

# Lindab For a better climate

Annual Report and Sustainability Report 2023



Energy-efficient  
solutions for  
healthy  
environments

# We contribute to a better climate

**LINDAB IS A LEADING** European ventilation company with solutions for energy-efficient ventilation and a healthy indoor climate. The products are characterised by high quality, ease of installation and durability. Lindab also has an extensive offering of roofs, walls and roof drainage, mainly in the Nordic region and Eastern Europe.

## 13.1

**Net sales** increased by 6 percent to SEK 13,114 million in 2023.

## 9.0

The **adjusted operating margin** amounted to 9.0 percent in 2023.

## -22.7

**CO<sub>2</sub>e emissions** per million SEK in sales have decreased by 22,7 percent since 2019.

## 77

77 percent of net sales that is eligible according to the **EU taxonomy**, is classified as sustainable.

### Why invest in Lindab?

- ➔ **A growing market** driven by increased focus on energy savings and improved indoor climate.
- ➔ **Well-established brands**, high quality and extensive distribution networks.
- ➔ **Clear acquisition strategy** with acquisitions of complementary, well-managed companies.
- ➔ **Focus on profit** with a decentralised organisation that works closely with the customer.
- ➔ **Sustainability** as a natural part of the product offering and business.

Our vision:

To be the market-leading ventilation company in Europe, specialised in air distribution and air diffusion.

## 20

Lindab is established with its own operations in 20 countries in Europe, as well as in the USA.

## 4,909

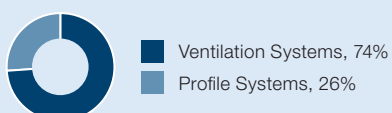
At the end of the year, Lindab had 4,909 employees in about 180 locations.

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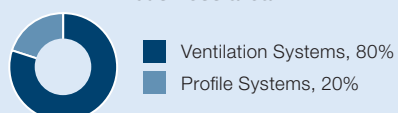
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The formal annual report is covered in pages 62–131, and part of page 182. The Sustainability Report on pages 140–182 constitutes the company's and the Group's mandatory Sustainability Report as required by the Annual Accounts Act. It is based on the 2021 GRI Standards.

## Net sales, business area



## Adjusted operating profit, business area



## Net sales, region



# Focus on profitable growth

Lindab has a clear vision of where the company wants to be by 2027. The acquisitions pace will increase, while the focus on profitability will remain. This is possible thanks to the gradual change that Lindab has gone through since 2009.

## 2009–2017

### Debt reduction

- Lindab had an annual sales of around SEK 7 billion and an operating margin of 6 percent.
- The generated profits and cash flows were used to pay off debts and to make Lindab competitive again after the financial crisis.

## 2018–2023

### Investment in the business

- By focusing on fewer markets and product areas, the operating margin reached the target of 10 percent.
- Sales increased to SEK 13 billion through a combination of organic growth and acquisitions.
- The improved profitability enabled the implementation of Lindab's largest ever investment program aimed at increasing capacity, efficiency and improving the safety of our employees.

**20**  
billion SEK  
by 2027 with  
>10% operating  
margin

## 2024–2027

### Accelerating profitable growth

- With completed investment program and reduced employed capital, resources are freed up for growth.
- Sales will increase primarily through acquisitions, but also organically due to increased demand for energy-efficient ventilation solutions for healthy indoor environments.
- The goal is to reach SEK 20 billion in sales with at least a 10 percent adjusted operating margin.
- Cyclical businesses with low profitability will be evaluated and may be divested.

# Profitable growth in a market with good prospects

**THE VENTILATION MARKET HAS BRIGHT PROSPECTS.** Demand for sustainable buildings and a healthy indoor climate is increasing. High energy prices and demands to reduce emissions are leading to a focus on energy savings and renovation of buildings. As a leading ventilation company, Lindab is in the best position to further develop its strong position in this growing market.

## Focus on profitable growth

Lindab has gone through several major phases of change over the past fifteen years. When I took over as CEO in 2018, the company had just recovered from a period of high indebtedness. There was a strong need to invest in the business. We focused the business on the product areas and geographies where we were strongest and had the greatest opportunities for the future. Underperforming units were sold off or restructured into profitable subsidiaries. We created neatness and order in the Group, and this led to a stable company both in favourable and unfavourable conditions.

Lindab has entered the next phase of change, focusing on profitable growth. With the stable platform created, we can focus on growing both sales and profit. Our ambition is to reach sales of SEK 20 billion in 2027, a doubling compared to 2021. The goal is for the operating margin to exceed 10 percent, and over time 12–15 percent may be possible. These are ambitious goals, but we have a clear plan to achieve them.

## For a better climate

Demand for energy-efficient solutions will be high for a long time to come. Ventilation systems are becoming more advanced and the usage of smart technology in our products is increasing rapidly. With more smart technology, the added value for the customer is greater, the differentiation from competitors is even clearer and the profitability potential for the product is higher. The rate of building renovation needs to increase in Europe and we will be there with flexible solutions that make it easy to upgrade existing ventilation systems. We also have a strong position in new construction of energy-efficient buildings, which we will leverage and develop further.

Our overall aim is to create a better indoor climate for people's well-being while reducing energy consumption in the building. Lindab's business concept is based on sustainability, which creates business opportunities and gives us an advantage as an employer.

## Successive expansion

We are and will be a market leader with high-quality products. This means that we are growing with Europe as our base, as it is in this market that the demands for energy efficiency and high-quality products are highest. Gradually, we will consider expanding outside of Europe, as demand for high-quality venti-



*“Demand for energy-efficient solutions will be high for a long time to come.”*

lation increases in these markets. The acquisition of US-based Vicon in early 2024 has strengthened our position in the US market. It allows us to learn more and build relationships for future expansion.

We add products that either strengthen us in existing or related technology areas. One example is the recent acquisitions in the product area of rectangular ventilation ducts. It is an area that traditionally has a low level of automation, partly because manufacturers are usually small. By coordinating the production in the Group, we open up for large-scale and efficient production that was not possible before.

The acquisition of Airmaster in early 2024 is an example of how a related product area is being added to Lindab. With Airmaster as a base, a new product area for decentralised ventilation has been created that can serve as a springboard for future growth. Decentralised ventilation has a great potential in the renovation of buildings and the goal is for sales from this product area to amount to approximately SEK 2 billion by 2027.



#### Combination of acquisitions and organic growth

Acquisitions will continue to play an important role in Lindab's future development. In 2023 we added another five companies to the Group, and since 2019, we have added more than SEK 3 billion in annual sales. The development of the acquired companies has been strong, thanks to careful integration in line with Lindab's decentralised model.

Lindab's strong brand gives us excellent conditions to also grow organically. As the renovation market takes off, there are good opportunities to grow faster than the market. We expect that about two thirds of Lindab's growth will come from acquisitions and about one third from organic growth, seen over a business cycle.

#### Increased demand for sustainable solutions

Lindab is taking an active role in the transition to decarbonised steel. There is great interest among our customers in products made of both recycled and fossil-free steel. Products in recycled steel have been part of Lindab's standard range since 2023, and last autumn, we also received a pilot delivery of fossil-free steel. The first fossil-free steel products have already been sold for a sustainability-certified office building that will start construction in spring 2024. With increased demand for sustainable products, Lindab's strong sustainability profile is a clear competitive advantage.

#### The financial targets are unchanged

In 2023, we experienced weaker demand due to high inflation and high interest rates. We continued to acquire quality companies while implementing savings that reduced both the number of employees and running costs. For 2023, sales exceeded 13 billion for the first time, representing a growth rate of 6 percent. The operating margin for business area Ventilation Systems,

*“With increased demand for sustainable products, Lindab's strong sustainability profile is a clear competitive advantage.”*

which accounted for 74 percent of operations, was 10.1 percent, despite challenging market conditions. Business area Profile Systems was more sensitive to the declining construction market. This resulted in an operating margin of 9.0 percent for the Group as a whole. We are working intensively to further strengthen profitability and are evaluating the units that do not show stable and sustainable results at the desired level.

Our assessment is that the European ventilation market will remain weak in 2024. We are planning for lower demand in the short term, but at the same time ensuring that we are ready to take advantage of the positive drivers in our market. Despite a challenging market situation, I am determined to see Lindab reach its financial targets in 2024. Thank you to all customers who continue to choose Lindab. Thank you to all staff for your efforts during the year.

Grevie, March 2024

Ola Ringdahl  
President and CEO

# Trends driving the market

**WITH INCREASED FOCUS** on energy-efficient solutions that create a healthy indoor climate, there are strong, positive drivers in the market where Lindab operates. The EU's Green Deal has accelerated the commitment to sustainable new construction and renovation, with the goal of renovating 35 million buildings by 2030.

## FIT FOR 55

A climate package from the European Commission that is expected to reduce EU greenhouse gas emissions by 57 percent\* by 2030. Fit for 55 includes measures on renewable energy, energy efficiency and green buildings.

\*Compared to 1990 levels.

# 40%

Buildings account for 40 percent of energy consumption and 36 percent of energyrelated greenhouse gas emissions in the EU. Each year, only 1 percent of buildings are renovated to reduce energy consumption.

# 2/3

Two thirds of Europe's buildings are not energy-efficient, and many of these are occupied by low-income families. Energy-efficient renovations can reduce household energy costs and at the same time improve quality of life.

# 95%

Up to 95 percent of existing buildings in the EU are expected to remain in place 2050 and account for the overwhelming majority of the property stock. To achieve the climate goals, existing buildings need to be made green.

Sources: European Commission: "A European Green Deal" (2019), "Renovation Wave Strategy" (2020), The European Ventilation Industry Association (EVIA).



# 1

## Climate targets set the agenda

Based on the global Paris Agreement, climate targets are being set worldwide. The EU aims to become the world's first climate neutral continent by 2050. Regulations on energy efficiency improvements are driving increased investment.

# 2

## A wave of renovation is needed

As Europe's building stock is aging and new construction levels are low, the focus is on energy efficiency measures to reduce climate impact. The EU wants to double the rate of renovation, and many countries are launching plans to do just that.

# 3

## The energy issue is a hot topic

Energy-efficiency in buildings contributes to climate neutrality, but also to lower costs. Europe's energy crisis, partly as a result of the war in Ukraine, has increased energy prices, providing further drivers for energy-efficiency.

# 4

## Increased awareness of well-being

The European Commission has highlighted human health and well-being as one of the most important co-benefits of energy-efficiency. And the pandemic has increased understanding of the importance of a good indoor climate.

# 5

## Technology steps up the pace

Connected and smart systems for ventilation, cooling and heating, among other things, are being introduced at an accelerating pace, even in older buildings. The investment pays for itself quickly and the system can be maintained remotely.

Sources: European Commission, 2020, "The European Green Deal Investment Plan and Just Transition Mechanism Explained," European Commission, 2021, "Commission Recommendation on Energy Efficiency First: From Principles to Practice," Healthy Homes Barometer 2022.

# Strategy for profitable growth

**LINDAB AIMS TO CREATE** a better climate. We do this by producing and offering energy-efficient solutions for healthy indoor environments. The vision is to be the leading player in the area we are strongest – ventilation in Europe. We focus on air distribution and air diffusion, that is, transportation and distribution of air.

## For a better climate

- Create healthy buildings
- Reduce customers' environmental impact
- Drive a sustainable business

### Vision

To be the market-leading ventilation company in Europe, specialised in air distribution and air diffusion.

### Strategy

Lindab's strategy focuses on five areas that set the framework and direction for the operations and that enable us to achieve our vision and targets.



Quality



Efficient



Local



Trusted



Market leader

### Sustainable development targets

To measure whether we are on the right track, Lindab has both financial and sustainability targets. Read more about the targets on pages 12–13.

## For a better climate

Most of us spend a majority of our time indoors. The air we breathe is crucial for our energy levels and health. Through energy-efficient ventilation systems, Lindab contributes to a better indoor climate and at the same time, to a better global climate. The strategy is to offer high-quality products adapted to the requirements of each country. We deliver what we promise, on time, through an efficient value chain. This has given us a market-leading position in Europe, the part of the world with the highest ventilation requirements.



### Quality

Lindab's brands are well-known and of high quality. Customers know that the products are easy to install and can be trusted. Our employees also have the appropriate expertise, making us a knowledgeable partner who customers can turn to with their ventilation and construction projects.



### Efficient

We uphold a high level of expertise in advanced production methods, enabling Lindab to manufacture high-quality products efficiently. Increased automation is also a way of enhancing both efficiency and safety. We shall benefit from digital channels to the market and from systems support in our operations. Lindab believes in continuous improvement throughout the company.



### Local

Lindab shall be located close to its customers and offer what is in demand in each market. This means the offer is different in different parts of Europe, depending on what ventilation installers and tinsmiths demand. We believe in local production to reduce transportation and provide the best service.



### Trusted

We deliver what we promise, on time. Customers should always be able to rely on Lindab to have the products they need in stock. Trust in Lindab has been built up over many years through our entrepreneurial spirit, with each employee taking responsibility and resolving problems as they arise. Those who are closest to the customers know best what needs to be done.



### Market leader

Lindab wants to be the best, and preferably the largest, at what we do. We focus on selected markets in Europe where we can create strong customer relationships and specialise in the parts of the offering where we have expertise and long experience. Our products shall maintain a superior technical standard and be compatible with other parts of the ventilation system.

## Short-term focus areas

In the coming quarters, Lindab will focus on the following areas as part of the strategy:

### ➔ Profitability and cost control

Implement measures to reduce sensitivity to market fluctuations. Continued focus on cost control.

### ➔ Competitive products

Increased focus on product development and product management to remain competitive in current and future product offerings.

### ➔ Efficiency from investments

Ensure that the implemented investments deliver according to plan.

### ➔ Sustainability improvements

Increase the pace and level of activity for sustainability improvements in the business.

### ➔ Integration of acquisitions

Improve support for acquired companies to increase the benefits for Lindab Group and for the newly acquired companies.

# Long-term targets

**LONG-TERM TARGETS** create value by driving investments in priority areas. The financial targets focus on growth, profitability and debt. In addition, Lindab has a clear ambition to distribute at least 40 percent of the net profit to shareholders. Lindab’s sustainability plan includes several targets, with five of the sustainability targets getting increased focus, to ensure continuous development.

## Financial targets<sup>1)</sup>

Definition	Target	Outcome	Comments												
<p><b>Annual growth</b></p> <p>The target for annual growth is at least 10 percent, combining organic and acquired growth.</p>	>10%	<table border="1"> <caption>Annual Growth Data</caption> <thead> <tr> <th>Year</th> <th>Growth (%)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>~5.0</td> </tr> <tr> <td>2020</td> <td>~2.0</td> </tr> <tr> <td>2021</td> <td>~8.0</td> </tr> <tr> <td>2022</td> <td>~10.0</td> </tr> <tr> <td>2023</td> <td>1.4</td> </tr> </tbody> </table>	Year	Growth (%)	2019	~5.0	2020	~2.0	2021	~8.0	2022	~10.0	2023	1.4	<p>Sales growth in 2023, adjusted for currency, was 1.4 percent, falling short of the 10 percent annual growth target. This was mainly due to a weaker economy, which led to lower sales. Several acquisitions were made during the year, contributing 10 percent annual growth.</p>
Year	Growth (%)														
2019	~5.0														
2020	~2.0														
2021	~8.0														
2022	~10.0														
2023	1.4														
<p><b>Operating margin</b></p> <p>The target for the operating margin, adjusted for one-off items and restructuring costs, is to exceed 10 percent annually.</p>	>10%	<table border="1"> <caption>Operating Margin Data</caption> <thead> <tr> <th>Year</th> <th>Margin (%)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>~10.0</td> </tr> <tr> <td>2020</td> <td>~10.0</td> </tr> <tr> <td>2021</td> <td>~11.0</td> </tr> <tr> <td>2022</td> <td>~10.0</td> </tr> <tr> <td>2023</td> <td>9.0</td> </tr> </tbody> </table>	Year	Margin (%)	2019	~10.0	2020	~10.0	2021	~11.0	2022	~10.0	2023	9.0	<p>The adjusted operating margin for the full year amounted to 9.0 percent, which is slightly below the target. A challenging market environment combined with high cost inflation and high interest rates has temporarily put pressure on the margin.</p>
Year	Margin (%)														
2019	~10.0														
2020	~10.0														
2021	~11.0														
2022	~10.0														
2023	9.0														
<p><b>Net debt/EBITDA</b></p> <p>The target for net debt is that it should not exceed three times EBITDA.</p>	<3.0	<table border="1"> <caption>Net Debt/EBITDA Data</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>~1.5</td> </tr> <tr> <td>2020</td> <td>~1.5</td> </tr> <tr> <td>2021</td> <td>~1.2</td> </tr> <tr> <td>2022</td> <td>~1.5</td> </tr> <tr> <td>2023</td> <td>1.9</td> </tr> </tbody> </table>	Year	Ratio	2019	~1.5	2020	~1.5	2021	~1.2	2022	~1.5	2023	1.9	<p>Net debt/EBITDA amounted to 1.9 in 2023, mainly as a result of a high acquisition rate. Net debt/EBITDA excluding lease liabilities (so called Financial net debt/EBITDA) was 1.4. A low debt ratio and a strong balance sheet enable Lindab to finance investments and acquisitions.</p>
Year	Ratio														
2019	~1.5														
2020	~1.5														
2021	~1.2														
2022	~1.5														
2023	1.9														
<p><b>Dividend</b></p> <p>Lindab holds a strong financial position and intends to distribute at least 40 percent of the company’s net profit. Consideration will be given to the company’s financial position, acquisition opportunities and long-term financial needs.</p>	40%	<table border="1"> <caption>Dividend Data</caption> <thead> <tr> <th>Year</th> <th>Dividend (SEK)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>~2.0</td> </tr> <tr> <td>2020</td> <td>~3.0</td> </tr> <tr> <td>2021</td> <td>~3.5</td> </tr> <tr> <td>2022</td> <td>~4.5</td> </tr> <tr> <td>2023</td> <td>5.40</td> </tr> </tbody> </table>	Year	Dividend (SEK)	2019	~2.0	2020	~3.0	2021	~3.5	2022	~4.5	2023	5.40	<p>Lindab has a high earnings capacity as well as a strong financial position. With this in mind, the Board of Directors proposes a dividend of SEK 5.40 for financial year 2023. This corresponds to 49 percent of net profit and is an increase of 4 percent compared to the previous year.</p>
Year	Dividend (SEK)														
2019	~2.0														
2020	~3.0														
2021	~3.5														
2022	~4.5														
2023	5.40														

1) For 2021, annual growth and adjusted operating margin outcomes are reported excluding divested business, while net debt/EBITDA is reported including divested business.

## Sustainability targets




Definition	Target	Outcome	Comments
<p><b>Lower CO<sub>2</sub>e emissions</b> Lindab's target for the Group's CO<sub>2</sub>e emissions for Scope<sup>1</sup> 1 and 2 is to reduce these by 50 percent in relation to sales by 2030 compared with 2019.</p>	-50%	<p>2019 2020 2021 2022 2023</p>	Lindab's CO <sub>2</sub> e emissions decreased by 22.7 to 1.7 tonnes per SEK million in sales from 2019 to 2023. The development is mainly due to increased modernisation of Lindab's facilities. The CO <sub>2</sub> e emissions target will be further detailed in 2024 as part of the work to align targets and plans with Science Based Targets.
<p><b>Motivated employees</b> Working at Lindab should feel good. We aim for at least 90 percent of our employees to recommend Lindab as an employer. This is measured in the Lindab Pulse Survey every year.</p>	90%	<p>2020 2021 2022 2023</p>	Lindab shall be an employer that is able to attract new talent and retain the right skills. In 2023, 90 percent of the employees recommended Lindab as an employer, which means that we achieved our target for the fourth year in a row.
<p><b>Fewer work-related injuries</b> Work-related injuries, measured as LTIF (number of workplace accidents per million hours worked), are to be reduced to a maximum of 4.0 by 2026. At the same time, the long-term vision of zero work-related injuries remains unchanged.</p>	<4.0	<p>2019 2020 2021 2022 2023</p>	In 2023, the number of accidents increased after several years of decline. LTIF was 9.0. Lindab takes this development very seriously and several measures have been put in place during the second half of 2023 to change safety thinking and minimise risky behaviour. Read more about Lindab's health and safety work on page 43.
<p><b>Supplier assessment</b> Lindab's suppliers should be certified on a regular basis with regard to sustainability. The aim is for all suppliers<sup>2)</sup> to be certified. Lindab is still in the process of screening its suppliers for the first time.</p>	100%	<p>2021 2022 2023</p>	Since 2021 when the certification process was introduced, 73 percent of the suppliers have been certified, which is a lower rate than Lindab had hoped for. This is partly explained by the addition of new suppliers through acquisitions. From an initial focus on certifying suppliers in the highest risk countries, the focus is now on certifying all suppliers.
<p><b>Environmentally friendly transport</b> Lindab's products are transported all over Europe. We aim for 100 percent of owned and controlled trucks<sup>3)</sup> to use electricity or renewable fuel by the year 2040.</p>	100%		In the area of transport, Lindab's is only at the beginning of a transition. Of Lindab's owned or controlled trucks, 5 percent are powered by renewable fuel. The target will be adjusted in 2024 as part of the work to align goals and plans with Science Based Targets

1) Scope 1, 2 and 3 are classifications for different categories of CO<sub>2</sub>e emissions. In simple terms, Scope 1 and 2 can be described as emissions associated with the company's internal operations, such as production facilities and their electricity consumption. Scope 3 are other emissions, where purchased steel and the use of the products are the largest sources of emissions for Lindab.  
 2) Suppliers in low and medium-risk countries representing purchases of more than KEUR 100 and suppliers in high risk countries representing purchases of at least KEUR 25 are covered. Suppliers added through acquisition shall be certified during their first year as part of the Group.  
 3) Controlled trucks refer to trucks where Lindab can directly influence the choice of truck used by the contractor.




# Three clear perspectives for sustainable development

**LINDAB'S SUSTAINABILITY PLAN INFLUENCES** how we implement the strategy in all areas. Based on the overall purpose “For a better climate,” we can make a difference at several levels. In “Create Healthy Buildings,” we focus on how Lindab can contribute to a better society. “Reduce the environmental impact from customers” is about how Lindab’s products contribute to higher energy-efficiency. Finally, 'Drive sustainable business' focuses on how operations throughout the value chain can become safer, more socially sustainable and climate efficient.

## → Create healthy buildings

Focus area	Target	Page	We primarily contribute to:
Increase awareness about healthy indoor air	Increase public knowledge and awareness regarding good indoor air. Increase demand for a healthy indoor climate when choosing a home, office or other indoor environment.	31 173	 
Drive standardisation and legislation	Influence and drive regulations and standards in trade associations and other collaboration forums in all our markets. If there is no collaboration forum present, we will work to establish one.	31 153	

## → Reduce the environmental impact from customers

Focus area	Target	Page	We primarily contribute to:
Sustainable and energy-efficient solutions	Lower customers' environmental impact through our products Publish environmental product declarations for global products equivalent for 50 percent of sales from global products by 2025.. Launch a green product line <sup>1)</sup> by 2027 at the latest.	26–29 32–33	 
Digital tools and technologies to optimise energy usage	Offer connected products enabling indoor climate optimisation and reduced energy consumption. Develop smart products with the aim of increasing product life span and offer better peripheral services. Expand and improve sustainability information in webshop and digital product catalogues in 2025.	26–29 31	
Circular economy with a high degree of reuse	Design products that can be reused, refurbished or recycled. Collaborate within the industry to create circular flows with a focus on reducing environmental impact. Measurable target to be defined in 2024 as part of the alignment with new legislation <sup>2)</sup> .	32 159	

1) Products designed to minimise environmental impact throughout their life cycle, this means renewable energy sources in production, innovative CO<sub>2</sub>-reduced materials and 100 percent recyclability.  
2) Applies to the EU Corporate Sustainability Reporting Directive (CSRD) – 2022/2464/EU.

## Matilda Isaksson

Group Sustainability Manager at Lindab






### What steps has Lindab taken in its sustainability work over the year?

This year we have shown real action. Products in recycled steel are now part of our standard product range, and we are the only ventilation company to have received a first delivery of fossil-free steel from SSAB, with deliveries to our customers to take place in 2024. Work has started on the CSRD, an EU directive that will accelerate the sustainable transition. In this year's sustainability report, we present for the first time the results of the double materiality assessment as part of the CSRD. It gives a good overview of the issues that are most important in our sustainability work.

### What is the focus for 2024?

We will offer more products in recycled steel and deliver the world's first ventilation duct system in fossil-free steel. The focus will largely be on adaptation to CSRD, which is a very comprehensive piece of legislation in the field of sustainability. It is important to continue to make a difference and that CSRD is not simply reporting.

## → Drive a sustainable business

Focus area	Target	Page	We primarily contribute to:
Sustainable sourcing	<p>Early adopter of fossil-free steel in order to reduce our CO<sub>2</sub>e emissions.</p> <p>Get 100 percent of suppliers<sup>1)</sup> to sign the Code of Conduct.</p> <p>Certify all suppliers in regards to sustainability<sup>1)</sup>.</p> <p>Define emission reduction targets for Scope 3 in line with Science Based Targets in 2024.</p>	39–41 172	  
Sustainable production	<p>Reduce CO<sub>2</sub>e emissions in Scope 1 and 2, calculated in relation to sales, by 50 percent in 2030, compared to 2019.</p> <p>Define absolute emission reduction targets for Scope 1 and 2 in line with Science Based Targets in 2024.</p> <p>Reduce scrap rate by 50 percent by 2030, compared to 2019.</p>	39–41 154–160	
Sustainable transportation	<p>Use 100 percent renewable fuel or electric vehicles by 2040.</p> <p>Switch to company cars using renewable fuel or electricity by 2030.</p> <p>Have 100 percent of transport contracts<sup>1)</sup> to include environmental requirements by 2025.</p> <p>Collaborate with customers and suppliers to create transport solutions with a focus on reducing the environmental impact.</p>	40–41 157–158	
Attractive employer	<p>Reduce the number of workplace accidents per million hours worked (LTIF) to 4 or less by 2026. Long-term vision of zero accidents.</p> <p>Have the same percentage of each gender in senior management positions by 2030 as in the Group in total.</p> <p>Have a staff turnover of 5–10 percent.</p> <p>Be recommended as an employer by at least 90 percent of the employees.</p>	42–45 168–171 175	
Community involvement	<p>Support community activities linked to Lindab's operations and nearby locations.</p> <p>Create good conditions for engagement in non-profit work.</p>	44 173	

1) Suppliers in low and medium-risk countries representing purchases of more than KEUR 100 and suppliers in high risk countries representing purchases of at least KEUR 25 are covered. Suppliers added through acquisition shall be certified during their first year as part of the Group.

# The year in summary

The year 2023 was characterised by weak demand in large parts of the European market. Lindab adapted its operations to maintain good profitability. Several acquisitions have contributed to sales growth.

The year in summary  
The share

18  
20







Lärstystemen  
Skåne

**Employers risk  
up to 35% more  
short-term sick leave  
due to poor air quality  
in the workplace.**

Source: Sick Leave – IAQ Risk of Sick Leave Associated with Outdoor Air Supply Rate, Humidification and Occupant Complaints. Indoor Air 2000:10. ISSN 0905-6947

# Stable results in a weak market

**SALES FOR 2023** increased by 6 percent and exceeded SEK 13 billion for the first time, driven by acquisitions that strengthened Lindab both geographically and in terms of products. The adjusted operating margin amounted to 9 percent. Despite challenging market conditions, Ventilation Systems achieved a 10 percent operating margin for the full year. Profile Systems has successfully adapted the business to changing market conditions. Operating cash flow for the full year was record strong.

## 1.4%

Currency-adjusted growth

## 9.0%

Adjusted operating margin<sup>1)</sup>

## 1.9

Net debt/EBITDA

### Higher sales, mainly driven by acquisitions

All quarters of the year were characterised by lower demand in the European construction market due to high interest rates and cost inflation. The Nordic region has been particularly affected, but demand seems to have stabilised at a low level. Despite this, Lindab showed growth for 2023. Net sales increased by 6 percent and amounted to SEK 13,114 million (12,366). Organic sales growth decreased by 9 percent, while currency effects were positive by 5 percent. Acquisitions contributed positively by 10 percent.

### Stable operating profit despite a challenging market

Lindab's cost savings have developed according to plan while we have maintained or increased our market shares. This has resulted in a strengthened gross margin. Since autumn 2022, the number of employees has been reduced by about 8 percent. Adjusted operating profit was SEK 1,178 million (1,347). No one-off items or restructuring costs were reported in 2023, compared to SEK –22 million in the previous year. Adjusted operating margin was 9.0 percent (10.9).

### Ventilation Systems achieves 10.1 percent operating margin

Sales for Ventilation Systems increased by 15 percent and amounted to SEK 9,688 million (8,444). Organic sales growth was negative by 4 percent, while currency effects were positive

by 6 percent. Acquisitions contributed positively by 13 percent. We continue to see increased demand for sustainable and energy-efficient products. This favours Lindab, which has a competitive offer. For the full year, Ventilation Systems achieved an adjusted operating margin of 10.1 percent (10.4).

### Stabilisation for Profile Systems

The reduced construction activity has a direct impact on the demand for Profile Systems. With cost savings and adjustments to current market conditions, the situation for Profile Systems stabilised in the latter part of the year. Net sales amounted to SEK 3,426 million (3,922), a decrease of 13 percent compared to the previous year. Organic sales growth was negative by 19 percent, while currency effects were positive by 2 percent. Acquisitions contributed positively by 4 percent. Adjusted operating margin was 7.1 percent (8.2).

### Record strong cash flow

Cash flow from operating activities amounted to SEK 1,711 million (691). The improvement is mainly explained by changes in working capital, related to reduced capital tied up in stock. Investments have decreased to SEK 294 million (359), as the investment program that has been running since 2019 gradually is coming to an end. Net debt/EBITDA was 1.9 (2.0) and financial net debt/EBITDA was 1.4 (1.4) at 31 December 2023.



*“Lindab delivered growth, a stable result and a strong cash flow, despite challenging market conditions.”*

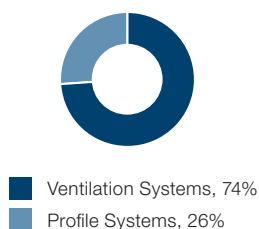
Lars Ynner, CFO, Lindab Group

1) Excludes one-off items and restructuring costs.

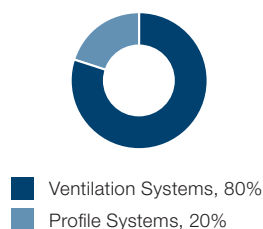
Financial key performance indicators	2023	2022	2021	2020	2019
<b>Continuing operations</b>					
Net sales, SEK million	13,114	12,366	9,648	8,220	8,512
Growth, %	6.0	28.2	17.4	-3.4	3.1
of which organic	-8.9	10.9	17.4	-2.2	0.5
of which acquisitions/divestments	10.3	13.5	2.2	0.4	0.2
of which currency effects	4.6	3.8	-2.2	-0.6	2.3
Adjusted operating profit <sup>1)2)</sup> , SEK million	1,178	1,347	1,266	860	830
Operating profit, SEK million	1,178	1,325	1,266	790	830
Adjusted operating margin <sup>1)2)</sup> , %	9.0	10.9	13.1	10.5	9.8
Earnings per share before dilution, SEK	11.07	12.73	12.53	-	-
Average number of employees	4,960	4,801	4,534	4,546	4,486
<b>Total operations</b>					
Earnings per share before dilution, SEK	11.07	12.73	7.02	7.80	8.89
Dividend per share, SEK	5.40 <sup>3)</sup>	5.20	4.00	3.40	1.75
Return on equity <sup>2)</sup> , %	12.0	15.8	9.9	11.6	14.3
Return on capital employed <sup>2)</sup> , %	10.7	14.1	11.0	11.5	13.6
Net debt/EBITDA, excl. one-off items <sup>2)</sup> , times	1.9	1.6	1.0	1.4	1.6
Financial net debt/EBITDA excl. IFRS 16 <sup>1)</sup>	1.4	1.0	0.4	0.5	0.8
Cash flow from operating activities, SEK million	1,711	691	704	1,129	1,017

- 1) Excluding one-off items and restructuring costs.  
2) The key performance indicator is a so called "alternative key performance indicator" not defined in accordance with IFRS. For definition, see page 138.  
3) Proposed dividend.

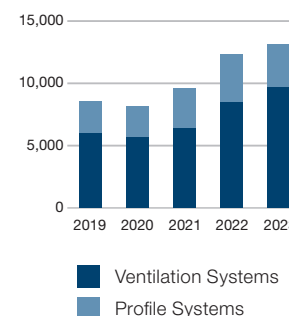
Net sales,  
by business area



Operating profit,  
by business area



Net sales  
by business area



### Key performance indicators, sustainability

	2023	2022
Reduction of CO <sub>2</sub> e emissions (Scope 1 and 2) per million SEK, cf. 2019, %	-22.7	-7.1
Share of Lindab's suppliers that are certified <sup>1)</sup> , %	73	51
Percentage of renewable fuels used in transportation in owned or controlled trucks <sup>2)</sup> , %	5	-
LTIF, number of workplace accidents per million hours worked	9.0	6.8
Share of employees recommending Lindab as an employer, %	90	90

- 1) Suppliers in low and medium-risk countries representing purchases of more than KEUR 100 and suppliers in high risk countries representing purchases of at least KEUR 25 are covered. Suppliers incorporated via acquisitions must be certified during their first year as part of the Group.  
2) Controlled trucks refer to trucks where Lindab can directly influence the choice of truck used by the contractor.

## Q1

Lindab started 2023 with high sales growth, thanks to acquisitions. Business area Ventilation Systems showed good profitability, while business area Profile Systems performed below expectations.

Growth: 18%  
Adj. operating margin: 8.2%

## Q2

Lindab reported its best quarter ever in terms of sales. Business area Ventilation Systems reported its highest operating profit for a single quarter.

Growth: 6%  
Adj. operating margin: 9.0%

## Q3

Sales growth slowed due to a declining market. The operating margin, however, exceeded 10 percent during the quarter, for both business area Ventilation and Profile Systems.

Growth: 0%  
Adj. operating margin: 10.8%

## Q4

The quarter was the highest fourth quarter ever in terms of sales, mainly driven by acquisitions. The operating margin improved compared to the same quarter the previous year.

Growth: 2%  
Adj. operating margin: 8.0%

# Strong stock market year for Lindab shares

**THE LINDAB SHARE WAS LISTED ON** Nasdaq Stockholm in December 2006. The share is included in the Industrials sector and is part of Nasdaq's Large Cap segment. In 2023, the share price increased by 56 percent to SEK 199.10, resulting in market capitalisation of about SEK 15.3 billion at the end of the year.

## Share development

The Lindab share price increase by 56 percent during 2023. This can be compared with Nasdaq Stockholm as a whole rising by 15 percent and the Stockholm Industrials SX50PI sector, which includes Lindab, rising by 25 percent. Over the year, a total of approximately 40 million (54) Lindab shares were traded at a value of approximately SEK 6.5 (9.9) billion. The Lindab share is traded on several stock exchanges and trading platforms. Official trading in the share on Nasdaq Stockholm accounted for most of the share's turnover. Other trading took place on unofficial trading platforms, such as BATS Chi-X Europe and Turquoise.

## Total return

The total return on the Lindab share in 2023 was approximately 61 percent. This can be compared with the OMX Stockholm Gross Index (GI), which increased by almost 19 percent. Lindab's average total return over the past five years is approximately 46 percent per year. The corresponding figure for OMX Stockholm GI is 17 percent.

## The share and shareholders

Lindab has only one single share class, class A. Each share carries one vote and an equal share in the company's earnings. At the end of the year, there were 17,675 (14,483) shareholders in Lindab. The largest shareholder at that time was Fjärde AP-fonden (the Fourth Swedish National Pension Fund) with

9.0 percent of the shares outstanding. Didner & Gerge Fonder was the second largest shareholder with 8.7 percent of outstanding shares, followed by Första AP-fonden with 4.7 percent. Combined, the ten largest shareholders accounted for 44.0 percent of the shares outstanding. Foreign ownership amounted to 37.4 percent. At year-end, Lindab held 1,990,838 treasury shares, which do not carry voting rights or dividend rights. The holding corresponds to 2.6 percent of the total number of shares.

In 2023, 210,000 treasury shares were sold through the exercise of call options. Options were exercised at an exercise price of SEK 101.90. At the end of the year, including related parties' holdings, Lindab's Executive Management held 181,462 shares, and 532,200 call options.

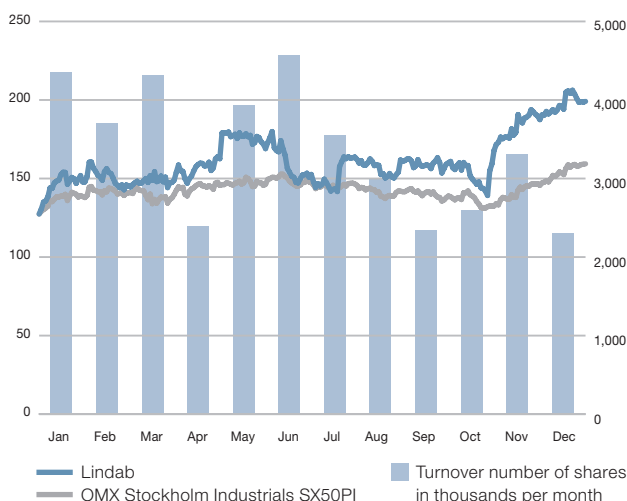
## Incentive programs

For more information on remuneration and employee stock option programs, including the above mentioned call option program, see Note 6 on pages 105–107.

## Interaction with the financial market

Lindab offers shareholders, financial analysts and other stakeholders in the financial market the opportunity to participate digitally in the presentation of the quarterly results. These events also provide an opportunity to ask questions. In addition, Lindab participates in seminars and presentations organised by investment banks, both in Sweden and abroad. Financial reports and presentations organised by Lindab are published on the website.

**Share price performance, 1 January –31 December 2023, SEK**

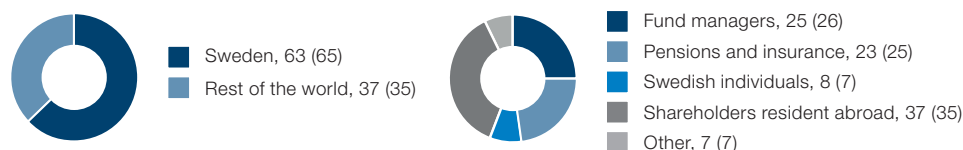


**Total return Lindab compared to OMX Stockholm Gross Index (GI), 2019–2023**



Source: WebFinancialGroup

## Shareholder distribution, %



Ticker: LIAB  
Exchange: Nasdaq Stockholm  
List: Large Cap  
Sector: Industry  
Market capitalisation: SEK 15.3 billion

## Per-share data

SEK/share, unless otherwise stated	2023	2022	2021	2020	2019	2018	2017	2016
Earnings per share before dilution (continuing operations) <sup>1)</sup>	11.07	12.73	12.50	7.25	–	–	–	–
Earnings per share before dilution (total operations) <sup>1)</sup>	11.07	12.73	7.02	7.80	8.89	5.16	4.54	4.02
Earnings per share after dilution (total operations) <sup>1)</sup>	11.07	12.70	7.00	7.80	8.89	5.16	4.54	4.02
Dividend	5.40 <sup>2)</sup>	5.20	4.00	3.40	1.75	1.75	1.55	1.40
Yield, % <sup>3)</sup>	2.71	4.08	1.24	1.99	1.46	2.75	2.27	1.90
Total return, % <sup>4)</sup>	60.9	–59.3	91.5	44.8	91.5	–4.9	–5.2	18.3
Dividend as % of profit after tax <sup>1)</sup>	48.8	40.9	57.1	40.3	20.0	34.0	34.1	35.0
Share price at end of period	199.10	127.40	321.40	170.40	119.60	63.50	68.20	73.05
Highest price paid	209.10	325.00	325.00	172.90	121.00	74.50	98.00	89.60
Lowest price paid	127.70	110.10	168.30	64.30	63.80	56.10	64.75	54.50
Shareholders' equity, after dilution	94.16	88.08	73.89	67.82	65.89	58.49	54.09	50.41
Number of shares outstanding	76,851,982	76,641,982	76,466,982	76,356,982	76,331,982	76,331,982	76,331,982	76,331,982

1) Calculated on the current number shares outstanding at end of year.

2) Proposed dividend.

3) Dividend as a percentage of the quoted price at the end of the period.

4) Total return = share price development including reinvested dividends during the specified time period.

## Lindab's largest shareholders

	2023		2022
	Shares	Capital & votes, %	Capital & votes, %
Fjärde AP-fonden	6,930,534	9.0	9.3
Didner & Gerge Fonder Aktiebolag	6,696,078	8.7	9.6
Första AP-fonden	3,600,000	4.7	1.6
Cliens Fonder	3,000,923	3.9	3.1
Livförsäkringsbolaget Skandia	2,612,672	3.4	3.5
AFA Försäkring	2,439,406	3.2	3.8
Other	51,572,369	67.1	69.1
<b>Total no. of shares outstanding<sup>1)</sup></b>	<b>76,851,982</b>	<b>100.0</b>	<b>100.0</b>

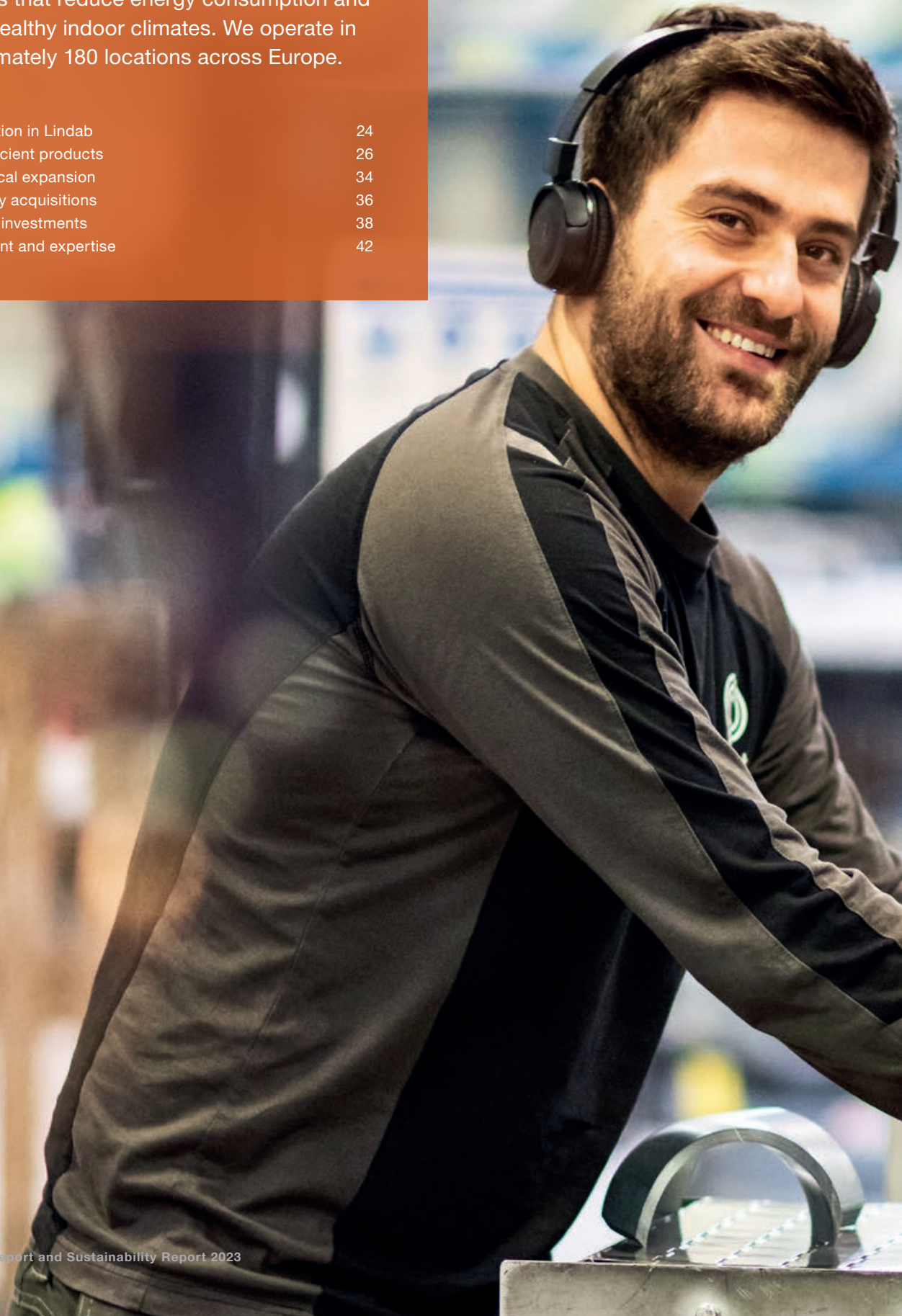
1) Total number of shares exclusive Lindab's own holding of 1,990,838 shares (2,200,838). The share capital totals SEK 78,842,820 divided between 78,842,820 shares. Each share carries one vote. Lindab's holding of its own shares does not entitle the company to any votes or dividends.

Source: Euroclear 31 December

# Our operations

Lindab manufactures and sells high-quality products that reduce energy consumption and create healthy indoor climates. We operate in approximately 180 locations across Europe.

Value creation in Lindab	24
Energy-efficient products	26
Geographical expansion	34
High quality acquisitions	36
Significant investments	38
Commitment and expertise	42





We spend  
90 percent of our time  
indoors. Indoor air  
can be five times  
more polluted than  
outdoor air.

Source: <https://www.epa.gov/report-environment/indoor-air-quality>

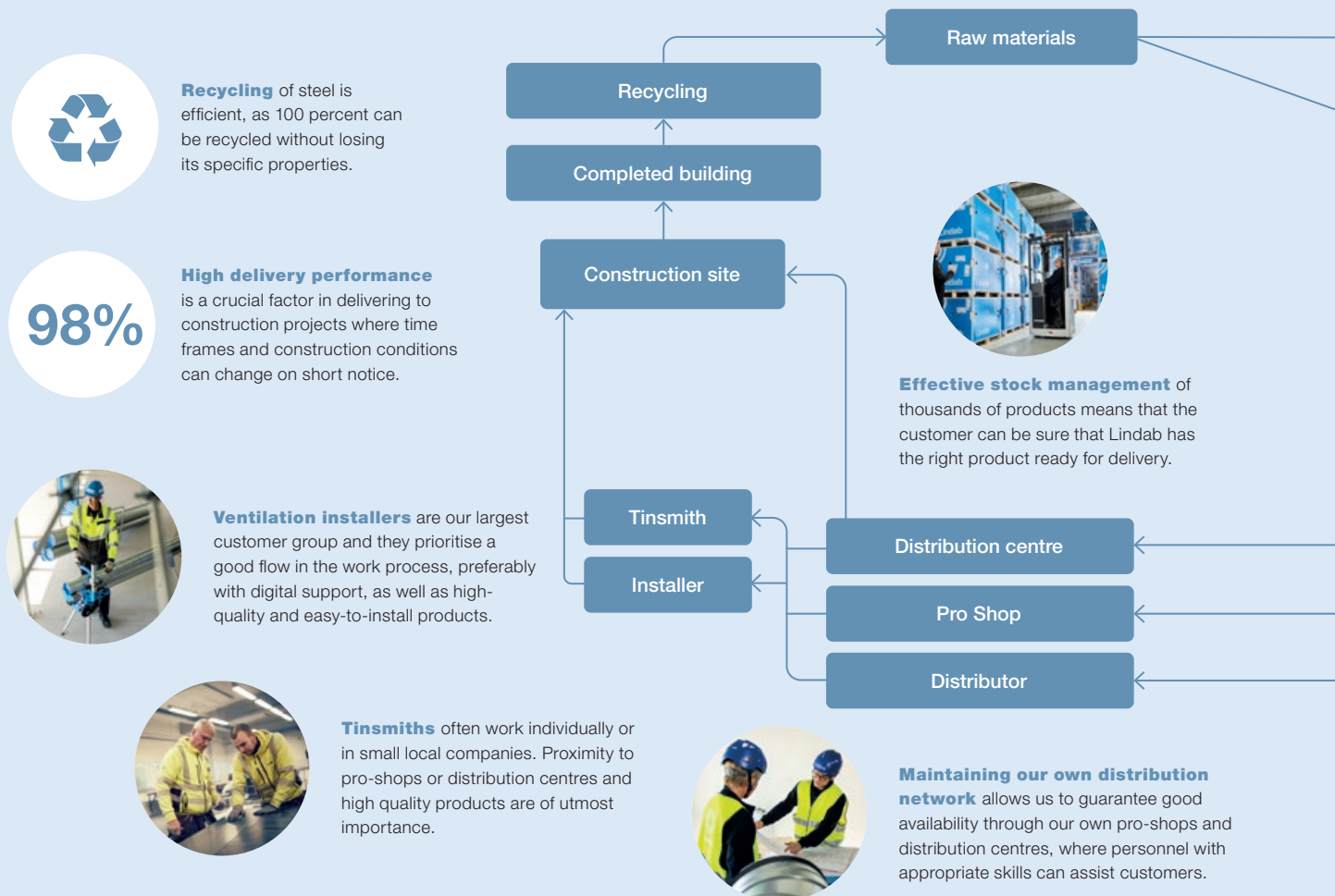
# How value is created

**THE COMBINATION OF CENTRAL** efficiency and local flexibility results in competitive, high-quality products that are supplied close to customers through pro shops and distribution centres. Investments in automation and increased efficiency and acquisitions of quality companies are additional ways to create value for customers, shareholders and employees.

Lindab's value chain is based on proximity to customers and offering what is demanded in each market, focusing on high-quality products that have a long life span and are always in stock. Thanks to Lindab's own distribution network and efficient warehousing, the customer can rely on Lindab to deliver on time and with high precision. Lindab's own pro shops and distribution centres are staffed with knowledgeable employees who help customers with product selection and technical support.

Decentralised responsibility close to the customer is combined with centralised steel purchasing to reduce costs and increase efficiency. A few central production units manufacture volume products with a high degree of automation. Customised machinery streamlines production, making it qualitative, cost-effective and flexible with high precision and minimal waste. Local production of bulky products like ventilation ducts reduces transport and also provides better service, as the product arrives quickly.

## Our value chain



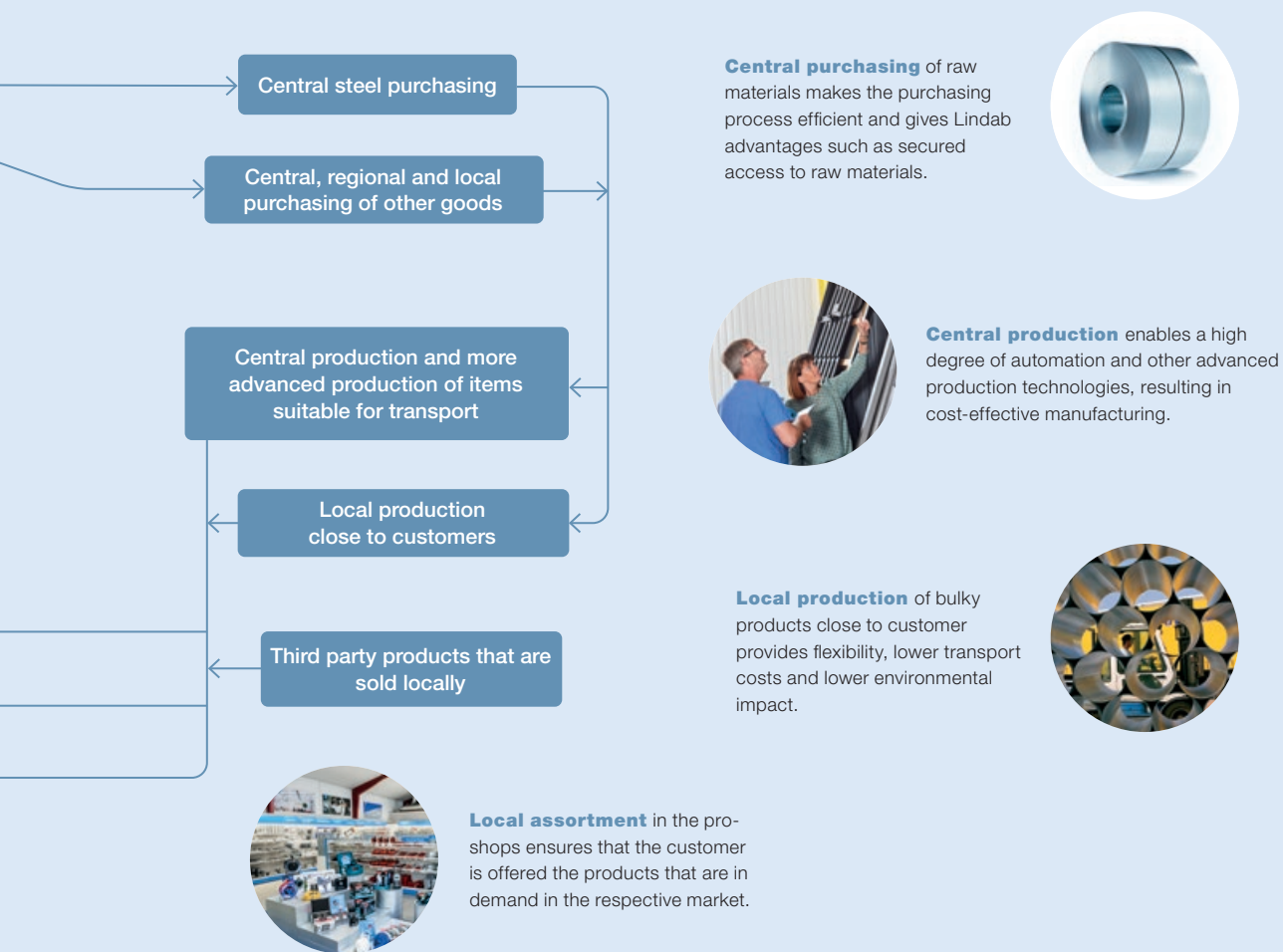




*“Lindab's customers especially appreciate our quality, high level of knowledge and the fact that the products are always in stock.”*

Joakim Lönnberg, Director of Region North Europe

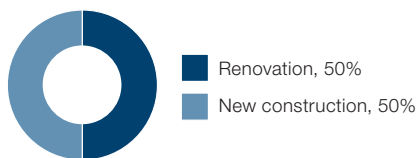
Investments have been made in production to increase the level of automation, reduce energy consumption and increase safety for employees. The geographical presence and product offering has been strengthened with 22 acquisitions since 2020. At the end of the year, Lindab was present in approximately 180 locations around Europe, in several places with production, warehouses and pro-shops. In addition, Lindab has limited operations in the US.



# High-quality, low-energy consumption

**LINDAB'S VENTILATION PRODUCTS** aim to improve indoor air quality while reducing energy consumption. In the western world, we spend up to 90 percent of our time indoors, in an environment where indoor air can be as much as five times more polluted than outdoor air. To improve human health, an increased focus on air quality is necessary.

The distribution of Lindab's sales between new construction and renovation varies depending on the general economy. Viewed over a business cycle, each area accounts for about half of sales.



## Renovation

Building renovation is a crucial area to address in order to reduce energy consumption and is motivated by both environmental and economic considerations. The ventilation system is well integrated into the ceiling and walls, so solutions are required to minimise the impact on the building. Lindab's Ultra BT room-control system enables installation of a demand-controlled ventilation system in an existing building. Part of the ventilation duct in a ceiling can be replaced with a unit that

measures and adapts the air supply depending on the air quality in the room. Ultra BT is controlled by Bluetooth so the installer can optimise and adjust the system through an app. By switching to a demand-controlled ventilation system in an existing building, energy consumption can be reduced by up to 70 percent.

## New construction

New buildings in the EU are required to be near zero-energy buildings, meaning that almost no energy is added for heating and cooling. They must be well insulated and, therefore, effective ventilation is needed to provide fresh air. Different airtightness classes can be selected for ventilation, with D being the tightest. Lindab was the first company in the world to have products certified by Eurovent in this class. Airtightness class D is three times as airtight as level C, which in turn is three times as airtight as class B, and so on. A higher airtightness class can reduce energy consumption by 8–12 percent. Ventilation adapted to how the building is used also affects energy consumption. Demand-controlled ventilation can reduce energy consumption by a further 70 percent in a newly built property.

### Examples of energy savings in renovation<sup>1)</sup>

A 5,000 sqm office building with demand-controlled ventilation installed can yearly save about 24 kWh per sqm which corresponds to 120,000 kWh per year. This means a reduction of approximately 64,000 kg CO<sub>2</sub>e.



When renovating, energy savings of 70 percent can be achieved with the Lindab Ultra BT demand-controlled ventilation system.

### Examples of energy savings in new construction<sup>1)</sup>

A newly built office building of 5,000 square metres that installs demand-controlled ventilation in the highest tightness class can reduce energy consumption by 21 kWh per square metre or about 106,000 kWh per year, corresponding to about 56,500 kg CO<sub>2</sub>e.



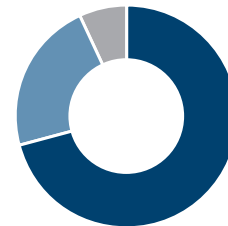
Lindab DCV One has advanced sensors that detect occupancy and air quality in rooms and adjust the ventilation accordingly.

<sup>1)</sup> The estimates used for the calculation in the example are published at <https://www.lindabgroup.com/energy-savings-example>.

## Energy consumption over a building's lifetime

By looking at energy consumption over the lifetime of the building, new buildings can be designed to have a minimal environmental impact. A building's energy consumption and climate impact are mainly influenced by its design, choice of materials and energy efficiency. If a building in Sweden is assumed to have a lifetime of 50 years, 73 percent of the energy is used to operate the building, while only 7 percent is related to the construction. The remaining 20 percent is related to property management<sup>1)</sup>. Cooling, heating and ventilation are the areas that consume the most energy and are also the most costly. The design of the ventilation system is therefore central to reducing energy consumption. One aspect that affects this is the flexibility to change use during the life of the building. Demand-controlled ventilation allows the building to be converted from office to residential, for example, without major changes to the ventilation system.

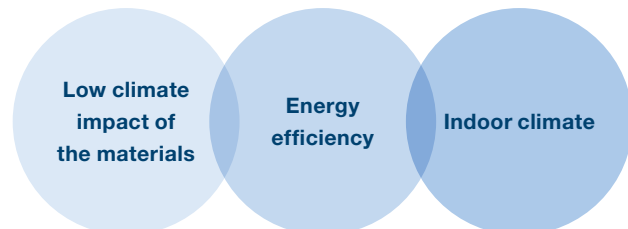
Energy use over the lifetime of a building<sup>1)</sup>



- Operation (for example heating), 73%
- Management (for example repairs and maintenance), 20%
- New construction, 7%

## Lindab's holistic approach

Products with high quality and long lifespan may have a higher initial carbon footprint but can be a more sustainable option from a long-term perspective. It is therefore of great value to look at the entire life cycle of the product. It includes using material with a low environmental impact, to the product being energy efficient, reusable and recyclable as well as that the end result must be a healthy indoor climate for a long time.



1) Source: Swedish National Board of Housing, Building and Planning, "Byggnaders inbyggda energi: en livscykelmodell" (KTH) and Lindab's own calculations.

# Smart products for a good climate

**LINDAB OFFERS** everything from individual components to the most energy-efficient ventilation systems on the market. This creates an optimal indoor climate with significantly lower energy consumption. Sales of ventilation products account for 74 percent of sales.

## High-tech functionality

A ventilation system may look simple at first glance. But a ventilation system has technical functionality and several smart features that are not visible to the naked eye.

### Air distribution

The role of the air handling unit is to transport air into the system, but it is the duct system that ensures that the right amount of air reaches the right part of the building. Smart functions that control combustion gases and discharge them are combined with dampers and sensors that communicate with demand-controlled ventilation to provide optimal airflow. Silencers are an important part of the duct system to ensure a comfortable noise level in all parts of the building.



### Air diffusion

There are diffusers and valves in the ceilings and walls that direct air in and out of each room. They contain sensors that can measure air quality, temperature and occupancy in the room, which in turn leads to changes in airflow. Diffusers can also have functionality to cool or heat the air. A diffuser needs to be designed to disperse air as efficiently as possible. An airflow that is too low results in low oxygen levels and the risk of spreading viral particles. An airflow that is too high risks creating draughts. An advanced diffuser is designed to spread the air along the walls or floor, without the occupants of the room feeling the draft.



## Duct system

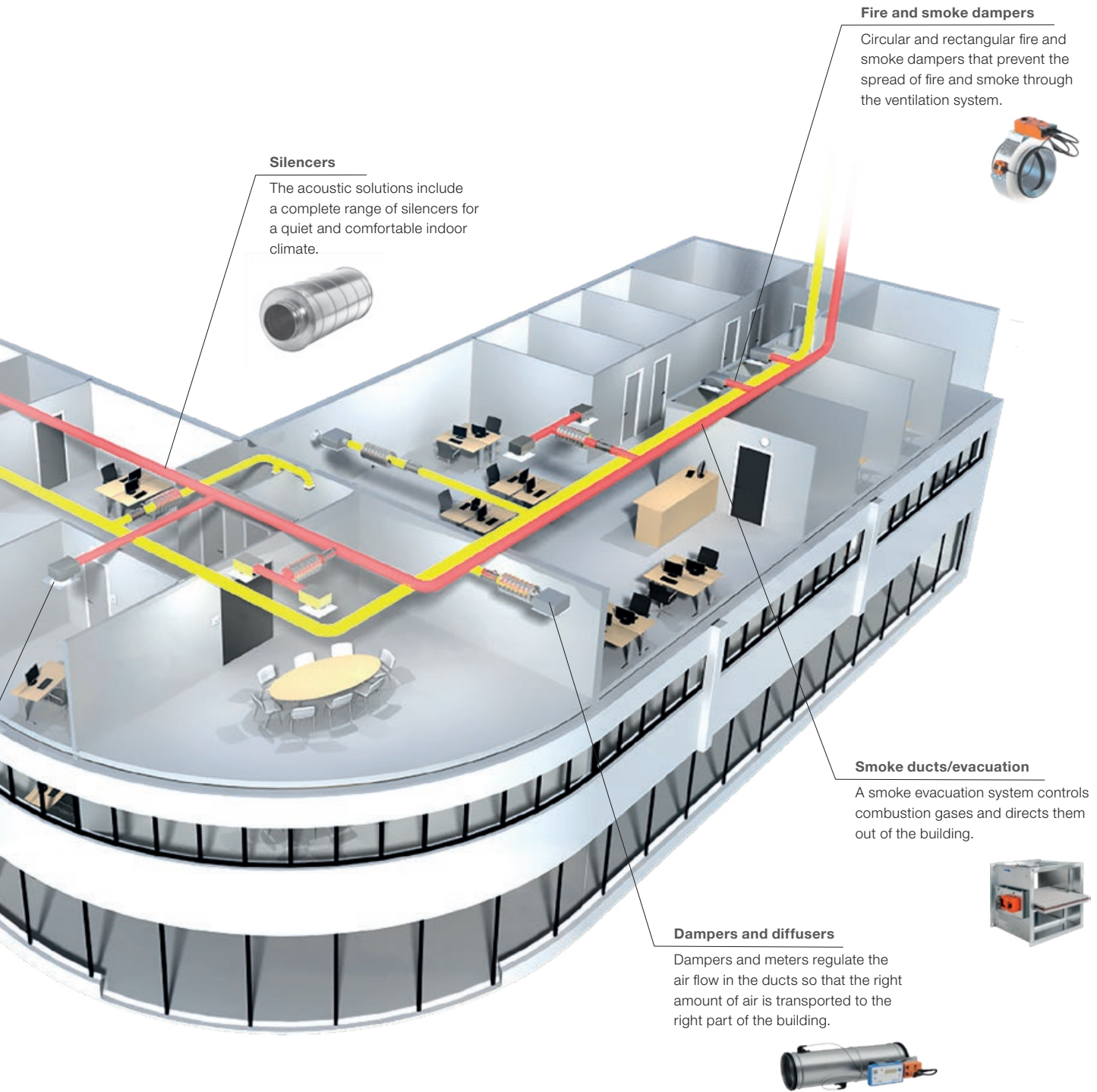
Ducts, both circular and rectangular, transport air to different parts of the building.



## Chilled beams

Chilled beams that distribute air in the room. Available in air-only or combined cooling/heating versions.





**Products that simplify construction**

Lindab's steel and sheet metal building products include solutions for roofs, walls and profiles. Building products accounts for 26 percent of sales and is offered mainly in the Nordic countries and parts of Eastern Europe.



# A well-positioned Lindab creates conditions for continued growth

**LINDAB IS A LEADING VENTILATION COMPANY** that manufactures and offers solutions for energy-efficient and high-quality ventilation within Europe. We are number one in the air distribution market and among the top three in the air diffusion market.



## Central air handling units

A central air handling unit is the main entry point for air into the property. It freshens, cleans, heats and cools the air before transporting it onward into the ventilation system. Lindab does not focus on this part of the ventilation system. Players in the segment include Swegon, Systemair, IV Produkt and Trox.



We are  
**#1**  
in the market

## Air distribution

Duct systems are used to transport air. Lindab offers both circular and rectangular duct systems, and these are often combined in the same ventilation system. This product group also includes, for example, silencers and dampers that are installed as part of the duct system. Other players in the segment include BerlinerLuft, ETS Nord, Fläkt Group, Rokaflex and Vento.

## Fire and smoke

Certified products such as dampers, fans and ducts prevent the spread of gas and fire. Examples of other players in the segment include Rft, Smay and Mandik.



We are  
**#1-3**  
in the market

## Air diffusion

Ventilation systems control the climate in the room by regulating the air flow and ensuring good air quality. This product category includes, for example, valves and diffusers that supply fresh air and chilled beams that, among other things, regulate the room temperature. Other players in the segment include Aldes, Swegon, Schako Group, Systemair and Trox.



## Building management systems

Building management systems monitors and controls the building's complete indoor environment. Lindab has products that communicate with the central control, but does not provide a central control system for the entire building. Players in the segment include Johnson Controls, Schneider Electric and Siemens.

○ Lindab's focus

## Lindab's sustainability plan

Examples of activities in 2023:

**Create  
healthy  
buildings**

To contribute to better indoor environments, we work with solutions that make people feel and perform better.

### Regulatory framework that takes the whole life cycle into account



The climate impact from the manufacturing of a product is just one aspect of the product's total footprint. However, it is not always evident that legislation and standards consider the entire lifecycle of a product, which should be the most sustainable way to assess its climate impact. Lindab wants to change this, and we do so by participating in various industry organisations.

Several countries in Europe, such as Denmark, include the whole life cycle in their regulations. In Sweden, there is still no coordination between different authorities' regulations. For this reason, in 2023 Lindab joined Construction Materials Industries in Sweden to actively raise awareness and advocate for a change.



### Change via Eurovent

Eurovent is a European non-profit industry organisation for indoor climate, with members representing more than 1,000 companies. The goal is to jointly drive the development of innovative, energy-efficient and sustainable solutions that enable a better quality of life for people around the world. Lindab is working to develop standardised approaches, formats and methods for calculating the environmental impact of ventilation products over their life cycle. Among other things, we drive the standardisation discussion on EPDs (Environmental Product Declaration) and the EU taxonomy. Lindab are also part of the group CEN/TC 156 Ventilation for Buildings, to ensure a harmonised approach, which simplifies the choice of products for both customers and manufacturers.



### Raising awareness

Lindab works to raise awareness of ventilation and the importance of a good indoor climate. In Romania, for example, we provide several technical universities with the necessary ventilation material to perform tests; in Sweden, Lindab sponsors the Swedish championships for young ventilation installers; while in the Czech Republic, we invited design students to our factory in Karlovarska to see production and talk about Lindab with a focus on design software. In addition, Lindab continuously share ventilation facts globally and locally through websites, social media and blog posts.

# 80%

### An active player in a growing number of markets

Lindab aims to build a strong position in each market. This includes involvement in regional and local organisations that help to accelerate the development of sustainable buildings. In 2023, Lindab was involved in more than 50 forums at European and national level in 16 of the 20 markets where we operate. Read more on page 153.

## Lindab's sustainability plan

Examples of activities in 2023:

**Reduce  
customers'  
environmental  
impact**

Together with our customers, we can reduce environmental impact by offering leading energy-efficient products and systems with a high degree of recyclability.

### The circular offer

The first step in Lindab's circular offering is looking at whether buildings can upgrade their existing ventilation system. In some cases, it is possible to keep up to 98 percent of a ventilation system and still upgrade it to a demand-controlled system. Our own study showed a 73 percent reduction in ventilation costs and a 68 percent energy saving in a building that went from a constant airflow to a demand-controlled system using Lindab's Ultra BT product. Because the product works at room level, it is possible to optimise the most costly areas and then move on to other parts of the building.



### Opportunities for reuse

A second important part of the circular offering is the possibility of reuse. There is a growing demand from construction and property owner who wish to reuse ventilation ducts during renovation. In this area, Lindab have started tests with a property owner where we go in and inspect existing ventilation systems in renovation projects, with the aim of evaluating how they can best be reused.

In connection with the renovation of our own premises at the steel centre Lindab Steel, Lindab have initiated internal studies on how we can reuse ventilation ducts. Several of the products have been dismantled and are now being tested in Lindab's ventilation lab. The ventilation ducts are in focus because they account for the largest share of climate impact in a ventilation system. Lindab has also initiated a reuse guide to ensure that we reuse products in line with Lindab's focus on low carbon footprint, energy efficiency, and high-quality indoor climate.



### Decarbonised products

The final part of the circular offer is to offer decarbonised products with a high proportion of recycled content. We took a major step in this direction in 2023, launching products in recycled steel as part of Lindab's standard product range. The products are made from at least 75 percent recycled materials. During the year, Lindab launched the ventilation duct systems in recycled steel and we are looking at several potential products for 2024. The recycled steel produces 60–70 percent lower CO<sub>2</sub> emissions than traditionally produced steel and is made in electric arc furnaces powered by renewable electricity. Lindab also received the first delivery of fossil-free steel in 2023. You can read more about this work on page 39.





# 31%

## Even more environmental product declarations in place

In 2023, the Lindab published 30 Environmental Product Declarations (EPDs), which show the environmental impact of the product during its life cycle. This means that Lindab has EPDs for own products corresponding to 31 percent of its sales. There is a high demand from customers for EPDs, indicating increased awareness and knowledge of the environmental performance of products. For six years ago, Lindab published its first EPD.



## Install it right, and it stays tight

In all areas of Lindab, we make sure to train our customers to ensure they learn how to best use the products. In the Czech Republic, for example, training days were organised for installers during the year, where they learned how to install Lindab's ventilation system so that it is as tight as possible. There can be as much as 20 percent energy savings from a correctly installed ventilation system versus the same ventilation system installed with screw holes or assembled incorrectly, allowing for leakage.

## Less climate impact per product

In 2023, Lindab launched Compact Box, a lightweight and compact plenum box. The small external dimensions facilitate both installation and handling, but also reduce customers' climate impact. The compact design means, for example, that 30 percent less steel is used in the manufacture of the Compact Box compared to the Lindab Multi Box, and also 31 percent less insulation. Without losing anything in terms of functionality and quality. There is no need to use a large plenum box if a small one is better suited to your available space and needs.



## Digital solutions make customers more efficient



Lindab offers several digital tools to help customers design, select and order ventilation systems. The software includes design software, indoor climate simulations, apps for installers and plug-ins for CAD software. Several upgrades were launched during

the year, such as a new integration between the CAD software MagiCAD and Lindab's design tool, which saves time when designing ventilation systems and producing drawings. Improved support for selecting products with lower environmental impact is now also available via plugins for CAD. Lindab's apps used by installers are also now available in new versions, such as Vent Tools, an app for calculating, installing and measuring ventilation in a room. Offering digital support to make the customer's work more efficient while making it easier for customers to choose sustainable products is a strong motivating force for Lindab.

# Expansion in Europe

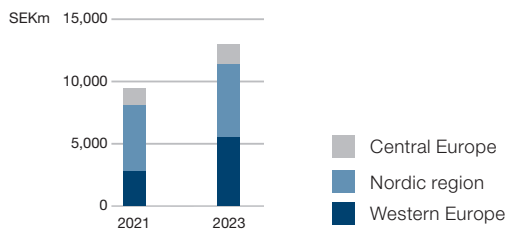
**LINDAB HAS OPERATIONS** in about 180 locations in 20 countries in Europe as well as a small operation in the USA. We want to be in markets where we can build strong positions and achieve profitable growth. The European requirements for ventilation are high, providing good growth opportunities.

## From Nordic dominance to European breadth

The Nordic countries have a tradition of constructing well-insulated buildings, which requires good ventilation. This has resulted in Nordic companies such as Lindab becoming world leaders in ventilation systems. In 2023, the Nordic region represented 45 percent of sales, Western Europe 42 percent, Central Europe 12 percent and other markets 1 percent. This is a change from two years ago, when the Nordic region accounted for more than half of sales. The region that expanded the most during the period is Western Europe.



Sales by region



## Nordic region

The Nordic market is well regulated, with clear requirements for new construction and renovation. In addition, the demand for sustainable solutions and sustainability-certified buildings is high, which favours Lindab. Sales are made through its own pro-shops and distribution centres and only a small part is through dealers. Lindab has a leading position in air distribution and is among the leaders in air diffusion. Sweden is home to several of the large, world-leading ventilation companies, such as Swegon and Systemair, which have only partially overlapping offerings with Lindab. The rest of the market is dominated by a large number of local players.

In the Nordic region, a significant part of sales is made up of building products, and in this area, we are the leader in roof drainage and among the leading suppliers of sheet metal roofs.

In 2023, the Nordic market was weak, especially for building products. Lindab has a large share of its sales in Sweden, where construction activity has fallen sharply. Sales in the Nordic region decreased by 10 percent in 2023. Organic sales decreased by 14 percent, while acquisitions contributed positively with 3 percent growth. Most of the decrease in sales comes from building products.

Share of the Group's net sales<sup>1)</sup>

# 45%

1) 1% of the Group's sales pertain to Other markets.

Share of net sales by business area

- Ventilation Systems 54%
- Profile Systems 46%

Sales development 2019–2023, SEK million

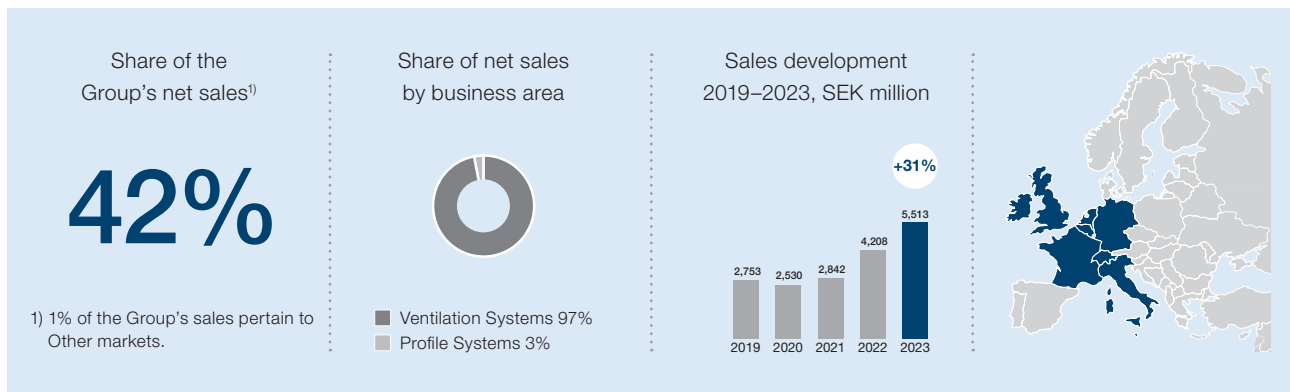
Year	Sales (SEK million)
2019	4,225
2020	4,380
2021	5,296
2022	6,510
2023	5,873 (-10%)

## Western Europe

Western Europe shows great local variation in terms of regulation and maturity. In countries with colder climates, houses are better insulated, leading to higher requirements for efficient ventilation, such as in Germany and the Netherlands. Further south, as in Italy and France, the degree of regulation is lower. The UK also has relatively few regulations on ventilation compared to the Nordic countries. Here, however, fire protection is well regulated, introduced after a major fire disaster a number of years ago. Sales are made through own distribution centres and, to a lesser extent, through shops. A high number of dealers are used. Lindab has a leading position in air distribution and is among the

leaders in air diffusion. The market is characterised by a large number of local players.

In 2023, the market in Western Europe has been relatively stable. Local renovation subsidies in Germany have favoured sales, but France has shown the most positive sales growth. In Western Europe, sales increased by 31 percent in 2023. Organic sales decreased by 3 percent, while acquisitions contributed positively with 26 percent growth.

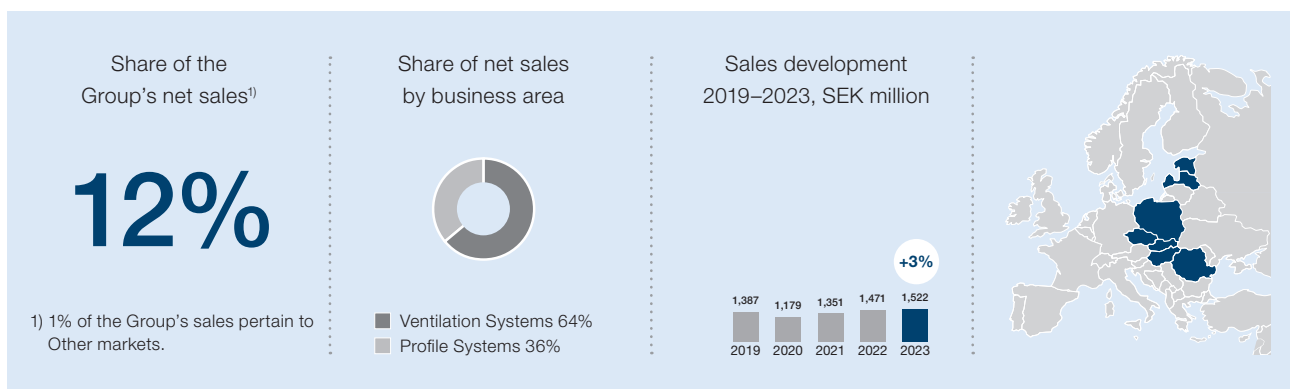


## Central Europe

Central Europe is characterised by wide spread of purchasing power, regulations and preferences. Lindab's business has a different character in each country. For example, Poland is mostly specialised in ventilation, while Lindab in Romania sells an almost equal proportion of ventilation products and building products. Sales are made through our own distribution centres and a low proportion of dealers are used. Lindab has a leading position in air distribution and is among the leaders in air diffusion. For building products, Lindab is among the leading suppliers of roof drainage and sheet metal roofing, but in recent years has reduced its market position due to price pressure

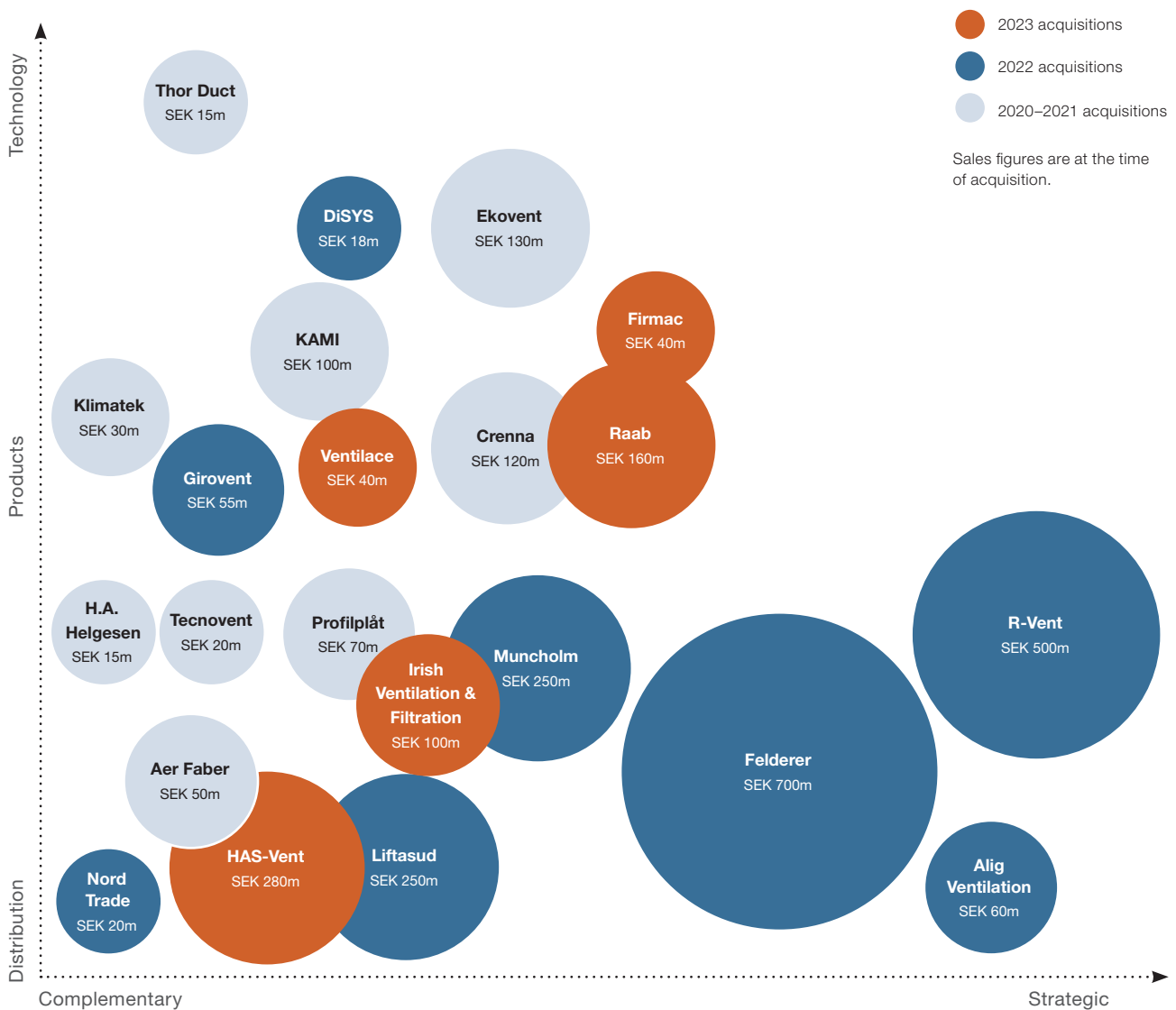
from local players. The market has a low level of consolidation with a large number of local competitors.

Central Europe was the first region within Lindab to experience lower demand. In 2023, the situation gradually stabilised. Sales for the full year 2023 increased by 3 percent. Organic sales decreased by 5 percent, and sales from structural changes by 1 percent. In Central Europe, ventilation sales have increased while sales of building products have decreased.



# Acquisition of high-quality companies

**ACQUISITIONS ARE AN IMPORTANT PART** of Lindab's strategy. The ventilation industry comprises numerous small players, and our objective is to consolidate the industry. The companies that are acquired are well-managed, successful businesses that complement Lindab in selected product areas or geographic markets. The acquired companies will continue to operate independently under their own brands while benefiting from Lindab's sales network and central resources.



## The year's acquisitions

In 2023, five acquisitions were made corresponding to annual turnover of SEK 620 million. Since 2020, Lindab has acquired 22 companies with a combined annual turnover of SEK 3 billion.



Firmac is a British company that manufactures machines for the production of rectangular ventilation ducts. Firmac has an annual turnover of approximately SEK 40 million and an operating margin that is slightly higher than Lindab's.



Irish Ventilation & Filtration (IVFL) is an Irish distributor of ventilation products, particularly filters and fans. They have well-developed relationships with contractors and technicians. IVFL has sales of approximately SEK 100 million and an operating margin that is in line with Lindab's.



Raab is a well-established manufacturer of rectangular ventilation ducts in southern Germany. Raab has been acquired by Felderer, which in turn is a company that Lindab acquired in 2022. Raab has a turnover of approximately SEK 160 million with a margin that is higher than Lindab's.



Ventilace EU is a well-established manufacturer of rectangular ventilation ducts in the Czech Republic, which previously assisted Lindab during production peaks. Ventilace EU has turnover of approximately SEK 40 million and an operating margin that is lower than Lindab's.



HAS-Vent is a manufacturer and distributor of ventilation products in the UK. HAS-Vent has sales of approximately SEK 280 million.

**Total  
acquisition value  
2020–2023  
3.0 billion  
in sales**

## Divestments for sharpened focus

Since 2020, Lindab has divested businesses corresponding to SEK 1.3 billion in sales. In recent years, Lindab has implemented measures to increase profitability and reduce sensitivity to market fluctuations.

**Total  
divested  
2020–2023  
1.3 billion  
in sales**

Since 2020, Lindab has divested the Building Systems business area (Astron), which had annual sales of approximately SEK 1 billion, IMP Klima, which manufactured air handling units in Slovenia and had annual sales of approximately SEK 270 million, and Russian operations with annual sales of approximately SEK 50 million. The reasons for the divestments have been a combination of focusing on the core business, increasing profitability and terminating operations in countries with a lack of democratic and human rights.

Lindab wants to further reduce its sensitivity to market fluctuations. In less favourable times it becomes clear which parts of the business are able to live up to our profitability requirements. Further divestments may therefore be possible.

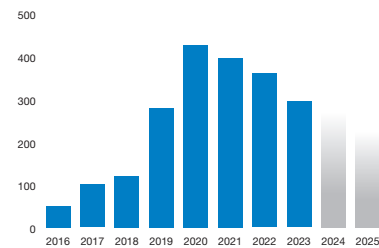
# Significant investments

**THE LARGEST INVESTMENT PROGRAM** in Lindab's history is nearing its end. The focus has been on automation, increased capacity and efficiency, while reducing environmental impact and increasing safety. Most of the investment program has now been completed, and investments will be phased out gradually until 2025.

## Over SEK 1,750 million invested since 2019

By 2019, Lindab had improved its earnings capacity after a number of years with lower profitability. Investments to significantly modernise the production environment were needed, and the largest investment program in Lindab's history was launched. The investment program has had rapid payback and a total of SEK 1,751 million has been invested since 2019, including SEK 294 million in 2023.

The last major investment decisions under the program have now been taken, and the focus is on implementing and closing ongoing projects. The investment level will gradually be reduced in 2024 and then reach a level of around SEK 250 million per year in ongoing investments. It is a level that provides good opportunity to continue investing, but from a more improved base level.



## Examples of investments in 2023:

### System for improved warehouse efficiency

At our warehouse units in Manchester, Northampton, Tallinn and Oslo, Lindab's Electronic Kanban System has been implemented. The system streamlines the management of incoming and outgoing products, fully utilises available shelf capacity, and places frequently picked items in standard picking locations, among many other things. Already, the units included are experiencing increased efficiency and better overview.



### New slitting line for Lindab Steel

The new machine cuts steel coils to precise dimensions with improved quality and increases capacity by 36 percent compared to before. It also reduces the amount of scrap and lowers maintenance costs. An important new feature is the robot that changes tools in the slitting line, requiring less human interaction with the machine and material, which in turn means a lower risk of accidents.



# Lindab's sustainability plan

Operate a  
sustainable  
business

In order to achieve a circular economy and offer our customers sustainable solutions, all parts of our value chain should be characterised by solutions for reduced resource use and thus lower carbon emissions.

Examples of activities in 2023:

## Sustainable sourcing

### Certification of suppliers

Since 2021, Lindab has had a process to certify all suppliers above a certain purchasing amount<sup>1)</sup>. In high-risk countries, certification is carried out by an external company that makes on-site visits. In low and medium risk countries, it is an assessment made by Lindab. Lindab has 97 percent of its suppliers in low and medium risk countries.

In cases where misconduct is suspected, the matter is brought to a committee at Lindab that decides if the cooperation should be terminated. In 2023, two such cases were processed and both could be closed after new information was received or changes were made by the supplier.

The process of certifying suppliers is proceeding more slower than Lindab had hoped, partly due to the addition of suppliers through acquisitions. In 2024, efforts to have all suppliers certified will be further intensified.

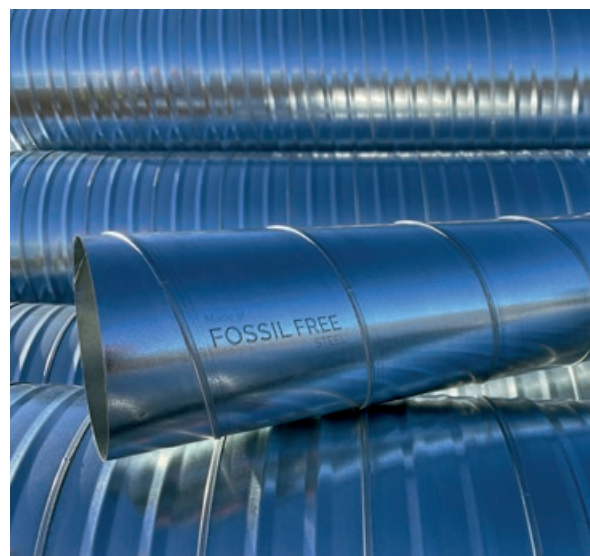


### EU introduces carbon tariff

EU has decided to introduce the Carbon Border Adjustment Mechanism (CBAM), which is effectively a carbon tariff on imports of carbon-intensive goods into the EU. These goods include steel, which accounts for a large part of Lindab's total purchases. The customs does not affect us significantly, as most of Lindab's steel is purchased in Europe. Its introduction could drive up the price of imported traditional steel to the point where it is, in many cases, on a par with or higher than the emerging decarbonised alternatives. The intention is to prevent carbon leakage, as well as act as an incentive for non-EU actors to reduce their emissions.

### First delivery of fossil-free steel

During December 2023, Lindab received a first pilot delivery of the fossil-free steel from SSAB. Regular production for this steel is expected to start 2026, but some selected companies have been given access to limited pilot volumes, and Lindab is one of these companies. Fossil-free steel is produced using the HYBRIT-technology, which uses hydrogen gas instead of coal and coke. The by-product of the process is clean water instead of large amounts of carbon dioxide. The resulting product, solid iron (sponge iron), is then melted in an electric arc furnace. Only fossil-free electricity and fuel are used throughout the process. The result is a fossil-free steel with the same qualities as traditional steel, but with a significantly lower climate impact. Lindab has now started work on testing the fossil-free steel and turning it into ventilation ducts.



1) Suppliers in low- and medium-risk countries representing purchases for more than 100 KEUR and suppliers in high-risk countries representing purchases for at least 25 KEUR is covered. Suppliers added through acquisition shall be certified during their first year as part of the Group.

## Sustainable production

### More sites are investing in solar energy

The number of subsidiaries within Lindab opting to invest in solar energy is increasing. In 2023, five companies reported self-production of electricity through solar panels, marking a significant stride towards reducing carbon emissions for the entire Group, with more companies to follow. The total photovoltaic production for all installations was measured in 2023 at 488 MWh. This in turn corresponds to 148 tonnes of saved carbon dioxide equivalent emissions.



### Precision reduces scrap metal

In 2023, investments were made in new machinery such as plasma- and laser cutters to increase precision, which in turn reduced the share of scrap metal. Compared to 2022, the decrease is 5 percent in absolute terms. Training has also been carried out on scrap metal and waste, which contributed to the positive result together with reduced production.



### Switching to renewable electricity

In 2023, work began on developing a Group agreement that will make it easier for Lindab's local units to switch to renewable electricity. Calculations show that this activity has the potential to reduce the Group's total emissions from its own operations by 52 percent. The focus is now on finalising the agreement and starting the transition.

## Sustainable transportation

### Returnable pallets

Lindab Poland has implemented a system where pallets for transport act as a refundable deposit for the customer. This is to reduce both costs and waste. The cost of pallets is estimated to be reduced by 50 percent within a year, as each pallet is used multiple times instead of being thrown away.



### Efficient logistics

The implementation of an in-house developed logistics platform at a number of units has resulted in an increase of approximately 20 percent in the fill rate of the trucks, thereby reducing the number of deliveries from the units concerned. Ten environmental requirements have been introduced in all major transport contracts (>SEK 1 million). The delivery route Grevie-Boliden is now emission-free thanks to electric forklifts, gas-powered trucks and trains running on renewable electricity.



### Production at customer facilities

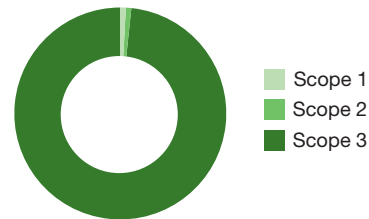
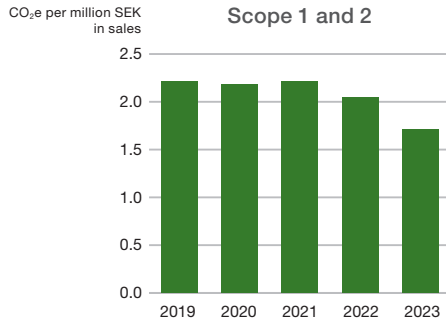
Lindab has developed a mobile production facility whose first assignment was advanced construction inside a rock cavern. The project saved approximately 50 tonnes of carbon emissions in transport. The container solution enables the production of large ventilation dimensions at the site where it is otherwise particularly demanding and costly to transport them, such as road tunnels or large industrial projects. The mobile production facility helps to reduce our environmental impact and increases flexibility towards customers.





# Outcome – sourcing, production and transportation 2023

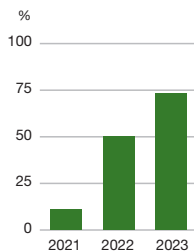
## Greenhouse gas emissions



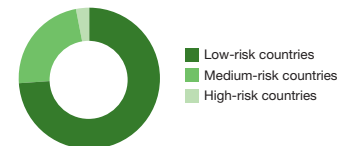
Tonnes CO <sub>2</sub> e	2023	2022	2019
Scope 1 <sup>1)</sup>	11,966	12,988	14,371
Scope 2 (market-based) <sup>1)</sup>	9,952	11,400	10,047
Scope 3 <sup>1)</sup>	1,137,193	1,108,361	–
Out of scope	1,119	1,224	835

Lindab aims to halve carbon dioxide emissions for Scope 1 and 2 from 2019 to 2030 per million SEK in sales. By 2023, carbon dioxide emissions were reduced by 22.7 percent per SEK million in sales or by 10.2 percent in total tonnes. In 2022, Lindab started measuring emissions in Scope 3 to be able to set targets for reducing total emissions as part of the work with Science Based Targets. Scope 3 constituted more than 98 percent of Lindab’s total emissions during the year.

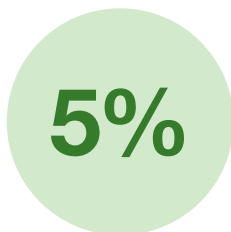
## Certified suppliers



The share of certified suppliers increased from 51 percent to 73 percent in 2023. From initially focusing on the certification of suppliers in countries with high risk, the focus is now on all suppliers, with the goal that all suppliers will be certified. Lindab has 97 percent of its suppliers in low or medium risk countries.

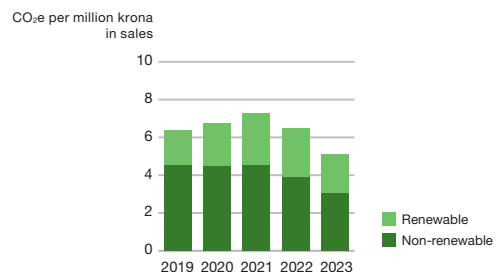


## Transport with renewable fuels



The target is that 100 percent of owned and controlled trucks<sup>2)</sup> should use electricity or renewable fuel by the year 2040. Lindab is at the beginning of the changeover and for 2023 the share amounted to 5 percent.

## Energy consumption



Lindab’s energy consumption per million SEK in sales was reduced by 20 percent from 2019 until 2023. The main reason is investment in more modern production technology, but also lower production in 2023.

1) Scope 1, 2 and 3 are classifications of different categories of CO<sub>2</sub>e emissions. In simple terms, Scope 1 and 2 can be described as emissions associated with the company’s internal operations, such as production facilities and its electricity consumption. Scope 3 refers to others emissions, such as purchases from suppliers.  
 2) Controlled trucks refer to trucks where Lindab can directly influence the choice of truck used by the contractor.

# Personal responsibility creates commitment

**WE BELIEVE IN DECENTRALISED** responsibility where each subsidiary can quickly adapt its operations. Since 1959, trust in Lindab has been built up through our entrepreneurial spirit, where each employee can take responsibility and solve problems as they arise. This put focus on implementation and on delivering results.

**Veronika Botková**

Managing Director for two production sites in the Czech Republic since May 2023.

**What made you want to join Lindab?**

First of all, it was the role, which requires both a strategic vision and operational work. I also perceived Lindab as a successful market leader in ventilation and an employer that puts people first. That appealed to me. Once I got to know the company and its culture, that impression was confirmed.

**With responsibility for two production units and more than 600 employees, what is the biggest challenge?**

For several years, each production unit had grown on its own, with different types of rules and requirements. My biggest challenge is to unite the two factories and implement a common Lindab standard. The two product groups are very different, which can be challenging. At the same time, they are well-defined from a market perspective, and each has a modern production facility with a high degree of automation.

**Is there anything you are particularly proud of during your time at Lindab so far?**

I joined Lindab during a period that required unpopular measures to reduce costs and increase the company's efficiency in a short time period. Nevertheless, I managed to unite my management team, and we work together as a unit to succeed. At Lindab, managers have a lot of room to influence the direction of the company, which I see as a great advantage.



**Lindab's core values**

We believe that customers' success drives our success. We achieve this by leading the development of solutions in our core segments.



**Customer success**

We strive for long-lasting relations built on an uncomplicated, humble and trustworthy approach. Efficient and fast decision-making is an important part of this.



**Down to earth**

Neatness and order throughout impacts efficiency, as well as the company's general image and contributes to a sense of pride among employees.



**Neatness and order**

## Health and safety

Lindab has been working systematically for several years to improve the working environment. The initial focus on reducing the number of serious accidents has been successful. A Group-wide system for reporting situations that could lead to an accident was introduced in 2021, increasing the knowledge of risks in the Group. The risks that could be mitigated with modern machinery and improved safety equipment have been addressed as part of Lindab's investment program. The focus is now on eliminating accidents linked to behaviour, such as not using mandatory protective equipment or not following an instruction because it is quicker to do it another way.

After several years of decline, the number of accidents per million hours worked (LTIF) started to increase in the spring of 2023. On an annual basis, the LTIF score has gone from 6.8 in 2022 to 9.0 in 2023. This is a development that we take very seriously,

and several measures have been implemented during the year. Employee behaviour is directly linked to leadership. Lindab's working environment must be such that non-compliance with a safety regulation is never acceptable. It is our leaders who act as role models and create the culture at each site. A large part of the safety work has therefore focused on highlighting the accidents that have occurred and identifying the behaviours that led to the accident. Knowledge is shared internally in joint monthly meetings with Group management to demonstrate the importance of the issue. The "Take 5" concept has been introduced, which is a method of stopping and evaluating an operation from five different perspectives before carrying it out, thus preventing accidents before they happen. The last months of the year saw an improvement in the accident statistics, but the period is too short to say with certainty that the trend is again downward.

## Our employee strategy

Lindab's long-term target is to be an attractive employer with skilled and motivated employees. Our employee strategy is linked to Lindab's five overarching strategic areas and sets the framework and direction for us to achieve visions and goals.



### Quality

We offer our employees support, development and a pleasant working environment, with neatness and order, which helps to create motivation and pride in the company.



### Efficient

Through modern ways of working, a culture of internal and external collaboration and a down-to-earth way of thinking, we create safer, more enjoyable and more efficient workplaces.



### Local

We strive to create local and global partnerships, to increase opportunities for our employees to grow internally within the Lindab Group.



### Trusted

Lindab must take responsibility for providing its employees with good leaders and the right conditions for a safe and inclusive workplace that enables growth.



### Market leader

By having the most skilled and committed people in the market, we create the right conditions to be part of our customers' success.



# Lindab's sustainability plan

Examples of activities in 2023:



Lindab should be a workplace that employees are proud of.

## Attractive employer



### Code of Conduct

In autumn 2023, Lindab launched an updated Code of Conduct for all employees in the Group. Compared to previous versions, the information is gathered in one document, with practical examples and a more readable design. By 2024, all employees will have signed a statement that they have read and understood the Code of Conduct. For new hires, the Code of Conduct will be included as a mandatory document in the introduction process. Lindab has also previously had a Code of Conduct, but now both the content and the process for including all employees have been improved.

### Leadership conference

An important parameter for employee well-being and work efficiency is each employees immediate manager. In 2023, Lindab organised a leadership conference for managers within the Group. As the conference was broadcast online, there was a high demand for engaging content that focused on well-defined topics. The aim was to give managers insights and more tools to create a positive and productive working environment.

During the broadcast, which was designed as a TV studio, pre-recorded film clips were interspersed with live interviews and presentations. All participants could interact with the presenters via an app where questions and comments were shared live. Topics covered at the conference included different aspects of leadership such as leading geographically dispersed teams, leading acquired companies and leading in different cultures. Other topics discussed included sustainability, digital development and health and safety.



### Lindab gets involved

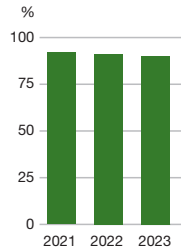
At Lindab, we want to show engagement and encourage different forms of involvement that can contribute to a better society. In Denmark, money for starving children has been collected and bottle returns have generated contributions to the Danish Nature Fund. Lindab sponsored the solar-powered car Sven, a project by students from Halmstad University in Sweden, to develop the most efficient solar-powered car in competition with students from around the world. In the UK, Lindab has a tradition of collecting Christmas presents with customers under the slogan 'Mission Christmas' for children who might otherwise go without presents on Christmas morning. Employees in Sweden and Norway got involved in Football Shirt Friday, where participants wore their favourite team's shirt on a given Friday and donated money to the Childhood Cancer Fund. This is just to name a few of the activities we have carried out in the Group.



The solar-powered car Sven, where Lindab was one of the sponsors.

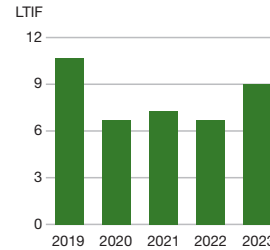
# Outcome – employees 2023

## Recommendation as an employer



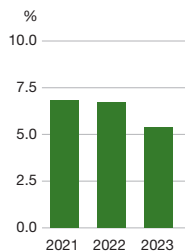
2023, 90 percent of employees would recommend Lindab as an employer, which means that for the third year in a row we achieved the 90 percent target.

## Work-related accidents



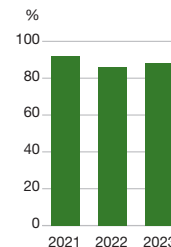
In 2023, LTIF<sup>1)</sup> increased to 9.0, compared to 6.8 the previous year. Lindab takes the increase in LTIF very seriously. The target is to reach an LTIF under 4.0 by the year 2026.

## Staff turnover



The target is to keep staff turnover at 5–10 percent. In 2023 it was 5.4 percent, which is in range.

## Performance & development



A close dialogue between employees and managers is a prerequisite for a high level of well-being. 2023, reviews were conducted with 88 percent of white-collar employees. The target is 100 percent.

## Proportion of women

**22%**

The proportion of women was 22 percent in Lindab in 2023, which is the same as the previous year.

## Proportion of women in local management teams

**26%**

For Lindab Group, including subsidiaries, women accounted for 26 percent of the management teams. This is slightly higher than the target of having the same gender balance as in the company as a whole.

## Gender distribution on the Board of Directors

**3+4**

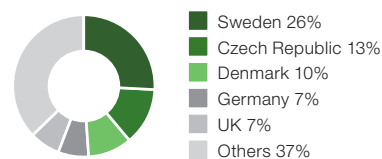
In Lindab's Board of Directors, three of the seven members elected by the AGM are women. Lindab's Board of Directors has had an even distribution of men and women since 2016.

## Number of employees

**4,909**

At the end of the year, Lindab had 4,909 employees in 20 countries. The number of employees increased by 56 people because of acquisition made in 2023.

## Proportion of employees by country



In the two countries with the most employees at the end of the year, Sweden and Czech Republic, Lindab has its largest production facilities.

1) LTIF stands for Lost Time Injury Frequency and measures the number of workplace accidents per million hours worked.

# Corporate Governance Report and Risks

Lindab's corporate governance has been adapted to new regulations, particularly in the area of sustainability. Clear governance gives employees at all levels the power to act within a given framework.

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At rest,  
we breathe in  
about 6 litres of air  
per minute, and over  
100 litres per minute  
during intense  
exercise.

Source: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8672270/>

# Fast pace of change in challenging times

**LINDAB HAS SET ITS SIGHTS ON** becoming a world-leading, profitable ventilation company. During my eight years as Chairman, sales have increased from SEK 8 to 13 billion, while operating profit has improved by more than 140 percent. This has been possible thanks to a clear strategy to create long-term shareholder value. And that journey continues, with 2027 as the next milestone.

## Comments of the Chairman of the Board

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The last few years have been challenging, with wars and crises in the world. The past year has seen a much tougher market environment, which, at the time of writing, looks set to continue into 2024. As a Board, it is important to find a balance between optimising operations in the short term and investing in what creates long-term value. Lindab's transformation in recent years has created a stable organisation with a focus on profitability and decentralised responsibility close to the customer. This has enabled the Board to continue to maintain a high tempo in the strategic change process, while the organisation has adapted to a changed market situation.

Energy efficiency and property renovation are clear business opportunities for Lindab. Similarly, growth opportunities in the largest European markets are important for strengthening Lindab's competitiveness. During the year, both acquisitions and changes to Lindab's organisation have been made to take advantage of these opportunities. Ventilation companies have been acquired in several European countries, such as Germany, the Netherlands and France. The German organisation has been restructured so that Felderer, the company Lindab acquired in 2022, has become the base for the German operations and has also carried out acquisitions under its own management. Airmaster, acquired in early 2024, opens up great opportunities in the field of building renovation and with its decentralised ventilation technology, we have laid the foundations for a new product area. These are all steps towards the goal of a company with sales of SEK 20 billion by 2027 and good profitability.



In recent years, we have also advanced our positions in our own sustainability work, which customers have clearly appreciated. It is when all employees see sustainability as a natural part of the business major changes can take place, and there we have taken several major steps forward. In addition, the work to adapt the business to new sustainability legislation has turned out well.

In 2023, we showed that, even in a recession, it is possible to grow through acquisitions, deliver stable profitability and strengthen the financial position. Lindab's strong cash flows provide us with good opportunities to continue our growth journey while providing shareholders with a return through dividends. Lindab is and will be a shareholder-friendly company.

The year 2027 is the next important milestone in a long-term plan for Lindab. With a business concept based on sustainability, we are rapidly moving towards becoming a world-leading ventilation company with high profitability.

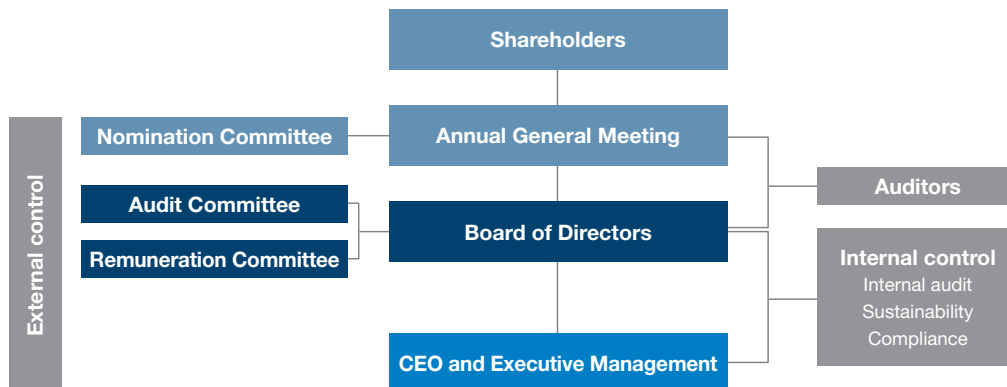
*Peter Nilsson*  
Chairman of the Board



# Corporate governance report

**LINDAB'S** corporate governance is based on the Articles of Association, the Companies Act, the Annual Accounts Act, the Rules of procedure of the Board of Directors, the regulations issued by the Stockholm Stock Exchange, the Swedish Corporate Governance Code (the Code) and other laws and regulations applicable in Sweden.

## How Lindab is governed



### Shareholders

Lindab has 76,851,982 shares (76,641,982) outstanding of a single series and conveying equal rights to the company's assets and earnings. Lindab also holds 1,990,838 (2,200,838) of its own shares of the same series, bringing the total number of shares to 78,842,820 (78,842,820). As of 31 December 2023, Lindab had 17,675 (14,483) shareholders. The largest shareholders, in relation to the number of outstanding shares, were Fjärde AP-fonden 9.0 percent (9.3), Didner & Gerge Fonder 8.7 percent (9.6), Första AP-fonden 4.7 percent (1.6) and Cliens Fonder 3.9 percent (3.1). At the end of the year, the ten largest shareholders held 44.0 percent (42.0) of the number of shares outstanding. Additional information on shareholders and performance of the share in 2023 can be found on pages 20–21.

### Annual General Meeting

Shareholders exercise their right to influence Lindab's affairs at the Annual General Meeting, or, where applicable, an Extraordinary General Meeting, which is Lindab's highest decision-making body. The Annual General Meeting (AGM) is usually held in April–May in the Municipality of Båstad, Sweden. The AGM determines matters specified under the Companies Act and the Code, including matters concerning amendments to the Articles of Association and the election of the Board of Directors and respective Auditor.

#### Annual General Meeting 2023

The Annual General Meeting for the financial year 2022 was held on 11 May 2023 at the Lindab Experience Center in Grevie. An opportunity for shareholders to exercise their voting rights by

mail prior to the meeting was arranged. At the Annual General Meeting, 271 shareholders were represented, corresponding to 59.9 percent of the capital and votes. The minutes of the Annual General Meeting have been available on the company website since 14 May 2023. The 2023 Annual General Meeting reached resolutions on matters including:

- the re-election of Board members Peter Nilsson, Per Bertland, Sonat Burman-Olsson, Viveka Ekberg, Anette Frumerie, Marcus Hedblom and Staffan Pehrson
- the re-election of Peter Nilsson as Chairman of the Board
- the re-election of auditing company Deloitte AB as the company's auditor
- approval of the Remuneration report
- a share option program for senior executives
- a dividend of SEK 5.20 per share with a semi-annual payment of SEK 2.60 per share, with the record date set as 15 May, and a second dividend of SEK 2.60 per share, with the record date set as 6 November
- to authorise the Board of Directors to decide on the transfer of own shares in order to enable acquisition financing by using them

### 2024 Annual General Meeting

The 2024 Annual General Meeting will be held on 14 May 2024. In accordance with the Articles of Association, the notice to attend the Annual General Meeting shall be posted in Post- och Inrikes Tidningar (Swedish official gazette) and on the company's website. An advertisement stating that the notice has been issued is to be placed in Swedish financial newspaper Dagens Industri. Shareholders wishing to participate in the AGM by postal voting shall (a) be entered in the company's share register six weekdays prior to the AGM, that is, by 3 May 2024, and (b) register by casting their postal votes in the manner specified in the notice to attend the Annual General Meeting.

### Nomination Committee

The Nomination Committee submits proposals to the Annual General Meeting regarding the election of a chairman for the meeting, the Board of Directors, the Chairman of the Board and Auditors, as well as regarding fees to the Board and Auditors and regarding the composition of the Nomination Committee ahead of the ensuing Annual General Meeting.

In accordance with instructions adopted by the Annual General Meeting for the Nomination Committee, the company must have a Nomination Committee comprising at least four members, one of whom must be the Chairman of the Board. The chairman of the Nomination Committee must be the member appointed by the largest shareholder in the event that the Nomination Committee does not agree otherwise. The Nomination Committee's term of office extends until a new Nomination Committee has been constituted. A Nomination Committee was constituted on 16 October 2023, composed of:

- Henrik Didner, appointed by Didner & Gerge Fonder (Chairman)
- Thomas Ehlin, appointed by the Fjärde AP-fonden
- Martin Nilsson, appointed by the Första AP-fonden
- Peter Nilsson, as Chairman of the Board of Lindab International AB (publ).

In accordance with the resolution by the Annual General Meeting, the Nomination Committee has to assess annually the composition and work of the Board of Directors and prepare proposals for the 2024 Annual General Meeting regarding:

- election of a chairman for the 2024 Annual General Meeting
- election the Board of Directors, the Chairman of the Board and the Auditor
- fees to be paid to the Board of Directors, any committees and the auditor
- composition of the Nomination Committee for the 2025 Annual General Meeting

The Nomination Committee carries out an annual evaluation of the work of the Board, the members and composition of the Board, and of the chairman's report. The Nomination Committee has noted that the Board and the work of the Board are functioning well.

In order to promote equality and diversity within Lindab, the Board has adopted an Equal Opportunity Policy that ensures that no one within Lindab is discriminated against on the basis of gender, religion, ethnicity or other similar grounds. The Nomination Committee's Policy is also to achieve diversity and gender balance in the Board and has applied Rule 4.1 of the Swedish Corporate Governance Code (the "Code") as its Diversity Policy when preparing its proposal for the election of Board members. Of the currently proposed Board members, three are women

## Main topics at Board meetings in 2023

January	February	March	April	May	June
13 Jan Acquisitions	8 Feb Year-end report, dividend, Auditor report, acquisitions, financing and extended credit facilities. Sustainability reporting process	26 March Annual report, including Corporate governance report and Sustainability report. Adoption of the Notice and other documents for the AGM		2 May Interim report 11 May Acquisitions Visit to local Lindab site 11 May Statutory meeting	20 June Forecast and cost reduction program, sustainability, internal audit and internal control and audit plan 2023 Deloitte

and four are men (42.9 and 57.1 percent, respectively). The Nomination Committee considers it important that the company continues to work actively to promote diversity both in the Board and in the company in general.

The Nomination Committee considers that the composition of the Board of Directors, taking into account the provisions of section 4.1 of the Code, has been appropriate in view of the company's business, stage of development and other circumstances, and has been characterised by diversity and breadth in terms of the skills, experience and background of the members elected at the Annual General Meeting. Finally, the Nomination Committee has assessed that the Board meets the applicable independence requirements set out in the Code.

In 2023, the Nomination Committee held two minuted meetings. In 2024, the Nomination Committee has held two minuted meetings ahead of the 2024 Annual General Meeting.

Based on regulatory requirements, Lindab must carry out a procurement of an external audit by the time the current audit firm has been selected for 10 consecutive years. Considering that Deloitte has been the elected Auditors since the 2014 AGM, such a procurement took place in 2023, before the 2024 AGM.

Shareholders seeking contact with the Nomination Committee may send an e-mail to [valberedningen@lindab.com](mailto:valberedningen@lindab.com), or a letter to "Lindab's Nomination Committee, Att.: Ola Ranstam, Lindab International AB, 269 82 Båstad".

## Board of Directors

According to the Articles of Association, the Board of Directors shall comprise at least three and at most ten members with at most ten deputies. The members and deputies are elected at the Annual General Meeting for the period until the end of the first subsequent Annual General Meeting. The employees appoint two employee representatives to the Board of Directors, with two deputies.

### Composition of the Board of Directors in 2023

The Annual General Meeting on 11 May 2023 resolved that the Board of Directors is to comprise seven members with no deputies. The CEO attends Board meetings in a reporting capacity. Parts of the Group management participate in Board meetings. The various assignments of the Board members are shown on pages 54–55.

### Responsibilities of the Chairman of the Board

The Chairman of the Board leads the work of the Board, monitors the operations in dialogue with the CEO and is responsible for ensuring that other Board members receive the information and documentation required for quality discussions and decision-making. The Chairman of the Board represents the company on matters of ownership.

### Responsibilities of the Board of Directors

The Board of Directors is to ensure that the organisation and management of the Group, as well as the guidelines for the administration of its affairs are appropriate and that internal control is satisfactory. The responsibilities of the Board of Directors also include establishing strategies, targets and internal control instruments, resolving particularly important matters, issuing financial reports, as well as assessing the operational management and ensuring that succession planning is in place. The responsibilities of the Board of Directors include supervising the work of the CEO by monitoring the operations on an ongoing basis.

### Work of the Board of Directors

The work of the Board of Directors is regulated by rules of procedure adopted annually. Among other things, the rules of procedure stipulate instructions for the company's CEO, the duties of the Chairman of the Board, the agenda of the Board of Directors and a resolutions procedure, as well as other instructions and policies.

In 2023, the Board of Directors held twelve meetings. Financial performance was reported and followed up on at each ordinary meeting. The Board of Directors held one meeting with the Auditor without company management being in attendance. This meeting reviewed the effectiveness of the Auditor's cooperation with company management in conducting the audit and related matters. Members of Group management were in attendance at all Board meetings.

The work of the Board of Directors and the CEO was assessed during the financial year. This assessment showed the work of the CEO and the Board of Directors to be effective.

### Board remuneration

The Annual General Meeting of 11 May 2023, resolved that fees to the Chairman of the Board and the members elected by the Annual General Meeting should be paid as follows. The fees paid

July	August	September	October	November	December
20 Jul Interim report and acquisitions		28 Sep Strategy and business plan, sustainability and acquisitions Visit to local Lindab site	25 Oct Interim report, health and safety and acquisitions Visit to local Lindab site		8 Dec Acquisitions 11 Dec Budget, long-term objectives and dividend policy, sustainability and risk management

for the regular work of the Board of Directors total SEK 4,422,500, divided between SEK 1,280,000 paid to the Chairman of the Board, SEK 515,000 to each of the other members elected by the Annual General Meeting, and SEK 26,250 to each of the ordinary employee representatives. It was also resolved that SEK 200,000 be paid to the Chairman of the Audit Committee and SEK 100,000 to each of this committee's ordinary members, and that SEK 110,000 be paid to the Chairman of the Remuneration Committee and SEK 55,000 to each of this committee's ordinary members.

### Responsibility of the Board of Directors for financial reporting

The quality of the internal financial reporting is ensured partly through the Board's instructions to the CEO, and partly through its instructions on financial reporting to the Board of Directors. The Board of Directors also safeguards the quality of the external financial reporting by carefully examining the interim reports, the annual accounts and the year-end report at Board meetings.

### Audit Committee

The Board of Directors has appointed an Audit Committee with the aim of deepening and streamlining the Board's supervisory responsibility with regard to internal control, auditing, internal auditing, risk management, accounting and financial reporting. The Audit Committee shall also prepare matters involving the procurement of auditing and other services from the Auditor and shall prepare certain accounting and auditing matters to be addressed by the Board of Directors. In 2023, the Audit Committee comprised Viveka Ekberg (Chairwoman), Anette Frumerie and Marcus Hedblom. The work of the Audit Committee is governed by rules of procedure adopted by the Board of Directors. The committee met on seven occasions in 2023. The Auditors participated in all of the meetings. The committee continuously

submits oral and written reports to the Board of Directors and submits proposals on matters requiring decisions by the Board of Directors. In 2023, the fees paid to the Audit Committee amounted to SEK 200,000 to the Chairman of the committee and SEK 100,000 to each of the committee's ordinary members.

### Remuneration Committee

A Remuneration Committee has been appointed by the Board of Directors to prepare proposals on remuneration matters and to continuously monitor and assess remuneration structures and levels for the CEO and other members of Executive Management. In 2023, the Remuneration Committee comprised Peter Nilsson (Chairman) and Per Bertland. The committee met on seven occasions in 2023. The committee continuously submits oral reports to the Board of Directors and submits proposals on matters requiring decisions by the Board of Directors. In 2023, the fees paid to the Remuneration Committee amounted to SEK 110,000 to the Chairman of the committee and SEK 55,000 to the committee's ordinary member.

### CEO and Executive Management

Ola Ringdahl has been President and CEO since 18 June 2018. Throughout 2023, the Executive Management included Director of Product Area Ventilation Systems Karel Kleinmond, Director of Business Development and M&A Lars Christensson, Director of Region West Europe Mette Brøndum, Director of Region North Europe Joakim Lönnberg, Director of Region Mid Europe Pascal Gelugne and Director of Region East Europe Sorin Badea. Chief Financial Officer Jonas Arkestad was a member of Executive Management until 10 April 2023 when he left the company. As of 11 April 2023, Lars Ynner has been Chief Financial Officer and a member of Group management.

## Policies

### Anti-Corruption Policy

Constitutes the regulations applicable to Lindab's operations and employees. Lindab applies zero tolerance with regard to corruption.

### Antitrust Policy

It is important that the Group and its employees comply with competition legislation. Violations of antitrust legislation are prevented by means of the adopted Antitrust Policy.

### Code of Conduct

It is crucial for Lindab and all of its employees that laws and regulations be complied with and that ethical values be respected.

### Communication Policy

Ensures that consistent and accurate information about Lindab and its operations, including financial and sustainability targets, is published externally and that Lindab meets the stock exchange's requirements for stock market information.

### Equal Opportunity Policy

Guidelines to ensure that Lindab employees are treated equally and that no one is discriminated against on the basis of gender, religion, ethnicity or similar grounds.

### Insider Policy

Includes rules to prevent unfair trading in shares or other financial instruments in Lindab by those with access to information not known to the market.

### IPR Policy

Details the strategy and guidelines for Lindab's management and protection of intellectual property rights.

### IS/IT and Data Protection Policy

Contains general rules for the Group's use and management of IT. The objective is to safeguard access to the IT structure required for operations to be conducted efficiently and safely.

### Occupational Health and Safety Policy

The policy comprises a clear framework and guidelines for a safe working environment, with an emphasis on preventive efforts.

### Quality and Environmental Policy

This governs the efforts with regard to quality and environmental matters, ensuring that operations are conducted with consideration for the environment and that product solutions contribute to buildings becoming more energy-efficient.

### Remuneration Policy

This policy states the rules and principles applied regarding remunerations to employees within the Lindab Group. The principles for remuneration are based on Lindab's vision, values and market practices, as well as the applicable laws and regulations.

### Treasury Policy

This sets out the regulations applicable to the Group's management of financial risks and transactions. These issues are handled centrally by the Group's treasury function to minimise costs.

## Auditors

Lindab's auditor, elected by the Annual General Meeting, examines the company's annual report and accounts and the administration of the Board of Directors and the CEO. The auditor works on the basis of an audit plan and reports his observations to the Audit Committee, to parts of the Executive Management on an ongoing basis over the year, and at least once a year to the Board of Directors. The auditor also attends the Annual General Meeting to present the Auditors' Report and describe the audit process and the observations made.

The 2023 Annual General Meeting elected auditing company Deloitte AB as the company's auditor. Authorised Public Accountant Harald Jagner was appointed as the lead auditor. Although Harald Jagner also performs assignments for other listed companies, this is not to an extent that would prevent the necessary amount of time from being devoted to Lindab. Auditing company Deloitte AB does not accept assignments where their independence could be called into question. Nor do the auditors' other assignments for Lindab, beyond the audit assignment, alter this assessment.

### Remuneration of auditors

Audit fees paid to Deloitte for 2023 amounted to SEK 0.5 million for the Parent Company and SEK 9.8 millions for the Group. Fees paid to Deloitte AB for other assignments for the Group amounted to SEK 0.0 millions.

## External control

External regulations applicable to Lindab's corporate governance include the Companies Act, the Annual Accounts Act, Nordic Main Market Rulebook for Issuers of Shares, and the Code.

## Internal control

Internal corporate governance is determined by the Board of Directors' rules of procedure, as well as the codes, policies adopted by the Board and other corporate governance documents, including directives adopted by the CEO. Lindab's Code of Conduct constitute the most important overarching policy document. Lindab has a Corporate Governance Committee whose main task is to safeguard good corporate governance within the Group.

### Internal audit

Lindab has an internal audit function which is maintained by an external party. The function's work is reported on at least once annually by the external party to the Audit Committee, as well as continuously by the CFO. The Audit Committee, reports to the Board of Directors. The internal audit is designed to safeguard the fulfilment of the Group's targets in terms of appropriate and effective processes, and that financial statements are prepared in accordance with applicable laws and regulations.

### Compliance

Compliance entails ensuring that Lindab complies with laws and other applicable regulations and that the operations are

conducted with ambitious demands in terms of integrity and ethics. In this area, Lindab has, for example, adopted policies to combat all forms of corruption and actions in violation of competition law. Policies are reviewed annually by the Board. Each company of the Group is responsible for implementing policies, which includes monitoring the application of the policy and its effectiveness, designing appropriate internal controls and providing adequate training. All Board members, management team members and employees have access to all policies through the intranet or Board of Directors portal. Updates are communicated as news and by e-mail. Scheduled training for employees related to policies is not currently being implemented. Training linked to Lindab's policies will be part of the digital training platform Lindab Academy. During the year, Lindab did not have any significant cases of non-compliance with laws and regulations.

## Sustainability management

The Code of Conduct and business strategy form the basis of the governance of Lindab's sustainability work. Lindab's sustainability plan influences how the strategy is implemented in all areas. The sustainability plan is based on materiality analysis and the fulfilment of the long-term sustainability goals and the promotion of the UN Sustainable Development Goals and the Paris Agreement. Other influencing factors are the requirements imposed on the company by legislation and reporting frameworks and standards.

The Board of Directors has the overall responsibility for the company's sustainability work and is involved in decisions on strategies, policies and targets together with the Group management. Sustainability risks are an integral part of the risk assessment process, with the Board of Directors holding overall responsibility for the assessment.

### Sustainability reporting

Follow-up occurs twice a year at the company level and is aggregated at the Group level. Some targets are monitored on a monthly basis, such as LTIF (Lost Time Injury Frequency). The external reporting is complemented by an internal sustainability report that presents detailed information per company to provide a basis and understanding of the companies' sustainability initiatives. The Audit Committee maintains an ongoing dialogue, with requirements for reporting.

### Sustainability-related remuneration

For the year 2024, the short-term incentive program will include two sustainability targets and relate to 10 percent of the variable remuneration.

### Due diligence

Lindab works to screen potential partners, suppliers and investment opportunities to identify and manage actual and potential impacts on people, the environment and society. Lindab's due diligence process includes a review of financial conditions, legal obligations, and quality and sustainability aspects. Lindab's Code of Conduct sets out the expectations for all employees and those who represent the company. In addition, Lindab requires its suppliers to follow the same high standards by signing the Lindab Supplier Principles.

# Board of Directors



Peter Nilsson, Chairman



Per Bertland



Sonat Burman-Olsson

<i>Born</i>	1962	1957	1958
<i>Elected</i>	2016	2016	2011
<i>Nationality</i>	Swedish	Swedish	Swedish
<i>Status</i>	Independent	Independent	Independent
<i>Main education</i>	M.Sc. in Business and Economics, Stockholm School of Economics.	M.Sc. in Business and Economics, Lund University.	M.Sc. in Business and Economics, Executive MBA, Strategic Man. Oxford and Harvard.
<i>Current assignments</i>	Board Member of Creaspac AB, Cavotec SA and Chairman of the Board of Nilfisk Holding AS.	Chairman of the Boards of Inwido, InArea Group and Dendera Holding. Board Member of Beijer Ref, Fortnox and IV Produkt Partner in Small Cap Partners SCP.	Board Member of Postnord AB, Lantmännen and Raizen S.A.
<i>Previous assignments</i>	Deputy Chairman of the Board of Cramo OYJ, CEO of Sanitec and Duni AB. Chairman of the Boards of Duni AB, Securitas Direct AB. Adapteo OYJ, Unilode Aviation Solutions and Sanitec Holdings Oy. Management positions within the Swedish Match Group.	President and CEO of Beijer Ref AB. Management positions within the Aritmos Group.	President and CEO of COOP Sweden, Deputy CEO and CFO of the ICA Group, Vice President of Electrolux Group responsible for Global Market Strategies. Chairman of the Board of the Swedish Food Retailers Federation, Member of the Boards of Directors of the Swedish Trade Federation, NESTE Corporation, ICC Sweden, Tredje AP fonden, ICA Banken and iZettle.
<i>Board member remuneration</i>	1,376,700	565,000	510,000
<i>Remuneration Committee attendance</i>	7/7	7/7	–
<i>Audit Committee attendance</i>	–	–	–
<i>Board meeting attendance</i>	12/12	11/12	12/12
<i>Holdings at 31 Dec. 2023</i>	136,500 shares	33,000 shares	2,732 shares

## Board committees

### Remuneration Committee

The Remuneration Committee comprises two Board members: Peter Nilsson (Chairman) and Per Bertland.

### Audit Committee

The Audit Committee comprises three Board members: Viveka Ekberg (Chairwoman), Anette Frumerie and Marcus Hedblom.

## Auditors

### Deloitte AB

Principal auditor: Harald Jagner

Born: 1971

Authorised Public Accountant, Deloitte AB, Gothenburg. Auditor for Lindab since 2021. Extensive experience of public companies.



Viveka Ekberg

1962

2016

Swedish

Independent

M.Sc. in Business and Economics, Stockholm School of Economics.

Board Member of AutoStore Holdings Ltd, Dellner Couplers Group AB, Nilfisk Holding AS and Storebrand ASA..

CEO of PP Pension, Regional Manager Nordics at Morgan Stanley Investment Management, Associate Partner at Brummer & Partners, Head of SEB institutional asset management, equities analyst at Alfred Berg Fondkommission and Affärsvärlden.

710,000

-

7/7

12/12

19,400 shares



Anette Frumerie

1968

2017

Swedish

Independent

M.Sc. in Road and Water Engineering, Royal Institute of Technology.

CEO of Rikshem AB. Board Member of Bonava AB.

CEO of Besqab AB. Business Unit President Residential Development Nordic at Skanska (publ), Business Unit Manager of International Property Development & Construction at JM AB (publ) and other positions within the JM Group.

610,000

-

7/7

11/12

4,100 shares



Marcus Hedblom

1970

2020

Swedish

Independent

M.Sc. in Industrial Economics, Linköping University.

President and CEO of Ovako. Member of the Board of Directors of the Swedish steel industry's special interest organisation Jernkontoret and of the Swedish Association of Industrial Employers, Steel and Metal. Member of the Circular Economy Delegation.

CFO of Ovako. Various senior positions at SAS, among others as Deputy CFO SAS Group, CEO of subsidiary Spanair, as well as CFO of SAS Sweden.

610,000

-

7/7

12/12

16,000 shares



Staffan Pehrson

1968

2020

Swedish

Independent

M.Sc. in Engineering Physics, Uppsala University, Systems Engineering, CWRU, USA, Executive MBA, Stockholm School of Economics.

President and CEO of the Anticimex Group (resigned from this position at the end of 2023 with continued employment until May 2024).

President and CEO of NEFAB Group. Various positions within the Ericsson Group, including as VP Product Related Services, VP Solution Area Media, EVP/General Manager Ericsson Inc, Seattle. Member of the Board of Technology Service Industry Association (TSIA) and the Swedish Chamber of Commerce in Hungary.

510,000

-

-

12/12

20,000 shares



Pontus Andersson

Born: 1966

Elected: 1995

Employee Representative, Unionen. Employed since 1987 and currently working as a development engineer.

Holding: 250 shares



Ulf Jönsson

Born: 1966

Elected: 2022

Employee Representative, IF Metall. Employed since 2003 and currently working full time as Chairman of the IF Metall union branch.

Holding: 0 shares

# Executive Management

Members come from operational management functions in Sweden, Denmark, France, the Czech Republic and Romania. A broad management team reaches decisions more closely aligned with the business and helps strengthen knowledge sharing between different units.



**Ola Ringdahl**  
President and CEO



**Lars Ynner**  
CFO



**Lars Christensson**  
Director of Business  
Development and M&A



**Karel Kleinmond**  
Director of Product Area  
Ventilation Systems

<i>Born</i>	1972	1970	1971	1969
<i>Employee</i>	2018	2023	2019	2007
<i>Member</i>	2018	2023	2019	2019
<i>Nationality</i>	Swedish	Swedish	Swedish	Czech
<i>Main education</i>	M.Sc. in Business and Economics, Stockholm School of Economics.	Master of Business Administration, University of Gothenburg School of Business, Economics and Law.	M.Sc. in Engineering Physics, Lund Institute of Technology.	Mechanical Engineer, University of West Bohemia, Czech Republic.
<i>Employment and experience</i>	CEO of Nord-Lock Group, 2013–2018. Regional Director at Capio Healthcare, 2011–2013. Between 2003 and 2011, held senior positions within Crawford, which has been part of Assa Abloy Entrance Systems since 2011.	Various financial positions within Assa Abloy Entrance Systems, most recently as VP Finance Industrial Segment 2017–2023 and, before that, Director of Financial Control 2011–2017. Previous experience as Chief Investment Officer at Bure and Managing Director and Chief Financial Officer, Celemi.	Business development and M&A in a wide range of industries, most recently with the Nord-Lock Group. Previous experience includes TV4 and Brio.	Various positions within LEGO 1999–2007, most recently as Managing Director LEGO Production CZ. Previous experience includes various technical roles at General Electric Transportation Systems and Škoda Pilsen, Czech Republic.
<i>Holdings at 31 Dec. 2023</i>	114,000 shares	5,000 shares	28,000 shares	6,200 shares
<i>Call options<sup>1)</sup></i>	300,000	25,000	77,000	3,000

1) 2021, 2022, 2023 programs

## Global Group functions



**Paula Terne**  
Group HR Manager



**Catharina Paulcén**  
Corporate Communications and Sustainability



**Ola Ranstam**  
Group General Counsel



**Madeleine Hjelmberg**  
Group Financial Manager



**Thomas Lorentzon**  
Chief Information Officer (IT/IS)

<i>Born</i>	1963	1973	1977	1974	1978
<i>Employee</i>	2011	2020	2013	2017	2023





**Mette Brøndum**

Director of Region West Europe



**Joakim Lönnberg**

Director of Region North Europe



**Pascal Gelugne**

Director of Region Mid Europe



**Sorin Badea**

Director of Region East Europe

1963

1997

2019

Danish

Sales, strategy, business development and leadership.

Purchase Manager at Builders Merchant Group. Various positions at Lindab since 1997, including as Sales and Marketing Manager, Product Manager, Business Unit Manager, Business Area Manager and Country Manager in Denmark.

8,300 shares

30,000

1966

1991

2019

Swedish

Commercial Pilot, Business Administration at IHM Business School and Business Administration at Lund University.

Country Manager, Sales Manager and Product Manager within the Lindab Group. Former pilot for Eastern Air Charter and Chief Flight Instructor at Marlboro Airport, New York, USA.

11,500 shares

69,000

1964

2007

2019

French

M.Sc. in Economics, Bethel College, USA.

Various positions within Lennox/Outokumpu 2002–2006, most recently as SVP and General Manager of European operations. Previous positions including as VP Business Development in Europe and the USA for ABB Fläkt Group 1989–2002.

6,900 shares

26,000

1974

1998

2019

Romanian

B.Sc. at the University of Craiova, Faculty of Economics and Business Administration, Romania.

Various positions in finance and control within the Lindab Group, including as Regional Business Controller East Europe, Financial Manager in Hungary and Country Manager in Latvia.

1,562 shares

2,200

# Remuneration of senior executives

## Remuneration principles

The current guidelines for remuneration to senior executives are based on remuneration on the basis of the market and the environment in which each of the executives works, are competitive, facilitate recruitment of new executives while also motivating senior executives to remain at the company. Remuneration may comprise fixed salary, short- and long-term variable cash salary, pensions and other benefits. Fixed salary should be determined individually based on the specific responsibilities, experience, expertise and performance of the individual executive. Fixed salary should be reviewed at least every two years.

Short-term variable cash salary should be based on the executive's performance relative to individually established targets aimed at fostering the company's business strategy and long-term interests. For the CEO, short-term variable cash salary shall not exceed 60 percent of his fixed salary and, for other senior executives, 40 percent of their fixed salary.

Long-term variable cash salary should be linked to financial performance targets reflecting the company's value growth over a three-year period. For the CEO, long-term variable cash salary shall not exceed 70 percent of his fixed salary and, for other senior executives, 40 percent of their fixed salary. It is presumed that any outcome from long-term variable cash salary will be invested in Lindab shares to increase the executive's shareholding in Lindab, linking the interests of shareholders and those of senior executives.

Pension benefits are to be provided in accordance with a defined contribution plan. Senior executives not covered by the ITP plan should receive at most 30 percent of their annual fixed salary as an annual contribution-based pension provision. Other benefits should not constitute a significant portion of the overall remuneration. In specific cases, the Board of Directors may deviate from the guidelines. The Board of Directors did not exercise this mandate in 2023. Remuneration and other benefits for Executive Management are presented in the table on the right. A further SEK 10.7 million has been booked for social security contributions, including a specific payroll tax on pensions.

## Remuneration of the CEO

Ola Ringdahl's fixed salary for 2023 was SEK 6,808,294. Ola Ringdahl is also entitled to a short and long-term variable cash salary. In addition, Ola Ringdahl is entitled to a company car and certain other benefits. The remuneration received by Ola Ringdahl in 2023 is shown in a separate table. Ola Ringdahl is subject to a 12-month notice period on dismissal by the company and of six months on resignation. Ola Ringdahl is bound by a non-competition clause for a period of two years from the point at which his employment ceases, during which time he is entitled to separate remuneration. The company is entitled to waive the non-competition clause, resulting in no remuneration being paid to Ola Ringdahl.

## Remuneration of other members of the Executive Management

Throughout the year, the Executive Management included: President and CEO Ola Ringdahl, Director of Product Area Ventilation Systems Karel Kleinmond, Director of Business Development and M&A Lars Christensson, Director of Region West Europe Mette Brøndum, Director of Region North Europe Joakim Lönnberg, Director of Region Mid Europe Pascal Gelugne and Director of Region East Europe Sorin Badea. Chief Financial Officer Jonas Arkestad was a member of Executive Management until 10 April 2023 when he left the company. As of 11 April 2023, Lars Ynner has been chief financial officer and a member of Group management.

Remuneration for Executive Management adheres to the guidelines adopted by the Annual General Meeting. The employment contracts of the current Executive Management include notice periods of at most 12 months on dismissal by the company and of six months on resignation by the employee. During the notice period, the company may exercise the right to give the employee garden leave, whereby any salary from another employer will be deducted from the salary the employee receives from Lindab during the notice period. The other members of the Executive Management is bound by non-competition clauses for one year from the cessation of employment, during which they are entitled to separate remuneration. The company is entitled to waive the non-competition clause, which will result in no remuneration being paid to the employee.

## Evaluation

The Board has monitored and assessed the company's variable remuneration programs for Executive Management, the application of the guidelines for the remuneration of senior executives and applicable remuneration structures and levels within the company. The guidelines and the variable remuneration of the Executive Management has been found to be appropriate and in accordance with the guidelines adopted by the Annual General Meeting. The Board's assessment is that the remuneration of senior executives ensures a good balance between motivating employees and providing competitive compensation. The remuneration structures and levels within the company are well balanced and in accordance with market practices.

Remuneration and other benefits to Executive Management in 2023

SEK	Ola Ringdahl	Remuneration other Group management <sup>1)</sup>	Total
Fixed salary, incl. holiday pay	6,808,294	15,708,389	22,516,683
Variable salary	1,289,241	2,558,610	3,847,851
Pensions	1,957,380	3,057,612	5,014,992
Benefits	217,693	358,354	576,047
<b>Total</b>	<b>10,272,608</b>	<b>21,682,965</b>	<b>31,955,573</b>

1) Remuneration of other Executive Management relates to 8 (8) individuals. The remuneration excludes social security contributions and special payroll tax.

# The Board of Directors' Report on Internal Control

## The Board of Directors' Report on Internal Control for financial year 2023

In accordance with the Companies Act and the Swedish Code of Corporate Governance, Lindab's Board of Directors is responsible for the Group's internal control. Lindab's financial reporting complies with the laws and regulations applicable to companies listed on the Nasdaq Stockholm exchange, and with the local regulations in each of the countries where the company operates. The description in this report is consistent with the Annual Accounts Act and is therefore limited to the internal control of financial reporting. The purpose of the report is to provide shareholders and other stakeholders with an understanding of how internal control at Lindab is organised with regard to financial reporting.

The Board of Directors' internal control description is based on the structure presented in the internal control framework of COSO (Committee of Sponsoring Organisations of the Treadway Commission). It is against this background that the report has been prepared.

### Control environment and control instruments

In order to create and maintain a working control environment, the Board of Directors has adopted several documents of fundamental importance for the financial reporting. These include, in particular, the Board of Directors' rules of procedure and its instructions to its committees and to the CEO. The responsibility for upholding the control environment required by the Board of Directors lies primarily with the CEO. He reports regularly to the Board of Directors based on established procedures.

The Board also has an Audit Committee, as a preparatory forum, that addresses matters related to the Group's financial statements, internal control, internal audit, reporting issues and accounting policies, as well as the consequences of potential changes to these. The minutes of the Audit Committee are communicated to the Board on a regular basis and the Chairman of the committee reports regularly at Board meetings. The Audit Committee also maintains ongoing contacts with the company's external Auditors and is also responsible for verifying the Auditors' independence and qualifications, and for ensuring that fees are paid as agreed.

Lindab's internal control structure is based on a management system which is rooted in the Group's organisation and methods for conducting the operations, with clearly defined roles, responsibilities and delegated authorities. Governance documents, such as policies and guidelines, including the adopted Code of Conduct, also play an important role in the control structure. The governance documents regarding accounting and financial reporting comprise key parts of the control environment with regard to financial reporting.

In 2023, Lindab continued the process of developing, improving and further raising the degree of maturity in the Group's internal control. The company works continuously and pro-actively with the internal control environment and also conducts reviews aimed at validating the true functionality of the control environment. In 2023, a new self-assessment tool for internal control work has also been implemented. Through the self-assessment tool, Lindab takes note of the companies'

perception of how they fulfil the Group's requirements for good internal control in selected processes/controls. Targeted actions and training can then be taken to eliminate or minimise any identified elevated risks. During the year, Lindab has also initiated work on internal control in the reporting of sustainability information by establishing a reporting process with a clear division of responsibilities and follow-up.

### Risk assessment

The Group conducts ongoing risk assessment to identify and evaluate material risks. Lindab's risk management consists of identifying, measuring and taking an active position on the risks identified, with a view to accepting, minimising or eliminating a potential risk based on the adopted strategy. Lindab maintains a risk management program, Enterprise Risk Management (ERM), encompassing all parts of the operations, including business areas, regions and Group-wide functions. The aim is to be able to work with risk prevention in a structured manner and to support continuous improvements. Reviews of material risks are conducted with feedback being provided to the Board on an annual basis. Material risks are also reviewed by Executive Management at least twice a year.

The principal risk associated with the financial reporting is considered to be that of material misstatements in the accounts, e.g. regarding the accounting and valuation of assets, liabilities, income, expenses, assessments of complex and/or changed business relationships, etc. Further risks include fraud and losses as a result of embezzlement. Risk management is built into all processes, while various methods are used to evaluate and limit risks, and to ensure that the risks to which Lindab is exposed are managed in accordance with established policies, instructions and follow-up procedures. The aim is to mitigate material risks and to foster accurate accounting, reporting and information disclosure.

### Control activities

Control activities are designed to effectively manage the risks that the Board of Directors and management deem significant for the operations, the internal control and the financial reporting. Appropriate, effective and reliable processes are essential in ensuring compliance with the relevant laws, regulations and guidelines.

The control structure consists of clear roles within the organisation that enable an effective split of responsibilities for specific control activities, the aim being to reveal risks of reporting errors and to avoid these in time. Such activities may include clear resolution procedures and decision-making processes for major decisions such as acquisitions, larger investments, divestments, agreements and analytical reviews.

Another important task for Lindab's organisation is to implement, develop and maintain the Group's control procedures, focusing on business-critical matters. Process managers at various levels are responsible for implementing the necessary controls regarding the financial reporting. The accounting and reporting processes include controls related to valuation, accounting policies and estimates. All reporting units have their own controllers/financial managers who are responsible for ensuring accurate financial reporting. Continual analysis of

the financial reporting in the individual unit, together with the analysis performed at Group level, is important in safeguarding that the financial statements are free from material misstatement. The Group's controller organisation plays an important role in the internal financial control process and is responsible for ensuring that the financial reporting for each unit is accurate, complete and timely.

### Information and communication

Lindab has internal information and communication channels. These are aimed at ensuring completeness and accuracy in the financial statements through governance documents, such as internal guidelines, directives and policies. Regular updates and memos on amendments to accounting policies, reporting requirements or other communications are communicated to the relevant employees. The organisation has access to all key documents on internal control and governance via the Group intranet (LindNet).

Lindab has a whistle-blower system, WhistleB, in place to enhance all employees' access to channels for anonymously reporting issues/irregularities in the operations. Each year, employees are reminded of the existence and availability of the whistle blower system, and all new employees are briefed on the system. During 2022–2023, as a result of the EU Whistle-blowing Directive, Lindab implemented a new internal whistleblowing directive in all countries that have adopted the EU directive and in countries where Lindab operates within Europe but is not members of the EU. Employees have been informed about the new directive, and WhistleB has been updated with new features, including the possibility to anonymously report problems and/or irregularities via local telephone numbers. The company has ensured that one of the people receiving, analysing and, if necessary, investigating the reports is a lawyer in each country together with the Group's General Counsel, a member of the subsidiary's Board of Directors or other person(s) deemed appropriate to investigate the reports. Each lawyer also ensures that the person(s) involved in the work is/are kept up to date with any local legislation and/or regulations. The fact that a lawyer receives information directly from WhistleB about an incoming case ensures that external insight and expertise can immediately handle and advise on the case regardless of its nature. Anonymity

must be guaranteed in accordance with applicable laws and regulations for those reporting problems and/or irregularities.

The Board of Directors receives financial reporting on a regular basis. External information and communications are governed by the company's Communication Policy, which details Lindab's general information disclosure principles.

### Follow-up

The Group's compliance with adopted policies and guidelines is followed up by the Board of Directors and Group Management. The company's financial situation is addressed at each Board meeting. The Board's Remuneration and Audit Committees play an important role in matters such as remunerations, financial statements and internal control.

Before Interim and Annual reports are published, the Audit Committee and the Board of Directors review the financial statements. Lindab conducts monthly performance follow-ups, analysing deviations from budgets, forecasts and previous years. The external Auditors report their findings from their review of the Interim report for the third quarter report, their audit of the annual accounts and their examination of the administration of the Board of Directors and the CEO. The auditors usually attend two Board meetings annually.

Lindab has identified three main areas (sustainability, internal control and compliance) that are central for its Corporate governance, and has established a Corporate Governance Committee that is primarily responsible for safeguarding good corporate governance within the Group.

### Internal audit

Lindab maintains an internal audit function integrated into the Group's central financial organisation upheld by an external party.

The function reports on an ongoing basis to the Group's Chief Financial Officer and directly to the Audit Committee at least once a year. The direction and scope of the work of the internal audit is determined by the Audit Committee. The internal audit is designed to safeguard the fulfilment of the Group's targets in terms of appropriate and effective processes, and that financial statements are prepared in accordance with applicable laws and regulations.

Båstad, 24 March, 2024

Board of Directors, Lindab International AB (publ)

# Auditor's report on the Corporate Governance Statement

To the Annual General Meeting of Lindab International AB (publ) corporate identification number 556606-5446

## Engagement and responsibility

It is the Board of Directors who is responsible for the Corporate Governance report for the financial year 2023 on pages 48–60 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 RevR 16 *Auditor's examination of the corporate governance report*. This means that our examination of the corporate governance report is different and substantially less in scope than an audit conducted in accordance with International

Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

## Opinions

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

Gothenburg, 24 March, 2024  
Deloitte AB

Harald Jagner  
Authorised Public Accountant



# Risk management

**RISK EXPOSURE TO** a smaller or larger degree is part of business activity. Lindab’s risk management consists in identifying, measuring and trying to prevent material risks from becoming reality and continuously making improvements to minimise potential exposure. For the Group, risk prevention measures are principally aimed at preventing potential risks from developing into damage and/or losses. If Lindab does not succeed, the next step is to mitigate the effect of damage that has already occurred.





The Group’s business risks consist of, among other, operational risks, strategic risks, compliance and sustainability risks. In addition, Lindab also manages financial risks. The probability of each risk and its impact on Lindab’s business is assessed continu-

ously with a subsequent action plan. Reporting, monitoring and control are conducted through formally established procedures and processes.





## Operational risks

Risk	Trend	Management
<p><b>Demand</b> Demand for Lindab’s products is influenced by factors such as the general economic situation, construction trends and demand for a healthy indoor climate.</p>		<p>Lindab’s business is late in the construction cycle, with approximately 80 percent of sales related to the non-residential construction market and a range of products and solutions that are mostly installed at a later stage of the construction process. Generally, over time the construction market follows overall GDP growth, although with greater fluctuation. The market for non-residential construction is often somewhat later in the business cycle than residential construction as the projects involved are generally larger and extend over longer lead times. During normal business cycles, this allows Lindab some flexibility to manage capacity planning. However, in the event of macroeconomic crises, such as the financial crisis of 2008, the opposite generally occurs with rapid and significantly greater fluctuations in construction activity compared with the general economy.</p> <p>In 2023, construction activity has decreased across Europe, but especially in the Nordics and Central Europe. Lindab closely monitors economic trends and adjusts its operations based on estimated demand.</p> <p>Demand for Lindab’s products is also affected by changes in customers’ investment plans and production levels. Customers’ investments can change if the political or economic situation in a country or an industry changes. At the end of 2023, Lindab had operations in 20 countries, balancing the various country specific risks in the construction industry. However, since construction is a cyclical industry, it is not possible to protect against a downturn in the global economy. The current economic climate in Europe is affecting the majority of Lindab’s markets and therefore also has an impact on Lindab.</p> <p>A further aspect is changing demand based on energy-efficiency and sustainability. It is clear that customers are increasingly demanding climate-sound and circular solutions, which are fundamental characteristics of Lindab’s product development. However, there is a risk of Lindab not maintaining a sufficiently high pace or assessing the demand for individual technologies in a way that does not create competitive products.</p>
<p><b>Influence of political decisions</b> Lindab’s operations are influenced by political decisions and the introduction of new laws and regulations.</p>		<p>Lindab produces high-quality ventilation systems in the highest airtightness classes. Stricter regulation of building standards usually benefits Lindab’s competitiveness. The EU’s Green Deal and Fit for 55, with its increased investment in building renovation and sharpened requirements for good indoor air, is expected to favourably impact Lindab’s long-term sales. Lindab launch and develop several products with the aim of upgrading existing ventilation systems and making them more efficient.</p> <p>Emissions trading and the introduction of carbon tariffs make greenhouse gas emissions more expensive. As the steel industry accounts for a large share of global emissions, this is something that affects Lindab. Decarbonised steel will initially be expensive, but with increased prices for emissions, the gap with traditional steel will narrow. Regulatory requirements such as the Carbon Border Adjustment Mechanism (CBAM) accelerate the transition and have a positive impact for Lindab as the company prioritises decarbonised steel and purchases from European manufacturers.</p>

## Cont. Operational risks

<p><b>Global and regional crises</b></p> <p>War, pandemics and other socially pervasive crises can negatively impact demand for Lindab's products, as well as Lindab's and its subcontractors' delivery capacity.</p>		<p>Wars and conflicts in countries such as Ukraine and Israel have created uncertainty in the world, with the risk of further escalation. Lindab had a low dependency on Russia, Belarus and Ukraine at the outbreak of the war and in 2022 terminated all previous operations in Russia. The conflict has led to longer delivery times and higher prices, especially for energy and raw materials. Lindab's operations are not dependent on gas from Russia and production is not so energy-intensive that higher energy prices would be a serious problem. Lindab already has sufficiently high stock levels to be able to compensate for longer delivery times and shortage of raw materials.</p> <p>Lindab's dependence on suppliers outside Europe is low, which was an advantage during the pandemic, although it can be a risk in other crisis scenarios.</p>
<p><b>Raw material prices</b></p> <p>With large purchases of various raw materials, above all steel, there is a risk of rapid oscillations in the price. This in turn affects how Lindab both can handle price adjustments and changes of stock values.</p>		<p>Lindab purchases large quantities of steel, mainly in the form of sheet metal, and is influenced by the developments in the market for raw materials. The purchasing strategy developed by Lindab is based on long relations with the most important suppliers of steel and sheet metal, enabling the company to purchase directly from steel mills rather than intermediaries. Lindab's close relationship with steel mills has also enabled it to develop certain qualities of steel and specific finishes that are adapted to the company's systems and products.</p> <p>Lindab only purchases steel to meet stock holding requirements and does not speculate or hedge on future steel prices. Lindab has chosen to coordinate most of its steel purchasing in order to achieve economies of scale, as well as to secure competitive prices and terms with steel mills.</p> <p>A thorough internal review is also being conducted to enable the Group to react and adapt its prices to customers when price increases arise at the purchasing stage that cannot be absorbed by the organisation through rationalisation. High volatility in the purchase price of steel entails a certain risk to profitability as compensation in the customer price may be delayed and the current stock may have a higher average value than the existing steel price. During the year, Lindab implemented price increases to compensate for historically high steel prices, among other things, which had a positive effect on sales.</p>
<p><b>Disruptions</b></p> <p>Lindab may be adversely affected by disruptions including equipment failure, strikes or fire.</p>		<p>Lindab may be affected by stoppages due to various reasons such as breakdowns and strikes, as well as other reasons outside the Group's control. With its geographically spread presence, the Group has the ability to move its operations to other locations if any unit would be negatively affected, thereby ensuring that any projects undertaken are completed. Lindab has had stable access to raw materials in recent years, at a time when there was a shortage of steel and other inputs in certain periods. The Group holds global insurance programs to cover significant property damage, stoppages and breakdowns.</p> <p>One type of disruption that has increased in likelihood is a lack of energy supply. This mainly affects Lindab's central production in southern Sweden. The Swedish Government has warned that the electricity supply may be cut off during periods but no such disruption has yet occurred. Lindab also has central production in the Czech Republic, where the risk of power outages is considered lower in the short term.</p>
<p><b>Competition</b></p> <p>Competition from other players can lead to price pressure and that Lindab makes incorrect choices in terms of developing competitive products.</p>		<p>Lindab mainly encounters a large number of small local and regional companies. There are also a small number of relatively large national and multinational companies that can be considered as competitors on parts of the offering. The company's competitors include Ruukki Construction, Tata Steel, Arcelor Mittal Construction, BerlinerLuft, ETS Nord, Fläkt Group, Rokaflex, Vento, Swegon, Systemair and Trox. None of these competitors have an offering that exactly matches Lindab's, but they are strong in some overlapping areas.</p> <p>To face the competition, Lindab has opted to use highly automated central production units for volume products. These products can be easily transported. This is combined with smaller, local production units for products that require local adaptation. Local production is also applied for bulky products in order to reduce transport costs and achieve greater sustainability in the process. Through a well developed distribution network, Lindab can stay informed of changes, trends and new demands from customers and lay the foundations for the adaptation of products, systems solutions and services. Lindab's primary raw material is steel, mainly in sheet metal form, and Lindab's competitive strength is partially affected by changes in the price of raw materials. Lindab continuously rationalises production, distribution and organisation to maintain its competitive edge. Steel has many advantages over competing materials such as plastic and concrete. Customer campaigns also have an impact on customers' product choices. Lindab is working towards building long-term relationships with its customers and to provide added value by simplifying construction through the use of Lindab's products and system solutions.</p>

Cont. Operational risks

<p><b>Customer exposure</b> Exposure to more customers reduces the risk for customer losses.</p>		<p>Lindab's sales are aimed at a large number of customers, none of which is dominant. This means that the Group has limited exposure to individual bad debt losses. However, there is always a risk that customers' financial position may change, which can negatively impact their ability to pay, which may in turn, result in Lindab not receiving payment for products sold. To minimise the risk of bad debt losses, the Group obtains credit information about customers whenever possible. In addition, a number of companies within the Group have insured receivables against bad debt losses. Lindab's largest individual customer accounts for 1.8 percent (1.8) of the Group's annual sales.</p> <p>Lindab has been using a valuation method for calculating bad debt loss provisions which is based on expected bad debt losses. In practice, this means that the Group categorises its outstanding accounts receivable in six different levels depending on due date, ranging from accounts receivable that are not due to receivables that are overdue by more than 360 days. The respective levels have an expected rate of credit loss of between 0.5 percent (0.5) and 95.3 percent (95.3). Accounting loss provisions are formed based on these expected rates of credit loss. Rate of credit loss are estimated based on the Group's own experience, but also reflect future expectations of different payment structures given the economic climate and other important conditions. In addition to the model-based provisions for bad debt losses, individual assessments are also made of accounts receivable as soon as there are indications of an increased risk of loss on individual commitments. In this way, the Group works actively on an ongoing basis to reflect known information in total reported provisions for anticipated bad debt losses in the best possible manner. For further information on the valuation of accounts receivable, see Note 2 and Note 25.</p> <p>Based on the described valuation method, the provision for expected bad debt losses amounted to SEK -66 millions (-67) at the end of the financial year. During the year, earnings were affected by costs for expected and actual bad debt losses corresponding to 0.2 percent (0.1) of net sales, see Note 25.</p>
<p><b>Suppliers</b> Lindab is dependent on a large number of suppliers. The loss of a key supplier may incur additional costs and production problems. Suppliers failing to adhere to Lindab's Code of Conduct can also cause problems for Lindab.</p>		<p>To reduce its dependence on individual suppliers, Lindab has agreements with a large number of suppliers. For steel, the main raw material in Lindab's products, several suppliers are used in different parts of the world, with the majority being purchased from Europe.</p> <p>Lindab has established a Supplier Code of Conduct addressing, for example, working conditions, business ethics and health and safety. Suppliers are certified according to a special program. Suppliers in high-risk countries are audited every two years. Other audits are planned and conducted, based on risk level. Lindab actively seeks to make purchases from European suppliers and avoid countries with poorer working conditions or non-democratic regimes. For more information on the work with suppliers, see the Sustainability Report on page 140.</p>
<p><b>Investments</b> Investments can carry risks of choosing the wrong technology or that the investment becomes more costly than planned.</p>		<p>Since 2019, Lindab has been implementing the company's largest investment program ever. An investment decision has some uncertainty as to whether future benefits will be achieved. Lindab's investment program has shown good results, and as the investments are gradually phased out from 2021 to 2025, the investments risks are also reduced. Future requirements for climate adaptation of operations may lead to new investments using unproven technologies, which could pose a risk of investments not achieving the desired effect.</p>
<p><b>Acquisitions</b> Acquisition of companies opens up new opportunities but also carries the risk of problems that were not known at the time of acquisition.</p>		<p>Lindab completed five acquisitions in 2023 and several acquisitions from 2020 onwards. For each acquisition, there is a risk of the acquired company not being sufficiently scrutinised and of unfavourable situations only being discovered during or after integration. No material impact on Lindab or the acquired company's operations has been identified since completion of the acquisitions. With each acquisition completed, the level of knowledge increases and the risk is therefore expected to decrease over time.</p>
<p><b>Expertise</b> Attracting skilled personnel and retaining key individuals is of significance for Lindab's continued success.</p>		<p>The shortage of manpower is becoming increasingly apparent and efforts to be regarded as an attractive employer have therefore become even more important. Lindab applies targeted initiatives to attract critical expertise and to strengthen the employer brand. Through training, coaching and annual development interviews, employees' skills are developed. Salaries and other conditions are to be in-line with the market and linked to the company's business priorities. Lindab strives for good relations with the trade unions. Lindab's investment program is automating certain parts of production which in part counteracts a shortage of labour in manufacturing.</p>
<p><b>Climate change</b> Climate change in the form of increased warming, storms, droughts and other climate effects negatively impact Lindab's opportunities to conduct its operations.</p>		<p>More storms and floods increases the risk of damage to Lindab's facilities, as well as of disruptions in the transport of raw materials and finished products. Physical risks are continuously reviewed in the light of increased impacts and the occurrence of extreme weather conditions. This is mainly done locally as the plants have different geographical conditions. Shortages of electricity or higher electricity prices will affect Lindab's ability to produce products on competitive terms. Climate change may also lead to an increased need for good and energy-efficient ventilation and more building repairs, which in turn will affect Lindab's sales of roofs and walls.</p>



## Cont. Operational risks





<p><b>Environmental impact</b> Lindab has manufacturing operations which risk having a negative impact on the environment, something that can also lead to fees and fines.</p>		<p>Lindab's Quality and Environmental Policy is a key document that, along with the sustainability plan, forms the basis for the Group's environmental work. Although Lindab's operations in the manufacture of steel products have only a limited direct environmental impact, there is an indirect impact in the form of greenhouse gas emissions from the steel industry. The two greatest efforts that Lindab is making to reduce its environmental impact are starting to use steel with lower environmental impact, as it becomes available, as well as optimising transport and switching to more environmentally friendly transport alternatives. In addition, a shift in the company's own operations is underway, which will be accelerated by Lindab having joined Science Based Targets initiative.</p> <p>In cases where there is a risk of environmental liability, an assessment is made to determine whether a provision is required. No provisions were made for anticipated future environmental liabilities in 2023.</p> <p>The waste products generated during production consist primarily of scrap metal. Waste is sorted and disposed of in accordance with applicable regulations. 83 percent of Lindab's waste is recycled. Recycled waste includes scrap metal, other recycled waste and hazardous waste that is recycled.</p> <p>To protect the company and third parties in the event of environmental accidents, Lindab holds environmental insurance in several countries. The insurance includes liability for damages that are part of or are the result of environmental damage.</p> <p>Lindab works together with its suppliers to reduce environmental impact in the value chain as part of the supplier evaluation. The supply chain also has the greatest impact on biodiversity. Read more about Lindab's environmental work on pages 154–167.</p>
<p><b>Risks to confidence</b> Events may occur that damage confidence in Lindab. This may, for example, involve employees or suppliers failing to comply with applicable laws and regulations, or with Lindab's values.</p>		<p>Lindab updates its information regarding current regulations and the company's values on an ongoing basis. Lindab's Code of Conduct has been prepared for both employees and suppliers. Lindab has developed procedures for sudden events, such as accidents or injuries in the form of fire, natural disasters and other types of crises.</p>
<p><b>Business ethics</b> Unethical conduct or poor management of business ethical risks can harm Lindab's trademark and market reputation.</p>		<p>Lindab's reputation is a valuable asset that can be impacted by Lindab's actions as well as by external stakeholders. The Group strives to avoid engaging in conduct that might jeopardize Lindab's good standing. Lindab aims to be a good corporate citizen wherever the Group is active.</p> <p>A Code of Conduct has been implemented in the Group to ensure that all employees in Lindab's markets follow best business practice. This includes overarching rules regarding how Lindab conducts its business and how company employees should behave towards one another and in business relationships. The Code is reviewed annually to ensure that it remains relevant. In 2023, a major update was made to cover new situations and include more examples to help the reader. The Code includes principles regarding, for example, business ethics, employee relations and respect for human rights and the environment. Employees are encouraged to report violations. A whistleblower system has been established and suspected violations are investigated and managed.</p>
<p><b>Health and safety</b> Accidents and inadequate safety at Lindab's facilities could cause injury or death. Health risks also include mental ill-health caused, for example, by harassment, high stress levels and a poor working environment.</p>		<p>The physical safety of our employees is a high-priority area and systematic efforts to prevent accidents are conducted on a daily basis, particularly at Lindab's production facilities, where the risks are at their highest. For several years now, Lindab has been intensifying its efforts regarding a favourable working environment by working on values, behaviours and education. Lindab applies an Occupational Health and Safety Policy with clearly defined responsibilities for both managers and employees. Emphasis is placed on preventive work, which is done in cooperation with Management, employees, the safety organisation and the occupational health organisation. Accidents that resulted in time lost from work of at least one day are monitored and reported as LTIF (Lost Time Injury Frequency). In 2023, LTIF was 9.0 (6.8), which is an increase from the previous year. This is something Lindab takes very seriously and several measures have been put in place during the year to reverse the trend. For information on measures implemented, see page 43.</p> <p>In the event of serious accidents involving a risk of permanent disability, the Group Health and Safety Manager and the President and CEO is informed within 24 hours. Corrective actions are made immediately and preventive actions are made as soon as possible and followed up. In 2023, 2 (0) serious accidents occurred.</p> <p>Lindab follows up incidents closely to ensure that the people affected receive the best possible support in their return to work. Lindab's investment program, introducing more modern equipment, has had the additional positive effect of increasing safety in the workplace. A good and safe working environment is a strategic issue for the Group. Health and safety is also part of Lindab's supplier evaluation program to protect people in Lindab's value chain.</p>

## Cont. Operational risks

<p><b>Legal risks</b> Lindab may be subject to commercial disputes and other legal proceedings.</p>		<p>Lindab monitors legal developments in relevant areas to safeguard its regulatory compliance. A central function managed by the Group's General Counsel is tasked with monitoring and steering the management of legal risks. During the year, Group companies were only involved in minor disputes that are directly related to the business. Within Ventilation Systems and Profile Systems, provisions are made for disputes that arise and that are deemed to result in a payment liability. Warranty provisions at the end of the financial year amounted to SEK –6 million (–6). For further information, see Note 28.</p> <p>Since 2022, global sanctions have been imposed on Russia and Belarus. These sanctions are complex and constantly changing. This increases the risk of misinterpretation and misjudgment and thus of breach of sanctions, with legal and financial implications. With the finalisation of the Russian operations in 2022, the risk has been reduced.</p>
<p><b>Digitalisation</b> New digital solutions bring new opportunities to do business and streamline operations, but also risks for technology choices that lead to problems or high costs. There is also a risk of not introducing systems in time when customers requires increased digital support.</p>		<p>Digital development is rapid and creates new situations. New digital solutions enable new services and change customer and investor demand and behaviour.</p> <p>Increased digitalisation requires connected products and peripheral services that analyse data. Lindab is in close contact with customers and technical partners to ensure that products in demand are developed while Lindab's expertise in the field is steadily increased.</p> <p>Another aspect of digitisation is the demand for more data and reporting from external parties. This includes, for example, financial data, sustainability data and product data. New technology needs to be harnessed to ensure that the demand for data does not lead to inefficient and manual processing and reduce time for value-adding activities.</p>
<p><b>IT security</b> Disruptions or errors in critical systems can have a direct impact on production and business processes. Intrusion by unauthorised individuals may cause financial loss or other harm.</p>		<p>IT security efforts include continuous risk assessment, introducing preventive measures and applying security technologies. To ensure high availability and disaster preparedness and to minimise the risk of disruptions to critical business systems, IS/IT security solutions have been implemented and the relevant degree of redundancy in IT infrastructure equipment has been established (communication lines, servers, storage and server rooms). Regular risk analyses are conducted of critical IS/IT systems, including identification, analysis and mitigation measures. With an increased degree of digitisation, the risks in this area are expected to gradually increase.</p>
<p><b>Taxes</b> Tax legislation is becoming increasingly complex, with a risk of mismanagement.</p>		<p>As a responsible taxpayer, Lindab works continuously to ensure that applicable tax laws, rules and regulations are complied with by the companies in the jurisdictions where the Group operates. Lindab's operations generate tax revenues and Lindab's tax compliance follows the Group's operations. Each company in the Group is responsible for complying with national and international tax regulations and reporting to the relevant authorities. From a central perspective, the Group's tax structure is monitored to maintain a structure that is sustainable and in compliance with applicable tax legislation.</p> <p>Lindab conducts operations in a number of different countries in Europe, and has generally perceived tax legislation and its application to have become more complex. Predictability has decreased and it has become increasingly important to maintain updated and fully functional systems and processes for handling taxes and levies.</p> <p>Within the field of income taxes, focus is also on transfer pricing issues, which relate to the prices agreed in cross-border transactions between related companies. Internal prices impact revenues and costs and thereby taxable profits in the countries where the companies operate. The internationally accepted view is that the conditions should be consistent with what would be agreed between independent parties, known as the arm's length principle. The OECD has issued guidelines for cross-border internal transactions in multinational Groups, and Lindab works continuously to ensure that the Group complies both with these guidelines and local tax legislation in each jurisdiction. Lindab is also working to develop and adapt procedures to identify tax risks and manage them effectively. Lindab has regular contact with tax advisers for the interpretation of tax laws and to assess how various issues should be handled.</p> <p>Incorrect handling could impact Lindab through higher operating expenses and tax expenses together with interest and penalties. The Group is not involved in any tax disputes deemed to be capable of having a material negative impact on the Group's result or financial position.</p>

## Financial risks

For further details on financial risks, see Note 3.

Risk	Trend	Management
<p><b>Financing</b></p> <p>Financing risk refers to the risk that the financing of the Group's capital needs and refinancing of outstanding loans will become more difficult or more expensive.</p>		<p>On 31 December, 2023, Lindab's total credit facilities amounted to SEK 3,077 millions (3,079). SEK 1,000 millions of the credit facilities expire in June 2025, and the remaining credit limits of SEK 2,077 millions are valid until June 2026. Lindab has two credit agreements entered into in 2021, one with Nordea/Raiffeisen Bank International and one with Raiffeisen Bank International. A third credit agreement was signed with Nordea in 2022. All credit agreements contain a covenant in the form of net debt to EBITDA, a covenant that is monitored on a quarterly basis. On 31 December, 2023, Lindab was compliant to the covenant. According to the Group's Treasury Policy, long-term financing must always be in place no later than 12 months before existing financing matures.</p>
<p><b>Liquidity</b></p> <p>Liquidity risk is defined as the risk of the Group incurring increased costs due to a lack of liquidity.</p>		<p>All centrally managed loan maturities are planned in relation to the consolidated cash flow. The above-mentioned credit agreements safeguard liquidity needs. Lindab's business is seasonal, which has an effect on cash flow. During the period January-June, cash flow is normally weaker, then turning stronger in July-December. According to the Group's Treasury Policy, the Group must at all times have available funds, including unutilised credit facilities, to cover the liquidity needs of the operating activities.</p>
<p><b>Interest</b></p> <p>Interest rate risk is defined as the risk of changes in current interest rates having a negative effect on the Group.</p>		<p>Surplus liquidity is always used to amortise existing loans. In accordance with the Treasury Policy, the fixed interest rate period is to be 1-12 months. At 31 December, 2023, it was 3 months (4). The interest rate, calculated as the Group's interest expense in relation to average liabilities, amounted to 5.0 percent (3.3).</p>
<p><b>Currency</b></p> <p>Currency risk is the risk of negative effects on the consolidated statement of comprehensive income, cash flow and statement of financial position as a result of changes in exchange rates. The profit or loss is affected when income and expenses in foreign currencies are translated into Swedish kronor (SEK). The statement of financial position is affected when assets and liabilities in foreign currencies are recalculated in Swedish kronor (SEK).</p>		<p>To reduce currency exposure in terms of transaction risk, the Group attempts to match inflows and outflows of different currencies by, for example, using the same currency for invoicing as purchasing. Each individual Group company is responsible for identifying its own currency exposure. Some special orders, projects, investments and purchases can be hedged to create certainty of future cash flows.</p> <p>In order to reduce the currency risk in the translation exposure, currency hedging can be decided by the Chief Financial Officer, which is in accordance with the Group's Treasury Policy. Hedging may be arranged for up to 90 percent of the value of the underlying asset.</p>

# Sustainability report

Lindab's sustainability work is based on the guiding principles "For a better climate", which aims for a better indoor climate as well as a better climate for the world at large.

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**Research shows that a poor indoor climate risks impairing both our physical and mental health.**

# About the Sustainability Report

The guiding words “For a better climate” shapes Lindab’s sustainability work. Lindab’s reporting on sustainability efforts is a part of the Annual Report and complies with the Swedish Annual Accounts Act based on the EU Non-Financial Reporting Directive (NFRD). The Sustainability Report has been prepared in a report separate from the Directors’ Report to meet the requirements for a statutory Sustainability Report in accordance with the Annual Accounts Act (AAC), Chapter 6, Section 11. The auditor’s opinion on the statutory sustainability report can be found on page 182. The sustainability report includes the Lindab Group’s overall sustainability information. Several of the sustainability issues are strategic and integrated into the business model and operations and are therefore included in other parts of the Annual Report by reference.

For calendar year 2024, Lindab will report according to the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). Sustainability reporting requirements are undergoing a major change and will be integrated with the Directors’ report. However the conditions may change with the Swedish implementation of CSRD. In 2023, we commenced efforts to prepare for CSRD, aiming to position ourselves at the forefront. Our primary focus involved conducting a double materiality assessment in alignment with the new directive and implementing an improved reporting process. The results of the double materiality assessment confirmed our current focus areas for sustainability. The findings are presented on pages 146–150. The overall structure of this year’s report follows the

new reporting requirements. There is no implemented practice for CSRD which complicates the implementation. Lindab conducts regular reviews with external auditors as part of the preparations, with this year’s focus being on maturity analyses, improvement measures, and examination of selected components. In 2024, the focus for Lindab will be on continued implementation of the regulations and finding ways to balance the time spent on reporting with activities that create real change.

Lindab’s consolidated sustainability results include the parent company Lindab International AB (publ) and subsidiaries. Lindab’s subsidiaries are included in the accounts for their first full year of activity as part of the Group. The table below shows the companies included in the reporting for 2023. As of 2024, the sustainability report will cover all subsidiaries in the Group. The value chain is included in the report as far as possible and is presented on page 151. Principles, limitations and possible changes in the reporting of different sustainability metrics are explained in each section in accordance with the requirements of the GRI.

Scenario analyses conducted under the Task Force on Climate-Related Financial Disclosures (TCFD) have been supplemented with additional information, pages 166–167. The EU Taxonomy reporting covers all six objectives, pages 161–166. The sustainability report follows the GRI standard from 2021 and covers the period from 1 January to 31 December, 2023. The GRI index, see pages 177–181, provides references to pages in the Annual Report for further understanding. The report has not been fully reviewed by a third party.

Company	Registered office	Company	Registered office
Lindab AB <sup>1)</sup>	Båstad, Sweden	Lindab Sp. z o.o. <sup>2) 3)</sup>	Wieruchow, Poland
Lindab Sverige AB <sup>2) 3)</sup>	Båstad, Sweden	Lindab S.r.l. <sup>2) 3)</sup>	Milan, Italy
Crenna Plåt AB <sup>2) 3)</sup>	Enköping, Sweden	MP3 S.r.l. <sup>2) 3)</sup>	Milan, Italy
Borgmästarjorden AB <sup>5)</sup>	Enköping, Sweden	Lindab N.V. <sup>2) 3)</sup>	Ghent, Belgium
Giroventilation AB <sup>2) 3)</sup>	Stockholm, Sweden	Lindab A/S <sup>2) 3)</sup>	Haderslev, Denmark
Ekovent AB <sup>2) 3)</sup>	Vellinge, Sweden	Klimatek Ventilationsmateriel AS <sup>2) 3)</sup>	Skive, Denmark
Fastighetsbolaget EKO1 AB <sup>5)</sup>	Vellinge, Sweden	Muncholm A/S <sup>2) 3)</sup>	Hadsten, Denmark
Fastighetsbolaget EKO2 AB <sup>5)</sup>	Vellinge, Sweden	Lindab GmbH <sup>2) 3)</sup>	Bargteheide, Germany
Alig Ventilation AB <sup>2) 3)</sup>	Mariestad, Sweden	Felderer GmbH <sup>2)</sup>	Feldkirchen, Germany
Lindab Steel AB <sup>3) 4)</sup>	Båstad, Sweden	Lindab N.V. <sup>2) 3)</sup>	Ghent, Belgium
Lindab Ventilation AB <sup>3)</sup>	Båstad, Sweden	Lindab AG <sup>2) 3)</sup>	Otelfingen, Switzerland
Lindab Profil AB <sup>3)</sup>	Båstad, Sweden	Tecnovent SA <sup>2) 3)</sup>	Bioggio, Switzerland
KAMI, Kalix Mekaniska Industrier AB <sup>2) 3)</sup>	Kalix, Sweden	Lindab Ltd <sup>2) 3)</sup>	Northampton, UK
Profilplåt i Sverige AB <sup>2) 3)</sup>	Sundsvall, Sweden	Ductmann Ltd <sup>2) 3)</sup>	Dudley, UK
Lindab s.r.o. <sup>2)</sup>	Prague, Czech Republic	DiSYS Technologies Ltd <sup>2) 3)</sup>	Llanelli, UK
Lindab Sales s.r.o. <sup>3)</sup>	Prague, Czech Republic	Lindab France S.A.S. <sup>2) 3)</sup>	Montluel, France
Lindab SRL <sup>2) 3)</sup>	Ilfov, Romania	Liftasud SAS <sup>2) 3)</sup>	Torcy, France
U-nite Fasteners Technology AB <sup>2) 3) 4)</sup>	Uddevalla, Sweden	Lindab (IRL) Ltd <sup>2)</sup>	Dublin, Ireland
Lindab Fastigheter AB <sup>5)</sup>	Båstad, Sweden	A.C. Manufacturing Ltd <sup>2) 3)</sup>	Dublin, Ireland
Lindab SIA <sup>2)</sup>	Riga, Latvia	Smofir Trading Ltd. (Thor Duct) <sup>2)</sup>	Dublin, Ireland
Lindab AS <sup>2) 3)</sup>	Harju Maakond, Estonia	Lindab a.s. <sup>2) 3)</sup>	Jamnik, Slovakia
Oy Lindab Ab <sup>2) 3)</sup>	Espoo, Finland	R-Vent Netherlands B.V. <sup>2) 3)</sup>	Bergschenhoek, Netherlands
Lindab s.r.o. <sup>2)</sup>	Prague, Czech Republic		
Lindab Sales s.r.o. <sup>3)</sup>	Prague, Czech Republic		
Spiro International S.A. <sup>2) 3)</sup>	Bösingen, Switzerland		
Spiro Sweden AB <sup>3)</sup>	Båstad, Sweden		
Spiral Helix Inc. <sup>2) 3)</sup>	Chicago IL, USA		
Lindab SRL <sup>2) 3)</sup>	Ilfov, Romania		
Lindab Kft. <sup>2) 3)</sup>	Biatorbágy, Hungary		
Lindab AS <sup>2) 3)</sup>	Oslo, Norway		
Aer Faber AS <sup>2) 3)</sup>	Spydeberg, Norway		
H.A. Helgesen and Sonner AS <sup>2) 3)</sup>	Eidsnes, Norway		

<sup>1)</sup> Group functions

<sup>2)</sup> Sales companies

<sup>3)</sup> Production companies

<sup>4)</sup> Purchasing companies

<sup>5)</sup> Property companies

<sup>6)</sup> Dormant companies

<sup>7)</sup> Holding companies

<sup>8)</sup> Development companies

# Sustainability governance

**THE CODE OF CONDUCT AND BUSINESS STRATEGY** form the basis of the governance of Lindab's sustainability work. Lindab's sustainability plan influences how the strategy is implemented in all areas. The sustainability plan is based on a double materiality assessment and the fulfilment of the long-term sustainability goals, the UN Sustainable Development Goals and the Paris Agreement. Other influencing factors are the requirements imposed on the company by legislation and reporting frameworks and standards.

The Board of Directors has the overall responsibility for the company's sustainability work and is involved in decisions on strategies, policies and targets together with the Group management. Sustainability risks are an integral part of the risk assessment process, with the Board of Directors holding overall responsibility for the assessment. Further information is available on pages 49–53 and 62–67.

The double materiality assessment was done according to the current CSRD guidelines. In the coming year, Lindab will evaluate how this assessment can be effectively integrated into its operations. The Board monitors all sustainability initiatives and associated targets annually, with some strategic areas being monitored more frequently. Approval of Lindab's sustainability report is done jointly by the Board of Directors and the CEO. Any significant complaints, non-conformities and incident responses related to Lindab's sustainability initiatives and Code of Conduct are reported to the Board of Directors. This transparent and participatory process is essential to ensure accountability and effectiveness of sustainability efforts.

The Board's sustainability expertise has been built up through their roles as operational managers in companies covered by the same regulatory framework as Lindab, as well as their other Board assignments. Regular update meetings are held to ensure that the Board has relevant expertise in sustainability and to keep them well informed about sustainability issues relevant to Lindab.

Lindab's President and CEO has the strategic responsibility for the company's sustainability work. The CEO is involved in the work and is the one who decides on new major initiatives. At Group level, sustainability work is led by the Group Sustainability Manager in close cooperation with The Group functions such as HR, Logistics, Communications and Finance. The Group Sustainability Manager reports to the Head of Corporate Communications, who in turn reports to the CEO and participates in the Group Management meetings. The Group Sustainability Manager informs Group management about the sustainability work several times a year and whenever necessary. Group management and Group functions have been involved in the preparation of the double materiality assessment. Lindab has set up a sustainability network that includes Regional Sustainability Specialists. The network is led by the Group Sustainability Manager to coordinate the development, management, governance and monitoring of sustainability efforts.

Responsibility for the implementation of the sustainability plan and targets is delegated to the subsidiaries, which develop adopted local sustainability plans with specific targets. Sustainability Specialists for each geographical regions support

the subsidiaries in the integration of the sustainability plan and assist in achieving the sustainability targets. In 2024, the regular internal quarterly follow-up of the subsidiaries will be supplemented with an extended follow-up of their sustainability work. This will include reviewing the reporting and status assessment of the local sustainability plan that the company has committed to implement.

## Reporting

Reporting occurs twice a year at subsidiary level and is aggregated at Group level. Some targets are monitored on a monthly basis, such as LTIF. The external reporting is complemented by an internal sustainability report that presents detailed information per subsidiary to provide a basis and understanding of the companies' sustainability initiatives. The Audit Committee maintains an ongoing dialogue, with requirements for reporting.

Lindab uses Position Green to collect and manage sustainability-specific data. Ongoing improvements are made to ensure accurate reporting. For full-year reporting in 2023, requirements were added for documentation supporting the reported data to increase traceability. The focus for 2024 is to streamline and further align reporting with the data points of the CSRD.

During the fall of 2023, a new reporting process for sustainability-specific data was adopted to ensure qualitative reporting in accordance with the CSRD. The process also aimed to simplify internal control and external audits. Reporting sustainability data presents a challenge due to the evolving nature of the field, which demands greater organisational knowledge and improvements in principles and digital tools. The quality of reporting has improved each year, but challenges persist, especially regarding data sharing within the value chain. Initially, the review in the new process is more comprehensive to ensure correct implementation. Knowledge sharing within the Group is an important aspect of improving reporting and is achieved through guidelines, meetings, webinars and news articles.

Below is a brief summary of the different roles:

- **Data Reporters** – Collect and report data at assigned measurement points within the specified deadline. To ensure completeness and reliability, supporting documents and descriptions are attached where estimates have been used.
- **Sustainability Controller** – Coordinates reporting by assigning measurement points to Data Reporters, verifies and approves the reporting and ensures that deadlines are met.

- **Sustainability Specialists** – Support companies in their geographical region throughout the reporting process and ensure quality by checking data at company level.
- **Managing Director of Subsidiary** – Have ultimate responsibility for sustainability and must approve the sustainability report for their company.
- **Group Sustainability Manager** – Oversees the sustainability reporting process, the reporting platform, and implements new reporting requirements. Performs final quality control and consolidates reported data at Group level. Present data in both external and internal sustainability reports.

Internal controls ensure a robust sustainability reporting process. This involves spot checks in various areas, including employee awareness and reviewing the responsibilities of each role. Deviations in internal control are reported back to the company concerned together with proposed measures. The Group Sustainability Manager is informed if necessary. Depending on the type of deviation, all parties are involved in the process to jointly implement the necessary improvements. Internal control results will be reported to the Audit Committee twice a year and to the Board once a year.

## Policies

In accordance with Lindab's decentralised governance model, each company is responsible for ensuring that operations are conducted in accordance with Lindab's policies. Companies within the Group may supplement existing policies with more stringent requirements. The Board approves and reviews all policies annually. When developing and updating policies,

stakeholders in Lindab's value chain and environment are taken into account. In this way, Lindab endeavours to create a long-term relationship with its stakeholders, focusing on mutual value creation. In 2024, necessary adjustments to policies will be made to fulfil the requirements of the CSRD. All policies are available on the Lindab intranet and website.

**Code of Conduct** – Defines how Lindab – as a company, as a team and as employees – should act towards each other, our customers, business partners, suppliers, competitors and authorities. Understanding and following the Code of Conduct is mandatory for everyone working at Lindab. Managers are expected to act as role models and support employees in following the Code of Conduct. The Code of Conduct takes precedence over other policies and forms the basis of our work. The Code and other policies are based on the UN Global Compact and support the ten principles of the UN Global Compact, the OECD Guidelines for Multinational Enterprises and the UN Human Rights Guidelines

**Quality and Environmental Policy** – governs Lindab's work on quality and environmental issues where the focus is on delivering products with low climate impact that contribute to energy-efficient buildings and a good indoor climate. Lindab's focus includes continuous improvement, compliance with ISO certifications, support for the UN Agenda 2030, transparency through reporting and initiatives to increase customer satisfaction.

**Health and Safety Policy** – The health and safety of every employee is of fundamental importance. The policy sets out the overall principles of health and safety, with an emphasis on prevention. Lindab's vision is zero accidents, injuries or work-related illnesses. Lindab implements not only legal compliance but also applicable industry standards. Performance and compliance are closely monitored.

**Equal Opportunity Policy** – Guidelines to ensure that Lindab employees are treated equally and that no one is discriminated against on the basis of gender, religion, ethnicity or similar grounds. Lindab as a workplace should be free

from violations of employee privacy. In the case of harassment, employees are encouraged to report immediately to the employees manager, HR manager or, if this is not deemed appropriate, through the whistleblowing system.

**Anti-Corruption Policy** – Constitutes the regulations applicable to Lindab's operations and employees. The policy emphasises anti-bribery and corruption principles with strict compliance, gift guidelines, hospitality standards, business-oriented activities, restrictions on donations and sponsorship, review of intermediaries, and considerations for acquisitions and joint ventures. Lindab has zero tolerance with regard to corruption. Training, reporting mechanisms and whistleblowing procedures are integrated.

**Remuneration Policy** – Lindab's Remuneration Policy is based on the company's vision, values and market practice and complies with applicable laws. A salary setting process is applied whereby managers' salary proposals require approval from their superiors according to the responsible approver (grandfather principle). The process applies to personal related questions such as new hires and salary adjustments. Group managers and Group functions follow guidelines approved at the AGM, and remuneration levels are prepared by the Remuneration Committee.

**Communication Policy** – Ensures accurate information about Lindab to the outside world. It meets or exceeds the Swedish Companies Act, the Nasdaq Stock Exchange Rules and the Swedish Corporate Governance Code for communication and dissemination of information in listed companies. Lindab emphasises accuracy, relevance, transparency, timeliness and clarity when adapting information to recipients.



## Remuneration

Lindab's Remuneration Policy is based on the company's vision, values and market practice and complies with applicable laws, including that remuneration should be linked to both financial and sustainability targets from 2024. For 2024, the short-term incentive program will include two sustainability targets corresponding to 10 percent of the variable remuneration:

- Greenhouse gas emissions in Scope 1 and Scope 2. No compensation is paid for a 0 percent reduction, and full compensation is paid for an absolute reduction of 8 percent in 2024 compared to 2023. The target applies to Group management and Group functions.
- Work-related accidents. 25 percent compensation is paid at an LTIF of 7 and full compensation is paid at an LTIF of 4. The target applies to all employees who are part of the STIP, the short-term incentive program. LTIF was 9 for 2023.

Read more about Lindab's current remuneration program on page 53.

## Due diligence

Lindab works to screen potential partners, suppliers and investment opportunities to identify and manage actual and potential impacts on people, the environment and society. Lindab's due diligence process includes a review of financial conditions, legal obligations, quality and sustainability aspects. The Code of Conduct sets out the expectations for all employees and those who represent Lindab. In addition, Lindab requires its suppliers to follow the same high standards by signing the Supplier Code.

Due diligence seeks to minimise negative impacts on social and environmental dimensions and promote positive contributions. Lindab has processes to identify and manage human rights impacts, especially in the supply chain. The risk assessment and due diligence reviews are conducted on a risk-based basis and include factors such as human rights risk levels in different countries, as well as in the organisation's own operations in the country in question. Read more about Lindab's supplier program on pages 172–173.

Lindab do not have own operations in high-risk countries. Lindab's Trade Sanctions and Export Control Directive states that all companies and employees must comply with EU sanctions and avoid doing business with persons or companies on sanctions lists, read more on page 173. Lindab's work with due diligence throughout the value chain, including its own operations, is under development and will be adapted to the requirements of the CSDDD, Corporate Sustainability Due Diligence Directive, once decided upon by the EU.

Core elements of due diligence	Paragraphs in the sustainability statement
Embedding due diligence in governance, strategy and business model	143, 146–147
Engaging with affected stakeholders in all key steps of the due diligence	152, 173
Identifying and assessing adverse impacts	146–147, 172–173, 176
Taking actions to address those adverse impacts	146–149, 168–173
Tracking the effectiveness of these efforts and communicating	168–173

# Double materiality assessment

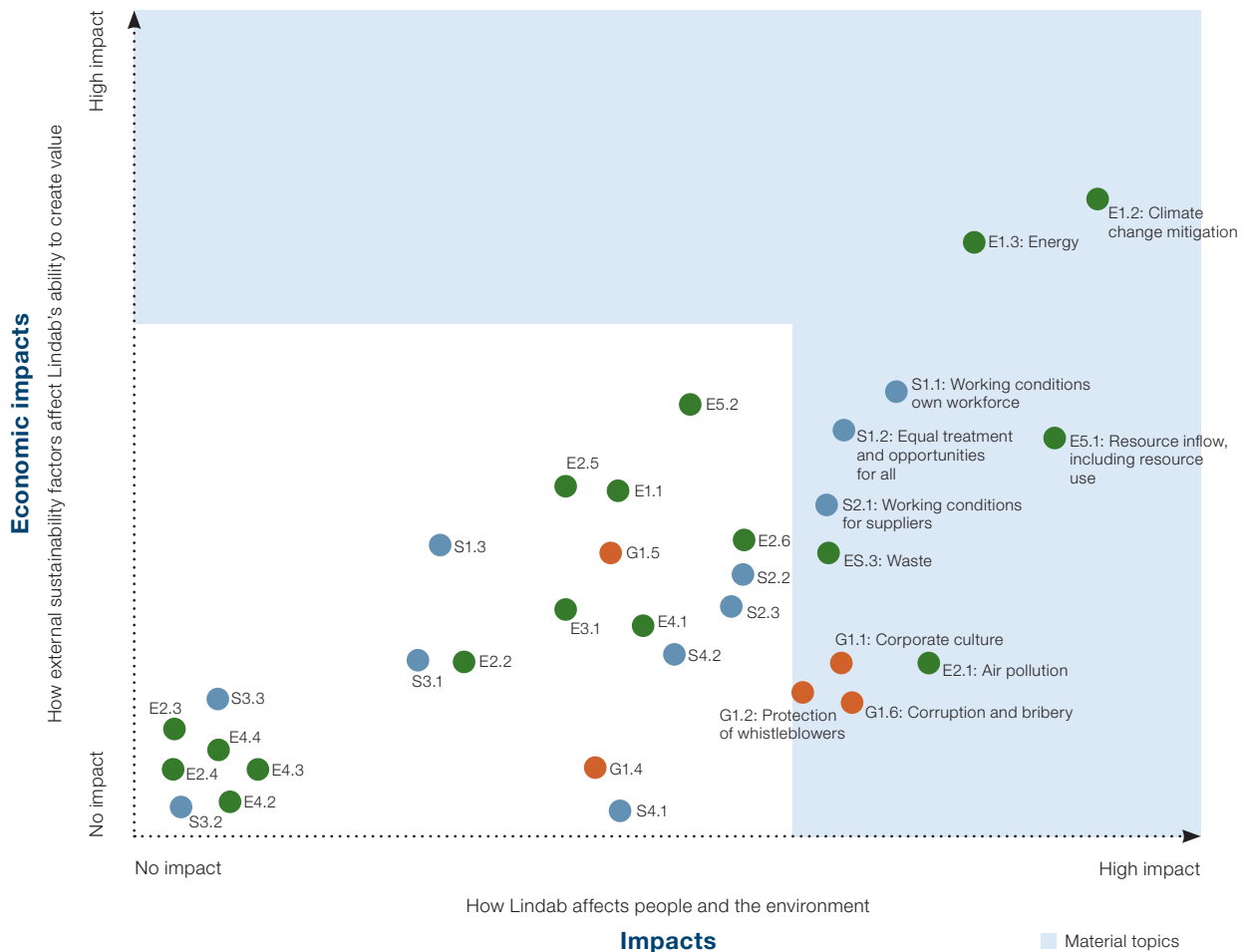
**LINDAB HAS A LONG-TERM** perspective in all its operations, and sustainability is integrated in the company and its business model. The double materiality assessment forms the basis for Lindab’s sustainability plan, targets and reporting of impacts, risks and opportunities.

The double materiality assessment is based on stakeholder dialogues, business environment analyses, summaries of market trends and strategic priorities. Lindab consider the whole picture to understand the impact of its operations, but also the impact on the company’s results.

Lindab regularly conducts materiality assessment to identify and prioritise its significant impacts, risks and opportunities. The latest assessment, conducted in 2023, follows the current requirements for double materiality in the Corporate Sustainability Reporting Directive (CSRD) and the GRI guidelines. Double materiality means considering both financial aspects and impacts from a sustainability perspective. Economic impact focuses on risks and opportunities that affect the company financially, while materiality focuses on how Lindab affects people and the environment. The process centres on the company's

business model and value chain. The stakeholder perspective is an important aspect of the assessment, and Lindab conducted several interviews with selected stakeholders in 2023, read more on page 152. Employees from different markets and functions in the organisation have contributed their knowledge during the work, and the Group management and Group functions have been highly involved throughout the process. Changes in materiality will be observed over time. Management and the Board approve the double materiality assessment annually.

The results of Lindab’s double materiality assessment are presented in a matrix. All sustainability topics in the matrix are considered important to the company, but they are evaluated based on likelihood, combined with size of financial effect severity of negative impact or magnitude of positive impact. The blue colour in the graph indicates which topics are material. The results



Topic	Sub-topic	Significant for Lindab
E1 Climate change	E1.1 Climate change adaptation	X
	E1.2 Climate change mitigation	X
	E1.3 Energy	X
E2 Pollution	E2.1 Air pollution	
	E2.2 Water pollution	
	E2.3 Soil pollution	
	E2.4 Pollution of living organisms and food resources	
	E2.5 Substances of concern	
	E2.6 Substances of very high concern	
	E2.7 Microplastics	
E3 Water and marine resources	E3.1 Water	
	E3.2 Marine resources	
E4 Biodiversity and ecosystems	E4.1 Direct impact drivers of biodiversity loss	
	E4.2 Impacts on the state of species	
	E4.3 Impacts on the extent and condition of ecosystems	
	E4.4 Impacts and dependencies on ecosystem services	
E5 Circular economy	E5.1 Resources inflow, including resource use	X
	E5.2 Resource outflows related to products and services	
	E5.3 Waste	X
S1 Own workforce	S1.1 Working conditions	X
	S1.2 Equal treatment and opportunities for all	X
	S1.3 Other work-related rights	
S2 Workers in the value chain	S2.1 Working conditions	
	S2.2 Equal treatment and opportunities for all	X
	S2.3 Other work-related rights	
S3 Affected communities	S3.1 Communities' economic, social and cultural rights	
	S3.2 Communities' civil and political rights	
	S3.3 Rights of indigenous peoples	
S4 Consumers and end-users	S4.1 Information-related impacts for consumers and/or end-users	
	S4.2 Personal safety of consumers and/or end-users	
	S4.3 Social inclusion of consumers and/or end-users	
G1 Business conduct	G1.1 Corporate culture	X
	G1.2 Protection of whistleblowers	X
	G1.3 Animal welfare	
	G1.4 Political commitment	
	G1.5 Management of relationships with suppliers including payment practices	
	G1.6 Corruption and bribery	X

confirm that Lindab's current sustainability plan has the right focus. Lindab's previous materiality assessment largely covered the same areas that have now been identified, with the difference that groupings and topic headings are now used in accordance with the new legislation, CSRD. Lindab's sustainability plan will be reviewed in 2024 with necessary adjustments and improvements. Lindab's strategy for increased growth until 2027 remains firm and is in line with identified risks and opportunities.

The current sustainability plan is based on the following material topics:

- Ethics
- Economic performance
- Anti-Corruption
- Tax
- Human rights
- Compliance
- Transparency
- Healthy indoor air
- Energy-efficiency
- Environmental impact of products
- Innovation
- Digitalisation
- Customer data
- Sustainable materials
- Circular design
- Biodiversity
- Risk management and evaluation
- Use of resources
- Emissions
- Metal scrap and waste
- Renewable fuels and electrification
- Health and safety
- Diversity and equal opportunities
- Education and development
- Staff turnover
- Non-discrimination
- Employee engagement
- Community involvement

#### Double materiality analysis methodology

1. Preparation and scoping – The value chain and stakeholders were compiled. Assessment levels for likelihood, size of financial effect and severity were developed. The latter scale consists of three parts: scale, scope and irremediability
2. Mapping of impacts, risks and opportunities – Impacts, risk and opportunities were identified for each topic. It was clarified whether these are actual or potential, where they occur in the value chain, and what the timeframe is: short, medium-long or long term. Lindab's connection to the topic was also considered in terms of direct cause, contribution or linkage.
3. Assessment – Information was collected from stakeholders to form part of the basis for assessing the identified impacts, risks and opportunities. If stakeholders raised new aspects, these were included in the analysis. Each aspect was then assessed according to the developed rating scales.
4. Validation and reporting – The results of the assessment were presented to the Group management, Group functions and the Board of Directors.

Overview of material topics

Material topic	Climate change		Pollution	Circular economy	
	Climate change mitigation (E1.1)	Energy (E1.3)	Pollution of air (E2.1)	Resource inflow, including resource use (E5.1)	Waste (E5.3)
<b>Impacts, Risks and Opportunities</b>	<p>Greenhouse gas emissions contribute to global warming, and half of Lindab's emissions come from the purchase of steel. Regulations and customer requirements value products with low climate impact and recycled raw materials. Lindab has started the transition to decarbonised steel and is one of the first to offer products in this material. The transition of the steel industry and the lack of scrap metal pose a potential risk of limited supply of decarbonised steel.</p> <p>Taxation of high-emission materials such as traditional steel may result in price increases, but at the same time reduce the price gap with decarbonised steel. Customers' willingness to pay for sustainable products is important. Lindab is affiliated with SBTi, and fulfilment of the targets is required to avoid financial penalties and maintain the company's focus on sustainability.</p>	<p>Buildings account for about 40 percent of energy consumption and 36 percent of energy-related greenhouse gas emissions in the EU. Lindab's energy-efficient products optimise the energy performance of buildings, reducing greenhouse gas emissions. The increasing demand for energy efficient products opens up business opportunities for Lindab, with a particular focus on the renovation of existing buildings as part of the Energy Performance of Building Directive.</p> <p>Improving energy efficiency and switching to renewable energy is a priority for Lindab. Some of its operations are currently powered by fossil fuels. Through the installation of solar panels and partnerships, Lindab is switching to renewable electricity while supporting the expansion of the local energy system. Increased energy demand in the context of the sustainable transition can bring potential risks to the entire value chain, such as energy shortages and increased costs.</p>	<p>Air pollution, excluding greenhouse gas emissions, is mainly generated by transport. Lindab sets requirements for air pollution aspects in supplier evaluations. The use of inter-modal transport has positive effects. Measures include local production closer to customers to minimise transport-related pollution. In Sweden, on-site production is offered for relevant projects.</p> <p>Lindab is working on the transition to electric or renewable fuel trucks. If pollution or spillage occurs from Lindab's manufacturing operations, it may result in remediation or fines, along with possible damage to the company's reputation. However, the risk is considered low given the nature of Lindab's business.</p>	<p>Lindab offers selected products in recycled steel as part of its standard range. Limited availability of scrap metal and different steel grades does not allow for a full transition to recycled steel. The production of fossil-free steel is therefore important. Packaging cartons are made from recycled materials, and some markets have packaging return schemes. To be a sought-after supplier, it is crucial to meet customers' desire for products with low climate impact and a high proportion of recycled raw materials.</p> <p>Negative impacts arise from the continued high resource inflow of virgin materials and products. Critical minerals are present but in limited quantities. A material guideline is under development, which will require disclosure of recycled content.</p>	<p>Lindab works to prevent all types of waste, with a special focus on metal scrap, hazardous waste and landfill. Waste is sorted in accordance with current legislation and in cooperation with local waste management companies. Most of the waste activities are generated in the processing of steel, which is the world's most recycled material. Lindab's supplier evaluation program includes waste management to ensure efficient use of resources. Efficient use of resources and waste management is important for reducing environmental impacts and costs. A limited amount of waste goes to landfill, which can have a negative impact on the environment in terms of leakage and emissions. Improper management of waste and landfill poses a potential risk of increased costs. In addition, new directives on waste and packaging need to be addressed to reduce financial risks. Lindab's products generate minimal or no installation waste, the outcome is dependent on the installer.</p>
<b>Where in the value chain</b>	The whole value chain.	The whole value chain.	Upstream, own activities.	Own activities.	The whole value chain.
<b>Lindab's involvement</b>	Directly caused. Contributed to. Linked to.	Directly caused. Contributed to. Linked to.	Directly caused. Linked to.	Directly caused.	Directly caused. Linked to.
<b>Time horizon</b>	Medium, long.	Short, medium, long.	Short, medium, long.	Medium, long.	Short, medium, long.
<b>Policy</b>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Quality and Environmental Policy.</li> <li>Supplier code.</li> <li>Environmental requirements for carriers.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Quality and Environmental Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Quality and Environmental Policy.</li> <li>Environmental requirements for carriers.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Quality and Environmental Policy.</li> <li>Supplier code.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Quality and Environmental Policy.</li> <li>Supplier code.</li> </ul>
<b>Focus area in sustainability plan</b>	<ul style="list-style-type: none"> <li>Sustainable and energy-efficient solutions.</li> <li>Digital tools and technologies to optimise energy usage.</li> <li>Circular economy with a high degree of reuse.</li> <li>Sustainable sourcing.</li> <li>Sustainable production.</li> <li>Sustainable transportation.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable and energy-efficient solutions.</li> <li>Digital tools and technologies to optimise energy usage.</li> <li>Sustainable production.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable sourcing.</li> <li>Sustainable production.</li> <li>Sustainable transportation.</li> </ul>	<ul style="list-style-type: none"> <li>Circular economy with a high degree of reuse.</li> <li>Sustainable sourcing.</li> <li>Sustainable production.</li> </ul>	<ul style="list-style-type: none"> <li>Circular economy with a high degree of reuse.</li> <li>Sustainable sourcing.</li> <li>Sustainable production.</li> </ul>
<b>Metrics</b>	<ul style="list-style-type: none"> <li>Scope 1, 2 and 3 emissions according to the GHG Protocol.</li> <li>Energy use in own operations.</li> <li>Distribution of different steel grades.</li> <li>Type of company car.</li> <li>Type of transport, both external and own.</li> <li>Sustainability-certified suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Energy use in own operations.</li> <li>Metrics to measure the energy savings of products sold are under development.</li> </ul>	<ul style="list-style-type: none"> <li>Type of company car.</li> <li>Type of transport, both external and own.</li> <li>Sustainability-certified suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Consumption of raw and packaging materials.</li> <li>Distribution of different steel grades.</li> </ul>	<ul style="list-style-type: none"> <li>Quantity and type of waste.</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>Reduce CO<sub>2</sub>e emissions in Scope 1 and 2 by 50 percent by 2030 compared to 2019, calculated in relation to sales.</li> <li>Validated emission targets under SBTi 2024.</li> <li>Be an early adopter of fossil-free steel to reduce our CO<sub>2</sub>e emissions.</li> <li>Lower customers' environmental impact through our products.</li> <li>Use 100 percent renewable fuel or electric vehicles by 2040.</li> <li>Switch to company cars using renewable fuel or electricity by 2030</li> <li>Certify all suppliers in regards to sustainability by 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce CO<sub>2</sub>e emissions in Scope 1 and 2 by 50 percent by 2030 compared to 2019, calculated in relation to sales<sup>1)</sup>.</li> <li>Lower customers' environmental impact through our products.</li> </ul>	<ul style="list-style-type: none"> <li>Use 100 percent renewable fuel or electric vehicles by 2040.</li> <li>Switch to company cars using renewable fuel or electricity by 2030.</li> <li>Certify all suppliers in regards to sustainability by 2023.</li> <li>Have 100 percent of transport contracts to include environmental requirements by 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate within the industry to create circular flows with a focus on reducing environmental impact.</li> <li>Lindab aims to have at least 30 percent decarbonised steel in our purchases<sup>2)</sup> by 2027.</li> </ul>	<ul style="list-style-type: none"> <li>Validated emission targets under SBTi 2024.</li> <li>Reduce scrap rate by 50 percent by 2030, compared to 2019.</li> </ul>
<b>Page reference</b>	154–156	156–157	157–158	159	160

1) Energy use is a major contributor to CO<sub>2</sub>e emissions. Separate targets will be developed in conjunction with SBTi target setting.  
 2) The target will be reviewed in the context of SBTi target setting.

Own workforce		Workers in the value chain	Business conduct		
Working conditions (S1.1)	Equal treatment and opportunities for all (S1.2)	Working conditions (S2.1)	Corporate culture (G1.1)	Protection of whistleblowers (G1.2)	Corruption and bribery (G1.6)
<p>90 percent of Lindab's employees recommend Lindab as an employer, demonstrating a focus on employee well-being and rights. A majority feel safe to share opinions. Regular performance and development reviews and the Lindab Pulse Survey enable continuous feedback. Most employees experience a balanced workload, which is important as stress can affect well-being and lead to health problems. Sustainable growth requires continued drive and development of Lindab's role as an attractive employer.</p> <p>Lindab improves safety in the working environment through new machines, regular risk assessments and safety campaigns. LTIF (Lost Time Injury Frequency) is above Lindab's expectations, and several measures have been implemented. Accidents have resulted in absenteeism, but no fatalities have occurred. A high frequency of accidents can affect company growth, lead to financial penalties and damage relationships with customers and partners. Promoting the well-being and development of employees, as well as providing a safe working environment, is essential for continued positive development.</p>	<p>Lindab focuses on learning at work, encouraging employees to take on new tasks to improve their skills. The Lindab Academy online platform offers training but is not yet available to everyone. Training is discussed annually in performance and development reviews. Potential negative impacts arise when employees lack training, which can hinder skill development, leading to reputational and efficiency problems.</p> <p>Lindab strives for equal opportunities for men and women. The proportion of female managers varies between subsidiaries. In total, women make up 22 percent of the workforce. There are currently no measurements for other aspects of diversity. Adaptations for people with disabilities in production are limited. The Lindab Code of Conduct and the Pulse Survey address discrimination and harassment. Equal treatment and equal opportunities can enhance a company's reputation. Diversity can provide economic opportunities. Investing in employee training increases productivity and competitive advantage, facilitates adaptation to change and improves risk management.</p>	<p>Lindab mainly makes purchases from companies within the EU. Purchases from high-risk countries are limited. Potential risk of negative impacts on labour conditions and rights may exist, likely not with suppliers in the first tier but rather further up the supply chain. The supplier evaluation program, including on-site audits in high-risk countries, can contribute positively to improving the working environment and conditions for employees. There is a need to assess more tiers of the supply chain. Recession can increase the risk of negative impacts related to working conditions. A certified supply chain can have positive effects on Lindab's reputation and trademark.</p> <p>Lindab has trade sanctions guidelines and an export control guideline to establish downstream requirements. If Lindab is associated with serious occupational accidents and poor working conditions, this can put Lindab at risk of reputational damage and reduced sales.</p>	<p>To further strengthen Lindab's valued culture and define how employees interact, a new Code of Conduct was introduced in 2023. From 2024 onwards, regular training on the updated Code of Conduct will be offered.</p> <p>It is challenging to communicate effectively to all employees, especially in the case of new acquisitions and those who do not have their own e-mail or access to the intranet. This can result in wrong decisions and affect cooperation and overall organisational cohesion. There is a potential risk of a fragmented corporate culture that could affect Lindab's reputation as an attractive employer. A consistent Lindab culture strengthens internal relationships and contributes to the company's external image as a desirable place to work.</p>	<p>Lindab has a whistleblowing system that complies with applicable directives and local laws. The system offers anonymity and can be used from any device, even outside the organisation. Access to reported cases is restricted to only the persons responsible, which includes the Group General Counsel, who is a member of the subsidiary's board and an external lawyer in each respective country.</p> <p>The protection of whistleblowers is central to ensuring anonymity. Effective programs not only provide a platform to address irregularities, but also contribute to increased efficiency, compliance, improved productivity and increased investor confidence and trademark loyalty. This promotes long-term stability.</p>	<p>Lindab's preventive work about corruption varies depending on where in the value chain it may occur. The overall assessment of the corruption risk is considered low. Lindab operates in countries with generally low or moderate corruption risk according to the Corruption Perceptions Index (CPI). Due diligence is an integral part of the acquisition process, and annual internal audits scrutinise regulatory compliance.</p> <p>Corruption incidents can occur further up or down the value chain, but have not been directly linked to Lindab. If Lindab is linked to corruption, it may involve financial risks, including legal consequences. Effective anti-corruption measures minimise risks and lead to long-term stability.</p>
Own activities.	Own activities.	Upstream.	Own activities.	The whole value chain.	The whole value chain.
Directly caused.	Directly caused.	Linked to.	Directly caused.	Directly caused. Linked to.	Directly caused. Linked to.
Short, medium, long.	Short, medium, long.	Short, medium, long.	Short, medium, long.	Short, medium, long.	Short, medium, long.
<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Occupational Health and Safety Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Occupational Health and Safety Policy.</li> <li>Equal Opportunity Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct</li> <li>Supplier code.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Supplier code.</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct.</li> <li>Anti-Corruption Policy.</li> </ul>
<ul style="list-style-type: none"> <li>Attractive employer.</li> </ul>	<ul style="list-style-type: none"> <li>Attractive employee.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable sourcing.</li> </ul>	<ul style="list-style-type: none"> <li>Attractive employer.</li> </ul>	<ul style="list-style-type: none"> <li>Part of the foundation of Lindab's work.</li> </ul>	<ul style="list-style-type: none"> <li>Part of the foundation of Lindab's work.</li> </ul>
<ul style="list-style-type: none"> <li>Work-related accidents.</li> <li>Incident reporting.</li> <li>Risk assessment of machinery.</li> <li>Training.</li> <li>Companies with certified health and safety systems.</li> <li>Staff turnover.</li> <li>Employees with collective bargaining agreements.</li> <li>Lindab Pulse Survey with questions about work situation.</li> </ul>	<ul style="list-style-type: none"> <li>Gender distribution at different levels in the company and overall.</li> <li>Performance &amp; development.</li> <li>Number of training programs and number of employees with access to Lindab Academ.</li> <li>Lindab Pulse Survey with questions about work situation.</li> </ul>	<ul style="list-style-type: none"> <li>Certified suppliers.</li> <li>Suppliers that have approved Lindab's supplier code.</li> </ul>	<ul style="list-style-type: none"> <li>Lindab Pulse Survey with questions about work situation.</li> </ul>	<ul style="list-style-type: none"> <li>Number of reports received.</li> </ul>	<ul style="list-style-type: none"> <li>Number of cases of corruption.</li> </ul>
<ul style="list-style-type: none"> <li>Reduce the number of workplace accidents per million hours worked. (LTIF) to four or less by 2026. Long-term vision of zero accidents</li> <li>Have a staff turnover of 5–10 percent.</li> <li>Be recommended as an employer by at least 90 percent of the employees.</li> </ul>	<ul style="list-style-type: none"> <li>Have the same percentage of each gender in senior management positions by 2030 as in the Group in total.</li> <li>Be recommended as an employer by at least 90 percent of the employees.</li> </ul>	<ul style="list-style-type: none"> <li>100 percent of suppliers to sign the Code of Conduct.</li> <li>Certify all suppliers in regards to sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Be recommended as an employer by at least 90 percent of the employees.</li> </ul>	–	–
168–170	171	172–173	175	175	176

## Overview of other topics

Below is a brief explanation of why some topics are currently not considered material. Lindab presents information on these topics in its report partly for disclosure and partly for transparency. The following topics are not considered material:

- E1.1 Climate change adaptation – Lindab assesses the risk of physical climate crises as low in the short and medium term. A more detailed screening to verify our assumptions will be conducted in 2024 of relevant economic activities against the physical climate risks specified in the EU taxonomy. If any significant risk is identified, appropriate solutions will be implemented. Greater risks exist in the supply chain, where Lindab has begun work to reduce unilateral dependence on a single supplier. Any limitations in the availability of materials could lead to increased prices and affect operating results, but are not expected to reach a level of materiality. Increased demand for energy-efficient ventilation is expected with a warmer climate.
- E2.2 Contamination of water, E2.3 Contamination of soil, E2.4 Contamination of living organisms and food resources – Lindab's activities do not involve large quantities of environmentally hazardous substances and, historically, no serious pollution has occurred. Lindab cooperates with certified waste management companies for the management of hazardous waste. Suppliers' efforts to reduce climate and environmental impacts are evaluated as part of the supplier evaluation program. Otherwise, Lindab's ability to influence these measures is limited. During the reporting period, there were no spills of hazardous substances that could harm people, land, water or biodiversity.
- E2.5 Substances of concern, E2.6 Substances of very high concern – Lindab complies with relevant legislation and for a large part of the product range, Building Product Declarations are provided that show the content of the product. Products containing substances of very high concern are reported to the SCIP (Substance of Concern in Products) database. Substances of very high concern are present in very limited quantities and mainly in electronic products where lead is part of certain homogeneous metals. These products fulfil the requirements of RoHS. Substituting these substances with safer alternatives is not only in line with legislative requirements but also in line with Lindab's sustainability efforts. However, this process may involve increased research and development costs.
- E3.1 Water – Lindab does not conduct water-intensive activities. At the sites where Lindab uses most of its water, there is currently no water shortage. Impacts on water resources occur upstream in the value chain during material production and raw material extraction. It is beyond Lindab's control to manage upstream manufacturing methods.
- E4.1 Direct impact drivers leading to biodiversity loss, E4.2 Impacts on species status, E4.3 Impacts on ecosystem extent and condition, E4.4 Impacts on and dependencies on ecosystem services – Lindab strives to minimise the impacts of its products throughout their life cycle. The company's direct activities generally have little impact on biodiversity. Production units are usually not subject to specific environmental requirements or authorisations. The units are usually located in existing industrial areas, and new establishments are rare. Biodiversity is not considered a material area for

Lindab due to the company's low impact and limited ability to control the impact at the production stage, especially in raw material extraction. The issue is addressed as part of E1.2 Climate change mitigation and 5.1 Resource inflow, including resource use.

- E5.2 Resource outflows related to products and services – Steel, the world's most recycled material, provides robust and long-lasting products. These factors are key to the circular transition. Lindab foresees that circular offerings, especially the reuse of certain products such as ventilation ducts, will become significant in the future. Demand is currently very limited and only linked to pilot projects in a few markets. Some reused products will also be more expensive due to manual handling such as dismantling, cleaning and similar processes. Transport and storage are also factors that contribute to costs. A key challenge is to ensure that recycled products promote energy-efficient buildings with good indoor climates.
- S1.3 Other labour-related rights – Lindab has no operations in high-risk countries according to the risk assessment applied to suppliers, see page 171. Lindab follows the OECD Guidelines for Multinational Enterprises and the UN's ten guiding principles in all operations, read more on pages 144 and 153.
- S2.2 Equal treatment and equal opportunities for all, S2.3 Other work-related rights – These areas are included in Lindab's supplier program but are not considered as material as working conditions where there is a greater likelihood of negative impact in the industry in which Lindab operates. Read more about our work on pages 172–173.
- S3.1 Economic, social and cultural rights of communities, S3.2 Civil and political rights of communities, S3.3 Indigenous rights – Lindab's products promote an improved indoor climate and thereby have a positive impact on society. Lindab can be considered a large and stable employer in a few locations where we contribute positively to the welfare of society. Lindab's activities do not affect communities' access to food, water and sanitation. Impact on indigenous peoples is a social problem in some parts of the world and can occur in those parts of Lindab's value chain where we have limited ability to influence.
- S4.1 Information-related consequences for consumers and/or end-users, S4.2 Personal safety of consumers and/or end-users – Lindab has the safety of customers and users in mind when designing products, and no serious workplace accidents linked to our products have been reported to us. Necessary information for safe handling and proper installation is provided. Marketing campaigns follow internal guidelines and local laws and are mainly aimed at business customers and not at consumers.
- G1.4 Political engagement, G1.5 Management of relations with suppliers, including payment procedures – Lindab is active in several trade organisations, but the work affects a limited part of the construction industry and is therefore not considered a material area. We value long-term relationships with suppliers, which are partly managed through Lindab's supplier program.

For the following topics, no risks, opportunities or impacts have been identified: E2.7 Microplastics, E3.2 Marine resources, S4.3 Social inclusion for consumers and/or end-users, G1.3 Animal welfare.

# Lindab's value chain

**LINDAB'S VALUE CHAIN** is based on customer proximity and providing requested high-quality products with fast delivery. Long-term partnerships with suppliers promote efficiency, quality and responsible behaviour throughout the value chain.

In a double materiality assessment, the perspective of the value chain is essential to fully understand and evaluate the impact. By adopting a value chain perspective, Lindab can make informed decisions that benefit the business while considering broader consequences for stakeholders and the environment. For an overview of Lindab's value chain, see pages 24–25. More details are presented below:

## Upstream

Long-term partnerships with suppliers promote efficiency, quality and responsible behaviour throughout the value chain. Lindab depends on stable global and local supply chains to ensure the availability of materials, products and services for its operations. It includes raw material extraction, especially from mining, for the production of iron ore and then steel. The supply chain includes various materials such as metals, insulation, rubber, plastics, chemicals, cardboard, wood as well as components and finished products. Read more about Lindab's use of materials on page 159.

Recycled raw materials are used in some materials to reduce the climate impact. Transport of raw materials, materials and finished products is also part of the supply chain. Lindab strives to minimise the impact by mainly purchasing from companies in the EU. Lindab's suppliers play a central role in contributing to the reduction of Lindab's overall greenhouse gas emissions.

## Lindab's offer

Lindab's geographical presence and product range have been strengthened through acquisitions. At the end of the year, Lindab had about 180 locations in Europe and the USA, spread across production, warehouses and stores. Centralised sourcing of steel makes the sourcing process efficient and provides benefits such as secured supply of raw materials. Lindab conducts thorough supplier assessments and audit programs to ensure transparency and compliance with the company's policies and regulations, read more on pages 172–173.

Lindab's product development is focused on meeting and exceeding customer needs while contributing to their profitability. Energy efficiency and indoor climate are central, and the climate impact of materials has also been more integrated in recent years. Our product development is influenced by a combination of legislation, societal changes and advances in new technologies.

Centralised production units and customised machinery ensure efficient and flexible production. Local production reduces transport and provides fast service. Having our own

distribution network and efficient warehousing create a high degree of availability for customers and ensure reliable deliveries. Local assortment ensures that the customer is offered the products that are requested in the respective market. Lindab has invested in its own stores and distribution centres, where staff with the right skills can offer customer-oriented support and service. The increasing importance of e-commerce in some markets is taken into account and is something that Lindab is actively developing to meet the changing buying behaviour. For some of Lindab's products, the commitment extends beyond sales, with support and service offered to ensure optimal use of the products. This includes providing training to customers. Lindab's own operations also include corporate infrastructure for human resources, IT, legal, finance and marketing.

Digital tools help customers with their product choices. Our offer includes both design and indoor climate simulation software, as well as add-ons for market-leading CAD software. Lindab's IT solutions simplify the sizing, quantity calculation and planning of complete, energy-efficient ventilation and indoor climate systems.

## Downstream

Lindab endeavours to be the obvious choice for customers when constructing energy-efficient buildings with good indoor climate. Improving customers' energy efficiency also reduces their environmental impact. Read more about the product offer on pages 26–29. Direct customers include installers, ventilation contractors, plumbers, distributors, building material wholesalers and contractors, while indirect customers include consultants, engineers, property owners and architects.

Lindab products are installed and commissioned on construction sites in new or renovated buildings. Products play a crucial role in ensuring an optimal indoor climate in an energy-efficient way. Lindab also offers products for upgrading ventilation systems. When the products reach the end of their life cycle or if the conditions of the building change, they are dismantled for further processing. Usually, the products are classified as waste and recycled, taking into account the waste rules applicable in each market. The majority of the products are made of steel, which is fully recyclable. In a few markets there are initiatives to start reusing parts of the products. Instead of considering the products as waste, they undergo a renovation process and can be used again. This practice is currently very limited in scope, but is something that Lindab is actively monitoring and has started to investigate.

Lindab's own waste, mostly steel, is taken care of by local waste managers in accordance with applicable regulations.

# Stakeholder dialogue

Lindab strives to maintain strong relationships through a transparent, open and long-term dialogue with stakeholders. The dialogue is essential to successfully identify challenges and expectations. Lindab takes the stakeholder perspective into account in strategy updates and assessment of material sustainability topics.

Structured methods such as surveys, online meetings, face-to-face meetings and spontaneous discussions on social media have been used to ensure diverse and engaging communication. In addition to the regular dialogue, interviews are conducted with selected stakeholders who are experts in sustainability from different parts of the value chain or who are considered to have a significant impact on, or are affected by, Lindab's operations.

An open dialogue is maintained, especially in the case of significant changes, to ensure that relevant concerns are heard and

taken into account in the decision-making process. Stakeholder perspectives also play a central role in the reporting process where feedback from customers, investors, employees and suppliers is used to validate the content. Lindab's sustainability team monitors dialogues and provides feedback to Group management to strengthen strategy and response.

In 2023, several interviews were conducted as part of the work on the double materiality assessment. Stakeholders were selected from across the value chain with different geographical locations to get a more complete picture. The interviews focused on the different topics of the CSRD and strategies for dealing with them. Engaging with selected stakeholder groups provided the best opportunity to manage impacts and better understand how Lindab is affected.

<p><b>Suppliers</b> To achieve the goals, the same sustainability ambitions are needed in the supply chain as in Lindab.</p>	<p>Lindab gathers feedback from suppliers through the responsible sourcing program. Long-term partnerships on strategic issues and daily dialogues take places through local purchasing offices. On-site audits provide feedback on suppliers' quality and sustainability performance and a deeper understanding of common issues. Interviews were held with suppliers in 2023.</p> <p>Collaboration with partners improves sustainability by introducing materials with lower climate impact and implementing innovative energy-efficient solutions. The suppliers' expertise helps Lindab stay at the forefront.</p>
<p><b>Customers (installers and consultants)</b> Lindab's sustainability efforts must be aligned with customer expectations and help customers achieve their targets.</p>	<p>Lindab receives feedback from customers through activities carried out by the sales and marketing organisation, ranging from discussions with key account managers to daily conversations between customers in stores and local customer managers. Lindab organises and participates in various network meetings. Data is also gathered from customer surveys and customer analyses. Interviews were held with installers and consultants in 2023.</p> <p>Customer insights play a key role in raising market awareness of the importance of energy-efficient products with low climate impact that create a good indoor climate.</p>
<p><b>Developers, property owners and architects</b> The choices and needs of indirect customers influence operations and drive sustainability efforts</p>	<p>Lindab has initiated an in-depth dialogue with developers, property owners and architects to jointly implement pilot projects to test new products and business models. Interviews were held with developers, property owners and architects in 2023. The close cooperation enables Lindab to continue to develop and offer an attractive and sustainable product range that meets current and future requirements. The circular transition requires cooperation throughout the value chain, where the demands of end customers play a crucial role.</p>
<p><b>Employees</b> Sustainability work helps to attract, motivate and develop employees.</p>	<p>Lindab maintains an ongoing dialogue with representatives from different parts of the company on matters such as the work environment. Employee representatives are also part of the Lindab Board of Directors. Employee surveys and annual employee performance and development reviews are held to drive continuous improvement and develop our sustainability work. The focus is particularly on promoting open and daily communication channels.</p> <p>Lindab integrates employee insights into strategic and operational initiatives at local, regional and Group level. Employees are given the opportunity to comment, ask questions and propose initiatives via webinars and the intranet. Lindab endeavours to make the intranet available to everyone, including all production staff and newly acquired companies. Information is also presented on screens in production environments.</p>
<p><b>Investors and owners</b> Investors and owners influence sustainability progress with a focus on environmental, social and governance aspects.</p>	<p>The Group's strategy and earnings are communicated to existing and potential investors, analysts and the media. Dialogue takes place through various channels such as presentations of quarterly reports, meetings with investors, seminars, Capital Markets Days, the website, analysis reports and press releases. Investors were interviewed in 2023. Investor and owner requirements have particularly affected Lindab's reporting of greenhouse gas emissions through disclosure to CDP, the Task Force on Climate-Related Financial Disclosures (TCFD) and the EU Taxonomy. Lindab has also joined the Science Based Targets initiative (SBTi), which is an issue raised in dialogue with investors.</p>
<p><b>Community</b> Prosperous communities are important to Lindab</p>	<p>In the places where Lindab operates, there are important stakeholders for the company whose feedback shapes the local business. Interaction involves various activities and initiatives, from business-related activities to volunteer initiatives, charity work and sponsorship. Lindab also works closely with several universities and collages.</p>
<p><b>Future generations</b> Ensuring long-term sustainability and social responsibility</p>	<p>Stakeholders who cannot yet make their voices heard are also taken into account by studying research and analysis of the future, as a way to give future generations a better and safer world to live in.</p>
<p><b>Non-governmental organisations and experts</b> Cooperation enables us to stay up to date on key sustainability topics.</p>	<p>Lindab is involved in several industry organisations and cooperation forums. At both local and international level within the EU, sustainability matters are actively pursued in the building sector with a focus on ventilation. This involvement provides an early understanding of upcoming trends and legislative changes. Continuous dialogue with experts and various organisations is maintained on environmental, social and governance issues. For more information on Lindab's external initiatives, see page 153.</p>
<p><b>Other industries</b> By comparing and sharing insights, Lindab strives to maintain our position as a market leader.</p>	<p>We conduct competitor analyses to stay informed about the market and follow leading companies in the construction industry. Lindab is involved in several networks where sustainability practices are shared, accelerating both our own and the industry's transformation.</p>



# External initiatives and awards

Lindab supports the UN Guiding Principles on Business and Human Rights (UNGP) and has been a member of the UN Global Compact since 2009. Reporting is done annually according to the guidelines. Lindab also works according to the OECD Guidelines for Multinational Enterprises.



Lindab supports the Paris Agreement and Agenda 2030, the UN's 17 global goals for a sustainable and equitable world. The products and solutions Lindab develop and sell, and the way Lindab work, contribute primarily to twelve of these goals.



In January 2023, Science Based Targets was signed. This means that Lindab will set science-based climate targets in line with the Paris Agreement, as well as a long-term net-zero target that is verified and monitored by a third party. Science Based Targets Initiative (SBTi) is a collaboration between CDP, the World Resources Institute, WWF and the UN Global Compact.

Lindab reports according to CDP (Carbon Disclosure Project), and in 2023 a full climate change reporting was implemented. CDP is an independent non-profit organisation with the world's largest collection of information on corporate climate impact.

In 2023, Lindab was certified as a Nasdaq ESG Transparency Partner. The award recognises companies with a high degree of transparency towards their investors on environmental, social and governance (ESG) issues.



Lindab is listed as one of Europe's climate leaders in 2023, a list compiled by the Financial Times in collaboration with Statista. The list is compiled by calculating companies' performance in reducing their emission intensity in Scope 1 and Scope 2. The list also takes into account Scope 3 transparency and other indicators of commitment to reducing emissions.



Lindab's ambition is to report according to the TCFD, Task Force on Climate Related Financial Disclosure. The TCFD was created by the Financial Stability Board, an international body that seeks to strengthen and protect global financial markets from systemic risks such as climate change. The TCFD recommendations provide guidance on reporting on the economic impacts of climate-related risks and opportunities. This year, more information has been added to the scenario analyses. See index on page 176.

Lindab actively participates in various trade associations and forums on both European and local level with the aim of accelerating and improving sustainable construction with healthy indoor climate requirements. Issues that Lindab focused on in 2023 are:

- Standards for calculating the climate impact of ventilation products.
- The need to consider the entire life cycle of a building to build sustainably.
- The role of the ventilation system in energy reduction for buildings.

In 2023, Lindab was involved in 56 trade associations and forums in a total of 16 markets. Lindab is a member of the following:


- Eurovent
- Svensk Ventilation and other local ventilation trade associations
- Swedish Institute for Standards – technical committees for ventilation and fasteners
- Tightvent
- The Swedish Institute of Steel Construction and other local steel trade associations
- Solar Energy Research Center (SOLVE) Sweden
- Passivhaus Trust in the UK
- LFM 30, Gothenburg's Climate Platform and other local initiatives linked to sustainable construction

# Environmental information


**LINDAB'S PRODUCTS SHOULD** be customers' first choice when it comes to sustainability.

This commitment reflects a proactive approach to environmental responsibility and results in continuous efforts to make a positive contribution to environmental improvement.

**Links to the UN Sustainable Development Goals**




7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY INNOVATION AND INFRASTRUCTURE




11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS

**Reference to reporting standards**

ESRS: E1, E2, E5

GRI: 301-1, 302-1, 302-1, 302-3, 302-4, 303-1, 306-1, 304-1, 305-1, 305-2, 305-3, 305-4, 305-5, 306-2, 306-3, 306-4, 306-5

**Governance**

Code of Conduct, Quality and Environmental Policy, Supplier Code, Lindab Environmental Requirements for Carriers, Conflict Minerals Directive.

**Our focus areas**

- Sustainable and energy-efficient solutions
- Digital tools and technologies to optimise energy usage
- Circular economy with a high degree of reuse
- Sustainable sourcing
- Sustainable production
- Sustainable transportation

Lindab works actively to minimise the environmental impact from the Group's operations and products. Read more about the focus areas and activities carried out during the year on pages 14, 32–33, 39–41.

Larger production units are certified according to ISO 9001 quality management system and ISO 14001 Environmental Management System. 21 companies are certified according to ISO 9001 Quality Management System, representing 62.4 percent of revenue. 11 companies are certified according to ISO 14001 Environmental Management System, representing 46.9 percent of revenue.

## Climate change

(ESRS: E1. GRI: 302-1, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5)

In a world where climate change is one of the most tangible global challenges, Lindab is integrating climate and sustainability efforts into its operations and customer offering to accelerate the transition. Lindab products contribute to a better indoor climate while promoting energy efficiency, leading to more sustainable buildings.

In January 2023, Lindab decided to join the Science Based Target initiative (SBTi) to set science-based emission targets. This means that Lindab will set targets in line with the Paris Agreement and a long-term net zero target that is verified and monitored by a third party. The targets are expected to be published in January 2025.

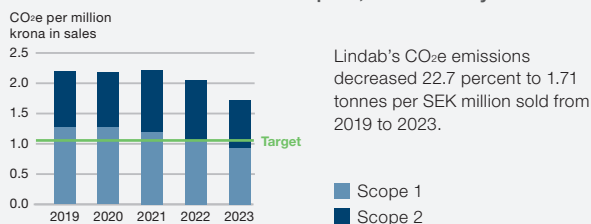
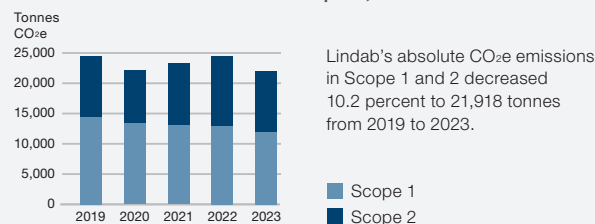
At Lindab, greenhouse gas emissions and energy consumption are reported and monitored annually in accordance with the Greenhouse Gas (GHG) protocol. Reporting follows operational control, which means that emissions attributed to the report-

ing organisation are based on its influence on the respective business activity. If exceptions are made, they are described and explained in accordance with the principle of completeness. Thresholds for the restatement of past performance will be introduced in 2024. Acquisitions, divestments and closed units are handled according to the guidelines in the GHG protocol, which means that figures for historical performance are recalculated. Acquired companies' emissions data are added to the previous year, while divested companies' emissions data are removed. Any closed units are a continuing part of the targets and the base year. This ensures fair and transparent reporting. More information on acquisitions and divestments can be found on pages 36–37.

## Climate change mitigation

Lindab's current emissions target is to reduce CO<sub>2</sub>e emissions in Scope 1 and 2 by 50 percent by 2030 compared to 2019, calculated in relation to sales. When the target was adopted in 2021, the base year was set to 2020 due to the ongoing pandemic. When Lindab adopts verified targets according to SBTi, the base year will be adjusted and the comparative figures will also include Scope 3. The scope 3 emissions was reported for the first time in 2022.

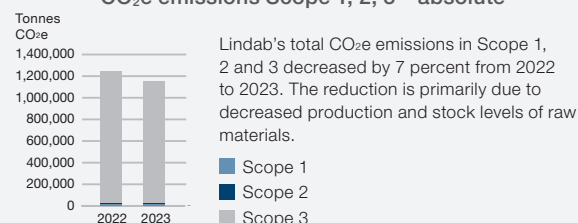
Lindab has the greatest impact on the outside world through the value chain, where Scope 3 accounts for 98 percent of total emissions. Purchased goods and services, category 3.1, account for the largest share of emissions, with steel accounting for the most emissions in the category and 50 percent of total emissions. The reduction in the category is primarily due to decreased production and stock levels of raw materials.

CO<sub>2</sub>e emissions Scope 1, 2 – intensityCO<sub>2</sub>e emissions Scope 1, 2 – absolute

**Scope 1:** Direct emissions that occur in the own operations.

**Scope 2:** Indirect emissions from the production of purchased electricity, steam, heat and cooling consumed by the company.

**Scope 3:** All other indirect emissions that occur in a company's value chain but which the company does not own or control.

CO<sub>2</sub>e emissions Scope 1, 2, 3 – absolute

## Scope 1, 2 and 3

Absolute emissions are given in tons of CO<sub>2</sub>e and intensity in tons CO<sub>2</sub>e per SEK million in sales

	2023		2022		2021		2019	
	Absolute	Intensity <sup>1)</sup>	Absolute	Intensity <sup>1)</sup>	Absolute	Intensity <sup>1)</sup>	Absolute	Intensity <sup>1)</sup>
<b>Scope 1</b>								
<i>Includes energy combustion, refrigerants, fuel for company cars and other vehicles owned or controlled</i>								
Direct emissions <sup>2)</sup>	11,966	0.93	12,988	1.05	13,033	1.2	14,371	1.27
Biogenic emissions	1,119	0.09	1,224	0.11	1,386	0.14	835	0.06
<b>Scope 2</b>								
<i>Includes electricity and district heating</i>								
Market-based method	9,952	0.78	11,400	1.00	10,339	1.01	10,047	0.94
Location-based method	6,690	0.52	7,506	0.66	7,286	0.72	7,391	0.69
<b>Scope 1+2 (market-based)</b>	<b>21,918</b>	<b>1.71</b>	<b>24,388</b>	<b>2.05</b>	<b>23,372</b>	<b>2.21</b>	<b>24,418</b>	<b>2.21</b>
<b>Scope 1+2 (location-based)</b>	<b>18,656</b>	<b>1.45</b>	<b>20,494</b>	<b>1.71</b>	<b>20,319</b>	<b>1.92</b>	<b>21,762</b>	<b>1.96</b>
<b>Scope 3</b>								
<i>Includes all other indirect emissions</i>								
1. Purchased goods and services	649,799	50.70	753,824	67.97				
2. Capital goods	1,577	0.12	2,152	0.20				
3. Fuel and energy-related activities	18,255	1.42	19,259	1.70				
4. Upstream transportation and distribution	16,444	1.28	16,904	1.54				
5. Waste generated from own operations	2,138	0.17	2,125	0.18				
6. Business travel	1,221	0.10	1,318	0.11				
7. Employee commuting	4,232	0.33	4,719	0.37				
8. Upstream leased assets	Not relevant		Not relevant					
9. Downstream transportation and distribution	2,474	0.19	2,520	0.23				
10. Processing of sold product	25,677	2.00	41,159	3.83				
11. Use of sold product	404,221	31.54	361,418	33.59				
12. End of life treatment of sold products	11,255	0.88	12,369	1.13				
13. Downstream leased assets	Not relevant		Not relevant					
14. Franchise	Not relevant		Not relevant					
15. Investments	Not relevant		Not relevant					
<b>Scope 3</b>	<b>1,137,193</b>	<b>88.73</b>	<b>1,217,767</b>	<b>110.85</b>				
<b>Scope 1+2+3 (market-based)</b>	<b>1,159,111</b>	<b>90.44</b>	<b>1,242,155</b>	<b>112.90</b>				
<b>Scope 1+2+3 (location-based)</b>	<b>1,155,849</b>	<b>90.18</b>	<b>1,238,261</b>	<b>112.56</b>				

<sup>1)</sup> 2019: SEK 9,872 m, 2020: SEK 9,074 m, 2021: SEK 9,455 m, 2022: SEK 10,758 m. Sales excluding acquisitions during the reporting period in SEK million.

<sup>2)</sup> Emissions from owned or fully controlled trucks for 2019 and 2020 are assumed to be the same as for 2021 due to the lack of data. In accordance with the previous calculation method, which excluded other vehicles owned or controlled, the direct emissions for 2022 amount to 0,496 kg CO<sub>2</sub>e/SEK million compared to 0.825 kg CO<sub>2</sub>e/SEK million.

	2023		2022		2021	
	Absolute	Intensity	Absolute	Intensity	Absolute	Intensity
<b>Scope 1 and 2 change, %</b>						
<b>Scope 1</b>						
Compared to 2019	-16.7	-26.7	-9.6	-17.4	-9.3	-5.8
Compared to previous year	-7.9	-11.2	-0.3	-12.3	-2.5	-5.7
<b>Scope 2 (market-based)</b>						
Compared to 2019	-0.9	-17.3	13.5	6.9	2.9	7.8
Compared to previous year	-12.7	-22.6	10.3	-0.8	16.4	11.7
<b>Scope 1+2 (market-based)</b>						
Compared to 2019	-10.2	-22.7	-0.1	-7.1	-4.3	-0.1
Compared to previous year	-10.1	-16.	4.3	-7.1	5.1	1.5

Steel is an optimal material for ventilation duct system because it provides robust products that are fireproof and hygienic with a long lifespan, making them more suitable for reuse. Steel can also be recycled over and over again. The challenge is that steel accounts for a large part of the world's emissions. Read more about Lindab's decarbonised steel initiatives and partnerships with steel suppliers on pages 39 and 159.

The second largest impact comes from category 3.11, Use of products sold. Fans, units and air conditioning purchased and resold account for the largest share of emissions in category 3.11. Like many other industries, the ventilation industry has started a digital journey with more smart and connected products to improve energy-efficiency and the indoor climate. These products require energy to operate but a very small amount compared to the energy savings achieved. The GHG protocol only takes into account the emissions from the use phase in Scope 3 and not the savings in energy and emissions provided by the products. Read more about how Lindab products contribute to energy efficiency on pages 26–29.

A recalculation of Scope 1 and 2 emissions has been carried out based on updated emission factors. The reporting tool used by Lindab did not update the emission factors as agreed, which means that some of the previously reported emissions were incorrect in previous reports. Actions have been taken by Lindab and the supplier of the tool to reduce the risk of similar problems in the future. In addition, some inputs have been adjusted due to inaccuracies in previous reporting. The reduction in emissions in Scope 1 and 2 is due to decreased production, energy efficiency improvements, and a greater share of renewable electricity.

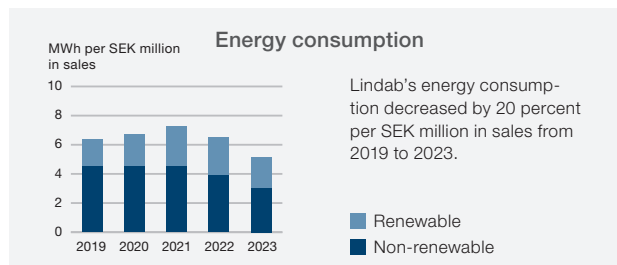
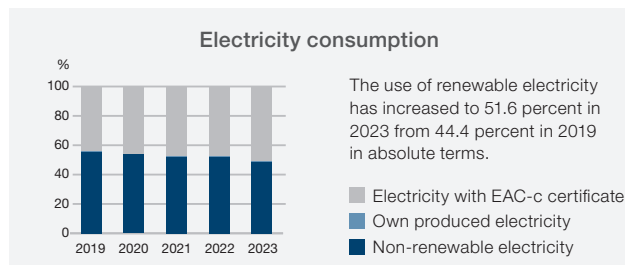
Emission factors forming the basis for the calculations have been sourced from external and reputable references such as DEFRA, GaBi, Ecoinvent, Association of Issuing Bodies, Energiföretagen and Network for Transport Measures (NTM). In some cases, supplier-specific data has been used from certificates or Environmental Product Declarations (EPDs).

From 2024, absolute greenhouse gas emission reduction targets will be linked to executive remuneration. Read more about remuneration of senior executives on page 145.

### Energy

Energy efficiency is a key component of sustainability efforts to reduce climate impact and resource requirements. Targets for energy efficiency and transition to renewable energy will be specified as part of the climate transition plan to be developed in 2024. The information in the table refers to direct and indirect energy in own operations. Operational control is applied. One of Lindab's largest factories in the Czech Republic got certified in 2023 according to ISO 50001, an international standard that establishes requirements and guidelines for an Energy Management System (EnMS). The aim is to increase energy efficiency, reduce costs and improve overall energy performance.

During the year, Lindab has started a collaboration with Becour for renewable electricity with local production. Through this partnership, Lindab actively contribute to the expansion of renewable energy sources in the markets where Lindab operates. Read more about the cooperation on page 40.



### Direct and indirect energy

Absolute values are given in MWh, and intensity, in MWh per million krona in sales. Includes energy consumption at Lindab sites. Operational control is applied.

	2023		2022		2021		2019	
	Absolute	Intensity <sup>1)</sup>	Absolute	Intensity <sup>1)</sup>	Absolute	Intensity <sup>1)</sup>	Absolute	Intensity <sup>1)</sup>
<b>Direct energy</b>								
Natural gas	16,588	1.29	18,871	1.56	20,561	1.96	20,473	1.90
Diesel <sup>2)</sup>	1,001	0.08	1,723	0.16	1,852	0.18	1,852	0.18
Petrol <sup>2)</sup>	0.055	0.00	10	0.001	249	0.05	249	0.03
LPG	39	0.003	229	0.02	480	0.05	2,254	0.23
Fuel oil	459	0.04	638	0.05	480	0.06	1,190	0.11
Biogas	2,687	0.21	2,899	0.27	2,834	0.30	1,744	0.07
Biodiesel	0.00	0.00	20	0.002	20	0.002	20	0.002
<b>Renewable</b>	<b>2,687</b>	<b>0.21</b>	<b>2,919</b>	<b>0.27</b>	<b>2,854</b>	<b>0.30</b>	<b>1,764</b>	<b>0.07</b>
<b>Non-renewable</b>	<b>18,087</b>	<b>1.41</b>	<b>21,471</b>	<b>1.79</b>	<b>23,623</b>	<b>2.28</b>	<b>26,019</b>	<b>2.44</b>
<b>Total direct energy</b>	<b>20,774</b>	<b>1.62</b>	<b>24,390</b>	<b>2.06</b>	<b>26,478</b>	<b>2.58</b>	<b>27,782</b>	<b>2.51</b>
<b>Indirect energy</b>								
Electricity renewable	19,666	1.53	20,025	1.84	19,843	2.07	16,923	1.57
Electricity non-renewable	18,422	1.44	21,566	1.88	21,709	2.00	21,181	1.86
District heating renewable	4,585	0.36	5,096	0.47	4,316	0.39	3,738	0.29
District heating non-renewable	2,343	0.18	2,608	0.24	2,524	0.24	2,127	0.18
<b>Renewable</b>	<b>24,251</b>	<b>1.89</b>	<b>25,121</b>	<b>2.31</b>	<b>24,158</b>	<b>2.46</b>	<b>20,661</b>	<b>1.86</b>
<b>Non-renewable</b>	<b>20,765</b>	<b>1.62</b>	<b>24,174</b>	<b>2.12</b>	<b>24,233</b>	<b>2.24</b>	<b>23,308</b>	<b>2.04</b>
<b>Total indirect energy</b>	<b>45,016</b>	<b>3.51</b>	<b>49,295</b>	<b>4.43</b>	<b>48,391</b>	<b>4.70</b>	<b>43,969</b>	<b>3.90</b>
<b>Total energy consumption (direct + indirect)</b>	<b>65,790</b>	<b>5.13</b>	<b>73,685</b>	<b>6.49</b>	<b>74,869</b>	<b>7.28</b>	<b>71,751</b>	<b>6.41</b>

<sup>1)</sup> 2019: SEK 9,872 m, 2020: SEK 9,074 m, 2021: SEK 9,455 m, 2022: SEK 10,758 m. Sales excluding acquisitions during the reporting period in SEK million.

<sup>2)</sup> Figures for diesel and petrol in 2019 also include consumption by company cars. As the data cannot be separated, the same values have been assumed as for 2021.

Direct and indirect energy change, % Includes energy consumption	2023		2022		2021		2020	
	Absolute	Intensity	Absolute	Intensity	Absolute	Intensity	Absolute	Intensity
<b>Direct energy</b>								
<b>Direct energy: renewable</b>								
Compared to 2019	52%	201%	65%	290%	62%	334%	-1%	6%
Compared to previous year	-8%	-23%	2%	-10%	64%	310%	-1%	6%
<b>Direct energy: Non-renewable</b>								
Compared to 2019	-30%	-42%	-17%	-26%	-9%	-7%	-11%	-5%
Compared to previous year	-16%	-21%	-9%	-21%	2%	-2%	-11%	-5%
<b>Direct energy</b>								
Compared to 2019	-25%	-35%	-12%	-18%	-5%	3%	-10%	-5%
Compared to previous year	-15%	-21%	-8%	-20%	6%	8%	-10%	-5%
<b>Indirect energy</b>								
<b>Indirect energy: Renewable</b>								
Compared to 2019	17%	1%	22%	24%	17%	32%	6%	16%
Compared to previous year	-3%	-18%	4%	-6%	10%	13%	6%	16%
<b>Indirect energy: Non-renewable</b>								
Compared to 2019	-11%	-21%	4%	3%	4%	10%	-2%	6%
Compared to previous year	-14%	-24%	0%	-5%	6%	3%	-2%	6%
<b>Indirect energy</b>								
Compared to 2019	2%	-10%	12%	13%	10%	20%	2%	11%
Compared to previous year	-9%	-21%	2%	-6%	8%	8%	2%	11%
<b>Total energy consumption (direct + indirect)</b>								
Compared to 2019	-8%	-20%	2.7%	1%	4.3%	13%	-3%	5%
Compared to previous year	-11%	-21%	-2%	-11%	7%	8%	-3%	5%

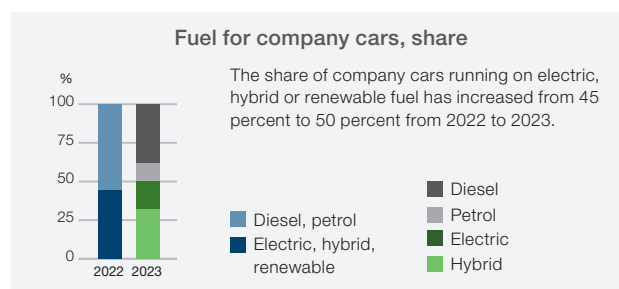
## Pollutants

(ESRS: E2)

Transport is the part of Lindab's operations that is considered to have the greatest impact on pollution. Lindab is working to convert both its own fleet and external transport upstream and downstream<sup>1)</sup>. Specific targets have been set to reduce pollution and emissions. All company cars are to run on electricity or renewable fuel by 2030, and other transport in the value chain by the year 2040. The strategy is to be close to the customer and therefore bulky products are moved from central to local units, reducing the need for transport. Lindab's Environmental Requirements for Transporters was published in 2023 and clarifies how Lindab together with the supplier will reduce emissions and specifies more clearly what kind of data needs to be reported to measure progress. The Lindab Supplier Program has a customised self-assessment questionnaire for carriers that further develops cooperation and requires work to minimise air pollution. Read more about the program on pages 172–173.

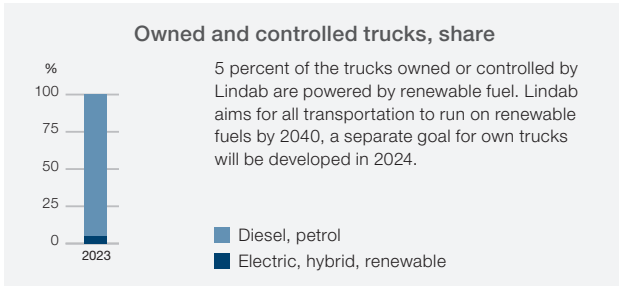
The task of collecting high-quality transport data is challenging. In 2021 and 2022, data was collected for Lindab's own or fully controlled trucks and external upstream and downstream transportation. In 2023, several improvements were made to streamline the collection of data. A clarified definition of owned and fully controlled trucks was developed which has led to a change in the scope compared to 2022. The data collection file for external transport has been streamlined and improved. By 2023, more data has been collected from all companies compared to previous years. The results for owned and fully

controlled trucks have been recalculated. The results from external transport are not directly comparable in terms of the share of renewable fuels and modes of transport. Lindab measures and calculates emissions for transport according to the GHG protocol, see more on pages 154–156. Fuel consumption and emissions are based on both assumptions and direct measurements. Assumptions are based on averages from other direct measures or sales and sourcing statistics. Where specific data are lacking, non-renewables are assumed on a precautionary basis. In 2023, 5 percent renewable fuel or electricity was used in Lindab's owned and fully controlled trucks. Controlled trucks refer to trucks where Lindab can directly influence the choice of truck. For external upstream and downstream transports, the percentage of kilometers transported by electrified trains or trucks with renewable fuels 16.7 percent.



Company cars, share, %	2023	2022
Company cars that run on electricity, are hybrids, or use renewable fuel	50	45

1) Upstream transportation refers to the movement of goods from suppliers to Lindab, between various operations/sites, and to customers at Lindab's expense. Downstream transportation involves the movement from Lindab to the customer, where the customer bears the costs.



Forklifts, share, %	2023	2022
Forklifts that run on electricity or renewable fuels	92	90

**Substances of concern and substances of very high concern**

Control of chemicals and hazardous substances in products is part of the sustainability work. Lindab is committed to pollution prevention and environmental protection through the Quality and Environmental Policy and is actively working to find safer and more environmentally friendly materials to ensure a healthy workplace, minimise environmental impact and contribute to more sustainable buildings.

Lindab complies with relevant legislation, and for a large part of the range Building Product Declaration are provided that describe the content of the products and provide guidelines for dismantling and handling the products at the end of their life cycle. Products containing substances of very high concern are reported to the Substance of Concern in Products (SCIP) database, which aims to promote substitution of substances of very high concern and contribute to the circular economy and material recycling. Substances of very high concern are present mainly in electronic products where lead is part of certain homogeneous metals.

All suppliers must fulfil the requirements of Lindab's upcoming material guide for handling prohibited and restricted substances in delivered products. The material guide will also include other requirements such as declaring recycled raw material, VOC (volatile organic compounds) and PFAS.

**Water resources**

Lindab does not conduct water-intensive activities, but the impact on water resources occurs in the upstream value chain during the production of materials and raw material extraction. Water resources are not assessed as material for Lindab, but we cooperate with suppliers and try to influence the implementation of sustainable practices to ensure responsible management of water resources throughout our production flow. The table below shows Lindab's total water consumption. Of this consumption, 82 percent is used by the production units in Karlovarska in Czech Republic, and Grevie and Förslöv in Sweden. These areas currently have no water stress.

**Water consumption**

of own operations, m <sup>3</sup>	2023	2022	2021	2020
Drinking water	38,042	26,483	26,180	37,295
Own well	138,927	171,621	179,112	163,200
Total consumption	176,969	208,104	215,292	200,495

**Biodiversity and ecosystems**

(GRI: 304-1)

Biodiversity plays a crucial role in the fundamentals of nature, such as pollination and purification of air and water. Lindab strives to limit the impact of its products throughout their life cycle. The phase in the value chain that controls the impact the most is product development. Lindab's upcoming material guide establishes detailed requirements for all materials and components that are being utilised. In 2023, a project was initiated to improve design with a focus on circularity for new products. Read more on page 32.

Lindab has a relatively small impact on biodiversity in terms of direct operations. The majority of Lindab's production units do not normally fall under specific environmental regulations or permits. The companies report to the regulatory bodies in each country in accordance with local regulations. In Sweden, environmental permit is required for the production unit in Grevie. The permit relates to the facility where metalworking is performed mechanically and where the total tank volume for oils in the metalworking machines is greater than 20 m<sup>3</sup>. However, there is a larger impact in the value chain with the mining industry as a contributing factor. Lindab therefore welcomes and supports initiatives such as Mining with Nature, a roadmap for biodiversity developed by LKAB, SweMin and Boliden, among others. Companies in the Swedish mining industry must make a net-positive contribution to biodiversity by 2030 in all areas where they operate.

Lindab maps whether its own activities are conducted in the proximity, specified as a 10 km radius, of protected areas. Lindab has operations in 20 countries and about 180 locations, of which 13 are situated near protected areas. Manufacturing and logistics take place, among other locations, in the proximity of the following locations: Érd-tétényi plateau in Hungary, Gullmarsfjorden and Bredmossen in Sweden, and Olde Maten & Veerslootslanden and Moerputten & Bossche Broek in the Netherlands. Warehouses

and shops are located near the following locations: Bois de Vaires sur-Marne in France and Nackareservatet, Bergbetningen, Suderbys hällar and Gammelstadsviken in Sweden. Five of Lindab's sites in the UK are located near sites of special scientific interest or World Heritage Sites. Lindab's activities are considered to have a low risk of adversely affecting the locations. Environmental impact assessments have been carried out at manufacturing sites, and the necessary measures have been taken to minimise the risk of impact.

Lindab conducts operations where there are traces of soil contamination. There is likely an area located under the former production hall in Grevie that is contaminated, but the levels found do not require any measures with the current operations. The company follows a control program for monitoring the contamination.

Biodiversity is not considered to be a material area for Lindab due to the relatively low impact of its own operations. Lindab has limited ability to control the impact further up in the production chain where raw material extraction occurs. Read more about efforts to reduce the use of virgin raw material in the text below.

## Resource use and circular economy

(ESRS: E5. GRI: 301-1, 302-1, 303-1, 306-1, 306-2, 306-3, 306-4, 306-5)

### Resources inflow, including resource use

Efficient resource management and increased use of recycled materials are essential to preserving natural resources, reduce environmental impacts, manage waste sustainably and promote economic benefits. As a manufacturer, Lindab uses large amounts of raw and packaging materials, with steel accounting for the largest share by far.

In 2023, Lindab launched a ventilation duct system made from recycled steel, which is made with 75 percent scrap metal and 100 percent renewable electricity, resulting in a climate impact reduction of approximately 60 percent<sup>1)</sup>. Scrap metal is a shortage on the market and is therefore only available in limited quantities. World steel production is expected to increase from 1,950 million tonnes in 2021 to around 2,500 million tonnes in 2050. By 2050, 50 percent of the steel demand is expected to be covered by recycled steel and the other 50 percent is expected to be virgin steel. This makes it impossible to use only recycled steel in the foreseeable future. Lindab is partnering with SSAB to ensure delivery of fossil-free steel with a planned sales start in 2026 at the earliest. However, some companies already have access to limited supplies and Lindab is one of them. There is also a supply agreement of near-zero steel from H2 Green Steel with continuous deliveries scheduled to start in 2026. Some products will be made of fossil-free steel while others will be made of recycled steel. Lindab will choose the most appropriate material for each product. Suppliers need to succeed in their transition while customers need to be prepared to pay for premium products with low climate impact. Read more on pages 32 and 39.

Lindab is working to increase the proportion of recycled raw materials in different types of materials and Lindab's upcoming material guide there are requirements for reporting the proportion of recycled materials for both raw materials and products.

Lindab cartons are either reused or made from recycled materials. Lindab Steel is currently testing a new protective film for steel coils. This film is made from recycled materials and is also recyclable. More information on the share of recycled material for several material types will be collected from 2024 onwards.

The reporting of raw materials and packaging materials is based on both assumptions and direct measurements. Assumptions are based on averages from other directly measured values or sales and purchase statistics. Lindab also purchases components that are part of the products as well as finished products that are subsequently distributed further. This is not included in the tables below. The reduction in raw materials and packaging materials is mainly due to reduced production. Lindab measures and calculates emissions linked to purchased goods and services according to the GHG protocol, see more on pages 154-156.

### Raw materials

Absolute values, in tonnes	2023	2022
Metal	131,134	168,647
Insulation	9,201	11,308
Rubber	794	791
Plastic	217	191
Oils	38	39
Paints	79	86
Solvents	16	16
<b>Raw material consumption in own operations</b>	<b>141,478</b>	<b>181,077</b>

### Packaging material

Absolute values, in tonnes	2023	2022
Cardboard, paper	2,888	3,156
Plastic	728	784
Wood	9,937	10,696
Metal	139	311
<b>Consumption of packaging materials in own operations</b>	<b>13,691</b>	<b>14,947</b>

### Recycled material in steel

Share, %	Market average	Purchased material mix
Steel: painted, galvanised, zinc-magnesium, etc.	20	98.3
Aluminium	60	0.7
Stainless	75	0.5
Copper	97	<0.1
Recycled steel	>75	0.4

### Resource outflows related to products and services

Lindab's products are mostly made of steel. Products made of steel are characterised by their robustness and longevity, making them more suitable for reuse. In 2023, Lindab started several projects related to an even more circular ventilation industry. At the end of the year, an expanded Nordic cooperation was initiated between the ventilation industry organisations in Sweden, Denmark, Norway and Finland with the aim of developing common standards for the reuse of ventilation products, but also highlighting various obstacles for the circular transition. Lindab's planned circular offer consists of three steps that can be used together in a building or separately to optimise resource use. Read more on page 32. The resource outflows are not currently considered material, but it is an area that is being monitored and has great potential in the long term.

1) Based on på EPD according to SS-EN 15804:2012+A2:2019 and refers to A1-A3 GWP fossil.

The majority of Lindab's products generate little or no waste during the installation phase.

The table shows the distribution of different materials that Lindab's sold products, including packaging materials, are made of.

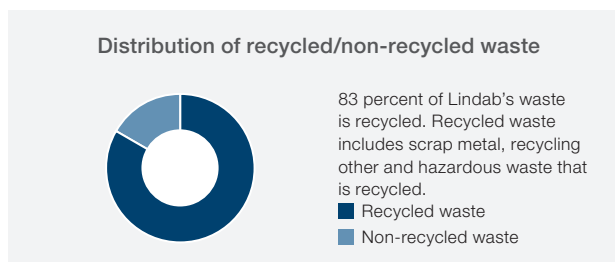
**Distribution of materials in sold products**

Material	Participation
Metal/steel	85%
Rubber	0.6%
Insulation	5%
Plastic	1%
Electronics	0.3%
Wood	6%
Unknown	0.3%
Cardboard/paper	1.8%

**Metal scrap and waste**

Lindab works actively to reduce all types of waste, with a special focus on scrap metal, hazardous waste and landfill. Waste should be seen as a valuable resource in terms of natural resources and biodiversity. In operations, most scrap metal and waste is generated during the processing of steel in the production. Lindab's supplier program addresses waste management to promote the best use of resources throughout the value chain. Scrap metal is now measured at a more detailed level in several areas of production, improving traceability and enabling more efficient allocation of resources. A new method for calculating the scrap share was developed in 2023, where the amount of scrap from own production is compared to the amount of metals used. The target on scrap will be adjusted in 2024 to adapt to the new measurement method. Over the past year, investments have been made in new machines, plasma cutters and laser cutters, which have led to a reduction in metal scrap through increased precision. The full impact of these measures is expected to be realised in 2024 and further investments are planned for the coming year. Training programs are conducted to reduce scrap metal and waste.

Lindab measure and calculate emissions for waste according to the GHG Protocol in the following categories: recycling, incineration with energy recovery, landfill, hazardous waste and composting. Read about reporting according to the GHG Protocol on pages 154–156. The data is shared by the suppliers that manage and dispose Lindab's waste, which also ensures that the waste is handled correctly. Lindab works closely with waste suppliers to reduce waste and improve sorting and management. The amount of waste decreased partly due to reduced production in 2024 and better management of materials.



**Waste**

Absolute values in tonnes	2023	2022	2021
Recycling, other	2,098	2,179	2,232
Incineration (energy recovery)	1,931	1,840	1,867
Landfill	1,040	1,402	1,711
Hazardous waste	592	600	546
of which recycling	18	175	
of which electronics	21	12	
Scrap metal	14,825	15,553	17,613
from own operations	13,879		
intensity (tonnes of scrap metal/million SEK)	1.16	1.45	1.86
intensity (tonnes of scrap metal/metals)	6.39		
<b>Waste from own operations</b>	<b>20,489</b>	<b>21,574</b>	<b>23,969</b>



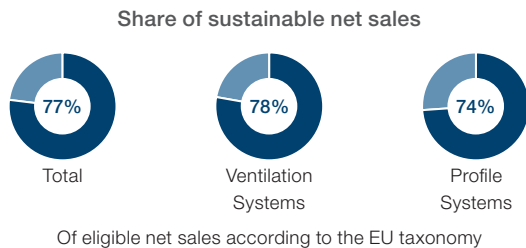
**Scrap metal**

Change in scrap metal, %	2023		2022		2021		2020	
	Absolute	Intensity	Absolute	Intensity	Absolute	Intensity	Absolute	Intensity
Compared to 2019	-19	-38	-15	-22	-4	1	-4	5
Compared to previous year	-5	-20	-12	-22	0	-4	-4	5



## The EU taxonomy

Of Lindab's total sales, 61 percent is eligible to the taxonomy and 50 percent of sales is aligned with the taxonomy criteria. Lindab strives to ensure that all products that are eligible are also classified as sustainable. Currently, 77 percent of the products eligible according to the taxonomy are classified as aligned according to the current criteria. Lindab's activities are affected by criteria for the production of energy-efficient equipment for buildings and electricity generation using photovoltaic technology.



### Ventilation

81 percent of the sales from the ventilation range is eligible by the taxonomy. According to Lindab's analysis, 63 percent of sales is classified as aligned. This means that 78 percent of the products eligible by the taxonomy are sustainable according to the criteria.

The taxonomy needs to be further developed. Today, the criteria do not cover all the components of a ventilation system and do not include products that have a major impact on the energy efficiency of buildings. More products with innovative technologies that contribute to significant energy savings should be included. At the same time, the industry must work to develop more classification systems for products where this is currently lacking. During the year, work continued on developing the industry organisation Svensk Ventilations joint interpretation of the criteria on ventilation to include the remaining four targets published in 2023. Recommendations for the development of the criteria will be shared with the taxonomy expert group.

#### Detailed information

Lindab manufactures products included in energy-efficient ventilation systems in buildings, and a large part of the ventilation product range makes a significant contribution to mitigating climate change and also meets the criteria for do no significant harm (DNSH). Lindab also meets the minimum safe guards set out in the delegated acts.

#### Objective 1 – Climate change mitigation

Lindab's ventilation range is affected by the following criteria within 3.5 Manufacture of energy-efficient equipment for buildings:

- i. Cooling and ventilation systems rated in the highest two populated classes of energy efficiency in accordance with Regulation (EU) 2017/1369 and delegated acts adopted under that Regulation.

- m. Energy-efficient building automation and control systems for residential and non-residential buildings.
- n. Zoned thermostats and devices for the smart monitoring of the main electricity loads or heat loads for buildings, and sensing equipment.
- q. Products for smart monitoring and regulating of heating system, and sensing equipment.

Smart products that are used for monitoring and controlling ventilation systems lead to significant energy savings and are therefore aligned with the taxonomy. Products that can be classified for performance according to European standards or third-party certification are also covered. Duct systems, with the purpose of transporting the air in the ventilation system, that fulfil Eurovent's tightness class C or D are considered sustainable. Accessories such as suspension and support systems for products are also included if considered part of an aligned product. Products, for example diffusers, waterborne solutions and roof hoods are not covered by specific performance classification and are therefore not eligible by the taxonomy.

Lindab refers to the Svensk Ventilations industry-wide interpretation for a clearer definition per product type.

A part of the covered range is considered not to fulfil the criteria of the taxonomy, such as air duct systems in air tightness class A or B, as well as other products with too low energy efficiency class. Products for which data is lacking to determine a significant contribution to climate change mitigation or compliance with DNSH do not fulfil the requirements either.

#### Objective 2 – Climate change adaptation

The criteria for substantial contribution are not applicable to Lindab's ventilation range. According to Lindab's analysis, there are no major risks affecting the performance of the products. Most of the products are installed indoors and are therefore not directly affected by extreme weather such as hurricanes and torrential rains. For products installed outdoors, the right materials must be chosen and the installation must be adapted to the specific conditions.

#### Objective 3 – Sustainable use and protection of water and marine resources

The significant contribution criteria do not apply to Lindab's ventilation range.

#### Objective 4 – Transition to a circular economy

Lindab focuses on providing long-lasting products with low environmental impact throughout their life cycle that can be reused or recycled. Read more on pages 31-32. Lindab follows the industry-wide interpretation from Svensk Ventilation and therefore considers the criteria in section 5 to be relevant. The economic activities that currently contribute significantly are already classified under Objective 1 *Climate Change Mitigation*. Lindab sees a positive development in objective 4 as the activities initiated in 2023 are implemented.

**Objective 5 – Pollution prevention and control**

The significant contribution criteria do not apply to Lindab's ventilation range.

**Objective 6 – Protection and restoration of biodiversity and ecosystems**

The significant contribution criteria do not apply to Lindab's ventilation range.

**Building products**

24 percent of sales from the building products range are eligible according to the taxonomy. According to Lindab's analysis, 18 percent of sales is aligned. This means that 74 percent of the products eligible by the taxonomy are sustainable according to the criteria. The taxonomy covers only building products that reduce energy consumption such as insulated walls and doors. Traditional sheet metal roofing or sheet metal facades, where the insulation is added at the time of installation, are therefore not included. Even other product groups such as roof drainage or roof safety are not affected, which means that a large proportion of Lindab's building products are not affected by the taxonomy today.

**Detailed information**

According to Lindab's assessment, based on the technical screening criteria, a smaller part of the building products range makes a significant contribution to climate change mitigation and also meets the criteria for doing no significant harm (DNSH). Lindab also meets the minimum safe guards set out in the delegated acts.

**Objective 1 – Climate change mitigation**

Lindab assesses that the following categories should be classified as sustainable according to the taxonomy 4.1 Electricity production using photovoltaic technology and 3.5 Manufacture of energy efficient equipment for buildings:

- b. Doors with a U-value lower or equal to 1.2 W/m<sup>2</sup>K.
- c. External wall systems with U-value lower or equal to 0.5 W/m<sup>2</sup>K.
- d. Roofing systems with U-value lower or equal to 0.3 W/m<sup>2</sup>K.
- e. Insulating products with a lambda value lower or equal to 0.06 W/m<sup>2</sup>K.

A small part of the product range is eligible according to the taxonomy but is not considered to be aligned with the requirements for climate change mitigation due to excessive U-values.

**Objective 2 – Climate change adaptation**

Responsibility for the climate adaptation of the building is shared with the main contractor. Lindab is responsible for designing and delivering products according to customer requirements to ensure energy-efficiency and resilience to climate change. The sheet metal used by Lindab complies with Eurocode, which is Europe's common structural design rules for load-bearing structures, such as bridges and houses. Lindab chooses suppliers with high-quality products that extend lifetime.

**Objective 3 – Sustainable use and protection of water and marine resources**

The significant contribution criteria do not apply to Lindab's range of building products.

**Objective 4 – Transition to a circular economy**

Lindab assesses that the criteria in section 5 are relevant to the building products. The economic activities that currently contribute significantly are already classified under objective 1 *Climate change mitigation*. Lindab will evaluate the possibilities for an expanded circular offer for building products.

**Objective 5 – Pollution prevention and control**

The significant contribution criteria do not apply to Lindab's range of building products.

**Objective 6 – Protection and restoration of biodiversity and ecosystems**

The significant contribution criteria do not apply to Lindab's range of building products.

**Purchases of taxonomy-related products and services**

Operational and capital expenditures are also to be classified based on the established criteria. Expenses for purchases in operations covered by the taxonomy, but that do not directly generate income, are to be reported if they mitigate climate change or are eligible according to the taxonomy by definition.

**Capital Expenses**

Lindab's reporting of capital expenditures shows the investments made in capitalised intangible assets and tangible fixed assets. Intangible assets and tangible fixed assets added through business acquisitions are also included, with the exception of goodwill, acquisitions and divestments that, during the year, mainly generated indirect capital expenditures for fixed assets in the building products category. In the calculation of capital expenditures in accordance with the taxonomy, adjustments have been made for indirect non-financial activities. For further information regarding capital expenditures, see Notes 5, 18, 19 and 20. The assessment of what is considered to be covered and compatible with the taxonomy follows the same structure as the analysis for turnover.

**Operating Expenses**

In accordance with the taxonomy's definition, operational expenditures mainly pertain to the Group's direct costs for research and development activities, building renovations, short-term leases, as well as maintenance and repairs. In the calculation of operational expenditures in accordance with the taxonomy, adjustments have been made for indirect non-financial activities. The assessment of what is considered to be covered and compatible with the taxonomy follows the same structure as the analysis for sales.

## Criteria for Do No Significant Harm (DNSH)

For an economic activity to be classified as sustainable under the taxonomy, it must fulfil the criteria for not doing significant harm under the other environmental objectives included in the taxonomy.

### DNSH 1 – Climate change mitigation

As Lindab reports part of its sales, capital expenditure and operating expenditure as sustainably linked to objective 1 *Climate change mitigation*, the DNSH for objective 1 is not applicable. As economic activities are classified under the remaining objectives, the DNSH for objective 1 will be evaluated.

### DNSH 2 – Climate change adaptation

Lindab assesses the risk of physical climate crises as low on a short and medium time horizon for the economic activities classified as sustainable according to the taxonomy. A screening to verify our assumptions will be conducted in 2024 of relevant economic activities against the physical climate risks specified in the taxonomy. If any significant risk is identified, appropriate adaptation solutions will be implemented.

### DNSH 3 – Sustainable use and protection of water and marine resources

Lindab does not conduct water-intensive activities, the largest consumption of water occurs at the production units in Karlovaska in Czech Republic and Grevie and Förslöv in Sweden. These areas currently have no water stress and therefore are not considered to have a significant impact.

### DNSH 4 – Transition to a circular economy

Manufacturing activities and product development evaluate the availability of, and when possible, adopt technologies that support the requirements of the three sub-criteria: Reuse, Design and Waste Management. Lindab's main material is steel, which is the world's most recycled material<sup>1)</sup>. To fulfil the sub-criteria on traceability of substances, Lindab works with suppliers to reduce the presence of hazardous substances.

### DNSH 5 – Pollution prevention and control

Lindab complies with laws and provides building product declarations for most of its range to disclose content information. Lindab strives for safer and more environmentally friendly materials to minimise environmental impact and promote sustainable buildings. Lindab causes no significant harm for any of the five sub-criteria: persistent organic pollutants, mercury, ozone depleting substances, substances in electrical and electronic equipment and certain hazardous substances.

### DNSH 6 – Protection and restoration of biodiversity and ecosystems

Lindab has operations in 20 countries and about 180 locations, 13 of which are close to protected areas. Environmental impact assessments have been carried out, and the necessary actions have been taken to minimise the risk of impact.

## Minimum social safeguards

For an economic activity to be classified as sustainable according to the EU taxonomy, the economic activity must also comply with the minimum safeguards specified in Article 18.

### Human rights

Lindab has no operations in high-risk countries according to the risk assessment described on page 172, and we support the 10 principles of the UN Global Compact on human rights, labour, environment and anti-corruption. The OECD Guidelines for Multinational Enterprises (MNE), the UN Guiding Principles on Business and Human Rights and the ILO's eight fundamental conventions form the basis of Lindab's Code of Conduct. In the coming years, Lindab will evaluate all of its own operations in accordance with the requirements of Corporate Sustainability Due Diligence Directive, CSDD, when the directive is established by the EU.

### Corruption

Lindab has zero tolerance for corruption in any form and is strongly committed to fair competition. There is an Anti-Corruption Policy that all employees must follow. It currently operates in countries classified as low or medium risk according to the Corruption Perceptions Index (CPI). Anti-Corruption is part of Lindab's supplier program.

### Tax

As a responsible taxpayer, Lindab works continuously to ensure that applicable tax laws, rules and regulations are complied with by the companies in the jurisdictions where the Group operates. Lindab follows the OECD guidelines for cross-border internal transactions in multinational groups. Lindab endeavours to pay the right tax in the right country in accordance with the relevant laws and regulations of the country concerned.

### Anti-competitive activities

Lindab is committed to fair competition and will not act in a way that could inappropriately influence our markets. There is an Antitrust Policy that all employees must follow. In addition, cooperation is regulated by competition law when dealing with customers, suppliers and competitors.

1) [https://www.jernkontoret.se/globalassets/publicerat/handbocker/stalkretsloppet\\_slutrapport\\_miljohandbok\\_svensk\\_web.pdf](https://www.jernkontoret.se/globalassets/publicerat/handbocker/stalkretsloppet_slutrapport_miljohandbok_svensk_web.pdf)

Sales

		2023		Substantial contribution criteria						DNSH (Do No Significant Harm) criteria						Minimum safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) turnover, year 2022 (18)	Category enabling activity (19)	Category transitional activity (20)	
ECONOMIC ACTIVITIES (1)	Code(s) (2)	Sales (3)	Proportion of turnover (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Circular economy (8)	Pollution (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
																SEKm	%	Y: N/ N: EL	Y: N/ N: EL	Y: N/ N: EL
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																				
Manufacture of energy efficient equipment for buildings	CCM 3.5	6,469	50	J	N/ EL	N/ EL	N/ EL	N/ EL	N/ EL	Y	Y	Y	Y	Y	Y	Y	49	E		
Electricity production using solar cell technology	CCM 4.1	3	0.02	J	N/ EL	N/ EL	N/ EL	N/ EL	N/ EL	Y	Y	Y	Y	Y	Y	Y	0.03	E		
<b>Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)</b>		<b>6,472</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>49</b>			
Of which enabling activities		6,472	100	50	0	0	0	0	0	Y	Y	Y	Y	Y	Y	Y	49	E		
Of which transitional activities		0	0	0						Y	Y	Y	Y	Y	Y	Y	0		T	
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
Manufacture of energy efficient equipment for buildings	CCM 3.5	1,908	14	EL	N/ EL	N/ EL	N/ EL	N/ EL	N/ EL								12			
Electricity production using solar cell technology	CCM 4.1	0	0	EL	N/ EL	N/ EL	N/ EL	N/ EL	N/ EL								0			
<b>Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>		<b>1,908</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>								<b>12</b>			
<b>A. Turnover of Taxonomy-eligible activities (A.1+A.2)</b>		<b>8,380</b>	<b>64</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>								<b>61</b>			
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																				
<b>Sales for turnover of taxonomy-non-eligible activities (B)</b>		<b>4,666</b>	<b>36</b>																	
<b>Total (A+B)</b>		<b>13,046</b>	<b>100</b>																	

Proportion of turnover/Total turnover

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation	50%	15%
Climate change adaptation	0%	0%
Water and marine resources	0%	0%
The circular economy	0%	0%
Pollution prevention and control	0%	0%
Biodiversity and ecosystems	0%	0%

Capital Expenses

		2023		Substantial contribution criteria						DNSH (Do No Significant Harm) criteria						Minimum safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year 2022 (18)	Category enabling activity (19)	Category transitional activity (20)	
ECONOMIC ACTIVITIES (1)	Code(s) (2)	CapEx (3)	Proportion of CapEx (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Circular economy (8)	Pollution (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
																SEKm	%	Y: N/ N: EL	Y: N/ N: EL	Y: N/ N: EL
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																				
Manufacture of energy efficient equipment for buildings	CCM 3.5	124	63	J	N/ EL	N/ EL	N/ EL	N/ EL	N/ EL	Y	Y	Y	Y	Y	Y	Y	62	E		
<b>CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)</b>		<b>124</b>	<b>63</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>62</b>			
Of which enabling activities		124	100	63	0	0	0	0	0	Y	Y	Y	Y	Y	Y	Y	62	E		
Of which transitional activities		0	0	0						Y	Y	Y	Y	Y	Y	Y	0		T	
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
Manufacture of energy efficient equipment for buildings	CCM 3.5	23	11	EL	N/ EL	N/ EL	N/ EL	N/ EL	N/ EL								9			
<b>CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>		<b>23</b>	<b>11</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>								<b>9</b>			
<b>Total</b>		<b>147</b>	<b>74</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>								<b>71</b>			
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																				
<b>CapEx of taxonomy-non-eligible activities (B)</b>		<b>51</b>	<b>26</b>																	
<b>Total (A+B)</b>		<b>198</b>	<b>100</b>																	

Proportion of CapEx/Total CapEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation	63%	11%
Climate change adaptation	0%	0%
Water and marine resources	0%	0%
The circular economy	0%	0%
Pollution prevention and control	0%	0%
Biodiversity and ecosystems	0%	0%

## Operating Expenses

ECONOMIC ACTIVITIES (1)	2023		Substantial contribution criteria					DNSH (Do No Significant Harm) criteria					Minimum safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year 2022 (18)	Category enabling activity (19)	Category transitional activity (20)		
	Code(s) (2)	OpEx (3)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Circular economy (8)	Pollution (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Circular economy (14)					Pollution (15)	Biodiversity and ecosystems (16)
		SEKm	%	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	Y: N: N/EL	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																		
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																		
Manufacture of energy efficient equipment for buildings	CCM 3.5	96	51	J	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	57	E	
<b>Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)</b>		96	51	51	0	0	0	0	0	Y	Y	Y	Y	Y	Y	57		
Of which enabling activities		96	100	51	0	0	0	0	0	Y	Y	Y	Y	Y	Y	57	E	
Of which transitional activities		0	0	0						Y	Y	Y	Y	Y	Y	0		T
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																		
Manufacture of energy efficient equipment for buildings	CCM 3.5	22	12	EL	N/EL	N/EL	N/EL	N/EL	N/EL							12		
<b>OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>		22	12	12	0	0	0	0	0							12		
<b>Total (A.1+A.2)</b>		118	63	63	0	0	0	0	0							69		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																		
<b>OpEx of taxonomy-non-eligible activities (B)</b>		70	37															
<b>Total (A+B)</b>		188	100															

### Proportion of OpEx/Total OpEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation	51%	12%
Climate change adaptation	0%	0%
Water and marine resources	0%	0%
The circular economy	0%	0%
Pollution prevention and control	0%	0%
Biodiversity and ecosystems	0%	0%

## Nuclear and fossil gas related activities

Row	Nuclear energy-related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
<b>Fossil gas related activities</b>		
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

# Climate scenarios

Lindab uses emission scenarios to identify financial and operational risks and opportunities related to climate change that affect the company in short, medium and long term. The transformation of the construction industry presents Lindab with significant challenges, but it also offers many business opportunities.

For the second year in a row, Lindab presents climate scenario analyses according to the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. This year's analysis has been improved by increasing the level of detail and integrating the work with the preparation of the double materiality assessment. There is still a need for refinement and customisation to fully comply with TCFD recommendations. The two emission scenarios used are developed by the UN Intergovernmental Panel on Climate Change (IPCC). For fullreporting, see TCFD index on page 176.

The reporting of physical risks will be expanded if such risks prove to be significant from the Group's perspective in the future. The assessment is that the identified climate risks will not have a significant impact on Lindab's financial position in short and medium term. On the other hand, the opportunities are considered significant, especially in areas such as energy efficiency and by offering products in decarbonised steel. Lindab's strategy takes climate risks into account and actively implements measures to increase resilience. By including climate considerations in decision-making processes and operations, Lindab is navigating the challenges of climate change and striving to position itself as an industry leader with a focus on forward-looking and adaptive practices. See pages 62–67 for reporting of operational and financial risks.

## Scenario 1 – The Paris Agreement goals are met (RCP 2.6)

The Paris Agreement goals are met and greenhouse gas emissions are halved by 2030. New energy-efficient technologies are introduced on a large scale. Legislation to accelerate the sustainable transition is introduced. Market demands on businesses and products change.

### Risks and opportunities

### Financial impact

#### Circular economy

Zero emission requirements in the value chain lead to changes in business models. Circular models for ventilation systems need to be developed where ventilation systems are reused instead of new products being purchased. With steel as the main raw material in ventilation products, the opportunity for reuse is great. Products that can be made from recycled steel are becoming the new normal. Time horizon: medium, long.

#### Duties and charges

Regulations, taxes and charges on carbon emissions will lead to higher costs for steel. This creates opportunities for Lindab to position itself with products made from decarbonised steel, but it also increases the cost of raw materials and other operating costs. Time horizon: short, medium, long.

#### Energy-efficient solutions

Volatile energy prices and new legislation are accelerating the transition to energy-efficient solutions. This may increase demand for renovation and smart ventilation solutions, which is benefiting Lindab. At the same time, it increases the risk of wrong investment in new product development. If steel companies are not successful in switching to fossil-free steel, new materials may need to be evaluated. Time horizon: short, medium, long.

#### Unproven technology

The risk of unprofitable investments increases when unproven technologies need to be used to respond to the climate transition. Time horizon: medium, long.

#### Financial impact

- Increased investment in climate transition.
- Increased operation and maintenance costs.
- More investment in product development.
- Increased sales of energy efficient and smart products.
- Products with a lower climate impact are given a higher value.
- Opportunity to gain more market share with new business models.

## Scenario 2 – Current rate (RCP2 8.5)

Greenhouse gas emissions are increasing at the same rate as today, while the demands and behaviours of customers and investors remain unchanged. It leads to rising sea levels, more days of extreme weather, increased number of fires, high energy intensity, high dependence on fossil fuels, and a poorer indoor climate that negatively affects human health.

### Risks and opportunities

#### Energy shortage

Increased risk of insufficient electricity and power supply, also leading to higher energy prices and higher operating costs. This makes energy-efficiency measures more profitable, which can increase demand for energy-efficient ventilation. This is in line with Lindab's focus on products for renovation. Time horizon: short, medium, long.

#### Weather impact

With more extreme weather, there is increased focus on the indoor environment, benefiting Lindab's indoor air quality solutions. Deteriorating weather will also expose buildings to more wear and tear and increase the need for maintenance. This is a risk for Lindab's own properties but creates opportunities for increased sales of building products. Time horizon: long

#### Competition

Increased energy prices lead to increased costs for the production of steel, where the production of the fossil-free steel initially uses more energy than other steel. This complicates the transition and increases the risk of price competition from actors who do not prioritise the sustainable transition. Time horizon: medium, long.

#### Adaptable properties

Increased demands on the indoor environment and changing weather conditions require more adaptable buildings. This can lead to increased requests for demand-controlled ventilation that changes with the use of the property. A growing population in Europe requires more buildings. Time horizon: medium, long.

### Financial impact

- Increased investment in managing the impacts of climate change.
- Sharply increased operation and maintenance costs.
- Volatile or increased energy costs affecting steel prices, which is Lindab's single largest raw material.
- Increased insurance costs.
- Increased sales of energy efficient and smart products.
- The need for better indoor climate increases the focus on ventilation.


## Strategies and objectives to address climate risks and opportunities

- Product development for increased energy-efficiency and optimised indoor climate.
- Products in decarbonised steel with significantly lower embedded carbon dioxide.
- Developing a more circular product offering.
- Scientifically based goals for reduced greenhouse gas emissions in accordance with Science Based Targets.
- Working with steel suppliers to support the transition to fossil-free steel.
- Prioritising of purchases from European suppliers with sustainable operations.
- Comply with and enforce regulations and standards for more sustainable construction.
- Investments in own operations to reduce climate impact.
- Work towards a more digital construction industry.
- Value chain partnerships with customers and suppliers to accelerate the transition.

# Social information

**PEOPLE'S WELLBEING AND RIGHTS** are a central part of Lindab's sustainability work. The Code of Conduct guides us in integrating responsibility towards society and people in all areas of activity. In 2023, we have put extra focus on improving the area of "Health and Safety".

**Links to the UN Sustainable Development Goals**



**Reference to reporting standards**  
 ESRS: S1, S2  
 GRI: 204-1, 308-2, 401-1, 401-2, 401-3, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-9, 404-2, 404-3, 405-1, 406-1, 407-1, 408-1, 409-1, 411-1, 414-2

**Governance**  
 Code of Conduct, Equal Treatment Policy, Health and Safety Policy, Supplier Code.

**Our focus areas**

- Attractive employer
- Sustainable sourcing
- Increase awareness of healthy indoor air
- Community involvement

## Own workforce

(ESRS: S2. GRI: 401-1, 401-2, 401-3, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-9, 404-2, 404-3, 405-1, 406-1, 407-1, 408-1, 409-1, 411-1)

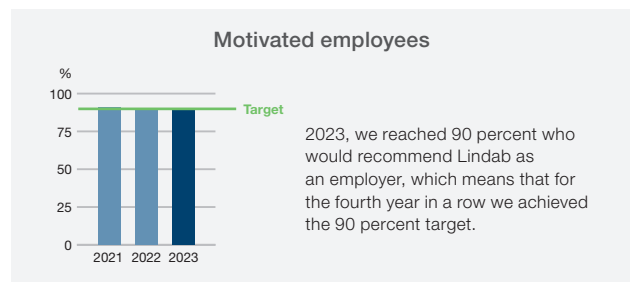
Lindab's Code of Conduct lays the foundation for responsible business behaviour and builds trust among stakeholders in the different markets. As part of their day-to-day activities, managers are responsible for areas such as employment practices, employee relations, personal development and diversity. To manage these issues effectively, they are supported by human resources managers both locally and centrally, as well as by management.

All employee data are based on actual data and include direct employees. Lindab will broaden its efforts to meet the requirements of the CSRD to include non-employee workers who are either individual contractors providing labour or workers provided by temporary employment agencies. Lindab reports data on all employees in the areas of safety and health, employment, training, equality, diversity, staff turnover and more. The number of full-time employees is reported as of 31 December. Geographical breakdown in the external reporting is done for selected elements where this is considered to add value.

## Working conditions

Lindab constantly endeavours to attract, develop and retain qualified employees. The vision is to provide a workplace that is not only modern and flexible, but also fair, safe and inclusive. Read more about Lindab's commitment to being an attractive employer on pages 43-45.

In order to measure how attractive Lindab is as an employer, regular pulse measurements are carried out covering the entire Group, including newly acquired companies. These surveys are voluntary and anonymous to ensure honest responses. In 2023, the Lindab Pulse Survey was conducted with the highest response rate ever. A high participant response rate is important for a representative result. The proportion of motivated employees in 2023 is in line with the set target.



Motivated employees, %	2023	2022	2021
Response rate	75	47	55
Motivated employees	90	90	91



### Health and safety

Lindab has a zero vision for occupational injuries and has a policy for health and safety. In 2023, the number of accidents increased after several years of decline. Lindab takes this development very seriously and several measures have been put in place during the second half of 2023 to change safety thinking and minimise risky behaviour. Several of the accidents in 2023 are linked to behaviour. Each accident is now followed up all the way to Group management, who attend monthly meetings to highlight the importance of improving the work environment and reducing accidents. In addition, the target for the number of accidents per million hours worked, LTIF, has been linked to the Group's variable remuneration from 2024, read more on page 145. Involving employees creates a work environment that promotes safety, fosters positive collaboration and creates job satisfaction. The work is led by the Group Health and Safety Manager together with the managers of each subsidiary. 78 percent of subsidiaries have a dedicated resource responsible for health and safety.

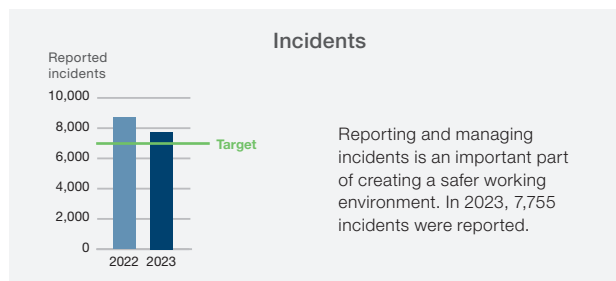
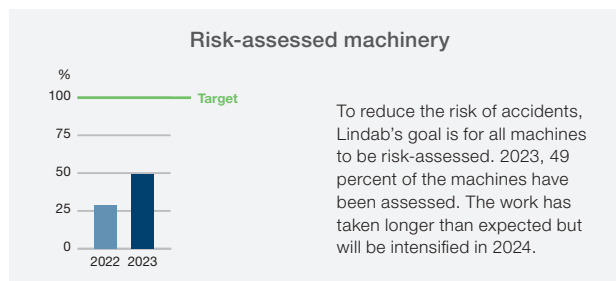
All organisations have implemented a system for reporting incidents and accidents. The same system is used throughout the Group. Two companies, Lindab Romania and AC Manufacturing in Ireland, have certified management systems for health and safety. Several companies now have management systems and are preparing for certification. Lindab will eventually certify all production units in occupational health and safety and the work will begin in 2024.

The reporting of incidents and accidents is fundamental in Lindab's work and is something that all employees are responsible for. By working proactively to identify and manage unsafe situations, accidents can be prevented. All companies have specific targets for incident reporting. Reported incidents are handled similar to risks according to the Hierarchy of controls. Recorded accidents are reported and followed up at unit level. Since the end of 2023, each accident is followed up all the way to Group management. Investigations leading to corrective or preventive measures must be carried out after each recorded accident. If the accident is linked to risks that may be relevant to other units, the causes of the accident and the corrective and preventive measures taken to avoid recurrence are shared with these unit. The countries with the most work-related accidents in relation to the number of hours worked are Sweden and Hungary. Sweden and Denmark have the most work-related accidents in terms of number of accidents.

Cut injuries are the most common accident for both employees and contractors. There were no accidents that can be linked to transport coordinated by Lindab during the year. No accidents resulting in more than six months of absence were reported in 2023, 2022 and 2021.

All companies work according to the "Take 5" principle, which means taking five minutes before starting a task to go through the steps: stop, think, identify, plan and implement. Responsible persons in the companies have been trained in how risk assessments are carried out and how identified risks are to be dealt with according to the method Hierarchy of controls. Identified risks should be eliminated in the first place, if it is not possible other options such as reducing the risk, introducing controls and increase the use of protective equipment are possible. The severity of a risk is determined using a matrix developed to take into account probability and severity. Each manager is responsible for having up-to-date risk assessments and safety inspections in their department. Safety representatives or other relevant employees are involved in the work. 51 percent of subsidiaries have a formal committee for cooperation between management and workers on health and safety issues.

All employees have the right to interrupt their work if they consider the situation to be too dangerous. In addition, it is each employee's responsibility to follow instructions and identify risks to minimise workplace accidents. Lindab aimed to have all companies within the Group conduct risk assessments for all machines by 2023. The process took longer than expected, and only 49 percent of the machines have been assessed. The remaining machines are scheduled for assessment in 2024. New companies are required to assess their machines within two years.



	2023		2022	
	Number	Frequency	Number	Frequency
Number of incidents reported	7,755	-	8,702	-
Work-related accidents resulting in death	0	0	0	0
High-consequence work-related accidents (excluding fatalities)	0	0	0	0
Recorded workplace accidents with medical treatment NLTA (No Lost Time Accident) + LTA (Lost Time Accident)	121	13.6	114	13.2
Work-related lost work time accidents, number = LTA (Lost Time Accident), frequency = LTIF (Lost Time Injury Frequency Rate)	80	9	58	6.8
Number of hours worked	8,878,126	-	8,665,559	-

Lindab has an ongoing investment program where several improvements have been made in production to increase safety. Old machines have been replaced and dangerous tasks, and repetitive work have been automated. Lindab works with continuous information campaigns to increase awareness and knowledge among employees. Read more about examples of investments on page 38. All new employees receive a general introduction and safety briefing, as well as additional training related to their specific tasks. When processes change, new training sessions are held with all those concerned. Training is documented to enable follow-up. 2,835 employees were trained in health and safety during the year, of which 410 were new recruits.

Lindab works to strengthen the conditions for health from three perspectives: promote, prevent and remedy/rehabilitate. Health care is offered to employees to inspire them to maintain, change and/or improve their personal health, to show the importance of balance in life and to underscore the employee’s own responsibility for their health. Each subsidiary is responsible for providing wellness services to its employees. In Sweden, where Lindab has the largest number of employees, Lindab is working with Falck. They provide sickness notification and counselling services by trained health professionals. In addition, permanent employees and fixed-term employment for at least 6 months are offered a fitness allowance. If harm has already occurred, a rehabilitation plan is drawn up and adapted to each case.

**Working hours**

Reasonable workloads and good working hours promote both physical and mental health, create work-life balance, increase work engagement and reduce the risk of fatigue and sick leave. A healthy working environment not only benefits employees but also contributes to increased productivity and the long-term success of the company.

70 percent of respondents to the 2023 Lindab Pulse Survey indicated that they feel satisfied with their workload.

**Fair wages and equal pay for work of equal value**

Lindab values employees by ensuring fair and equal pay. It should be a balanced and respectful working environment where each individual feels fairly rewarded for their commitment and performance. Staff costs are recognised in Note 6 on page 105. Lindab does not currently compile pay differences at Group level. A remuneration report comparing the CEO’s salary development with that of the employees is prepared and presented at the Annual General Meeting.

**Social dialogue, collective bargaining agreements and freedom of association**

Lindab strives to create a working environment characterised by an open atmosphere where every individual feels welcome and encouraged to share their ideas and opinions. In the 2023 Lindab Pulse Survey, 76 percent stated that they feel safe to share their opinions and that their department is characterised by trust and openness.

About 45 percent of employees are covered by collective bargaining agreements. Conditions for employees not covered by collective bargaining agreement are determined by local legislation and formulated in the employment contract. Information on significant organisational changes is usually communicated in good time to representatives or directly to the employee whose employment is significantly affected. Lindab complies with local legislation and/or collective bargaining agreements.

Employees with collective bargaining agreements, %		Employees with collective bargaining agreements, %	
Country		Country	
Belgium	100	Latvia	0
Czech Republic	0	Netherlands	0
Denmark	57	Norway	76
Estonia	0	Poland	0
Finland	100	Romania	100
France	29	Slovakia	0
Germany	0	Sweden	100
Hungary	0	Switzerland	0
Ireland	0	UK	0
Italy	100	USA	0

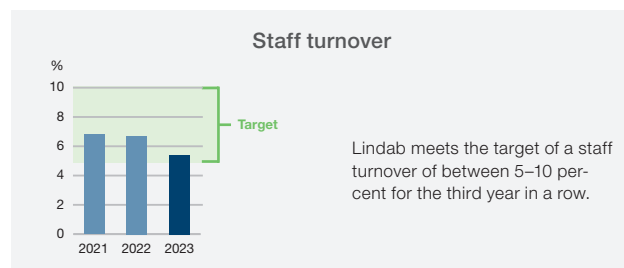
At Lindab, all employees have the right to freedom of association and the power to negotiate freely with the employer. As legislation on trade union independence varies between countries, the method of managing freedom of association and union negotiations may differ. Lindab respects the right of every employee to form and join a trade union to represent their employment interests, organise themselves and participate in collective or individual bargaining. It also includes the right to refrain from joining a trade union. Lindab strives to maintain good relations with trade union organisations. The percentage of employees who are members of independent trade unions is not complied at Group level.

**Work-life balance**

Work-life balance is crucial for employees' well-being. All Lindab employees are entitled to family-related leave. The reporting of employees taking leave due to family reasons is not currently compiled at Group level.

**Staff turnover**

When employees leave Lindab, we want them to leave satisfied and aware of the impact they have had on the company. In cases where the employee chooses to submit their resignation, it is crucial for Lindab to understand the reasons for their dismissal, therefore exit interviews are held to identify areas of improvement within the business. If Lindab is forced to terminate an employment contract, it makes every effort to offer fair and contractual severance packages.



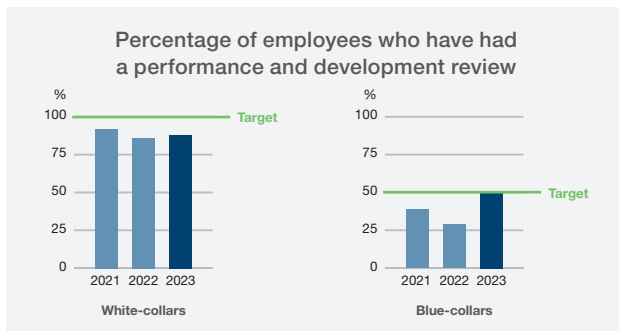
Staff turnover	2023	2022	2021
Retirement	5	17	51
Termination	89	98	244
Voluntary	267	296	170
<b>Total</b>	<b>361</b>	<b>411</b>	<b>465</b>
Staff turnover, %	7.4	9.3	14.4
Staff turnover, voluntary, %	5.4	6.7	6.8

## Equal treatment and opportunities for all

### Training and skill development

Lindab strives to offer every employee the opportunity to develop to their full potential. White-collar employees are offered annual performance and development reviews. For blue-collar employees, performance and development reviews are offered every two years. 88 percent of white-collar employees and 51 percent of blue-collar employees had performance and development reviews during 2023. Training and career development is an important part of these reviews, where needs are identified based on the wishes of the individual and the company. All new employees are offered introductory training and have a personal introduction plan. Lindab offers summer jobs in offices and industrial plants, which is a good and important base for Lindab's supply of skilled employees, while offering young people work experience.

Some companies within the Group conduct annual performance and development reviews with all employees. More precise measurement methods need to be implemented to ensure that all workers have the opportunity for such reviews.



### Percentage of employees who have had a performance and development review, %

	2023	2022	2021
White-collar	88	86	92
Blue-collar	51	29	39

Lindab Academy and its courses have continued to be implemented in more parts of Lindab, the online platform now covers 20 companies and approximately 1,600 employees. The aim is for all countries and employees to have access to the platform's training. There are a total of 97 courses available, some of which are centralised and others local. The number of training programs in different categories is shown below.

Number of training programs by category		Number of training programs by category	
Health and safety	3	Ventilation	28
HR	22	Profile	12
Sustainability	3	Sales	5
Legal	3	IT tools	11
Production	3	General	4
Steel	3		

From 2024, employees will undergo annual training in Lindab's Code of Conduct. Most of the subsidiaries organise their own local training courses.

### Measures against violence and harassment in the workplace

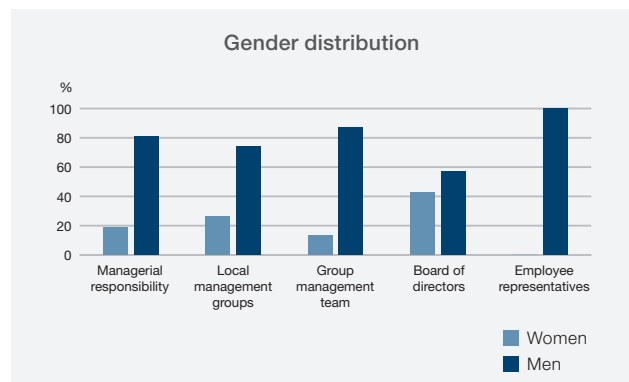
Lindab has zero tolerance for all forms of harassment and discrimination. The Code of Conduct and the Equal Treatment Policy set out how Lindab address these issues. Each company is responsible for prevention work. They are also responsible for

addressing the situations that arise. One of the cases reported through the whistleblowing system in 2023 may be linked to harassment but is under investigation.

The 2023 Lindab Pulse Survey included questions on discrimination, bullying and sexual harassment. Three percent said they had experienced discrimination in the last 12 months and 5 percent declined to answer the question. The same results emerged for the question on bullying. Just under one percent said they had been subjected to unwanted sexual attention, while two percent declined to answer. Lindab will focus more on measures to reduce the risk of discrimination, bullying and harassment.

### Diversity

Lindab strives to offer modern and flexible workplaces that are fair, safe and inclusive. Lindab aims to have the same percentage of women and men in senior management positions as in the company as a whole by 2030.



Gender distribution, %	2023		2022		2021	
	Women	Men	Women	Men	Women	Men
Group	22	78	22	78	21	79
Managerial responsibility	19	81	19	81	18	82
Local management groups	26	74	26	74	22	78
Group management team	13	87	13	87	11	89
Board of Directors, elected by the General Meeting	43	57	43	57	43	57
Board of Directors, employee representatives	0	100	0	100	0	100

Figures in the table above are partly based on Note 6. For the breakdown of women and men by country, see Note 6.

### Other work-related rights

Lindab has no operations of its own in high-risk countries according to the risk assessment applied to suppliers; see page 172. Lindab operates in countries where collective bargaining agreements are not permitted, but by applying the OECD Guidelines for Multinational Enterprises and the UN's Ten Guiding Principles in all our operations, we work for the rights of all employees. In the coming years, Lindab will evaluate all of its own operations in accordance with the requirements of Corporate Sustainability Due Diligence Directive, CSDDD, when the directive is established by the EU. During the year, zero human rights violations were reported in Lindab's own operations.

Read more about Lindab's whistleblowing system on page 174.

## Workers in the value chain

(ESRS: S2. GRI 204-1, 308-2, 403-7, 407-1, 408-1, 409-1, 411-1, 414-2)

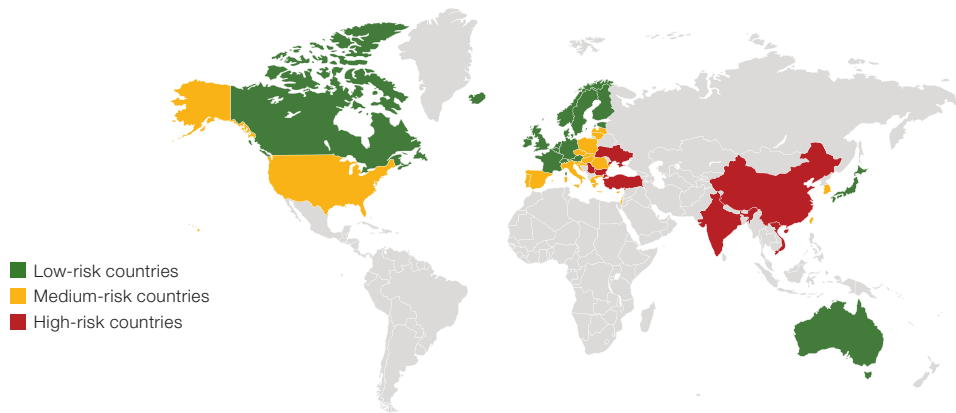
Lindab works to identify, prevent and mitigate potential or actual risks and impacts on human rights. The Code of Conduct is the basis for this work. In today's global economy, it is crucial to consider workers throughout the entire value chain. The further down the supply chain, the more challenging it becomes to influence and take responsibility.

Lindab prioritises decent working conditions, fair pay and a safe working environment. Lindab strives to ensure that no worker has to sacrifice their basic rights to maintain their function in the value chain. Lindab takes responsibility for preventing or mitigating any adverse human rights impacts related to

its operations, products, services or business relationships. Direct impact can primarily occur in the first steps of the value chain.

Selection of suppliers is an important issue for Lindab and all suppliers are expected to comply with Lindab's Supplier Code. The long term target is to source from democratic, low-risk countries within Europe. Lindab uses The Corruption Perceptions Index (CPI) and Human Freedom Index (HFI) to determine risk based on the supplier's geographical location. Going forward, industry type will be included in the risk classification to determine where a deeper analysis than first-tier suppliers is needed.

### Risk assessment of the countries where Lindab has suppliers.



Risk distribution for purchase volume, %	2023	2022
Low-risk countries	74	78
Medium-risk countries	23	19
High-risk countries	3	3
<b>Total</b>	<b>100</b>	<b>100</b>

Share of local purchases in relation to total sourcing volume, %	2023	2022
Local sourcing	92	88
Other sourcing	8	12
<b>Total</b>	<b>100</b>	<b>100</b>

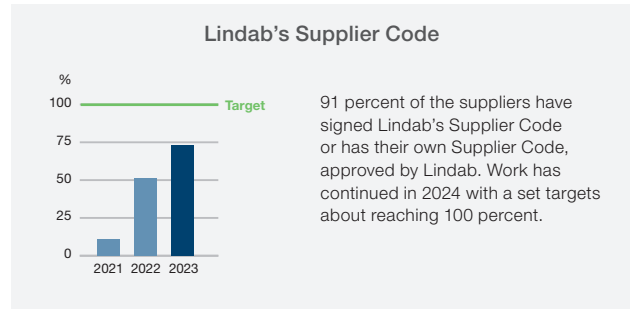
Local sourcing refers to purchases from suppliers in countries where Lindab has operations. Lindab's supplier evaluation method follows the due diligence process and consists of three steps: 1. Signing of the Lindab Supplier Code, 2. Self-assessment form and 3. On-site audit if the supplier is located in a high-risk country. The evaluation is adapted according to the risk classification of the supplier and the type of delivery. For suppliers in high-risk countries, all those with a purchase amount of at least EUR 25,000 are audited. For low and medium risk countries, the minimum is EUR 100,000. In addition, strategic suppliers are reviewed even if they have a lower sourcing value. In order to be classified as certified, the supplier must have passed all steps of the evaluation. As part of the evaluation, Lindab shares a corrective action plan to assist suppliers with information on how to improve their quality and sustainability work. No certified supplier has remaining significant risks.

The supplier program evaluates the work of suppliers in several areas:

- Health and safety
- Employment and working conditions including pay and working hours
- Social dialogue, freedom of association and negotiation
- Non-discrimination and fair treatment
- Forced labour
- Child labour
- Environment and climate
- Quality
- Business ethics
- Evaluation of own suppliers

The process of certifying suppliers is progressing more slowly than Lindab had hoped, especially in low and medium-risk countries. The targets to have 100 percent of suppliers<sup>1)</sup> sign the Code of Conduct by 2022 and to certify 100 percent of suppliers<sup>1)</sup> by 2023 were not met. This is partly due to newly acquired companies needing more time to implement Group-wide processes and a greater proportion of the total purchase volume falling within the requirements for certification. In 2024, the work to have all suppliers certified will be further intensified.

<sup>1)</sup> Suppliers in low and medium-risk countries representing purchases of more than KEUR 100 and suppliers in high risk countries representing purchases of at least KEUR 25 are covered.



#### Certified suppliers as a percentage of purchasing volume, %

	2023				2022			
	Low risk	Medium risk	High risk	Total	Low risk	Medium risk	High risk	Total
Suppliers who have adopted the Lindab Supplier Code or with a Code of Conduct approved by Lindab	95	76	98	<b>91</b>	89	76	84	<b>86</b>
Certified suppliers	79	57	42	<b>73</b>	55	36	26	<b>51</b>

85 percent of the total purchasing volume falls within the scope of supplier evaluation.

When incidents or problems in the value chain are detected, they are escalated to a committee that is responsible for deciding on direct actions and corrective measures. In 2023, 2 cases were processed and both were closed after new information was received or changes were made by the supplier. No incidents violating human rights have occurred to Lindab's knowledge. The on-site audit of the supplier who initially did not accept this was carried out in 2023 with favourable results.

Involving workers is important to get a better understanding of the working environment, and is also a natural part of on-site audits at suppliers. Employees, Lindab representatives and external stakeholders are encouraged to report any violations of the Code of Conduct and other policies, including human rights violations. Read more about Lindab's whistleblowing system on page 175.

Lindab emphasises the importance of complying with customs and export control laws to ensure responsible and legal international trade. Lindab's Trade Sanctions and Export Control Directive states that all companies and employees must comply with EU sanctions and refrain from doing business with persons or companies on sanctions lists. Special attention with due diligence requirements and approval from the President and CEO is required if business with selected countries is taking place.

#### Affected communities

Lindab's stakeholder analysis includes evaluating the perspective of communities. Lindab's operations are considered to have limited negative impact on surrounding communities and no negative impact has been reported in the last year.

Lindab products improve the indoor climate and have positive effects on society. Lindab encourages community investments that support the strategy, vision and core values while benefiting both our company and society. The focus on sustainable development is emphasised through initiatives aimed at children and young people. Lindab makes no contributions, directly or indirectly, to any candidate for public office, political parties or other political organisations, only to trade associations. In Sweden, Lindab has supported the non-profit sector for many years on

the Bjäre Peninsula, where Lindab's head office is located. Local associations in Båstad and Ängelholm municipalities have the opportunity to annually seek sponsorship money to develop their operations. Lindab has for example participated for several years in Grönvit Hållbarhet, a collaboration with the ice hockey club Rögle in Ängelholm. In 2023, Lindab also chose to sponsor the Engelholm volleyball club. The aim is to create meaningful activities that promote employment, movement and inclusion for both children and adults. In each country, Lindab supports charitable organisations and/or local businesses that offer activities for children and young people, read more on page 44. Some companies cooperate with local employment agencies to enable job training and offer work to people with disabilities. Lindab in Denmark and the UK offers employees a paid day off to engage in voluntary charity work.

#### Consumers and end-users

(GRI 403-7, 417-1, 418-1)

The safety of installers is taken into account by designing and manufacturing products that are easy to install, promoting a safer and more efficient working environment. Lindab products comply with relevant legal requirements and clear installation guides are provided to ensure safe and correct installation. This enables not only a safe workplace but also optimal performance for energy efficiency and a good indoor climate. No serious workplace accidents related to Lindab products have been reported during the year.

The available documentation includes, for example, operation and maintenance information, declarations according to CE marking requirements, Building Product Declarations and Environmental Product Declarations. The forthcoming update of the EU directive Ecodesign for Sustainable Product Regulation (ESPR) includes proposals for a digital product passport. This passport covers all stages of the value chain and will be continuously updated to follow the product throughout its life cycle. Relevant, accurate and transparent information is needed to meet both legal and market demands and to ensure the sustainable management of products.

Lindab carries out marketing campaigns and other communications for corporate customers and investors. Marketing is usually targeted at businesses and not at consumers. Lindab's Group Communication Policy sets communication standards and guides employees to ensure compliance with legal and ethical principles. In line with the Nordic Main Market Rule Book and the Swedish Companies Act, it exceeds the requirements of the Swedish Corporate Governance Code. Lindab's Communication Policy is approved by the Board and together with communication guidelines approved by the CEO, communication is well regulated. At the same time, in all types of communication activities there is a risk that claims may lack


evidence or transparency, leading to misleading or unreliable information such as exaggerated environmental or sustainability benefits of products (greenwashing) or unjustified health claims about the benefits of products. While marketing practices can drive societal problems, we believe this is less likely in the ventilation sector compared to other industries. Lindab endeavours to comply with Green Claim legislation and have transparent communication.

Lindab handles private customer data in accordance with current legislation and GDPR. The IS/IT and Data Protection Policy sets out how this will be handled. No incidents related to customer data occurred during the year.


# Governance information

**BUSINESS ETHICS IS A CORNERSTONE** of how Lindab operates and is based on values and commitments to all stakeholders. Business ethics strengthen Lindab's trademark and build trust with customers, partners and society at large.


**Links to the UN Sustainable Development Goals**



8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS

**Reference to reporting standards**  
ESRS: G1  
GRI: 205-1, 205-2, 205-3

**Governance**  
Code of Conduct, Supplier Code, Anti-Corruption Policy.

**Our focus areas**  
Business ethics are at the heart of all focus areas.

## Business ethics

(ESRS G1)

Lindab's Code of Conduct stipulates that business should be conducted in a fair and lawful manner.

### Corporate culture

At Lindab, we are proud of our corporate culture. Lindab has an open climate where every employee has the opportunity to develop and grow with the company. A clearly articulated Code of Conduct and well-defined values provide the basis for a sound corporate culture.

In 2023, a two-day digital leadership conference was organised to develop Lindab's corporate culture by highlighting, discussing and promoting good leadership. Read more about the leadership conference on page 44.

To measure how attractive Lindab is as an employer, regular pulse survey are carried out throughout the Group with the aim of finding opportunities for improvement within each group and department. For the fourth year in a row, over 90 percent of employees recommend Lindab as an employer, see page 168. Several Group companies are certified according to Great Place to Works global standard, which is a proof of quality. An open and inclusive culture together with strong leadership creates a work environment of continuous improvement that ensures future growth and profitability.

## Protection of whistleblowers

Lindab's long-term success depends on doing business in a fair and ethical way, which is clearly reflected in the Code of Conduct and other policies. Lindab encourages employees, Lindab representatives and external stakeholders to actively report all violations. Complaints can be submitted via Lindab's whistleblowing function which is available on the intranet and website.

The whistleblowing system, WhistleB, can be accessed from any device, increasing accessibility for employees. It enables anonymous reporting of problems and irregularities within the organisation, where such anonymity is allowed by local legislation. Annual reminders of the whistleblowing system are given to employees, and all new employees are informed at the beginning of their employment.

Only the persons in charge of the whistleblower system, the Group's General Counsel who is a member of the subsidiary's board and an external lawyer in each country, have access to messages received through the whistleblower channel. Their activities are logged and the handling is confidential. If necessary, experts can be included in the investigation; these people commit to confidentiality and only have access to relevant data. Policies and systems comply with applicable directives and local legislation, read more on page 59.

Lindab takes active responsibility for minimising the negative impact on human rights that may have been caused by our operations, products, services or business relationships. We endeavour to remedy, or cooperate in remedying, any such impact.

	2023	2022
Reports received	6	12
Reports that meet the whistleblower guidelines	1 (ongoing)	2
Reports leading to disciplinary action	0	1
Disciplinary action	0	employment cancelled

## Corruption and competition

(GRI 205-1, 205-2, 205-3)

Lindab has zero tolerance for corruption in any form and is strongly committed to fair competition. Lindab will not act in a way that may inappropriately affect the markets. The Anti-Corruption and Antitrust Policy has been communicated to all companies through an established routine. Local management teams are responsible for implementing the Anti-Corruption and Antitrust Policy in their organisations. Each company is responsible for how the policy is communicated to employees. Anti-Corruption and Antitrust will be part of Lindab’s new regular Code of Conduct training from 2024. All Lindab’s operations and employees must comply with applicable competition law when dealing with customers and suppliers in the value chain, as well as with competitors. Lindab’s market position should be taken into account. If Lindab has over 40 percent market share in a specific market. Suppliers are informed and trained in Anti-Corruption through Lindab’s supplier program.

According to Lindab’s risk assessment, the risk related to competition law violations is higher than corruption, due to our leading position in several markets. Lindab uses The Corruption Perceptions Index (CPI) to assess the risk of corruption in our various businesses. Lindab currently has operations in countries classified as low or medium risk. Due diligence is conducted with every new acquisition to ensure that there are no current or past issues with corruption or competition. The departments within Lindab where the risk of corruption can be considered to exist are purchasing and sales. Lindab conducts annual internal audits to review regulatory compliance.

No incidents related to corruption have occurred during the year. Any suspicions of corruption are investigated by internal employees who are independent of the suspicion. External parties are also involved. The administrative, management and supervisory bodies are informed in accordance with the applicable regulations.

## TCFD index

Table of contents of TCFD recommended disclosures		Page reference
<b>Governance</b> Organisational governance of climate-related risks and opportunities	a) The Board's oversight of climate-related risks and opportunities.	a) 58, 62–67, 143–144, 146–150
	b) The role of management in assessing and managing climate-related risks and opportunities.	b) 58, 62–67, 143–144, 146–150
<b>Strategy</b> Actual and potential impact of climate-related risks and opportunities on the organisation's operations, strategy and financial planning where such disclosures are material	a) Climate-related risks and opportunities that the organisation has identified in the short, medium and long term.	a) 62–67, 146–150, 166–167
	b) Impact of climate-related risks and opportunities on the organisation's operations, strategy and financial planning.	b) 10–11, 14–15, 146–150
	c) The resilience of the organisation's strategy taking into account different climate-related scenarios, including a 2°C or lower scenario.	c) 10–11, 14–15, 146–150, 154–167
<b>Risk management</b> The organisation's approach to identifying, assessing and managing climate-related risks	a) The company's processes for identifying and assessing climate-related risks.	a) 62–67, 146–150
	b) The organisation's processes for managing climate-related risks.	b) 62–67, 146–150, 166–167
	c) Processes to identify, assess and manage climate-related risks are integrated into the organisation's overall risk management.	c) 62–67, 146–150
<b>Measurement methods and targets</b> Metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is essential	a) The metrics the organisation uses to assess climate-related risks and opportunities in line with its strategy and risk management processes.	a) 146–150, 154–167
	b) Scope 1, Scope 2 and, where appropriate, Scope 3 greenhouse gas emissions and related risks.	b) 154–155
	c) The business objectives used by the organisation to address climate-related risks and opportunities and performance against these targets.	c) 146–150, 154–167



# GRI content index

Contact: Lindab Group Sustainability Manager

Statement of use	Lindab has reported in accordance with the GRI Standards for the period 1 January 2023 to 31 December 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector specific standard(s)	N/A

GRI standard/other source	Disclosure	Page reference	Omission		
			Requirement(s) omitted	Reason	Explanation
General disclosures					
<b>GRI 2: General Disclosures 2021</b>	<b>2-1</b> Organisational details	34–35, 20–21, 70, note 35, 130			
	<b>2-2</b> Entities included in the organisation's sustainability reporting	142			
	<b>2-3</b> Reporting period, frequency and contact point	19, 142–143			
	<b>2-4</b> Restatements of information	142			
	<b>2-5</b> External assurance	182			
	<b>2-6</b> Activities, value chain and other business relationships	2, 24–29, 151			
	<b>2-7</b> Employees	105	Lindab reports the average number of employees per country as well as changes in the number of employees adjusted for acquisitions and disposals. Other data points are missing.	Information unavailable/incomplete.	Will report this according to ESRS S1 requirements for the year 2024.
	<b>2-8</b> Workers who are not employees	—	All points.	Information unavailable/incomplete.	Will report this according to ESRS S1 requirements for the year 2024.
	<b>2-9</b> Governance structure and composition	49–59, 143–145			
	<b>2-10</b> Nomination and selection of the highest governance body	49–51			
	<b>2-11</b> Chair of the highest governance body	54–55			
	<b>2-12</b> Role of the highest governance body in overseeing the management of impacts	51–53, 143–145			
	<b>2-13</b> Delegation of responsibility for managing impacts	143, 145			
	<b>2-14</b> Role of the highest governance body in sustainability reporting	51–53, 143–145			
	<b>2-15</b> Conflict of interest	49–51, 54–55			
	<b>2-16</b> Communication of critical concerns	58–59, 62–67, 166–167			
	<b>2-17</b> Collective knowledge of the highest governance body	49–51			
	<b>2-18</b> Evaluation of the performance of the highest governance body	49–51			
	<b>2-19</b> Remuneration policies	51, 53, 61, 145			
	<b>2-20</b> Process to determine remuneration	51, 61			
	<b>2-21</b> Annual total compensation ratio	105	CEO information is reported at the Annual General Meeting. Information on Group level linked to other people's salaries is missing.	Information unavailable/incomplete.	Will report this according to ESRS S1 requirements for the year 2024.
	<b>2-22</b> Statement on sustainable development strategy	8–11, 52, 148–149			
	<b>2-23</b> Policy commitments	52, 144, 153			
	<b>2-24</b> Embedding Policy commitments	52, 144			
	<b>2-25</b> Processes to remediate negative impacts	143, 146–149, 152, 168–173, 176			

GRI standard/other source	Disclosure	Page reference	Non-compliance		
			Non-compliance with requirements	Reason	Explanation
	<b>2-26</b> Mechanisms for seeking advice and raising concerns	144, 175			
	<b>2-27</b> Compliance with laws and regulations	53			
	<b>2-28</b> Membership associations	31, 153			
	<b>2-29</b> Approach to stakeholder engagement	146, 152			
	<b>2-30</b> Collective bargaining agreements	170			
<b>Material topics</b>					
<b>GRI 3: Material topics for 2021</b>	<b>3-1</b> Process to determine material topics	146–150			
	<b>3-2</b> List of material topics	148–149			
<b>Human rights</b>					
<b>GRI 3: Material topics for 2021</b>	<b>3-3</b> Management of material topics	14–15, 39, 43–45, 149, 152–153, 168–173			
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	<b>407-1</b> Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	168–173			
<b>GRI 408: Child Labor 2016</b>	<b>408-1</b> Operations and suppliers at significant risk for incidents of child labour	168–173			
<b>GRI 409: Forced or Compulsory Labor 2016</b>	<b>409-1</b> Operations and suppliers at significant risk for incidents of forced or compulsory labour	168–173			
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	<b>411-1</b> Incidents of violations involving rights of indigenous peoples	168–173			
<b>Ethics and compliance</b>					
<b>GRI 3: Material topics for 2021</b>	<b>3-3</b> Management of material topics	53, 62–67, 149, 152			
<b>GRI 205: Anti-Corruption 2016</b>	<b>205-1</b> Operations assessed for risks related to corruption	176			
	<b>205-2</b> Communication and training in Anti-Corruption policies and procedures	144, 176	Documented training.	Information unavailable/incomplete.	In 2024, a training program will be launched for Lindab's Code of Conduct, which includes Anti-Corruption.
	<b>205-3</b> Confirmed incidents of corruption and actions taken	176			
<b>GRI 206: Anti-competitive Behaviour 2016</b>	<b>206-1</b> Legal actions for anti-competitive behaviour, Antitrust, and monopoly practices	176			
<b>Economic performance</b>					
<b>GRI 3: Material topics for 2021</b>	<b>3-3</b> Management of material topics	10–13, 49–52, 62–67, 152			
<b>GRI 201: Economic Performance 2016</b>	<b>201-1</b> Direct economic value generated and distributed	10–15, 70			
	<b>201-2</b> Financial implications and other risks and opportunities due to climate change	62–67	The cost of actions taken to address the risk or opportunity.	Information unavailable/incomplete.	Will report this according to ESRS E1 requirements for the year 2024.
<b>GRI 207: Tax 2019</b>	<b>207-1</b> Approach to tax	66			
	<b>207-2</b> Tax governance, control, and risk management	66			
	<b>207-4</b> Country-by-country reporting	66	The reporting is not official but is shared with relevant tax authorities.	Confidentiality constraints.	Taxes are reported according to applicable legislation.

GRI standard/other source	Disclosure	Page reference	Non-compliance		
			Non-compliance with requirements	Reason	Explanation
<b>Focus area 1: Increase awareness of healthy indoor air</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	14, 31, 62–67, 152			
Lindab	Increase awareness of healthy indoor air	14, 31, 173			
<b>Focus area 2: Drive standardisation and legislation</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	14, 31, 152–153			
Lindab	Presence in associations and forums	31, 153			
<b>Focus area 3: Sustainable and energy-efficient solutions</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	14–15, 24–30, 33, 148, 152			
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	24–33, 166–167			
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	173–174			
Lindab	Environmental Product Declarations	31, 33			
<b>Focus area 4: Digital tools and technologies to optimise usage</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	14–15, 62–67, 144, 152			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	174			
Lindab	Digitalise sustainability information	14–15, 33			
<b>Focus area 5: Circular economy with a high degree of reuse</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	14–15, 32, 148, 152			
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	32, 159–160			
<b>Focus area 6: Sustainable sourcing</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	13, 14–15, 39, 142, 149, 152, 172–173			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	172–173			
Lindab	Share of suppliers that have been evaluated and reviewed based on environmental and social criteria	39, 172–173			
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	149, 172–173			
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	149, 172–173			
<b>Focus area 7: Sustainable production</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	13, 14–15, 40–41, 142, 148, 152, 154–160			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	159			
	301-2 Recycled input materials used	159	Lindab currently measures the recycled content in metals, but not for other types of material.	Information unavailable/incomplete.	Metals are the most common material in production. Reporting will be adapted to ESRs E5 requirements for the year 2024.

GRI standard/other source	Disclosure	Page reference	Non-compliance		
			Non-compliance with requirements	Reason	Explanation
GRI 302: Energy 2016	<b>302-1</b> Energy consumption within the organisation	41, 156–157			
	<b>302-2</b> Energy consumption outside of the organisation	41, 154–157			
	<b>302-3</b> Energy intensity	41, 156–157			
	<b>302-4</b> Reduction of energy consumption	41, 156–157			
GRI 304: Biodiversity 2016	<b>304-1</b> Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	158–159			
GRI 305: Emissions 2016	<b>305-1</b> Direct (Scope 1) GHG emissions	41, 154–155			
	<b>305-2</b> Energy indirect (Scope 2) GHG emissions	41, 154–155			
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	41, 154–155			
	<b>305-4</b> GHG emissions intensity	41, 154–155			
	<b>305-5</b> Reduction of GHG emissions	41, 154–155			
GRI 306: Waste management 2020	<b>306-1</b> Waste generation and significant waste-related impacts	40, 160			
	<b>306-2</b> Management of significant waste-related impacts	160			
	<b>306-3</b> Waste generated	142, 160			
	<b>306-4</b> Waste diverted from disposal	160			
	<b>306-5</b> Waste directed to disposal	160			
Lindab	Significant spills	160			
<b>Focus area 8: Sustainable transportation</b>					
GRI 3: Material topics for 2021	<b>3-3</b> Management of material topics	13–15, 40–41, 142, 148, 152, 157–158			
Lindab	Forklifts	157–158			
Lindab	Company cars	157–158			
Lindab	Environmental requirements for transport	157–158			
Lindab	Own transport	157–158			
Lindab	External transport	157–158			
<b>Focus area 9: Attractive employer</b>					
GRI 3: Material topics for 2021	<b>3-3</b> Management of material topics	13–15, 42–45, 142, 149, 152, 168–171			
GRI 401: Employment 2016	<b>401-1</b> New employee hires and employee turnover	45, 168–171	Lindab reports staff turnover for female and male employees. Staff turnover per age group is missing.	Information unavailable/incomplete.	Will report this according to ESRS S1 requirements for the year 2024.
	<b>401-3</b> Parental leave	170	All points.	Information unavailable/incomplete.	Will report this according to ESRS S1 requirements for the year 2024.
GRI 402: Labour/ Management Relations 2016	<b>402-1</b> Minimum notice periods regarding operational changes	170			
GRI 403: Occupational Health and Safety 2018	<b>403-1</b> Occupational health and safety management system	169–170			

GRI standard/other source	Disclosure	Page reference	Non-compliance		
			Non-compliance with requirements	Reason	Explanation
GRI 404: Training and Education 2016	403-2 Hazard identification, risk assessment, and incident investigation	43, 169–170			
	403-3 Occupational health services	169–170			
	403-4 Worker participation, consultation, and communication on occupational health and safety	169–170			
	403-5 Worker training on occupational health and safety	169–170			
	403-6 Promotion of worker health	169–170			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	169–170			
	403-9 Work-related injuries	43, 45, 169–170	Segregated result between employed and hired staff.	Information unavailable/incomplete.	Will report this according to ESRS S1 requirements for the year 2024.
Lindab	Competence development	165–170			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	45, 105, 171			
	405-2 Ratio of basic salary and remuneration of women to men	—	All points.	Information unavailable/incomplete.	Will report this according to ESRS S1 requirements for the year 2024.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	171, 175			
Lindab	Motivated employees	45, 168			
<b>Focus area 10: Community involvement</b>					
GRI 3: Material topics for 2021	3-3 Management of material topics	14–15, 44, 173			
Lindab	Community involvement	173			

# Auditor's report on the statutory Sustainability Report

To the Annual General Meeting of Lindab International AB (publ), corporate identification number 556606-5446

## Engagement and responsibility

It is the Board of Directors that is responsible for the statutory sustainability report for 2023 and that it has been prepared in accordance with the Annual Accounts Act. The company have defined the statutory sustainability reports extent on page 182.

## 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.

Gothenburg, 24 March, 2024

Deloitte AB

*Harald Jagner*

Authorised Public Accountant

## Page index for Lindab's Sustainability Report in accordance with the Annual Accounts Act (1995:1554)

Topic	Policy (incl. review procedures)	Policy result	Risks and risk management	Result indicators
Environmental issues	143–144	41, 154–160	62–67, 148–149	13, 41, 154–160
Employees	143–144	43–45, 168–171	62–67, 148–149	13, 43–45, 168–171
Social conditions	143–144	41, 43, 168–173	62–67, 148–149	13, 43, 168–173
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For a description of Lindab's business model, see page 24–25 and 70.

# Annual General Meeting

## 2024 Annual General Meeting

The Annual General Meeting 2024 of Lindab International AB (publ) will be held on Tuesday, 14 May, 2024 at 3 p.m. at the Lindab Experience Center in Grevie, Båstad Municipality.

## Registration

Shareholders wishing to attend the Annual General Meeting must be registered in the register of shareholders maintained by Euroclear Sweden AB no later than Friday, 3 May 2024, and must notify Lindab International AB (publ) of their intention to attend the Meeting no later than Tuesday, 7 May 2024.

## Shareholders can register in one of the following ways:

- via the website, [www.lindabgroup.com](http://www.lindabgroup.com)
- by calling Lindab on +46 431-850 00, or
- by post to Lindab International AB (publ), "Annual General Meeting", SE-269 82 Båstad, Sweden

Shareholders wishing to participate in the Meeting by postal voting must (a) be entered in the share register maintained by Euroclear Sweden AB no later than Friday, 3 May 2024, and (b) have registered by casting their postal votes in the manner specified in the notice to attend Annual General Meeting.

In order to attend the Meeting and exercise their voting rights, shareholders with nominee-registered shares through a bank or other nominee must request temporary registration under their own name in the share register maintained by Euroclear Sweden AB. Such registration must be completed at Euroclear Sweden AB no later than Friday, 3 May 2024. Shareholders must notify their bank or other trustee well in advance of this date. Only voting rights registration requested by shareholders in sufficient time for their nominee to have completed the registration by Tuesday, 7 May 2024, will be taken into account in the production of the share register.

Shareholders registering their postal votes through a proxy must issue a written, dated power of attorney for that proxy. A proxy form is available on the company's website, [lindabgroup.com](http://lindabgroup.com). A power of attorney issued by a legal entity must be accompanied by a copy of the certificate of registration for that legal entity.

## Reports

Reports are available in digital format and can be downloaded from our website, [lindabgroup.com](http://lindabgroup.com).

## Nomination Committee

The Nomination Committee proposes the election of Board members, auditors, a chairman for the Annual General Meeting, Board fees and the composition of the Nomination Committee ahead of the 2025 Annual General Meeting.

## Ahead of the 2024 Annual General Meeting, the Nomination Committee consists of:

- Henrik Didner, Didner & Gerge Fonder, Chairman of the Nomination Committee.
- Thomas Ehlin, Fjärde AP-fonden
- Martin Nilsson, Första AP-fonden
- Peter Nilsson, Chairman of the Board of Lindab International AB (publ)

## Financial reports during the 2024 financial year

Interim Report January–March, Q1	3 May 2024
Interim Report January–June, Q2	19 July 2024
Interim Report January–September, Q3	24 October 2024
Full-year report January–December, Q4	February 2025
Annual Report 2024	March/April 2025



Most of us spend the majority of our time indoors. Indoor climate is crucial to how we feel, how productive we are and if we stay healthy.

We at Lindab have therefore made it our most important objective to contribute to an indoor climate that improves people's lives. We do this by developing energy-efficient ventilation solutions and durable building products. We also aim to contribute to a better climate for our planet by working in a way that is sustainable for both people and the environment.

[Lindab | For a better climate](#)