



# Sustainability Report

MilDef aims to maintain a good balance between business, environmental and social sustainability. This is considered crucial in order to meet current needs without jeopardizing the ability of future generations to meet their needs. MilDef shall always operate in compliance with mandatory requirements, such as applicable laws and regulations, organizational and industry standards, contractual obligations, and any codes of conduct.

The purpose of this Sustainability Report is to describe how MilDef approaches sustainable development and social responsibility – both internally and externally. It is used in the following ways:

- To communicate in a transparent way with customers, suppliers and other stakeholders about the Company's sustainability efforts.
- To reinforce internal processes and strategic governance linked to sustainability.
- To prepare the Group for new legal requirements, such as those in the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), even though MilDef is not currently subject to these due to its size.
- To present voluntary undertakings over and above what the law requires, for example participation in the UN Global Compact and application of ISO 26000.
- The Sustainability Report is a tool for continual improvement and cooperation in the value chain.



## Promote individual development at work

Invest in employee wellbeing and safety by implementing holistic health and wellness initiatives throughout the Company. Promoting an inclusive, diverse and innovative culture where our employees thrive and grow together with the Company is crucial for our working conditions.

*SDG 4.3.1, Increase participation in internal training  
ESRS S1, Skills development*



## Promote equality and diversity

Promoting an inclusive, diverse and innovative culture where our employees thrive and grow together with the Company is crucial for our working conditions.

*SDG 5.5, Increase proportion of women in management positions  
ESRS S1, Gender equality*



## Promote sustainable production and consumption

By strengthening our internal processes and updating product development requirements to include a sustainability assessment and life cycle analysis (LCA). Increased modularization will support scalability while simultaneously improving resource efficiency.

*SDG 12.5, Reduce waste  
ESRS S2 Workers in the value chain*



## Promote a sustainable climate

By increasing our knowledge, awareness and insight, and striving to reduce our climate footprint throughout the value chain.

*SDG 13.2.2, Reduce greenhouse gas emissions per year  
ESRS E1 Climate change mitigation and adaptation*



## Ensure a healthy and resilient value chain

By introducing a systematic due diligence process with reference to sustainability in order to evaluate risks regarding the environment, social responsibility and corporate governance. Make conscious and responsible choices about whom we do business with, both upstream and downstream. MilDef must not be involved in or contribute to any form of corruption.

*SDG 16.5.1, Maintain zero cases of corruption or bribery, ESRS G1 Corporate Culture and ABAC*

## Global goals and sustainable development

MilDef strives to contribute to sustainable development and acts in accordance with the 17 Sustainable Development Goals (SDG) defined by the UN. The Company supports the Ten Principles of the UN Global Compact on human rights, labor, environment and anti-corruption.

The Company works continually to embed the UN Global Compact and its principles in its strategy, culture and daily operations, and to engage in collaborative projects that promote the UN's wider SDG targets, especially those relating to sustainable development. Since 2021 MilDef has been a member of the UN Global Compact and endorsed its Ten Principles.

The following have been identified as prioritized areas in the maximization assessment: Individual development and on-the-job training; discrimination and vulnerable groups; service and support for buyers of MilDef's products, as well as complaints handling and dispute resolution; mitigation of and adaptation to climate change; and promotion of social responsibility in the value chain. The evaluation took its starting point in the interests of priority stakeholders, benefits for society and importance to the Group as a whole.

MilDef strives to fulfil applicable requirements at a high level, including going beyond what is required by law.

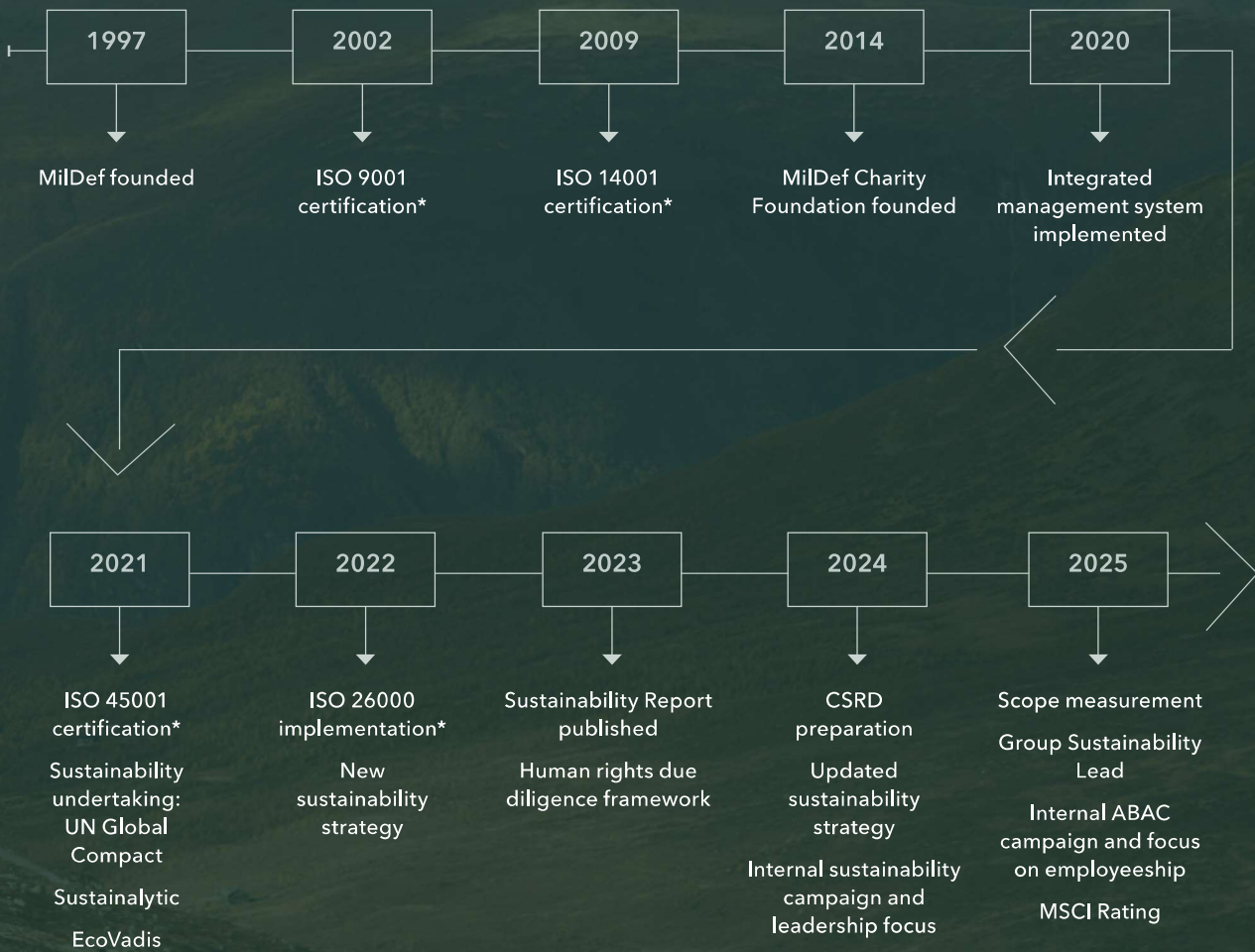
MilDef's analysis of what corporate social responsibility entails for the Company is based on a process incorporating the following:

- 1 | Determining the value chain
- 2 | Implementation of stakeholder analysis
- 3 | Implementation of maximization analysis
- 4 | Selection of goals from the SDGs

The selected SDGs have been linked to MilDef's vision, mission, business targets, sustainability strategy and Code of Conduct. This process ensures that risks and opportunities are managed holistically and that the strategy is based on a comprehensive analysis for long-term sustainable growth. Priority subareas were linked to the SDGs and targets where the Company has a positive and/or negative impact.

Based on the work outlined above, the Company has drawn up an action plan for achieving the goals and established procedures for monitoring, evaluation and learning. The Company's sustainability-related activities form part of overall business planning. As such they are monitored, evaluated and improved on a continual basis. KPIs are used for prioritized areas such as climate impact, energy, health & safety and supplier monitoring. Performance is monitored on a regular basis and is reported on in the final section of this Sustainability Report.

# Sustainability journey



\* ISO 9001 - Quality management system, ISO 14001 - Environmental management system, ISO 45001 - Occupational health and safety management system, ISO 26000 - Guidance on social responsibility

# Sustainable development

## MilDef's contributions to sustainable development

MilDef has chosen to work systematically on sustainability in order to maximize its contribution and has integrated the ISO 26000 guidance standard on social responsibility in its existing integrated management system, which includes work on quality, the environment, and health and safety. Internal audits are carried out on an ongoing basis as part of MilDef's integrated management system. Any deviations are managed through established corrective and preventative measures, with responsibilities shared according to the Company's document management process.

Preparedness for emergency situations and crisis management within the area of sustainability are integrated into MilDef's ordinary business planning and management systems, and incorporated in the overarching Crisis Management Procedure and emergency response plans in place at each site.

In addition to the organizations' social responsibility in line with ISO 26000:2021, MilDef works with an environmental management system according to ISO 14001:2015, a quality management system according to ISO 9001:2015, and an occupational health and safety management system according to ISO 45001:2018. The Company has certification for all of these standards.

## Process for sustainable development



(ESRS 2)

# General disclosures

## Strategy, business model and value chain (SBM-1)

MilDef is an international systems integrator and full-spectrum supplier of rugged IT for defense and security applications as well as for national and critical infrastructure sectors. MilDef provides hardware, software and services that protect critical information flows and systems in sensitive environments. This report covers the Parent Company and all main processes and subsidiaries. At year-end 2025 MilDef had 479 employees across 10 sites.

In general MilDef was successful in its development during the year. The monitoring of targets and metrics is assessed as part of management's review of each company.

During 2025 MilDef worked to focus and prioritize its sustainability efforts in the areas where the greatest effect can be achieved (reduced negative impact/increased positive impact).

Contributions to sustainable development are reflected in MilDef's long-term objectives

- Be a leading supplier of tactical IT in our priority markets.
- Maintain an excellent standard of service for customers and partners.
- Provide and promote a stimulating, challenging and enjoyable working culture.
- Meet the Company's financial targets with reduced periodic volatility.
- Contribute to a democratic, equal and sustainable world.

In 2025 sustainability was included as one of three strategic focus areas. Most of the actions have been implemented in multiple parts of the organization to increase awareness, knowledge and engagement among employees. The main initiatives in 2025 have been focused on employeeship and anti-corruption training involving workshops for prioritized personnel groups and further training for all personnel.

MilDef's value chain encompasses both suppliers and customers and is characterized by modularization, a life-cycle approach, and certified quality and sustainability processes. The Company has a global supplier base consisting of several levels of subcontractors, primarily in Europe, North America and Asia. Sustainability standards are maintained by managing the supplier base and through improvement programs.

MilDef's customers are armed forces, government agencies and companies, primarily in selected EU and NATO countries. The products are sold to customers through MilDef's companies in Sweden, Norway, Finland, Denmark, the UK, Germany, France Switzerland, the USA and Australia, and through a limited network of partners.

MilDef uses established processes to carry out checks and assessments of actors in the value chain: Know Your Business (KYB) for sales and Know Your Supplier (KYS) for purchasing. The aim is to ensure that business partners comply with both legal requirements and MilDef's internal rules governing ethics and sustainability. Any deviations are dealt with in accordance with the Company's case management procedures. This work is part of MilDef's accountability and efforts to go beyond the actual legal requirements in order to ensure a sustainable value chain.

## The value chain



## Stakeholder dialogue

(SBM-2)

A stakeholder analysis that scores each stakeholder on the basis of impact and interest is carried out in connection with business planning. Those with the highest rating are considered to be priority stakeholders. For MilDef these are employees, managers, customers, suppliers, investors and end-users. During the year the Management Team decided to highlight and further increase focus on our priority stakeholders.

MilDef maintains ongoing dialogue with both external and internal stakeholders, for example via news feeds, meetings, training and feedback on the Company's sustainability efforts.

Sustainability-related information is communicated on an ongoing basis via the Group's website, press releases and social media, as well as through the intranet and other internal channels. Internal and external communication is continually evaluated to maximize its reach and to ensure that the Company is reaching out to the right stakeholders.

External communication is managed by the Head of IR & Communications, and there are procedures in place to ensure compliance with any applicable requirements (insider trading, confidentiality, security classification, etc.).

## Consequences, risks and opportunities linked to strategy

(SBM-3)

MilDef carries out its materiality assessment using an integrated process that combines ISO 26000 and the CSRD double materiality requirement:

- Mapping of the value chain and stakeholders to identify impact and expectations.
- Assessment of risks, opportunities and impact linked to sustainable development, systematically evaluating and mitigating internal and external risks.
- Double materiality assessment that evaluates both financial materiality (how ESG topics impact the Company) and impact materiality (how operations impact the environment and society).
- Materiality matrix and strategic recommendations that take into account negative and positive impact, and are linked to vision, mission, sustainability strategy and the SDGs.

## Stakeholder needs

Stakeholders	Needs & expectations	Positive impact	Negative impact	Management & dialogue
Employees	Job security, fair pay, career development, work-life balance, recognition, safe environment, clear communication, inclusive culture.	High productivity, innovation, strong corporate culture and low staff turnover.	Low morale, high staff turnover, reduced productivity and potential strikes.	Performance management, career paths, health and wellness initiatives, open-door policy, intranet, management system, two-way reporting.
Managers	Leadership support, team performance, resource management, strategic targets, professional development, clear communication, employee motivation, operational efficiency.	Enhanced team leadership, high productivity and effective resource management.	Ineffective management, low team morale and high staff turnover.	Leadership training, HR dashboard, resource allocation plans, strategic planning sessions, training program, regular updates, motivational initiatives, efficiency tools.
Customers	Reliability, safety, high quality, compliance, innovation, cost-effectiveness, fast delivery, technical support, long-term partnerships.	Revenue growth, market reputation, positive cash flow and long-term contracts.	High requirements, strict compliance requirements and potential reputational risk.	Regular status updates, KYC, safety reviews, compliance reports, innovation demonstrations, cost-benefit analyses, project timelines, dedicated support team, relationship-building activities.
Suppliers	On-time payments, clear contracts, long-term partnerships, forecasts, fair treatment, communication, quality standards, logistical support.	Reliable supply chain, high-quality materials and cost-effectiveness.	Disruptions in the supply chain, quality issues, regulatory non-compliance, negative cash flow and increased costs.	Reasonable and balanced contractual terms, payment in accordance with contract, regular collaboration, demand planning, fair practice, consistent updates, quality audits, logistical coordination.
Investors	Financial return, business growth, risk management, transparency, strategic vision, market position, corporate governance, sustainability.	Capital contributions, market credibility and strategic support.	Pressure on short-term profits, potential loss of control and high expectations.	Progress reports, growth forecasts, risk assessments, transparent disclosures, strategic updates, market analysis, governance practice, sustainability reports.
End-users	Reliability, security, high-quality and user-friendly interfaces, technical support, performance, compliance, innovation, training.	Good reputation and market insight.	Risk of deviation from regulatory or compliance requirements.	User manuals, security reviews, helpdesk support, performance monitoring, compliance updates, innovation presentations, training sessions, feedback loops.

## Double materiality assessment

### Financial materiality

2

### Double materiality

1 13 16 17  
19 22 26

### Not material

3 4 5 6 8  
9 10 11 12 18  
20 21 24 25

### Impact materiality

7 14 15 23

= Strategic topic

ESRS	No.	Sub-topic
E1	1	Climate change mitigation
E1	2	Climate change adaptation
E1	3	Energy
E2	4	Pollution of air
E2	5	Pollution of water
E2	6	Pollution of soil
E2	7	Substances of concern
E2	8	Substances of very high concern
E3	9	Water
E4	10	Direct impact drivers of biodiversity loss
E4	11	Impact on the state of species
E4	12	Impact and the extent and conditions of ecosystems
E5	13	Resource inflows incl. resource use
E5	14	Resource outflows
E5	15	Waste
S1	16	Own workforce – working conditions
S1	17	Own workforce – equal opportunities
S1	18	Own workforce – other rights
S2	19	Workers in the value chain
S3	20	Affected communities
S4	21	Personal safety of consumers and/or end-users
G1	22	Corporate culture
G1	23	Protection of whistleblowers
G1	24	Political engagement and lobbying activities
G1	25	Management and relationships with suppliers
G1	26	Anti-bribery and anti-corruption

## Sustainability governance

(GOV-1, GOV-2)

MilDef's Board of Directors has overall responsibility for sustainability, with work flowing throughout the organization according to set procedures for roles and responsibilities in the combined management system. The overarching sustainability approach is driven primarily by the organization, and a new role was created in 2025 to increase momentum.



Marie Jonsson

The **Group Sustainability Lead** is tasked with leading and coordinating the organization's sustainability work, including by advising, developing targets and governance, ensuring regulatory compliance and reporting. Internal training is provided to disseminate knowledge and increase awareness within the organization.

Responsibility for sustainability efforts is assigned in each policy, and the designated policy owner is responsible for monitoring the policy at Group level. The CEO is responsible for reporting to the Board of Directors annually on policy compliance.

MilDef ensures that resources are available for this work by integrating sustainability in the overall business planning and budget process. Financial provision is made each year

in connection with strategic planning, and prioritizations are based on the materiality assessment and identified risks/opportunities (including results from the due diligence process). Sufficient human resources are ensured by assigning responsibility for sustainability work across the organization, with dedicated roles and professional development. In addition, resource requirements are monitored on an ongoing basis via the management system to ensure the work can be carried out effectively.

## Governance structure



MilDef works actively on the principles of corporate social responsibility, both internally with employees and externally with stakeholders. MilDef takes the seven principles in ISO 26000:2021 as a starting point for this work, which is consolidated via our combined management system:

- Clear responsibility, transparency and ethical behavior are primarily ensured through our governance, strategy and compliance management processes.
- Respect for the stakeholders' interests is integrated in our business planning and managed through our stakeholder analysis.
- Respect for the principles of a state governed by law and international standards of conduct is ensured by means of legal compliance and control of the value chain in our compliance process.
- Respect for human rights is addressed in our due diligence process and through our systematic internal efforts to promote a positive working environment.

MilDef uses Notisum's online legal monitoring service, which notifies the Company if any new/updated laws and regulations have been introduced of which it should be aware. Here MilDef describes how such laws and requirements apply to its business and how it meets the relevant requirements. Notisum carries out regulatory compliance checks in the relevant areas and countries on an annual basis. The service includes specific lists of legislation on the working environment, environment and production, and covers Sweden, Norway, the UK and the USA.

### Integration of sustainability-related performance in incentive schemes

(GOV-3)

The Company does not currently offer any incentive schemes or remuneration policies directly linked to sustainability-related performance for members of our executive, management or supervisory bodies. This means that sustainability targets and performance are not integrated in remuneration structures or incentive schemes.

The Company's Remuneration Committee monitors developments in this area and continuously evaluates the possibility of including sustainability-related criteria in incentive schemes in the future, in line with best practice and future regulatory requirements.

### Statement on due diligence

(GOV-4)

MilDef works to promote human rights and climate change mitigations. At the same time, we are aware that our operations and value chains entail risks, for example linked to pollutants, the working environment and inadequate protection of human rights in certain regions. These insights form the basis of our work on due diligence and our efforts in the area of responsible enterprise.

Core elements of sustainability due diligence:

- Integrating due diligence in governance, strategy and business model; see GOV-1, GOV-2
- Engaging with affected stakeholders; see GOV-2, SBM-2, SBM-3

- Identifying and assessing negative impacts on people and environment; see GOV-2, GOV-5
- Taking steps to manage negative impacts on people and environment; see SBM-3
- Monitoring the effectiveness of these steps. See E1-5, S1-14, S2, G1-4

In this process, MilDef pays special attention to any particular human rights impacts on individuals from groups or populations that may be at heightened risk of vulnerability or marginalization, and bear in mind the different risks that may be faced by women and men.

### Risk management

(GOV-5)

Every opportunity within the business is associated with one or more risks, which are monitored via an enterprise risk management (ERM) program. ERM is a systematic process for taking stock of, assessing, managing and preventing risks within the business. The aim of risk management is to safeguard resources and revenues from threats – both internal and external – as profitably as possible.

The risk strategy involves identifying and assigning responsibility for risks at all organizational levels and is part of the business planning process. Proactive work on risk management is integrated into strategic planning and operational processes. It aims to identify, prioritize and manage potential risks within the respective sustainability areas.

Read more about risk and risk management on pages 79-81.

### General basis for preparation of the sustainability report

(BP-1)

MilDef reports on its sustainability each year in the Group's Annual and Sustainability Report. The statutory sustainability report is prepared in accordance with the Swedish Annual Accounts Act. The report can be found on pages 31-50 and finishes with an ESRS index on page 50.

We follow the working method set out in SS-EN ISO 26000:2021 in order to maximize our contribution to the UN Sustainable Development Goals (SDG). This Sustainability Report is based on the organization's self-declaration – which follows the requirements for sustainability reporting – where we report on how we have applied the guidelines in SS-EN ISO 26000:2021 and the requirements in SIS/TS 2:2025.

The Management Team confirms that MilDef has made good progress on developing and monitoring performance against sustainability targets and KPIs, which is part of the management review. The most recent process focused on strengthening the reporting structure and ensuring that efforts are in line with upcoming CSRD and ESRS requirements.

Consequently, the prioritization for 2025 narrowed in on data collection, quality assurance and harmonization of processes to meet these standards.

This does not imply downgrading of existing areas of focus but rather a galvanizing of the work on transparency and regulatory compliance. The reporting structure has been adjusted and references to ESRS integrated in the relevant sections, underlining the Company's commitment to continuous improvement and accountability.

Important steps taken during 2025:

- **Implementation of reporting structure**  
Developed and implemented an updated sustainability reporting structure in line with ESRS requirements. Integrated references to relevant standards in the report and ensured that the processes are harmonized with CSRD.
- **Improved data collection and system solution**  
Introduced a digital system for collection and quality assurance of sustainability data. Automated parts of the reporting flow to increase accuracy and efficiency.
- **Deeper stakeholder engagement**  
Carried out further dialogue with key stakeholders to validate the materiality assessment and ensure that reporting meets their expectations. The results have been integrated in the prioritizations for 2025.
- **Internal capacity building**  
Expanded the training program to cover more functions within the organization in order to ensure broad understanding of CSRD/ESRS and ensure that responsibilities are assigned appropriately.
- **External review and assurance**  
Collaboration with external party to carry out a pre-assurance review of the Sustainability Report, focusing on data quality and processes prior to future mandatory assurance.

By taking these steps in 2025, MilDef has laid the foundations for being able to report in accordance with CSRD and ESRS. MilDef's commitment to sustainable development and responsibility to both stakeholders and the environment are reflected in the day-to-day work and initiatives above.

### Disclosures in relation to specific circumstances

(BP-2)

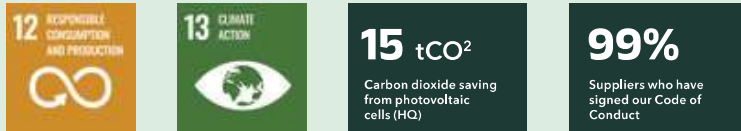
MilDef Group AB runs an international group of companies with the focus on delivering tactical IT solutions. The Company has strived to include reliable and qualitative data in order to meet the requirements and provide reasonable target scenarios for its sustainability work. As this is our first year using a digital system for data collection and quality assurance, the calculations have largely been based on templates and assumptions. Improving the data quality is essential for credibility and transparency, and to meet future requirements for external review. More exact data provides a better decision-making basis, facilitates comparability over time and strengthens our ability to set ambitious targets.

We have decided to exclude reporting of Scope 3 emissions (CO<sub>2</sub>e) from this year's report, as we want to ensure higher-quality reporting by increasing the collection of primary data from suppliers and other actors in the value chain. We will develop methods to reduce dependence on templates and create a more comprehensive picture of our total climate impact. This is a prerequisite for being able to set science-based targets and drive change in line with our long-term strategy.





# Environmental sustainability (ESG)



**The overarching aim within environmental responsibility is to protect the environment by actively and measurably striving to reduce the Company’s and its customers’ environmental impact and to reduce resource use, both in MilDef’s own operations and those of its suppliers. The Company is committed to protecting the environment, preventing pollution, and complying with current and expected future legal requirements.**

## Climate impact

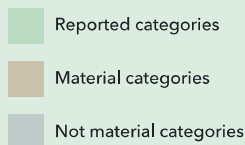
(ESRS E1)

MilDef strives to reduce its impact on climate and the environment.

In 2025 we developed and implemented an updated sustainability reporting structure in line with ESRS requirements and harmonized our processes with CSRD. This has created a transparent and comparable basis for monitoring environment-related indicators. In parallel with this we introduced a digital system for collecting and quality-assuring sustainability data. This automates parts of the

reporting flow and improves both accuracy and efficiency. As a direct result of these initiatives, we can now measure our climate footprint. For the first time we are reporting Scope 1 and 2 – an important step toward the target set in our sustainability strategy at the start of 2025. This boosts our ability to analyze environmental impact, identify areas for improvement and drive the work on reduced emissions throughout the value chain.

## Scope 3 by category



During 2026 we will step up the work on Scope 3 by increasing the collection of data from suppliers and other actors in the value chain. We have identified 12 material categories of emissions in Scope 3, as shown in the graphic on the previous page. We had pre-existing emissions data for the Business Travel category so are already reporting this Scope 3 category. We will develop methods for improving the quality of data in the remaining categories in order to create a more comprehensive picture of our total climate impact.

Greenhouse gas emissions (tCO <sub>2</sub> e)*		2025
Scope 1		
Gross greenhouse gas emissions in Scope 1		273
Scope 2		
Location-based gross greenhouse gas emissions in Scope 2		50
Market-based gross greenhouse gas emissions in Scope 2		0
Scope 3		
Business travel**		290

Scope 1 and 2 are calculated using the information available for respective sites with more than 3 permanent jobs

Scope 3 is being computed, and other relevant categories will be reported at a later stage

\* The acquired companies, roda and Westek, are not included.

\*\* Value estimated if no actual data exists. Sysint is not included.

## Pollution

(ESRS E2)

### Substances of concern

Chemicals are one of MilDef’s environmental aspects and can, if not handled correctly, present a serious risk to both the environment and our employees. Chemicals handled at MilDef are mainly adhesives, sealants and spray-paint. Materials used in MilDef’s products may contain “Substances of very high concern”, e.g. lithium or lead. On examination, none of the Company’s products exceed the concentration thresholds specified in the RoHS Directive. All products that contain “Substances of very high concern” are declared in accordance with the REACH Directive.

Products that contain these types of substances can potentially have a negative impact in the value chain and the Company’s own operations if not handled correctly. This is why substances of concern have been identified as a material sustainability topic from an impact perspective. On the other hand, the area has limited impact on our business model, strategy and value chain. MilDef has a robust chemicals-handling procedure and continuously assesses risks in this area.

## Resource use and circular economy

(ESRS E5)

### Responsible production

MilDef produces and sells electronic products with a clear focus on quality, long life and regulatory compliance. Our approach is that products must be able to be used for a long time and, when they reach end of life, be handled in a responsible manner in line with applicable regulations. To a large extent, our products are designed to be able to be dismantled, and we offer the option of returning end-of-life products to our headquarters in Sweden.

Our producing companies are affiliated to collection systems for electrical equipment, batteries and packaging materials, and report to the Swedish Environmental Protection Agency or equivalent each year. This ensures that MilDef complies with relevant legal requirements within waste management and producer responsibility.

In 2025 MilDef started the process of gradually increasing the integration of sustainability topics into product development. The process focused on establishing common principles and structures for how sustainability, including the life cycle perspective, is taken into account in future development work. This includes a review of internal working methods and how sustainability assessments can be introduced more systematically over time.

Modularization has been identified as a prioritized area for development, as modular solutions can contribute to increased flexibility, scalability and resource efficiency. A number of product and design initiatives were carried out during the year with a view to increasing the scope for reusing major components. The long-term ambition is for this to contribute to reduced material waste and extended product life.

MilDef has also established a basic process for life cycle assessments (LCA) and started preparations to carry out an initial full LCA of products developed in house. This assessment is scheduled to be carried out in 2026 with the aim of increasing the understanding of the products’ environmental impact throughout their life cycle.

This work is linked to MilDef’s long-term climate ambitions. By gradually improving product life, reuse and knowledge of where emissions arise, we are creating a better basis for making more informed decisions in future product development. The life cycle assessments will provide important support in this work and help to gradually reduce the products’ climate impact over time.

## Reducing waste

MilDef’s goal is to maintain sustainable waste management. MilDef has several measures in place related to waste reduction and recycling in the workplace, including guidance on the recycling program and initiatives to reduce everyday trash volumes. Waste generation should be prevented whenever possible. If waste is unavoidable, efforts should be made to keep it to a minimum.

- General waste: Reuse is encouraged throughout the organization. All facilities have a waste hierarchy in place to optimize waste management.
- Hazardous waste: Procedure for chemicals handling (to minimize hazardous chemicals). All waste is separated and handled in accordance with the waste hierarchy, using the correct disposal streams and documentation.

## ESG statistics

Environment (E)	ESRS	2022	2023	2024	2025
<b>Electronic products placed on the Swedish market, HQ* (kg)</b>					
Quantity sold	E5-5	6,196	11,678	9,471	14,146
Recycle ratio	E5-5	62%	54%	33%	30%
<b>Batteries placed on the Swedish market, HQ* (kg)</b>					
Quantity sold	E5-5	300	487	217	631
Recycle ratio	E5-5	22%	8%	8%	5%
<b>Waste HQ*, by type (kg)</b>					
Waste (kg)	E5-5	11,109	12,086	13,040	16,831
Hazardous waste (kg)	E5-5	396	1,450	682	444
Per employee		96	102	90	96
<b>Energy usage, HQ* (kWh)</b>					
Electricity, bought-in	E1-5	258,612	299,966	266,301	289,297
Electricity, share from renewables	E1-5	100%	100%	100%	100%
District heating	E1-5	117,001	119,039	111,014	103,899
Electricity produced from own photovoltaic cells	E1-5	63,359	61,146	45,700	60,787
Surplus production	E1-5		5,015	3,476	4,540
<b>Water usage HQ* (m3)</b>					
Water		471	624	678	750
Per employee		3.93	4.69	4.04	4.17

\* HQ refers to MilDef’s headquarters in Helsingborg.



# Social responsibility (ESG)



**The overarching aim within social sustainability is to promote a better society by acting as a responsible and respectful employer and helping to further social progress at the locations where the Company is active, based on the Code of Conduct. The Company is committed to continual improvement of the working environment and sustainability by promoting a positive health and safety culture.**

## Own workforce

(ESRS S1)

### Positioning the Company for long-term development

MilDef operates in a business environment characterized by stringent requirements in terms of accountability, reliability and a long-term perspective. In this context, people and the organization’s way of working as a whole are key prerequisites for sustainable development. The employees’ expertise, experience and professional judgment are developed over time and influenced by how we shape roles, responsibilities and cooperation.

As the organization grows and changes, the requirements for clarity, stability and common frameworks increase. An organization that offers structure, predictability and scope for learning is better positioned for engagement and continuity, including in periods of change. This is particularly relevant in an international context where operations take place in different organizational and cultural environments.

The ambition is to be a long-term employer where people are given the opportunity to develop over time as the business grows. A sustainable approach to people and the organization is about balancing change with stability, and creating the right conditions for expertise to be built up, shared and retained in a responsible way.

### The MilDef Way - our culture

A key aspect of MilDef’s culture is ownership and accountability, with everyone sharing a common ethical and commercial focus. The MilDef Way describes the common principles that guide how the organization collaborates, makes decisions and takes responsibility on a daily basis. The principles serve as an overarching framework for behaviors and attitudes, and contribute to a shared understanding of how work is carried out within the Group.

MilDef’s culture is not just an internal matter but also impacts how the Company is perceived by customers, partners and the market. Together the employees build a culture that strengthens the business today and creates sustainable conditions for the future.

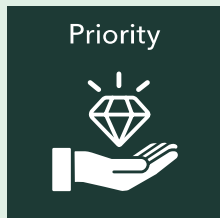
Shared values and ways of working serve an important uniting role in an organization that operates across multiple geographies and functions. They contribute to predictability, consistency and a shared direction, while also providing space for local conditions and professional judgment. Culture and values serve here as a stabilizing factor as the organization develops and becomes more complex.

The MilDef Way represents both a legacy and a reference for future development. By functioning as a shared starting point, over time it contributes to continuity and cohesion, and supports an organization where accountability, cooperation and a long-term perspective are integrated elements of how the business is run.

## MilDef Way - value words



Plan for the future; act today.



Put 80% efforts into the 20% that matters most.



We say what we do and we do what we say.



Work together as one.



**“The key to a thriving workplace is to take good care of our internal capital – our employees, our culture, our know-how and our way of working. It is this internal capital that is one of our most valuable assets.”**

**Martina Karlsson – CPO**

## Prioritized initiatives in 2025

(S1-14)

MilDef experienced continued strong growth in 2025 and expanded its workforce by around 20%, making increased demands on structure, leadership and cooperation. This development offers significant opportunities but also puts more pressure on the organization. A high growth rate can entail risks associated with professional development, capacity, leadership, and the ability to maintain the culture, quality and professionalism as the organization grows. There are also risks in the form of increased demands being made of structure, cooperation and clarity in roles and responsibilities, particularly in an international and fast-growing organization.

At the same time, the Company’s growth opens up significant opportunities. It creates scope to strengthen MilDef’s position as an attractive employer, develop new ways of working, invest in expertise and leadership, and build an organization equipped for future business needs. The growth also allows a clearer focus on long-term sustainability, from both a business and employee perspective.

Taking this as a starting point, MilDef has focused in particular on prioritized initiatives within collective bargaining agreements, talent management, and leadership and employeeship. These areas are crucial in managing the risks associated with rapid growth, while at the same time positioning the Company to leverage the opportunities that growth brings – today and in the longer term.

### Talent management

In 2025 MilDef continued to establish itself as a company with a clear, long-term focus on meeting the market’s needs for the right expertise. This work has taken the form of more active and present employer branding, with a high level of participation in relevant networks, steering groups for education and training, and various initiatives aimed at students, such as competitions and collaborative projects. The Company has also strengthened its position within professional development by working closely with training providers to promote the development of skills within technology and IT. These efforts attracted attention during the year, with MilDef being awarded the title “Career Company 2025” for the first time. It was also listed in the top 10 IT companies by *Karriärföretagen*, an organization which recognizes the most attractive employers for students and young professionals. This accolade further increases the Company’s attractiveness as an employer.

### Collective bargaining agreements

In 2025 there was a clear focus on ensuring compliance with relevant collective bargaining agreements and

creating a stable and trustful foundation in relationships with the labor unions. This work was characterized by dialogue, transparency and shared responsibility, with the ambition of building cooperation that is sustainable in the long term. Using established contact channels and on-going dialogue, MilDef continued to develop the forms of cooperation, contributing to clarity, security and positive conditions for both the business and employees.

### Employeeship

During the year MilDef continued to take a structured approach to developing employeeship by means of various activities that focus on self-leadership. This has built on learnings from MilDef’s leadership program launched in 2024, with the goal of putting long-term frameworks in place for employees to take active responsibility for their own development and their contribution to the business as a whole.

The starting point has been that each individual must lead themselves, contribute to leading others, and take responsibility for both their assignments and their continued development. All of the Company’s employees came together on four occasions during the year in various team activities focusing on trust, cooperation and shared development. A central element of the initiative was a major targeted training and workshop event for all employees. It was held in the fall and was aimed at promoting a deeper understanding of the importance of employeeship and the ability to put this into practice in day-to-day work.

### Integration of newly acquired companies

Integration of newly acquired companies has been a prioritized area as MilDef continues to grow. During the period there was a particular focus on the integration of *roda* and *Westek*, centered on both operational and cultural aspects. The work has concentrated on creating a shared direction and strengthening cohesion within the Group.

Through initiatives such as joint meetings, culture workshops, and integrating systems and working methods, the groundwork has been laid for effective cooperation and a shared MilDef culture. Structured and inclusive integration work helps to leverage expertise and facilitate continued growth in a cohesive organization.

## Health and wellbeing

(S1-14)

MilDef is committed to continually developing and improving occupational health, the working environment, safety and wellbeing within the organization. By promoting a

positive health and safety culture, in combination with systematic efforts to improve the working environment, work-related risks are identified, monitored and prevented. The work covers physical as well as organizational and social working environment factors. The working environment must be distinguished by participation, opportunities for employees to make their own decisions, and scope for innovation. All employees are to feel a sense of job satisfaction, security and belonging, and perceive MilDef as a workplace where it is enjoyable and meaningful to work. There is a zero-tolerance approach to any form of discrimination or harassment.

One of MilDef's overarching goals is to offer a stimulating, challenging and safe working environment. Efforts on this continued during the year, with a focus on maintaining a high level of safety, clear structures and shared responsibility for the working environment.

Putting the employees at the center creates an open and inclusive working environment characterized by engagement, cooperation and dialogue. Leveraging different perspectives and giving everyone the opportunity to contribute creates motivation and the right conditions for continuous development – both as an individual and an organization.

### Diversity, equality and inclusion

Diversity, equality and inclusion forms an integrated element of MilDef's culture and long-term business strategy. An inclusive approach contributes to better decisions, higher innovation capability and a more sustainable organization. MilDef works actively to create a workplace that offers all employees equal conditions, irrespective of gender, background or role, and where differences are seen as a strength.

One important area of focus is gender equality, with MilDef striving to achieve a long-term sustainable gender balance of 30/70, among both employees and managers. These efforts are monitored on an ongoing basis and supported by structured processes within recruitment, professional development and leadership. As part of this, MilDef is working to implement and meet the requirements of the EU Pay Transparency Directive by means of structured analyses, and promoting fair and equal pay.

MilDef's work within this area has also attracted attention externally. The Company has been included on the "Green List" published by Swedish non-profit Allbright, acknowledging active and long-term efforts to promote gender-balanced management teams. In addition, MilDef has been named as a "Career Company" – recognition that reflects the Company's attractiveness as an employer and its clear focus on inclusion, development and a sustainable work life.

To support the inflow of expertise and contribute to increased gender equality within the technology and IT sectors, MilDef participates in external initiatives with actors such as digital marketing specialist Techella. Collaborations and targeted initiatives create opportunities for more women to move into technical roles, while MilDef is simultaneously contributing to the long-term supply of talent in the sector.

### Adequate wages

(S1-10)

Over and above the collective bargaining agreements setting minimum pay, MilDef applies internal salary bands based on external benchmarks and levels, so that all employees receive reasonable pay.

### Social protection

(S1-11)

All employees in MilDef's own workforce are covered by social insurance, either through the state or via the Company. This protects against loss of income as a result of illness, unemployment, occupational injury, acquired disability, parental leave or retirement.

### Incidents, complaints and severe human rights impacts

(S1-17)

In 2025 we continued to work systematically on preventing incidents and minimizing the risk of severe human rights impacts. All reported incidents have been analyzed and addressed in line with our internal procedures to ensure learning and improvement. Our focus going forward is to strengthen risk assessments, increase awareness and improve the reporting culture throughout the organization.

See also G1, G1-4

## Social engagement

### Responsibility in the supply chain

(ESRS S2)

MilDef has set a goal of ensuring sustainable procurements and purchasing by means of a strong framework that is continuously developed by adding new targets relating to our most material areas of impact. Concentrated efforts were made in 2025 to achieve full acceptance of MilDef's Code of Conduct among suppliers. The result is that more than 99% of our suppliers have accepted the Code and implemented its principles, which is an important step toward a more responsible supply chain.

To further strengthen sustainability, the supplier pool has been evaluated on the basis of environmental risks, such as impact on the local environment and fauna, water use and climate change. This work supplements our program for improving the supply chain, which identifies priority suppliers and encourages them to develop their sustainability efforts. All agreements entered into incorporate the Company's Code of Conduct, and active steps are taken to ensure acceptance of this in all purchasing from transaction-based suppliers.

Understanding the effects of our activities through a long and complex value chain presents challenges. MilDef seeks to promote human rights and eliminate bribery and corruption in all parts of the supply chain. The Company's program for human rights due diligence in the value chain helps to identify areas, regions or suppliers that may potentially present human rights risks.

Our goal is to build a sustainable and resilient supplier

base. This is based on balanced relationships and taking account of risks relating to the environment, people and the climate, with the goal of making adjustments that protect the interests of MilDef and its suppliers, and also promote continued long-term, sustainable business relationships.

### MilDef Charity Committee

(ESRS S3)

Eleven years after MilDef established the MilDef Charity Foundation, through which the Company has donated millions of kronor to people in need, 2025 saw the launch of the MilDef Charity Committee (MCC), facilitating international donations and promoting a broader perspective. In parallel with this the Foundation – whose mandate was limited to donations in Helsingborg and the surrounding area – was wound up.

The establishment of MCC enables charitable donations across all MilDef’s markets, with the value of donations gradually increasing at the same time. In 2025 MilDef distributed a total of SEK 1.6 million both to vulnerable people in Helsingborg and to charitable organizations in MilDef’s other markets.

Donations in 2025 include:

- **Ronald McDonald House in Lund**, SEK 15,000
- **Service Dogs UK**, GBP 5,000
- **UNHCR**, SEK 200,000

- **Support for Ukraine**, SEK 120,000
- **Helsingborgs IK, “Sport for all”**, SEK 110,000
- **Helsingborgs Kvinnojour (women’s crisis center)**, SEK 157,000
- **Hemlösas Hus (shelter for the unhoused)**, SEK 145,000
- **Fotbollsstiftelsen (activities for marginalized groups)**, SEK 135,000
- **The WOW Foundation**, SEK 50,000
- **Fryshuset Helsingborg (youth organization)**, SEK 135,000
- **Red Cross Helsingborg**, SEK 50,000
- **Drivkraft Helsingborg (mentors for students and parents)**, SEK 75,000

MCC’s primary purpose is provide grants to charitable causes, including those promoting care of children and young people, social relief work, humanitarian work and environmental protection, both in Sweden and abroad.

MCC strives to maintain maximum transparency and ensure that all grants are fully traceable, and in accordance with MilDef’s Code of Conduct and ethical guidelines. The individual grants are funded by an annual donation made by the MilDef Group in the form of a percentage of net profit.

For more information on the work of MCC, go to MilDef Group – About the MilDef Charity Committee on our website.

## ESG statistics

Social responsibility (S)	ESRS	2022	2023	2024	2025
<b>Serious accidents</b>	S1-14				
Headquarters		0	0	0	0
Other sites		0	0	0	0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Work-related fatalities</b>	S1-14				
Headquarters		0	0	0	0
Other sites		0	0	0	0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Workforce (percentage)</b>					
Women on board of directors	S1-9	33%	29%	29%	29%
Women in top management	S1-9	20%	50%	43%	50%
Women in the workforce	S1-6	25%	27%	25%	27%
Collective bargaining coverage	S1-8	/	/	16%	54%
<b>Workforce</b>					
Number of employees	S1-6	291	309	327	482
Organic net addition to headcount		78	56	54	96
Total number of recruitments		108	16	21	45
<b>Donations to charitable organizations (SEK 000)</b>					
MilDef Charity Foundation		200	600	700	820
Other donations		100	300	270	
<b>MilDef Charity Committee</b>					<b>760</b>

# Governance (ESG)



**The overarching aim is to achieve long-term business sustainability through good business practices and business ethics. Sustainable enterprise is considered to encompass not only how MilDef behaves with respect to the world around it but also how people within the Company behave and treat one another. The aim is to treat one another in a friendly and respectful way, which in turn gives MilDef and its people the confidence and self-assurance needed to be able to treat customers and other stakeholders in the same way, while also providing world-class service. Both working at and doing business with MilDef should be a safe and pleasant experience.**

## Responsible ethics policies and corporate culture

(ESRS G1-1)

MilDef has integrated the sustainability perspective in its strategy, governance and governing documents through its integrated management system. A new sustainability strategy was implemented in 2025, linked to the UN Sustainable Development Goals and preparations for CSRD and ESRS. Governance is exercised via the Management Team and Board of Directors, and followed up in business planning, risk management and reporting.

Via its integrated management system, MilDef applies a variety of policies that are important to its operations within the areas of quality, environment, occupational health and safety, and sustainability. These policies provide a clear direction for the principles and flow through selected parts of the value chain. MilDef has defined a structure and process for managing governing documents (policies, procedures and instructions), including ownership and responsibility for compliance with these.

MilDef started a review of its internal policies in 2024 and in 2025 made important changes to ensure compliance with stakeholders' requirements and expectations.

All Group policies are designed to ensure compliance with laws, internal guidelines and our ethical principles. Policy documents are approved by the Board of Directors, are reviewed annually to ensure they are relevant and up to date, and are available externally upon request. If necessary, they are revised to reflect changes in the business, regulations or risk assessments. All employees are required to understand and follow these policies, and violations may lead to disciplinary measures. A training program has been produced to ensure that all employees review the policies each year. (see table on page 49)

### Anti-corruption

(ESRS G1-1), (G1-3)

MilDef views tackling corruption as essential to sustainable development. It is important for MilDef to set a good

example and apply a zero-tolerance approach to bribes in all markets and for all of its business partners. This means the Company must never seek or accept business advantages based on unlawful or unethical behavior such as unlawful payments, bribes, kickbacks or other questionable incentives in order to influence someone in their professional capacity or to achieve or retain a business advantage.

MilDef assesses the corruption risk in all transactions based on e.g. the corruption index, business chain and customer intelligence. If there is a heightened risk of corruption, MilDef cancels the transaction or carries out a special, in-depth review to ensure that the Company is not contributing to corruption. The anti-corruption system includes internal governing documents and continual training for employees to increase knowledge and ensure that business activities are conducted responsibly and correctly.

### Responsible sales

A business compliance framework is used to ensure compliance with both regulatory requirements and our own ethical approach to who may purchase and use our products and in what way. In 2025 we both clarified our internal regulations in this area and invested in an external service to provide a more structured and rigorous verification process for customers and end-users. For ethical reasons, MilDef refrains completely from doing business in/with nations that are subject to arms embargos – although MilDef's products are not typically covered by such embargos – and from doing business that promotes development or use of controversial weapons. The Company also has a generally restrictive attitude to exporting to countries outside MilDef's prioritized markets (primarily selected EU and NATO countries), which limits both the risk of contributing to corruption and of the products falling into the wrong hands or contexts. All transactions of this kind must be approved by MilDef's Ethics Council, which, in its consideration, takes into account ongoing armed conflicts, and the level of respect for democracy and human rights in the countries of customers and end-users.

## Policy portfolio table

Policy	Purpose	Owner	Standard	ESRS
Antitrust and Fair Competition Policy	Ensure fair competition and compliance with competition laws	CLCO	UN Global Compact, ISO 26000	ESRS G1
Communication Policy	Ensure transparency and consistency in internal and external communication	Head of IR and Com.	UN Global Compact, ISO 26000	ESRS G1
Corporate Governance Policy	Establish principles for corporate governance and division of responsibilities	CEO	UN Global Compact, ISO 26000	ESRS G1
Finance Policy	Ensure correct financial reporting and internal control	CFO		ESRS G1
HR Policy	Promote fair working conditions, diversity, and compliance with labor law and human rights	CPO	UN Global Compact, ISO 26000, ISO 45001	ESRS G1
Information Security and Data Privacy Policy	Protect information and personal data in accordance with current laws	Group Risk Director	UNs Global Compact, ISO 26000, ISO 27001, GDPR	ESRS G1, S4
Insider Policy	Prevent unauthorized trading on basis of insider information	CEO	UN Global Compact, ISO 26000	ESRS G1
Intellectual Property Rights Policy	Ensure protection and correct management of intellectual property rights	CLCO		ESRS G1
IT Policy	Regulate use and security of IT systems	Director of IT	UN Global Compact, ISO 26000, ISO 27001	ESRS G1
Quality Policy	Ensure the high quality of products and services	Director of Quality	UN Global Compact, ISO 26000, ISO 9001	ESRS G1
Sustainability Policy	Integrate environment and sustainability principles in operations	Group Sustainability Lead	FN:s Global Compact, ISO 26000, ISO 14001, ISO 45001	ESRS E1-E5, S1-S4, G1
Code of Conduct	Set ethical guidelines for all employees	CLCO	UN Global Compact, ISO 26000	ESRS G1
Supplier Code of Conduct.	Ensure that suppliers follow ethical and sustainability requirements	Director of Global Supply Chain	UN Global Compact, ISO 26000	ESRS G1, S2

### Reporting misconduct and handling complaints

MilDef wants to be aware of any misconduct or complaints in the business and therefore facilitates reporting of these. To make it possible to address these matters at an early stage and take corrective action immediately, the Company has established the processes outlined below.

Complaints from stakeholders are handled via MilDef’s integrated management system. Proposals for improvements are drawn up where necessary and implemented. To safeguard the whistleblower’s anonymity, an

independent external whistleblowing service is made available and can be used to draw attention to serious cases of misconduct anonymously. This is valued in particular as it provides an opportunity to find out about matters that for various reasons would otherwise have risked remaining undiscovered. Only if the Company is aware of any irregularities can it change and improve.

### Grievance Mechanisms

Upstream	Own operations	Downstream
<p><b>In the value chain (for workers):</b></p> <ul style="list-style-type: none"> <li>• Supplier agreement</li> <li>• Process audits</li> <li>• 2Secure whistleblower function</li> <li>• Contact details for complaints via the website (RMA)</li> </ul>	<p><b>Internal (for employees):</b></p> <ul style="list-style-type: none"> <li>• Employee survey</li> <li>• Health and Safety Committees</li> <li>• MMS integrated management system matter</li> <li>• 2Secure whistleblower function</li> <li>• Union negotiations</li> </ul>	<p><b>External (for the community):</b></p> <ul style="list-style-type: none"> <li>• 2Secure whistleblower function</li> <li>• Contact details for complaints via the website (email)</li> </ul>

## ESG statistics

Governance (G)	ESRS	2022	2023	2024	2025
<b>Scope of ISO certification</b>					
Number of sites		12	9	10	10
Covered by certification		9	6	7	9
Share of sites covered		75%	67%	70%	90%
<b>Whistleblowing cases</b>					
	G1-4				
Corruption		0	0	0	0
Discrimination		0	0	0	0
Workplace bullying		0	0	0	0
Significant human rights failings		0	0	0	0
<b>Customer control (Ethics Council)</b>					
Cases examined		8	7	6	13
Cases dismissed		4	1	3	5

## ESRS Index

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# AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

To the general meeting of the shareholders in MilDef Group AB,  
corporate identity number 556893-5414

## Engagement and responsibility

It is the board of directors who is responsible for the statutory sustainability report for the year 2025 on pages 31-50 and that it has been prepared in accordance with the Annual Accounts Act according to the prior wording that was in effect before 1 July 2024.

## The scope of the audit

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

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

## Opinion

A statutory sustainability report has been prepared.

Malmö den 15 april 2026

Öhrlings PricewaterhouseCoopers AB

Eric Salander  
Authorized Public Accountant  
Auditor in charge

Johan Rönnbäck  
Authorized Public Accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.