1,357

Reconciliation of KPIs not defined in accordance with IFRS

The Group presents certain financial measures in its interim report that are not defined in accordance with IFRS. The Group feels that these measures provide valuable, supplementary information to investors and Group management. Accordingly, the measures should be regarded as a supplement, rather than a replacement for measures defined in accordance with IFRS. Because Green Landscaping Group's definitions of these measures might differ from other companies' definitions of the same concepts, an explanation of how they are calculated is provided below. For more information on the purpose of each measure, please see "Definitions and explanations" at the end of this report.

EBITA	2024	2023	2022	2021	2020
Operating profit (loss)	419	394	308	155	59
Amortization and impairment of intangible assets	109	119	99	77	43
Total EBITA	**528**	**512**	**407**	**232**	**102**

Key performance indicators, Group, cont.

Working capital	2024	2023	2022	2021	2020
Inventories	87	80	67	38	28
Contract assets	235	220	128	39	71
Current receivables	1,083	1,202	1,083	722	433
Accounts payable - trade	-314	-393	-366	-226	-173
Other liabilities and non-current interest-bearing liabilities	-580	-469	-409	-306	-225
Contract liabilities	-43	-69	-68	-25	-29
Accrued expenses	-270	-309	-274	-221	-142
Total working capital	**198**	**262**	**161**	**21**	**-37**

Net debt	2024	2023	2022	2021	2020
Bank overdraft	-	-7	-	-	-5
Liabilities to credit institutions (non-current)	-2,149	-1,749	-1,747	-1,043	-568
Liabilities from finance leases (non-current and current)	-635	-540	-445	-266	-185
Liabilities to credit institutions (current)	-99	-95	-84	-79	-134
Cash and cash equivalents	688	416	476	352	95
Total Net debt	**-2,195**	**-1,975**	**-1,800**	**-1,036**	**-797**

Earnings per share	2024	2023	2022	2021	2020
Profit (loss) for the period	196	216	184	92	37
Average number of shares	56,371,260	56,048,701	53,873,101	49,978,855	41,796,063
Basic earnings per share, SEK	**3.48**	**3.85**	**3.41**	**1.84**	**0.90**
Diluted earnings per share, SEK	**3.48**	**3.85**	**3.39**	**1.81**	**0.89**

Definitions

General	All amounts shown in tables are in SEK million, unless otherwise stated. All values in parentheses () are comparison figures for the same period last year, unless otherwise stated.	
Key performance indicators	**Definition/calculation**	**Purpose**
EBITA	Operating profit (loss) before depreciation, amortization and impairment of property, plant and equipment and intangible assets	EBITA provides an overall picture of the profit generated from operating activities.
EBITA margin	Operating profit (loss) before depreciation, amortization and impairment of acquisition-related intangible assets as a percentage of sales.	EBITA margin is a measure of operating profitability.
EBITDA	Operating profit (loss) before depreciation, amortization and impairment.	EBITDA provides an overall picture of the profit generated from operating activities before depreciation.
EBITDA margin, %	Operating profit (loss) before depreciation, amortization and impairment, as a percentage of sales.	EBITDA margin is a measure of operating profitability.
Order backlog	This is the amount of contracts not yet delivered and potential add-on years.	It provides an indication of the Group's future performance.
Organic growth	Sales increase of legal entities owned for the entire financial year.	It shows how current operations are performing.
Working capital	Current assets not including cash and cash equivalents, less current liabilities.	Working capital is used to measure the company's ability to meet short-term capital requirements.
Return on equity	Comprehensive income in relation to average equity.	Shows the company's return on the owners' investments.
Equity/assets ratio	Equity in relation to total assets.	Shows the percentage of assets financed by equity. Facilitates an assessment of the Group's long-term solvency.
Capital employed, incl./not incl. goodwill	Total assets, incl./not including goodwill, at the end of the period less non interest-bearing operating liabilities and provisions.	Measures capital usage and efficiency.
Return on capital employed incl./ not incl. goodwill	Operating profit plus financial income for the most recent 12-month period as a percentage of average capital employed not incl./incl. goodwill.	Shows the Group's return, independent of financing.
Net debt	Interest-bearing liabilities less cash and cash equivalents.	Net debt is an indication of the Group's financial position.
EBITDA proforma	EBITDA incl. acquired companies for the current year prior to the acquisition date.	It provides an indication of the Group's position in future periods.
Net debt / proforma EBITDA	Net debt as a percentage of proforma EBITDA.	Shows the financial risk and facilitates an assessment of the level of indebtedness.
Net debt not including lease liabilities	Net debt not including lease liabilities.	Shows the financial position, not including leases.
Gearing ratio	Net debt in relation to equity, including minority interest.	This figure is reported to show our financial position.

Financial calendar

The AGM for Green Landscaping Group AB (publ) will be held on Friday, 9 May 2025.

The Group's interim reports will be published on these dates:

24 April 2025	Interim report January-March 2025
18 July 2025	Interim report January-June 2025
23 October 2025	Interim report January-September 2025

Green
landscaping group

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