

BEIJER REF

**Beijer Ref's
annual report and
sustainability report 2024**

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Beijer Ref AB is a public company with corporate identity number 556040-8113 and its registered office is in Malmö, Sweden. All amounts are expressed in Swedish kronor with the abbreviation 'SEK', for thousands of SEK 'TSEK' and for millions of SEK 'SEK M'. Figures in brackets refer to 2023 unless otherwise stated.

Totals in tables and calculations do not always add up due to rounding differences. The aim is for each sub-line to correspond to its original source and therefore rounding differences may occur. Data on markets and the competitive situation are Beijer Ref's own assessments unless another source is specified. This report contains forward-looking information based on Beijer Ref's analyses and assessments made at the beginning of 2025. Even if the company's management believes that the expectations set out in such forward-looking information are reasonable, no guarantee can be given that these expectations will prove to be correct. The company's formal annual report covers pages 62-116. The sustainability report covers pp. 36-52 and 121-145, as well as information on pp. 14-16, 20, 25-26, 63, 70-71.

This annual report and sustainability report are published on the company's website (www.beijerref.com). Printed copies are sent to shareholders and other stakeholders upon request from Beijer Ref.

The art of achieving the perfect temperature

By meeting its customers' needs with global expertise in temperature control, Beijer Ref has emerged as a leading player in refrigeration technology and HVAC solutions. With an extensive network of over 150 subsidiaries in 45 countries, Beijer Ref offers a wide range of products in commercial and industrial refrigeration, heating and air conditioning. The Group has always operated under a decentralised organisational model, and its strong focus on long-term relationships with partners, suppliers and customers has been crucial to its success in creating value for all stakeholders.

Vision

Sustainable Temperature Control for All

Mission

Striving to always be the preferred provider of sustainable refrigeration and HVAC solutions. Making customers' life easier by offering a broad assortment of the right products at the right time, together with excellent customer service through our skilled and engaged employees.

Our values

Committed • United • Engaged • Straightforward

SEK 35.7 billion

in revenue with an EBITA margin of 10.6%

500+ branches

spread across 45 countries and five continents

11%

sales increase

11%*

EBITA improvement

6,500+

employees in Europe, North America, Africa and APAC

200,000+

customers with a broad and diverse product portfolio

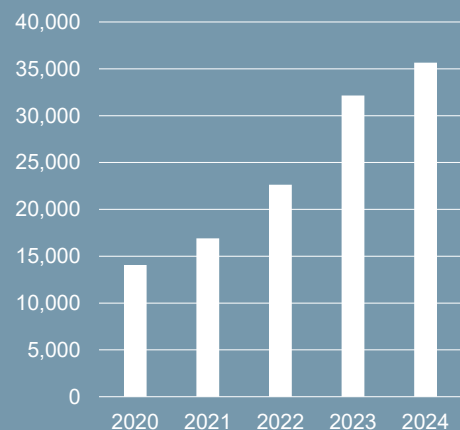
2%

organic growth

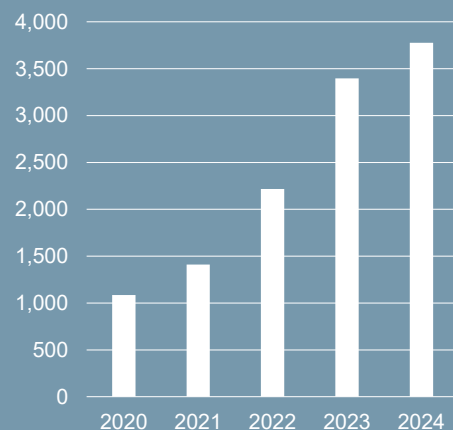
1%**

increase in earnings per share, excluding items affecting comparability

Net sales, SEK M



EBITA*, SEK M



Key figures

	2024	2023
Net sales, SEK M	35,662	32,150
Organic growth, %	1.9	1.4
EBITA, excluding items affecting comparability, SEK M	3,776	3,398
EBITA margin, excluding items affecting comparability, %	10.6	10.6
Net profit, excluding items affecting comparability, SEK M	2,259	2,136
Earnings per share, excluding items affecting comparability, SEK ¹	4.39	4.33
Dividend per share, SEK	1.40	1.30
Purchase price per share, SEK	163	135

¹ Before and after dilution. The average number of shares outstanding has increased to 506,858,226 (486,922,447). The average number of shares outstanding in 2023 was affected by the rights issue finalised in March 2023.

* Excluding items affecting comparability

** The average number of shares outstanding has increased to 506,858,226 (486,922,447). The average number of shares outstanding in 2023 was affected by the rights issue finalised in March 2023. Adjusted for items affecting comparability and calculated using the same average number of shares outstanding for both periods, the change in earnings per share amounts to 6 per cent.

Significant events in 2024

- Five new companies have been integrated into the business, further strengthening Beijer Ref's position as a leading global player in HVAC and refrigeration technology.
- During the year, Young Supply, a North American distributor with a strong position in commercial refrigeration, was acquired. The company is an important complement to Beijer Ref's existing platform in North America.
- Beijer Ref signed an agreement to acquire the company Cool4U, which is a leading HVAC distributor in Hungary. The acquisition was completed after the balance sheet date and the company was consolidated as of January 3, 2025.
- Beijer Ref acquired GIA Group, one of Spain's largest air conditioning distributors with several strong brands of its own.
- Continued initiatives within sustainability, including enhanced energy efficiency measures and the promotion of more sustainable refrigerants. At Chillventa 2024, SCM Frigo and Fenagy unveiled a jointly developed CO₂ heat pump. Both companies also exhibited individual products: SCM Frigo introduced a new CO₂ condensing unit, while Fenagy showcased a new isobutan heat pump.
- The Group continued to develop well and Beijer Ref leaves behind a year with a good organic growth trend and a record-high operating cash flow.



“
Together, we have created growth, continued to develop our business and built a strong community within the group. With a solid business model and a clear focus on innovation, we are well equipped to take on the opportunities of the future.

Christopher Norbye, CEO Beijer Ref

Building on a solid foundation for sustainable and profitable growth

Dear Shareholders,

We leave behind us a good year with many strategically important achievements. Overall growth for 2024 amounted to 11 per cent, while maintaining good profitability. All operating segments – EMEA, APAC and North America – showed stable development and strengthened their respective market positions, driven by our local presence, good adaptability and close customer and partner relationships. This development has further underpinned our business model and consolidated our position as a leading global player in refrigeration technology and HVAC.

During the year, we continued our strategic expansion journey, adding five new companies to the group and consolidating our presence in several important key regions. All acquisitions have played a key role in broadening our offering, accelerating growth and creating new business opportunities in line with our long-term strategy. Among this year's acquisitions, I would like to make special mention of Young Supply in North America, which with its strong position in commercial refrigeration complements our existing operations in the region. The company operates in the Midwestern United States, including Michigan and Ohio, creating new opportunities for geographical expansion. Another significant acquisition is GIA Group, one of Spain's largest distributors of air conditioning, with several strong brands of its own.

We took proactive measures to optimise our inventory, resulting in a record operating cash flow of SEK 3,464 million. This strengthens our financial position and creates the conditions for continued investment in strategically important growth areas.

Sustainability continued to be a key focus area in 2024. Our OEM companies, SCM Frigo and Fenagy, launched several innovative products, including a joint CO₂-based heat pump specially designed

to meet market demand for energy-efficient and environmentally friendly solutions. SCM Frigo introduced a new CO₂ condensing unit, while Fenagy launched a heat pump based on isobutane. In parallel with this, Beijer Ref has initiated strategic partnerships with key players in North America to meet the region's rapid transition to more sustainable refrigeration systems, driven by stricter regulations and an increased focus on sustainability. The first products from these partnerships are expected to be launched in Q1 2025. By combining innovation with strategic partnerships, Beijer Ref is consolidating its position as an important force in the transition towards more environmentally adapted solutions. Our ambition is to continue to lead development, create sustainable value for both customers and society and actively support them in their transition to greener alternatives.

During the year, we took important steps in our digital development and ecommerce continued to show good growth. We have focused on streamlining the digital customer journey and accelerating the growth rate, resulting in a 16 per cent increase in sales compared with 2023. The continuous increase in online customers clearly shows that our digital investment is timely and makes us even more relevant in the market. Looking ahead, we have several exciting initiatives underway, in which we will further develop our digital platform and launch innovative features to further enhance the customer experience. Implementing new tools and AI solutions will play a central role in our work to meet the needs of the future.

We continued to refine our corporate culture with a focus on diversity, inclusion and employee engagement. Together, we are building a strong culture that encourages collaboration and innovation right across the organisation. A clear example of this was our third exchange programme, which took place in 2024. The program has promoted cohesion between our subsidiaries and enabled valuable exchange of knowledge. We have also seen a clear increase in the number of female managers, a result of our long-term efforts to build stronger networks for women in the industry.

In conclusion, I would like to thank the board for your trust, support and commitment, as well as all employees for your hard work and important contributions during the year. Together, we have created growth, continued to develop our business and built a strong community within the group. With a solid business model and a clear focus on innovation, we are well equipped to take on the opportunities of the future.

Christopher Norbye
CEO

A global leader in refrigeration and HVAC

Beijer Ref supplies customers on a global level with products within commercial and industrial refrigeration, heating and air conditioning. The Group is also an industry leader in the development and manufacture of sustainable refrigeration technology. The potential for sustainable growth is great as Beijer Ref helps customers to reduce their greenhouse gas emissions. Beijer Ref has 6,500+ employees in 45 countries. The head office is based in Malmö and the company is listed on Nasdaq Stockholm in the Large Cap segment.

Decentralised growth on a global scale

Beijer Ref is a global Group with 150+ subsidiaries in Europe, North America, Africa, Asia and Oceania. The Group's strategy is to grow through acquisitions and organic growth while broadening its product range. By consolidating the market, Beijer Ref can negotiate competitive Group-wide purchasing agreements from leading suppliers and brands. At the same time, it unlocks synergies in areas such as digitisation, logistics and the development of green technology.

Beijer Ref has a decentralised and entrepreneurial business model. Senior executives in the subsidiaries drive business development with freedom under responsibility for financial and non-financial goals. The head office acts as an important support to the subsidiaries that work close to the market.

Products and market

Beijer Ref's products primarily comprise refrigeration and air-conditioning units, heat pumps, components and spare parts found in various types of buildings. The end customer may, for example, be a restaurant or grocery store with refrigeration and freezing equipment or owners of homes and offices who need an air conditioning system. Orders range from complete system solutions to spare parts. The aftermarket accounts for a significant part of Beijer Ref's sales.


Most of the product range comes from leading suppliers such as Toshiba, Mitsubishi Heavy Industries and Gree. For a few years now, Beijer Ref has been investing in its own product development and manufacture of sustainable refrigeration units and heat pumps based on natural refrigerants. Sales are made either under the Beijer Ref name or under local brands. Distribution is preferably carried out through its own branch network or logistics centres located in each market.

Driving force for global climate change

The world needs to rapidly reduce emissions of greenhouse gases such as fluorinated gases and carbon dioxide. The market is undergoing a technological shift, with end customers converting to more environmentally friendly alternatives for regulatory and other reasons. One of the areas where Beijer Ref can make the greatest difference is through its own manufacture of sustainable products that replace older and less environmentally friendly systems. The Group's target is for 50 per cent of sales of its own manufactured products to be green products by the end of 2025, a target already achieved in 2024.

Beijer Ref has a strategy to influence the sustainability agenda, focusing on areas where the Group can make the most difference. The Group's own production of sustainable products takes place mainly in Denmark, Italy and Australia. From there, technical know-how is transferred to other subsidiaries in the Group.

Beijer Ref has also developed main centres for green technology based on propane (R290) in Sweden and ammonia in the Netherlands. The Group's training concept, Beijer Ref Academy, has been developed to spread knowledge about green technology to customers and suppliers.



The Group has a strategy to grow through acquisitions and organic growth while at the same time broadening its product range.

Beijer Ref's products are primarily targeted at the following product segments, with each segment representing a percentage of the company's net sales.



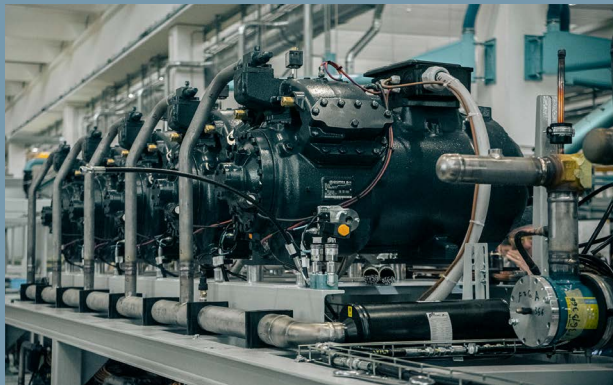
58%

Comfort cooling and heating (HVAC)



34%

Commercial and industrial refrigeration



8%

Original equipment manufacturing (OEM)

Comfort cooling and heating (HVAC) includes advanced solutions for climate control and ventilation in residential, office and retail environments. In heating, technological advances have driven the development of high-efficiency air-to-water heat pumps that are gradually replacing older oil- and gas-based systems.

Commercial and industrial refrigeration includes cooling systems for a wide range of applications, from retail, commercial kitchens and hotels to large facilities in the food processing, manufacturing and offshore sector. Beijer Ref offers a wide range of solutions ranging from central refrigeration systems to customised refrigeration and freezing solutions, designed to meet the high demands of energy efficiency and sustainability in both commercial and industrial environments. From small retail stores to large industrial complexes, these systems ensure optimal operation and are designed to deliver reliable cooling in demanding conditions.

OEM (Original Equipment Manufacturing) segment includes Beijer Ref's production of sustainable chillers and heat pumps based on natural refrigerants such as carbon dioxide (R744), ammonia (R717) and propane (R290). The company offers competitive solutions from standard products to customised systems, and the European F-gas regulation is driving growth in the segment.

End customer

The end customer can be, for example, a restaurant or grocery store with refrigeration and freezing equipment, or homes and offices that need an air conditioning system. The distribution and installation of refrigeration and air conditioning solutions is carried out by an installer who buys technology, refrigeration units and components from Beijer Ref. Orders can relate to both complete system solutions and spare parts. The aftermarket constitutes a significant part of Beijer Ref's sales.

Distribution and sales

Beijer Ref primarily distributes its products through its own branch network and via its own logistics centers located in each market. In addition, Beijer Ref owns six filling stations for refrigerants. Sales and distribution take place either under the Beijer Ref name or under local names.

As shown in the illustrations, Beijer Ref provides its customers with products for commercial and industrial refrigeration and air conditioning.

The illustrations show examples of some of the different environments where the products can be found: homes, offices, cafés, restaurants, restaurant kitchens with cold rooms, supermarkets, cooling of food transportation and district heating of buildings.

In addition to these examples, the products can be found in ice rinks, food, manufacturing and offshore industries, flower shops and hairdressers, hotels and hospitals, the fishing industry, slaughterhouses and a host of other environments - wherever temperature control is desirable in daily life.





Four external factors with particular impact on Beijer Ref

1

Need to reduce emissions of fluorinated gases

Greenhouse gas emissions need to be reduced rapidly to slow down climate change. Fluorinated gases from traditional refrigerants have a major impact on the climate. A great responsibility therefore rests from the industry to offer cooling and heating systems based on natural refrigerants such as carbon dioxide (R744), propane (R290) and isobutane (R600a). The market is in transition and Europe, especially the Nordic countries, is well ahead. Demand for natural refrigerants is increasing in non-European markets, partly driven by expected regulatory developments. An important milestone was reached in 2022 when the US adopted the Kigali Amendment to the Montreal Protocol.

Beijer Ref is a world leader in the development of sustainable cooling and heating technology based on natural refrigerants. The subsidiary SCM Frigo, based in Italy, is a pioneer in the design and manufacture of refrigeration technology based on carbon dioxide. Beijer Ref is the majority shareholder in the Danish company Fenagy, which is at the technological forefront in the production of industrial heat pumps based on natural refrigerants. Beijer Ref invests continuously to further develop the technology, increase production capacity and spread sustainable products through the global distribution network. Through the Beijer Ref Academy training concept, customers and suppliers are trained in the handling of natural refrigerants. As a leading global distributor, Beijer Ref also influences other suppliers' offerings.

2

Electrification and shift to energy-efficient heating

The pressure to reduce the use of fossil fuels is driving the electrification of society, while volatile energy prices are increasing the demand for energy-efficient solutions. For cooling and heating buildings, HVAC products, in particular heat pumps, have a particularly strong potential to reduce dependence on oil and gas. The transition is underway in both residential and commercial buildings, which require smart, environmentally adapted HVAC systems. Increased electricity production through renewable energy combined with regulatory requirements are contributing to end customers replacing old heating systems. In Europe, the transition needs are particularly great in the UK, Benelux and France, while the US is moving in the same direction.

With the help of the market's widest distribution network, Beijer Ref offers energy-efficient HVAC solutions for all types of properties. Since the Group anticipated the technological shift towards increased electrification at an early stage, we have worked proactively to influence the supply chain's range in order to be able to offer energy-efficient HVAC units based on electricity. Beijer Ref's growth has increased the conditions for setting requirements in the supply chain, which strengthens the Group's role in phasing out climate-impacting heating and cooling technology. In 2024, Fenagy and SCM Frigo launched a jointly developed carbon dioxide-based heat pump aimed at commercial properties.

3

Air conditioning is more in demand in warmer climates

A warmer climate with recurring heat waves is driving increased demand in the air conditioning segment. Installation of heat pumps and air conditioning in the home is becoming more common, especially in Europe where only about 19 per cent of homes have air conditioning compared to 90 per cent in the United States, according to International Energy Agency (IEA) estimates. The growing middle class in warmer continents such as Asia and Africa is increasingly demanding comfort cooling, which most studies show is directly linked to improved quality of life. Longer and more intense heat waves mean that HVAC systems are used at high capacity for longer periods, resulting in increased maintenance and repair needs.

Beijer Ref creates availability with energy-efficient HVAC systems at competitive prices through long-term partnerships with leading suppliers and broad market presence and distribution. The Group is proactive in anticipating market demand and maintains a continuous dialogue with suppliers about future delivery needs in order to counteract any delivery disruptions. By prioritising high availability and delivery reliability, Beijer Ref strives to be the customers' first choice regardless of whether HVAC systems are to be newly installed, maintained or repaired.

4

Digitisation of a traditional industry

Distribution of HVAC and refrigeration systems is a traditional industry largely characterised by local distributors and close customer contacts. For installers, the visit to the store is often a social contact point as part of the work. E-commerce has not yet had a broad impact, which can be explained by the fact that the introduction of online stores has lagged behind. However, digitised buying processes create opportunities for customers to streamline their working day. As orders are often complex with a high price tag, e-commerce is expected to function as a complement rather than a competitor to physical stores.

In recent years, Beijer Ref has carried out a digital transformation by consolidating business support systems, cataloging product master data and developing a central platform for e-commerce. An increasing number of subsidiaries are introducing e-commerce stores, based on the Group's platform, as a complement to physical stores. The focus in the development of the e-commerce platform is on developing AI-based tools that deepen the customer relationship and create new business opportunities, for example through automated suggestions. E-commerce within the group has seen double-digit growth for several years in a row and many orders are placed early in the morning or late at night.



Flexible business provides stability in a changing market

The market

Beijer Ref's market is global and growing as a result of increased prosperity, demand for environmentally adapted products and ongoing electrification. The Group's strength lies in the fact that it stands on several legs - commercial and industrial refrigeration, HVAC and own manufactured production - which makes the business less dependent on the economic climate.

In commercial refrigeration, the market is relatively insensitive to the economic cycle as it is largely tied to the food sector and aftermarket. At the same time, new installations are driven by the need for end customers to phase out fluorinated gases. In HVAC, there is an underlying demand for new installations due to regulatory requirements that mean that end customers need to switch to energy-efficient solutions with low climate impact. Sales are strengthened in periods of high and low temperatures when demand for HVAC products increases.

In both the refrigeration segment and HVAC, the market is fragmented with several prominent manufacturers who mainly sell their products through distributors. Beijer Ref is acting to consolidate the distribution and wholesale stage, which consists of a number of players who usually operate locally or regionally.



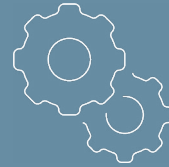
Acquisitions

An important part of the Group's strategy is to grow through acquisitions and Beijer Ref works actively to consolidate the market.



Sustainability framework

Based on the UN Sustainable Development Goals, the Group has created a sustainability framework that subsidiaries implement at local level.



Own production

Beijer Ref invests in its own manufactured products (OEM) with an explicit environmental focus. The goal is for 50 per cent of sales in OEM to be green by 2025.



Digitalisation

A variety of digitisation projects are underway with the aim of creating new business opportunities, higher delivery quality and cost savings.



The supply chain

Procurement and price negotiation are structured at both central and local levels to achieve synergies and a favorable price level.

A business model that creates added value

Business model

Beijer Ref's business model is based on negotiating Group-wide purchasing agreements for refrigeration, heating and air conditioning solutions from leading suppliers and brands. The added value that Beijer Ref provides in the value chain from manufacturer to customer is purchasing, warehousing, distribution, technical support and customization through design and manufacturing. In addition, Beijer Ref sells everything from components and spare parts to entire systems. The Group also offers its own brands within HVAC and commercial refrigeration and manufactures its own environmentally adapted cooling and heating systems that are at the forefront of technology.

Customers

Beijer Ref's main business is to sell to other companies that sell cooling and heating solutions to end customers in connection with installation and maintenance. The majority of sales are to the after-market and the remainder comprise new installations. The customer structure is fragmented. Many small operators are building up a larger customer base consisting of installers, service companies and construction companies. Added value is created by Beijer Ref having a close and frequent dialog with customers in order to have good insight into the needs that govern market development.

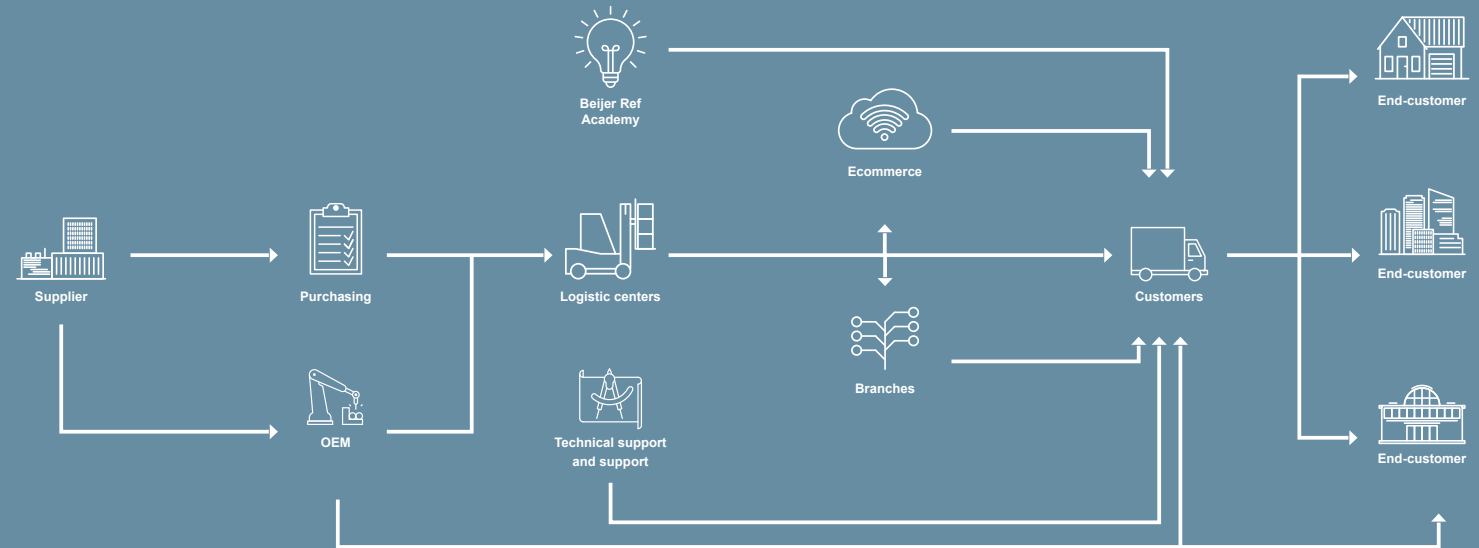
Beijer Ref does not sell directly to end customers as installations require professional knowledge. However, as trade is gradually launched on digital channels, also towards the consumer target group, certain sales patterns may take on new forms in the future.

Design and technical support

Beijer Ref does the groundwork before the installer takes over. Product specifications are always available and the company offers regular training on new products. In addition to the wholesale business, the Group also manufactures and sells chillers and heat pumps based on natural refrigerants. This includes designing entire systems, which includes calculations of capacity and adaptations required by the end customer as the installations are often unique.

Delivery

Beijer Ref's products are mainly sold through the Group's 500+ branches in 45 countries. Some sales are made directly from the Group's logistics centers and production facilities.



The value that Beijer Ref adds in the value chain from manufacturer to customer is purchasing, warehousing, distribution, technical support and customisation through design and manufacturing. The fact that the Group also manufactures its own sustainable refrigeration systems is of great importance in developing the customer offering.

Beijer Ref's main business is to sell to other companies. With the gradual launch of trading in digital channels, including to the consumer target group, certain sales patterns may take on new forms in the future.

Central support creates added value for subsidiaries and customers

Beijer Ref is working to strengthen its position as a global player. The Group operates six focus areas to create added value for the subsidiaries and their customers. This lays the foundation for continued profitable growth.

Consolidation through acquisitions

Beijer Ref's strategy is to consolidate the market to increase synergies in areas such as purchasing, logistics, sales, digitalisation and sustainability. An important part of the Group's strategy is therefore to grow through acquisitions. Acquisition growth aims to increase the reach in new markets, strengthen the position in existing markets and broaden the product range. Since the beginning of the 2000s, Beijer Ref has made approximately sixty acquisitions in Europe, North America, Africa, Asia and Oceania. A worldwide network of branches combined with a broad product range provides good reach and proximity to customers. Beijer Ref has a decentralised business model where the subsidiaries operate with freedom under responsibility for financial and non-financial targets.

Streamlining the supply chain

Procurement and price negotiations are structured at central and local level. Having grown into a leading global Group, Beijer Ref is now in a good position to deepen its relationships with strategic suppliers within each product area and price segment. This increases the conditions for price negotiations and further development of own brands. Beijer Ref has both a local and regional strategy for warehousing and distribution. The Group has around 40 logistics centers and 500+ branches that specialise in efficient product delivery, which provides rapid access to service, maintenance and repair.

Sustainability with focus on own production

Beijer Ref works strategically with sustainability and is based on the UN's global goals. The Group has created a sustainability framework that the subsidiaries implement at local level. In addition, Beijer Ref has identified that one of the areas where the Group can make the greatest difference is through increased sales of its own environmentally adapted products that replace older systems in commercial refrigeration and HVAC. Beijer Ref invests continuously in the development of its own manufactured products based on natural refrigerants with low GWP (Global Warming Potential) values. Sales of environmentally adapted products are driven through the Group's global distribution network.

Training for the transition to green technology

Through Beijer Ref Academy, the Group offers customers and other stakeholders training in cooling and heating technology based on natural refrigerants. The training focuses on installation, operation and maintenance to optimise performance and avoid losses in the systems. Training in the latest technical solutions creates loyalty to customers while driving sales of more sustainable products. Demand for training in refrigeration and heating technology based on natural refrigerants is high. Beijer Ref Academy is expanding every year and is currently available in Italy, UK, France, Sweden and Australia.

Digitalisation for new business opportunities

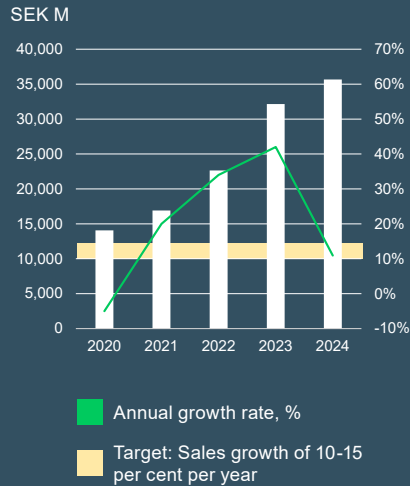
In recent years, Beijer Ref has carried out a digital transformation with the aim of streamlining processes and developing sales on digital channels. By consolidating business support systems, the Group supports the subsidiaries in streamlining delivery quality and reducing costs. The Group has also developed a global master data platform that collects systematically cataloged product data. Ensuring accurate and up-to-date information on the entire product portfolio creates new opportunities to drive development projects in efficiency, digital tools and AI. A major focus is on continuously developing the ecommerce platform, enabling subsidiaries to use it under their own brands to create new business opportunities and strengthen customer relationships.

HR support that promotes responsible business

Beijer Ref's organisation is decentralised with many subsidiaries that work with freedom under responsibility. At the same time, the Group is characterised by a strong corporate culture based on entrepreneurship and a passion for responsible business and local social responsibility. The Group's HR support plays an important role in running networks, training and internal communication that creates a working environment that promotes development, inclusion and business ethics. Beijer Ref's four core values - Committed, United, Engaged, Straightforward - show the way employees should act when representing the Group.

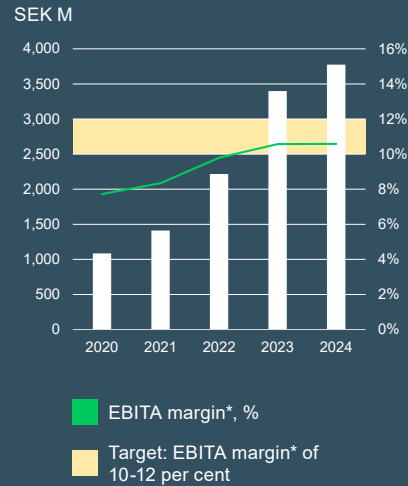


As part of the company's strategy, Beijer Ref has set financial targets and their fulfilment criteria



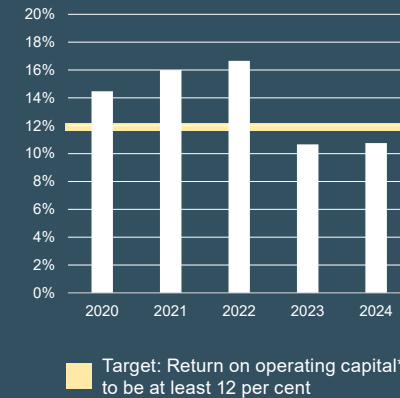
Growth target

Beijer Ref's target is to achieve sales growth of 10-15 per cent per year. In 2024, growth was 11 per cent (42), of which 2 per cent was organic growth (1). The annual growth rate, excluding exchange rate effects, for the past five years amounted to 18 per cent.



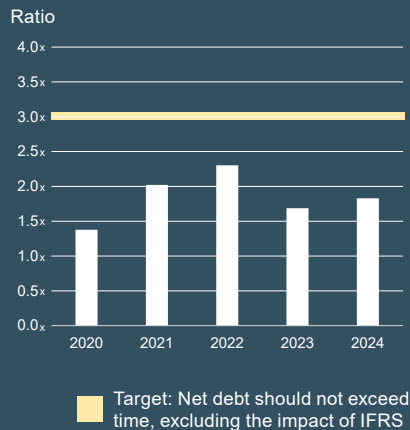
Profitability

The EBITA margin* should be 10-12 per cent per year. In 2024, the EBITA margin* was 10.6 per cent (10.6).



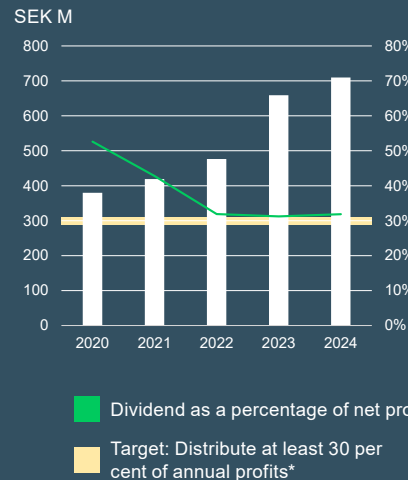
Capital efficiency

The return on operating capital* must be at least 12 per cent. This provides the operations with stability and preparedness for any changes in the operating environment. Over the past five years, Beijer Ref's average return has amounted to 13.7 per cent.



Capital structure

Net debt should not exceed 3x EBITDA* over time, excluding the impact of IFRS 16 and pension liabilities. In 2024, net debt was 1.83x. Over the past five years, net debt has averaged 1.84x.



Dividends

Beijer Ref's ambition is to pay a dividend of at least 30 per cent of the year's profit*. A good return on invested capital contributes to a stable ownership structure. Over the past five years, the average dividend share has been 38 per cent.

*Excluding items affecting comparability

As part of the company's strategy, Beijer Ref has set non-financial targets and their fulfilment criteria

Green products

Over the past five years, green OEM sales have grown significantly, and in 2024 sales were 55 per cent. Beijer Ref has thus already reached the goal of 50 per cent environmentally adapted sales, and the focus is now on increasing the share further in 2025. With the increasingly stringent requirements for energy efficiency and environmental responsibility, the company sees a clearly growing demand in this sector in the future.

Green knowledge sharing

The Beijer Ref Academy training concept aims to spread knowledge about green technology to customers and suppliers. The goal is to increase the number of training hours completed in the academy. By offering both physical and digital courses, a dynamic learning environment is created. The Academy focuses on keeping the training programs up-to-date and adapted to market needs. In this way, Beijer Ref Academy contributes to a more sustainable industry.

Business ethics and anti-corruption

All employees must undergo training in business ethics and anti-corruption. New training courses are held annually to continuously meet the target.

Responsible supply chain

The goal is to have a signed code of conduct for the 100 largest suppliers and to have an ongoing process and dialog to follow the code. The target has been achieved and the follow-up process is ongoing.

Safe and healthy workplace

The aim is to have a healthy and safe workplace without any life changing incidents and with a sickness absence rate below 4 per cent. In 2024, the sickness absence rate was 2.3 per cent (3.3). The number of incidents resulting in absence was 5.8 (6.1), of which none was a life changing event. The target is to have zero serious incidents.

Equal workplace

The goal is a more equal group with a higher proportion of women in all positions. The gender balance within the company is in line with last year, and we are continuously working on long-term initiatives to ensure an equal balance. On the Board of Directors, the proportion of women and men is evenly distributed.

Green products	2024	2023	2022	2021	2020
Sales, sustainable products	55%	45%	39%	33%	32%

Safe and healthy workplace	2024	2023	2022	2021	2020
Long-term sick leave	1.1%	1.6%	1.5%	1.1%	1.3%
Short-term sick leave	1.2%	1.7%	1.7%	1.3%	1.8%
Sick leave (total)	2.3%	3.3%	3.2%	2.4%	3.1%
Target	<4%	<4%	<4%	<4%	<4%



Strategic development

Consolidation unlocks synergies for continued profitable growth

Acquisitions are an important cornerstone of Beijer Ref's growth strategy. By increasing its global reach, the Group strengthens its negotiating position in relation to suppliers while synergy effects are achieved with the acquired companies.

For several years, Beijer Ref has worked actively to consolidate the market and thereby unlock synergy effects for continued profitable growth. Through acquisitions, the Group adds geographical breadth and builds a global presence in a faster way than through organic growth. Since the beginning of the 2000s, Beijer Ref has made approximately sixty acquisitions in Europe, North America, Africa, Asia and Oceania.

Since 2021, the Group has been more proactive with an increased pace of acquisition work. This has led to Beijer Ref today being the leading distributor with a global presence in refrigeration technology and comfort heating and cooling (HVAC). At the same time, the acquisitions have helped to establish the Group as one of the largest customers of globally leading suppliers in the field.

The aim is to grow the business in acquired companies

Beijer Ref's acquisition strategy is primarily focused on the commercial and industrial refrigeration and HVAC product segments. The strategy for identifying target companies differs between continents, but the overall aim is to add geographical breadth to the Group's distribution network, expand the product range, secure exclusive distribution rights and develop Beijer Ref's role in the value chain.

The major benefit of acquisitions rarely lies in cutting costs in the acquired subsidiaries, but rather in creating greater opportunities for business growth. This is achieved by utilising synergies in purchasing, increasing access to sustainable products and own brands and implementing Beijer Ref's digitalisation agenda.

Beijer Ref is at the technological forefront in the product segment of own production of environmentally adapted products (OEM). At the same time, the Group continuously evaluates opportunities to acquire companies with innovative technologies that can strengthen the company's product range.

Another strong year of acquisitions in 2024

Beijer Ref's acquisition-intensive journey continued in 2024 and five additional companies have been integrated into the Group. This year's acquisitions were somewhat fewer than in previous years but included major players. Since the respective consolidation dates, the companies have contributed to the Group's net sales with accumulated sales of approximately SEK 1.7 billion:

- In January, 70 per cent of the shares in Chillaire Solutions were acquired, with an option to acquire the remaining share. The company has annual sales of approximately SEK 120 million.
- In February, 60 per cent of the shares in the Australian company Quality Air Equipment (QAE) were acquired, with an option to acquire the remaining share. Quality Air Equipment is a manufacturer and distributor of HVAC components and accessories. The company has annual sales of approximately SEK 140 million.
- In April, Young Supply, a North American commercial refrigeration and HVAC distributor headquartered in Detroit, Michigan, was acquired. Young Supply is particularly strong in commercial refrigeration and the idea is to utilise their expertise to increase the offering in the refrigeration segment in the other North American subsidiaries. Young Supply has an annual turnover of approximately 1.4 billion with 18 branches.
- In May, 60 per cent of the shares in Luyten BV were acquired, with an option to acquire the remaining share. Luyten is a Belgian distributor in HVAC. The company has annual sales of SEK 63 million.
- In August, 75 per cent of the shares in GIA Group were acquired, with an option to acquire the remaining shares. GIA Group is an air conditioning company and one of Spain's largest distributors with several strong brands of its own, including Giatsu and HTW. Sales during the closed financial year 2023 amounted to SEK 1.1 billion with good profitability.
- Beijer Ref also signed an agreement to acquire Cool4U, which is a leading HVAC distributor in Hungary. The acquisition was completed after the balance sheet date and the company was consolidated as of January 3, 2025.

In the coming years, the rate of acquisitions is expected to remain at a high level. The North American market represents a particularly interesting opportunity for Beijer Ref, which sees major growth opportunities in the future.

Key acquisition criteria

To effectively realise success within the framework of Beijer Ref's decentralised model and ensure the successful integration of acquired companies, the following points are emphasised:

- The company must have strong management, as entrepreneurship is highly valued and acquired companies in many cases constitute independent legal entities with freedom under responsibility.
- The company should have a leading market position with a stable track record of profitability.
- The company will conduct sustainable operations that complement Beijer Ref's product and distribution and distribution offering.

Characteristics of target companies

Beijer Ref prioritises target companies that offer strong strategic alignment and synergy opportunities to promote overall business strategy and growth. The following points are central:

- >5% EBIT margin
- Synergies on the sales and/or purchasing side
- Locally based management

”
The major benefit of acquisitions rarely lies in cutting costs in the acquired subsidiaries, but rather in creating greater opportunities for business growth.

David Ericsson, Head of M&A



BEIJER REF OEM

**Competitive OEM solutions
for a sustainable future**



At the forefront of sustainable cooling and heating technology

Beijer Ref is at the forefront of the development and manufacture of sustainable technology for cooling and heating. The Group works methodically to increase green in-house production and contribute to a necessary transition to refrigerants with low climate impact.


World-leading technology that meets regulatory requirements

Own production of green technology is one of the business areas that is growing the most for Beijer Ref, with continued strong development in 2024. The Group was early in creating conditions for the production of its own green refrigeration technology based on natural refrigerants with low GWP values (Global Warming Potential). Today, Beijer Ref is a world leader in the field. The Group is working methodically to increase its own green production and spread the technology through the global distribution network.

By being at the forefront of development, Beijer Ref helps the market to change in line with regulatory requirements. In 2015, the EU's F-gas regulation was introduced and a phase-out staircase with an end date for the sale of ozone-depleting fluorinated hydrocarbons (HFCs) in 2030. 2016 also saw the Kigali Amendment to the Montreal Protocol, which is driving the phase-out on other continents, including the US, which adopted the amendment in 2022.

Grocery stores were the first to change their technology. Today, it is estimated that around 30 per cent of Europe's more than 250,000 grocery stores use environmentally adapted refrigeration systems. At the same time, the transition is gaining momentum in logistics centers, process industries, gas stations and HORECA. In addition, more and more district heating plants and industries are converting to sustainable heat pumps, where demand is expected to increase significantly in the coming years.

The need to switch to green refrigeration technology is therefore great. Through the Beijer Ref Academy training initiative, customers are trained in solutions based on natural refrigerants, which helps to speed up the transition. The training courses focus, among other things, on the installation of new, green technology, which is more technically complicated than traditional solutions.



By being at the forefront of the development of own manufactured green technologies, we help our customers to switch to sustainable technologies in line with regulatory requirements for reduced climate impact.

Global manufacturing based in Italy

Italy is currently the main center for Beijer Ref's research and development of refrigeration technology based on carbon dioxide (CO₂). The subsidiary SCM Frigo specialises in the development of refrigeration units. In addition to production at the factory in Italy, SCM Frigo serves as a knowledge center for Beijer Ref's production units in Sweden, the Netherlands, Thailand, Australia, China and South Africa. Beijer Ref is thus the only refrigeration wholesaler in the world that has global production of green refrigeration technology.

In Italy, Beijer Ref has a factory that brings together production, warehousing and our training centre Beijer Ref Academy. The factory, which is currently located on 13,000 m², is being further expanded, with the aim of more than doubling Beijer Ref's production of environmentally adapted technology in Europe.

Danish technology for sustainable heat pumps

Beijer Ref is the majority shareholder in the Danish refrigeration technology company Fenagy, which has developed a completely new product range within industrial heat pumps and cooling systems based on CO₂. The technology is used, among other things, by district heating plants that convert electricity using heat pumps. In 2024, Fenagy has developed the product range of heat pumps based on the natural refrigerants isobutane and propane. This means that the products can be supplied with a wider range of cooling and heating and thus be used in more areas, such as data centers that require a lot of cooling.

Cost efficiency and environmental benefits have created significant demand for Fenagy's technology. Sales growth is expected to exceed 30 per cent per year in the coming years. The company's inclusion in Beijer Ref's structure, with Group-wide product development, purchasing and customer support, provides additional benefits. For example, Fenagy and SCM Frigo jointly launched a new advanced heat pump based on CO₂ in 2024. The collaboration utilises Fenagy's cutting-edge expertise in the area, while all production takes place in SCM Frigo's factory in Italy.

Cutting-edge expertise to identify new solutions

Beijer Ref has built an organisation to continuously develop new environmentally adapted products in new areas. The Group works actively to recruit cutting-edge expertise and train staff in a complex area to ensure continued industry-leading development. Working closely with customers creates a good understanding of their challenges, and an opportunity to help them in everything from commissioning to operational management of new solutions.

In addition to the above-mentioned companies, TTC Norway is also included in Beijer Ref's portfolio of companies that work with green manufacturing. TTC Norway specialises in developing specially designed heat exchangers used in major technical applications. The company has traditionally had significant sales to the oil and gas industry, but recently demand has increased among wind power companies that need heat exchangers to cool platforms at offshore wind turbines.

Filling stations for natural refrigerants

Beijer Ref has invested in filling stations for refrigerants as a further step in its focus on natural refrigerants. The Group has a production line in Gothenburg which mainly supplies the Group's Nordic companies with natural refrigerants propane and CO₂. Demand for more sustainable refrigerants has been high, partly because heat pumps for homes based on propane (R290) are becoming more common. By investing in filling stations, Beijer Ref can ensure the availability of natural refrigerants as part of its investment in its own sustainable technology.

In addition to the plant in Gothenburg, Beijer Ref also has its own filling stations in the UK, the Netherlands and Hungary with a corresponding function that supplies other regions in Europe. Outside Europe, Beijer Ref has its own filling stations in Australia and India. In 2023, the Refbuster service was launched in the Netherlands to offer responsible handling, streamlining, recycling and refilling of refrigerants. The service contributes to reduced leakage and increased recovery of environmentally harmful refrigerants. In 2024, the service was further developed and launched in the UK.



Demand for refrigeration equipment and heat pumps based on natural refrigerants is growing in the Nordics. Beijer Ref's own manufacturing leads the way in Europe, with strong growth in food retail and real estate. After a record year in 2024, we see continued strong demand in 2025.

Fredrik Hamrin, VP Nordic and Baltic

Increased margins with product brands in own brands

SCM, CUBO, Patton and Kirby are some examples of own brands that Beijer Ref has developed over the years. The purpose of building up its own brands is that they complement the market's best-known product names in terms of range and content. Owning and developing own brands also increases control and the ability to control production and price levels. By spreading its own brands within the global distribution network, Beijer Ref can invest in a smaller number of brands and thereby increase margins.

Beijer Ref has made a clear investment in four product brands with continued expansion in 2024: Freddox, Sinclair, Inventor and Azuri. In 2024, the Spanish air-conditioning company GIA Group was acquired, which has developed the Giatsu and HTW brands, which will be included in Beijer Ref's catalogue of prioritised own brands.

Freddox has been a priority brand for a couple of years now. The brand markets various refrigeration and HVAC products, such as tools, valves and copper pipes. The idea is to be able to offer customers a competitive offering while the Group achieves better margins. Freddox has developed well during 2024 and is sold through Beijer Ref's subsidiaries in Europe, Africa and Asia.

In 2021, Beijer Ref acquired the Czech HVAC company Sinclair and thus the Group also took over the product brand of the same name.

Sinclair offers HVAC products, air conditioning and heat pumps that are widely launched to be sold through several of the Group's companies. The brand is currently sold in several countries in EMEA. In 2024, Sinclair has also started to be sold in the US, Africa and Thailand. Access to the Group's distribution channels has led to strong growth for Sinclair, while Beijer Ref has achieved increased margins compared with the brands that have been phased out.

In 2021, Beijer Ref also acquired the Greek company Inventor, which also had its own product brand. Inventor offers HVAC products and is a well-known brand among end consumers in its home market of Greece. The brand has since been widely launched in several European countries, in many cases as an alternative where Sinclair has not been launched. The plan is to continue to spread Inventor to more markets and at the same time expand the focus on heat pumps where there is great potential for future growth.

In 2022, the Croatian HVAC company Deltron was acquired and the Azuri brand is now part of Beijer Ref's brand portfolio. Azuri offers residential air conditioning solutions and complements the Group's other offerings.



Consolidation promotes closer cooperation with leading suppliers

Purchasing and logistics are central to creating synergies for a global group. Through close partnerships with high-quality suppliers, Beijer Ref can ensure delivery reliability and competitive prices.

Strong relationships with leading suppliers

Organic growth and active acquisition work have taken Beijer Ref to a position as a globally leading distributor within refrigeration and HVAC. Today, the Group is one of the largest customers of leading global manufacturers. By consolidating the market, Beijer Ref strengthens its position in relation to suppliers with a large upside linked to purchasing and logistics. Long-term and close partnerships with high-quality suppliers are an important part of the business strategy as it contributes to Beijer Ref's delivery reliability. The aim is to reduce the number of suppliers and work closely with larger strategic partners, which provides benefits for both Beijer Ref and suppliers.

The Group offers a mix of brands with carefully selected suppliers to provide the market with a unique range of products, from the lower price segment to the premium level. Each market should be able to provide customers with at least two well-known and strong brands in each product category. The suppliers, in turn, will have access to Beijer Ref's global distribution network and customer base, with a flexible supply chain that meets the needs of most suppliers.

Coordinated category management within the Group

Beijer Ref's decentralised structure means that the subsidiaries have the opportunity to make regional decisions on the product offering and supplier strategy. At the same time, the Group works with central guidance and information dissemination to support the subsidiaries' decision-making. Centrally, category managers manage and facilitate relationships with the main suppliers within the Group. Category managers also monitor market trends, technology developments and legislation for several product groups. Insights are shared with the subsidiaries and key activities are coordinated. At the same time, the category managers focus on identifying synergies between the subsidiaries' purchasing activities and act as a gateway to suppliers with whom Beijer Ref has deepened partnerships. Currently, the largest product groups and categories within the company are covered: HVAC and HVAC accessories, refrigeration components and units, refrigerants, tools and copper.

By coordinating the subsidiaries' purchases and plans, cooperation with suppliers is facilitated to create valuable and mutually beneficial partnerships. At a central level, Beijer Ref is also working to develop relationships with strategic suppliers, which provides benefits in the form of competitive agreements and delivery security.

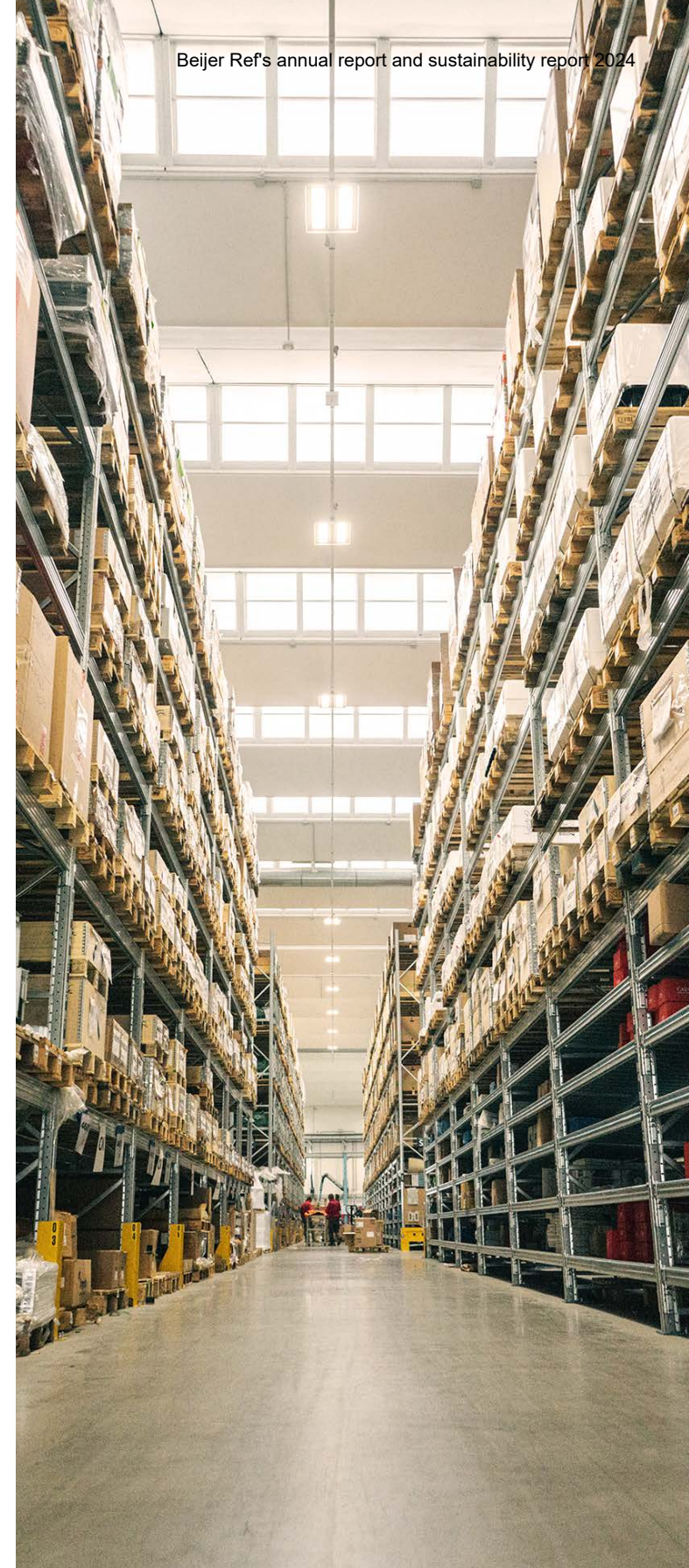
Increased efficiency through digitisation

In recent years, Beijer Ref has worked on implementing Group-wide ERP platforms to streamline purchasing and inventory management. The platforms capture, analyse and process data along the entire supply chain using advanced algorithms and applicable software. Subsidiaries are grouped into regional clusters to streamline sourcing, logistics and sales while leaving room for flexibility and cultural alignment across regions. The purpose of bringing subsidiaries together in common business system platforms is to reduce costs and capital tied up, as well as to deliver a higher level of service and increased flexibility.

Regional warehousing optimises levels and availability

In recent years, the Group's warehousing strategy has moved from a local focus with several distribution centers in each country to a more national and regional focus. Beijer Ref has therefore merged warehouses in a number of markets and created distribution centers that cover several companies. One example is the Beijer Ref Support Center in the Netherlands, which is one of the Group's largest distribution centers. In addition, there are central warehouses in most countries in which the Group operates.

The plan is to further regionalise warehousing as it enables increased availability of products, optimisation of stock levels, and streamlining of transport to reduce carbon emissions. For suppliers, the conditions increase to plan and optimise their production and distribution. Furthermore, regionalisation helps to ensure that surplus products can be used by several companies in the Group, while any future acquisitions can be quickly incorporated into Beijer Ref's existing logistics structure.



Strong growth in e-commerce deepening customer relationships

In recent years, Beijer Ref has accelerated its digital transformation. By digitising processes in areas such as sales and purchasing, the Group's efficiency increases while ecommerce create new business opportunities.

Beijer Ref operates in traditional industries characterised by close relationships with customers through physical trade and telephone support. A couple of years ago, the Group accelerated its strategic investment in digitising the business with the aim of streamlining processes and developing sales on digital channels as well. The transformation is based on a central digitalisation strategy, which means that the subsidiaries can focus more on their core business while the Group supports digital strategic direction, selection of global platforms and support in the implementation and maintenance of central platforms and tools. In addition, the Group supports subsidiaries in managing cybersecurity. The development and maintenance of the Group's various platforms takes place at Beijer Ref's digital hub in Bucharest.

Beijer Ref has today come a long way in its digital transformation. An important step has been to start consolidating the subsidiaries in common ERP platforms that are grouped by region. This streamline purchasing, logistics and sales, as well as the operation of business systems. It also facilitates integration with other systems and solutions such as ecommerce and data analysis. At the same time, there has been a strong focus on the development of a global master data platform that manages the Group's product data in a systematic and efficient way. Ensuring accurate and up-to-date information about the Group's product portfolio creates new opportunities to drive development projects in streamlining, digital tools, ecommerce and AI.

Ecommerce grows with a global platform

Beijer Ref has developed a global e-commerce platform that the subsidiaries use to launch their own online stores. Within the Group, there are currently just under 40 localised ecommerce stores that operate under their own brands, but have a common underlying structure and similar functions such as configuration tools to find the right products, technical documentation, spare parts and more. In 2024, ecommerce has been launched in the US, where Beijer Ref sees significant potential to strengthen the Group's digital position.

Ecommerce sales growth in 2024 was 16 per cent, while the customer base grew by 14 per cent. The focus in the development of ecommerce has been on simplifying customers' everyday lives and offering them ecommerce as a complement to physical trade. By developing solutions that enable customers to move efficiently between physical and digital trading, Beijer Ref sees opportunities to offer added value in digital channels. A positive development is that more and more customers are finding the group's online stores, that customers are shopping more gradually and using e-commerce to find information. Many orders are placed outside the store opening hours, which indicates that customers are learning that they can plan and shop at any time of the day to free up time for installations during the day.

In-house developed AI bot streamlines troubleshooting

Beijer Ref has developed and has several exciting AI solutions in the pipeline that generate both internal efficiency gains and improved customer relations. For example, the Group has developed its own AI bot that collects documentation from a large number of manuals. By gathering information about products, the AI bot can provide quick answers to problems and questions that arise with products and installation. The AI bot will be used to quickly find answers to various error codes, installation instructions and various product-specific issues. The AI bot is currently being tested at a number of companies within the Group. Other solutions developed in AI and automation include inventory management to ensure correct and updated data and streamline processes.



Beijer Ref accelerates its digital transformation for increased efficiency and new business opportunities.

Kristian Lexander, CIO/CDO



Share performance

Share performance

At year-end, the Nasdaq OMX Stockholm PI (all shares) was up 6 per cent (15) since the beginning of the year. The price of Beijer Ref's Class B share rose 21 per cent (-8) in 2024.

Shareholders

Beijer Ref's B share has been listed since 1983 and is currently on Nasdaq OMX Stockholm's Large Cap list. The share capital of Beijer Ref amounts to SEK 494,944,650 divided into 509,085,926 shares, each with a quota value of SEK 0.98.

Beijer Ref had 17,188 (17,571) shareholders on December 31, 2024. There are two classes of shares: 27,950,400 A shares and 481,135,526 B shares. Each A share represents ten votes and each B share one vote. The proportion of foreign shareholders amounts to 46.2 per cent (42.8), corresponding to a holding of 50.1 per cent (50.2) of the capital.

The company's ten largest shareholders hold 67.9 per cent (70.8) of the votes and 51.7 per cent (56.4) of the capital. The distribution of ownership is shown in the table on pp. 32-33.

Long-term and good returns

Earnings per share after tax excluding items affecting comparability amounted to SEK 4.39 (4.33). Over the past five years, the B share has had a total return averaging 15 per cent per year. The corresponding figure for the OMX Stockholm 30 Index is 4 per cent per year.

Share price and turnover

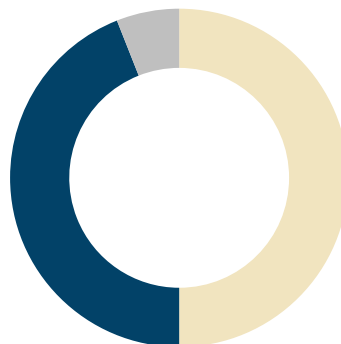
During 2024, a total of 184,394,487 Beijer Ref shares were traded (251,000,983). The total value of trading in the share amounted to SEK 29,569,693,730 (35,097,872,147). The average daily turnover amounted to 734,639 shares (1,000,004) or SEK 117.8 million (139.8). The average purchase price amounted to SEK 160 (140). The highest price paid during the year was noted on July 19, 2024 at SEK 191 and the lowest on January 17, 2024 at SEK 120. The closing price on December 31, 2024 was SEK 163 (135).

As of December 31, 2024, the company had a market capitalisation of SEK 78.5 billion (58.2). More information about the Beijer Ref share is available at www.beijerref.com.

Share dividends

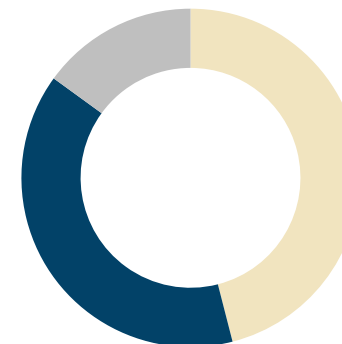
In the 2024 year-end report, published on January 31, 2025, the Board of Directors proposed a total dividend of SEK 710 million (659) for the 2024 financial year, corresponding to a dividend of SEK 1.40 per share (1.30) based on the number of shares outstanding at the end of the financial year. The proposed dividend corresponds to 32 per cent (31) of the Group's profit after tax, excluding items affecting comparability, in 2024. Including items affecting comparability, the proposed dividend corresponds to 32 per cent (27) of the Group's profit after tax in 2024 and 2.9 per cent (3.1) of equity at the end of the year. The dividend yield, i.e. the proposed dividend as a percentage of the last price paid during the year, amounts to 0.86 per cent (0.96). The Board of Directors proposes that the dividend be paid in two installments to meet the Group's seasonal variations. The record dates for the dividend are April 24 and October 27, 2025.

Share of capital, %



- Foreign owners, 50% (50%)
- Swedish institutions, legal entities, 44% (43)
- Swedish individuals, 6% (7)

Share of votes, %



- Foreign owners, 46% (43%)
- Swedish institutions, legal entities, 39% (42)
- Swedish individuals, 15% (15)

The Beijer Ref share

Ownership, the largest shareholders and others

Per 2024-12-31	A shares	B shares	Capital, %	Votes, %
EQT Group	6,856,780	63,962,423	13.91	17.47
Joen Magnusson with family and company	9,360,000	290,720	1.90	12.38
Per Bertland with family and company	7,879,040	84,900	1.58	10.42
Peter Jessen Jürgensen with company	3,845,580	114,022	0.78	5.09
CBNY-NORGES BANK		39,755,207	7.81	5.24
STATE STREET BANK AND TRUST CO, W9		35,437,254	6.96	4.67
SEB Investment Management		29,376,411	5.77	3.87
AMF-Försäkring och Fonder		23,613,467	4.64	3.11
Swedbank Robur Fonder		22,196,538	4.36	2.93
FJARDE AP-FONDEN		20,461,256	4.02	2.70
Total 10 biggest owners	27,950,400	235,341,296	51.72	67.88
Other owners	0	243,613,830	47.85	32.12
Own shares		2,180,400		
Total 2024-12-31	27,950,400	481,135,526	100.00	100.00

Source: Euroclear and shareholdings notified by shareholders.

Share distribution by size

Owners of	Number of shareholders	Number of shareholders, %
1-500	12,509	72.8
501-1,000	1,487	8.7
1,001-5,000	2,001	11.6
5,001-10,000	417	2.4
10,001-15,000	176	1.0
15,001-20,000	86	0.5
20,001<	512	3.0
Total 2024-12-31	17,188	100.0

Share data (SEK)

	2024	2023	2022	2021	2020
Earnings per share before dilution, excl. items affecting comparability ¹	4.39	4.33	3.54	2.58	1.90
Earnings per share after dilution, excl. items affecting comparability ²	4.39	4.33	3.54	2.56	1.89
Equity per share before dilution ³	48	42	18	14	12
Equity per share after dilution ⁴	48	42	18	14	12
Dividend per share	1.40	1.30	0.94	1.10	1.00
Dividend as % of earnings per share	32	27	31	43	53
Total dividend, SEK M	710	659	477	419	380
Share price ⁵	163	135	147	198	125
Yield,% ⁶	0.86	0.96	0.64	0.6	0.8
Cash flow per share ⁷	6.33	4.97	5.39	4.08	2.93
Number of outstanding shares	506,905,526	506,810,926	380,345,570	380,468,980	379,610,130
Average number of outstanding shares ⁸	506,858,226	486,922,447	415,478,482	380,254,268	379,610,130

Definitions

¹ Net profit for the year divided by average number of employees shares outstanding

² Net profit for the year adjusted after redemption of option programme divided by average number of shares outstanding

³ Total equity at year-end divided by total number of shares outstanding

⁴ Adjusted total equity at year-end after exercise of stock option programs divided by total number of shares

⁵ As at 31/12

⁶ Dividend in relation to the share price on 31 December

⁷ Cash flow from operating activities before changes in working capital divided by the average number of shares outstanding

⁸ Average number of shares outstanding is calculated quarterly. The dilution effect has not had any material impact on the average number of outstanding shares.

Taking into account the completed rights issue, decided in 2022 and completed in 2023, the comparative figures for 2022 have been recalculated for the new final dividend and new number of outstanding shares.

Three good reasons to own shares in Beijer Ref

Over the years, Beijer Ref's share has shown strong growth, which can largely be attributed to the company's growing global presence. In the Swedish business press, Beijer Ref is often highlighted as one of the most successful companies in terms of total return over the past two decades. For the investors who have been involved since the IPO in 1983, the journey has been particularly profitable.

Growing market and clear sustainability profile

Demand for Beijer Ref's products continues to grow, supported by favourable market conditions and external factors. The business is relatively insensitive to economic cycles, since a large proportion of the products are used in the food industry and sold in the aftermarket. Increased population growth and a growing middle class with improved purchasing power also contribute to continued positive demand, particularly in the comfort cooling segment.

Beijer Ref endeavours to achieve growth in both existing and new markets. The company's areas of operation are characterised by a high degree of fragmentation, which opens up opportunities for further consolidation. There are still geographical areas where the company is not yet represented, but which have potential for future establishment.

In 2023, Beijer Ref expanded its global presence with the acquisition of the American HVAC/R company Heritage Distribution, the Group's largest acquisition to date. Through the deal, the Group established itself in the North American market, a strategically important expansion in line with the company's growth ambitions. At the same time, the industry is undergoing a technological shift, with regulatory requirements driving the transition to more environmentally friendly alternatives. With a strong portfolio of future-proof green solutions, Beijer Ref is well positioned to lead the development in this changing market.

Clear focus

The company has a clear strategy: to deliver high-quality solutions in refrigeration and HVAC. Entrepreneurial spirit permeates the organisation, which has been a crucial success factor over the years. Beijer Ref has built its growth strategy on combining the best from

each acquisition and creating an even stronger whole. The business model is based on a common strategy and mission that permeates the Group globally, while the companies locally are allowed to run the business with continuity. Opportunities for improvement in areas such as purchasing and logistics are continuously utilised, and the company's global distribution network with over 500 branches in 45 countries is a crucial competitive advantage.

Stable development

Beijer Ref is a world leader in its industry and has a proven ability to deliver higher returns than the Nasdaq index. The company's long-term strategy and stable ownership structure have created a robust foundation for continuous development.

Over the past five years, Beijer Ref has had an annual average sales growth, excluding exchange rate effects, of approximately 18 per cent and an EBITA margin that has improved from 7.7 per cent in 2020 to 10.6 per cent in 2024. The average return on operating capital, excluding items affecting comparability, has been around 14 per cent over the past five years.

With a strong balance sheet, stable leadership and a clear direction, Beijer Ref is well positioned to meet the future need for energy-efficient and sustainable solutions.



Beijer Ref share performance 2020-2024



Sustainability as a foundation for growth

Beijer Ref is a global driving force in the transition to low-carbon heating and cooling

Sustainability is an integral part of Beijer Ref's global operations. It affects everything from business model and strategy to organisation and product range. Beijer Ref wants to contribute to reducing climate impact, maintain a high standard in business ethics issues and promote a safe workplace. The Group actively pursues these areas and the Board of Directors has set clear sustainability goals as part of the management's incentive programme.

Beijer Ref's sustainability strategy is based on the Group's history, vision, business concept and values. The Group works actively to contribute to several of the 17 global goals in Agenda 2030. The below goals are especially significant for Beijer Ref's business.



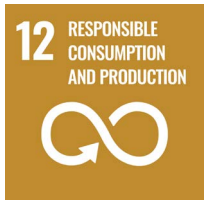
Objective 5 - Gender equality: People and talent development

Beijer Ref works with information and activities to increase the proportion of women in leading positions and influence diversity in a positive direction at all levels.



Goal 8 - Decent work and economic growth: Responsible supply chain

The work environment and labour conditions are prioritised areas. Beijer Ref's Code of Conduct sets requirements for suppliers. The Group takes responsibility for customers' working environment through safe products and clear installation instructions.



Goal 12 - Sustainable consumption and production: Environmentally friendly products

Beijer Ref disseminates expertise on environmentally friendly refrigerants within the Group and to customers. The Group allocates resources to train customers, suppliers and employees in the handling of natural refrigerants to drive the transition forward.



Goal 13 - Climate change: Reduce emissions of HFC gases

The Group is actively working to minimise its climate impact and that of the industry. Through the development and manufacture of refrigeration technology based on natural refrigerants, Beijer Ref contributes to reducing emissions of climate-impacting HFC gases.



Goal 16 - Peace, Justice and strong institutions: Ethical behaviour

Beijer Ref works with high ethics and has zero tolerance for bribery and unethical behaviour. Ethical guidelines have been developed that all employees must live up to. All employees must undergo the Group's training in business ethics.

Green solutions help end customers reduce their carbon footprint

Beijer Ref's own environmentally adapted solutions for cooling and heating help end customers to reduce their greenhouse gas emissions, in line with existing and expected legislation. By offering training in the handling of natural refrigerants, Beijer Ref is working proactively to increase the pace of the climate transition.

Beijer Ref's ambition is to reduce the climate footprint of its operations and at the same time accelerate the market's transition to heating and cooling with a low climate impact. By providing environmentally adapted products and training, the Group works to ensure that end customers and suppliers make sustainable choices regarding cooling, heating, ventilation and air conditioning.

The Group reports greenhouse gas emissions in line with the Greenhouse Gas Protocol (GHG) and the Science Based Targets initiative (SBTi). Furthermore, Beijer Ref follows guidelines for sustainability reporting in line with the Global Sustainability Reporting Directive (pages 121-145), as well as the EU's taxonomy (see pp. 141-145).

The Group's climate targets have been validated by SBTi

Beijer Ref is working to limit climate change in line with the Paris Agreement's target of 1.5 degrees. The Group's greenhouse gas emission reduction targets were validated by the Science Based Targets initiative (SBTi) at the end of 2023. The goal is to reduce Scope 1 and 2 emissions by 42 per cent by 2030, with 2021 as the base year. Scope 3 emissions will be reduced by 25 per cent at the same time. The reduction in the Group's absolute emissions is not expected to be a linear decline, but a gradual shift as activities and measures take effect.

In 2024, the Group's total greenhouse gas emissions decreased by 4 per cent compared to the base year 2021, which is in line with Beijer Ref's commitment to SBTi and a progressive emissions trajectory to 2030. The reduction spans most emissions categories and for comparable sales volumes. Scope 3, which accounts for 99.9 per cent of Beijer Ref's total emissions, decreased by 6 per cent between 2023 and 2024. For detailed reporting of Scope 1, 2 and 3 emissions see pp. 131 and 140.

Scope 3: Greatest effect of influencing customers

Beijer Ref's direct emissions (Scope 1) come primarily from the vehicles used by the company and the heating of buildings heated with fossil fuels. Indirect emissions (Scope 2) come from electricity consumption for lighting, heating and cooling of buildings and district heating. In order to achieve an absolute reduction of 42 per cent of direct emissions, Beijer Ref has identified the following focus areas:

- The phasing out of fossil fuel heating in favour of own manufactured heat pumps based on natural refrigerants.
- The transition from fossil vehicles to fully or partially electrified vehicles.
- Energy optimisation, installation of solar panels on owned buildings and transition to renewable electricity.

The vast majority of Beijer Ref's emissions, more than 99 per cent, are in the upstream and downstream value chain (Scope 3). Installation and use of products sold are by far the largest sources of emissions. There is therefore a need for installers and end users to make the right choices in order for Beijer Ref to achieve the target of a 25 per cent reduction in emissions by 2030. To achieve an absolute reduction of 25 per cent in Scope 3, it is a particular priority to:

- Reduce end users' use of products based on traditional refrigerants. The preferred solution is Beijer Ref's own manufactured chillers and heat pumps based on natural refrigerants.
- Reduce leakage of refrigerants sold in bulk at Beijer Ref's filling stations. Beijer Ref is therefore working to ensure that the gases sold are properly treated at the end of their life cycle to prevent emissions (see text on Refbuster on p. 39). In addition, the Group is working to steer the development of the F-gas market towards solutions with a lower GWP value.

Another significant source of emissions in Scope 3 relates to the electricity consumption of products sold during their lifetime, in particular air conditioning and heat pumps. However, these units usually

replace older units with a higher electricity consumption and with a higher GWP refrigerant. In addition, heat pumps often replace gas and oil boilers where the global emission reduction is even greater. Beijer Ref's emissions in this category may therefore have contributed to lowering the global carbon footprint. This category is expected to decrease as the global electricity supply switches to fossil-free.

Materiality analysis

Great potential in shifting to natural refrigerants

As a step towards ESRS reporting for 2025, the company has performed a double materiality analysis from two perspectives; consequential materiality and financial materiality. The analysis shows that the areas that are most significant in terms of impact on the environment concern employee well-being, as well as greenhouse gas emissions and energy use linked to the business. However, the greatest financial impact is in the ability to steer the market towards natural refrigerants and to meet the demand for heating and cooling products that is expected to increase as a result of climate change. Read more about the materiality analysis on p. 125.

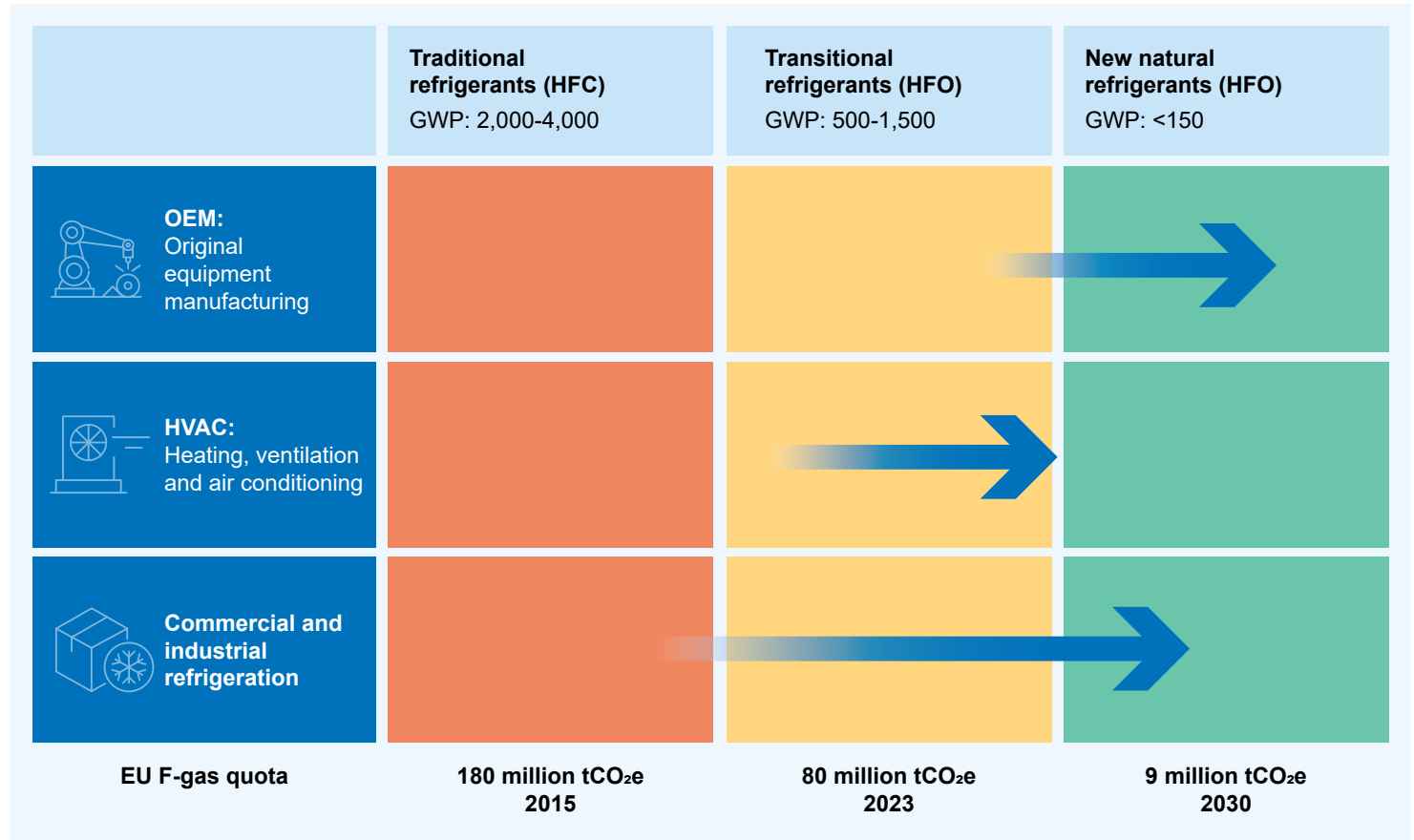
Switching to new generation refrigerants

Through the F-Gas Regulation, the EU has decided on a gradual phase-out of hydrofluorocarbons (HFCs), which means that the use of traditional refrigerants with a high climate impact must be phased out of products such as chillers, heat pumps and air conditioners. In the short term, synthetic refrigerants can reduce emissions, but the long-term solution is to shift the market to natural refrigerants such as carbon dioxide, isobutane, propane and ammonia.

Beijer Ref has been working actively for a long time to drive the transition to the new generation of refrigerants with low GWP values. A significant part concerns research, investments and marketing of the Group's own manufactured refrigeration units and heat pumps based on natural refrigerants. In addition, Beijer Ref has for a long time been in dialog with producers to drive the transition to the new generation of refrigerants in the distribution business.

On other continents, similar legislation has not yet been put in place, but there are signs that it will come in time. For example, in recent years the United States and South Korea have adopted the Kigali Amendment to the Montreal Protocol, which can be seen as a first step. At the same time, interest in natural refrigerants is growing on other continents as end customers are keen to reduce their climate impact.

The illustration to the right shows the ongoing shift in the Group's business areas; from sales of products based on traditional refrigerants to the new generation of refrigerants with lower climate impact.



Refbuster®

Circular management of refrigerants

Refbuster is a service that offers responsible management, recycling and recharging of refrigerants. The service covers a wide range of products and is aimed at most industries.

In 2023, the Refbuster service was launched to streamline the management, recycling and recharging of refrigerants. Refbuster was launched in the Netherlands by the subsidiary Celsis and has expanded to the UK in 2024.

Through Refbuster, customers are helped to change refrigerants directly on site by specialised engineers who ensure compliance with legislation and best standards. It also ensures responsible management, preventing leakage of HFC gases, while recycling used refrigerants for use in new components. Using Refbuster reduced customers' costs by 30-60 per cent, while enabling refrigerant change-outs up to 10 times faster than traditional methods, helping to reduce customer downtime.

Although Refbuster has not been around for very long, it has proven to have a positive impact on reducing refrigerant leakage and increasing recovery rates.



Through Refbuster, customers are helped to change refrigerants directly on site by specialised engineers who ensure compliance with legislation and best standards.

Continued strong growth in green products

The most important contribution that Beijer Ref can make to reducing climate change is to intensify the transition of the refrigeration, heating, ventilation and air conditioning market to solutions based on natural refrigerants. The Group therefore aims to increase sales of sustainable products so that they represent 50 per cent of total sales of own products (OEM) by 2025. Green products are defined as products based on refrigerants with a GWP value below 150.

Over the past five years, green OEM sales have grown significantly, and in 2024 sales were 55 per cent. Beijer Ref has thus already achieved the goal of 50 per cent environmentally adapted sales, and now the focus is on increasing it further in 2025. The development is driven by strong growth for the subsidiary Fenagy, which develops industrial heat pumps and refrigeration systems based on natural refrigerants, and SCM Frigo, which supplies refrigeration solutions based on natural refrigerants.

Beijer Ref is actively working to utilise its global distribution network to increase sales of environmentally adapted solutions. As a further step in driving the conversion of the market, the Group has launched the Beijer Ref Academy training concept where customers and other stakeholders gain knowledge of cooling and heating technology based on natural refrigerants. Training courses can also focus on other products and technical solutions, such as heat pumps and general refrigeration technology. Today, Beijer Ref Academy is present in the UK, France, Italy, China, Thailand, Australia and Sweden. In 2024, Beijer Ref Academy delivered a total of approximately 30,000 training hours to customers and suppliers.



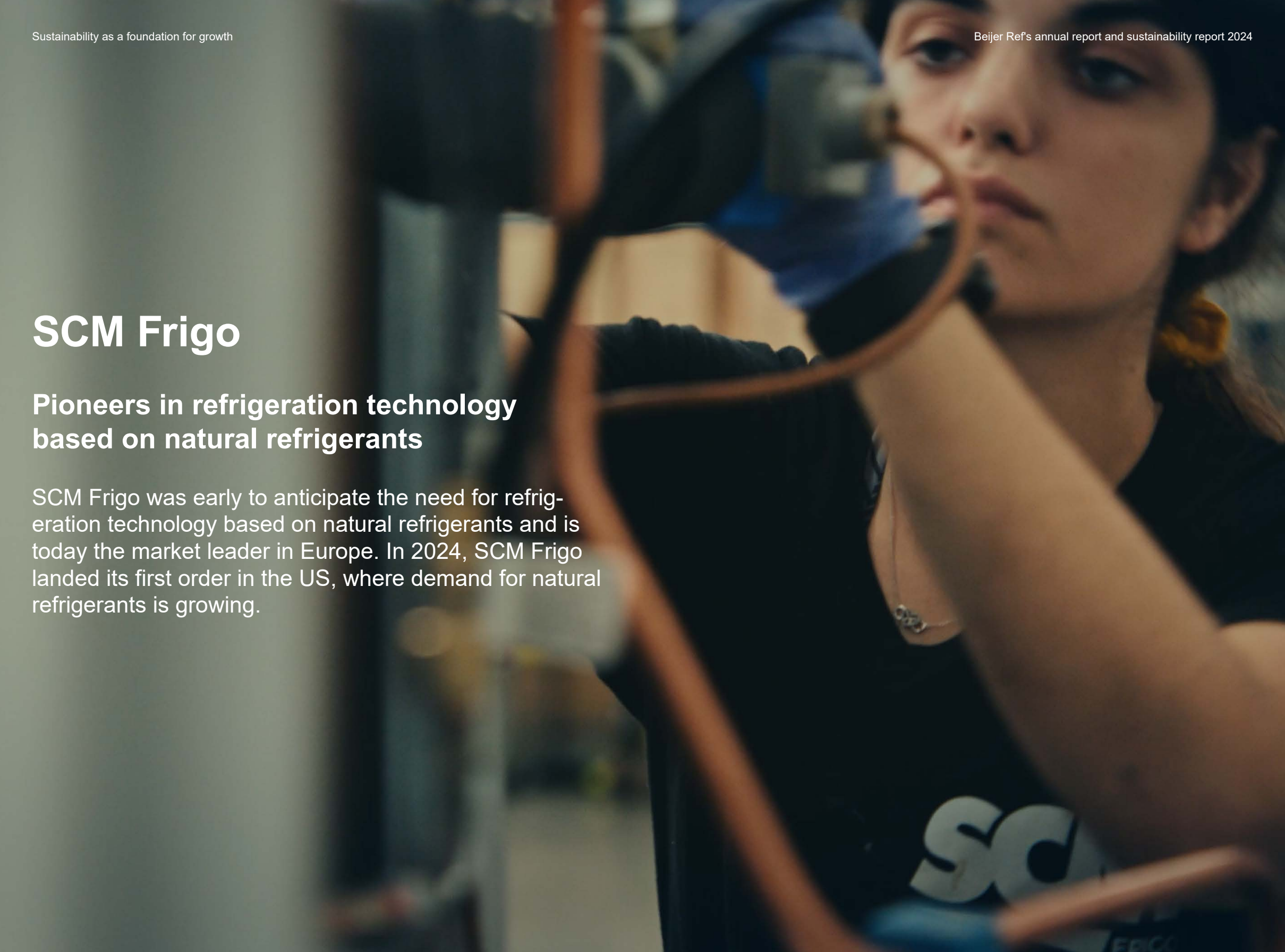


BEIJER REF DEM

SCM Frigo

Pioneers in refrigeration technology based on natural refrigerants

SCM Frigo was early to anticipate the need for refrigeration technology based on natural refrigerants and is today the market leader in Europe. In 2024, SCM Frigo landed its first order in the US, where demand for natural refrigerants is growing.



SCM Frigo has been manufacturing refrigeration technology since the late 1970s and is today a leader in the development of chillers based on natural refrigerants. The Italian company was an early adopter of the need for low-carbon refrigeration technology. In the early 2000s, customers in Scandinavia began to demand more sustainable alternatives and SCM Frigo became pioneers in developing products based on natural refrigerants.

Beijer Ref has been the majority shareholder in SCM Frigo since 2011. Access to the Group's distribution network has contributed to strong growth for SCM Frigo, which has doubled its sales over the past five years and is the market leader in its segment in Europe. At the same time, SCM Frigo has played a key role in the development of Beijer Ref's business in own manufactured products based on natural refrigerants.

SCM Frigo is based in northern Italy where they have a 13,000 m² factory (including offices and the Beijer Ref Academy). In addition to production in Italy, SCM Frigo acts as a knowledge center for Beijer Ref's factories in Sweden, the Netherlands, Thailand, Australia, China and South Africa. Whenever carbon dioxide-based products are sold in other markets, SCM Frigo is involved in developing and quality assuring the systems. SCM Frigo was also the initiator of the Beijer Ref Academy training concept, which spreads knowledge about natural refrigerants to customers and suppliers in several markets.

In 2024, SCM Frigo received its first order in the US, from a major pharmaceutical company that ordered two refrigeration systems for its warehouse in California. The growth potential in the US is great for SCM Frigo, which has been in contact with several other companies that have shown interest in its refrigeration technology. Demand for natural refrigerants is growing rapidly as more and more states are tightening requirements to phase out traditional refrigerants. SCM Frigo is now working with Beijer Ref's platform in the US to strengthen its presence on the continent.

SCM Frigo does not limit its sustainability work to developing products with natural refrigerants. The company also works actively to reduce its own environmental impact. The factory in Italy is powered entirely by solar energy and production is developed with circular principles by, for example, recycling water and minimising waste and packaging materials. For example, SCM Frigo has designed a specially developed transport trolley for the largest components so that they do not need to be packed in cardboard or wood. This reduces the need for recycling while streamlining the supply chain.



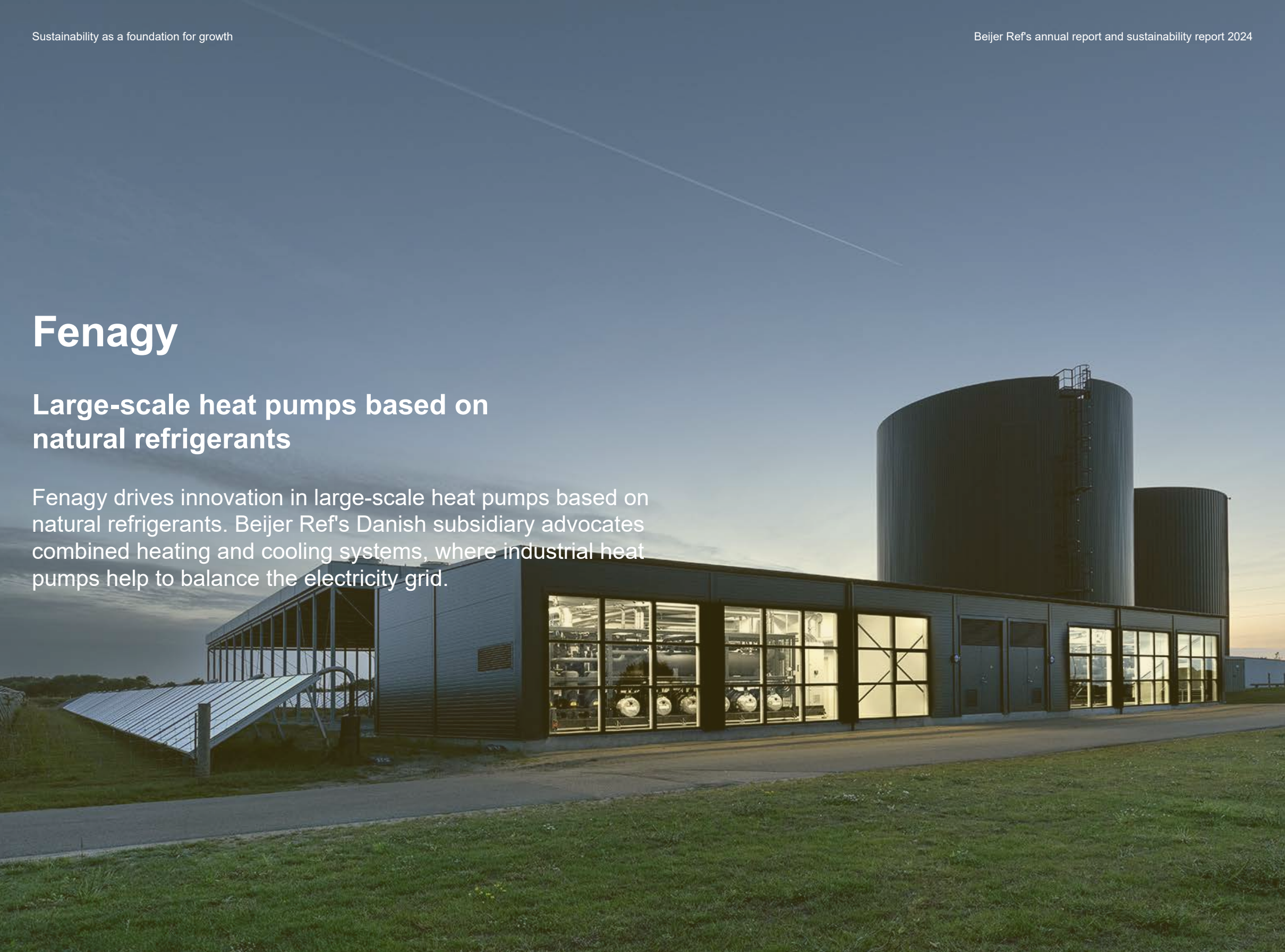
Growth potential in the US is high for SCM Frigo as several states push to phase out traditional refrigerants and there is a significant demand for European refrigeration technology.

Nicola Pignatelli
MD SCM Frigo

Fenagy

Large-scale heat pumps based on natural refrigerants

Fenagy drives innovation in large-scale heat pumps based on natural refrigerants. Beijer Ref's Danish subsidiary advocates combined heating and cooling systems, where industrial heat pumps help to balance the electricity grid.



Although Fenagy has only existed for less than five years, the company has delivered unique solutions for environmentally adapted heating and cooling. In 2021, Beijer Ref became the majority owner of Fenagy, which is an important component of Beijer Ref's offering of own manufactured environmentally adapted technology. Fenagy develops large-scale heat pumps and industrial refrigeration systems based on natural refrigerants, primarily carbon dioxide but also isobutane and propane. The Danish company primarily sells heat pumps to district heating plants and industries, where the heat from the heat pumps replaces biomass, oil and gas. Because Fenagy sells complex solutions, the company is project-oriented and works closely with customers to design, monitor and fine-tune heating and cooling systems.

Fenagy heat pumps use electricity to produce heat. The heat is collected in hot water stored in water tanks, making it possible to disconnect the heat pump from the district heating network while the heat is being produced. By producing heat when electricity prices are low, Fenagy heat pumps can help balance the electricity grid. This means that heat pumps can deliver particular benefits in renewable energy systems, as they can help to balance the peaks and troughs of electricity generation.

Heat pumps produce heat by converting heat from natural sources such as air or water. The heat can also be converted from waste heat at an industry or data center, for example. Utilising waste heat can be particularly beneficial in a system that combines heating and cooling, which Fenagy particularly promotes.

As an example, Fenagy has delivered a combined heating and cooling solution in Copenhagen, where waste heat is collected from a district cooling plant and then converted and sent to the district heating network. The heat from the first installation heats 2,000 apartments, while significantly reducing the need to burn biomass in the district heating plant. A further 10 installations are planned for the future, converting 130,000 households to environmentally friendly heat.

Fenagy's carbon-based technology is unique in the market, and industrial heat pumps can play an important role in decarbonising and reducing dependence on fossil fuels in Europe and globally.

In 2024, Fenagy, together with SCM Frigo, launched a smaller capacity heat pump for the commercial segment, such as office buildings and hotels. The Smart Heat Pump is based on carbon dioxide and can be produced on a large scale to meet the increasing demand for fossil-free heating and cooling.



Fenagy's large-scale heat pumps contribute to reduced carbon dioxide emissions from the production of heating and cooling while at the same time can help balance the peaks and troughs in renewable energy systems.

Kim Garde Christensen
MD and co-founder Fenagy

Beijer Ref's technology avoids 4.7 million tons of CO₂e emissions

Beijer Ref's greatest contribution to slowing climate change is through the sale of own manufactured products based on natural refrigerants. The subsidiary SCM Frigo specialises in the development of refrigeration units based on carbon dioxide (CO₂), while Fenagy has developed a completely new product range in industrial heat pumps and refrigeration systems based on CO₂. By increasing the production and distribution of their solutions, Beijer Ref helps end customers to reduce their climate impact.

Beijer Ref has enlisted the help of ATMOSphere to calculate the climate effect of SCM Frigo and Fenagy's operations. ATMOSphere is a global independent market accelerator focused on reducing greenhouse gas emissions from cooling and heating, with over 50 years of combined industry experience. ATMOSphere's calculations show that in 2023, sales of SCM Frigo and Fenagy products together contributed to avoided emissions of 4.7 million tons of carbon dioxide equivalent (CO₂e) over the lifetime of the products. The projection for 2024 is not yet finalised.

By helping end customers switch to low-carbon technology, Beijer Ref's subsidiaries have thus helped avoid emissions equivalent to taking 1,000,000 cars off the road.



Employees – internal and external training drives global social responsibility

The Group's central HR organisation is the hub of a global network that drives training initiatives to ensure business ethics, common values and increased knowledge of the Group's environmentally adapted products.

Beijer Ref has a decentralised working model with the aim of creating well-functioning local companies that work close to their markets with the help of the necessary support from the head office. Common and central staff functions combined with a strong local presence create efficiency and increase understanding of the specific needs of each market. This results in a drive for action that fosters business development and employee growth.

HR and Communications is an important staff function that promotes a strong corporate culture with shared values across the Group. In this way, social sustainability is promoted with active work for increased gender equality, local social responsibility and a safe working environment.

Common core values

Beijer Ref's core values are based on four core values: Committed, United, Engaged, Straightforward. These values highlight the importance of working for an organisation and leadership that promotes diversity, inclusion and commitment. Guidelines for the organisation's core values are developed centrally in collaboration with a Group-wide HR network. The subsidiaries then implement the guidelines through various activities such as networks, training and succession planning. All new employees receive an early review of Beijer Ref's core values through an introduction to the Group's history, values and ethical approach.

Internal communication plays an important role in motivating employees and strengthening shared values. Through a Group-wide intranet, all employees have access to news, shared documents, policies and Beijer Ref's own video channel containing interviews with the management team and others in the organisation.

Employee development

Employees are Beijer Ref's most important resource. The Group therefore works actively with skills development and succession

planning to motivate employees to grow within the company. Beijer Ref's goal is that all employees should be offered at least one annual performance review, and preferably also follow-up reviews during the year. In addition, an annual engagement survey is conducted throughout the Group. This year's survey has an overall result of 3.9 out of 5, which is higher than the industry average of 3.8.

Training initiatives at several levels


Beijer Ref works with several different types of training initiatives to raise skills both internally and externally. For internal training, there is a digital platform that is continuously used to increase employee competence in areas such as harassment, human rights and anti-corruption.

In addition to digital training initiatives, Beijer Ref works with targeted training, including Sales Academy, which is aimed at employees in sales and customer relations. The goal is to increase competence in customer service, sales and product knowledge with a focus on sustainable products. The Sales Academy started at the end of 2023 and has so far been carried out four times, with about 90 participants in total, in Australia and New Zealand. In 2024, Beijer Ref set a strategic plan for development until 2028, with the goal of expanding to several continents.

For a few years now, the Group has also been organising external training for customers and suppliers through the Beijer Ref Academy. The purpose of the academy is to increase competence in the handling of natural refrigerants. The academy started as a local initiative in Italy and has expanded to several other countries within the Group. Since 2024, the HR organisation is responsible for further developing and coordinating the Beijer Ref Academy to spread it to more markets. By coordinating the coordination of the Sales Academy and the Beijer Ref Academy, the HR organisation can work strategically for the Group to be a global driving force in the transition to environmentally adapted solutions in refrigeration and HVAC.

Another competence-enhancing initiative is the Beijer Ref Exchange Program, the purpose of which is to spread knowledge between markets and develop talent in the Group. The program enables employ-

ees to work for a period at another subsidiary, giving them the opportunity to learn about several different parts of the Group's operations and business models. Launched in 2019, the program has received consistently good feedback from participants, other employees and host companies. By offering employees the opportunity to exchange experiences between countries and operations, the exchange program has resulted in several positive development initiatives, such as the work to establish the Beijer Ref Academy in South Africa.



Through our education initiatives we work to promote local social responsibility and drive the global transition to more sustainable refrigeration and HVAC solutions.

Hanna Grasso
EVP HR and Communications



Beijer Ref Exchange Program Supporting Academy Development in South Africa

Byron McNally is one of many talents who have participated in Beijer Ref's internal exchange program. The exchange in the UK has equipped Byron with the knowledge to establish the Beijer Ref Academy in South Africa.

Byron McNally works at Beijer Ref's subsidiary SCM REF Africa, which is a leading manufacturer of refrigeration systems in South Africa. The refrigeration systems are designed and manufactured in the company's own factories and supplied to commercial, agricultural and industrial customers. SCM REF Africa also manufactures refrigeration systems from several well-known brands, including SCM Frigo's sustainable systems based on natural refrigerants.

Byron is a mechatronics engineer and during his six years at Beijer Ref has worked as an engineer and project manager overseeing various aspects of production in South Africa. However, he has spent the fall of 2024 in the UK with the aim of picking up knowledge about the Beijer Ref Academy to help establish the academy in South Africa. At the same time, he will have the opportunity to increase knowledge about the installation, operation and maintenance of refrigeration systems based on natural refrigerants - which he will later teach to colleagues and customers in South Africa.

During the exchange in the UK, Byron has had a mentor to guide him through the two-week program. The mentor's main task is to ensure that the candidates benefit professionally from the experience. On a personal level, Byron sees the exchange as a significant step in his career development, especially the opportunity to expand his network and exchange ideas with colleagues within the Group.

Networking and exchanging ideas is essential for career development. It opens up new opportunities to add value to the company, especially through my contribution to establishing the Beijer Ref Academy in South Africa.

Byron McNally
Specialist Projects Manager
SCM Ref Africa



Diversity and inclusion

Beijer Ref works actively with openness and diversity to ensure an inclusive workplace. A priority objective is to increase the proportion of women at all levels of the organisation. The Group works continuously to identify development opportunities to increase the representation of women in senior positions.

In addition to regular monitoring of gender equality in the subsidiaries, a number of different training courses and other targeted initiatives are carried out. The HR network has jointly developed a toolbox that includes training in "unconscious bias" (unconscious prejudices that can affect recruitment processes, for example) and psychological safety, which is used to train managers on diversity. Beijer Ref has a recommendation for recruitment processes that means that female candidates should always be presented as far as possible.

In 2023, an internal network was launched that brings together female employees within the organisation, especially in management positions. The network includes webinars where participants share experiences, challenges and opportunities. In addition to networking and knowledge sharing, the aim of the network is to establish female role models, build on the internal talent pool for further development within the company and create better synergies.

A safe and secure working environment

Beijer Ref conducts systematic work on the working environment, which is evaluated on the basis of two key figures: sickness absence measured as a percentage and an accident index (number of workplace accidents per million working hours).

Sick leave in 2024 was 2.3 per cent. For workplace accidents, Beijer Ref has a long-term zero vision. In the industry, an accident index of 7 is typical and Beijer Ref ended up at 5.8 in 2024. In connection with each workplace-related accident, a basic analysis of underlying factors is carried out. Read more on p. 132.



Sustainability governance and decentralised ownership ensure sustainability across the group

Beijer Ref complies with the Swedish Code of Corporate Governance and has delegated responsibility for driving the sustainability agenda within each focus area to relevant parts of the organisation. Through governance, ownership and commitment from the entire organisation, sustainability is integrated into the daily operations.

Sustainability is a central and integral part of Beijer Ref's corporate governance. The Board of Directors and Executive Management have established a strategy, corporate policy and sustainability-related goals. The work to achieve the goals in each area is actively monitored by the Board of Directors to ensure that the Group delivers according to the set ambitions. This is done by having sustainable business (ESG) on the agenda during at least two board meetings per year. In between, an audit committee is tasked with ensuring compliance.

Responsibility for implementing initiatives lies at both central and local levels. Each general initiative is owned by a function in the management team; then the local subsidiaries work on implementing actions. To ensure the right level of engagement, Beijer Ref introduced sustainability measures that are part of the top management's bonus targets.

With the help of relevant policy documents, such as the Sustainability Policy and the Code of Conduct for employees and suppliers, the subsidiaries work to achieve specified goals in each area. As a decentralised organisation, the Group expects all subsidiaries to take active responsibility for their operations and for the respective management to have a committed approach to sustainability issues. All subsidiaries also have a designated contact person responsible for sustainability issues who drives the implementation of measures and local communication.

Business ethics and anti-corruption

Beijer Ref has a Code of Conduct that covers all employees in the Group. In addition, the Group has two additional ethics policies. The first concerns competition and this policy complements the Code

of Conduct. The second policy covers anti-corruption. For a global group such as Beijer Ref, which operates in markets in countries with a higher risk of corruption and human rights violations, clarity in processes and in the event of incidents and sanctions is particularly important, as shown by the policies.

Beijer Ref has a clear position on ethics: zero tolerance of corruption and other unethical behaviour. The main way to combat corruption is to continuously create a corporate culture where each individual acts with integrity in line with Beijer Ref's values and policies. Integrity and business ethics must therefore permeate all parts of the Group and it is of the utmost importance that all employees know how to handle situations related to unethical behaviour.

Anti-corruption is addressed in the Group's Code of Conduct and underlying policies and in the Supplier Code of Conduct. The message must not be misunderstood; all employees and others acting on behalf of the company must act in accordance with the Code of Conduct. Furthermore, irregularities or fraud should be identified and investigated as early as possible. To ensure that everyone in the organisation understands the Group's ethical approach, more than 90 per cent of the Group's employees have undergone Code of Conduct and Business Ethics training over the past three years. This training is to be repeated every two years through an e-learning tool.

Responsible supply chain

As a leading global player, Beijer Ref is responsible for continuously ensuring that suppliers meet high standards of responsible and ethical behaviour. The Group has a centralised Supplier Code of Conduct that applies to all major business partners. It lists the Group's requirements in terms of human rights, social and labour conditions, business ethics and anti-corruption. Since 2018, Beijer Ref has been working actively to implement its code of conduct with its suppliers. The goal of having the 100 largest suppliers sign the Code of Conduct has been achieved and the Group works continuously to follow up on the code with suppliers.

Beijer Ref works proactively to create deeper collaborations with strategic partners with the aim of being able to run specific projects that can lead to increased sustainability. For example, partnership agreements have been established with Danfoss to test the circularity of products at all stages of the value chain and to develop a sustainability performance label for products sold through its e-commerce.

Whistleblowing channel for the Group

All employees should be able to report any unfair practices. The Group has a whistleblowing policy and a digital whistleblowing function that allows for anonymous messages via written or voice recording. Information on the whistleblowing function has been translated into local languages in each country. It is important that all employees feel confident that reports are received and handled appropriately. Each subsidiary is responsible for communicating the Code of Conduct and Whistleblowing Policy to its employees. All employees are also informed about the whistleblowing function through mandatory ethics training.

When a whistleblowing case is received, it is received by Beijer Ref's compliance office for an initial assessment. Any action plan is then activated. In 2024, one case was registered through the whistleblower function. In total, one received whistleblower report during the period 2020-2024.

Auditor's statement

For the auditor's statement on the sustainability report, see p. 145.

In addition to this section, the sustainability report also consists of pp. 36-51 and 121-145, as well as information on pp. 14-16, 20, 25-26, 63, 70-71.



Operating segment development



Jonas Steen
COO EMEA

EMEA: Continued strong growth for proprietary green technology

Beijer Ref has a market-leading position in EMEA. 2024 has been another year of stable sales growth and continued strong growth for proprietary green technology.

Beijer Ref has a long history in Europe, which is the Group's largest market. Historically, the market position has been particularly strong in commercial and industrial refrigeration technology, which continued to grow steadily in 2024. At the same time, sales in HVAC saw solid growth, with the strongest development in Eastern Europe. Sales were particularly strong for the own brands Sinclair and Fredox, which delivered good margins.

However, the strongest development was in the OEM business area, which had double-digit growth. Own manufacturing is run through the subsidiaries SCM Frigo in Italy, Fenagy in Denmark and TTC Norway. In 2024, SCM Frigo secured its first order in the US for a logistics centre at a pharmaceutical company. Fenagy secured its two largest single orders for industrial heat pumps, one of which is for a combined industrial heat pump and chiller to be used in a data centre. TTC Norway continued to perform well, delivering customised heat exchangers for offshore wind turbines.

Through its three pillars of refrigeration technology, HVAC and in-house manufacturing, Beijer Ref has established a stable business model that has managed to withstand the economic situation so that the Group continued to deliver growth in EMEA. At the same time, Beijer Ref has taken a leading position in the industry's transition to more environmentally friendly technology, where there is an under-

lying pressure for end customers to phase out environmentally harmful HFC gases in line with the EU's F-gas regulation. Through the Beijer Ref Academy training concept, the Group markets environmentally adapted products and creates loyalty to customers who are trained in the installation of Beijer Ref's carbon dioxide-based technology. In 2024, the academies were more popular than ever.

During the year, the Group completed two acquisitions in EMEA, including the air conditioning company GIA Group, which is one of Spain's largest distributors. The company is also a leading player in Spain in the development of high-performance and innovative air conditioning products, with several proprietary brands. The second acquisition was Luyten BV, which is a Belgian distributor in HVAC.

Beijer Ref also signed an agreement to acquire Cool4U, which is a leading HVAC distributor in Hungary. The acquisition was completed after the balance sheet date and the company was consolidated as of January 3, 2025.

In South Africa, the in-house production of carbon dioxide-based refrigeration technology, based on SCM Frigo's product development, continued to develop well. Many end-customers increasingly demanded green products, despite the fact that there was not yet any strong legislation in place to drive the transition. Furthermore, the transport cooling initiative, which started in 2023 with the acquisition of Transport Cooling SA, continued to develop beyond expectations.

3,967
employees

35
countries

20,819
external revenue, SEK M

2,299
EBITA, SEK M

11.0
EBITA margin



Wayne Ferguson
Interim COO APAC

APAC: Growth potential with increasing demand for natural refrigerants

With a strong market position in Australia and New Zealand, Beijer Ref continues to strengthen its presence in other parts of Asia. Increasing demand for energy-efficient solutions and natural refrigerants means that the growth potential is great.

Beijer Ref has established a very strong market position in Australia and New Zealand following its entry in 2015. The two countries account for a significant proportion of the operating segment's sales. In recent years, the focus has been on strengthening Beijer Ref's presence and exposure to the many interesting markets in Asia. A particularly interesting market is South Korea, which Beijer Ref entered in 2023 through the acquisition of DS Maref, a manufacturer and distributor of commercial refrigeration and spare parts. With South Korea having ratified the Kigali Agreement, Beijer Ref sees great growth potential for the Group's proprietary carbon dioxide-based technology.

India is another interesting market for Beijer Ref, as it is growing rapidly with a great need to improve the cold chain throughout its value chain. Through the 2023 acquisition of the refrigeration distributor Shravan Engineering and the HVAC distributor Chillaire, which was completed in 2024, the geographical breadth and product portfolio have been developed in India. The companies are fully integrated into the Group, and work is underway to improve their environmental profile by steering the market towards refrigerants with lower GWP, as well as reducing refrigerant emissions through collection, treatment, and recycling. Through the focus on energy-efficient and environmentally adapted products, the attractiveness of the premium segment is increasing, where Beijer Ref sees great growth potential in the future.

The market has been challenging in 2024, with many customers postponing major investments in the transition to climate-neutral technologies. In general, however, there is a positive trend where demand for energy-efficient solutions and refrigeration technology based on natural refrigerants is increasing, which is not least noticeable that the larger projects that have received funding fall into these categories. Beijer Ref therefore has strong potential to grow in the region despite the more challenging economic environment. In the short term, weaker sales have been balanced by higher margins, where well-timed investments in own brands and initiatives in pricing have yielded results.

In 2024, the Beijer Ref Academy-initiative continued to generate great interest from several parts of Asia. The program has been expanded to focus on the handling of flammable refrigerants in general, which has generated further interest in the Academy. Beijer Ref has also launched an internal training program, the Sales Academy, with the aim of improving employees' skills in customer service, sales and product knowledge with a focus on more sustainable products. The Sales Academy started in Australia and New Zealand and has so far been run four times, with around 90 participants in total.

1,436
employees

9
countries

6,551
external revenue, SEK M

642
EBITA, SEK M

9.8
EBITA margin



Alex Averitt
MD North America

North America: Strengthened position in the refrigeration segment with large expected growth

The acquisition of Young Supply strengthens Beijer Ref's growth opportunities in the refrigeration segment in North America. At the same time, the Group secured the first order for SCM Frigo's carbon dioxide-based refrigeration technology on the continent.

Through the acquisition of Heritage Distribution, which was completed in early 2023, Beijer Ref entered the North American market. As a leading distributor of heating, ventilation, air conditioning and refrigeration (HVACR) equipment, accessories and spare parts, the company provides a strong platform for continued growth in North America. In 2024, Beijer Ref's own brands have been included in the product offering on the US platform. At the same time, collaboration on global purchasing agreements was initiated, which strengthens the Group's position with major upside in both purchasing and logistics.

In 2024, Young Supply, a commercial refrigeration and HVAC distributor headquartered in Detroit, Michigan, was acquired. The company serves installers in the Midwestern United States, including Michigan and Ohio. With annual sales of approximately SEK 1.4 billion and 19 branches, Young Supply is a significant addition to Beijer Ref's US platform. The company is particularly strong in commercial refrigeration and brings important expertise to the Group. The expected growth in this segment is significant going forward. Young Supply will help strengthen the position of its US subsidiaries in the refrigeration segment, in partnership with HVAC distributor Webb Supply, which was acquired at the end of 2023.

SCM Frigo secured its first order in North America during the year. The order is for a carbon dioxide-based refrigeration system for a large pharmaceutical company's warehouse, where the requirements for safety and precision in refrigeration are high. The growth potential for SCM Frigo's carbon dioxide-based refrigeration technology is great in the US, where several large food companies are demanding more sustainable products, even if regulation has not yet been put in place. The plan going forward is to increase SCM Frigo's presence in the region.

During the year, a great deal of focus was placed on running projects aimed at simplifying the customer's access to Beijer Ref's products. The strategic objective is for the Group to be the fastest, easiest and best partner for installers and other customers in the region. The focus has been on, among other things, optimising coordination between distribution centres and branches, and opening three new branches. As a further step in developing customer relations, Beijer Ref's e-commerce platform was implemented in the US companies during the year, with a positive response from customers.

1,168
employees

15
states

8,363
external revenue, SEK M

1,006
EBITA, SEK M

12.0
EBITA margin



Board of Directors and Group Management



Kate Swann

Chair of the board

Born: 1964

Elected: 2021

Education: Degree in Business Management, University of Bradford.

Other assignments: Advisor to EQT. Chairman of the Board at Parques Reunidos, Moonpig PLC, and IVC Evidensia. Board member of England Hockey.

Previous experience: CEO of SSP Group plc. CEO of WH Smith.

Independent in relation to Beijer Ref and its management. Dependent in relation to the company's largest shareholder.

Own and related shareholding 2024:
6,460 B shares in Beijer Ref AB.

186,450,858 ordinary shares in EQT's MPP (Management Participation Program).



Albert Gustafsson

Board member

Born: 1977

Elected: 2021

Education: Bachelor's degree in Business Administration.

Other assignments: Partner at EQT Private Equity. Board member of ETON.

Previous experience: Board member of Dometic, Grangården, Scandic, Iver and Bluestep.

Independent in relation to Beijer Ref and its management. Dependent in relation to the company's largest shareholder.

Own and related shareholding 2024:
0 shares in Beijer Ref AB.



Per Bertland

Board member

Born: 1957

Elected: 2021

Education: Civilekonom Lunds Universitet

Other assignments: Chairman of the Board at Dendera Holding AB, Chairman of the Board at Inwido AB, Board Member at IV Produkt AB, Board Member at Lindab AB, Board Member at Fortnox AB, Partner at Small Cap Partners.

Previous experience: CEO of Beijer Ref, COO at Beijer Ref, CFO at Indra AB and Ötab Sport AB within the Aritmos Group.

Dependent based on own shareholding. Independent in relation to Beijer Ref and its management.

Own and related shareholding 2024:
7,879,040 A shares and 84,900 B shares in Beijer Ref AB.



Joen Magnusson

Board member

Born: 1951

Elected: 1985

Education: Master of Science in Economics

Other assignments: Royal Physiographic Society Society's Economic Council and others.

Previous experience: Managing Director of Director of G & L Beijer AB until 2013, employed by Teglund Marketing AB, Statskonsult AB and Skrinet AB.

Dependent based on own shareholding. Independent in relation to Beijer Ref and its management.

Own and related shareholding 2024:
9,360,000 A shares and 290,720 B shares in Beijer Ref AB.



Nathalie Delbreuve
Board member

Born: 1972

Elected: 2022

Education: Master's degree in Business Administration, Ecole Supérieure de Commerce de Paris (ESCP).

Other assignments: CFO of Verallia Group SA.

Previous experience: Operational finance roles in B2B services, technology, and the manufacturing sector. Nathalie's experience spans international environments with a focus on cost management, M&A, and divestments. Previous workplaces include PricewaterhouseCoopers, XPO Logistics (formerly Norbert Dentressangle), and Plastic Omnium Group.

Independent in relation to Beijer Ref and its management.

Own and related shareholding 2024:
0 shares in Beijer Ref AB.



William Striebe
Board member

Born: 1950

Elected: 2021

Education: Doctor of Laws from the University of Connecticut Law School and Bachelor of Arts in History from Fairfield University.

Other assignments: Independent consultant at WFS Consulting for advice on issues related to business operations and business transfers.

Previous experience: Executive Vice President of Joint Ventures, Managing Director of Global Business Development, UTC Climate, Controls & Security and more than 30 years of experience in UTC/Carrier operations.

Independent in relation to Beijer Ref and its management.

Own and related shareholding 2024:
720 B shares in Beijer Ref AB.



Frida Norrbom Sams
Board member

Born: 1971

Elected: 2015

Education: M. Sc. in Business Administration, Uppsala University.

Other assignments: President and CEO Hydroscand Group. Board member of Vallourec S.A.

Previous experience: EVP, Head of EMEA at Husqvarna Group, VP Sales and Service region 2 på Husqvarna Group, SVP & Managing Director North Europe Sanitec Oy, EVP & CIO Sanitec Oy, Senior Manager BearingPoint/Andersen Business Consulting, EVP, Head of Application division NKT A/S.

Independent in relation to Beijer Ref and its management.

Own and related shareholding 2024:
40,892 B shares in Beijer Ref AB.



Kerstin Lindvall
Board member

Born: 1971

Elected: 2021

Education: Master's degree, Swedish University of Agricultural Sciences, Uppsala.

Other assignments: Chief Corporate Responsibility Officer in ICA Gruppen. Member of ICA Gruppen's Group Management. Member of the Swedish Chemicals Agency and UN Global Compact Sweden.

Previous experience: 25 years of experience within the ICA Group as, among other things, Head of Environment & Social Responsibility, Quality Manager and Internal Communications Manager. Board member of KRAV and several positions of trust in industry organisations.

Independent in relation to Beijer Ref and its management.

Own and related shareholding 2024:
0 shares in Beijer Ref AB.



Christopher Norbye
CEO & President

Born: 1973

Employed since: 2021

Education: MBA University of Miami.

Previous experience: Executive Vice President & Head of Entrance Systems Division Assa Abloy.

Shareholding 2024:
10,926 B shares in Beijer Ref AB.

125,193,483 ordinary shares in EQT's MPP (Management Participation Programme).



Joel Davidsson
CFO & EVP

Born: 1982

Employed since: 2023

Education: Master of Business Administration, Stockholm School of Economics.

Previous experience: CFO Rosti Group, Vice President & Head of FP&A and Investor Relations Alfa Laval, CFO roles within Assa Abloy Entrance Systems, Investment Banking roles in London and Stockholm.

Shareholding 2024:
1,458 B shares and 10,000 options in Beijer Ref AB.

15,143,177 ordinary shares in EQT's MPP (Management Participation Programme).



Jonas Steen
COO EMEA & EVP

Born: 1976

Employed since: 2010.

Education: MSc Chemical Engineering and Economics, Lund University.

Previous experience: VP Beijer Ref Nordic and Eastern Europe, Business Control in Trelleborg Group.

Shareholding 2024:
24,000 B shares and 10,000 options in Beijer Ref AB.

15,778,468 ordinary shares in EQT's MPP (Management Participation Programme).



David Ericsson
Head of M&A & EVP

Born: 1986

Employed since: 2016

Education: Master's degree in Business Administration, Lund University.

Previous experience: VP Beijer Ref Eastern Europa, Business controller, Beijer Ref, Business controller Tunstall Healthcare UK Ltd

Shareholding 2024:
1,775 B shares in Beijer Ref AB.

15,778,468 ordinary shares in EQT's MPP (Management Participation Programme).



Kristian Lexander
CIO/CDO & EVP

Born: 1975

Employed since: 2021

Education: Master's degree in Economics and Information, Jönköping International Business School, Napier University Edinburgh.

Previous experience: CIO & SVP Nederman, Senior Director William Demant, Senior Manager Accenture.

Shareholding 2024:
840 B shares in Beijer Ref AB.

7,889,233 ordinary shares in EQT's MPP (Management Participation Programme).



Hanna Grasso
HR & Communications & EVP

Born: 1978

Employed since: 2022

Education: Master's degree in International Business Administration, Jönköping International Business School.

Previous experience: HR Director Trelleborg Engineered Coated Fabrics, HR Manager Operations Skånemejerier (Lactalis), HR Manager Sweden Saint Gobain Sekurit AB & Emmaboda Glass AB.

Shareholding 2024:
350 B shares in Beijer Ref AB.

6,311,387 ordinary shares in EQT's MPP (Management Participation Programme).



Yann Talhouet
COO Toshiba HVAC W. Europe & EVP

Born: 1974

Employed since: 2011

Education: MA, Paris Dauphine University, MBA, Insead, Fontainebleau.

Previous experience: CEO of Toshiba HVAC Western Europe, Carrier Corporation. Management consultant in Kearney.

Shareholding 2024:
61,775 B shares and 20,000 options in Beijer Ref AB.

15,778,468 ordinary shares in EQT's MPP (Management Participation Programme).

The Group in brief

The Board of Directors and the Managing Director of Beijer Ref AB (publ), corporate identity number 556040-8113, hereby submit the annual report and consolidated financial statements for 2024.

The Beijer Ref Group is one of the world's largest refrigeration wholesalers focusing on trading and distribution operations within commercial and industrial refrigeration and air conditioning. The product programme consists mainly of products from leading international manufacturers and, in addition, the manufacture of its own products combined with service and support for the products. The Group creates added value by adding technical expertise to the products, providing knowledge and experience of the market and providing efficient logistics and warehousing.

The business is organised into three geographical operating segments: EMEA, APAC and North America. Growth is achieved both organically and through the acquisition of companies that complement current operations and that can also broaden the product offering and enter new geographical markets.

The parent company's operations

Beijer Ref AB (publ) is the parent company of the Beijer Ref Group. The Parent Company performs central functions such as Group management, Group finance, Group-wide purchasing, logistics and corporate law. The company has its registered office in Malmö. The parent company reports a profit after tax of SEK 927 million (475) for the financial year 2024.

Significant events during the financial year

The Group continued to develop well and Beijer Ref leaves behind a year with a good organic growth trend and a record high operating cash flow. During the year, five new companies were integrated into the business, which further strengthens the Group's position as a leading and global player in HVAC and refrigeration technology. Of the completed acquisitions, two are in EMEA, two in APAC and one in North America. Since the respective consolidation dates, the acquired companies have contributed SEK 1,656 million to the Group's net sales and SEK 168 million to EBITA for the financial year. For more information on the acquisitions, see note 29.

Turnover and profit

The Group's turnover amounted to SEK 35,662 million (32,150), which is an increase of 11 per cent (42). Organic growth amounted to 2 per cent (1). Commercial and industrial refrigeration had sales of SEK 12,078 million (11,201) and accounted for 34 per cent (35) of total sales. Air conditioning (HVAC) had sales of SEK 20,719 million (18,423) and accounted for 58 per cent (57) of sales. Sales relating to own manufacturing (OEM) amounted to SEK 2,866 million (2,526) and accounted for 8 per cent (8) of total sales.

The Group's EBITA, excluding items affecting comparability, amounted to SEK 3,776 million (3,398), which is an increase of 11 per cent. The EBITA margin, excluding items affecting comparability, amounted to 10.6 per cent (10.6).

The Group's net financial items, excluding items affecting comparability, amounted to SEK -563 million (-438), affected by higher debt and interest rates. The tax rate, excluding items affecting comparability, was 25 per cent (23).

Excluding items affecting comparability, profit before tax totalled SEK 3,008 million (2,781) and profit after tax was SEK 2,259 million (2,136). Earnings per share, excluding items affecting comparability, totalled SEK 4.39 (4.33).

The average number of shares outstanding has increased to 506,858,226 (486,922,447). The average number of shares outstanding in 2023 was affected by the rights issue finalised in March 2023. Excluding items affecting comparability, and adjusted to reflect the same average number of shares outstanding for both periods, the change in earnings per share amounts to 6 per cent.

Profitability

Return on operating capital, excluding items affecting comparability, was 10.8 per cent (10.7).

Financial overview ¹	2024	2023
Net sales, SEK M	35,662	32,150
EBITA, excl. items affecting comparability, SEK M	3,776	3,398
EBITA margin, excl. items affecting comparability, %	10.6	10.6
Return on operating capital, excl. items affecting comparability, %	10.8	10.7
Earnings per share, excl. items affecting comparability, before dilution, SEK ²	4.39	4.33
Earnings per share, excl. items affecting comparability, after dilution, SEK ²	4.39	4.33

¹ Financial information regarding 2020-2024, see p. 119.

² The average number of shares outstanding has increased to 506,858,226 (486,922,447). The average number of shares outstanding in 2023 was affected by the rights issue finalised in March 2023.

Impact of items affecting comparability, SEK M	2024	2023
EBITA, excluding items affecting comparability	3,776	3,398
Items affecting comparability included in operating costs	-	-60
EBITA	3,776	3,338
Net financial income/expense, excluding items affecting comparability	-563	-438
Items affecting comparability included in net financial income/expense	-	-138
Net financial income/expense	-563	-576
Tax, excluding items affecting comparability	-749	-645
Items affecting comparability included in tax	-	463
Tax	-749	-183
Net profit, excluding items affecting comparability	2,259	2,136
Items affecting comparability for the period	-	265
Net profit	2,259	2,400

Investments, liquidity and number of employees

Cash flow from investing activities totalled SEK -2,730 million (-9,235), which is mainly attributable to completed acquisitions. Cash and cash equivalents amounted to SEK 3 058 million (1 957) at year-end. The company's total unutilised credit line was SEK 6,407 million (4,668) at the balance sheet date. The average number of employees was 6 597 (6 024).

Cash flow, financing and equity ratio

Operating cash flow totalled SEK 3,464 million (2,490). Net debt was SEK 9,741 million (8,400). Equity totalled SEK 24,216 million (21,443). The change in equity totalled SEK 2,773 million (14,729). The change is mainly attributable to comprehensive income for the year of SEK 3,708 million (1,645), affected by exchange rate changes on translation of subsidiaries to SEK of SEK 1,063 million (-476) and hedging of net investment of SEK 395 million (-280), and dividends to the parent company's shareholders of SEK 659 million (477). The other difference is mainly due to fair value changes of liabilities linked to acquisitions of SEK -256 million (-148). Net debt/EBITDA, excluding lease liabilities, pension liabilities and items affecting comparability, totalled 1.83 (1.69). The equity/assets ratio was 52 per cent (55) at year-end.

Research and development

Beijer Ref's presence in the market is important for developing more environmentally friendly products in the future.

Sustainability

Beijer Ref endeavours to contribute to sustainable development. Environmental aspects have a major impact on the market and Beijer Ref is at the forefront of the development of products to meet the increased environmental requirements and to follow the EU's phase-out programme. The Group conducts notifiable activities that include the handling of refrigerants. With the aim of reducing the impact on the greenhouse effect, the EU and the UN have made decisions that mean that F-gases will be replaced by other types of refrigerants by 2030. In accordance with Chapter 6, Section 11 of the Annual Accounts Act, Beijer Ref has chosen to prepare the statutory sustainability report as a separate report from the Directors' Report. For more information on Beijer Ref's sustainability report, see pages 36-52 and 121-145, and information on pages 14-16, 20, 25-26, 70-71.

10 largest shareholders

Information regarding the 10 largest shareholders' holdings can be found on p. 32.

Significant events after the end of the financial year

There were no significant events after the end of the financial year.

Operating cash flow and net debt, SEK M	2024	2023
EBITDA excluding leasing (IFRS 16) and items affecting comparability	3,908	3,511
EBITDA impact of leasing (IFRS 16)	653	579
EBITDA excluding items affecting comparability	4,560	4,090
Changes in working capital	-127	-765
Investments in tangible fixed assets	-428	-346
Payments related to amortisation of lease liabilities	-543	-490
Non-cash generated items	3	0
Operating cash flow	3,464	2,490
Net debt	9,741	8,400
Of which:		
Pension debt	131	107
Leasing liabilities, according to IFRS 16	2,466	2,371
Net debt excluding pension and leasing liabilities	7,144	5,922
Net debt/EBITDA excluding items affecting comparability	2.14	2.05
Net debt/EBITDA excl leasing liabilities, pension liability and items affecting comparability	1.83	1.69

Proposal for distribution of profit, SEK M

Profit at the disposal of the Annual Meeting of shareholders:	
Share premium reserve	14,535
Profit brought forward	141
Net profit for the year	927
Total	15,603
The Board of Directors and the CEO propose that the profit be distributed as follows:	
Dividend, SEK 1.40 per share	710
To be carried forward	14,893
Total	15,603



Corporate governance and corporate responsibility

Corporate governance and corporate responsibility



The Board's responsibility is to drive shareholder value, in order to do this Beijer Ref has continued its expansion and growth through strategic investments and a robust operational foundation. By balancing short-term results with long-term goals, we create the best conditions for the company's development and value creation.

In 2024, the Board of Directors continued its work on developing the strategic direction of operations to create long-term growth opportunities. In close collaboration with management, we further developed a business model that is both robust and flexible, with sustainable growth as a key driver. Initiatives in innovation, digitalisation and strategic acquisitions broadened Beijer Ref's market presence and further strengthened the Group's position in the industry.

Over the course of 2024, Beijer Ref solidified its position in the global market through a combination of acquisitions and continuous business development. Sales increased to SEK 35.7 billion, continuing the positive trend from the previous year. The EBITA margin,

adjusted for items affecting comparability, was 10.6 per cent – in line with the previous year.

Five strategic acquisitions were completed in 2024, extending Beijer Ref's geographical reach and enhancing its local presence. These companies have provided Beijer Ref with additional expertise, new opportunities for innovation and broader technical knowledge, strengthening the company's ability to develop in line with market needs. We welcome these new companies to the Group and look forward to continuing to create long-term value together.

As Chair of the Board, I see it as an integral part of my responsibility to contribute to Beijer Ref's development towards a more sustainable future. By offering energy-efficient solutions and driving the transition to natural refrigerants, we are actively contributing to reducing dependence on fossil fuels. With a strong organisation and increased resources at the Group level, we can provide subsidiaries with better support in this transition while adding strategic perspectives and industry-leading expertise. Innovation and green technologies will continue to be key factors in our future development.

Finally, I would like to extend my sincere thanks to my colleagues on the Board, the management team and everyone throughout the organisation. Their commitment and insightful contributions have played a crucial role in Beijer Ref's success. Through close cooperation, innovative ideas and a shared commitment to development, we have further strengthened the company. I look forward to continuing to build on this positive trajectory together.

Kate Swann

Chair of the board

Corporate Governance and Corporate Responsibility

Beijer REF applies the Swedish Corporate Governance Code and here presents the annual corporate governance report for 2024. Investigation of the corporate governance report has been performed in accordance with RevR 16 by the company's auditor.

The composition of the nomination committee deviates from the rules in the Swedish Code of Corporate Governance regarding section 2.4 of the code in such a way that more than one board member who is part of the nomination committee is dependent in relation to the company's major shareholders. This composition has been made to safeguard the interests of the largest shareholders in accordance with the instructions for the nomination committee adopted by the Annual General Meeting.

Extraordinary General Meeting 2024

An Extraordinary General Meeting was held on 22 May 2024. The General Meeting resolved, in accordance with the board's proposal, to offer the repurchase of all 1,623,600 call options in LTIP 2021/2024 as of 10 June 2024 at a price per option that corresponds to the share's volume-weighted average price during the period 31 May - 7 June 2024 according to Nasdaq Stockholm's official price list minus the exercise price, subject to the requirement that the participant acquires shares in Beijer Ref for the cash received net of tax. The purpose of repurchasing the call options was to make it easier for employees to realise the potential value of the options and thereby also facilitate participation in future incentive programs.

Shareholder influence through the Annual General Meeting

The shareholders' influence is exercised through participation at the annual general meeting, which is Beijer Ref's highest decision-making body. The annual general meeting decides on the articles of association and elects board members, the chair and the auditor and decides on their fees. The annual general meeting also decides on the adoption of the income statement and balance sheet, on the allocation of the company's profit and on discharge from liability to the company for the board members and CEO. The annual general meeting also decides on the composition and work of the nominating committee and decides on principles for remuneration and terms of employment for the CEO and other senior executives.

The annual general meeting 2024 was held on 23 April 2024 in Malmö. Shareholders were able to exercise their voting rights both by attending the meeting in person and by postal voting in accordance with the provisions of Beijer Ref's Articles of Association. A total of 935 shareholders were represented at the meeting through personal presence, proxies, associates or registered postal votes, all registered as present at the meeting. These represented approximately 82.4 (79.6) per cent of the total votes. Three shareholders, EQT, Joen Magnusson and Per Bertland, together represented 53.2 (62.2) per cent of the votes represented at the meeting. Madeleine Rydberger, a member of the Swedish Bar Association, was elected to chair the meeting. All board members elected by the meeting were available.

The full minutes of the meeting may be found on Beijer Ref's website. Among other things, the AGM decided on:

- Dividend in accordance with the proposal of the board and the CEO of SEK 1.30 per share for the financial year 2023, which corresponds to SEK 658,854,203.80.
- Re-election of board members: Albert Gustafsson, Frida Norrbom Sams, Joen Magnusson, Kate Swann, Kerstin Lindvall, Nathalie Delbreuve, Per Bertland and William Striebe. Kate Swann was re-elected as chair of the board.
- Determination of remuneration to the board and auditor.
- Principles for remuneration and other terms of employment for the CEO and other senior executives.
- Adoption of income statements and balance sheets.
- The board's proposal for a resolution authorising the board to decide on a new share issue within specified limits, in order to be able to pursue the company's acquisition strategy.
- A long-term share-based incentive program for Group management and a number of key individuals within the Group.
- Election of Deloitte AB as the company's auditor in 2024 with Richard Peters as chief auditor.
- Discharge from liability for the board of directors and CEO.

- Beijer Ref's Annual General Meeting 2025 will be held on 24 April in Malmö. For further information about the next Annual General Meeting, see p. 146 in this annual report.
- EQT Group, Joen Magnusson (family and company) and Per Bertland (family and company) each hold more than 10 per cent of the votes in the company. For further information about the share and shareholding, see pp. 31 -34 and the company's website.

Nomination committee

The nomination committee represents the company's shareholders and nominates board members and auditors and proposes fees for them.

Nomination Committee ahead of the 2025 Annual General Meeting

The nomination committee was appointed in October 2024 and, according to instructions established by the annual general meeting, shall consist of five members, one representative for each of the five largest shareholders in terms of votes as of the last trading day in August. The members were appointed from among the company's five largest shareholders in terms of voting rights in accordance with the applicable instructions and consist of: Juho Frilander (EQT Partners), Joen Magnusson (own and related party holdings, member of the Beijer Ref board), Per Bertland (own and related party holdings, member of the Beijer Ref board), Vegard Torsnes (Norges Bank) and Patricia Hedelius (AMF Tjänstepension och Fonder). Juho Frilander was appointed chair of the nomination committee. Kate Swann (Chairman of Beijer Ref's Board of Directors) attended all meetings. The 2025 nomination committee has held 3 (3) meetings. The nomination committee has conducted its work by evaluating the board's work, composition and competence. The diversity policy that is applied to the Group's Board of Directors is section 4.1 of the Swedish Corporate Governance Code. The objective is for the Board of Directors to have an appropriate composition, taking into account Beijer Ref's operations, stage of development and other circumstances, characterised by diversity and breadth in terms of the members' age, nationality, educational background, experience, competence and characteristics, and that an even gender distribution is to be sought. The Nomination Committee has applied the Diversity Policy in preparing its proposal for the election of Board members.

A report on the work of the nomination committee was submitted in the nomination committee's explanatory statement, which was published before the annual general meeting 2024. Further information about the nomination committee and its work can be found on the Group's website: www.beijerref.com.

Proposals to the annual general meeting 2025

The nomination committee has prepared the following proposals to be presented to the annual general meeting 2025 for decision. The nomination committee has decided to propose to the annual general meeting:

- Re-election of the members of the board of directors: Kate Swann, Albert Gustafsson, Joen Magnusson, Per Bertland, Frida Norrbom Sams, Nathalie Delbreuve, William Striebe and Kerstin Lindvall.
- Re-election of Kate Swann as chair of the board of directors
- Re-election of Deloitte AB as the company's auditor in 2025.

The Board of Directors

The board of directors has overall responsibility for the organisation and management of Beijer Ref. According to the articles of association, the board of directors shall consist of a minimum of four and a maximum of eight members, with or without deputies. The board members are elected annually at the annual general meeting for the period until the end of the next annual general meeting.

Responsibilities of the Chair

The chair is responsible for ensuring that the work of the board of directors is well organised and effective and that the board of directors fulfils its duties. The chair monitors the business in dialogue with the CEO. She is responsible for ensuring that the other board members receive the information and documentation necessary for a high quality of discussion and decisions, as well as verifying that the board's decisions are implemented.

Composition of the Board of Directors 2024

Beijer Ref's board of directors consisted of eight members, elected by the annual general meeting. The CEO, CFO and General Counsel attend all board meetings and other officers in the Group participate

as necessary to present specific issues. For further information about the board members, see pp. 58-59 and note 6.

Independence of the Board of Directors

The board's assessment, which is shared by the nomination committee, regarding the members' dependence in relation to Beijer Ref and the shareholders, is set out on pp. 58-59. As is shown, Beijer Ref complies with the Swedish Corporate Governance Code requirement that the majority of the AGM-elected members are independent of Beijer Ref and the executive management, and that at least two of these are also independent of Beijer Ref's major shareholders.

The work of the Board of Directors in 2024

Beijer Ref's board of directors held a total of eight meetings in 2024. At each regular board meeting, the company's economic and financial position and investment activities are discussed, among other things. Work in 2024 has been largely focused on issues involving strategy, continued expansion through acquisitions and increased profitability. In addition, mention can also be made of the work on the dual materiality assessment that has been carried out in accordance with the EU's Corporate Sustainability Reporting Directive (CSRD). The sustainability report shows how the work to implement, fulfill and comply with the requirements according to the CSRD is progressing, including a description of governance and responsibility. The company's auditor has met with the board without management present during the year. Between the board meetings, a large number of contacts have taken place between the company, its chair and other board members. Members are regularly sent written information concerning the company's activities, financial status and other relevant information. The measures taken by the board to monitor the functioning of internal control in relation to financial reporting and reporting to the board include requesting in-depth information in certain areas, in-depth discussions with parts of Group Management and requesting descriptions of the components of internal control, which are determined at the inaugural board meeting after the annual general meeting. The board establishes instructions for the CEO at the same time.

All members have attended all board meetings, with the exception of Kerstin Lindvall, who was partially absent from one meeting. Board meetings have been held both digitally and physically during the year.

Evaluation of the members of the Board of Directors and the CEO 2024

The chair of the board is responsible for evaluating the work of the

board, including the contributions of individual members. This is done through an annual, structured evaluation with subsequent discussions in the board where the compiled results from the survey, including comments submitted, are presented by presenting individual answers for each question as well as the mean and standard deviation. In 2024, the evaluation took place through a web-based board evaluation where board members individually and anonymously take a position on statements regarding the board as a whole, the chair of the board, the CEO's work on the board, and their own work performance. The evaluation focuses on improving the board's efficiency and focus areas, as well as the need for specific skills and working methods. The results of the board evaluation have been presented to the nomination committee. Furthermore, the nomination committee has interviewed individual board members. In addition to the above annual board and CEO evaluation, the board continuously evaluates the CEO's work by monitoring the development of the business against the defined goals.

Board committees

During 2024, the board had an audit committee consisting of Nathalie Delbreuve (chair), Frida Norrbom Sams and Albert Gustafsson. The audit committee met 5 (6) times in 2024. All members have been present at all meetings held both digitally and physically during the year.

The work has mainly focused on:

- Current and new accounting issues.
- Review of interim reports, year-end report and annual report.
- Review of reports from Beijer Ref's auditor including the auditor's audit plan and follow-up of audit fees.
- Assistance in drawing up proposals for the annual general meeting's decision on the election of the auditor.
- Review of procedures and work plan for the work of the committee.
- Ensuring that policies exist, and rules are complied with.
- Follow-up and reporting back concerning the company's tax situation and tax audits.
- IT-related security issues.

- Review of Beijer Ref's risk analysis.

Review of the work to implement, fulfill and comply with the requirements according to CSRD including the double materiality assessment carried out during the year.

During 2024, the board had a remuneration committee consisting of Kate Swann and Albert Gustafsson. The CEO and EVP HR and Communications present reports at these meetings. The remuneration committee met 5 (3) times in 2024. All members have attended all meetings, which have been held digitally during the year. Questions are prepared during the first board meeting of the year and decided at the board meeting held in connection with the annual general meeting.

The remuneration committee's tasks include monitoring and evaluating:

- The application of the company's guidelines for remuneration to senior executives and the current remuneration structures and levels of remuneration in the company
- All programs for variable remuneration for company management.
- Recommending long-term incentive programs.

External auditors

The annual general meeting appoints the external auditor. Beijer Ref's auditor is the accounting firm Deloitte AB, with authorised public accountant Richard Peters as chief auditor. Deloitte AB has been elected by the annual general meeting 2024 as Beijer Ref's auditor for the period until the annual general meeting 2025.

During the year, Deloitte AB carried out a review of the company's interim financial report for the period 1 January 2024 up to and including 30 September 2024 in accordance with the International Standard on Review Engagements ISRE 2410.

Beijer Ref's auditor, who is elected by the Annual General Meeting, audits the company's annual accounts and accounting records, as well as the administration of the Board of Directors and the President. The auditor works on the basis of an audit plan and reports his or her observations to the Audit Committee, to members of Group management on an ongoing basis during the year and at least once a year to the Board of Directors. The auditor also attends the AGM to present the audit report and describe the audit work and observations made.

Internal audit

There is a limited internal control function. The function has carried out a risk assessment, identified focus areas and carried out a self-assessment procedure with the Group's companies. There is no fully developed internal auditor function in the Beijer Ref Group. The board of directors of Beijer Ref AB has, in accordance with the rules of the Swedish Corporate Governance Code, taken a position on the need for a special internal audit function. The board has found that there is currently no need for such an organisation in the Beijer Ref Group. The background to the position is the company's risk profile and the control functions and control activities that are built into the company's structure, such as actively working boards in all companies, a high degree of presence from local management and board representation from management at the level above etc. Beijer Ref has defined internal control as a process that is influenced by the board of directors, the audit committee, the CEO, Group Management and other employees and that is designed to provide reasonable assurance that Beijer Ref's objectives are achieved in terms of: appropriate and efficient operations, reliable reporting and compliance with applicable laws and regulations. The internal control process is based on a control environment that creates discipline and provides a structure for the components of the process – risk assessment, control structures and follow-up. For information on internal control relating to financial reporting, see the section on internal control. For information on risk management, see pp. 70-71.

CEO and Group Management

Christopher Norbye took up the position of President and CEO of the Beijer Ref Group on 30 August 2021. The President and CEO of Beijer Ref heads Beijer Ref's operations on an ongoing basis and is assisted by a Group Management team consisting of the heads of business operations, purchasing, IT, mergers and acquisitions, HR, communication, sustainability and finance staff/legal. At the end of 2024, the Group Management team, including the CEO, consisted of 7 people. For further information about Group Management, see pp. 60-61.

Remuneration to senior executives

The aim of Beijer Ref's remuneration policy for senior executives is to offer competitive and market-based remuneration, so that competent and skilled employees can be attracted, motivated and retained. These guidelines allow senior executives to be offered a competitive total remuneration. The guidelines apply to remuneration that is

agreed upon and changes made to already agreed remuneration, after the guidelines have been adopted by the 2024 Annual General Meeting. The board, in its capacity as the company's remuneration committee, shall prepare, monitor and evaluate issues relating to variable cash remuneration. The remuneration shall consist of fixed salary, variable cash remuneration, pension benefits and other remuneration. The variable cash remuneration shall be based on predetermined, well-defined and measurable financial and non-financial targets for the Group and at Group and individual level, such as sales growth, profit growth, working capital development and, with regard to the non-financial targets, shall be linked to clear functional targets and/or sustainability targets. The weighting between the respective goals set shall be so that the heaviest weighting is placed on profit growth. The non-financial goals may amount to a maximum of 20 per cent of the total variable cash remuneration. Fulfilment of criteria for the payment of variable cash remuneration shall be measurable over a period of one year. The CEO receives a maximum amount corresponding to 100 per cent of an annual salary and other senior executives in Group Management receive a maximum amount corresponding to 75 per cent of an annual salary. The board shall have the opportunity, in accordance with law or agreement, to fully or partially reclaim variable remuneration paid on incorrect grounds.

Senior executives' pension benefits, including health insurance benefits, are defined contribution. An amount equal to a maximum of 30 per cent of fixed annual salary is allocated to the CEO, and an amount equal to a maximum of 25 per cent of fixed annual salary is allocated to other senior executives.

Other benefits may include health insurance and car benefit, which shall not constitute a substantial part of the total remuneration. Extraordinary remuneration may be paid as one-off arrangements in exceptional circumstances for the purpose of recruiting or retaining executives. Such remuneration may not exceed an amount equal to one year's fixed salary. For senior executives outside Sweden, whose employment conditions are subject to rules other than Swedish ones, other conditions may apply as a result of legislation or market practice and adaptation may therefore be required. Severance pay and fixed salary during notice are paid to the CEO up to a maximum of 24 months' fixed salary and to other senior executives up to a maximum of 12 months' fixed salary. Senior executives may resign with a notice period of six months. In the event of resignation by a senior executive, there is no severance pay. In addition,

compensation may be paid for any undertaking on restriction of competition. Such remuneration shall compensate for any loss of income and shall be paid only to the extent that the former executive is not entitled to severance pay for the corresponding period of time.

The CEO or other members of the Group Management team are not present when the board considers and decides on remuneration-related issues, to the extent that they are affected by the issues. The board shall draw up proposals for new guidelines at least every four years and submit the proposal for decision by the annual general meeting.

The board may decide to suspend these guidelines in whole or in part if, in an individual case, there are special reasons for doing so and a deviation is necessary to satisfy the long-term interests of the company, including its sustainability, or to ensure the company's financial viability. For more detailed information on remuneration guidelines, see note 6 in this annual report.

Further information on corporate governance may be found on Beijer Ref's website www.beijerref.com. This includes the following information:

- Previous annual corporate governance reports
- Notice of the annual general meeting
- Minutes
- Quarterly reports

Internal control

The board of directors' responsibility for internal control is regulated by the Swedish Companies Act and the Swedish Corporate Governance Code. Internal control regarding financial reporting aims to provide reasonable assurance regarding the reliability of external financial reporting in the form of quarterly reports, annual reports and year-end reports and that external financial reporting is prepared in accordance with law, applicable accounting standards and other requirements for listed companies.

External control instruments

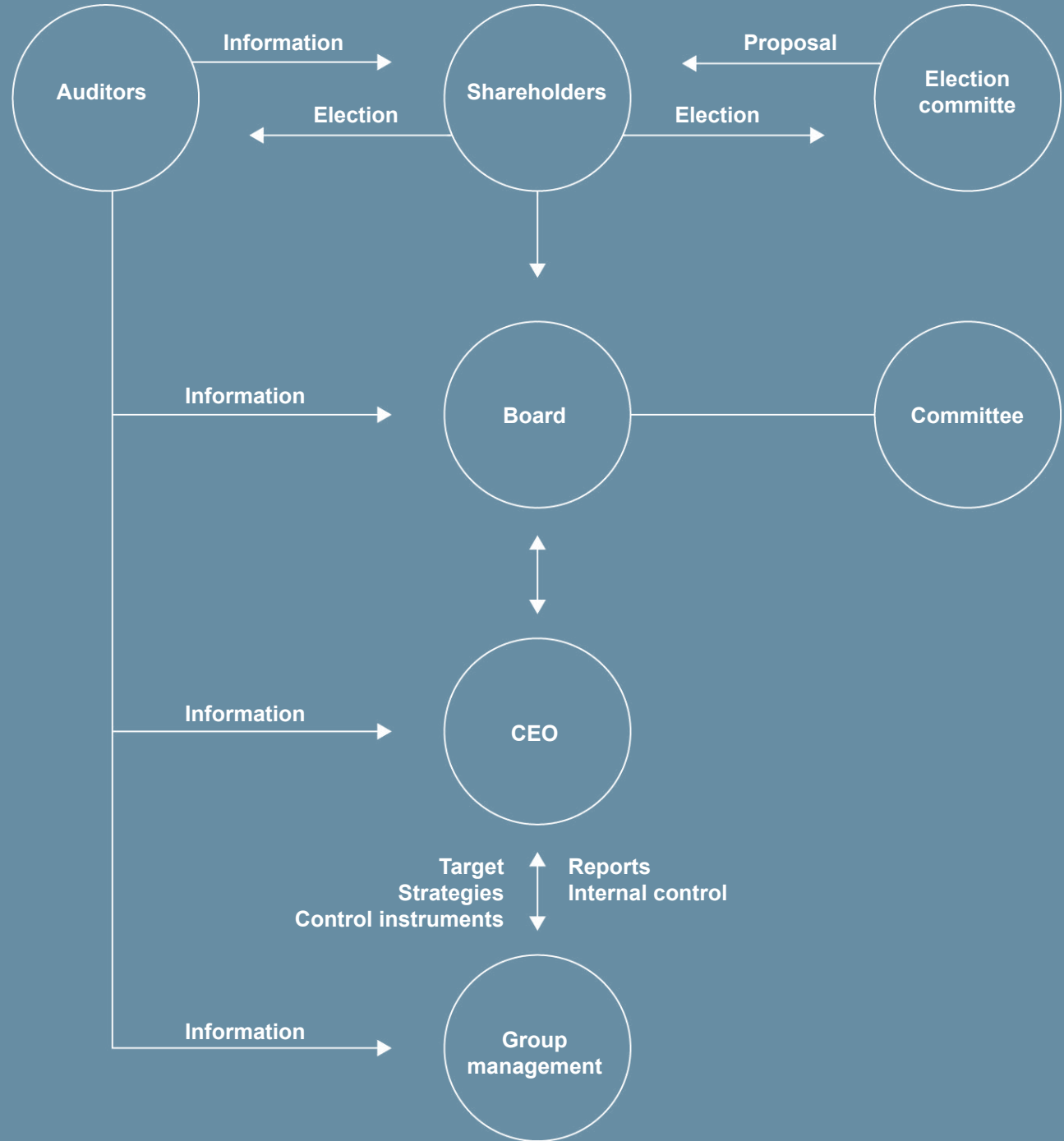
The external instruments that form the framework for corporate governance within Beijer Ref include:

- The Swedish Companies Act
- Swedish and international financial reporting legislation
- Nasdaq OMX Stockholm's rules
- The Swedish Corporate Governance Code

Internal control instruments

The binding internal control instruments include:

- The Articles of Association
- Rules of procedure for the board and instructions for the committees and the CEO
- Certification and authorisation rules
- Values and Code of Conduct
- Finance Policy and Communication Policy
- Other governance and policy documents, guidelines and recommendations as well as processes for handling whistleblower cases, risk management, sustainability and internal control.



Risk and risk management

Risker och riskhantering

The Beijer Ref Group's operations are affected by a number of external factors whose effects on the Group's operating profit can be monitored to varying degrees.

Group-wide rules, which are established by the board, form the basis for managing these risks at different levels within the Group. The aim of these rules is to get an overall picture of the risk situation, to minimise negative effects on profit and to clarify responsibilities and authority within the Group. Monitoring compliance with the rules is controlled by the designated persons and reported to the board.

Control environment and structure

Beijer Ref has a strong ownership influence and the major shareholders are represented on the board.

Beijer Ref is by its nature decentralised and the individual companies' own organisations fulfil important functions in terms of company culture and the control environment, through the short decision-making paths that exist and the strong presence of local management. The legal organisation very much coincides with the operational one and there are therefore few decision-making fora that are not linked to the responsibilities of the various legal entities that are regulated by law.

The management work is based on the work of the board, which is the backbone of company management, and the organisation's various company boards. The regulations that deal with company management, such as the Companies Act, form the basis for how board work is carried out. Powers and responsibilities are by this means regulated by these laws. The decisions taken by the boards are minuted and followed up carefully. It is through this board work that control activities and their follow-up are decided and implemented with local endorsement. It is the consistent practice within the Group that, with critical issues such as important personnel issues, organisational issues etc., the immediate manager refers to their respective manager so as to endorse decisions before they are made.

The principle of far-reaching decentralisation is of great importance for the different companies' sense of their own significance

and for motivation to work. The dissemination of responsibilities and powers leads to a strong will to live up to this responsibility and the expectations that come with it.

Risk management

The work of identifying, evaluating, managing and following up risks is an important part of the management and control of Beijer Ref's operations. Beijer Ref has an established process for enterprise risk management, which provides a framework for the Group's work on risks. The process aims to provide a Group-wide overview of the Group's risks, thus enabling follow-up and management. The highest governing body for risk management is Beijer Ref's board of directors and its audit committee, which continuously reviews the risks. Risks are also managed on an ongoing basis at Group level by a Risk Board led by the CFO, with representatives from Legal, IT, HR, Sustainability and Finance.

Senior executives in Group and business area management are represented on boards at an underlying organisational level and in individual companies of significance. It is through this board work that control activities and follow-up of risks, among other things, are decided and implemented locally. The principle of far-reaching decentralisation is of great importance for the subsidiaries' own commitment and drive in each company. The dissemination of responsibilities and powers leads to a strong will to live up to this responsibility and the expectations that come with it. The large geographical spread of products and services offered within the Group and the number of customers and suppliers provide a good underlying risk diversification.

Risk assessment regarding financial reporting at Beijer Ref aims to identify and evaluate the most significant risks that affect internal control of financial reporting in the Group's companies, business areas and processes. The present situation is assessed and improvement points are established. Control activities are also evaluated and assessed on an ongoing basis.

Concerning sustainability risks, the Group has developed a framework that deals with procedures and guidelines in areas such as the environment, employees, business ethics and efforts to avoid corruption, responsible supply chain and partnerships. The framework is disseminated to all subsidiaries, which then

report back on action plans and results. With regard to the risks of compliance with new environmental laws and resolutions for HFC gases, Beijer Ref has conducted a review of its own handling and upgraded leakage safety in all filling stations to minimise the risk of leakage. With regard to risks in social working conditions, diversity and inclusion, ethics and anti-corruption, the Group has evaluated its own and its subsidiaries' management. Risks in social working conditions, ethics and anti-corruption are minimised by complying with the company's codes of conduct for employees and suppliers and other policies. The company also works on continuous e-learning in these areas. The sustainability report shows how the work to implement, fulfil and comply with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD) continues, including a description of the dual materiality assessment that has been carried out during the year.

Beijer Ref's crisis management is decentralised. As far as possible, incidents are handled and resolved locally, close to the occurrence of the incidents. The crisis organisation at Group level, consisting of the CFO and members of the Group Legal, Communications and Human Resources staff, shall ensure that relevant employees have the skills and abilities needed to handle incidents. In the event of a major incident that may have an impact on the Group as a whole, the Group's crisis organisation, including Group management and the board, must be informed and assess how the incident is to be handled.

Insurance is handled centrally at the Group's head office together with insurance brokers.

Follow up to ensure the effectiveness of internal control of financial reporting is performed by the board, CEO, CFO and Group Management. The follow-up includes monthly financial reports with comparisons to budget, previous year and targets and quarterly reports with results supplemented with written comments. The follow up also includes following up on observations reported by Beijer Ref's auditor. Beijer Ref works according to an annual plan, which takes its starting point in the risk analysis and includes priority companies, acquired companies, main processes and specific risk areas.

Risks at Beijer Ref

Within Beijer Ref, a risk is defined as a future event that may adversely affect the Beijer Ref Group's ability to fulfil its goals. The risk definition focuses on risks with significant potential to threaten one or more defined strategic goals. The risks are evaluated based on their impact on the overall strategic goals and the likelihood of the risk occurring within the next five years. Measures and action

plans are also developed for each risk. The risks are then mapped based on probability and effect. Beijer Ref groups the risks in the areas Strategic, Business, Regulatory Compliance and Financial. The risks identified through the dual materiality assessment, conducted in accordance with CSRD, have been integrated into the overall risk management work.

Identified risks	Management and exposure	Identified risks	Management and exposure
Beijer Ref's corporate culture	There is a risk that Beijer Ref's corporate culture will be depleted unless the culture is preserved and maintained on a regular basis. Beijer Ref has a Code of Conduct to enhance and maintain the culture, as well as policies for business ethics and morality. The company also has an introductory course, an e-learning system for all new employees and new companies and global internal sales training.	Risks related to product liability	Poor quality products always negatively affect the Beijer Ref brand. The company always works with at least two brands in all markets and within different price segments. A central category manager, contracts with clear guarantee and liability clauses together with testing of products counteract this risk.
Dependence on larger suppliers	The company has a number of important agreements with HVAC suppliers. Beijer Ref has however, the strategy of having at least one supplier within each price segment and at least two suppliers in each market.	Risk of irregularities	Beijer Ref has a decentralised organisation and its subsidiaries are governed by regular board meetings. A self-evaluation of internal control is performed annually. The company also has a whistleblower function and a code of conduct.
Digitalisation and e-commerce	Digitalisation and e-commerce create new trade patterns and behaviours that are continuously being evaluated. The risk is minimised by working under various different brands and via a differentiated product range. There is always a risk that the company will be affected by new players challenging the industry in this area.	Risks in the new markets	Before Beijer Ref enters new markets, a market analysis of the market is conducted, in order to become aware of the risks and to be able to manage them. The company ensures that there are skilled personnel to handle the new markets.
Competition with existing customers	As Beijer Ref delivers more and more systems, installation is usually included, which can compete with existing customers. The risk is mitigated by educating and offering services that customers take responsibility for.	Risk of data failure and data breach	Data failure and data breach affect Beijer Ref's sales and customer relationships to a limited extent, since the group has a decentralised IT environment. The company works to strengthen perimeter protection and is also working on other security solutions, such as password policy and double logins. The company continuously conducts cyber awareness training for all employees.
Suppliers sell directly to larger customers and by-pass the wholesaler	Beijer Ref's distribution network through branches and presence in 45 countries counteracts this risk and constitutes a fully-fledged alternative to suppliers and own brands, which further strengthens Beijer Ref's position.	Access to capital and interest rate risks	New banking requirements and higher interest rates, as well as the general economic situation, may affect the availability of capital. This is offset by Beijer Ref having financing with different banks and sources of financing, as well as different maturity dates for the credits.
Macroeconomics	Negative economic trends or a weakening of the purchasing power of Beijer Ref's end customers in the markets where Beijer Ref operates could trigger an industry-wide sales decline. Beijer Ref's business model is decentralised and flexible. Decision-making is close to the local market and the cost structure is flexible.	Currency risks	The company is exposed to currency fluctuations, and continually hedges the foreign exchange exposure in certain subsidiaries so as to counterbalance this risk.
Political risks	Political risks can affect liquidity and the general business climate. Beijer Ref continuously monitors and follows the political situation as part of the business analysis and avoids particularly vulnerable markets.	Risk related to dealers – Customers deal directly with suppliers	Customers tend to contract directly with suppliers, in order to obtain lower prices. Beijer Ref has many small customers, which can counteract this risk, while the company has a high level of availability in its product range.
Risks in the product range	The risk that Beijer Ref does not get new environmentally-adapted products on the market. This risk is mitigated against by a central category manager for each product segment who takes responsibility for the product throughout its entire life cycle and who is also responsible for bringing in new products.	Changed legal requirements and regulations	Changed legal and regulatory requirements, not least changes in environmental requirements, affect Beijer Ref's business. The company regularly monitors these requirements as part of its global surveillance. The company is positively affected by the European phase-out programme for CO2 equivalents, at the same time as demand for the company's environmentally-adapted range is increasing. The phasing-out will run until 2030 and the new technologies will gradually be established in other markets outside Europe, for example in Australia and New Zealand.
Risk of fire, destruction, natural disasters and pandemic	In emerging markets, the risk of natural disasters is greater and the company weaves this risk into its insurance solution and business interruption insurance so as to minimise the risk of harm and losses. One consequence of globalisation is that it is difficult to protect the company from pandemics. In these situations, the company follows WHO's recommendations. The company is affected by a pandemic like all other companies, although the impact is less, as the operations are classified as supporting society.	Increased competition and concentration in Europe	Beijer Ref has a strong position in Europe and has historically had a lead, which can lead to price pressure in the market when new players enter. Better products and entering new markets can reduce this risk.

Financial information

Consolidated profit and loss account

SEK M	Note	2024	2023
Net sales	5	35,662	32,150
Other operating income	7	135	117
Total income		35,797	32,267
Raw materials and necessities		-1,438	-1,969
Goods for resale		-22,711	-19,852
Other external costs	8	-2,497	-2,291
Personnel costs	6	-4,493	-4,047
Depreciation and write-down of intangible and tangible fixed assets	13, 14, 16	-989	-872
Other operating expenses		-98	-78
Operating profit		3,571	3,159
Financial income	9	587	197
Financial expenses	10	-1,150	-773
Profit before tax		3,008	2,583
Tax on the year's profit	11	-749	-183
Net profit for the year	12	2,259	2,400
Attributable to:			
The parent company's shareholders		2,227	2,375
Non-controlling interests		32	25
Profit per share, attributable to the parent company's shareholders, SEK:			
Before dilution		4.39	4.88
After dilution		4.39	4.88

The group's report on other comprehensive income

SEK M	Note	2024	2023
Net profit for the year		2,259	2,400
Other comprehensive income			
Items which will not be reversed in the profit and loss account:			
Revaluation of the net pension commitment	24	-14	3
Changes in the fair value of equity investments at fair value through other comprehensive income	17	0	-2
Income tax relating to components of other comprehensive income		3	-1
Items which can later be reversed in the profit and loss account:			
Exchange rate differences		1,063	-475
Hedging of net investments		498	-353
Income tax relating to components of other comprehensive income		-103	73
Other comprehensive income for the year		1,449	-755
Total comprehensive income for the year		3,708	1,645
Attributable to:			
The parent company's shareholders		3,698	1,624
Non-controlling interests		10	21

Consolidated balance sheet

SEK M	Note	2024-12-31	2023-12-31
ASSETS			
Fixed assets			
Intangible assets	13	20,216	17,439
Tangible fixed assets	14	2,428	1,687
Financial assets at fair value through other comprehensive income	17	26	29
Right-of-use assets	16	2,372	2,308
Deferred tax assets	23	363	419
Other receivables	18	165	179
Total fixed assets		25,570	22,060
Current assets			
Inventories	19	11,723	9,961
Trade debtors and other receivables	18	5,479	5,086
Income taxes recoverable		318	106
Liquid funds	20	3,058	1,957
Total current assets		20,577	17,109
TOTAL ASSETS		46,147	39,170

SEK M	Note	2024-12-31	2023-12-31
SHAREHOLDERS' EQUITY			
Share capital	21	495	495
Other contributed capital		14,534	14,534
Reserves		1,311	-148
Profit brought forward		7,726	6,442
Total		24,066	21,323
Non-controlling interests	28	150	120
Total equity		24,216	21,443
LIABILITIES			
Long-term liabilities			
Borrowing	22, 27	6,067	6,167
Other long-term liabilities	3	2,396	1,073
Lease liabilities	16	1,862	1,837
Deferred tax liabilities	23	545	439
Pension commitments	24	131	107
Other provisions	25	139	130
Total long-term liabilities		11,140	9,754
Current liabilities			
Trade creditors and other liabilities	26	5,542	5,470
Borrowing	22, 27	4,135	1,712
Lease liabilities	16	604	534
Current tax liabilities		410	185
Other provisions	25	101	72
Total current liabilities		10,791	7,973
Total liabilities		21,931	17,727
TOTAL EQUITY AND LIABILITIES		46,147	39,170

Consolidated changes in equity

SEK M	2024						2023						Note
	Share capital*	Other contributed capital*	Reserves*	Profit brought forward*	Non-controlling interests	Total equity	Share capital*	Other contributed capital*	Reserves*	Profit brought forward*	Non-controlling interests	Total equity	
Equity opening balance	495	14,534	-148	6,442	120	21,443	372	901	607	4,723	111	6,714	
Net profit for the year				2,227	32	2,259				2,375	25	2,400	
Revaluation of the net pension commitment				-11	0	-11				2	-	2	2
Changes in the fair value of equity investments through other comprehensive income				0	-	0				-2	-	-2	17
Exchange rate differences			1,063	-10	10	1,064			-476		1	-475	
Hedging of net investments			395			395			-280			-280	
Other comprehensive income for the year			1,459	-21	10	1,449			-756	0	1	-755	
Total comprehensive income for the year			1,459	2,206	43	3,708			-756	2,375	26	1,645	
Rights Issue							123	13,633				13,756	
Dividend for 2021				-659	-	-659							
Dividend for 2022									-477	-		-477	
Stock purchase plans				-21	-	-21			7	-		7	
Sale of own shares				14	-	14							
Purchase of own shares									-39	-		-39	
Change in fair value of liabilities linked to acquisitions				-256	-	-256			-148	-		-148	
Dividends to shareholders' with non-controlling interest					-13	-13					-17	-17	28
Total			-	-922	-13	-935	123	13,633	-	-656	-17	13,083	
Equity closing balance	495	14,534	1,311	7,726	150	24,216	495	14,534	-148	6,442	120	21,443	

* Attributable to parent company's shareholders

Consolidated cash flow statement

SEK M	Note	2024	2023
Current operations			
Operating profit		3,571	3,159
Adjustments for items not included in the cash flow:			
Depreciation and write-downs of intangible and tangible fixed assets	13, 14, 16	989	872
Change in pension, guarantee and other provisions		-2	11
Profit on sale of tangible fixed assets		2	-5
Other items not affecting cash flow ¹		39	-243
Total		4,599	3,794
Paid interest		-572	-618
Paid income tax		-819	-658
Cash flow from current operations before changes in working capital		3,208	2,518
Changes in working capital			
Changes in inventories		-339	-382
Changes in operating receivables		251	-157
Changes in operating liabilities		-39	-226
Cash flow from current operations		3,080	1,753
Investment operations			
Received interest		0	30
Acquisition of tangible and intangible fixed assets	13, 14	-445	-360
Acquisition of operations	29	-2,311	-8,919
Sale of operations		7	0
Sale of tangible and intangible fixed assets		17	14
Cash flow from investment operations		-2,730	-9, 235

¹ Reserve and dissolution of reserve regarding the 2023 acquisition of Heritage Distribution.

SEK M	Note	2024	2023
Financial operations			
New lending		11,528	24,143
Amortisation of loans		-9,599	-28,869
Payments related to amortisation of lease liabilities	16	-543	-490
Rights issue		-	13,707
Dividends paid to shareholders		-659	-477
Repurchase options, LTIP		-21	7
Acquisition of own shares		14	-39
Dividends to shareholders with non-controlling interest		-13	-17
Dividends to shareholders with a put/call option		-41	-
Cash flow from financial operations		665	7,967
Change in liquid funds		1,016	485
Exchange rate difference, liquid funds		85	-46
Liquid funds on 1 January		1,957	1,518
Liquid funds on 31 December	20	3,058	1,957

Notes

1 General information

Beijer Ref AB (publ), the parent company, and its subsidiaries (collectively, the group) is a technology-oriented trading group that, through value-added products, offers its customers competitive solutions in refrigeration and air conditioning. The product range consists mainly of products from leading international manufacturers and also some manufacturing of the group's own products combined with service and support for the products. The group creates added value by adding technical expertise to the products, providing knowledge and experience about the market and delivering efficient logistics and warehousing. The group has subsidiaries in large parts of Europe as well as in the USA, Africa and APAC.

The parent company is a public limited company registered and with its head office in Malmö, Sweden. The address of the head office is Stortorget 8, 211 34 Malmö. This consolidated financial statement was approved by the board of directors for publication on 2 April 2025.

2 Accounting and valuation principles applied

General financial reporting principles

The consolidated financial statements have been prepared in accordance with the Annual Accounts Act, RFR 1 Supplementary Accounting Rules for Groups and the International Financial Reporting Standards (IFRS) and IFRIC interpretations as adopted by the EU. The standards that have been published but not yet entered into force are not followed.

The annual report of the parent company has been drawn up in accordance with the Annual Reports Act. The parent company applies the same accounting principles as the group, with the exceptions and supplements stipulated by the Swedish Corporate Governance Board, Recommendation RFR 2 "Financial Reporting for Legal Persons". In the parent company, Financial Instruments are recognised according to the exemption in RFR 2. Financial instruments are instead presented with a basis in acquisition value according to the Annual Reports Act. The accounting principles of the parent company are presented in the section "Parent Company's Accounting Principles". The principles have been applied consistently in all the years presented, unless otherwise stated.

Introduction of new accounting principles

New and amended standards applied by the group

None of the IFRS or IFRIC interpretations that are mandatory for the first time for the financial year that began on 1 January 2024 has any significant effect on the group.

New standards and interpretations that have not yet been applied by the group

When drawing up consolidated financial statements as of 31 December 2024, it was judged that no IFRS or IFRIC interpretations that have not yet entered into force are expected to have any significant effect on the group.

Assumptions for the establishment of the group's financial reports

The functional currency of the parent company is Swedish SEK, which is also the reporting currency of both the parent company and the group. All amounts listed are rounded to the nearest million unless otherwise stated.

The accounting principles applied in the preparation of these consolidated financial statements are stated below. These principles have been consistently applied for all reported years, unless otherwise stated.

Consolidated financial statements

Subsidiaries

Subsidiaries are all companies in which the group has a controlling interest. The group has a controlling interest in a company when it is exposed to or entitled to variable returns from its holding in the company, and has the ability to affect this return through its influence in the company. Subsidiaries are included in the consolidated accounts from the date on which the controlling interest is transferred to the group. They are excluded from the consolidated accounts from the date on which the controlling interest ceases.

The acquisition method is used to present the group's acquisitions of subsidiaries. The purchase price for the acquisition of a subsidiary consists of the fair value of transferred assets, liabilities and the shares that are issued by the group. The purchase price also includes the fair value of all assets or liabilities that are the result of an agreement on conditional purchase price. Conditional purchase price is classified as either equity or financial liability depending on whether it is settled with equity instruments or cash and is initially recognised at fair value.

If an acquisition does not refer to 100 per cent of a subsidiary, a holding without a controlling interest arises. In cases where the owner of the remaining holdings has an option to sell its holding to Beijer Ref or Beijer Ref has an obligation to buy the remaining holdings, Beijer Ref has chosen to apply the so-called "Anticipated Acquisition Method" (AAM). This means that 100 per cent of the subsidiary is considered to be acquired at the time of acquisition and a liability corresponding to the present value of the estimated future purchase price is recognised. The value of the liability is dependent on the future earnings development of acquired entities and is continuously reassessed. The liability is not included in the company's net liabilities as it is estimated and not definitive.

Acquisition-related costs are expensed as they arise. Identifiable acquired assets and liabilities taken over in a business combination are initially valued at fair value on the date of acquisition. In those acquisitions where AAM is not applied, the group assesses whether non-controlling interest in the acquired company should be reported at fair value or at the holding's proportional share of the acquired company's net assets. The amount by which the purchase price, any shareholding without controlling interest and fair value on the date of acquisition of earlier shareholdings exceed the fair value of the group's share of identifiable acquired net assets is reported as goodwill. If the amount is less than fair value of the acquired subsidiary's net assets, in the case of a so-called bargain purchase, the difference is reported directly in the income statement.

The group's internal transactions and balance sheet items, as well as unrealised gains on transactions between group companies, are eliminated. Unrealised losses are also eliminated, unless the transaction represents evidence of an impairment need for the transferred asset. The financial reporting principles for subsidiaries have in some cases been amended so as to guarantee a consistent application of the group's principles.

Transactions with shareholders without controlling interest

Transactions with shareholders without controlling interest are treated as transactions with the group's shareholders. With acquisitions from shareholders without controlling interest, the difference between purchase price paid and the actual acquired share of the reported value of the subsidiary's net assets is reported under equity. Gains and losses on disposals to shareholders without controlling interest are also reported under equity.

Where the group no longer has a controlling or significant interest, each remaining holding is reassessed at fair value and the change in reported value is recognised in the income statement. The fair value is used as the first reported value and provides the basis for the continued reporting of the remaining holding as an associate, joint venture or financial asset. All amounts relating to the divested entity that were previously recognised in other comprehensive income are reported as if the group had directly disposed of the attributable assets or liabilities. This may cause amounts previously recognised in other comprehensive income to be reclassified to the income statement.

Reporting for segments

An operating segment is part of the group that operates activities from which it can generate income and incur expenses and for which independent financial information is available. Operating segments are reported in a way that corresponds to the internal reporting that is sent to the highest responsible decision maker. In the group this function has been identified as the CEO. The group had the following operating segments in 2024: EMEA, APAC and North America.

Classification etc.

Non-current tangible assets and liabilities consist almost entirely of amounts that are expected to be regained or paid after more than twelve months from the date of balance. Current assets and liabilities consist almost entirely of amounts that are expected to be regained or paid within twelve months from the date of balance.

Valuation principles etc.

Assets and liabilities have been valued at acquisition value unless otherwise stated

below.

Intangible assets

Intangible assets acquired by the company are reported at acquisition value less accumulated depreciation and impairment, except for goodwill and intangible assets with an indefinite useful life, which are reported at acquisition value less accumulated impairment. Additional expenditure on an intangible asset is only added to the acquisition value if it increases future financial benefits. All other costs are expensed as they arise. Depreciation is based on acquisition value reduced by any residual values. Depreciation occurs on a straight line basis over the useful period of the asset and is reported as cost in the income statement. An asset's residual value and useful lifetime is tested on each balance sheet date and adjusted as needed.

Research and development

Research and development expenditures are reported as costs when they arise. Costs incurred in development projects (relating to the design and testing of new or improved products) are reported as intangible assets when the following criteria are met:

- it is technically possible to complete the intangible asset so that it can be used,
- management intends to complete the intangible asset and use or sell it,
- the conditions exist to use or sell the intangible asset,
- it can be demonstrated how the intangible asset will generate probable future financial benefits,
- adequate technical, financial and other resources are available to complete the development and to use or sell the intangible asset, and
- the expenditure attributable to the intangible asset during its development can be reliably calculated.

Research and development costs that have been previously reported as an expense are not reported as an asset in a subsequent period. Research and development expenditure that has been capitalised is written off on a straight line basis from the time the asset is ready to be used. Depreciation is made during the expected useful period, but no more than five years.

Agencies

The part constituting "Agencies" refers to an exclusive and non-time-limited distribution right of a world-leading brand (Toshiba). There is great value in the right to sell Toshiba air-conditioning products and its European organisation has become an integral part of Beijer Ref. Toshiba is an organisation with a long history and strong market position in numerous areas not limited to refrigeration and air conditioning. Management's best assessment is that a 40-year utilisation period best corresponds to an approximation of the time period during which the asset generates future financial benefits.

Amortisation periods intangible assets.

	Group	Parent company
Acquired intangible assets:		
Software	3-10 years	3-5 years
R&D	5 years	-
Agencies	40 years	-
Customer lists	10-20 years	-

Goodwill

Goodwill consists of the amount by which the purchase price exceeds the fair value of the group's share of the acquired subsidiary's identifiable net assets at the time of acquisition. Goodwill on the acquisition of subsidiaries is recognised as intangible assets. Goodwill is tested annually so as to identify any need for impairment and

reported at acquisition value less accumulated impairment. The impairment of goodwill is not reversed. Gains or losses on the divestment of an entity include the remaining reported value of the goodwill relating to the divested entity. Goodwill is distributed to cash generating units with a test of any need for impairment. Cash generating units are the regions EMEA, APAC and North America, which are the same as those identified as operating segments.

Tangible assets

Tangible non-current assets are recognised as asset on the balance sheet when, on the basis of available information, the future financial benefit associated with the holding is likely to accrue to the group/company and the acquisition value of the asset can be calculated in a reliable way. Tangible non-current assets are reported at acquisition value after deduction of depreciation and any accumulated impairment. Depreciation is based on acquisition value reduced by calculated residual values. Depreciation occurs on a straight line basis over the estimated useful life of the asset. An asset's residual value and useful lifetime is tested on each balance sheet date and adjusted as needed.

The following depreciation periods are applied:

	Group	Parent company
Buildings	25-50 years	40 years
Land installations	20 years	-
Machinery and other technical plant	5-10 years	-
Equipment, tools and installations	3-10 years	3-10 years

Additional expenses are added to the asset's reported value or reported as a separate asset, depending on which is applicable, only if it is probable that the future financial benefits associated with the asset will accrue to the group and the asset's acquisition value can be measured reliably. All other forms of repair and maintenance are recognised as costs in the income statement during the period they are incurred.

Gains and losses on disposal are determined through a comparison between sales income and the reported value and reported in Other operating income/Other operating costs on the income statement.

Impairment of non-financial assets

Assets that have an indeterminate useful life are not impaired, but are assessed annually for any impairment requirement. Assets written off are assessed for value reduction whenever events or changes in conditions indicate that the reported value may not be recoverable. An impairment is made by the amount the asset's reported value exceeds its recoverable value. The recoverable amount is the asset's fair value less sales costs or its utility value, whichever is higher. When assessing the impairment requirement, assets are grouped at the lowest levels where there are separate identifiable cash flows (cash-generating units).

When calculating the utility value, future cash flows are discounted at a pre-tax rate intended to consider the market's assessment of risk-free interest and risk associated with the particular asset. An asset that is dependent on other assets is not considered to generate any independent cash flows. Such an asset is instead attributed to the smallest cash generating unit where the independent cash flows can be determined. An impairment of assets other than goodwill is reversed if there has been a change in the calculations used to determine the recoverable value. A reversal is only made to the extent that the reported value of the asset would have been, had no impairment been made. At each balance date, an examination is made as to whether reversal should be made.

Financial instruments

A financial asset or financial liability is recognised in the balance sheet when the company becomes a party to the instrument's contractual terms. A financial asset is removed from the balance sheet once all the benefits and risks associated with ownership have been transferred. A financial liability is removed from the balance sheet when the obligation in the agreement is fulfilled or otherwise concluded.

Financial instruments are initially valued at fair value and then at fair value or accrued acquisition value depending on classification. Financial instruments reported at acquisition value are initially reported at an amount corresponding to the fair value of the instrument with an addition for transaction costs. Financial instruments reported at fair value are initially reported at an amount corresponding to the fair value of the instrument; transaction costs are expensed directly. A financial instrument is classified when first reported, based on the purpose for which it has been acquired. The classification determines how the financial instrument is measured after initial recognition.

All financial derivative instruments are reported on an ongoing basis at fair value. Purchases and sales of financial assets are recognised on the transaction date, which is the date when the group commits to purchase or sell the asset.

Put option

The parent company's issued put options are valued in accordance with IAS 32 as a financial liability. Any changes in the value of the financial liability based on an issued put option are added to/reduced by the acquisition value of shares in subsidiaries.

Cash and cash equivalents

Cash and cash equivalents may consist of the group's disposable balances with banks and equivalent institutions.

Classification of financial instruments

The classification of financial assets that are debt instruments is based on the group's business model for management of the asset and the nature of the asset's contractual cash flows and is classified as follows: accrued acquisition value, fair value via other comprehensive income or fair value via income statement.

Financial assets in the form of debt instruments classified at accrued acquisition value are initially valued at fair value with the addition of transaction costs. Accounts receivable are initially reported at fair value. After the initial reporting, the assets are valued according to the effective interest rate method. Assets classified at accrued acquisition value are held according to the business model of collecting contractual cash flows that are only payments of the capital sum and interest on the outstanding capital sum. The assets are covered by a loss reserve for expected credit losses.

The group does not have any financial assets in the form of debt instruments classified at fair value via other comprehensive income or fair value via income statement.

Equity instruments: The group has chosen to classify the holdings as equity instruments at fair value via other comprehensive income when they are not held for trading purposes. Any dividends are reported in the income statement.

Financial liabilities are valued at accrued acquisition value or fair value via the profit for the year. A financial liability is measured at fair value through profit for the year if it is classified as held for trading, a derivative instrument that is not hedged, a contingent consideration in business combinations classified as financial liability or another liability classified as a financial liability. Financial liabilities valued at fair value via profit for the year are valued at fair value on an ongoing basis with value changes reported in profit for the year. In cases where the owner of the remaining holdings has an option to sell its holding to Beijer Ref and Beijer Ref has an obligation to buy the remaining holdings, the option is valued at fair value on first accounting. Subsequent changes in value are reported directly against equity in accordance with the company's assessment that such changes in value should be equated with other transactions with owners. Other financial liabilities are valued on an ongoing basis at accumulated acquisition value using the effective interest method.

Purchases and sales of financial assets are recognised on the transaction date – the date when the group commits to purchase or sell the asset. Financial assets valued at fair value via the income statement are initially recognised at fair value, while attributable transaction costs are recognised in the income statement. Financial assets are removed from the balance sheet when the entitlement to receive cash flows from the instrument has expired or been transferred and the group has transferred more or less all the risks and benefits associated with ownership. Financial assets valued at accrued acquisition value are recognised after the date of acquisition at accrued acquisition value by applying the effective interest rate method.

Impairment of financial assets

The group's financial assets and receivables, other than those that are classified at fair value through profit or loss, are subject to impairment for expected credit losses. The group considers that the following constitute default for internal credit risk management purposes because historical experience indicates that financial assets that meet any of the following criteria are generally not recoverable:

- when there is a violation of financial terms by the debtor; or
- information obtained internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the group, in full (without taking into account collateral held by the group).

Regardless of the above analysis, the group considers that default has occurred when a financial asset is more than 90 days past due unless the group has reasonable and verifiable information to demonstrate that a more delayed default criterion is more appropriate.

Goods in stock

Goods in stock are entered at the lower of acquisition value and net sales value. The acquisition value is calculated according to the first-in-first-out principle or by weighted average prices. Weighted average prices are used in those units within the group where variation in the price of goods is considered large. With in-house manufactured finished and semi-finished products, the acquisition value consists of direct manufacturing costs such as direct material and wage costs as well as a reasonable share of indirect manufacturing costs. In valuation, normal capacity utilisation has been taken into account. Borrowing costs are not included. The net realisable value is the estimated selling price in current operations, less any applicable variable sales costs.

Accounts receivable

Accounts receivable are initially entered at fair value and thereafter at accrued acquisition value using the effective interest rate method. Impairment for credit losses according to IFRS 9 is forward-looking and a loss provision is made when there is an exposure to credit risk, usually at the first time of recognition. Impairment requirements are taken into account for different maturities depending on the asset class and on any credit deterioration since the first time of recognition. Expected credit losses reflect an objective, probability-weighted outcome that considers multiple scenarios on reasonable and verifiable forecasts. The simplified model is applied to trade receivables. A loss reserve is recognised, in the simplified model, for the expected remaining maturity of the claim or asset. Financial assets are reported in the balance sheet at accumulated acquisition value, i.e. net of gross value and loss reserve. Changes in the loss reserve are recorded in the item Other external costs in the income statement.

Share capital

Ordinary shares are classified as equity. When any group company buys the parent company's shares (repurchase of own shares), the paid purchase price, including any directly attributable transaction costs (net of tax), reduces the retained earnings, until the shares are cancelled or disposed of. If these shares are subsequently disposed of, the amounts obtained (net of any directly attributable transaction costs and tax effects) are accounted for in retained earnings.

Trade accounts payable

Trade accounts payable are initially entered at fair value and thereafter at accrued acquisition value using the effective interest rate method.

Borrowing

Borrowing is initially recognised at fair value, net of any transaction costs. Borrowing is subsequently recognised at accrued acquisition value, and any difference between the amount received (net of transaction costs) and the repayment amount is recognised in the income statement spread over the loan period, applying the effective interest method.

Borrowing is classified as a current liability if the group does not have an unconditional right to postpone payment of the liability for at least 12 months after the balance date.

Tax

Total tax is made up of current tax and deferred tax. Taxes are recognised in the income statement except where the underlying transaction is recognised as a component of other comprehensive income or directly against equity. In such cases the tax is also

reported in other comprehensive income or equity respectively. Current tax is tax calculated on taxable earnings for the period. This also includes adjustments to current tax attributable to previous periods.

Deferred tax is calculated using the balance sheet method on all temporary differences between reported and taxable values of assets and liabilities. However, the deferred tax is not recognised if it occurs as a result of a transaction that constitutes the initial recognition of an asset or liability in a transaction other than a business combination, and that, at the time of the transaction, affects neither the recognised nor the taxable profits. Deferred income tax is calculated using tax rates (and laws) that have been adopted or announced as per the balance sheet date and that are expected to apply when the deferred tax asset in question is realised or the deferred tax liability is settled. In the consolidated reporting on the other hand, untaxed reserves are divided into deferred tax liability and equity.

Deferred tax assets are recognised to the extent it is probable that future taxable surpluses will be available, against which the temporary differences can be utilised. Deferred tax is calculated on temporary differences that arise on shares in subsidiaries except where the date of reversal of the temporary difference can be controlled by the group and it is probable that the temporary difference will not be reversed in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and tax liabilities and when the deferred tax assets and liabilities relate to taxes levied by one and the same taxation authority and refer to either the same taxable entity or different taxable entities, where there is an intention to settle the balances through net payments.

OECD model rules for global minimum taxation - Amendments to IAS 12

The Group applies the exemption in IAS 12 not to recognise and disclose deferred taxes relating to the implementation of the Pillar 2 model rules by the respective jurisdiction.

Provisions (except deferred tax)

A provision is recorded on the balance sheet when the company has a formal or informal commitment as a result of an event that has occurred and it is likely that an outflow of resources is required to settle the commitment and a reliable estimate of the amount can be made.

The provisions are valued at the present value of the amount that is expected to be required to settle the obligation. In this case, a pre-tax discount rate is used, which reflects an up-to-date market assessment of the time-dependent value of money and the risks associated with the provision. The increase in the provision due to time elapsing is reported as interest expense.

Guarantee reserve

A provision is recognised when the underlying product or service has been sold. The guarantee provision is calculated on the basis of previous years' guarantee costs and by future forecast guarantee commitments.

Restructuring reserve

A provision is recognised once a detailed restructuring plan has been established and restructuring has either commenced or been publicly announced.

Remuneration to employees

Pension obligations

Group pension costs are recognised in full under the heading Personnel costs in the income statement. For defined contribution plans, the company pays the defined contributions to a separate legal entity and has no obligation to make any further payments. Costs are expensed to group profit as benefits are earned.

Defined benefit pension plans specify the amount of pension benefit an employee receives after retirement, usually based on one or more factors such as age, length of service and salary. The group carries the risk that the promised payments are made. The defined benefit pension plans are both funded and unfunded. Where the plans are funded, the assets belonging to the plans are kept separate from the group's assets, in externally managed funds. These plan assets can only be used to pay remuneration according to the pension agreements.

The net of estimated present value of the obligations and fair value of the assets under

management is presented in the balance sheet as either a provision or a long-term financial claim. In cases where a surplus in a plan is not fully exploited, only the portion of the surplus that the company can recover by reduced future fees or repayments is reported. Offsetting a surplus in a plan against a deficit in another plan occurs only if the company has a right to use a surplus in a plan to regulate a deficit in another plan and if the obligations are intended to be regulated on a net basis.

The pension cost and pension obligations for defined benefit pension plans are calculated according to what is known as the projected unit credit method. The method distributes the cost of pensions as employees perform services for the company that increase their entitlement to future compensation. The company's material undertaking is calculated by independent actuaries. The undertaking is the present value of the expected future payments. The actuarial calculations are based on assumptions about discount rates, expected returns on assets under management, future wage increases, inflation and demographic conditions.

In determining the present value of the obligation and fair value of the assets under management, actuarial gains and losses may arise. These arise either by the real outcome deviating from the previously made assumption, or changing assumptions. The actuarial gains and losses are reported directly in other comprehensive income when incurred. Service costs for previous service are reported immediately. Interest costs and expected return on assets are reported net as an income/cost by applying the discount rate, which is used to discount the pension commitment included in the group's pension liability. Costs for the year's earnings and net income/costs are reported in operating profit.

Commitments for retirement pension and family pension for salaried employees in Sweden are secured through an insurance policy with Alecta. This is a defined benefit plan that includes multiple employers. Therefore, where the group has not had access to information that allows this plan to be reported as a defined benefit plan, this is reported as a defined contribution plan.

Compensation on termination of employment

Provisions in connection with terminations of employment are recognised only if the company is demonstrably obligated to terminate employment before the normal date, or when compensation is offered as an incentive for voluntary departure. Where the company terminates the employment of staff, a detailed plan is drawn up that contains at least the workplace, job titles and approximate number of persons concerned, as well as the remuneration for each staff category or position and the time of implementation of the plan.

Variable remuneration

Variable remuneration to senior executives is reported in note 6. The variable remuneration is decided annually by Beijer Ref AB's board. The variable remuneration is based on qualitative and quantitative goal fulfilment. Variable remuneration for employees other than senior management is available only on a limited scale. Remuneration is reported in the period when the legal obligation arises.

Long-term incentive programme

The group has share-related compensation plans in the form of share savings programs. Detailed information on the design of the various programs can be found in note 6 Employees and remuneration to employees. For share savings programs, personnel costs are reported during the vesting period based on the fair value of the shares at the time of allocation, i.e. when the company and the employees have entered into an agreement on the terms and conditions of the programme.

The fair value is based on the share price on the allocation date; no reduction of the fair value with respect to expected dividends has taken place as the participants are compensated for this. Employees pay a price corresponding to the share price at the time of investment. The vesting conditions are not stock market-based and affect the number of shares that Beijer Ref will give to the employee upon allocation. Personnel costs for shares attributable to the performance-based programme are calculated at each reporting date based on an assessment of the probability that the performance targets will be achieved. The costs are calculated based on the number of shares that Beijer Ref expects to need to settle at the end of the vesting period. When allotment of shares takes place, social security contributions must be paid in certain countries for the value of the employee's benefit. This value is based on fair value at each reporting date and is reported as a provision for social security contributions.

The share savings programs are essentially equity-regulated and amounts corresponding to personnel costs are reported against retained earnings in equity.

Option programme up to and including 2026

Up to and including 2023, the company issued purchase options to its personnel. The purchase options entitled the holder to acquire shares in the company. The premium for the purchase options corresponds to the market value of the purchase options and an external independent valuation is made in accordance with the Black & Scholes model. The purchase options are freely transferable. The option premium received in payment of the purchase options affects retained earnings. To ensure delivery of shares to participants in the option programme, the company repurchases its own shares if necessary. The purchase value of the repurchase of own shares affects retained earnings during the year in which the purchase is carried out.

Income

IFRS 15 is applied for reporting income. This means that income from the group's sales is recognised when the control of the products is transferred to the customer, which occurs when the products are delivered to the customer and there are no unfulfilled obligations that may affect the customer's acceptance and approval of the products. The products are often sold with volume discounts based on cumulative sales over a 12-month period. Revenues from sales are recognised based on the agreed price less any volume discounts and discounts for cash payment. Volume discounts are calculated on the basis of the expected sales volume and revenues are recognised only to the extent that it is highly likely that a significant reversal is unlikely to occur. A liability is recognised for the anticipated volume discounts in relation to sales until the close of the reporting period. The liabilities relating to volume discounts are reported as accrued expenses in the balance sheet. Return rights and guarantees are in accordance with industry standards; any guarantee reserve is entered as other provisions.

Remuneration in the form of interest, commissions and dividends is recognised as income when the financial benefits associated with the transaction are likely to accrue to the company and can be reliably calculated. Interest income is entered as income distributed over the period to maturity using the effective interest rate method. Dividend income is entered when the right to receive payment has been fixed.

Government support received is reported in the month when the corresponding cost arose. This support has been taken into account when there is reasonable certainty that the company will comply with the conditions associated with the grants and will receive them. In the income statement, the support received has been entered as a reduction in cost.

Leasing agreements

The company applies IFRS16 regarding leasing. Assets and liabilities attributable to all leases, with a few exceptions, are reported in the balance sheet. The lessee has a right to use an asset during a specified period of time and also a liability to pay for this right.

A discount rate has been fixed per country based on the base rate with the addition of a margin. Right of use agreements of less than 12 months are reported as short-term agreements and are therefore not included in the reported liabilities or rights of use. Right of use agreements with an acquisition value below USD 5,000 are classified as low-value agreements and are not included in the reported liabilities or rights of use.

Beijer Ref has identified many agreements primarily concerning properties with the right to extend, so-called extension options. As a result of these considerations, many leases have been deemed to be longer than according to the contract period. All leases relating to properties that fall due with an extension option have been extended by three years or longer if the original contract is for more years.

Hedging

The group applies hedging for financial instruments aimed at securing net investment in foreign operations. When the transaction is concluded, the relationship between the hedging instrument and the secured item, or transaction, is documented, as well as the risk management target and the strategy for taking different hedging measures. The group also documents its assessment, both at the start of the hedging and on an ongoing basis, of whether the derivative instruments used in the hedging transaction are effective in countering changes in fair value of hedged items.

Hedges are designed so they can be expected to be effective. Changes in fair value for such derivative instruments as do not meet the conditions for hedge accounting are immediately reported in the income statement. Changes in fair value of the hedging instruments are reported in comprehensive income up to maturity. Any ineffective part is immediately recognised in the income statement.

Foreign currency translation

Functional currency and reporting currency

Items included in the financial statements for the various entities of the group are valued in the currency that is used in the economic environment in which the relevant company primarily operates (the functional currency). In consolidated reporting, Swedish SEK is used, this being the parent company's functional value and reporting value.

Transactions and balance sheet items

Transactions in foreign currencies are translated to the functional currency at the exchange rates in force on the date of the transaction. Currency gains and losses that arise when paying such transactions and when translating monetary assets and liabilities in foreign currencies at the rate on the balance sheet date are reported on the income statement.

Group companies

The results and financial positions of all the group companies (none of which have a high-inflation currency) that have a functional currency other than the presentation currency are translated into the group's presentation currency as follows:

- assets and liabilities for each of the balance sheets are translated at the balance date rate
- income and expenses for each of the income statements are translated using the average exchange rate
- all exchange rate differences that arise are recognised as a separate component in other comprehensive income.

In consolidation, the exchange rate differences for the year, arising from the conversion of net investments in foreign operations and of borrowings and other currency instruments identified as hedges of such investments, are reported as a component in Other comprehensive income and accumulated among reserves in equity. When disposing of a foreign activity, such rate differences are reported in the income statement as part of capital gain/loss.

Goodwill and adjustments of fair value that arise with acquisitions of foreign activities are treated as assets and liabilities at this activity and translated at the exchange rate on the balance sheet date. Exchange rate differences that arise are reported in other comprehensive income.

Profit per share

Calculation of profit per share before dilution is based on profit for the year in the group that is attributable to the parent company's shareholders and on the weighted average number of shares in circulation during the year. In calculating profit per share after dilution, the average number of shares is adjusted to take into account the effects of potential dilutive ordinary shares, which in reported periods relate to share-based compensation programs issued to employees. All long-term incentive programs at Beijer Ref are performance-based and are considered to have a potential dilutive effect. Dilution occurs only when the redemption price is lower than the listed price and increases the greater the difference is.

Dividends

Dividends to the parent company's shareholders are entered as liabilities in the company's financial reports in the period when the dividend is approved by the parent company's shareholders.

Related party transactions

Regarding the salaries and other remuneration of the board of directors, CEO and other senior executives, costs and obligations relating to pensions and similar benefits and agreements regarding severance pay, see note 6. Other related party transactions are disclosed in note 30.

3 Financial risk handling

Financial instruments by category in the Group

Assets in the balance sheet	2024-12-31	2023-12-31
Financial assets valued at fair value through other comprehensive income ¹	26	29
Financial assets valued at discounted acquisition cost:		
Trade debtors and other receivables ²	5,643	5,265
Liquid funds	3,058	1,957
Total	8,727	7,251
Liabilities in the balance sheet		
Financial liabilities valued at discounted acquisition cost:		
Borrowing	10,202	7,879
Lease liability	2,466	2,371
Trade creditors and other non-current liabilities ²	5,103	4,460
Financial liabilities measured at fair value:		
Other long-term liabilities ²	2,396	1,073
Other current liabilities	439	1,011
Total	20,606	16,794

¹ For the valuation of Financial assets at fair value, see note 17.

² To enable reconciliation with items in the balance sheet, other assets and liabilities included in the balance sheet items have been included in the item. The line includes the fair value adjustment of the warrant liability of SEK 2,238 million (993).

Financial assets measured at fair value consist of two (two) holdings, one of which of SEK 1 million (4) relates to listed shares and is valued at the market value on the balance sheet date according to valuation level 1. The other holding of SEK 25 million (25) is an unlisted holding and is valued at estimated fair value according to valuation level 3.

Other non-current liabilities and other current liabilities include the valuation of put/call options arising on acquisitions and derivative instruments. The valuation technique applied to put/call options and earn-outs, SEK 2,676 million (2,003), discounts the present value of expected future cash flows using a risk-adjusted discount rate. Expected cash flows are determined based on probable scenarios for future performance measures, the amounts that will be paid at each outcome and the probability of each outcome. Put/call options and contingent considerations are recognised at valuation level 3. Financial instruments relating to currencies and interest rates are valued at market value on the balance sheet date according to valuation level 2, SEK 8 million (22).

The financial assets and financial liabilities for which there is a legally enforceable right to set off the recognised amounts are presented in the balance sheet on a net basis.

Financial risks

The Group's activities expose it to a variety of financial risks, including the effects of changes in debt and equity market prices, exchange rates and interest rates. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's performance. Risk management is carried out by a centralised finance function, the Treasury, according to principles approved by the Board. Treasury identifies, evaluates and hedges financial risks in close co-operation with the Group's operational units. The Board of Directors formulates principles both for overall risk management and for specific areas, such as currency risks, interest rate risks and the investment of surplus liquidity.

Market risk

Currency risks

The Group has purchases and sales in foreign currency which gives rise to transaction risk. Most of the Group's sales are in the local currency of each subsidiary, with only 2 per cent (2) in foreign currency. Of purchases, 22 per cent (18) are in foreign currency, mainly USD and EUR. To mitigate the currency risk, price lists are continuously adjusted and currency clauses are used in quotations and price lists where relevant and possible.

A 10 per cent weakening of the SEK against the EUR would affect the profit margin by -0.5 per cent (-0.5) and the corresponding weakening of the SEK against the USD would affect the profit margin by -0.7 per cent (-0.6). The corresponding effect would affect operating profit by SEK -124 million (-139) for EUR and SEK -90 million (-70) for USD.

When translated into the Group currency SEK, the Group is exposed to a translation risk. This risk is generally not hedged, but hedging of net investments is established. Hedging of net investments is done for investments in EUR and USD. This is done through external borrowing in the corresponding currency. The effectiveness of the hedging is assessed quarterly. In 2024, hedging has given rise to an effect of SEK 498 million (-353) in comprehensive income. The exchange rate difference arising compared with the previous year is shown in note 12. At the balance sheet date, the Group had no significant outstanding financial instruments.

Interest rate risks

The Group's income and cash flows from operations are substantially independent of changes in market interest rates. The Group holds no significant interest-bearing assets. The Board of Directors of Beijer Ref continuously evaluates the issue of possible fixed interest rates. The Group's current interest-bearing borrowing is mainly 1 to 3 months fixed interest. Based on total borrowing according to note 22 on the balance sheet date, an increase in the interest rate of 1 percentage point would result in an increased interest cost of SEK 102 million (78) for the Group.

Credit risk

Credit risks arise both in the ordinary course of business and through financial transactions. Trade receivables are spread over a large number of customers and the overall credit risk is considered low. Credit risks related to operational business activities are managed locally at company level and monitored at operating segment level. Financial risk management entails certain counterparty risks. This exposure arises, inter alia liquidity investments, via borrowing and derivative instruments.

Liquidity risk

Liquidity risk is managed on a prudent basis, which means maintaining sufficient cash, available funding and adequate committed credit facilities. On the balance sheet date, cash and cash equivalents totalled SEK 3,058 million (1,957). Furthermore, there are limits granted by the Group's banks to cover acquisitions and working capital needs that may arise. Further information is presented in note 22.

The Group's maturity analysis of the liabilities classified as financial liabilities is shown below. The amounts shown are contractual undiscounted cash flows.

Capital risk

The Group's objective with regard to its capital structure is to safeguard the Group's ability to continue as a going concern so that it can generate returns for shareholders while maintaining an optimal capital structure to keep the cost of capital down. To change the capital structure, for example, dividends may be changed, new shares issued or assets sold to reduce liabilities. Capital risk is measured as the net debt/equity ratio, meaning interest-bearing liabilities less cash and cash equivalents in relation to equity.

Group	2024	2023
Interest-bearing liabilities	12,799	10,357
Liquid funds	-3,058	-1,957
Net debt	9,741	8,400
Shareholders' equity	24,216	21,443
Debt ratio	0.40	0.39

Duration analysis 2024-12-31 Financial liabilities	Less than 1 year	Between 1-2 years	Between 2-5 years	More than 5 years
Borrowing including interest payments	4,258	4,283	2,144	-
Trade creditors and other current and long-term liabilities	3,635	808	1,887	152
Lease liabilities	608	514	848	496
Total	8,501	5,605	4,879	648

Duration analysis 2023-12-31 Financial liabilities	Less than 1 year	Between 1-2 years	Between 2-5 years	More than 5 years
Borrowing including interest payments	2,088	642	6,025	6
Trade creditors and other current and long-term liabilities	3,784	285	918	64
Lease liabilities	534	487	777	573
Total	6,361	1,393	7,488	622

4 Important assessments and assumptions for financial reporting purposes

Management and the Board make estimates and assumptions about the future. These estimates and assumptions affect the reported amounts of assets and liabilities, income and expenses, and other disclosures. These assessments are based on historical experience and the various assumptions deemed reasonable under the prevailing circumstances. The resulting conclusions form the basis for making judgments about the carrying amounts of assets and liabilities where these cannot be determined from other information. Areas that include such judgments and assumptions that could have a significant impact on the Group's results and financial position include:

- Impairment testing of goodwill and other assets. Impairment is tested annually in connection with the annual accounts or as soon as changes indicate that there is a need for impairment, such as a change in the business climate or a decision to sell or close down operations. An impairment loss is recognised if the carrying amount exceeds the estimated value in use. See also note 2 and note 13.
- Other tangible and intangible fixed assets are stated at cost less accumulated depreciation and any impairment losses. Intangible assets with indefinite useful lives are included in the annual impairment test, see above. Amortisation takes place over the estimated useful life. The carrying amount of the Group's non-current assets is reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Value in use is measured as the expected future discounted cash flow primarily from the cash-generating unit to which the asset belongs, but in specific cases also for individual assets. An assessment of the carrying amount of an asset also arises when a decision is made to dispose of it. The asset is recognised at the lower of its carrying amount and fair value less costs to sell.
- Calculation of deferred tax assets and liabilities: Estimates are made to determine both current and deferred tax assets or liabilities, particularly in respect of deferred tax assets. This involves assessing the likelihood that the deferred tax assets will be utilised to offset future taxable profits. The fair value of these future taxable profits may differ with respect to the future business climate and earning capacity or changes in tax rules. See also note 23.
- For the purposes of IFRS 16, the lease term is defined as the non-cancellable lease term, together with both periods subject to an option to extend the lease if the Group is reasonably certain to exercise that option and periods subject to an option to terminate the lease if the Group is reasonably certain not to exercise that option. In the case where the company will exercise extension options, the lease is extended with the original lease term, but at least three years.
- The valuation of inventories is made on an individual basis based on stock movements and sales history. Defective and discontinued goods are taken into account in the valuation and are valued at net realisable value. New goods and specific products with a permanent value are excluded from the inventory write-down.
- The Group's business combinations are accounted for using the acquisition method, whereby identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are expensed as incurred. Goodwill is measured at the difference between the total consideration paid and the fair value of the identifiable assets acquired and liabilities assumed.
- The carrying amount of contingent consideration and options to acquire the minority interest is normally based on the expected performance of the acquired businesses in future years. Contingent consideration refers to both contingent consideration for shares already acquired and consideration for future acquisitions of minority interests in connection with the application of the Anticipated Acquisition Method (AAM). Earnings performance other than expected will affect the carrying amount of put/call options and contingent considerations.
- The Company continuously assesses the risk of potential litigation and historically such items have been very rare in the Company's results. The company has no ongoing material disputes.

5 Reporting for operating segments

Operating segments

The Group's activities are divided into operating segments based on how the company's chief operating decision maker, i.e. the CEO, monitors the business. The Group's operations are divided into geographical operating segments. The Group has the following segments: EMEA, APAC and North America.

Segment reporting for the regions includes net sales, EBITA, capital expenditure and depreciation. Internal sales within each segment are eliminated in net sales, internal sales between segments are eliminated at total level. Investments are reported in the segment where the asset is located and consist of the year's investments in tangible and intangible assets. Net sales are broken down by product area, i.e. Commercial and industrial refrigeration, HVAC and OEM.

All revenue is recognised at a point in time when control of the products is transferred to the customer, which normally occurs upon delivery. Consequently, there is no portion of the transaction price that is allocated to unfulfilled performance obligations in future financial periods.

Sales in Sweden amount to approximately SEK 570 million (690). The single most important countries are the USA, France and Australia. In the USA, sales amount to approximately SEK 8,377 million (6,340), in Australia sales amount to approximately SEK 4,567 million (3,965) and in France sales amount to approximately SEK 3,470 million (3,963). Our assessment is that a country is significant in cases where sales in the country exceed 10 per cent of the Group's total sales.

Total non-current assets less deferred tax assets and financial instruments in Sweden amount to SEK 133 million (51). The individually significant countries are the United States, Australia and France, where total fixed assets less deferred tax assets and financial instruments amount to SEK 13,144 million (12,263) in the United States, SEK 2,205 million (2,283) in Australia and SEK 1,213 million (1,097) in France. In cases where a country's total non-current assets, less deferred tax assets and financial instruments, exceed 10 per cent of the Group's total non-current assets less deferred tax assets and financial instruments, the country is deemed to be significant.

Operating segments

2024

SEK M	EMEA	APAC	North America	Elimination	Other	Total
Net sales	20,819	6,551	8,363	-71	-	35,662
EBITA	2,299	642	1,006	-	-171	3,776
Operating profit (EBIT)						3,571
Net financial income/expense						-563
Tax						-749
Net profit						2,259
Investments	274	57	111	-	3	445
Depreciation	513	230	240	-	6	989

Operating segments

2023

SEK M	EMEA	APAC	North America	Elimination	Other	Total
Net sales	20,254	5,633	6,336	-73	-	32,150
EBITA	2,294	489	799	-	-244	3,338
Operating profit (EBIT)						3,159
Net financial income/expense						-576
Tax						-183
Net profit						2,400
Investments	235	55	67	-	3	360
Depreciation	467	208	191	-	6	872

Net sales per product area**2024**

SEK M	EMEA	APAC	North America	Elimination	Total
Commercial and industrial refrigeration	8,313	1,990	1,778	-3	12,078
HVAC	10,632	3,511	6,585	-10	20,719
OEM	1,874	1,049	-	-57	2,866
Total	20,819	6,551	8,363	-71	35,662

Net sales per product area**2023**

SEK M	EMEA	APAC	North America	Elimination	Total
Commercial and industrial refrigeration	8,271	1,690	1,245	-4	11,201
HVAC	10,296	3,040	5,092	-5	18,423
OEM	1,687	903	-	-65	2,526
Total	20,254	5,633	6,337	-74	32,150

6 Employees and remuneration to employees

Average number of employees		2024		2023		Average number of employees		2024		2023	
Parent company	Total	Of which male	Total	Of which male	Subsidiaries	Total	Of which male	Total	Of which male		
Sverige	26	62%	31	68%	New Zealand	137	78%	146	74%		
Total in the parent company	26	62%	31	68%	Poland	48	81%	49	80%		
Subsidiaries	Total	Of which male	Total	Of which male	Portugal	27	81%	25	80%		
Australia	839	84%	712	84%	Romania	32	59%	37	54%		
Belgium	33	82%	28	82%	Switzerland	115	80%	112	79%		
Bosnia-Herzegovina	15	53%	14	57%	Singapore	7	86%	7	86%		
Botswana	9	44%	9	33%	Slovakia	28	68%	29	66%		
Bulgaria	44	77%	45	78%	Spain	324	72%	210	80%		
Denmark	149	81%	141	80%	UK	392	66%	381	53%		
Estonia	9	67%	9	78%	Sweden	94	84%	95	82%		
Finland	59	85%	64	86%	South Africa	770	81%	754	81%		
France	573	81%	579	79%	South Korea	64	78%	69	83%		
Ghana	2	100%	0	0%	Tanzania	-	0%	1	100%		
Greece	97	54%	88	57%	Thailand	149	46%	138	43%		
India	90	89%	65	88%	Czech Republic	97	64%	97	66%		
Ireland	8	75%	9	67%	Germany	124	76%	119	78%		
Italy	365	81%	359	84%	Hungary	24	96%	24	96%		
China	124	77%	130	77%	US	1,168	89%	909	89%		
Croatia	131	60%	123	61%	Zambia	-	0%	3	100%		
Latvia	5	80%	4	100%	Austria	10	80%	10	90%		
Lithuania	9	67%	10	60%	Total in subsidiaries	6,571	79%	5,993	77%		
Malaysia	21	62%	21	67%	Group, total	6,597	79%	6,024	77%		
Mauritius	8	50%	8	50%							
Mozambique	10	80%	9	78%							
Namibia	14	64%	10	70%							
Netherlands	233	78%	226	64%							
Norway	109	84%	107	87%							
New Caledonia	5	60%	8	75%							

Salaries, other remuneration and social costs, SEK M

	2024			2023		
	Salaries and other remuneration	Social costs	Total remuneration to employees	Salaries and other remuneration	Social costs	Total remuneration to employees
Parent company	66	33	99	74	35	109
of which pension costs ¹		10	10		9	9
Subsidiaries	3,491	589	4,080	3,058	659	3,717
of which pension costs		165	165		155	155
Group	3,557	622	4,179	3,132	693	3,826
of which pension costs		176	176		164	164

¹ Of the parent company's pension costs, SEK 4 million (3) relates to the board of directors and the CEO.

Remuneration of the Board of Directors and senior management

Fees paid to the Chair of the Board in 2024 totalled 925 TSEK (840) and to other members 450 TSEK (410). The Board consists of 4 men and 4 women. Fees to the members of the Audit Committee shall be paid in the amount of 220 TSEK (200) to the Chairman and 140 TSEK (125) to the ordinary members of the Audit Committee. Fees to the members of the Remuneration Committee shall be paid in the amount of 110 TSEK (100) to the Chairman and 60 TSEK (53) to the ordinary members of the Remuneration Committee.

Christopher Norbye, CEO, received salary, remuneration and other benefits amounting to 16,843 TSEK (15,008 TSEK). An annual amount corresponding to 30 per cent of gross salary is allocated to pension insurance. The pension solution is defined contribution. The retirement age for the CEO is 65 years. Performance pay is decided annually by the Board of Directors and can amount to a maximum of 100 per cent of annual salary. Performance pay is based on qualitative and quantitative target fulfilment. Severance pay and fixed salary during the notice period are paid to the CEO, with a maximum of 24 months' fixed salary in the event of termination by the company; no pension or holiday pay is paid on the severance pay. The CEO has six months' notice of termination, which does not trigger the severance pay. No severance pay is deducted when a new employee is hired.

The Group's senior executives, excluding CEO, consist of 1 woman and 5 men and are CFO, COO ARW EMEA, COO Toshiba HVAC, CIO, EVP M&A and EVP HR. During the year, COO ARW EMEA left and was replaced by COO ARW APAC. Recruitment of a replacement for COO ARW APAC is ongoing. All senior managers also hold the title of EVP. For further information on the senior managers, see pp. 60-61. They have received salaries, remuneration and other benefits amounting to 28,801 TSEK (24,027), including performance-related pay of 7,692 TSEK (7,193). Pension solutions for six of the senior executives are defined contribution and amount to a maximum of 25 per cent of the fixed annual salary. The seventh senior executive has a defined benefit pension solution whose terms are based on regulations in France. In the event of termination by the company, senior executives receive up to 12 months' salary. Performance-related pay is decided annually by the Board of Directors and can amount to a maximum of 75 per cent of the annual salary.

The Remuneration Committee deals with matters relating to the remuneration of senior executives at President and Executive Vice President level. During the year, the Remuneration Committee held five recorded meetings, which provided the basis for the Board's decisions and approval. The issues are prepared during the first Board meeting of the year and are decided at the latest at the Board meeting held in connection with the Annual General Meeting.

Board remuneration (TSEK)	2024	2023
	Salaries and other remuneration	Salaries and other remuneration
Kate Swann	1,035	940
Nathalie Delbreuve	670	610
Albert Gustafsson	590	535
Frida Norrbom Sams	650	588
Joen Magnusson	450	410
William Striebe	450	410
Kerstin Lindvall	450	410
Per Bertland	450	410
Total	4,745	4,313

Long-term incentive programme*Share saving plans*

The parent company has a long-term, share-based incentive programme for Group management and key employees within the Group, which was approved by the shareholders at the Annual General Meeting 2024. The purpose of the programme is to strengthen Beijer Ref's ability to recruit and retain competent employees, to contribute to Beijer Ref offering a total remuneration that is market-based and competitive, and to align the interests of the shareholders with the interests of the employees concerned.

For each investment share, the company will grant a maximum number of so-called performance share rights, corresponding to the same number of underlying B shares in Beijer Ref. Allocated performance share rights will vest during the term of the programme based on the achievement of performance targets. The number of performance share rights earned at the end of the programme entitles the holder to receive a corresponding number of B shares in Beijer Ref, free of charge, as follows. For all participants, the programs include an allocation of a maximum total of 332,464 shares. All participants have invested in Beijer Ref shares ('investment shares'). In the long-term incentive programme for 2024, provided that certain performance targets are met, Beijer Ref shares can be allocated ('performance shares').

The Performance Share Awards granted to the participants will vest over the duration of the programme, which runs until the Beijer Ref AGMs in 2026 and 2027. The shares granted, together with any dividend compensation, will be distributed to the participants after the AGMs for the financial years 2024-2025 (AGM 2026) and 2026 (AGM 2027).

The vesting of performance share awards depends on the growth of earnings per share, based on targets set for each financial year (2024, 2025, 2026) and the periods 2024-2025 and 2024-2026. These targets will be set by the Board of Directors prior to the investment period. If the minimum target for any period is not reached, no rights will be earned. If the stretch target is met, one third of the total rights will vest for each year, two thirds for the 2024-2025 period and the full award for the entire 2024-2026 period. If the results are between the minimum and stretch targets, vesting will be calculated on a straight-line basis. Each vested performance share right entitles the participant to receive one B share in Beijer Ref, free of charge. The Board of Directors will determine the number of shares to be allocated based on the annual accounts for 2025 and 2026, with continued vesting until the Annual General Meetings in 2026 and 2027. In addition, participants will receive dividend compensation corresponding to the share dividend for the vesting periods, paid either in cash or in shares, based on the share price on the first trading day without the right to dividends.

The condition for receiving shares is that the participant must retain all investment shares until the 2026 and 2027 AGMs and remain employed by the Group, with certain exceptions, until those dates.

Option programme 2023/2026

The 2023 option programme covered around 50 employees within the group. The programme runs for the period 2023-2026. The maximum number of options amounted to 1,628,000 and the number subscribed to amounts to 316,500. A total of SEK 7.4 million has been paid for the options at a price of SEK 23.40, which is recognised in equity. The company has shares in its own custody in order to be able to deliver them when the options expire. The exercise price for the shares is SEK 206.50 in June 2026.

Option programme 2022/2025

A long-term option programme was approved by the shareholders at the 2022 AGM. The incentive programme is an option programme covering some 90 employees within the Group. The programme runs during the period 2022-2025. The maximum number of options totalled 1,616,000 and the number subscribed to was 530,750. A total of SEK 7.2 million has been paid for the options at a price of SEK 14.90, which is recognised in equity. The company has shares in its own custody in order to be able to deliver them when the options expire. The exercise price for the shares is SEK 148.40 in June 2025.

Stock purchase plans**Instrument**

Initial quantity, pieces

Initial allocation date

Vesting date

Maximum contract duration, years

Remaining contract duration, years

Number of people at year-end

Payment method

Changes during the year (number stated as preferred shares)

On 1 January

Issued

Forfeited

On 31 December**Determination of Fair Value**

The fair value of share-based incentives has been determined at the initial allocation date, and the fair value is expensed until the vesting dates. The pricing of the share-based incentives granted during the period was determined by the following inputs and had the following effect:

Valuation parameters for equity instruments during the year

Share price at grant date, SEK

Share price at year-end, SEK

Contract duration, years

Expected dividend, SEK

2024 stock purchase plan impact on income statement

Expenses for the year, equity-settled instruments

Liabilities arising from equity-settled instruments

	2024	2024
Long-term incentive programs, all participants		<i>of which executive management and CEO</i>
Initial quantity, pieces	332,464	125,504
Initial allocation date	2024-06-13	2024-06-13
Vesting date	2026-04-30 and 2027-04-30	2026-04-30 and 2027-04-30
Maximum contract duration, years	1.9 and 2.9	1.9 and 2.9
Remaining contract duration, years	1.3 and 2.3	1.3 and 2.3
Number of people at year-end	96	7
Payment method	Equity	Equity
Changes during the year (number stated as preferred shares)		
On 1 January	-	-
Issued	332,464	125,504
Forfeited	-652	-
On 31 December	331,812	125,504

	All participants	<i>of which executive management and CEO</i>
Share price at grant date, SEK	169.05	169.05
Share price at year-end, SEK	163.10	163.10
Contract duration, years	1.9 and 2.9	1.9 and 2.9
Expected dividend, SEK	Not applicable (compensation for dividend)	Not applicable (compensation for dividend)
2024 stock purchase plan impact on income statement		
Expenses for the year, equity-settled instruments	7	3
Liabilities arising from equity-settled instruments	1	1

7 Other operating income

Group	2024	2023
Exchange gains	75	76
Charged environmental fees	4	4
Capital gains	8	13
Insurance compensation	4	-
Government compensation	3	-
Guarantee	2	-
Compensation for royalty	5	-
Rental income	2	-
Withholding tax on dividends	4	-
Other	28	23
Total	135	117

8 Remuneration to auditors (TSEK)

Group	2024	2023
Deloitte		
Audit assignment	20,009	18,871
Audit activities in addition to audit assignment	259	475
Tax consultancy	91	402
Other services	201	6,420
Total	20,560	26,168
Other auditors		
Audit assignment	5,469	4,804
Audit activities in addition to audit assignment	139	61
Tax consultancy	691	439
Other services	39	36
Total	6,338	5,340
Total	26,898	31,508

The audit engagement refers to the fees for the statutory audit, i.e. work that was necessary to issue the audit report. Tax advice refers mainly to general tax issues regarding corporate tax. Other services refer to advice on financial accounting and services in connection with acquisitions.

9 Financial income

Group	2024	2023
Interest income	43	29
Exchange gains	544	168
Total	587	197

10 Financial expenses

Group	2024	2023
Interest expenses	-503	-450
Exchange loss	-491	-156
Interest expenses, leasing IFRS 16	-110	-89
Other	-45	-78
Total	-1,150	-773

11 Tax on profit for the year

Group	2024	2023
Current tax	-770	-560
Deferred tax (note 23)	21	377
Tax on profit for the year	-749	-183
Reconciliation of effective tax		
Profit before tax	3,008	2,583
Tax expense calculated at actual tax rate, 20.6% (20.6)	-620	-532
Effect of different tax rates	-112	-102
Non-deductible costs	-42	-45
Non-taxable income	78	75
Tax attributable to previous years	-35	2
Tax losses for which no deferred tax asset was recognised	0	1
Revaluation of previous years' losses	-	-20
Temporary differences, non-capitalised	-12	-2
Tax restructuring	-	440
Additional tax (Pillar 2)	-6	-
Other	-2	0
Net effective tax	-749	-183
Effective tax rate	24.9%	7.1%

Deferred tax in comprehensive income amounts to SEK -100 million (71) and relates to pension provisions of SEK 3 million (0) and hedging of net investment of SEK -103 million (71).

OECD model rules for global minimum taxation

Beijer Ref is subject to the OECD's model rules for Pillar 2, which have been incorporated into Swedish legislation as of 1 January 2024. According to the legislation, the Group is obliged to pay an additional tax for the difference between the effective tax rate calculated according to the GloBE rules for each jurisdiction and the minimum tax rate of 15 per cent.

Beijer Ref has made an assessment of its potential exposure to income taxes under Pillar 2. The assessment is based on the latest available information on the financial position of the entities within the group, which are consolidated financial statements up to the fourth quarter. The assessment shows a few jurisdictions that cannot benefit from the temporary safe-harbour rules. For these jurisdictions, a potential additional tax has been calculated and included in the consolidated income statement.

12 Currency effect in result

Group	2024	2023
Currency effects in operating profit	-12	8
Currency effects in financial income and expenses	26	12
Currency effects in profit after tax	13	20

13 Intangible assets

Group	Capitalised expenditure for software	
Accumulated acquisition value	2024	2023
On 1 January	437	395
Acquisitions during the year	36	43
Acquisition of companies	2	4
Divestments and disposals	-9	-3
Reclassification	18	3
Translation differences for the year	11	-6
Total	494	437
Accumulated amortisation		
On 1 January	-335	-316
The year's amortisation	-36	-27
Divestments and disposals	9	3
Translation differences for the year	-8	4
Total	-369	-335
Residual value	125	102

Group Capitalised expenditure for research and development, etc.

Accumulated acquisition value	2024	2023
On 1 January	37	30
Acquisitions during the year	2	5
Acquisition of companies	0	2
Translation differences for the year	1	0
Total	39	37
Accumulated amortisation		
On 1 January	-18	-14
The year's amortisation	-5	-5
Translation differences for the year	-1	0
Total	-24	-18
Residual value	16	19

Group Agencies and customer lists

Accumulated acquisition value	2024	2023
On 1 January	2,484	886
Acquisitions during year	0	0
Acquisition of companies	102	1,696
Divestments and disposals	0	-
Translation differences for the year	176	-98
Total	2,763	2,484
Accumulated amortisation		
On January 1	-393	-255
The year's amortisation	-163	-147
Divestments and disposals	0	-
Translation differences for the year	-20	10
Total	-576	-393
Residual value	2,186	2,091

Group	Goodwill	
Accumulated acquisition value	2024	2023
On 1 January	11,891	4,416
Acquisition of companies	1,106	7,947
Translation differences for the year	836	-472
Total	13,833	11,891

The Group's operations are organised into geographical operating segments. As of the first quarter of 2023, the Group has the following segments: EMEA, APAC and North America. The segments are also the same as the Group's cash generating units.

Group	Goodwill per segment	
	2024	2023
EMEA	4,300	3,592
APAC	1,558	1,460
North America	7,975	6,838
Total	13,833	11,891

The acquired brands in the Group are deemed to have an indefinite useful life. The assessment that the useful life of these brands is indefinite is based on the fact that they are well-established brands in their respective areas, which the Group intends to retain and further develop. Furthermore, the brands are considered to be of significant economic importance as they form an integral part of the product offering to the market by signalling quality and innovation in the products. As the trade marks are expected to be used for the duration of the relevant activities, these trade marks are considered to have an indefinite life.

Given that it has been assessed that the cash flows attributable to trademarks cannot be separated from other cash flows within the respective cash-generating units, impairment testing is performed for both goodwill and trademarks jointly by calculating the recoverable amount of the cash-generating units to which goodwill and trademarks are allocated.

Group	Brands	
Accumulated acquisition value	2024	2023
On 1 January	3,334	342
Acquisition of companies	407	3,168
Translation differences for the year	302	-176
Total	4,044	3,334

The recoverable amount of the cash-generating units is determined based on value-in-use calculations. These calculations are based on estimated future cash flows based on financial budgets approved by the operational management for the coming year. Subsequently, estimates have been made covering a five-year period. Cash flows beyond the five-year period are calculated based on maintaining profitability and 3% growth. The main variables used to calculate the value in use are the operating margin, growth and the discount rate after tax. These are estimated based on industry experience and historical experience. The actual outcome in 2024 does not deviate significantly from the assumptions made in 2023. The discount rate has been determined using standard tools for calculating the required rate of return on equity valued at market value and a weighted average of the required rate of return on the company's total capital.

The discount rate after tax has been calculated based on an overall assessment that takes into account the market's assessment of risk-free interest and risk associated with the specific asset.

Group	Brands per segment	
	2024	2023
EMEA	632	287
APAC	108	107
North America	3,304	2,940
Total	4,044	3,334

A discount rate, before tax, of 8.1 per cent has been used (8.2) for all segments. As the segments are deemed to have a similar risk profile and operate in similar markets, the risks in the cash flows are similar, which justifies using the same required rate of return. Reconciliation has also been made with an external assessment of a reasonable cost of capital. The calculated recoverable amount shows an adequate safety margin of 25-195 per cent (38-170) above the carrying amount per segment. Sensitivity analyses have been performed for all segments. These also show an adequate margin between recoverable amounts and book values. Management believes that no reasonable changes in significant variables will lead to impairment.

Group	Other intangible assets	
	2024	2023
On 1 January	2	-
The year's amortisation	14	2
Reclassification	-3	-
Divestments and disposals	-0	-
Translation differences for the year	0	-
Total	13	2

14 Tangible fixed assets

Group	Total intangible assets		Group	Buildings and land		Group	Buildings and other technical plants	
	2024	2023		2024	2023		2024	2023
Accumulated acquisition value			Accumulated acquisition value			Accumulated acquisition value		
On 1 January	18,186	6,069	On 1 January	1,097	458	On 1 January	447	442
Acquisitions during the year	51	49	Acquisitions during the year	45	26	Acquisitions during the year	14	16
Acquisition of companies	1,618	12,818	Acquisition of companies	428	589	Acquisition of companies	6	8
Divestments and disposals	-10	0	Divestments and disposals	0	0	Divestments and disposals	-8	-4
Reclassification	15	3	Reclassifications	26	64	Reclassifications	17	-2
Translation differences for the year	1,326	-752	Translation differences for the year	86	-40	Translation differences for the year	12	-14
Summa	21,186	18,186	Total	1,682	1,097	Total	488	447
Accumulated amortisation			Accumulated depreciation			Accumulated depreciation		
On 1 January	-746	-585	On 1 January	-205	-179	On 1 January	-293	-279
The year's amortisation	-204	-179	The year's depreciation	-38	-29	The year's depreciation	-29	-27
Divestments and disposals	9	3	Divestments and disposals	0	0	Divestments and disposals	6	3
Translation differences for the year	-28	14	Translation differences for the year	-11	3	Translation differences for the year	-8	10
Summa	-969	-746	Total	-254	-205	Total	-324	-293
Residual value	20,216	17,439	Residual value	1,428	892	Residual value	165	154

Group	Equipment, tools and installations		Group	Totalt tangible fixed assets	
Accumulated acquisition value	2024	2023	Accumulated acquisition value	2024	2023
On 1 January	1,449	1,171	On 1 January	3,088	2,134
Acquisitions during the year	159	155	Acquisitions during the year	399	309
Acquisition of companies	46	132	Acquisition of companies	487	754
Divestments and disposals	-44	-26	Divestments and disposals	-59	-30
Reclassifications	14	36	Reclassification	-15	-3
Translation differences for the year	65	-17	Translation differences for the year	168	-75
Total	1,689	1,449	Total	4,066	3,088
Accumulated depreciation			Accumulated depreciation		
On 1 January	-904	-804	On 1 January	-1,401	-1,262
The year's depreciation	-147	-125	The year's depreciation	-214	-181
Divestments and disposals	28	18	Divestments and disposals	35	21
Translation differences for the year	-38	8	Translation differences for the year	-58	21
Total	1,061	-904	Total	-1,639	-1,401
Residual value	629	546	Residual value	2,428	1,687

Group	Construction in progress	
Accumulated acquisition value	2024	2023
On 1 January	94	63
Acquisitions during the year	181	111
Acquisition of companies	7	24
Divestments and disposals	-6	-
Reclassifications	-73	-102
Translation differences for the year	5	-2
Total	207	94
Residual value	207	94

15 Participations in Group companies

Specification of the parent company's and the Group's holdings of shares and interests in Group companies¹

Companies owned by the parent company	Corp. Reg. No.	Registrered office	Direct share of capital, % ²	Book value		Companies owned by the parent company	Corp. Reg. No.	Registrered office	Direct share of capital, % ²	Book value	
				2024	2023					2024	2023
G & L Beijer Förvaltning AB	556020-8935	Malmö	100	7	7	Beijer Ref Czech s.r.o	16734874	Čestlice	100	1	1
Freddox AB	559116-3372	Malmö	100	0	0	Beijer Ref Italy Srl	00728980152	Milano	100	106	106
GFF SAS	552130296	Saint Bonnet de Mure	100	612	612	SCM Frigo S.p.a	04342820281	Padua	100	143	143
Delclim SAS	542008099	Saint Bonnet de Mure	100	111	111	Beijer Ref Belgium BV	0807.473.926	Aartselaar	100	23	23
Kylma AB	556059-7048	Solna	100	8	8	Beijer ECR Iberica S.L	ES B85608925	Madrid	100	21	21
SCM Ref AB	556546-2412	Alvesta	100	2	2	Cofriset SAS	961500261	Lyon	100	163	163
Clima Sverige AB	556314-6421	Ängelholm	100	1	1	Beijer Ref Deutschland GmbH	HRB195155	München	100	131	131
H. Jessen Jürgensen AB	556069-2724	Gothenburg	100	0	0	Beijer Ref Africa (Pty) Ltd	2008/016731/07	Tulisa Park	100	60	60
G & L Beijer A/S	56813616	Ballerup	100	143	143	Beijer B.Grimm (Thailand) Ltd	0105553151561	Bangkok	49	8	8
Oy Combi Cool Ab	FI05999255	Helsinki	100	1	1	SCMREF (Thailand) Co Ltd	115550008521	Samutprakarn provine	100	19	19
Schlösser Möller Kulde AS	914492149	Oslo	100	14	14	Beijer Ref Holdings Ltd, NZ	5654928	Auckland	100	48	48
Beijer Ref Support Norway AS	894871172	Langhus	100	9	9	Beijer Ref Holdings AU Pty Ltd	607082379	Sydney	100	454	454
Børresen Cooltech AS	918890025	Langhus	100	8	8	HRP Holdings Ltd	393196	Leeds	100	36	36
Beijer Ref Eesti OÜ	10037180	Tallinn	100	0	0	Beijer Ref Support B.V.	68371063	Oirschot	100	0	0
Beijer Ref Latvia SIA	4000344341	Riga	100	0	0	SCM Ref B.V.	68371160	Oirschot	100	0	0
Beijer Ref Lithuania UAB	1177481	Vilnius	100	3	3	Beijer Ref Portugal Unipessoal, Lda.	514531720	Vila do Conde	100	10	10
Coolmark B.V.	24151651	Barendrecht	100	84	84	TecsaReco (Pty) Ltd	2017/452901/07	Tulisa Park	100	119	119
Celsis B.V.	08032408	Apeldoorn	100	28	28	Tecsa Distributors Namibia (Pty) Ltd	2012/0555	Windhoek	100	15	15
Werner Kuster AG	104.904.958	Frenkendorf	100	28	28	Bonsoir (Pty) Ltd	2012/10024	Gabarone	100	7	7
Charles Hasler AG	105.871.422	Regensdorf	100	140	140	3D Plus Limited	10965805	Leeds	66	20	20
Dean & Wood Ltd	467637	Leeds	100	109	109	Lumelco S.A.	A28118354	Madrid	100	155	155
RW Refrigeration Wholesale Ltd	3453694	Leeds	100	7	7	Beijer Ref India Pvt Ltd	U29191DL2007PTC170816	New Delhi	100	113	71
DWG Refrigeration Wholesale Ltd	299353	Dublin	100	5	5	Fenagy A/S	41457341	Aarhus	50	38	38
Beijer Ref Hungary Kft	01-09-163446	Budapest	100	5	5	Coolair Klimasysteme GmbH ³	HRB 213276	Nordhorn	60	57	58
Beijer Ref Romania s.r.l.	J35/2794/2004	Timisoara	100	3	3						
Beijer Ref Slovakia s.r.o	36551856	Bratislava	100	0	0						

Companies owned by the parent company	Corp. Reg. No.	Registered office	Direct share of capital, % ²	Book value		Companies owned by the Group	Corp. Reg. No.	Registered office	Direct share of capital, % ²
				2024	2023				
Froid et Clim Distribution	2014 B 1 240 027	Nouméa	100	18	18	H. Jessen Jürgensen A/S	16920401	Ballerup	100
Inventor A.G.S.A ³	005861001000	Aten	80	962	948	Armadan A/S	16920436	Ballerup	100
Sinclair Global Group s.r.o. ³	15528383	Brno	100	378	378	TT-Coil A/S	76273219	Ballerup	100
Deltron d.o.o. ³	60000252	Split	80	476	451	TTC Norge AS	947473697	Mysen	100
Deltron d.o.o. ³	65-01-0209-14	Sarajevo	80	53	50	ECR Nederland B.V.	17014719	Nuenen	100
EID SAS ³	522171412	Avignon	85	280	285	Durrisol Kuster AG	439.801.674	Frenkendorf	100
Easyairconditioning Group Limited ³	04221804	Henley-In-Arden	80	59	57	SCM Ref Africa (Pty) Ltd	1999/025734/07	Cape Town	100
Beijer Ref USA, Inc.	36-5049126	Georgia	100	6,876	6,876	Metraclark LDA	100248697	Cidade de Maputo	100
Transport Cooling SA	2022/713927/07	Pretoria	100	92	92	Metraclark Refrigeration and AC Wholesalers Namibia (Pty) Ltd	2008/992	Windhoek	100
Condex EOOD ³	207446039	Sofia	70	591	579	Metraclark Botswana (Pty) Ltd	2003/5506	Gaborone	100
Industrifiber AS ³	921245149	Oslo	95	12	12	Metraclark (Zambia) Limited	109483	Lusaka	51
Beijer Ref Korea	134811-751968	Seoul	100	99	99	Metraclark Tanzania (Pty) Ltd	121736	Dar es-Salaam	100
Grønt Klima AS ³	918708472	Oslo	51	100	100	Metraclark Ghana Ltd	CS578702015	Accra	100
Luyten BV ³	0455430737	Schilde	60	89	-	Eurocool (Pty) Ltd	2013/128289/07	Johannesburg	100
Beijer Ref Refrigerants Ltd ³	12309921	Leeds	50.5	85	-	TFD SNC	534687306	Saint Priest	100
GIA S.L. ³	B63730071	Barcelona	75	1,117	-	Beijer Ref Polska Sp.z o.o	5261028388	Sekocin Nowy	100
Roobear Ltd	11740628	Leeds	100	7	7	SCM Ref SAS, France	811242882	Lyon	100
Total				14,372	12,989	RNA Engineering & Trading Sdn. Bhd.	224933-A	Kuala Lumpur	49
						Patton Ltd	92864	Auckland	100
						RealCold NZ Ltd	5735187	Auckland	100
						Beijer Ref Australia Pty Ltd	133913283	Sydney	100
						Fridgehub.co.uk Ltd	8103679	Leeds	100
						HRP Ltd	832237	Leeds	100
						Kirby HVAC & R Pty Ltd	ABN42624910041	Sydney	100
						Beijer Ref (Wuxi) Co, Ltd	91320214720563266C	Wuxi	100
						Beijer Ref Singapore Pte Ltd	199608760N	Singapore	100

¹ The specification does not include dormant companies.

² The capital share corresponds to the voting share for the total number shares, except for Beijer B. Grimm (Thailand) Ltd where the voting share amounts to 51%.

³ The companies are consolidated to 100% as we have an option to acquire the remaining share.

Companies owned by the Group	Corp. Reg. No.	Registered office	Direct share of capital, % ²	Companies owned by the Group	Corp. Reg. No.	Registered office	Direct share of capital, % ²
Lumelco Portugal LDA	510444555	Vilar	100	WSC Holdings Guarantor LLC ³	87-1758447	Georgia	94
Beijer Ref APAC Pty Ltd	ACN624879090	Sydney	100	WSC Holdings Blocker LLC ³	87-1895263	Georgia	94
Airconditioning Direct Pty Ltd	ABN48100354461	Sydney	100	BBSC Holdings LLC ³	88-0562652	Mount Vernon	94
ACD Holding Company Pty Ltd	ABN15617917281	Sydney	100	Benoist Brothers Supply Company LLC ³	37-0175100	Mount Vernon	94
Hero Trade Supplies Pty Ltd	ABN73626337022	Sydney	100	NuComfort LLC ³	83-1905673	St. Louis	94
Inventor Concept SRL ³	J40/18417/2007	Bucharest	76	Ed's Supply Company LLC ³	62-0578231	Nashville	94
Gree Austria GmbH ³	FN526353z	Raab	63	Ed's Supply Chattanooga LLC ³	62-1238130	Nashville	94
Sinclair Croatia d.o.o. ³	93897352452	Zagreb	100	Ed's Supply Little Rock LLC ³	71-0358694	Nashville	94
Gree Czech & Slovak s.r.o. ³	08641293	Brno	100	Heritage Distribution OpCo LLC ³	87-1718047	Georgia	94
Sinclair Corporation Hungary Kft. ³	11-09-022923	Komárom	95	Wittichen Supply Company LLC ³	63-0369255	Birmingham	94
Sinclair Slovakia s.r.o. ³	51877244	Bratislava	95	Coastal Supply Company of Tennessee LLC ³	62-1136747	Knoxville	94
Gree Czech & Slovak s.r.o. ³	52807118	Bratislava	95	AMSCO Supply LLC ³	93-3362204	Tulsa	94
Clima Solution Ltd	8255902	Auckland	100	Webb Supply LLC ³	93-4771580	Euclid	94
Complete Air Supply Pty Ltd	ACN050611473	Sydney	100	Shravan Engineering ³	U28191DL2023PTC411078	Chennai	76
Armcor Air Solutions	164523497	Melbourne	100	GMC Airconditioning	2023/584612/07	Pretoria	100
Airstream Components Pty Ltd	ACN146196778	Sydney	100	HVAC Depot Ltd	9429051477301	Auckland	100
Thorn Holding Qld Pty Ltd	ACN135168277	Sydney	100	Turner Engineering WA Pty Ltd	ACN 009 381 373	Perth	100
Beijer Ref Academy Ltd	11947880	Wetherby	100	Chaud Froid Distribution SAS	2014 B 1 240 027	Saint Brieuc	100
Easyairconditioning.com Limited ³	04114812	Henley-In-Arden	80	Beijer Ref Gas India Private Ltd ³	U46593DL2024PTC425459	New Delhi	70
Easyairconditioning London Ltd ³	04819019	Henley-In-Arden	80	QAE Group Holdings Pty Ltd ³	ACN 647 824 628	Sydney	60
Australian Airconditioning Distributors Pty Ltd ³	139947363	Springvale, Victoria	51	Quality Air Equipment Pty Ltd ³	ACN 095 082 689	Sydney	60
HVAC Consolidated Pty Ltd ³	162828971	Clayton, Victoria	51	Quality Air Equipment Pty (WA) Ltd ³	ACN 145 765 680	Perth	60
SCM Ref Australia Ltd	643020795	Bankstown	100	QAE Asia Limited ³	Hong Kong 2055285	Wan Chai	60
Beijer Ref (Mauritius) Ltd	C183355	Port Louis	100	Young Supply Company LLC ³	38-1315726	Chesterfield	94
Beijer Ref Heritage LLC ³	92-1755636	Georgia	94	IX Mile Road LLC ³	38-1315726	Chesterfield	94
Heritage Distribution ³	87-1969363	Georgia	94	HDH Real Estate Holdings LLC ³	99-2480826	Atlanta	94
WSC Holdings Holdco LLC ³	87-1917940	Georgia	94	Fenagy UK Ltd	14869792	Leeds	50
				SCM Frigo USA Inc.	35-2858422	New York	100

¹ The specification does not include dormant companies.

² The capital share corresponds to the voting share of the total number of shares, except for RNA Malaysia where the voting share is 51%.

³ The companies are consolidated at 100% as we have an option to acquire the remaining share.

16 Rights of use assets

The note provides information on the leasing agreements where the Group is lessee. Further information related to leases and extension options can be found in the accounting principles, see note 2. Maturity analysis for leasing liabilities is presented in note 3.

Group	2024	2023
Assets with right of use		
Buildings	2,160	2,129
Leasing vehicles	171	140
Fork-lift trucks	36	32
Office equipment	5	6
Machinery	1	2
Total	2,372	2,308
Leasing liabilities		
Short-term leasing liability	604	534
Long-term leasing liability	1,862	1,837
Total	2,466	2,371

Additional right-of-use assets in 2024 totalled SEK 261 million (940) and mainly relate to Buildings.

Group	2024	2023
Depreciation of rights of use		
Buildings	-480	-430
Leasing vehicles	-72	-64
Fork-lift trucks	-15	-14
Office equipment	-3	-3
Machinery	-1	-1
Total	-572	-512
Financial and other external expenses		
Interest expenses, share of financial expenses	-110	-90
Expenses attributable to short-term leasing agreements	-3	-5
Expenses attributable to low-value leasing agreements	-5	-5
Total	-119	-99

The total cash flow related to leases in 2024 was SEK 2 955 million (2 838).

17 Financial assets at fair value

Group	2024	2023
On 1 January	29	32
Changes in the fair value during the year	0	-2
Exchange difference	-3	0
On 31 December	26	29

The book value of holdings in securities amounts to SEK 26 million (29) and consists of a 14% holding in a Spanish refrigeration wholesaler and a 4.35% holding in Kulthorn Kirby Ltd listed on the Bangkok Stock Exchange.

The holding in the Spanish refrigeration wholesaler has been valued at estimated fair value as at 31 December 2024.

The holding in Kulthorn Kirby has been measured at fair value at the balance sheet date. The change in fair value is recognised in other comprehensive income and during the year a change of SEK 0 million (-2) has been recognised.

There is no assessed need for impairment of the holdings.

18 Trade debtors and other receivables

Group	2024	2023
Trade debtors	4,455	4,163
Prepaid expenses and accrued income	444	481
Other receivables	745	621
Total	5,643	5,265
Deduct long-term portion	-165	-179
Short-term portion	5,479	5,086

All long-term receivables are due within five years of the balance sheet date. The fair value of trade and other receivables is consistent with their carrying amounts. There is no concentration of credit risk in respect of trade receivables, as the Group has a large number of customers who are also internationally dispersed.

Age analysis

	2024	2023
Receivables not yet due	2,908	3,153
Receivables due 1-30 days	1,025	637
Receivables due 31-60 days	282	157
Receivables due 61-90 days	117	79
Receivables due 91-180 days	140	146
Receivables due 181-360 days	58	53
Receivables due >360 days	148	140

Total**4,678** **4,365****Age analysis reserve for bad debts**

Reserve for bad debts on trade debtors not yet due	-14	-10
Reserve for bad debts on trade debtors overdue 1-30 days	-5	-9
Reserve for bad debts on trade debtors overdue 31-60 days	-7	-3
Reserve for bad debts on trade debtors overdue 61-90 days	-16	-10
Reserve for bad debts on trade debtors overdue 91-180 days	-20	-26
Reserve for bad debts on trade debtors overdue 181-360 days	-33	-30
Reserve for bad debts on trade debtors overdue >360 days	-127	-113

Total**-223** **-202****Reserves for bad debts**

On 1 January	-203	-152
Costs of bad debt losses	58	72
Reserve during the period	-10	-63
Acquisition of companies	-69	-60
On 31 December	-223	-203

Total trade debtors**4,455** **4,163**

The Group applies a simplified method for calculating expected credit losses. Under this method, expected losses over the life of the receivable are used as the starting point for trade receivables. The expected credit loss levels are based on customers' payment history together with loss history. The assessment is adjusted, if necessary, by forward-looking factors based on currently available information.

19 Inventories

Group	2024	2023
Raw materials and supplies	219	270
Work-in-progress	200	140
Advances to suppliers	278	67
Finished products and goods for resale ¹	11,383	9,701
Inventory write-downs	-774	-585
Goods in transit	417	369
Total inventories	11,723	9,961
¹ Of which reported to net sales value	34	27

The individual assessment is based on age structure and impairment principles. Stocks of finished goods and merchandise are written down by 100 per cent if the goods have not moved for more than 36 months and 80 per cent if the goods have not moved in the last 24-36 months.

20 Liquid funds

Cash and cash equivalents in the Group consist of cash and bank balances and amount to SEK 3,058 million (1,957).

21 Share of capital

Number of shares	2024	2023
A shares with number of votes 10 ¹	27,950,400	27,956,160
B shares with number of votes 1 ¹	481,135,526	481,129,766
Total	509,085,926	509,085,926
Shares in own custody ²	-2,180,400	-2,275,000
Number of outstanding shares	506,905,526	506,810,926
Each share has a nominal value of SEK 0.98.		
The year's earnings per share		
before dilution, SEK ³	4.39	4.88
after dilution, SEK ³	4.39	4.88
Dividend per share, SEK	1.40	1.30

¹ In 2024, 5,760 Class A shares have been converted into Class B shares.

² In 2024, 94,600 Class B shares of the LTIP 2021/2024 programme have been transferred to participants.

³ The average number of shares outstanding has increased to 506,858,226 (486,922,447). The average number of shares outstanding in 2023 was affected by the rights issue finalised in March 2023.

Outstanding option programs have not had any material dilutive effect.

22 Borrowing

Group	2024	2023
Long-term		
Bank loans	6,085	6,167
Total long-term	6,085	6,167
Current		
Bank overdraft facilities	74	160
Bank loans	1,191	597
Commercial paper	2,869	955
Total current	4,135	1,712
Prepaid loan fees	-17	-
Total borrowing	10,202	7,879

The Group's borrowings per currency in SEK million are as follows:

	2024	2023
EUR	3,907	3,008
SEK	4,969	3,654
USD	1,213	1,105
THB	72	51
AUD	39	46
Other currencies	19	16
Total	10,220	7,879
Prepaid loan fees	-17	-
Total including prepaid loan fees	10,202	7,879

External borrowing consists of long-term and short-term financing agreements and borrowing via commercial papers. Of the Group's total credit facilities of SEK 16,294 million (SEK 13,183 million), SEK 6,407 million (SEK 4,668 million) is unutilised at the balance sheet date. The average credit period for all facilities is 19 months. All conditions set out in the agreements were fulfilled on the balance sheet date.

23 Deferred tax

Group	Value 01/01/2024	Reclassification	Acquisitions/ Divestments	Reported over the profit and loss account	Reported in other comprehensive income	Translation differences	Value 31/12/2024
Deferred tax assets:							
Fixed assets	-43	1	0	192	0	-7	143
Trade debtors	25	-2	2	1	0	0	26
Inventories	145	137	14	-87	0	7	215
Provision for pensions	86	-78	0	2	3	4	18
Other allocations	0	-336	0	0	0	0	-336
Other provisions	81	80	62	162	-103	5	287
Loss carry forwards	88	0	0	-78	0	0	11
Set-off	37	-37	0	0	0	0	0
Total deferred tax assets	419	-235	78	192	-100	9	363
Deferred tax liabilities:							
Fixed assets	-384	-141	-197	-121	0	21	-822
Inventories	-18	3	3	-17	0	0	-29
Other allocations	0	336	0	0	0	0	336
Other provisions	0	-7	0	-10	0	3	-13
Tax allocation reserve	0	0	0	-23	0	0	-23
Translation differences	0	9	0	0	0	0	9
Recognised in the the income statement	0	-1	0	0	0	0	-1
Set-off	-37	37	0	0	0	0	0
Total deferred tax liabilities	-439	235	-193	-170	0	24	-545
Deferred tax	-21	0	-116	21	-100	33	-182

IFRS 16 is included in the table for 2024 with a net asset of SEK 24 million related to non-current assets. The gross amounts are SEK 630 million in deferred tax assets and SEK 605 million in deferred tax liabilities. In the table for 2023 corresponding amount is a net asset of SEK 16 million and the gross amounts are SEK 601 million in deferred tax assets and SEK 585 million in deferred tax liabilities.

Deferred tax related to non-current assets, pension obligations and most of the tax losses carried forward are expected to be utilised after 12 months. Otherwise, a maturity of less than 12 months is expected. Most of the tax loss carryforwards are not limited in time. Loss carry-forwards for which deferred tax assets have been recognised are stated at tax value and are attributable to Australia, Belgium, Greece, China, Singapore and the UK. In addition to recognised loss carry-forwards, there is approximately SEK 6 million (10) in accumulated losses (tax value) in Singapore that have not been capitalised due to uncertainty in utilisation.

Beijer Ref applies the exemption to recognise and disclose deferred tax assets and liabilities related to Pillar 2 income taxes.

Group	Value 01/01/2023	Acquisitions/ Divestments	Reported over the profit and loss account	Reported in other comprehen- sive income	Translation differences	Value 31/12/2023
Deferred tax assets:						
Fixed assets	31	-49	-28	-	3	-43
Trade debtors	13	16	-5	-	0	25
Inventories	111	36	2	-	-4	145
Provision for pensions	16	5	69	0	-4	86
Other provisions	107	5	-99	71	-3	81
Loss carry forwards	32	-	56	-	0	88
Set-off	-10	-	47	-	-	37
Total deferred tax assets	299	14	42	71	-6	419
Deferred tax liabilities:						
Fixed assets	-223	-512	369	-	-18	-384
Inventories	-17	0	-2	-	0	-18
Tax allocation reserve	-15	-	15	-	-	-
Set-off	10	-	-47	-	-	-37
Total deferred tax liabilities	-245	-512	335	-	-18	-439
Deferred tax	54	-498	377	71	-24	-21

24 Pension commitments

Group	2024	2023
The amounts reported in the consolidated balance sheet were calculated as follows:		
Current value of funded commitments ¹	438	374
Fair value of plan assets	-360	-316
Deficits in funded plans	79	59
Current value of unfunded commitments	52	48
Net liabilities on the balance sheet	131	107
¹ In the 2023 value, the liability for direct pension is SEK 14 million (11)		
Changes in the defined-benefit obligations during the year are as follows:		
On 1 January	409	410
Costs of service in the current year	14	13
Costs of service in previous years	-1	-8
Interest expense	11	10
Contributions from employees	19	12
Revaluation effects resulting from demographic and financial assumptions	32	-11
Revaluation effects resulting from experience-based assumptions	7	5
Payments made	-29	-39
Liabilities acquired through business combinations	-	1
Other	1	1
Translation difference	10	14
On 31 December	471	409

The change in the fair value of plan assets during the year is as follows:

	2024	2023
On 1 January	316	311
Interest income	8	7
Revaluation effects	25	-3
Contributions from the employer	9	8
Contributions from employees	19	12
Payments made	-23	-33
Translation difference	7	13
On 31 December	360	316
Group	2024	2023
The plan assets consist of the following:		
Funded with pension managers	94	85
Interest-bearing securities	77	68
Properties	64	60
Receivables at nominal value	11	9
Shares	90	74
Cash	3	3
Other	21	16
Total	360	316
The amounts recognised in other comprehensive income are as follows (revaluations):		
Actuarial (profit) or loss on the current value of the obligation	39	-6
Return on plan assets excluding amounts included in the interest expenses	-25	3
Total pension costs or (income)	14	-3

Defined benefit plans

The Group has a number of defined benefit plans, where employees are entitled to post-employment benefits based on final salary and length of service. The defined benefit plans are located in Switzerland, Italy, the Netherlands, France, Thailand, Greece and Sweden.

Pension insurance in Alecta

Retirement and family pension obligations for civil servants in Sweden are secured through insurance with Alecta. According to a statement from the Swedish Corporate Governance Board, UFR 10, this is a multi-employer defined benefit plan. For the financial year 2024, the company has not had access to information that makes it possible to recognise this plan as a defined benefit plan. The pension plan under ITP, which is secured through insurance with Alecta, is therefore recognised as a defined contribution plan. The year's contributions for pension insurance policies taken out with Alecta amount to SEK 1.7 million (1.5). Alecta's surplus can be distributed to the policyholders and/or the insured. The collective funding ratio is the market value of Alecta's assets as a percentage of the insurance obligations calculated according to Alecta's actuarial methods and assumptions, which do not comply with IAS 19. The collective consolidation level shall normally be allowed to vary between 125 per cent and 170 per cent. In order to strengthen the funding level if it is deemed to be too low, one measure may be to increase the contractual price for new subscriptions and extensions of existing benefits. If the funding ratio exceeds 150 per cent, premium reductions can be introduced. At the end of 2024, Alecta's surplus in the form of the collective funding ratio was 162 per cent (158).

The composition of the net defined benefit obligation by country is presented below

2024	Netherlands	Switzerland	France	Italy	Other	Total
Present value of the obligation	101	291	38	31	29	490
Fair value of plan assets	-94	-260	-6	-	-	-360
Total	7	31	32	31	29	131
2023	Netherlands	Switzerland	France	Italy	Other	Total
Present value of the obligation	89	248	33	30	22	423
Fair value of plan assets	-85	-225	-6	-	-	-316
Total	4	23	27	30	22	107

The main actuarial assumptions were as follows:

	Netherlands		Switzerland		France		Italy		Other	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Discount rate, %	3.26	3.77	1.05	1.90	3.17	3.67	3.35	3.09	2.71	3.28
Future salary increases, %	-	-	1.20	1.20	2.00	2.00	3.00	3.00	4.84	4.86

Netherlands

The analysis for future salary increases is not relevant as the plans have no accrual and these parameters have no effect on benefits.

Sensitivity analysis for defined benefit pension commitments:

Effect on defined benefit obligations in 2024

	Change in assumed value	Netherlands		Switzerland		France		Italy		Other	
		Increase	Decrease	Increase	Decrease	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate, %	1.00%	-14.82%	18.96%	-13.03	16.79	-8.54%	12.24%	-6.53%	7.38%	-4.71	5.44
Future salary increases, %	1.00%	-	-	0.60%	-0.95%	12.34%	-9.06%	1.70%	-1.59%	5.68	-5.09

The above sensitivity analyses are based on a change in one assumption while all other assumptions are kept constant. In practice, this is unlikely to occur and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to material actuarial assumptions, the same method (the present value of the defined benefit obligation using the projected unit credit method at the end of the reporting period) is used as for calculating the pension liability presented in the financial condition report.

25 Other provisions

Group	2024	2023
Guarantee commitments	122	109
Other	118	92
Total	240	201
Long-term portion	139	130
Current portion	101	72
Total	240	201
Guarantee commitments		
Net value at the start of the period	109	103
Provisions made during the period	56	45
Acquisition of companies	3	-
Reclassification	-	1
Amounts utilised during the period	-46	-36
Restored unutilised amount	-5	-3
Translation difference	4	-2
Net value at the period end	122	109

Guarantee reserve

A guarantee reserve is reported when the underlying product or service is sold. The guarantee provision is calculated on the basis of previous years' guarantee costs and a calculation of future guarantee risk.

Other

Net value at the start of the period	92	86
Provisions made during the period	83	71
Acquisition of companies	25	0
Reclassification	-	-1
Amounts utilised during the period	-71	-60
Restored unutilised amount	-14	0
Translation difference	2	-4
Net value at the period end	118	92

Other

Provisions reported as other consist mostly of sales-related provisions such as bonuses and commissions.

26 Trade creditors and other liabilities

Group	2024	2023
Trade creditors	3,196	2,728
Advance payments from customers	147	142
Accrued expenses and deferred income	1,217	1,086
Short portion of option liability	439	1,010
Other current liabilities	543	503
Total	5,542	5,470

The fair value of trade accounts payable and other liabilities is considered to correspond to their reported values, as they are by nature short-term.

27 Pledged assets and contingent liabilities

Group	2024	2023
Pledged assets and contingent liabilities	662	169
Total	662	169

28 Transactions with shareholders with non-controlling interest

Group	2024	2023
On 1 January	120	111
Share of the year's result	32	25
Translation difference	10	1
Dividend	-13	-17
On 31 December	150	120

Non-controlling interest holders refer to Beijer B. Grimm (Thailand), Gree Austria GmbH, Sinclair Corporation Hungary Kft, Metraclark Zambia Limited, RNA Malaysia, Fenagy A/S and 3DPlus.

29 Business combinations

The company makes a materiality assessment for each acquisition based on turnover, product area and market. Our assessment is that an acquisition is material if the turnover of the acquired company exceeds 5 per cent of the Group's total turnover. During the year, five acquisitions were consolidated in the Group's accounts.

2024

During the first quarter of the year, 60 per cent of the shares in Quality Air Equipment (QAE) and 70 per cent of the shares in Chillaire, with a put/call option to acquire the remaining stake.

During the second quarter of the year, Young Supply, a North American commercial refrigeration and HVAC distributor, was acquired. Young Supply has annual sales of approximately SEK 1.4 billion. In addition, 60 per cent of the shares in Luyten BV were acquired, with a put/call option to acquire the remaining share.

During the third quarter, Beijer Ref acquired 75 per cent of the shares in GIA Group, with a put/call option to acquire the remaining share. GIA Group is an air conditioning company and one of Spain's largest distributors with several strong brands of its own. Sales during the financial year ended 2023 totalled SEK 1.1 billion with good profitability.

Accounting for acquisitions

Identified customer lists are amortised over 10-15 years, while brands are deemed to have an indefinite life and are not amortised. Most of the acquisition goodwill arising is motivated by synergies with the Group's existing businesses. During 2024, acquisitions have been completed where part of the final purchase price will be paid via warrants within the timeframe 2027-2033. The options have been valued at the probable outcome and recognised as a current and non-current liability, this liability totalling SEK 773 million. Acquisitions that include a put/call option where ownership will be 100 per cent are consolidated in full at the time of acquisition.

Acquisition costs for acquisitions finalised in 2024 and charged to 2024 earnings amount to approximately SEK 22 million and are included in other expenses. Since the respective consolidation dates, the acquired companies have contributed to the Group's net sales by SEK 1,656 million and EBITA by SEK 168 million for the financial year.

The acquisition calculations for the companies acquired in 2023 have now been finalised and no significant adjustments have been made to the calculations. Company acquisitions in the last 12 months are preliminary until the opening balances are finalised.

The table on the right shows the total cash flow impact of acquisition activities. The statement of identifiable net assets relates to acquisitions made in 2024 and 2023 respectively. Goodwill is mainly attributable to synergies and other intangible assets that do not meet the criteria for separate recognition. Other acquisitions include the impact of all acquisitions consolidated in 2023 excluding Heritage Distribution. These companies have been combined in the table below as each acquisition individually is not material.

Acquisitions of companies	12M 2024	Heritage Distribution	Other acquisitions	12M 2023
Fair value reported in the Group:				
Intangible fixed assets	506	4,435	369	4,805
Tangible and financial fixed assets	604	1,135	226	1,361
Deferred tax assets	26	-	1	1
Inventories	1,007	1,773	663	2,436
Other current assets	362	570	258	827
Liquid funds	106	432	71	504
Deferred tax liabilities	-151	-494	-18	-512
Provision	-1	-	-2	-2
Other current liabilities	-434	-1,073	-451	-1,524
Other current credit institutions	-337	-5,619	-104	-5,723
Total identifiable net assets	1,688	1,160	1,014	2,174
Goodwill	938	6,798	1,017	7,815
Effect on cash flow:				
Consideration	-2,626	-7,958	-2,031	-9,989
Non-paid purchase price	848	313	465	778
Consideration paid relating to acquisitions from previous years	-431	-	-225	-225
Reimbursed purchase price for previous years' acquisitions	0	-	14	14
Liquid funds in acquired companies	106	432	71	504
Total	-2,103	-7,213	-1,706	-8,919

30 Transactions with related parties

Beijer B. Grimm (Thailand) Ltd rents premises in a property owned by companies controlled by Harald Link, who is a partner in Beijer B. Grimm (Thailand) Ltd. The rent during the year totalled SEK 1M (1).

Coolair Klimasysteme GmbH rents premises in a property owned by companies controlled by Siegfried Otto, a minority shareholder in Coolair, and parties closely related to him. Rent during the year totalled SEK 1 million (1).

Deltron d.o.o. Croatia rents premises in property owned by companies controlled by Ante and Mladen Drnasin, minority owners of Deltron d.o.o. Croatia. Rent during the year totalled SEK 3 million (3).

Australian Airconditioning Distributors Pty Ltd rents premises in a property owned by companies controlled by Craig Dodd, Jason Dodd and David Dodd, who in turn control Australian Airconditioning Distributors Pty Ltd minority owner Aircon Concepts Pty Ltd. Rent for the year totalled SEK 30 million (29) and Australian Airconditioning Distributors Pty Ltd is also charged with administration costs from these companies amounting to SEK 6 million (6).

HVAC Consolidated Pty Ltd has sold goods to companies owned by companies controlled by Craig Dodd and Jason Dodd who in turn control HVAC Consolidated Pty Ltd minority shareholder Coldflow Airconditioning Pty Ltd to a value of SEK 104 million (116).

Sinclair Group companies in the Czech Republic and Slovakia rent premises in properties owned by companies controlled by Ivo Nespor, who is a member of the Supervisory Board of Sinclair Group. The rent totalled SEK 3 million (10). Companies within Sinclair Group in Austria rent premises in property owned by companies controlled by Ivo Nespor, Tibor Lacko and Markus Wolf, who in turn control Gree GmbH's minority shareholder TMZI Holding GmbH. The rent amounted to SEK 2 million (2).

Remuneration to senior executives is shown in note 6.

31 Events after the balance sheet date

After the end of the financial year, the transaction of the leading Hungarian HVAC distributor Cool4U was completed and the company was consolidated as of 3 January 2025.

There were no other significant events after the end of the financial year.

32 Proposal for distribution of profit

Profit at the disposal of the Annual Meeting of shareholders:

Share premium reserve	14,535
Profit brought forward	141
Net profit for the year	927
Total	15,603

The Board of Directors and the CEO propose that the profit be distributed as follows:

Dividend, SEK 1.40 per share	710
To be carried forward	14,893
Total	15,603

The Board finds that the proposed dividend is within the framework of the company's long-term objectives and is justifiable in view of what is stated in the Swedish Companies Act, Chapter 17, Section 3, regarding the requirements that the nature, scope and risks of the business place on the size of the equity and consolidation requirements, liquidity and position in general for the parent company and the Group. The equity/assets ratio of the Group and the Parent Company after the proposed dividend amounts to 51% and 57% respectively.

The income statement and balance sheet will be presented to the Annual General Meeting on 24 April 2025 for adoption. The proposed record dates are 28 April and 27 October 2025.

Parent company profit and loss account

SEK M	Note	2024	2023
Other operating income	35	141	111
Total income		141	111
Other external costs	36	-99	-97
Personnel costs	34	-96	-106
Depreciation and write-down of intangible and tangible fixed assets	43, 44	-3	-2
Operating profit		-57	-94
Results of participations in Group companies	37	396	535
Financial income	38	1,429	752
Financial expenses	39	-628	-990
Profit after financial investments		1,141	202
Appropriations	40	-15	198
Profit before tax		1,126	401
Tax on the year's profit	41	-199	74
Net profit for the year		927	475

Parent company's report on other comprehensive income

SEK M	2024	2023
Net profit for the year	927	475
Total comprehensive income for the year	927	475

Parent company balance sheet

SEK M	Note	2024-12-31	2023-12-31
ASSETS			
Intangible fixed assets			
Capitalised expenditure for software	43	15	7
Total intangible fixed assets		15	7
Tangible fixed assets			
Buildings and land	44	1	1
Equipment, tools and installations	44	2	3
Total tangible fixed assets		3	4
Financial fixed assets			
Participations in Group companies	45	14,372	12,989
Financial assets at acquisition value	46	25	25
Deferred tax assets	41	6	86
Receivables from Group companies		9,975	8,743
Other long-term securities holdings		19	14
Total financial fixed assets		24,397	21,857
Total fixed assets		24,415	21,867
Current assets			
Current receivables			
Receivables from Group companies		2,131	2,566
Tax receivables	41	-	69
Other current receivables		32	37
Prepaid expenses and accrued income		18	33
Total current receivables		2,181	2,705
Liquid funds		670	0
Total current assets		2,851	2,705
Total assets		27,266	24,573

SEK M	Note	2024-12-31	2023-12-31
SHAREHOLDERS' EQUITY			
Share capital	50	495	495
Fund for development expenditures		5	5
Total restricted equity		500	500
Share premium reserve		14,535	14,535
Profit brought forward		141	333
Net profit for the year		927	475
Total non-restricted equity		15,603	15,343
Total equity		16,103	15,842
Untaxed reserves			
Tax allocation reserves		111	-
Total untaxed reserves		111	-
LIABILITIES			
Long-term liabilities			
Borrowing	47, 48	6,046	6,146
Other long-term liabilities		714	446
Total long-term liabilities		6,760	6,591
Current liabilities			
Trade creditors		10	5
Borrowing	47, 48	3,728	1,608
Liabilities to Group companies		9	6
Tax debts	41	48	-
Other liabilities		439	439
Accrued expenses and prepaid income		57	81
Total current liabilities		4,291	2,139
Total equity and liabilities		27,266	24,573

Changes in equity, parent company

SEK M	Share capital	Fund for development expenditure	Non-restricted equity	Total equity
Equity 2022-12-31	372	6	1 742	2 119
Net profit for the year			475	475
Total comprehensive income for the year			475	475
Fund for development expenditures		-1	1	0
Purchase of own shares			-39	-39
Stock purchase plans			7	7
Dividend for 2022			-477	-477
Rights issue	123		13,633	13,756
Equity 2023-12-31	495	5	15,343	15,842
Net profit for the year			927	927
Total comprehensive income for the year			927	927
Fund for development expenditures		1	-1	0
Purchase of own shares			14	14
Stock purchase plans			-21	-21
Dividend for 2023			-659	-659
Equity 2024-12-31	495	5	15,603	16,103

Parent company cash flow statement

SEK M	Note	2024	2023
Current operations			
Operating profit		-57	-94
Adjustments for items not included in the cash flow: Depreciation and write-downs of intangible and tangible fixed assets	43, 44	2	2
Other items not affecting cash flow		5	3
Total		-49	-89
Paid interes		-532	-517
Paid income tax		-3	-
Cash flow from current operations before changes in working capital		-584	-605
Changes in working capital			
Changes in operating receivables		65	-7 328
Changes in operating liabilities		-13	-24
Cash flow from current operations		-532	-7 957
Investment operations			
Acquisition of shares and participations		-1,121	-7,823
Acquisition of tangible and intangible fixed assets		-10	-3
Received interest		809	630
Received dividend		396	535
Cash flow from investment operations		73	-6,662

SEK M	Note	2024	2023
Financial operations			
Borrowing		11,299	23,940
Amortisation of liabilities		-9,504	-22,859
Paid dividend		-659	-477
Stock purchase plans		-21	7
Acquisition of own shares		14	-39
Rights issue		-	13,707
Cash flow from financial operations		1,129	14,280
Change in liquid funds		670	-339
Liquid funds on 1 January		0	339
Liquid funds on 31 December		670	0

33 Parent company's accounting principles

The parent company's financial statements have been prepared in accordance with the Swedish Annual Accounts Act and RFR 2. In its financial statements, the parent company applies the International Financial Reporting Standards (IFRS) approved by the EU when this is possible within the framework of the Annual Accounts Act and taking into account the relationship between accounting and taxation.

Subsidiaries

In the Parent Company's financial statements, investments in subsidiaries are recognised at cost less for any impairment losses. Only dividends received on profits earned after acquisition are recognised as dividends from subsidiaries.

Group contributions

Group contributions received by the parent company from the subsidiary are recognised as appropriations.

Lease agreements

The parent company applies the exemption from application of IFRS 16 Leases. Leasing costs are recognised in the income statement and do not affect the balance sheet.

34 Employees and remuneration to employees

Average number of employees	2024		2023	
	Total	of which male	Total	of which male
Sweden	26	62%	31	68%
Total in the parent company	26	62%	31	68%

Salaries, other remuneration and social costs (SEK M)

	2024		
	Salaries and other remuneration	Social costs	Total remuneration to employees
Sweden	66	33	99
of which pension costs ¹		10	10

Salaries, other remuneration and social costs (SEK M)

	2023		
	Salaries and other remuneration	Social costs	Total remuneration to employees
Sweden	74	35	109
of which pension costs ¹		9	9

¹ Of the Parent Company's pension costs, SEK 4 million (3) relates to the Board and CEO.

Board remuneration (TSEK)	2024	2023
	Salaries and other remuneration	Salaries and other remuneration
Kate Swann	1,035	940
Nathalie Delbreuve	670	610
Albert Gustafsson	590	535
Frida Norrbom Sams	650	588
Joen Magnusson	450	410
William Striebe	450	410
Kerstin Lindvall	450	410
Per Bertland	450	410
Total	4,745	4,313

Stock purchase plans

Instrument

Initial quantity, pieces		
Initial allocation date		
Vesting date		
Maximum contract duration, years		
Remaining contract duration, years		
Number of people at year-end		
Payment method		

Changes during the year (number stated as preferred shares)

On 1 January		
Issued		
Forfeited		

On 31 December

Determination of Fair Value

The fair value of share-based incentives has been determined at the initial allocation date, and the fair value is expensed until the vesting dates. The pricing of the share-based incentives granted during the period was determined by the following inputs and had the following effect:

Valuation parameters for equity instruments during the year

Share price at grant date, SEK		
Share price at year-end, SEK		
Contract duration, years		
Expected dividend, SEK		

2024 stock purchase plan impact on income statement

Expenses for the year, equity-settled instruments		
Liabilities arising from equity-settled instruments		

	2024	2024
	Long-term incentive programs, all participants	of which executive management and CEO
Initial quantity, pieces	332,464	125,504
Initial allocation date	2024-06-13	2024-06-13
Vesting date	2026-04-30 and 2027-04-30	2026-04-30 and 2027-04-30
Maximum contract duration, years	1.9 and 2.9	1.9 and 2.9
Remaining contract duration, years	1.3 and 2.3	1.3 and 2.3
Number of people at year-end	96	7
Payment method	Equity	Equity
On 31 December	331,812	125,504

	All participants	of which executive management and CEO
Share price at grant date, SEK	169.05	169.05
Share price at year-end, SEK	163.10	163.10
Contract duration, years	1.9 and 2.9	1.9 and 2.9
Expected dividend, SEK	Not applicable (compensation for dividend)	Not applicable (compensation for dividend)
Expenses for the year, equity-settled instruments	7	3
Liabilities arising from equity-settled instruments	1	1

35 Other operating income

	2024	2023
Group revenue	137	111
Rental income	1	-
Withholding tax	4	-
Total	141	111

36 Remuneration to auditors (TSEK)

	2024	2023
Deloitte		
Audit assignment	1,481	1,748
Audit activities in addition to audit assignment	-	306
Tax consultancy	-	52
Other services	238	4,200
Total	1,719	6,306

Audit engagement refers to fees for the statutory audit, i.e. such work as has been necessary to submit the auditor's report. Tax advisory services refer mainly to general corporate tax matters. Other services refer to advice on financial reporting as well as services in connection with acquisitions.

37 Results of participations in Group companies

	2024	2023
Dividends received, Group companies	396	535
Total	396	535

38 Financial income

	2024	2023
Interest income, Group companies	792	616
Interest income, external	17	14
Exchange gains	620	117
Derivative valuation changes	-	4
Total	1,429	752

39 Financial expenses

	2024	2023
Interest expenses, Group companies	-29	-4
Interest expenses, external	-490	-438
Exchange losses	-80	-472
Change in value of derivative instruments reported at fair value	-16	-
Other financial expenses	-14	-77
Total	-628	-990

40 Appropriations

	2024	2023
Group contributions	96	123
Tax allocation reserve	-111	75
Total	-15	198

41 Tax on profit for the year

	2024	2023
Current tax	-70	-2
Deferred tax	-129	76
Tax on profit for the year	-199	74
Reconciliation of effective tax		
Profit before tax	1,126	401
Tax expense calculated at actual tax rate, 20.6% (20.6)	-232	-83
Non-deductible costs	-3	-2
Non-taxable income	84	161
Adjustment of previous year's tax	-48	-2
Net effective tax	-199	74
Effective tax rate	17.7%	18.6%

42 Currency effect in result

	2024	2023
Currency effects in financial income and expenses	524	-351
Valutapåverkan i resultat efter skatt	524	-351

43 Intangible assets

	Capitalised expenditure for software	
	2024	2023
Accumulated acquisition value		
On 1 January	25	23
Acquisitions during the year	10	4
This year's disposals	-9	-2
Total	25	25
Accumulated amortisation		
On 1 January	-18	-17
The year's amortisation	-2	-2
This year's disposals	9	2
Total	-11	-18
Residual value	15	7

44 Tangible fixed assets

	Buildings and land	
	2024	2023
Accumulated acquisition value		
On 1 January	6	6
Total	6	6
Accumulated depreciation		
On 1 January	-5	-4
The year's depreciation	0	-1
Total	-5	-5
Residual value	1	1
	Equipment, tools and installations	
	2024	2023
Accumulated acquisition value		
On 1 January	5	7
Acquisitions during the year	0	0
This year's disposals	-	-2
Total	5	5
Accumulated depreciation		
On 1 January	-2	-4
The year's depreciation	-1	0
This year's disposals	-	2
Total	-3	-2
Residual value	2	3

45 Participations in Group companies*

	2024	2023
On 1 January	12,989	5,057
Acquisitions	1,206	7,765
Share contribution	42	78
Change in value, companies with put/call option	135	89
Book value of shares in Group companies	14,372	12,989

* For more information, see note 15

46 Financial assets at fair value

	2024	2023
On 1 January	25	25
On 31 December	25	25

The book value of holdings in securities amounts to SEK 25 million (25) and consists of a 14% holding in a Spanish refrigeration wholesaler.

The holding has been valued at fair value as of 31 December 2024.

There is not considered to be any need for impairment of the holdings.

47 Borrowing

	2024	2023
Long-term		
Bank loans	6,063	6,146
Total long-term	6,063	6,146
Current		
Bank overdraft facilities	-	98
Bank loans	859	555
Commercial paper	2,869	955
Total current	3,728	1,608
Prepaid borrowing costs	-17	-
Total borrowing	9,774	7,754

The company's borrowings per currency in SEK M are as follows:

EUR	3,610	2,996
SEK	4,969	3,654
USD	1,213	1,105
Total	9,792	7,754
Prepaid borrowing costs	-17	-
Total incl. prepaid borrowing costs	9,774	7,754

External borrowings consist of long-term and short-term financing agreements and commercial paper borrowings. All covenants in the agreements were met at the balance sheet date.

48 Pledged assets and contingent liabilities

	2024	2023
Guarantee commitments	40	38
Customs guarantee	1	1
Parent company guarantee	599	598
Total	640	637

Guarantee commitments are to the bank for local credit facilities with subsidiaries. The parent company guarantee is to a minority shareholder of an acquired company in Australia for a future option purchase.

Exemption rules for subsidiaries

The Parent Company Guarantee has been issued in accordance with Article 2:403 paragraph 1F of the Dutch Civil Code for the financial year 2024 for the following subsidiaries registered in the Netherlands. The parent company guarantee applies to all outstanding liabilities of the subsidiaries as at the balance sheet date until the obligations are fulfilled. The described subsidiaries have applied the exemption regarding the obligation to register the annual accounts with the Dutch Chamber of Commerce in accordance with Article 2:403 paragraph 1 of the Dutch Civil Code.

- Beijer Ref Support B.V.
- ECR-Nederland B.V.
- Coolmark B.V.
- SCM Ref B.V.
- Celsis B.V.

49 Transactions with related parties

No transactions between Beijer Ref AB and related parties outside the Group that have significantly affected the company's position and results have taken place.

In addition to what is stated in note 6 regarding information on salaries and other remuneration to the Board of Directors, CEO and other senior executives, no transactions with related physical persons have taken place from Beijer Ref AB.

50 Share of capital

Number of shares	2024	2023
A shares with number of votes 10	27,950,400	27,956,160
B shares with number of votes 1	481,135,526	481,129,766
Total	509,085,926	509,085,926
Shares in own custody	-2,180,400	-2,275,000
Number of outstanding shares	506,905,526	506,810,926

Each share has a nominal value of SEK 0.98.

Proposal for distribution of profit

Profit at the disposal of the Annual Meeting of shareholders:

Share premium reserve	14,535
Profit brought forward	141
Net profit for the year	927
Total	15,603

The Board of Directors and the CEO propose that the profit be distributed as follows:

Dividend, SEK 1.40 per share ¹	710
To be carried forward	14,893
Total	15,603

The Board finds that the proposed dividend is within the framework of the company's long-term objectives and is justifiable in view of what is stated in the Swedish Companies Act, Chapter 17, Section 3, regarding the requirements that the nature, scope and risks of the business place on the size of the equity and consolidation requirements, liquidity and position in general for the parent company and the Group. The equity/assets ratio of the Group and the Parent Company after the proposed dividend amounts to 51% and 57% respectively.

The income statement and balance sheet will be presented to the Annual General Meeting on 24 April 2025 for adoption. The proposed record dates are 28 April and 27 October 2025.

¹For 2024, as proposed by the Board of Directors, see also note 32.

The Board of Directors and the Managing Director declare that the consolidated accounts have been prepared in accordance with International IFRS as adopted by the EU and give a true and fair view of the Group's financial position and results.

The annual accounts have been prepared in accordance with generally accepted accounting principles and give a true and fair view of the parent company's and results of the parent company. The Directors' Report for the Group and the Parent Company gives a true and fair view of the development of the and the parent company's operations, financial position and results and describes the significant risks and uncertainties that and the companies included in the Group face.

Malmö 2025-04-02

Kate Swann
Chair

Christopher Norbye
CEO

Joel Magnusson
Board member

Per Bertland
Board member

Albert Gustafsson
Board member

Frida Norrbom Sams
Board member

Kerstin Lindvall
Board member

William Striebe
Board member

Nathalie Delbreuve
Board member

Our audit report was submitted 2025-04-02

Deloitte AB

Richard Peters
Authorised Public Accountant
Auditor in charge

AUDITOR'S REPORT

To the general meeting of the shareholders of Beijer Ref AB
corporate identity number 556040-8113

Report on the annual accounts and consolidated accounts*Opinions*

We have audited the annual accounts and consolidated accounts of Beijer Ref AB for the financial year 2024-01-01 - 2024-12-31. The annual accounts and consolidated accounts of the company are included on pages 62-116 in this document.

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

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

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

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

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

Key Audit Matters

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

Valuation of inventory

The group carries significant inventories of goods and spare parts, amounting to SEK 11 723 million and held by several subsidiaries in many countries. Valuation of inventory requires clear policies and is subject to management's estimates for determining its cost, judgment about its saleability and its net realizable value as well as procedures for safeguarding and keeping track of the inventory.

In note 2 and in note 4 the group's inventory accounting policy and critical accounting estimates and judgments are described.

Our audit procedures

Our audit procedures included, but were not limited to:

- assessing the group's accounting policy and the individual entities' accounting for inventory in compliance with IFRS,
- on a sample basis testing of the valuation of inventory,
- evaluating management's estimates of the obsolescence reserve, and
- review of eliminations of intragroup profits in inventory.

Acquisitions and identification of surplus values

In 2024, Beijer Ref concluded acquisitions for a total consideration of SEK 2 626 million. The reporting of acquisitions includes significant estimates and assessments being made by management to determine the fair value of the acquired assets and liabilities and allocating these to the appropriate cash-generating units.

In note 2 and in note 4 the group's acquisition accounting policy and accounting estimates and judgments are described. Information related to acquisitions can be found in note 29.

Our audit procedures

Our audit procedures included, but were not limited to:

- Review of accounting principles to ensure that the accounting is in accordance with IFRS,
- Review of agreements linked to acquisitions and established acquisition calculations, including the Group's significant assumptions and assessments for valuation of acquired assets and assumed liabilities.
- Review of completeness in relevant notes to the financial statements.

Our valuation specialists have participated in the implementation of selected audit procedures.

Other information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 161, 120-147. The other information also consists of the Remuneration Report that we obtained before the date of this audit report. The Board of Directors and the Managing Director are responsible for this other information.

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

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated. If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We

have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

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

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

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

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

A further description of our responsibilities for the audit of the annual accounts and consolidated accounts is located at the Swedish Inspectorate of Auditors website: www.revisorsinspektionen.se/revisornsansvar. This description forms part of the auditor's report".

Report on other legal and regulatory requirements*Opinions*

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Beijer Ref AB for the financial year 2024-01-01 - 2024-12-31 and the proposed appropriations of the company's profit or loss.

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

Basis for Opinions

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

fulfilled our ethical responsibilities in accordance with these requirements.

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

Responsibilities of the Board of Directors and the Managing Director

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

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

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

A further description of our responsibilities for the audit of the management's administration is located at the Swedish Inspectorate of Auditors website: www.revisorsinspektionen.se/rn/showdocument/documents/rev_dok/revisors_ansvar.pdf. This description forms part of the auditor's report.

The auditor's examination of the Esef report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the

Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4 a of the Swedish Securities Market Act (2007:528) for Beijer Ref AB for the financial year 2024-01-01 - 2024-12-31.

Our examination and our opinion relate only to the statutory requirements.

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

Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the Esef report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section. We are independent of Beijer Ref AB in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

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

Responsibilities of The Board of Directors and the Managing Director

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

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual accounts and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment,

and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

Deloitte AB, was appointed auditor of Beijer Ref AB by the general meeting of the shareholders on the **2024-04-23** and has been the company's auditor since **2020-06-25**.

Malmö 2025-04-02
Deloitte AB

Richard Peters
Authorized Public Accountant

Five years in summary

SEK M	2024	2023	2022	2021	2020
Sales and profits, excluding items affecting comparability¹					
Net sales	35,662	32,150	22,638	16,905	14,062
Organic growth, %	1.9	1.4	16.4	14.4	-6.2
EBITDA	4,560	4,090	2,717	1,835	1,477
EBITA	3,776	3,398	2,217	1,410	1,086
EBIT	3,571	3,219	2,145	1,361	1,036
Net financial items	-563	-438	-179	-69	-59
Profit before tax	3,008	2,781	1,967	1,292	977
Tax on the year's profit	-749	-645	-480	-302	-248
Net profit for the year	2,259	2,136	1,511	990	729
Attributable to:					
The parent company's shareholders	2,227	2,110	1,494	979	722
Innehav utan bestämmande inflytande	32	25	17	11	6
Profit per share before dilution, SEK ²	4.39	4.33	3.54	2.58	1.90
Profit per share after dilution, SEK ²	4.39	4.33	3.54	2.56	1.89
Capital structure					
Liquid funds	3,058	1,957	1,518	1,004	1,154
Equity	24,216	21,443	6,714	5,266	4,489
Capital employed	39,849	33,884	16,849	11,379	8,596
Operating capital	36,766	31,898	15,300	10,331	7,395
Operating cash flow	3,464	2,490	176	-59	1 200
Interest-bearing liabilities	12,799	10,357	8,722	5,589	4,105
Balance sheet total	46,147	39,170	21,864	15,300	11,401

¹ Items affecting comparability exist for the period 2023 and 2022. See impact of items affecting comparability on p. 62.

² 2022 figures are restated as a result of the rights issue finalised in March 2023.

	2024	2023	2022	2021	2020
Key figures					
Equity ratio, %	52.5	54.7	30.7	34.4	39.4
Return on equity, %	9.8	11.2	20.4	20.0	16.5
Return on operating capital, excluding items affecting comparability, %	10.8	10.7	16.7	16.0	14.5
EBITA margin, excluding items affecting comparability, %	10.6	10.6	9.8	8.3	7.7
Net debt/EBITDA, excluding leasing liabilities, pension liability and items affecting comparability, ratio	1.83	1.69	2.30	2.02	1.38
Other					
Average number of employees	6,597	6,024	4,720	4,134	3,856

Net debt reconciliation

SEK M	2023-12-31	Cash flow	Currency effect	Non-cash flow effect	2024-12-31
Pension commitments	107	-15	3	35	131
Long-term borrowing	6,167	-89	0	-11	6,067
Lease liabilities	2,367	-83	94	84	2,466
Short-term borrowing	1,712	2,087	4	331	4,135
Deduct:					
Liquid funds	1,957	1,016	85	-	3,058
Net debt	8,400	17	17	439	9,741

Net debt reconciliation

SEK M	2022-12-31	Cash flow	Currency effect	Non-cash flow effect	2023-12-31
Pension commitments	110	-17	1	13	107
Long-term borrowing	4,191	-1,812	98	3,691	6,167
Lease liabilities	1,814	9	-73	621	2,371
Short-term borrowing	2,607	-2,901	-3	2,009	1,712
Deduct:					
Liquid funds	1,518	484	-45	-	1,957
Net debt	7,204	-5,205	68	6,334	8,400

Net debt is part of the company's APM and is reported on Beijer Ref's website.

Sustainability report 2024

General information

General basis for the sustainability report

The basis for this sustainability report is a materiality assessment of the Beijer Ref Group's activities and their repercussions throughout the value chain, see p. 125. As a measure for ESRS reporting for 2025, the company has carried out a double materiality analysis from two perspectives, consequential materiality and financial materiality.

The dual materiality assessment is updated annually and reflects and prioritises the most important sustainability issues of the business.

Disclosures with respect to special circumstances

Climate

Beijer Ref is continuously working to refine the measurement of the Group's greenhouse gas emissions, especially with regard to emissions that occur along the value chain (Scope 3). In connection with this, historical values also sometimes need to be updated in order for the key figure development in the area of climate impact to be as fair as possible.

During 2023-2024, the measurement of baseline data from products sold has been improved and Beijer Ref has also included new acquisitions from 2022-2024. The baseline value for CO₂ emissions in 2021 for the Group's Science Based Target (see page 129) has thus been revised from 11,391,606 tCO₂e to 30,898,779 tCO₂e. The year 2023 has also been revised with the most significant part, which are the use of products sold and the final disposal of products sold, accounting for 99.9 per cent of Scope 3.

The role of the Board of Directors and management

The direction of Beijer Ref's sustainability work is determined by the Board of Directors. The Board of Directors is the decision-making body for the Group's policies, including sustainability policies, and for the sustainability report. The Board also monitors the Group's sustainability work. The CEO is responsible for sustainability issues within the Group, but operational responsibility is delegated to the Sustainability Manager, who is part of the extended management team. The company management is responsible for implementing and monitoring the company's sustainability strategy and ensuring compliance with sustainability policies.

The Sustainability Manager leads a CSRD working group whose responsibility is to advise management and the Board of Directors on the forthcoming EU legislation in the area of sustainability reporting, create

a common picture of Beijer Ref's value chain, and establish a double materiality assessment as a basis for reporting.

Board composition and diversity

The presentations on pages 58–59 outline the composition, experience, sustainability expertise, independence, and diversity of the Board and management. The Board's sustainability expertise has been significantly strengthened since EQT became the main shareholder in 2021. This began with the appointment of a new Chair of the board, Kate Swann, followed by the addition of Kerstin Lindvall to the Board. In recent years, the Board's expertise has continued to grow, including the addition of Nathalie Delbreuve in 2022, who brings deep knowledge in reporting and the CSRD. Gender diversity has also been strengthened in recent years to the current level where the proportion of women is 50 per cent.

In 2024, all members of the Board of Directors and management received training in the EU regulations for sustainability reporting CSRD. The training was conducted by PwC and the prevailing policy is that as soon as a significant change occurs in the area of sustainability that affects Beijer Ref's operations, the Board of Directors and management must be informed or trained.

Sustainability information for the Board and management

Sustainability work of the Board of Directors in 2024

Eight ordinary Board meetings were held in 2024. Sustainability issues were followed up, presented and discussed at four of the board meetings, mainly linked to the strategic agenda going forward. Examples of issues addressed during the year include the development of the company's greenhouse gas emissions, in relation to the target validated by the Science Based Target initiative (see p. 129). Other sustainability-related topics during the year include issues related to the company's own workforce, such as diversity and inclusion and employee well-being.

Sustainability issues and related risks and opportunities are also addressed at Audit Committee meetings. At these meetings, the Sustainability Officer acts as a rapporteur, with responsibility for preparing the Group to report in accordance with EU CSRD legislation on sustainability reporting. The Board of Directors receives regular reports on sustainability-related issues and key figures in connection with the quarterly reports.

The sustainability report consists of pp. 36-51 and 121-145, as well as information on pp. 14-16, 20, 25-26, 63, 70-71.

In connection with the review and approval of the annual report, including the sustainability report, strategic goals and outcomes for sustainability were presented to the Board. Risk reviews are conducted by the Board at least twice a year, meetings where sustainability risks form a significant part.

Management's sustainability work in the year 2024

The management team met seven times in 2024, and sustainability was a standing agenda item at these meetings. The sustainability officer is the rapporteur. At each meeting, reports and discussions include outcomes of key figures and ongoing activities with regard to sustainability. Issues related to legal and regulatory compliance, as well as climate/Science Based Target, were followed up regularly at management team meetings during the year.

In other respects, sustainability issues at management team meetings are related in particular to the organisation's own staff and concern diversity, inclusion and employee well-being. These issues are regularly discussed in at least two management team meetings per year.

Sustainability-related incentive schemes

Beijer Ref wishes to ensure the company's focus on sustainability through clear targets in both short-term and long-term incentive programs. For the short-term program, this means that management has 5–10 per cent of their variable salary linked to green sales, defined as the proportion of sales with low global warming potential (products for refrigerants with a GWP value below 150) having increased by at least 5 per cent during the year. The remaining link to sustainability in the short-term program depends on the manager's respective position - in HR, for example, the link is made to sustainability-related key figures associated with Beijer Ref's personnel.

With regard to long-term incentive programs, the aim is for these to also include links to sustainability targets, although no such links were introduced in 2024. As the long-term program is scheduled to be revised in the next few years, the changes will be implemented in connection with that revision.

Sustainability due diligence

Sustainability Due Diligence (SDD) is the process by which Beijer Ref identifies, prevents, mitigates, and discloses both actual and potential negative environmental and human impacts of its operations. It is the practice that is applied in the event of major changes such as those to the company's strategy, business model, activities, business relationships, the business itself, procurement and sales contexts. At the heart of this practice is the way in which Beijer Ref, through various stages of the due diligence process, identifies and evaluates negative impacts that arise or may arise from its operations and that are directly linked to its activities, products and services, as well as to business relationships throughout the value chain.

Due diligence index

Central elements of the due diligence	Items and pages in the sustainability report
a) How due diligence is embedded in governance, strategy and business model	Board and management, see pp. 58-61, integration into incentive schemes, see p. 122, material implications, risks and opportunities and their relationship to strategy and business model, see p. 69 and 122
b) How co-operation with relevant stakeholders takes place at all key stages in due diligence	See p. 65 and pp. 121-122
c) How negative impacts are identified and assessed	See pp. 70-71 and pp. 123-126
d) How measures are taken to address these negative impacts	See pp. 70-71, 122-124 and 126-128
e) How to monitor the effectiveness of effectiveness of these interventions, and how this is communicated	See pp. 70-71 and 128-129

Risk management and internal control over sustainability reporting

In 2025, Beijer Ref will review the procedures for internal control and sustainability reporting.

Sustainability in strategy, business model and value chain

Business model

Beijer Ref's business is to provide customers at a global level with products in commercial and industrial refrigeration and heating and air conditioning. The Group is also an industry leader in the development and manufacture of environmentally friendly refrigeration systems and industrial heat pumps. The products are used in a wide range of environments as described on p. 11 - wherever temperature control is desirable in daily life.

The 2024 breakdown of company turnover is:

- Air conditioning and heating (HVAC): 58%
- Commercial and industrial refrigeration 34%
- Own manufacturing (OEM) 8%

A description of the value chain with Beijer Ref's role, end customers, installers and filling stations can be found on pp. 12-13. The basic upstream, own operations and downstream value chain is described in the diagram on the next page.

Strategy areas with sustainability linkages

The key elements of the strategy linked to sustainability issues are presented below. For an overall description of the strategy, see pp. 36-52.

Sustainability with focus on own production. Beijer Ref works strategically with sustainability goals and this process has identified the area where the Group can make the biggest difference to society - to replace older systems in commercial and industrial refrigeration through increased sales of environmentally adapted products manufactured in-house. In line with the Group's Science Based Target (see p. 129), Beijer Ref will continue to invest in its own manufactured products that use natural refrigerants with low GWP (Global Warming Potential) values, and increase sales of these by utilising the Group's global distribution network and pushing for increased demand, as well as conducting training both internally and for the markets' customers.

Training for the transition to green technology. An important part of the transition plan to achieve the Group's Science Based Target by 2030 is customer training. Through the Beijer Ref Academy initiative, the Group offers customers and other stakeholders training programs, primarily in refrigeration and heating technology based on natural refrigerants. The training focuses on installation, operation and maintenance to optimise performance and avoid losses in the systems. Training can also focus on other products and technical solutions, such as heat pumps and general refrigeration technology. Training in the latest technical solutions creates customer loyalty while driving sales and the transition to sustainable products.

Demand for refrigeration and heating technology based on natural refrigerants is high, which Beijer Ref has identified as a clear business opportunity in the future in its sustainability materiality assessment, see also p. 125.

Today, Beijer Ref Academy is present in the UK, France, Italy, Sweden and Australia (also serving parts of Asia). Since 2024, the HR organisation is responsible for further developing and coordinating the Beijer Ref Academy to spread it to more markets. In 2024, Beijer Ref Academy delivered a total of approximately 30,000 training hours to customers and suppliers.

Internal and external training. HR and Communication is an important staff function and the hub of a global network for training initiatives that ensure common values and business ethics, as well as increased knowledge of the Group's environmentally adapted products. Beijer Ref works with several different types of training initiatives to raise skills both internally and externally, for example with skills development and succession planning to motivate employees.

All employees must be offered at least one performance appraisal per year, as well as regular follow-up appraisals.

All new employees receive a review of Beijer Ref's core values through an introduction to the Group's history, values and ethical approach. A Group-wide intranet gives all employees access to news, joint documents, policies and Beijer Ref's own video channel with management interviews. For internal training, there is also a digital platform that is continuously used to increase expertise in areas such as harassment, human rights and anti-corruption. In addition to digital training initiatives, Beijer Ref works with targeted training programs, including the Sales Academy, which is aimed at employees with sales and customer contacts. The goal is to increase competence in customer service, sales and product knowledge - with a focus on sustainable products.

By coordinating the Sales Academy and Beijer Ref Academy concepts, the HR organisation works strategically to ensure that the Group will be a global driving force in the transition to environmentally adapted solutions within refrigeration and HVAC. Another competence-enhancing initiative is the Beijer Ref Exchange Programme, which was launched in 2019. The programme enables employees to work at another subsidiary for a period. By sharing experiences between countries and operations in this way, the programme has resulted in positive initiatives, such as the work to establish the Beijer Ref Academy in South Africa.

The value chain and its link to sustainability

In order to be able to assess which are really Beijer Ref's most significant sustainability issues, it is a necessary first step to review and understand the entire value chain.

Beijer Ref's value chain can be divided into three parts:

- Upstream activities,
- Own activities including manufacturing
- Downstream activities

By mapping key activities carried out in the various parts, it is possible, as a first step, to identify where Beijer Ref's operations have or may have an impact on the environment or people. As a second step, identify where sustainability developments in the environment have or may have a financial impact on Beijer Ref, either as a risk or as an opportunity.

Value chain: Upstream activities

Purchasing of finished products takes place in the areas of commercial and industrial refrigeration, and in heating, ventilation and air conditioning (HVAC/comfort cooling).

Purchases of product parts and input materials are made for in-house production of refrigeration plants and heat pumps, i.e. for part of the Original Equipment Manufacturing (OEM) product segment. Materials purchased include copper, steel, refrigerants, processors

and control units. Product parts and input materials (such as refrigerants) are mainly sourced from China and from global suppliers.

IT services are also procured, consisting mainly of Microsoft services.

Manufacturing of products by suppliers takes place in the areas of commercial and industrial refrigeration and heating, ventilation and air conditioning (HVAC).

Manufacturing involves a range of activities and heavy machinery, as well as chemicals such as tetrafluoroethene and refrigerants.

Transport of finished products and purchased input goods

The main modes of transport to and from Beijer Ref's operations are marine transport and road transport. Approximately 50-60% of transport is marine, while 40-50% is by road. Road transport is primarily used locally.

All upstream transport is outsourced, and sustainability is an important factor when selecting transport partners. No formal audit function is in place to follow up transport providers.

The value chain: Own operations

In-house production of chillers and heat pumps is part of the Original Equipment Manufacturing (OEM) product segment. The in-house manufactured products account for approximately 10 per cent of the total product portfolio.

Components are received and assembled into finished products in Beijer Ref's production facilities. Only components are used in assembly, no raw materials. Some welding and soldering occur. Other resources used in production are mainly oil (used as a lubricant), nitrogen and helium (used to test products).

Data on energy use at the manufacturing facilities are available. Production generates waste, mainly packaging materials and metals. Plastics and paper are recycled.

Research & Development focuses on the development of environmentally friendly technologies, specialising in low global warming potential (GWP) refrigerants. Innovation itself focuses on green technologies, both in commercial and industrial refrigeration, and on various solutions to improve energy efficiency.

Production of new solutions and products, including testing, is carried out by contracted suppliers. A subsidiary, Fenagy A/S, works to improve product lifecycle management. All products are tested for health and safety.

Acquisitions are an integral part of the business model and value chain. There are currently around 150 subsidiaries in total. Acquisitions are focussed both on new markets and on companies that can broaden the product portfolio. Financial, tax and legal reviews are always carried out during the acquisition process, including a commercial

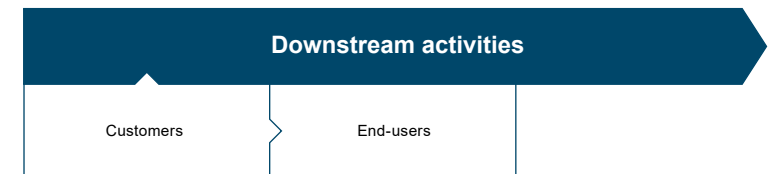
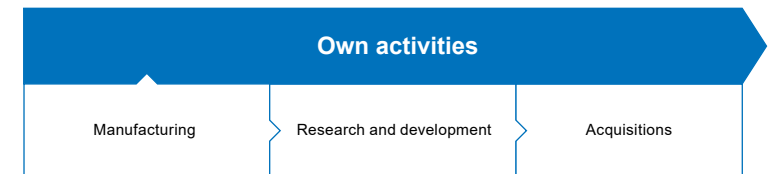
due diligence assessment. In some cases, a pure environmental review is carried out (mainly in the case of acquisitions in the United States).

Value chain: downstream activities

Customers. Beijer Ref has approximately 200,000 customers in over 40 countries. A customer order can include an entire system of solutions, components or spare parts. Refrigeration and air conditioning solutions are sold to service companies, i.e. installation engineers who then distribute and install products to end users. Components are also sold directly to manufacturers (for example in India).

End-users. Main end-users include grocery stores, restaurants, hotels, ice rinks, offshore industry, residential, offices and shops.

Installation and use of products account for a large share of total emissions. This is mainly due to refrigerants sold that leak into the atmosphere during the use phase.



Stakeholder interests and views

Key stakeholders

In connection with the double materiality assessment carried out in 2023-24, Beijer Ref has updated its picture of the main stakeholders of the business.

- From a process perspective, suppliers, both of electronics manufacturing and of components for own OEM manufacturing, are a key group.
- In our own manufacturing and other Group activities, our own staff are of course a key group, of which management teams and boards form a part.

- Shareholders/investors are a clear key group.
- In the next stage, Retailers and Customers are key groups.

Stakeholder meetings in 2024

Customers

In terms of customers, major trade fairs (often held every two years) are an important recurring forum for Beijer Ref with partners to meet customers. The MCE trade fairs in Milan in March 2024, for both HVAC+R and refrigeration, as well as Chillventa in Nuremberg in October 2024 for refrigeration, were important meeting points for Beijer Ref with suppliers and customers in Europe. In 2024, Chillventa attracted over 33,000 professional visitors.

In Australia, the corresponding meeting place for Beijer Ref is the ARBS exhibition for HVAC+R and Building services. ARBS took place in Sydney in May 2024, and gathered 353 exhibitors and over 9,000 visitors.

Significant impacts, risks and opportunities and their relationship to strategy and business model

Beijer Ref's material sustainability impacts and risks and their relationship to strategy and business model - as identified in the dual materiality assessment described in the next section - are listed in the introduction to each sustainability area as follows:

- Climate change mitigation, p. 126
- Own labour force, p. 132
- Business ethics, p. 137

Materiality assessment process

As a measure for ESRS reporting for 2025, the company has performed a double materiality analysis from two perspectives, consequential materiality and financial materiality, this has not been reviewed by the company's auditor in accordance with ESRS for 2024:

- mapping,
- identification of relevant sustainability issues; and
- final assessment

Mapping has been done through interviews and workshops with key stakeholders as well as research, previous analyses, industry overviews and value chain models.

During this phase, interviews were conducted with the management team and all members of the internal CSRD working group (see pp. 122-124) to create a common picture of Beijer Ref's value chain. The mapping and analysis of the value chain has been carried out in an aggregated version that includes all companies in the Beijer Ref Group.

Relevant sustainability issues were identified through working meetings and workshops to understand which sustainability issues are relevant to Beijer Ref's markets and operations. A gross list of all possible impacts, risks and opportunities was compiled with input from internal and external stakeholders. The impacts were categorised as positive or negative, and as actual or potential potential.

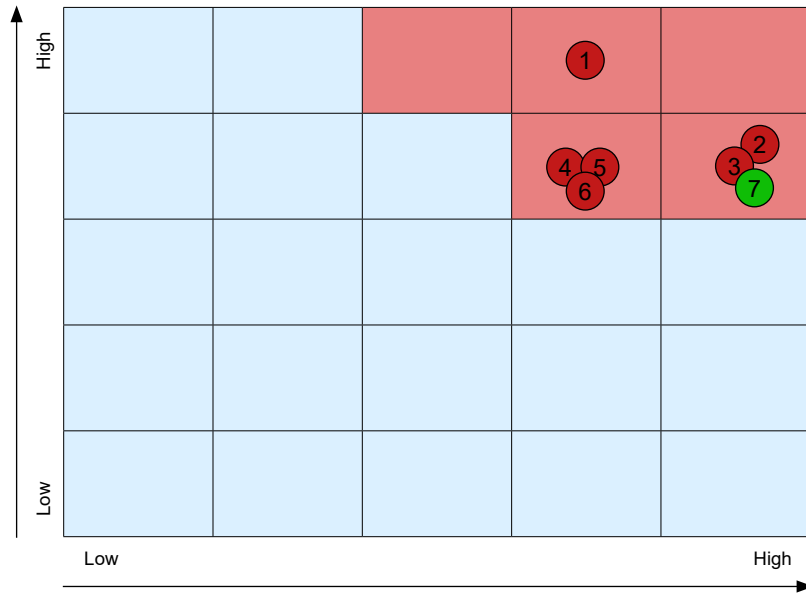
Final assessment of materiality has been done through working meetings evaluating the value chain, as well as all proposed impact materiality in terms of scale, scope and recovery possibilities. Financial materiality has been assessed in terms of financial impact and probability of occurrence.

Time horizons have been considered and each sustainability issue has been annotated with the designation short, medium or long term. Short term is considered to be less than one year, medium term is considered to be one to five years, long term is considered to be more than five years.

The relevant materiality threshold has been defined, both for impact and financial effects.

In future years' materiality assessments, the ambition is to involve even more internal and external stakeholders to verify that Beijer Ref in its reporting really reports on the most relevant sustainability issues for the various stakeholder groups.

Analysis of impacts/consequences



Impact considered significant

- 1 Own employees' labour conditions and human rights
- 2 Greenhouse gas emissions
- 3 Energy use
- 4 Employee work environment/health & safety
- 5 Fair and equal working conditions for employees
- 6 Business ethics
- 7 Reduced greenhouse gas emissions by customers/users

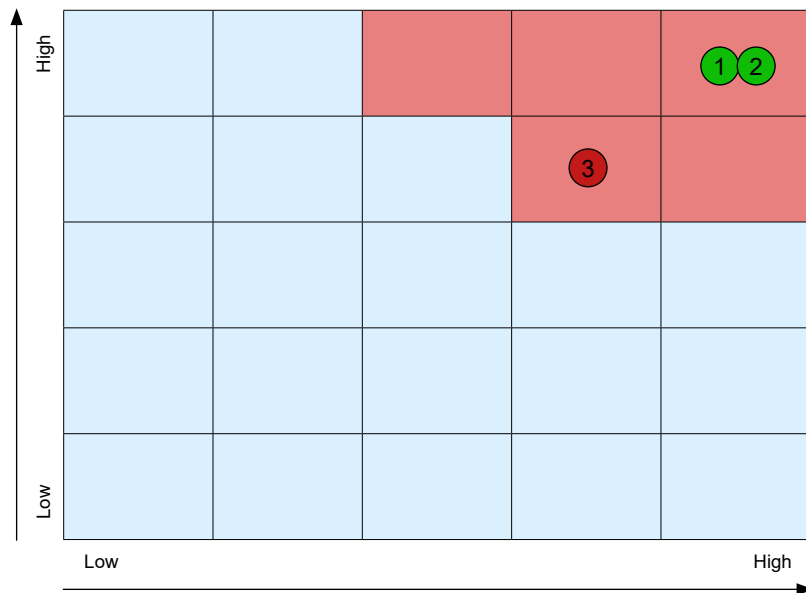
● Negative impact/consequence ● Positive impact/consequence

Results of the impact/consequence part of the materiality assessment

The results in terms of impact/consequences for the environment are presented in a matrix that shows all significant consequences in the red field above the current threshold value, i.e. Beijer Ref's most significant impact on the environment and people.

To assess the identified impacts, a score scale 1-5 has been defined. The X-axis shows the probability of a particular impact and the Y-axis shows the severity.

Analysing financial risks and opportunities



Financial risks and opportunities that are considered material

- 1 Business opportunities in the transition to natural refrigerants
- 2 Business opportunities in selling more products as a result of adapting to climate change
- 3 Risk of unethical business behaviour

● Negative impact/consequence ● Positive impact/consequence

Results of the financial part of the materiality assessment

The results of the financial materiality assessment are presented below in a matrix showing all material financial impacts (risks and opportunities) in the red bar above the relevant threshold. The results on the right side of the matrix show the most material impacts the company experiences that are based on external factors.

To assess the identified risks and opportunities, a scale of 1-4 has been defined. For this process, Beijer Ref's current Enterprise Risk Management processes and criteria were used; the X-axis shows the probability of the effect and the Y-axis shows the magnitude of the effect.

Information on the environment

Climate change mitigation

Significant climate impacts, risks and opportunities and their relation to strategy and business model

Significant impacts in the field of climate change	Affected parts of the value chain	Time-frames	Relationship to strategy and business model
Energy use and energy mix	Own activities and the upstream customer chain	Short – medium – long term	Beijer Ref's energy consumption levels and energy mix have implications for climate change in society.
Scope 1, 2, 3 gross greenhouse gas emissions and total greenhouse gas emissions	Own activities and the supply chain	Short – medium – long term	Beijer Ref's total greenhouse gas emissions come from its own operations, but primarily from the downstream chain's emissions (Scope 3) during the installation and use of products, and the emissions have clear consequences for climate change in society.
Significant opportunities in the area of Climate Change			
Opportunity to increase natural refrigerants' share of Beijer Ref's sales	Own activities and the supply chain	Short – medium – long term	The societal transition provides business opportunities as it requires solutions that can reduce energy consumption energy consumption and CO ₂ emissions.
Opportunity to sell more refrigerators and cooling systems due to climate change effects, leading to improved brand/reputation and increased revenue.	The supply chain, own operations and the customer chain	Medium – long term	Physical climate warming leads to business opportunities as it drives global demand for cooling systems.

Energy-related impacts and risks

The Beijer Ref Group's operations have a negative actual impact on the environment in the short, medium and long term due to energy use from both renewable and non-renewable sources in the value chain (raw material supply, manufacturing, product use and waste management) and own operations (manufacturing/assembly, office buildings and warehouses).

In 2024, total energy consumption in own activities was 41,926 MWh.

Climate-related impacts and risks

The Beijer Ref Group's operations have a negative actual impact on climate change in the short, medium and long term due to greenhouse gas emissions from suppliers' operations (raw material sourcing, product manufacturing, transport and waste management), own operations (manufacturing/assembly, refrigeration stations, transport, waste management and business travel) and downstream (product use, customer transport).

Fluorinated greenhouse gases, f-gases, are chemicals that have a strong impact on the greenhouse effect and thus affect the earth's climate. Although Beijer Ref endeavours to be a driver away from these solutions, the majority of Beijer Ref's Scope 3 greenhouse gas emissions still come from historically sold products with traditional refrigerants (due to leakage from the refrigerants), see also p. 140.

In 2024, Beijer Ref's total Scope 1, 2 and 3 emissions were 29,720,362 tonnes of CO₂e, with a 4 per cent decrease compared to the base year 2021.

Climate-related opportunities

As described in the next section on Beijer Ref's transition plan to reduce our emissions in line with SBTi, and on pp. 37-38, Beijer Ref has good future business opportunities related to society's need for:

- Low global warming potential products in the context of the general shift towards such refrigerants
- Products for cooling in the context of a warming scenario due to physical risks linked to climate change

For the 2024 report, the material risks and opportunities are mainly described in qualitative terms, not quantitative. This means that there is no section on expected financial impacts from material physical and transition risks and potential climate-related opportunities.

Transition plan to reduce GHG in line with SBTi

Between 2023-2024, Scope 3 decreased by 6 per cent with a shift towards refrigerants with a lower GWP. The reduction is broad across most emission categories and for comparable sales volumes. The completely dominant part of the greenhouse gas emissions linked to Beijer Ref takes place in Scope 3, which accounts for 99.9 per cent of Beijer Ref's total emissions. Thus, it is to the reduction of these emissions that the most important parts of the Group's transition plan for climate neutrality belong, and they are clearly associated with Beijer Ref's ambitions to be a global driving force for environmentally adapted heating and cooling with low climate impact.

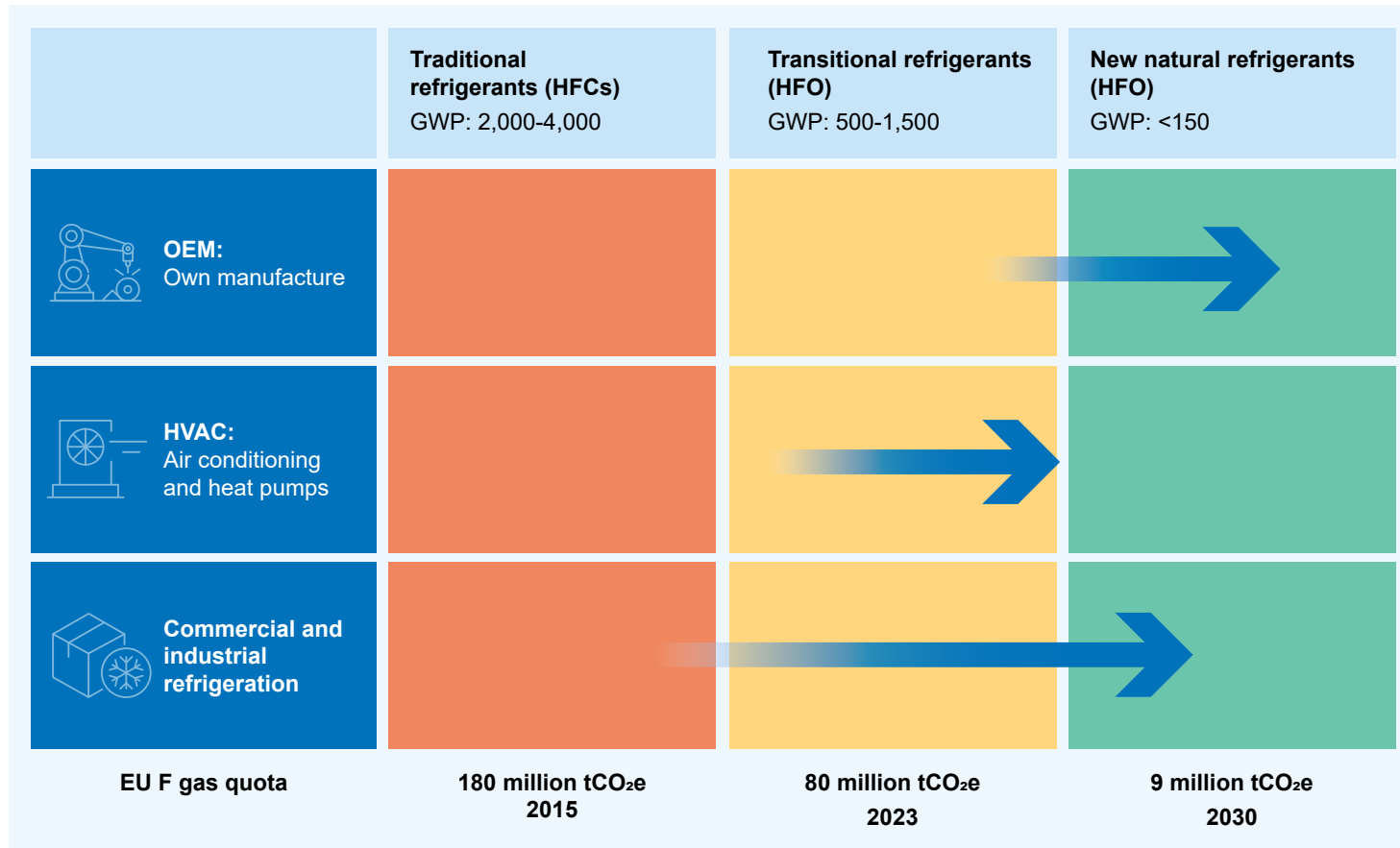
Scope 3 emission reduction measures

More precise calculations show that more than 99 per cent of Beijer Ref's greenhouse gas emissions occur within Scope 3. Installation and use of products sold are by far the largest sources of emissions. There is therefore a clear need for installers and end users to make the right choices in order for Beijer Ref to achieve the Group's target of a 25 per cent reduction in emissions by 2030. In particular, the refrigerants that to some extent leak into the atmosphere when used by end users account for a large part of the footprint. Beijer Ref is therefore actively working to educate the market and guide customers to solutions with lower Global Warming Potential (GWP). The preferred solution is the Group's proprietary chillers and heat pumps that use the natural refrigerants carbon dioxide (R744), isobutane (R600a) or propane (R290), all of which have a significantly lower GWP value than traditional refrigerants.

For a couple of years now, the Group has been organising training courses for customers and suppliers through the Beijer Ref Academy initiative. The aim of the academy is to increase expertise in the handling of natural refrigerants. The Academy started as a local initiative in Italy and has spread to the UK, France, Sweden and Australia. Since 2024, the HR organisation is responsible for further developing and coordinating the Beijer Ref Academy to spread it to more markets. By coordinating the coordination of the internal Sales Academy initiative with the Beijer Ref Academy, the HR organisation can work strategically for the Group to be a global driving force in the transition to environmentally adapted solutions in refrigeration and HVAC.

Another part of the impact of the products sold is the bulk refrigerants sold in gas cylinders at Beijer Ref's filling stations. Based on public data reported within the EU, it is known that some of this type of refrigerant sold will leak into the atmosphere, either as a leak from an installation during use, or when the installation is to be replaced or dismantled. Beijer Ref is therefore working to ensure that as large a proportion as possible of the gases sold are properly treated at the end of their life cycle to prevent emissions. In addition, the Group is working to steer the development of the market away from f-gas solutions, in the direction of solutions with a lower GWP value, in order to reduce the footprint of this category.

New market with lower climate impact under development



The picture illustrates the ongoing shift in the Group's business areas; from selling products based on traditional refrigerants to the new generation of refrigerants with significantly lower climate impact.

Product use

Another significant source of emissions within Scope 3 relates to the electricity consumption of Beijer Ref's sold products during their lifetime. In particular, this applies to air conditioning and heat pumps. However, it should be noted that these units when sold by Beijer Ref are currently usually replacing older units with typically higher electricity consumption and refrigerants with higher GWP than today's products. The heat pumps also often replace gas and oil boilers where the global emissions would have been even greater if they had not been replaced. Beijer Ref's emissions in this category therefore usually contribute to lowering the global carbon footprint. As the global electricity supply becomes more and more fossil-free, emissions from this category will also decrease.

Beijer Ref's green products help more and more customers make the switch

Beijer Ref's goal is to help customers find new technologies that accelerate the transition. For example, the Group was an early mover in creating the conditions for producing proprietary green refrigeration technology based on natural refrigerants with low GWP (Global Warming Potential) values.

Today, Beijer Ref is a world leader in the field and is working methodically to increase its green in-house production, while at the same time utilising its global distribution network to spread the technology. As a leading global distributor, Beijer Ref also influences other suppliers' range of green products.

As described, the need to convert to green technology is growing and accelerating, and Beijer Ref has been working actively for a long time to drive the transition to the new generation of refrigerants with low GWP values. Such sustainable products are defined as products for a refrigerant with a GWP value below 150. This concerns its own production of refrigeration units and heat pumps based on natural refrigerants, as well as other parts of the business (see pp. 40-45).

Beijer Ref's goal is to increase sales of sustainable products to 50 per cent of total sales of its own products (OEM) by 2025, which we already achieved in 2024. This is an important step in intensifying the climate conversion of the market for heating, ventilation, air conditioning and refrigeration to solutions based on natural refrigerants.

Through dialogue and setting requirements for producers, Beijer Ref is also driving the transition to the new generation of refrigerants within the framework of the distribution business for HVAC and in commercial and industrial refrigeration.

Greenhouse gas emissions linked to leakage from refrigerants sold and final handling of products continue to decrease in line with Beijer Ref's focus on the transition to natural refrigerants. The very positive development of emissions in the supply chain in recent years is partly due to the reduction in inventory that has taken place during the period.

However, the reduction in the Group's total absolute emissions by 2030 is not expected to be entirely linear, but rather a gradual shift as various activities and measures have an impact. In some situations, it may be necessary to offer solutions using refrigerants with GWPs between 500 and 1,500 - equivalent to half the GWP of traditional refrigerants - as a transitional stage.

Internal training

The organisation's own representatives, sales staff and technicians are continuously trained on how to best guide customers through the process of replacing older solutions with new natural refrigerants. At the end of 2024, a new such digital training initiative was launched globally within the organisation.

Customer training

To increase the pressure for change, the Group has established the Beijer Ref Academy training concept in several markets. Through Beijer Ref Academy, customers and end customers are trained in solutions based on natural refrigerants, which helps to increase the pace of the transition. The training programs focus, among other things, on the installation of the new, green technology, which is more technically complicated than traditional solutions.

Green sales are on the rise

Over the past five years, green OEM sales have grown significantly, and in 2024 sales were 55 per cent. Beijer Ref has thus already achieved the target of 50 per cent green sales, and now the focus is on increasing it further in 2025. With the increasingly stringent requirements for energy efficiency and environmental responsibility, the company sees a clearly growing demand in this sector.

	2024	2023	2022	2021	2020
Green OEM sales, %	55	45	39	33	32

Accounting policies for sales of environmentally friendly products

Beijer Ref has the ambition that 50 per cent of Beijer Ref's own OEM refrigeration units sold will be classified internally as 'environmentally friendly' by 2025. The definition of environmentally friendly is that the refrigeration unit is operated with a refrigerant with low global warming potential (GWP), which means that the GWP must be lower than 150. Total OEM sales refer to the total amount of original equipment manufactured and sold as defined in note 5, see taxonomy on pp. 141-145. Green sales are the share of turnover of the total OEM market that fulfils the criteria to run on a refrigerant with GWP lower than 150.

Global manufacturing of green refrigeration technology

Italy is currently the main centre for Beijer Ref's research and development of natural refrigeration technology based on the refrigerant carbon dioxide (CO₂). This development is driven by strong growth for Beijer Ref's subsidiary SCM Frigo (see case on pp. 42-43), which supplies refrigeration solutions based on natural refrigerants, and the Danish subsidiary Fenagy's sales growth in the category of industrial heat pumps and refrigeration system units that use natural refrigerants (see case on pp. 44-45). Product development is ongoing to produce heat pumps based on similar technology for smaller units.

The Italy-based subsidiary SCM Frigo specialises in the development of refrigeration units. In 2024, Frigo secured its first order in the North American market, transcritical CO₂ systems for a logistics centre of a pharmaceutical company - the level of activity for this type of solution is high in the US. Furthermore, Fenagy received a breakthrough order for an industrial heat pump and chiller for use in a data centre.

In addition to production at the factory in Italy, SCM Frigo serves as a knowledge centre for Beijer Ref's factories in Sweden, the Netherlands, Thailand, Australia, China and South Africa. With this as a base Beijer Ref is the only refrigeration wholesaler in the world that has global manufacturing of green refrigeration technology. In 2022, a new factory was established in Italy that brings together production, warehousing and the Beijer Ref Academy training centre. The factory's area today, 13,000 m², is being expanded by another 3,000 m² to be able to increase production in line with demand. Beijer Ref continues to invest continuously to both further develop the technology and increase production capacity. The aim is to more than double Beijer Ref's production of environmentally adapted technology in Europe from 2024 to 2028.

Refrigerant recovery, recharging and handling service

In 2024, the launch of the Refbuster service continued (see case story on p. 39), which streamlines the recovery, charging and handling of refrigerants, leading to reduced leakage and increased recycling. The service was initially launched by Beijer Ref's Dutch subsidiary Celsis. Refbuster offers a wide range of services, from collecting, analysing and recycling used refrigerants to charging new ones.

Through Refbuster, customers in a wide range of industries are helped to change refrigerants directly on site by specialised engineers who ensure compliance with legislation and best standards. Furthermore, Refbuster ensures responsible management with no unnecessary emissions while recycling used refrigerants for use in new components. The service also helps to reduce costs for the customer. Refbuster is up to 10 times faster than traditional methods, helping to reduce downtime for the customer and making Refbuster an attractive proposition.

Climate change mitigation and adaptation policy

Group policy in the area of	Policy content: purpose and materiality	Scope of the programme: affected parts of the value chain or stakeholders	Level in the organisation responsible for the policy implementation	Other: third-party standards, interested/informed stakeholders
Sustainability policy	<p>Beijer Ref is committed to conducting its business in a socially responsible and environmentally sustainable way.</p> <p>Beijer Ref prioritises the development and marketing of sustainable and energy-efficient products and solutions through OEM products based on natural refrigerants and wholesale and distribution operations. This includes providing customers with information and tools to make environmentally responsible choices.</p> <p>Greenhouse gas emissions: Beijer Ref has set targets to reduce both its own greenhouse gas emissions and those of its entire value chain. The company will monitor its carbon footprint and actively seek ways to offset or mitigate its impact on climate change.</p>	The entire value chain: suppliers, own operations and the customer/user chain	The Board of Directors has adopted the policy, and operational management at Group and local level is responsible for its implementation. The owner of the policy is the Head of Sustainability.	Since 2023, Beijer Ref has a Science Based Target that is confirmed by SBTi.

Climate targets

Beijer Ref takes responsibility for contributing to limiting climate change in line with the Paris Agreement's target of no more than 1.5 degrees of global warming. The proposals submitted to the Science Based Target initiative (SBTi) for the targets for reducing greenhouse gas emissions in the Group's value chain were declared valid by SBTi in November 2023. These Science Based Targets for Beijer Ref are as follows:

Scope 1 & 2

- 42% absolute reduction 2021-2030

Beijer Ref is committed to reducing Scope 1 and 2 greenhouse gas emissions by 42% by 2030 from the base year of 2021, in line with a 1.5°C scenario for the global community.

Scope 3

- 25% absolute reduction 2021-2030

Beijer Ref commits to reduce Scope 3 greenhouse gas emissions by 25% by 2030 from the 2021 base year, in line with a well below 2°C scenario for the global community.

In 2024, it was decided that the 2021 base year would be revised, mainly due to improved calculation methods for Scope 3 emissions and new acquisitions. The 2021 baseline CO₂ emissions for the Group's Science Based Target (see page 131) have thus been revised from the previous year, from 11,391,606 tCO₂e to 30,898,779 tCO₂e.



Energy use and energy mix

Energy use and energy mix

Accounting principles

Energy consumption data is obtained from invoiced data from power suppliers and/or from metered values. Energy consumption for facilities acquired in 2022 and 2023 has been added for 2024. Data for 2021 has been revised, in line with Green House Gas Protocol guidelines, for recalculation of base year emissions at acquisition. Energy consumption from leased and rented sales offices and small local warehouses are included in Scope 1 and 2 emissions.

		Unit	2024	Base year 2021
Scope 1 and 2	Scope 1 + 2 / total energy consumption, direct and indirect	MWh	41,926	40,042
Scope 1	- of which natural gas	MWh	14,250	14,369
Scope 1	- of which coal or fuel, distilled from crude oil	MWh	552	332
Scope 2	- of which district heating	MWh	2,757	1,938
Scope 2	- of which electricity	MWh	24,177	23,402
	total use of renewable electricity		10%	16%

Gross greenhouse gas emissions in scope 1, 2, 3 and total

Accounting principles

Beijer Ref has adopted the Greenhouse Gas Protocol (GHG) as the basis for accounting principles for greenhouse gases. Scope 1, 2 and 3.

Direct emissions in Scope 1: Direct and indirect energy consumption is an important source of greenhouse gas emissions within Beijer Ref, as are VOC emissions from the handling of refrigerants and emissions from owned and leased company cars. Data for Scope 1 and 2 emissions covers all Beijer Ref facilities. GHG emissions from leased and rented sales offices and small local warehouses are included in Scope 1 and 2 emissions. VOC data is based on the number of reported leaks from companies across the organisation. Emissions from power consumption are based on International Energy Agency country-specific GHG emission factors (market based), excluding production and transmission losses. Total emissions per turnover are based on Group turnover for companies owned in 2021 and absolute emissions for the same companies.

Scope 3: The greenhouse gas emissions reported are consistent with the Greenhouse Gas Protocol Accounting and Reporting Standard and include categories considered material to Beijer Ref. The quantification is subject to inherent uncertainty due to the incompleteness of the scientific knowledge used to determine emission factors and the values required to combine emissions of different gases. As the data quality for the remaining Scope 3 categories improves, Beijer Ref plans to update and include them in the reporting.

1. Use of products sold: Includes all our refrigeration and HVAC units sold and the emissions resulting from the use of these products during their lifetime in terms of emissions from electricity consumed and refrigerant leakage. Product lifecycle, energy consumption and leakage levels are industry standards based on the assumptions of the EU impact assessment report accompanying the proposal for a Regulation of the European Parliament and of the Council on fluorinated greenhouse gases amending Directive (EU) 2019/1937 and repealing Regulation (EU) No 517/2014. The assumptions are combined with the number of units sold from the Group's business system.

Another part of the use of products sold is the sale of bulk refrigerants sold in gas cylinders to installers to fill or top up units. Emissions from this category are calculated as how much of the refrigerants are expected to leak to the atmosphere over the life cycle of the refrigerant.

2. Purchased goods and services: Includes all input electronics units, piping and refrigerants registered in Beijer's production data management system. The emissions are calculated as emission factors linked to the economic expenditure in the different areas.

3. Transport of goods: Based on expenditure on the different types of transport, (road and maritime). Emissions are calculated as emission factors linked to economic expenditure in the different areas.

4. Life cycle of used product: Based on the refrigerants sold in bulk and the amount remaining at the end of the product life cycle.

Gross greenhouse gas emissions in Scope 1, 2, 3 and total greenhouse gas emissions (verified by third parties)

Emission	2024	Base year 2021	Comparison	Part of Scope
SCOPE 1 - GREENHOUSE GAS EMISSIONS				
Gross greenhouse gas emissions scope 1 (tCO ₂ e)	20,888	17,722	+17.8%	0.001%
Percentage of scope 1 greenhouse gas emissions from regulated emissions trading schemes, %	0	0	-	-
SCOPE 2 - GREENHOUSE GAS EMISSIONS				
Location-based gross greenhouse gas emissions in scope 2 (tCO ₂ e)	9,861	9,501	+3.8	0.0003%
Gross market-based scope 2 greenhouse gas emissions (tCO ₂ e)	11,079	10,359	+6.9	0.0003%
SIGNIFICANT GREENHOUSE GAS EMISSIONS WITHIN SCOPE 3				
Total gross indirect Scope 3 emissions (tCO ₂ e)	29,688,395	30,870,698	-4	99.89%
TOTAL GREENHOUSE GAS EMISSIONS				
Total greenhouse gas emissions (location-based) (tCO ₂ e)	29,719,144	30,897,921	-4	100%
Total greenhouse gas emissions (market-based) (tCO ₂ e)	29,720,362	30,898,779	-4	100%

In 2024, the Group's total greenhouse gas emissions decreased by 4 per cent compared to the base year 2021, which is in line with Beijer Ref's commitment to the Science Based Target Initiative (SBTi) and a progressive emissions trajectory to 2030. The reduction spans most emissions categories and for comparable sales volumes. Scope 3, which accounts for 99.89 per cent of Beijer Ref's total emissions, decreased by 6 per cent between 2023 and 2024. Scope 1 and 2 increased by 13.8 per cent in 2024 compared to the base year 2021. This is due to strong growth and the fact that the companies within the Group are in a transition phase. For more information, see p. 37 and for detailed reporting of Scope 1, 2 and 3, see p. 140.

Information on corporate social responsibility

Own employees

Significant impacts, risks and opportunities and their relationship to strategy and business model

Significant impacts in the area <i>Own employees</i>	Affected parts of the value chain	Time-frames	Relationship to strategy and business model
Work Environment/Health & Safety	Own and agency staff personnel	Short – medium – long term	Beijer Ref's production involves a certain degree of consequences and risks that must be managed, primarily related to workplace equipment and transport. The consequences of any accidents for affected employees can be serious.
Significant risks in the area <i>Own employees</i>			
Diversity	Own and agency staff personnel	Short – medium – long term	To achieve a balanced, diversified workforce to be an attractive employer by reflecting the environment in which the Group operates in the best possible way.
Fair labour conditions/Human rights	Own and agency staff personnel	Short – medium – long term	Even if the risks of human rights violations internally are deemed to be low, the outcome of any cases that may occur could be serious for both the affected employees and the brand.

Policies for the own workforce

Group policies in this area	Policy content: <i>purpose and materiality</i>	Scope: <i>affected parts of the value chain or stakeholders</i>	Level in the organisation responsible for policy implementation	Other: <i>third-party standards, interested/informed stakeholders</i>
Sustainability policy	Beijer Ref is committed to providing maintaining a safe and inclusive work environment that promotes the health and well-being of our employees. The company invests in employee development, diversity and equal opportunities.	Supply chain and own activities	The Board of Directors has adopted the policy, and operational management at Group and local level is responsible for its implementation and follow-up. The owner of the policy is the Head of Sustainability.	
Diversity and inclusion policy	Beijer Ref recognises that people from different backgrounds, with different skills and experiences, bring valuable insights to the workplace and increase the efficiency and creativity of how teams work together. Embracing diversity with openness and trust improves the ability to relate and work with each other and with customers, business partners and communities, wherever Beijer Ref does business.	This policy applies to all employees, workers, agency workers, contractors and job applicants. All employees are required to read, accept and comply with this policy throughout their employment.	The Board of Directors has adopted the policy, and operational management at group and local level is responsible for its implementation and follow-up. The owner of the policy is the EVP HR and Communications.	
Code of behaviour: Fair labour conditions/Human rights	The company does not tolerate any form of discrimination against employees; all employees are entitled to fair and equal treatment. The company respects the freedom of association and the right to collective bargaining; all employees have the right to join and form trade unions.	Key principles that apply to the entire company's operations and should guide the behaviour of all employees in the company.	The Board of Directors has adopted the policy, and operational management at group and local level is responsible for its implementation and follow-up. The owner of the policy is the EVP HR and Communications.	

Actions and resources

Key actions by policy during the year	Scope: affected parts of the value chain or stakeholders	Possible end date for the measures	Progress relative to previously reported action plans	Other: possible Opex/Capex for the measures
Work Environment Training/ Health & Safety	Development of a group-wide common policy and training covering all employees	Q4 2025	NA	NA
Discrimination: Activity anti-harassment	Development of activities consists of two variants; one for all employees and one for managers and personnel responsibilities.	Q2/Q3 2025	NA	NA

Measurements for follow-up and Targets

Significant sustainability issue	All metrics used for monitoring the issue	Targets per measurement area, affected parts of the value chain	Outcome per goal 2024 (2023)	Other: possibly underlying assumptions and other important comments.
Diversity	Gender distribution in company management	Continuous annual increase	22 (20)	NA
Diversity	Age distribution in the company	TBD	NA	No follow-up at this time. Will be implemented in 2025.
Work environment/Health & safety	Number of deaths	Vision zero	0 (0)	NA
Work environment/Health & safety	Number and proportion of work-related accidents	Vision zero	5.8 (6)	Annual follow-up with the goal of reducing it each year.
Work environment/Health & safety	Number of days lost due to work-related injuries and deaths	Vision zero	2,239 (NA)	Annual follow-up with the goal of reducing it each year.
Sick leave	<4	<4	2.3% (3,3)	Annual follow-up with the goal of reducing it each year.
Human rights	The number of discrimination cases, including harassment	Vision zero	NA	No follow-up at this time. Will be implemented in 2025.
Human rights	Cases of human rights violations	Vision zero	NA	No follow-up at this time. Will be implemented in 2025.

Procedures and channels for employee dialogue

Beijer Ref's whistleblowing policy, adopted by the Board of Directors, applies to all employees working for the company and its subsidiaries, and serves as a complement to the usual reporting channels by offering employees an alternative and safe channel to report matters without risk. The Company will not tolerate any attempt by anyone to disadvantage or discriminate against anyone who, based on genuine concerns, has reported an apparent wrongdoing to the Company.

The system is designed for any event that, by its nature, is not suitable for handling through the usual reporting channels, such as:

- illegal activities
- financial fraud
- bribery or corruption
- inappropriate actions by senior management and/or the board of directors
- violation of competition laws
- serious danger to the environment, health and safety
- activities that otherwise constitute gross misconduct under law, treaty or contract.

The whistleblowing scheme encourages employees to act responsibly in order to maintain the company's reputation and public trust in its operations.

The outcome in terms of reports received under the whistleblowing scheme for 2024 is presented in the table on p. 136.

Data on the company's employees

Male and female employees (in number of employees/full-time equivalent)

Gender identity	Number of employees (number of persons / full-time equivalents)
Men	5,211
Female	1,386
Other	NA
Not specified	NA
Total	6,597

** In some Member States, it is possible for people to register legally as persons with a third, often neutral, gender, which is categorised as 'OTHER' in the table above.*

Diversity indicators

In addition to regular monitoring of gender equality in the subsidiaries, a number of different training programs and other targeted initiatives are carried out to ensure an equal working environment. The HR network has jointly developed a toolbox that includes training in 'unconscious bias' - unconscious preferences that can, for example, affect recruitment processes - and psychological safety, which is used to train managers on diversity.

Beijer Ref has a recommendation for recruitment processes which means that female candidates should always be presented as far as possible. In addition, the Group works to strengthen women's image of the industry by hiring female summer interns through partnerships with local technical universities.

In 2023, an internal network was launched to bring together female employees within the organisation, particularly in management positions. The network includes webinars where participants share their experiences of working in a male-dominated industry. In addition to networking and knowledge sharing, the network aims to build on the internal talent pool for further development within the company.

Gender breakdown in number and proportion at management level. Reporting includes full and part-time employees.

Gender identity	Number on company management level, outcome 2024	2023	Share at enterprise management level, outcome 2024	2023
Men	235	249	78	80
Female	67	61	22	20

Work-related accidents

A safe and secure working environment

Beijer Ref has a long-term vision of zero workplace accidents, and the company works actively to reduce the accident frequency. In connection with each workplace-related accident, a basic analysis of the underlying factors is carried out. The results and decided measures are then followed up with each subsidiary.

The systematic work environment management is evaluated based on several key figures: sickness absence measured as a percentage and an accident index (number of workplace accidents per million working hours).

Accounting principles for work-related injuries and accidents

Work-related injuries are measured as the number of injuries resulting in absence from work exceeding one day per one million working hours. The reporting scope includes all Beijer Ref's full-time and part-time contract partners. Short-term and long-term sickness absence is based on the same number of employees as described above. Staff turnover is based on full-time employees only.

In the industry, an accident index of 7 is typical, and Beijer Ref's outcome in 2024 is 5.8 (6.1). After a period with a decrease in workplace-related accidents, we have noted an increase in recent years.

Sickness absence in 2024 was 2.3 per cent.

Cases of discrimination or failure to fulfil human rights

Incidents, reports and serious consequences related to human rights

	Incidents that have been reviewed	Compensation plans	Incidents for which no further action is taken
The number of discrimination cases, including harassment	0	0	0
Whistleblowerfall*	1	0	0
Fines, penalties and compensation for such incidents or complaints	0	0	0
The number of serious human rights incidents related to the company's employees	0	0	0
Fines, penalties and compensation for damages incurred in connection with such incidents	0	0	0

* Accounting principles for anti-corruption

Cases received via the SpeakUp whistleblower function include all cases reported either directly via the whistleblower system or via management. The scope of relevant cases for SpeakUp whistleblowers includes violations of all topics covered by Beijer Ref's Code of Conduct. Business ethics and compliance cases reported via SpeakUp are investigated and resolved through Beijer Ref's investigation process.

Work environment measures and outcomes in 2024

Measure	Outcome 2024	Outcome 2023
The proportion of people in the company's own workforce who are covered by the company's work environment system	All	All
The number of deaths	0	0
The number of work-related accidents	64	69
Frequency of work-related accidents	5.8	6.1
Cases of documented work-related ill health that are subject to legal restrictions	0	0
Lost days due to work-related injuries and deaths	2,239	NA
Long-term sick leave	1.1	1.6
Short-term sick leave	1.2	1.7
Total sick leave	2.3	3.3

Information on sustainability management

Business ethics

Significant impacts, risks and opportunities and their relationship to strategy and business model

Significant consequences in the area of Business Ethics	Affected parts of the value chain	Time frames	Relationship to strategy and business model
Preventive work against, and detection of, corruption and bribery	Own and hired personnel	Short – medium – long term	Potential negative impact on the company's own workforce due to lack of a common corporate culture and insufficient training in the subject of business ethics.
Significant risks in the area of Business Ethics			
Confirmed cases of corruption and bribery	Own and hired personnel	Short – medium – long term	Unethical business behavior could lead to significant fines and reputational damage, increased recruitment costs, and increased costs associated with staff retention efforts.

Business ethics policies and corporate culture

Group policies in the area	Policy Content: <i>purpose and materiality</i>	Scope: <i>affected parts of the value chain or stakeholders</i>	Level in the company responsible for policy implementation	Other: <i>third-party standards, affected/informed stakeholders</i>
Code of Conduct	<p>The purpose of the code is to ensure that Beijer Ref conducts its operations in an environment that is sustainable, safe and in accordance with the laws and principles of a listed company.</p> <p>Main content:</p> <ul style="list-style-type: none"> • Personal behaviour of staff members • Anti-corruption and bribery • Compliance with competition laws • Relationships with business partners • Workplace standards • Corporate responsibility 	Key principles that apply to the entire company's operations and should guide the behavior of all employees in the company.	The board has adopted the policy, and the operational management at group and local level is responsible for implementation and follow-up. The owner of the policy is the EVP HR and Communications.	
Anti-bribery and anti-corruption policy	Beijer Ref's position is that bribery and corruption are unethical and unacceptable and are incompatible with its values and code of conduct. Beijer Ref's reputation and long-term success is and will continue to be built on honesty/integrity.	All employees are personally obligated to comply with laws, regulations, regulatory requirements and guidelines associated with anti-bribery and anti-corruption legislation.	The Board of Directors has adopted the policy, and the operational management at the Group and local levels is responsible for its implementation and follow-up. The owner of the policy is the General Counsel.	This policy sets out minimum rules and guidelines; if stricter rules and/or regulations apply locally, they should be followed.
Competition policy	It is important that all Beijer Ref entities and employees respect applicable antitrust laws and this policy in all business situations. Beijer Ref supports competition and it is our policy to comply with all applicable competition laws.	All employees are personally obligated to comply with the laws, regulations, regulatory requirements and guidelines related to antitrust and competition.	The Board of Directors has adopted the policy, and the operational management at the Group and local levels is responsible for its implementation and follow-up. The owner of the policy is the General Counsel.	This policy sets out general rules and guidelines; if stricter rules and/or regulations apply locally, they should be followed.
Supplier Code of Conduct	This Supplier Code of Conduct sets out Beijer Ref's expectations of each of our suppliers. Beijer Ref understands and expects that suppliers will have their own internal codes of ethics and conduct.	Suppliers	The Board of Directors has adopted the policy, and the operational management at Group and local level is responsible for implementation and follow-up. The owner of the policy is the Global Purchasing Director.	

Actions and resources

Key actions per policy during the year	Scope: affected parts of the value chain or stakeholders	Possible end date for the measures	Progress relative to previously reported action plans	Other: possible Opex/Capex for the measures
Code of Conduct training	Own staff	Continuous program	NA	NA

Measurements for follow-up and Targets

Significant sustainability issue	Samtliga mått som används för uppföljning av frågan	Targets per measurement area, affected parts of the value chain	Outcome per goal 2024 (2023)	Other: any underlying assumptions and other important comments
Business ethics	Completed training in code of conduct	The target is for training to be completed every two years, for our own staff	90 (90)	NA
	Cases of corruption and bribery	Vision zero	0 (0)	NA

Corruption and competition issues are highly prioritised by Beijer Ref. The Group's position is that bribery and corruption are unethical and unacceptable and are incompatible with our values and our Code of Conduct. Beijer Ref's reputation and long-term success is and will continue to be built on integrity and high business ethics.

The highest governing body for risk management in the area of business ethics is the Board of Directors and its Audit Committee, which continuously addresses such risks. The operational responsibility for implementation lies with all members of Group Management within their respective areas of responsibility.

Beijer Ref has a clear position on ethics: there is zero tolerance of corruption and other unethical behaviour. The main way to combat corruption is to continuously create a corporate culture where each individual acts with integrity in line with Beijer Ref's values and policies. Integrity and business ethics must therefore permeate all parts of the Group and it is of the utmost importance that all employees know how to handle situations related to unethical behaviour.

Given the central importance of business ethics, Beijer Ref applies zero tolerance towards all types of corruption, including bribery and corruption, extortion, nepotism, patronage and embezzlement, and consequently zero error targets in the monitoring of the number of cases that have occurred. All confirmed cases of breaches of business ethics are reported to the Board of Directors.

Beijer Ref has a Code of Conduct that covers all employees in the Group. In addition, there are established Group policies (see box above) and procedures form the basis for the work in the area of business ethics, which is supplemented by ongoing training.

Anti-corruption is addressed in the Group's Code of Conduct and its underlying policies and in the Supplier Code of Conduct. The message must not be misunderstood; all employees and others act-

ing on behalf of the company must act in accordance with the Code of Conduct. Furthermore, irregularities or fraud should be identified and investigated as early as possible. The Group's ethics policies apply to rules on bribery and corruption, as well as competition, and these policies complement the Code of Conduct. For a global group such as Beijer Ref, which operates in markets in countries with a risk of corruption and human rights violations, clarity in processes and in the event of incidents and sanctions is particularly important, as shown by the policies.

To ensure that everyone in the organisation understands the Group's ethical approach, more than 90 per cent of the Group's employees have undergone training in the Code of Conduct and business ethics over the past three years. This training is to be repeated every two years through an e-learning tool.

Detailed accounting of Scope 1, 2 and 3

Detailed accounting of Scope 1, 2 and 3

To the right is a detailed breakdown of Scope 1, 2 and 3, where data for 2021 has been revised, in line with the Green House Gas Protocol guidelines, for the recalculation of base year emissions at acquisition. For 2023, we have revised significant parts of Scope 3 (Use of products sold and End-of-life management of products sold) to be comparable with 2024 and base year 2021.

Scope 1, direct emissions	2024	2023**	Base year 2021
- Company cars	18,209	7,953	14,558
- Natural gas	2,422	1,094	2,632
- Other fossil fuel emissions	257	546	532
Scope 2, indirect emissions			
- Electricity (market based)	10,556	6,216	10,111
- District heating	523	415	248
Scope 1 and 2, total	31,967	16,224	28,081
Scope 3, other indirect emissions			
Use of products sold:			
- Electricity	7,832,198	7,671,489	5,634,333
- Leakage from refrigerants sold	17,983,173	19,892,906	21,037,596
- Leakage from charged devices	1,253,083	1,142,768	1,183,492
Final handling of sold products:			
- Leakage from refrigerants, final disposal	2,310,293	2,553,474	2,458,167
Purchased goods and services	260,775	204,331	463,214
Upstream and downstream transport	32,538	82,725	71,794
Commuting, employees	5,832	1,412	5,093
Waste generated in the operation	1,322	5,780	8,176
Business travel	695	1,309	1,053
Fuel and energy-related activities	8,486	4,590	7,780
Scope 3, total**	29,688,395	31,560,784	30,870,698
Scope 1, 2 and 3, total**	29,720,362	31,577,008	30,898,779

* Applies to comparable companies. For the 2024 compilation, the baseline for 2021 vs 2024 was revised, where Beijer Ref has included acquired companies.

** For 2023, we have revised significant parts of Scope 3 (Use of products sold and Final handling of sold products) to be comparable with 2024 and with base year 2021, the base year has been revised in line with the Green House Gas Protocol guidelines, for recalculation of base year emissions at acquisition.

Accounting principles for the EU taxonomy

Taxonomy-aligned economic activity refers to an economic activity described in the delegated acts that complement the Taxonomy Regulation and that the economic activity fulfils all technical screening criteria within these delegated acts. In Beijer Ref, we assess that the environmentally aligned part of our OEM activity in terms of turnover, OpEx and CapEx fulfils the described criteria and is taxonomy-related. Our core business in Beijer Ref is sales and distribution of equipment to HVAC and refrigeration installers. Sales and distribution is currently not accepted as an aligned activity in the EU taxonomy legislation although we consider ourselves to be an important part of the solution as shown in other parts of the report. Total turnover used as denominator includes revenue from contracts with customers (note 5). Total CapEx used as the denominator includes additions of tangible (note 14) and intangible assets (note 13 excluding goodwill) and additions of right-of-use assets (note 16). Goodwill is not included in CapEx as it is not defined as an intangible asset in accordance with IAS 38. OpEx used as a denominator includes the following items (repair and maintenance costs related to premises, repair and maintenance of machinery and tools, etc., short-term leases and cost of R&D) This is part of other external costs in the consolidated income statement. Beijer Ref also reports if there are any nuclear energy and/or fossil gas related activities, which it has not done in 2024.

Share of turnover from products or services related to economic activities activities that comply with the taxonomy requirements - information covering the year 2024.

Budget year 2024	Year			Criteria for a substantial contribution						Criteria relating to not causing significant harm						Share compliant with the taxonomy requirements (A.1) or covered by the taxonomy requirements (A.2) turnover, in 2024 (18)	Category of enabling activities (19)	Category of transition activities (20)	
	Code (2)	Turnover (3)	Proportion of turnover, in 2024 (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				Minimum safeguards (17)
Economic activities (1)		SEK M	%	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	J/N	J/N	J/N	J/N	J/N	J/N	J/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmental sustainable activities (Taxonomy-aligned)																			
Manufacturing energy efficient equipment for buildings	CCM 3.5	1,286	3.61%	J	N	N	N	N	N	J	J	J	J	J	J	J	3.61%		
Turnover of environmental sustainable activities (Taxonomy-aligned (A.1))		1,286	3.61%	J	N	N	N	N	N	J	J	J	J	J	J	J	3.61%		
		0	0%							E/NL	E/NL	E/NL	E/NL	E/NL	E/NL	E/NL	%	E	
		1,286	3.61%	J	N	N	N	N	N	J	J	J	J	J	J	J	3.61%		T
A.2 Activities covered by the taxonomy but not environmentally sustainable (non-taxonomy aligned)																			
				"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"										
Manufacture of energy-efficient equipment for buildings	CCM 3.5	1,583	4.44%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0		
Turnover of activities covered by the taxonomy but not environmentally sustainable (non-taxonomy aligned) (A.2)		1,583	4.44%	%	%	%	%	%	%								0		
A. Turnover of Taxonomy eligible activities (A.1+A.2)		2,866	8.04%	%	%	%	%	%	%								0		
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Turnover of Taxonomy-non-eligible activities		32,796	92%																
TOTAL		35,662	100%																

Proportion of turnover/total turnover		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	3.61%	8.04%
CCA	%	%
WTR	%	%
CE	%	%
PPC	%	%
BIO	%	%

Share of capital expenditure from products or services associated with economic activities that comply with the taxonomy requirements - information covering the year 2024.

Budget year 2024	Year			Criteria for a substantial contribution						Criteria relating to not causing significant harm						Share compliant with the taxonomy requirements (A.1) or covered by the taxonomy requirements (A.2) capital expenditure, in 2024 (18)	Category of enabling activities (19)	Category of transition activities (20)	
	Code (2)	Turnover (3)	Proportion of turnover, in 2024 (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				Minimum safeguards (17)
Economic activities (1)		SEK M	%	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	J/N	J/N	J/N	J/N	J/N	J/N	J/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmental sustainable activities (Taxonomy-aligned)																			
Manufacturing energy efficient equipment for buildings	CCM 3.5	46	2.72%	J	N	N	N	N	N	J	J	J	J	J	J	J	2.72%		
Turnover of environmental sustainable activities (Taxonomy-aligned (A.1))		46	2.72%	J	N	N	N	N	N	J	J	J	J	J	J	J	2.72%		
Of which enabling activities		0	0%							E/NL	E/NL	E/NL	E/NL	E/NL	E/NL	E/NL	%	E	
Of which transitional activities		46	2.72%	J	N	N	N	N	N	J	J	J	J	J	J	J	2.72%		T
A.2 Activities covered by the taxonomy but not environmentally sustainable (non-taxonomy aligned)																			
				"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"										
Manufacture of energy-efficient equipment for buildings	CCM 3.5	5	0.30%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0		
Turnover of activities covered by the taxonomy but not environmentally sustainable (non-taxonomy aligned) (A.2)		5	0.30%	%	%	%	%	%	%								0		
A. Turnover of Taxonomy eligible activities (A.1+A.2)		51	3.01%	%	%	%	%	%	%								0		
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Turnover of Taxonomy-non-eligible activities		1,646	97%																
TOTAL		1,697	100%																

Proportion of turnover/total turnover		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	2.72%	3.01%
CCA	%	%
WTR	%	%
CE	%	%
PPC	%	%
BIO	%	%

Share of operating expenditure from products or services associated with economic activities that comply with taxonomy requirements - information covering the year 2024.

Budget year 2024	Year			Criteria for a substantial contribution						Criteria relating to not causing significant harm						Share compliant with the taxonomy requirements (A.1) or covered by the taxonomy requirements (A.2) capital expenditure, in 2024 (18)	Category of enabling activities (19)	Category of transition activities (20)	
	Code (2)	Turnover (3)	Proportion of turnover, in 2024 (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				Minimum safeguards (17)
Economic activities (1)		SEK M	%	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	"J; N; N/EL"	J/N	J/N	J/N	J/N	J/N	J/N	J/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmental sustainable activities (Taxonomy-aligned)																			
Manufacturing energy efficient equipment for buildings	CCM 3.5	23	17,2%	J	N	N	N	N	N	J	J	J	J	J	J	J	17,2%		
Turnover of environmental sustainable activities (Taxonomy-aligned (A.1))		23	17,2%	J	N	N	N	N	N	J	J	J	J	J	J	J	17,2%		
Of which enabling activities		0	0%							E/NL	E/NL	E/NL	E/NL	E/NL	E/NL	E/NL	%	E	
Of which transitional activities		23	17,2%	J	N	N	N	N	N	J	J	J	J	J	J	J	17,2%		T
A.2 Activities covered by the taxonomy but not environmentally sustainable (non-taxonomy aligned)																			
				"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"	"EL; N/EL"										
Tillverkning energieffektiv utrustning för byggnader	CCM 3.5	2	1,53%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0		
Turnover of activities covered by the taxonomy but not environmentally sustainable (non-taxonomy aligned) (A.2)		2	1,53%	%	%	%	%	%	%								0		
A. Turnover of Taxonomy eligible activities (A.1+A.2)		25	18,7%	%	%	%	%	%	%								0		
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Turnover of Taxonomy-non-eligible activities		109	81,2%																
TOTAL		134	100%																

Proportion of turnover/total turnover		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	17.2%	18.7%
CCA	%	%
WTR	%	%
CE	%	%
PPC	%	%
BIO	%	%

Activities related to nuclear power and fossil gas

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
Fossil gas related activities		
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

Auditor's statement on the statutory sustainability report

To the Annual General Meeting of Beijer Ref AB (publ), corp. reg. no. 556040–8113

Assignment and distribution of responsibility

The Board of Directors is responsible for the sustainability report for 2024 on pages 36-52 and 121-145 and information on pages 14-16, 20, 25-26, 63 and 70-71 and that it is prepared in accordance with the Annual Accounts Act in accordance with the older wording that applied before 1 July 2024.

The direction and scope of the investigation

Our investigation has been performed according to FAR's recommendation RevR 12 Auditor's statement on the statutory sustainability report. This means that our investigation of the sustainability report has a different approach from and a much smaller scope than an audit in accordance with International Standards on Auditing and

generally accepted auditing practice in Sweden. We believe that this investigation provides us with a sufficient basis for our statement.

Statement

A sustainability report has been prepared.

Malmö 2 April 2025

Deloitte AB

Richard Peters
Authorised Public Accountant

Notice to the Annual General Meeting in Beijer Ref AB (publ) Beijer Ref AB (publ), corporate ID no. 556040-8113, has invited shareholders to the Annual General Meeting on 24 April 2025 at 14.00 at Glasklart, Dockplatsen 1, in Malmö, Sweden. Registration for the AGM will begin at 13.30. The board of directors has resolved, in accordance with the provisions of the company's Articles of Association, that shareholders may exercise voting rights in advance by so-called postal voting.

Notice has been published in Post- och Inrikes Tidningar and by making the notice available on the company's website, <https://www.beijerref.com/annual-general-meeting/annual-general-meeting-2025>. The notice will immediately be sent free of charge to shareholders who so request and state their postal address. Such requests may be made in the same manner as notification to the AGM as set out below. All proposals to the AGM are presented in the notice.

Registration and notification

Shareholders who wish to attend the AGM venue or who wish to exercise voting rights by postal voting must be recorded in the share register maintained by Euroclear Sweden AB as per 14 April 2025; and must

(i) in the event of participation at the AGM venue: give notice of attendance to the company no later than by 16 April 2025, kindly before 16:00.

Notice of attendance is submitted by regular mail to Beijer Ref AB, "AGM", c/o Computershare AB, P.O. Box 5267, SE-102 46 Stockholm, Sweden, by email to proxy@computershare.se, by telephone +46 (0)771 24 64 00, or through the company's website, <https://www.beijerref.com/annual-general-meeting/annual-general-meeting-2025>. The notice of attendance shall include name of shareholder, personal or corporate identity number, address, telephone number, and if relevant, name of proxy holder and number of any assistants (not more than two); and/or

(ii) in the event of exercising voting rights by postal voting: give notice hereof by submitting its postal vote to the company no later than by 16 April 2025, kindly before 16:00.

A special form shall be used for postal voting. The form is available on the company's website, <https://www.beijerref.com/annual-general-meeting/annual-general-meeting-2025>. The completed and signed form shall be sent to Beijer Ref by regular mail to Beijer Ref AB, "AGM", c/o Computershare AB, P.O. Box 5267, SE-102 46 Stockholm, Sweden or by e-mail to proxy@computershare.se. Shareholders may also cast their votes electronically by verifying with BankID via the company's website, <https://www.beijerref.com/annual-general-meeting/annual-general-meeting-2025>.

A shareholder who wishes to attend the AGM venue in person or by proxy must give notice of this in accordance with the instructions in (i) above. Hence, a notice of participation only through postal voting is not sufficient for a person who wishes to attend the AGM venue.

Nominee-registered shares

Shareholders whose shares are nominee-registered must temporarily re-register their shares in their own name in the shareholders' register maintained by Euroclear Sweden AB in order to participate in the AGM (so-called voting rights registration). The shareholders' register as of the record date 14 April 2025 will include voting rights registrations made no later than 16 April 2025. Therefore, shareholders must, in accordance with the respective nominee's routines, in due time before said date request their nominee to carry out such voting rights registration.

Processing of personal data

For information on how your personal data is processed, see <https://www.euroclear.com/dam/ESw/Legal/Privacy-notice-bolagsstam-mor-engelska.pdf>.

Financial calendar 2024

April 24, 2025	First quarter
April 24, 2025	Annual General Meeting
July 18, 2025	Second quarter
October 24, 2025	Third quarter
January 30, 2026	Year-end-report

For more information, please contact:

IR

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Trade Terms

ARW	Air Condition & Refrigeration Wholesale - refrigeration wholesale business in air conditioning and refrigeration.
Chiller	Liquid chiller.
CO₂ equivalent	Measure of greenhouse gas emissions and how much carbon dioxide is needed to produce the same effect on the climate.
F-gases	Artificial gas containing fluorine, such as HCFCs and HFCs.
GWP	Global Warming Potential, measures the impact of the greenhouse effect.
HCFC	HydroChloroFluoroCarbons, hydrochlorofluorocarbons, which affect the ozone layer and contribute to global warming.
HFC	Hydrofluorocarbons, fluorinated greenhouse gases that contribute to global warming.
HFO	HydroFluoroOlefins, synthetic environmentally friendly refrigerants.
HVAC	Heating, Ventilation, Air Conditioning
OEM	Original Equipment Manufacturer
Transkritiskt	Heat transfer with gas cooler.
CCM	Climate Change Mitigation
CCA	Climate Change Adaptation
WTR	Water and Marine Resources
CE	Circular Economy
PPC	Pollution Prevention and Control
BIO	Biodiversity and ecosystems

Other

CSR	Corporate Social Responsibility.
Kigali Agreement	Addendum to the Montreal Protocol: agreement between countries committed to reducing the production and consumption of HFCs by more than 80% over the next 30 years (2050).
KPI	Key Performance Indicator
PIM	Product Information Management, centralised management of product information required to market and sell the products through one or more distribution channels.

Definitions of key figures

Beijer Ref uses a number of alternative performance measures. The Group believes that the key ratios are useful to the users of the financial statements as a complement to the income statement, balance sheet and cash flow statement. Examples of alternative performance measures related to financial position are: return on equity and operating capital, net debt, debt/equity ratio and equity/assets ratio. The Group also uses the cash flow measure operating cash flow to provide an indication of the funds generated by the business in order to be able to make strategic investments, make repayments and provide returns to shareholders. The performance measures EBITDA, EBITA and EBIT are measures that Beijer Ref considers relevant for investors who want to understand the profit generation of the business. For further description including calculations of key figures, see <https://www.beijerref.com/sv/alternativa-nyckeltal/>.

Geographical Areas

EMEA	Denmark, Finland, Norway, Sweden, France, Italy, Portugal, Spain, Greece, Bosnia and Herzegovina, Bulgaria, Estonia, Latvia, Lithuania, Poland, Romania, Slovakia, Czech Republic, Hungary, Croatia, Austria, Belgium, Ireland, Netherlands, Switzerland, Germany, United Kingdom, Botswana, Ghana, Mozambique, Mauritius, Namibia, South Africa, Tanzania, Zambia
APAC	Australia, China, India, Malaysia, New Zealand, Singapore, Thailand, New Caledonia, South Korea
North America	USA

This is Beijer Ref

The Beijer Ref Group is focused on trading and distribution operations within refrigeration products, air conditioning and heat pumps. The product programme consists mainly of products from leading international manufacturers and, in addition, some manufacture of own products combined with service and support for the products. The Group creates added value by adding technical expertise to the products, providing knowledge and experience of the market and providing efficient logistics and warehousing.

Beijer Ref supplies customers all over the world with a wide range of products. Through its 150+ subsidiaries in Europe, North America, Africa and Asia Pacific, it manages sales, purchasing, logistics and distribution. Some of its sales come from its own manufacturing. The business is divided into three operating segments: EMEA, APAC and North America. Growth takes place both organically and through the acquisition of companies that complement current operations.

Seasonal effects

Beijer Ref's sales are seasonally dependent since demand for refrigeration and air conditioning is highest during the warmer months of the year. This means that demand in the northern hemisphere is greatest during the second and third quarters, while demand in the southern hemisphere is greatest during the first and fourth quarters.



BEIJER REF

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www.beijerref.com

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You can find the latest updates on our website, www.beijerref.com, where we regularly publish financial reports, press releases, and other important information.