

## Acquisition-intensive quarter in a continued weak market

### SECOND QUARTER HIGHLIGHTS

- Revenue increased by 1.8 per cent to MSEK 2,432 (2,388). Organic growth was -3.2 per cent.
- Gross margin was 40.3 per cent (40.9).
- Adjusted EBITA decreased to MSEK 166 (201), corresponding to an adjusted EBITA margin of 6.8 per cent (8.4).
- Operating profit decreased to MSEK 147 (183) and the operating margin was 6.0 per cent (7.7). Operating profit was charged with items affecting comparability of MSEK -4 (-4).
- Profit amounted to MSEK 87 (124).
- Earnings per share amounted to SEK 1.70<sup>1</sup> (2.42<sup>1</sup>).
- Cash flow from operating activities amounted to MSEK 270 (287).

### FIRST SIX MONTHS HIGHLIGHTS

- Revenue decreased by -1.6 per cent to MSEK 4,601 (4,675). Organic growth was -4.5 per cent.
- Gross margin increased to 40.7 per cent (40.3).
- Adjusted EBITA decreased to MSEK 250 (328), corresponding to an adjusted EBITA margin of 5.4 per cent (7.0).
- Operating profit decreased to MSEK 212 (295) and the operating margin was 4.6 per cent (6.3). Operating profit was charged with items affecting comparability of MSEK -8 (-4).
- Profit amounted to MSEK 110 (192).
- Earnings per share amounted to SEK 2.16<sup>1</sup> (3.76<sup>1</sup>).
- Cash flow from operating activities amounted to MSEK 398 (433).

### SIGNIFICANT EVENTS DURING THE SECOND QUARTER

- On 28 June, Alligo signed an agreement to acquire 100 per cent of the shares in T. Brantestig Svetsmaskinservice AB and Sundholm Welding AB. The companies together generate annual revenue of approximately MSEK 50.
- On 14 June, Alligo acquired 100 per cent of the shares in Workwear AS. The company generates annual revenue of approximately MNOK 30.
- On 11 June, Alligo acquired 70 per cent of the shares in New Promotion Sverige AB and its subsidiary. The companies together generate annual revenue of approximately MSEK 45.
- On 3 May, Alligo acquired 100 per cent of the shares in Wiklunds i Bollnäs AB. The company generates annual revenue of approximately MSEK 30.
- On 24 April, Alligo signed agreements to acquire 100 per cent of the shares in Hämeen Teollisuuspalvelu Oy and Riihimäen Teollisuuspalvelu Oy. The companies together generate annual revenue of approximately MEUR 15.
- The Annual General Meeting on 23 May approved a dividend of SEK 3.50 per share (3.00).
- The Annual General Meeting on 23 May voted for the re-election of the Board members Göran Näsholm, Stefan Hedelius, Cecilia Marlow, Johan Sjö and Christina Åqvist in line with the proposal of the Nomination Committee. Pontus Boman declined re-election. Johan Lilliehöök was elected as a new Board member. Göran Näsholm was re-elected Chair of the Board of Directors.
- In April, 1,780 Class A shares were converted to Class B shares at the request of shareholders. This resulted in a change to the number of votes in Alligo.

### EVENTS AFTER THE END OF THE PERIOD

- On 5 July, Alligo received regulatory approval for the acquisitions of Hämeen Teollisuuspalvelu Oy and Riihimäen Teollisuuspalvelu Oy. The acquisitions are expected to be completed in August.

### KEY PERFORMANCE INDICATORS

Group	2024 APR-JUN	2023 APR-JUN	2024 JAN-JUN	2023 JAN-JUN	30/06/2023 12 months to	2023 JAN-DEC
Revenue, MSEK	2,432	2,388	4,601	4,675	9,261	9,335
Gross profit, MSEK	979	977	1,871	1,884	3,855	3,868
Gross margin, %	40.3	40.9	40.7	40.3	41.6	41.4
Operating profit, MSEK	147	183	212	295	665	748
Operating margin, %	6.0	7.7	4.6	6.3	7.2	8.0
Adjusted EBITA, MSEK	166	201	250	328	749	827
Adjusted EBITA margin, %	6.8	8.4	5.4	7.0	8.1	8.9
Return on equity, %					12	14
Equity per share <sup>2</sup> , SEK	71.21	67.81	71.21	67.81	71.21	72.19
Equity/assets ratio, %	39	40	39	40	39	41

1) Before and after dilution.

2) Refers to equity attributable to the Parent Company's shareholders.

# MESSAGE FROM THE CEO

The market continued its weak development during the second quarter, which had an impact on sales. The cost adjustments we have made paid off, however, meaning we were able to cope well with the challenging market situation. The savings are equivalent to approximately MSEK 100 per year.

As we wait for the market situation to change, we are concentrating our energy and focus on what we are able to influence ourselves and we continue to invest in establishing a strong, well positioned company. During the quarter, we signed agreements to acquire seven companies and we continued to build on our strength in workwear and protective equipment by reinforcing the organisation and continuing to roll out our end-to-end Smartwear solution that includes washing, repair and recycling. In the autumn, we will be launching a new collection of workwear and protective equipment under our own brand, 1832, which will offer more basic products at attractive prices without compromising on quality or our margins.

## Market remains weak

Revenue for the second quarter was MSEK 2,432 (2,388), an increase of 1.8 per cent, and benefited from an early Easter. The slowdown in demand resulted in negative organic growth of -3.2 per cent. The weak sales trend applied to all customer segments with the exception of oil and gas in Norway, which continued to develop well. Acquired growth amounted to 3.1 per cent.

The negative organic growth and an unfavourable customer mix meant that profits declined during the second quarter. Demand from our relatively more profitable small and medium-sized customers has been affected most by the weak economy, while sales to some larger industrial customers increased. Adjusted EBITA decreased to MSEK 166 (201), corresponding to an adjusted EBITA margin of 6.8 per cent (8.4). In Norway, profits were affected by costs resulting from disruption caused by the coordination of logistics operations at the new central warehouse in Vestby. Profit in Finland was affected by the costs of ongoing investments in stores aimed at better meeting the needs of small and medium-sized customers.

When times are hard for customers, it is particularly important to manage pricing. To enable us to offer competitive prices while maintaining margins, we continuously adjust our prices, both upwards and downwards, depending on the conditions at product and market levels.

## Focus on acquisitions

Acquisitions are important for driving the development and growth of Alligo. Our focus is on profitable companies that complement our business. Acquisitions enable us to strengthen our geographical presence, expand our customer base and enhance our offering within key product areas.

During the second quarter, we signed agreements to acquire seven new companies with total annual revenue of approximately MSEK 300. Two of the companies operate within welding, which is a focus area where we are seeking to consolidate the market. Over the past year, we have acquired five well-run, profitable welding companies that together contribute annual revenue of approximately MSEK 250 and give us a strong position in the Nordic region.

Alligo has a strong balance sheet and an effective integration model that provides good conditions for continued acquisitions.



» During the second quarter, we signed agreements to acquire seven new companies with total annual revenue of approximately MSEK 300.

## Strong supplier relationships

Partnerships with our suppliers and producers are important for Alligo's success, particularly in the manufacture of our own brand products, which are among our major strengths. Our relationships with suppliers and producers are also where we can have the greatest influence and make the biggest difference in our sustainability work.

During the spring, I visited factories in China where our own brands are produced. I am really proud of the fantastic partnerships we have and the difference that we can make together. Since the merger of Swedol and Tools, we have reduced the number of suppliers by around 50 per cent. This allows us to build up strong partner relationships where we have better opportunities for specifying requirements and exercising control, along with competitive purchase prices and good supply reliability.

## Ready for profitable growth

We can sense a cautious optimism among our small and medium-sized customers. It is difficult to predict, however, when the weak market trend will change. For now, we are continuing to focus on what we can influence ourselves and to build an even stronger Alligo. I am very confident that we are doing the right things as we continue to focus on sales and assortment management, to make profitable acquisitions and to strengthen our offering so that we are ready for profitable growth when the market turns.

Clein Johansson Ullenvik  
President and CEO

# ALLIGO IN A MINUTE

Alligo is a leading player within workwear, personal protective equipment, tools and consumables in the Nordic region.

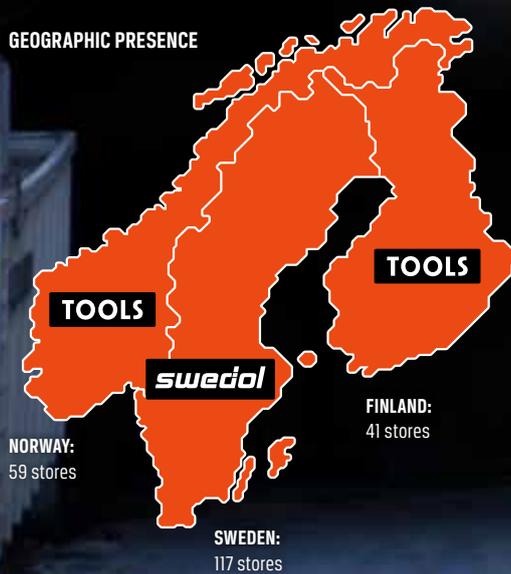
Our offering consists of a standardised product range of goods and services that make businesses work.

Through the concept brands Swedol and Tools, alongside local specialist brands, we interact with professional users throughout the Nordic region in the channels where they want to meet us, whether this is a store, field sales, digital channels or smart solutions on-site at the customer.

We have built an integrated organisation with a shared scalable platform that can drive long-term profitable and sustainable growth, both organically and through acquisitions.

We are driven by our vision of becoming unbeatable as a partner to our customers and suppliers, as an employer for our employees and as a leader in sustainable development in our industry.

## GEOGRAPHIC PRESENCE



**ALLiGO** | *swedol*  
**TOOLS**

### Independent stores

**SWEDEN:** Mercus, Company Line, Reklamproffsen, Industriprofil, TriffIQ, Profilmakarna, Defacto, Magnusson Agentur, Profeel, Z-Profil, Kents Textiltryck, Olympus Profile, Topline, Svets och Tillbehör i Sverige, Svetspartner i Malmö, Wiklunds i Bollnäs and New Promotion Sverige.

**NORWAY:** Tore Vagle and Workwear AS. **FINLAND:** Metaplan, Liukkosen Pultti, Kitakone and Pirkka-Hitsi.

## GROUP DEVELOPMENT

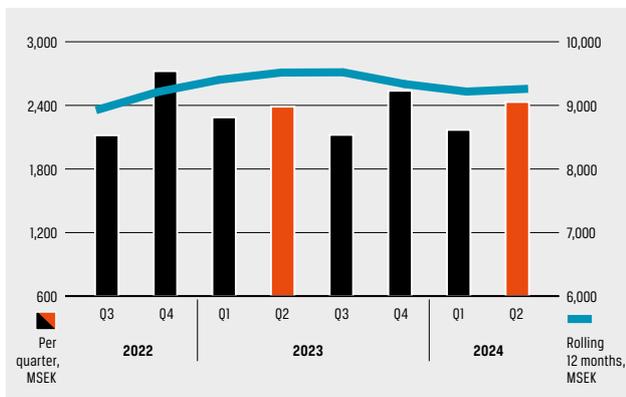
### REVENUE

#### Second quarter 2024

Revenue increased by 1.8 per cent to MSEK 2,432 (2,388). Acquisitions made, an additional trading day as a result of Easter falling during the second quarter last year, and positive currency effects had a positive impact on revenue and overall compensated for negative organic growth in Sweden and Finland. Organic growth amounted to -3.2 per cent, with a slightly positive contribution made by three new store openings. Revenue from like-for-like sales, measured in local currency and adjusted for the number of trading days, decreased by -3.5 per cent compared with the corresponding quarter last year. The slowdown in demand during the quarter applied to most customer segments with the exception of oil and gas in Norway, which continued to develop well. It is predominantly small and medium-sized customers that have been affected by the weaker economy, while sales to some larger industrial customers have increased. Acquired growth amounted to 3.1 per cent and relates primarily to acquisitions in Sweden, as well as in Finland and Norway.

The proportion of own brands during the quarter was 17.7 per cent (18.3). This decrease is attributable to Sweden and Norway and is a consequence of acquisitions made, as well as greater resilience in sales to larger industrial customers with established ranges. Workwear and personal protective equipment accounted for 80.3 per cent of own brand sales, and tools and consumables for 19.7 per cent. During the quarter, the proportion of in-store sales was 53 per cent (54), direct sales was 41 per cent (40) and the remaining 6 per cent (6) relates to product media. Currency translation effects had a positive impact on revenue of MSEK 7, driven by the NOK trend but also by the EUR trend.

#### REVENUE



	2022		2023			2024		
MSEK	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Per quarter	2,118	2,723	2,287	2,388	2,122	2,538	2,169	2,432
Rolling 12 mos.	8,924	9,211	9,403	9,516	9,520	9,335	9,217	9,261

#### SALES TREND

	2024 APR-JUN	2024 JAN-JUN	2023 JAN-DEC
<b>Change in revenue from:</b>			
Like-for-like sales in local currency,%	-3.5	-4.7	-1.4
Currency effects, %	0.3	-0.2	0.0
Number of trading days, %	1.6	0.0	-0.8
New stores established in local currency,%	0.3	0.2	-
Other units <sup>1)</sup> , %	3.1	3.2	3.5
<b>Total change, %</b>	<b>1.8</b>	<b>-1.6</b>	<b>1.3</b>

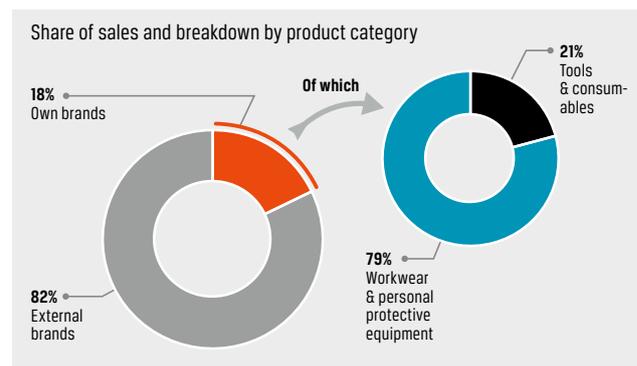
1) Acquisitions and divestments.

#### First six months 2024

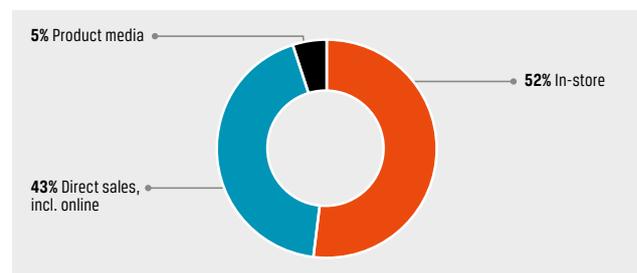
Revenue decreased by -1.6 per cent to MSEK 4,601 (4,675). Acquisitions made had a positive impact on revenue but this does not compensate for the negative organic growth in both Sweden and Finland and negative currency effects. Organic growth amounted to -4.5 per cent, with a slightly positive contribution made by three new store openings during the first six months. Revenue from like-for-like sales, measured in local currency, decreased by -4.7 per cent compared with the corresponding period last year. The period contained the same number of trading days as last year. The slowdown in market demand continued during the period and applied to most customer segments with the exception of oil and gas in Norway, which continued to develop well. It is predominantly small and medium-sized customers that have been affected by the weaker economy, while sales to some larger industrial customers have increased. The strike in Finland during the first quarter further contributed to the decline compared with last year. Acquired growth amounted to 3.2 per cent and relates primarily to acquisitions completed in Sweden, as well as in Finland and Norway.

The proportion of own brands during the period was 17.8 per cent (17.9). This decrease is attributable to Sweden and is a consequence of acquisitions made, as well as greater resilience in sales to larger industrial customers with established ranges. Workwear and personal protective equipment accounted for 79.4 per cent of own brand sales, and tools and consumables for 20.6 per cent. During the period, the proportion of in-store sales was 52 per cent (53), direct sales was 43 per cent (42) and the remaining 5 per cent (5) relates to product media. Currency translation effects had a negative impact on revenue of MSEK 10, driven by the NOK trend and offset by the EUR trend.

#### OWN BRANDS JAN-JUN 2024



#### SALES BY CHANNEL JAN-JUN 2024



## PROFITS

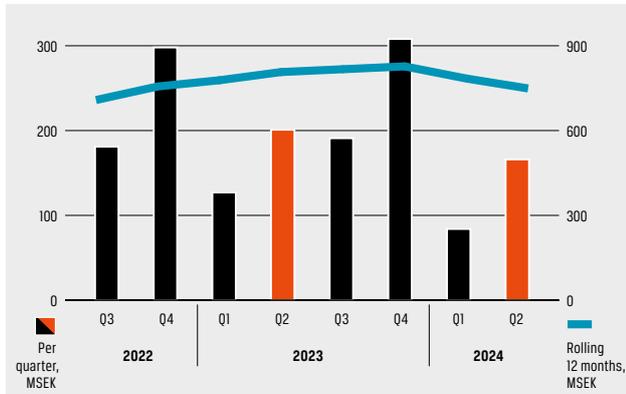
### Second quarter 2024

Operating profit amounted to MSEK 147 (183). Adjusted EBITA (operating profit excluding items affecting comparability and amortisation of intangible assets arising in connection with corporate acquisitions) amounted to MSEK 166 (201), corresponding to an adjusted EBITA margin of 6.8 per cent (8.4). The decline in profit was the result of weaker demand on all markets, with the exception of the oil and gas customer segment, and pressure on margins driven by a smaller proportion of small and medium-sized customers, while sales to some larger industrial customers increased. Cost adjustments are offsetting the weaker sales to a certain extent. The weaker profits in Finland were also a consequence of investments in stores to better meet the needs of small and medium-sized customers. In Norway, profits were affected by disruption caused by the coordination of logistics operations in Vestby. Operating profit was charged with items affecting comparability of MSEK -4 (-4) net relating to costs for organisational changes and efficiency measures in connection with savings programmes implemented, as well as acquisition costs.

During the quarter, MSEK 11 was utilised from restructuring reserves from previous years, MSEK 0 of which originates from the third quarter of 2020 and MSEK 11 from the third quarter of 2021.

The effective tax rate was 21.6 per cent (21.5). Profit after financial items was MSEK 111 (158) and profit after tax was MSEK 87 (124), which corresponds to earnings per share of SEK 1.70 (2.42) for the quarter.

### ADJUSTED EBITA



	2022		2023				2024	
MSEK	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Per quarter	181	298	127	201	191	308	84	166
Rolling 12 mos.	708	756	778	807	817	827	784	749

### First six months 2024

Operating profit amounted to MSEK 212 (295). Adjusted EBITA (operating profit excluding items affecting comparability and amortisation of intangible assets arising in connection with corporate acquisitions) amounted to MSEK 250 (328), corresponding to an adjusted EBITA margin of 5.4 per cent (7.0). The decline in profit was the result of weaker demand on all markets, with the exception of the oil and gas customer segment, as well as the negative impact of a strike in Finland during the first quarter. Margin improvements and cost adjustments are offsetting the weaker sales to a certain extent. The weaker profits in Finland were also a consequence of investments in stores to better meet the needs of small and medium-sized customers. In Norway, profits were affected by disruption caused by the coordination of logistics operations in Vestby. Operating profit was charged with items affecting comparability of MSEK -8 (-4) net relating to costs for organisational changes and efficiency measures in connection with savings programmes implemented, as well as acquisition costs.

The coordination of Tools and Swedol has been completed in principle and only the adaptation of the range remains to be fully implemented, alongside the change of business system in Norway, which is scheduled for early 2025. There was a net increase in the number of stores from 216 to 217 through acquisitions, mergers and three new store openings.

During the period, MSEK 14 was utilised from restructuring reserves from previous years, MSEK 0 of which originates from the third quarter of 2020 and MSEK 14 from the third quarter of 2021. The restructuring reserve from the third quarter of 2020 amounts to MSEK 1 (originally MSEK 97). The restructuring reserve originating from the third quarter of 2021 and relating to the coordination of logistics in Sweden amounts to MSEK 48, compared to the original MSEK 108, and will remain in place until the lease for the property in Alingsås expires in December 2027. Both restructuring reserves have been utilised according to the original plan.

The effective tax rate was 23.1 per cent (22.0). The higher effective tax rate is the result of higher standard interest on the tax allocation reserve combined with lower earnings before tax. Profit after financial items was MSEK 143 (246) and profit after tax was MSEK 110 (192), which corresponds to earnings per share of SEK 2.16 (3.76) for the period.

The Group's profitability, measured as the return on equity, amounted to 12 per cent for the most recent twelve-month period, corresponding to a return on capital employed of 10 per cent.



## DEVELOPMENT BY GEOGRAPHIC SEGMENT

### Second quarter 2024

SWEDEN	APR-JUN 2024
Revenue	MSEK 1,410
Adjusted EBITA	MSEK 129
Adjusted EBITA margin	9.1%
Proportion of own brands	21.0%
Number of units	117
of which Swedol/independent	91/26

Revenue in Sweden was in line with last year and amounted to MSEK 1,410 (1,413). Organic growth was negative but was mitigated by five acquisitions and one additional trading day compared with the corresponding quarter last year. The market continued to experience weaker demand, particularly from small and medium-sized companies, while sales to some larger industrial customers increased. Organic growth was approximately -6 per cent and related to most customer segments. Acquired growth was around 4 per cent.

Adjusted EBITA for the quarter amounted to MSEK 129 (155) and adjusted EBITA margin to 9.1 per cent (11.0). The decline in profit was a result of weak volumes and lower margins, driven by an unfavourable customer mix. Cost adjustments made had a mitigating effect.

Operating profit has been charged with items affecting comparability of MSEK 1 (-4) net. The proportion of own brands during the quarter was 21.0 per cent (22.8). This decrease is the result of acquisitions made as well as a greater proportion of sales to larger industrial customers with established ranges of external brands.

NORWAY	APR-JUN 2024
Revenue	MSEK 691
Adjusted EBITA	MSEK 26
Adjusted EBITA margin	3.8%
Proportion of own brands	14.6%
Number of units	59
of which Tools/independent	56/3

Revenue in Norway increased by 12.4 per cent to MSEK 691 (615), positively affected by the trend within the oil and gas industry, Easter falling in the second quarter last year, two acquisitions and the NOK trend. Organic growth amounted to approximately 8 per cent, driven by developments in the oil and gas industry, while other customer segments experienced weaker development. Acquired growth was around 2 per cent.

Adjusted EBITA for the quarter amounted to MSEK 26 (29) and adjusted EBITA margin to 3.8 per cent (4.7). The decline in profit was a result of lower margins, driven by growth within less profitable customer segments, as well as disruption caused by the coordination of logistics operations in Vestby.

Operating profit has been charged with items affecting comparability of MSEK -2 (-). The proportion of own brands during the quarter was 14.6 per cent (15.3). The decrease is the result of acquisitions made as well as a greater proportion of sales to larger oil and gas customers with established ranges of external brands.

Kjell-Vidar Dokken will take up the position of Country Manager in Norway on 12 August.

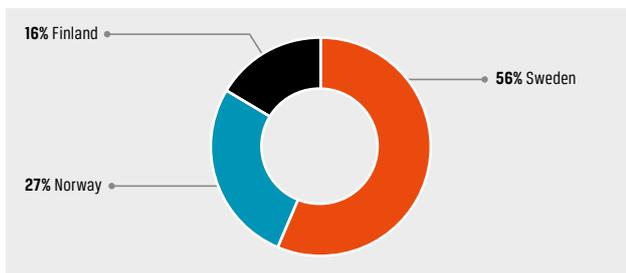
FINLAND	APR-JUN 2024
Revenue	MSEK 414
Adjusted EBITA	MSEK 13
Adjusted EBITA margin	3.1%
Proportion of own brands	12.1%
Number of units	41
of which Tools/independent	36/5

Revenue in Finland decreased by -7.4 per cent to MSEK 414 (447). Organic growth was negative but was partially offset by two acquisitions, the EUR trend and one trading day more in the quarter. The market continued to experience weaker demand in 2024. Organic growth amounted to approximately -12 per cent and there is a clear decline in the manufacturing industry, but also within most other customer segments. Acquired growth was around 2 per cent.

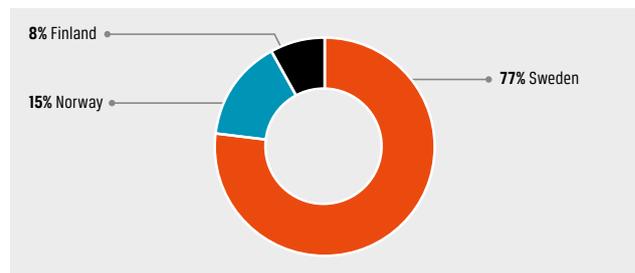
Adjusted EBITA for the quarter amounted to MSEK 13 (16) and adjusted EBITA margin to 3.1 per cent (3.6). The weaker profits were the effect of lower volumes and of investments in stores to better meet the needs of small and medium-sized customers.

Operating profit has been charged with items affecting comparability of MSEK -3 (-). The proportion of own brands during the quarter was 12.1 per cent (8.7).

REVENUE BY GEOGRAPHIC SEGMENT APR-JUN 2024



ADJUSTED EBITA BY GEOGRAPHIC SEGMENT APR-JUN 2024



## DEVELOPMENT BY GEOGRAPHIC SEGMENT cont.

### First six months 2024

SWEDEN	JAN-JUN 2024
Revenue	MSEK 2,654
Adjusted EBITA	MSEK 204
Adjusted EBITA margin	7.7%
Proportion of own brands	21.5%

Revenue in Sweden decreased by -1.2 per cent to MSEK 2,654 (2,685). Organic growth was negative, but was partially offset by the acquisitions of Svets och Tillbehör i Sverige AB, Svetspartner i Malmö AB, Topline AB, Wiklunds i Bollnäs AB and New Promotion Sverige AB. The market continued to experience weaker demand in 2024, particularly from small and medium-sized companies, while sales to some larger industrial customers increased. Organic growth was approximately -5 per cent and related to most customer segments. The number of stores at the end of the period was 117 (117). New stores were opened in Boden and Västervik during the period. Acquired growth was around 4 per cent.

Adjusted EBITA for the period amounted to MSEK 204 (240) and adjusted EBITA margin to 7.7 per cent (8.9). The decline in profit was a result of lower volumes, while cost adjustments have had a mitigating effect.

Operating profit has been charged with items affecting comparability of MSEK -1 (-4) net.

The proportion of own brands during the period was 21.5 per cent (22.8). This decrease is the result of acquisitions made as well as a greater proportion of sales to larger industrial customers with established ranges of external brands.

During the period, the proportion of in-store sales was 59 per cent (65), the proportion of direct sales was 32 per cent (26) and the remaining 9 per cent (9) relates to product media.

Work is under way to increase the level of activity in sales work and to strengthen margins within the industrial segment through improved sales and assortment management.

NORWAY	JAN-JUN 2024
Revenue	MSEK 1,314
Adjusted EBITA	MSEK 41
Adjusted EBITA margin	3.1%
Proportion of own brands	15.0%

Revenue in Norway increased by 2.3 per cent to MSEK 1,314 (1,284). Organic growth amounted to approximately 2 per cent, driven by developments in the oil and gas industry, while most other customer segments experienced weaker development. Acquired growth was around 1 per cent and relates to the acquisitions of Tore Vagle AS and Workwear AS. The number of stores at the end of the period was 59 (57).

Adjusted EBITA for the period amounted to MSEK 41 (64) and adjusted EBITA margin to 3.1 per cent (5.0). The decline in profit was a result of lower margins, driven by growth within less profitable customer segments, as well as disruption caused by the coordination of logistics operations in Vestby.

Operating profit has been charged with items affecting comparability of MSEK -3 (-).

The proportion of own brands during the period was 15.0 per cent (14.5). During the period, the proportion of in-store sales was 51 per cent (46) and the proportion of direct sales was 49 per cent (54).

Work is under way to increase the level of activity in sales work and to establish a more favourable customer mix in the form of a greater proportion of small and medium-sized customers, as well as to strengthen the sales and assortment management in order to improve margins.

FINLAND	JAN-JUN 2024
Revenue	MSEK 790
Adjusted EBITA	MSEK 9
Adjusted EBITA margin	1.1%
Proportion of own brands	10.9%

Revenue in Finland decreased by -8.9 per cent to MSEK 790 (867). Organic growth was negative, but was partially offset by the acquisitions of Kitakone Oy and Tampereen Pirkka-Hitsi Oy. The market continued to experience weaker demand in 2024, alongside a strike in the first quarter. Organic growth amounted to approximately -13 per cent and there is a clear decline in the manufacturing industry, but also within most other customer segments. The number of stores at the end of the period was 41 (40). A new store was opened in Herttoniemi during the period. Acquired growth was around 4 per cent.

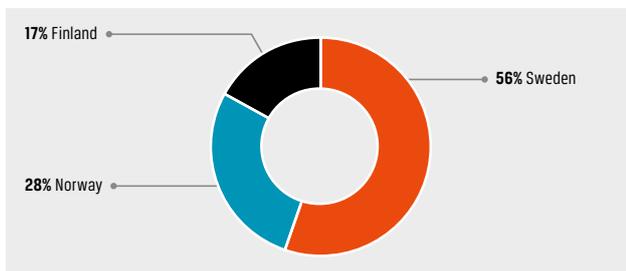
Adjusted EBITA for the period amounted to MSEK 9 (27) and adjusted EBITA margin to 1.1 per cent (3.1). The weaker profits were the effect of lower volumes and of investments in stores to better meet the needs of small and medium-sized customers.

Operating profit has been charged with items affecting comparability of MSEK -4 (-).

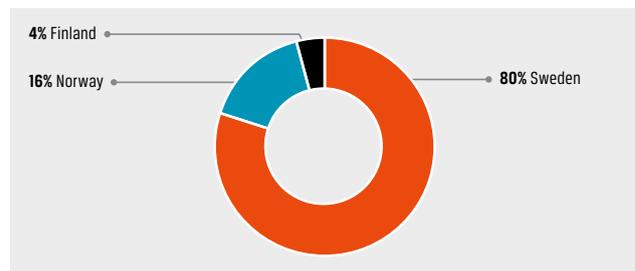
The proportion of own brands during the period was 10.9 per cent (8.5). During the quarter, the proportion of in-store sales was 27 per cent (25) and the proportion of direct sales was 73 per cent (75).

The customer mix remains unfavourable, but activities are under way to increase the proportion of small and medium-sized customers, including by opening new stores and investing in existing ones.

REVENUE BY GEOGRAPHIC SEGMENT JAN-JUN 2024



ADJUSTED EBITA BY GEOGRAPHIC SEGMENT JAN-JUN 2024



## OTHER FINANCIAL DEVELOPMENT

### Investments and cash flow

Cash flow from operating activities before changes in working capital for the period totalled MSEK 357 (411). Inventories decreased during the period by MSEK 78, compared with an increase in inventories last year of MSEK 77. The average value of inventories was MSEK 2,389 (2,238) and the inventory turnover rate was 3.9 (4.3). Operating receivables increased by MSEK 41 and operating liabilities rose by MSEK 4. A greater proportion of sales to larger industrial customers with longer payment terms had a negative impact on cash flow. Cash flow from operating activities therefore amounted to MSEK 398 (433). Cash flow for the period was also impacted by a net amount of MSEK 61 (89) pertaining to investments in and divestments of non-current assets, as well as by MSEK 185 (122) pertaining to acquisitions of subsidiaries. Investments in non-current assets principally related to the development of e-commerce solutions, service concepts, change of business system in Norway, new store openings and store modifications.

### Financial position and financing

At the end of the period, the Group's financial net loan liability amounted to MSEK 2,948, compared with MSEK 2,640 at the beginning of the financial year. The Group's operational net loan liability at the end of the period amounted to MSEK 1,664, compared with MSEK 1,449 at the beginning of the financial year. Available cash and cash equivalents, including unutilised granted credit facilities, totalled MSEK 1,150 compared with MSEK 1,251 at the beginning of the financial year. The business was refinanced during the first quarter of 2022 as a result of the distribution of Momentum Group. The total credit facility is MSEK 2,300, excluding two separate committed credit facilities of MSEK 400 and MEUR 10 respectively. The credit facility was raised in March 2022 and extended by a year in March 2023 and by a further year

in March 2024. The credit facility therefore runs until 2027. The interest rate is linked to STIBOR plus a surcharge based on the ratio of net operational liabilities to adjusted EBITDA. The equity/assets ratio at the end of the period was 39 per cent. Equity per share was SEK 71.21 at the end of the period, compared with SEK 72.19 at the beginning of the financial year.

### Acquisitions 2024

Alligo completed six corporate acquisitions during the first six months of 2024.

#### Acquisition of Tore Vagle AS

On 8 December 2023, Alligo signed an agreement to acquire 100 per cent of the shares in Norwegian company Tore Vagle AS, which has operations in Sandnes and sells tools and industrial components. Tore Vagle AS generates annual revenue of approximately MNOK 40 and has 11 employees. Closing took place on 2 January 2024.

#### Acquisition of Svets och Tillbehör i Sverige AB

On 13 December 2023, Alligo signed an agreement to acquire 100 per cent of the shares in Svets och Tillbehör i Sverige AB, which operates in Ystad and has a broad offering within welding and grinding and related service business. Svets och Tillbehör i Sverige AB generates annual revenue of approximately MSEK 120 and has 22 employees. Closing took place on 2 January 2024.

#### Acquisition of Svetspartner i Malmö AB

On 13 December 2023, Alligo signed an agreement to acquire 100 per cent of the shares in Svetspartner i Malmö AB ("Järnab"), which has a broad offering within welding and grinding and related service business. Svetspartner i Malmö AB generates annual revenue of approximately MSEK 25 and has ten employees. Closing took place on 2 January 2024.



## OTHER FINANCIAL DEVELOPMENT cont.

### Acquisition of Wiklunds i Bollnäs AB

On 3 May, Alligo acquired 100 per cent of the shares in Wiklunds i Bollnäs AB, which sells tools, consumables, workwear and personal protective equipment. Wiklunds i Bollnäs AB generates annual revenue of approximately MSEK 30 and has six employees. Closing took place in conjunction with the acquisition.

### Acquisition of New Promotion Sverige AB

On 11 June, Alligo acquired 70 per cent of the shares in product media company New Promotion Sverige AB. The company and its subsidiary, New Profile Skövde AB, have operations in Lidköping and Skövde. Together, the companies generate annual revenue of approximately MSEK 45 and have six employees. Closing took place in conjunction with the acquisition.

### Acquisition of Workwear AS

On 14 June, Alligo acquired 100 per cent of the shares in Norwegian company Workwear AS, which sells workwear and personal protective equipment and has stores in Oslo and Gjøvik. Workwear AS generates annual revenue of approximately MNOK 30 and has nine employees. Closing took place in conjunction with the acquisition.

### Acquisitions after the end of the period

#### Acquisition of T. Brantestig Svetsmaskinservice AB

On 28 June, Alligo signed an agreement to acquire 100 per cent of the shares in T. Brantestig Svetsmaskinservice AB. The company has a store in Västerås and focuses on the sale, hire and servicing of welding machines. T. Brantestig Svetsmaskinservice generates annual revenue of approximately MSEK 30 and has eight employees. Closing took place on 1 July.

### Acquisition of Sundholm Welding AB

On 28 June, Alligo signed an agreement to acquire 100 per cent of the shares in Sundholm Welding AB. The company has stores in Köping and Eskilstuna and specialises in the sale and servicing of welding machines and related equipment. Sundholm Welding generates annual revenue of approximately MSEK 20 and has six employees. Closing took place on 1 July.

### Employees

At the end of the period, the number of employees in the Group amounted to 2,455, compared with 2,443 at the beginning of the year. The increase in the number of employees is the result of corporate acquisitions made but was partially offset by staff cuts in Sweden and Finland.

### Transactions with related parties

No transactions having a material impact on the Group's position or earnings occurred between Alligo and its related parties during the period.

### Parent Company

At the end of the period, the Group comprised the parent company Alligo AB and a total of 38 Swedish and foreign subsidiaries. The parent company's operations comprise Group-wide management, including Legal and Investor Relations functions. Income takes the form of a management fee from Group companies for Group-wide services and costs which the parent company has provided.

The parent company's revenue for the period amounted to MSEK 11 (15) and the loss after financial items totalled MSEK -11 (-5). Profit has been charged with items affecting comparability of MSEK 0 (0). The balance sheet total amounted to MSEK 4,262 (4,079) and equity represented 37 per cent (42) of total assets. The number of employees at the parent company at the end of the period was 2 (2).



# THE SHARE

Alligo was listed on Nasdaq Stockholm under the name Momentum Group AB on 21 June 2017.

Following a General Meeting resolution of 2 December 2021, the Group's parent company changed its name to Alligo AB. Since 15 December 2021, the listed Class B share has been traded under the short name ALLIGO B with the ISIN code SE0009922305.

## The share and share capital

At the end of the period, the share capital amounted to MSEK 102. The distribution by class of share at the end of the period on 30 June 2024 was as shown in the table below:

CLASS OF SHARE	30/06/2024
Class A shares	562,293
Class B shares	50,343,896
<b>Total number of shares before repurchasing</b>	<b>50,906,189</b>
Less: Repurchased Class B shares	-838,551
<b>Total number of shares after repurchasing</b>	<b>50,067,638</b>

The quotient value is SEK 2.00 per share. Each Class A share entitles the holder to ten votes and each Class B share to one vote. All shares carry equal rights to the company's assets, earnings and dividends. A conversion provision in the Articles of Association allows for conversion of Class A shares into Class B shares. Nordstjernan AB is the only shareholder whose shareholding provides total voting rights in excess of one-tenth of the voting rights of all the shares in the company. Nordstjernan's shareholding corresponds to 54.6 per cent of the outstanding shares and 49.6 per cent of the votes in Alligo.

## Incentive programmes

### Call option programme 2022/2025

The 2022 Annual General Meeting approved a call option programme containing a maximum of 185,000 options, corresponding to approximately 0.36 per cent of the total number of shares and approximately 0.33 per cent of the total number of votes in the company. The programme is designed for key personnel in senior positions and provides the opportunity to acquire call options at market price for Class B shares repurchased by Alligo. After two years, a subsidy will be paid equivalent to the premium paid for each call option (before tax) provided that the option holder's employment at the Group has not been terminated and that the call options have not been divested prior to this point. The subsidy is recognised as an accrued expense until the time when the employment condition is met. The subsidy is also charged with social security contributions. In June 2024, a subsidy totalling MSEK 1.3 was paid to those option holders whose employment at the Group has not been terminated and whose call options have not been divested. Each call option entitles the holder to acquire one (1) repurchased Class B share in the company on three occasions: 1) during the period from 2 June 2025 to 16 June 2025 inclusive, 2) during the period from 18 August 2025 to 1 September 2025 inclusive, and 3) during the period from 3 November 2025 to 17 November 2025 inclusive. The redemption price has been calculated as SEK 129.30, based on 120 per cent of the volume-weighted average price during the period 12 May to 25 May 2022. If the share price at the time the call option is exercised exceeds SEK 194.00, the redemption price shall be increased krona for krona by the amount in excess of SEK 194.00. The option premium has been calculated as SEK 7.82 by an independent third party according to the accepted Black-Scholes model. 185,000 call options have been allotted and acquired by employees on market terms. Of these, 80,000 have been acquired by the Group CEO and CFO and 105,000 by other key personnel. The option premium paid totals MSEK 1.4.

## Share savings programme PSP 2024

The 2024 Annual General Meeting approved the PSP 2024 share savings programme aimed at Group management and other senior executives based on performance shares. Participants were given the right to acquire Class B investment shares from Alligo during the period 31 May 2024 to 4 June 2024 inclusive. A maximum of 20,475 Class B shares were available for transfer to the participants as investment shares at a price corresponding to the volume-weighted average price for Alligo's share on Nasdaq Stockholm during the period 24 May 2024 to 30 May 2024. During the investment period, 16,749 shares were transferred to the participants, of which 5,725 to the Group's CEO and CFO and 11,024 to other key personnel. The volume-weighted average price was SEK 143.00. For each investment share, five performance share rights were granted, entitling the participant to acquire up to one Class B share (performance share) free of charge. The transfer will be effected by the company transferring Class B treasury shares. The number of performance shares that the participants will be allotted on the basis of performance share rights depends on the fulfilment of predefined performance criteria relating to Alligo's adjusted EBITA and sustainability targets during a vesting period of around three years. The allotment of performance shares also requires, with certain exceptions, the participant to still be in their post and to hold all acquired investment shares until the end of the vesting period. Based on the investment shares transferred during the investment period, a maximum of 83,745 performance shares in total can be transferred by the company within the framework of PSP 2024. According to the resolution of the Annual General Meeting, a maximum of 102,375 performance shares in total were available for transfer by the company.

## Holding of treasury shares

As at 30 June 2024, Alligo's holding of Class B treasury shares amounted to 838,551, after 16,749 shares were transferred to the participants in PSP 2024 during the second quarter. Alligo's holding of treasury shares corresponds to 1.6 per cent of the total number of shares and 1.5 per cent of the total number of votes. There were no changes to the holding of treasury shares after the end of the period.

Alligo's aims in holding treasury shares are to allow it to adapt the Group's capital structure and to enable future acquisitions of companies or businesses to be made through payment in treasury shares, as well as to secure future obligations in share-based incentive programmes.

## Cash dividend

The Annual General Meeting of 23 May 2024 approved a dividend of SEK 3.50 (3.00) per share in line with the proposal of the Board of Directors. This dividend corresponds to 35 per cent (31) of the earnings per share for the financial year. Taking into account the repurchased Class B shares, the dividend corresponds to a total of MSEK 175 (151).



# RISKS AND UNCERTAINTIES

Alligo's profits, financial position and strategic position are affected by both internal factors over which the Group has control and external factors where the opportunity to influence the course of events is limited. The most significant external risk factors for Alligo are the economic and market situation, as well as changes in the number of employees, productivity and willingness to invest within the manufacturing and construction industries, combined with structural changes and the competitive situation.

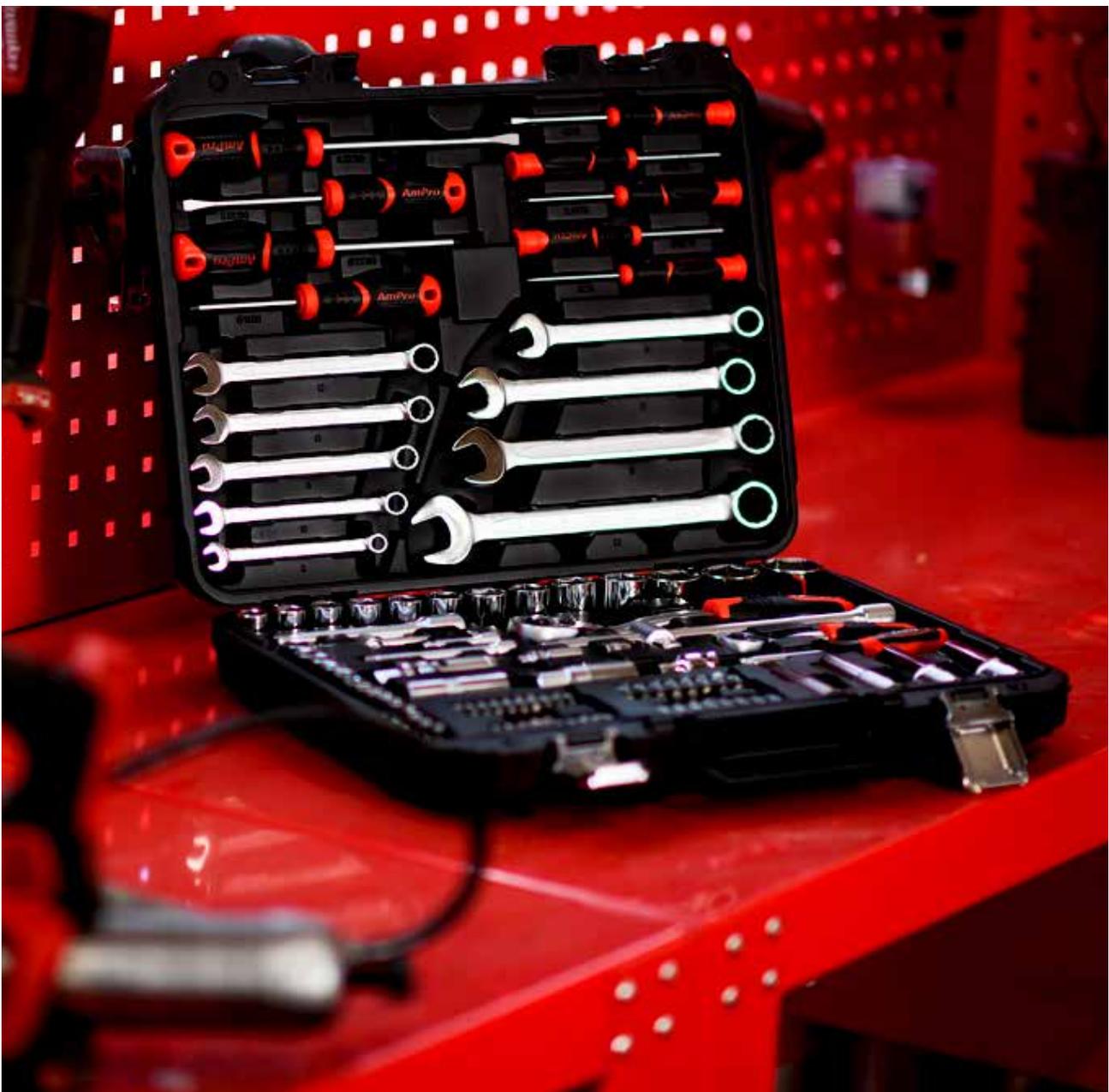
The slowdown in demand has gradually intensified over the past year and the economy has declined, resulting in a more challenging market. Alligo's balanced mix of corporate customers in different sizes and industry segments in three countries dampens the effect of economic fluctuations and contributes to risk spread.

There is also uncertainty regarding developments in the Middle East and

the future impact this may have on the freight market, raw material prices, inflation and the economy. At the same time, geopolitical tensions are growing in other parts of the world and the potential impact is hard to predict. The business has therefore ensured it is well prepared to handle changes in the global situation and in the economy.

Exchange rate fluctuations and a weak Swedish krona may make purchases more expensive, particularly in dollars, which risks having a negative impact on margins. Alligo is constantly working to offset changes in purchase prices by adapting our customer pricing.

For a more detailed summary of the Group's other risks and uncertainties, see pages 32–35 of the annual report for 2023. The parent company is indirectly affected by the above risks and uncertainties through its function in the Group.



## GROUP TARGETS

### Financial targets

Alligo's financial targets focus on profitable growth, financial stability and dividend. The targets have been set based on Alligo's conditions during a medium-term strategy period.

#### TARGET

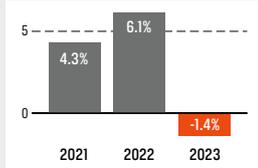
#### OUTCOME

##### GROWTH

# >5%

### Organic growth

Average organic growth shall be more than five per cent per year over a business cycle. Further growth shall also be made through acquisitions.

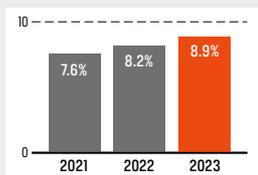


##### PROFITABILITY

# >10%

### Adjusted EBITA margin

The adjusted EBITA margin shall be more than ten per cent per year.

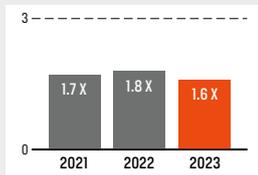


##### INDEBTEDNESS

# <3X

### Ratio of net operational liabilities to adjusted EBITDA

The ratio of net operational liabilities to adjusted EBITDA shall be less than a multiple of three.

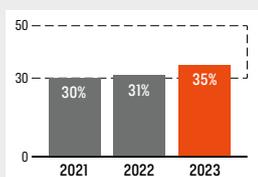


##### DIVIDEND

# 30-50%

### Dividend from net profit

The dividend as a percentage of net profit shall be 30-50 per cent, taking into account other factors such as financial position, cash flow and growth opportunities.



### Sustainability targets

The sustainability targets are based on Alligo's vision and material sustainability issues and are designed to make Alligo a leader in sustainable development in our industry.

#### TARGET

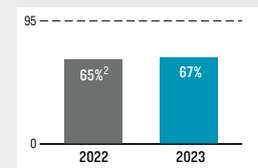
#### OUTCOME

##### RESPONSIBLE SUPPLIER RELATIONSHIPS

# >95%

### Shall meet the Supplier Standard

More than 95 per cent shall meet Alligo's Supplier Standard<sup>1</sup>, measured as a proportion of the total purchase value from suppliers to the standard range.



##### SATISFIED CUSTOMERS

# >75

### Customer Satisfaction Index

The Customer Satisfaction Index (CSI) shall be more than 75.

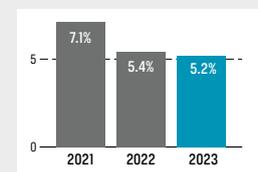
CSI	2021	2022	2023 <sup>3</sup>
Sweden (Swedol)	76	76	-
Sweden (Tools)	79	77	-
Sweden (Grolls)	79	78	-
Norway (Tools)	79	79	-
Norway (Univern)	85	81	-
Finland (Tools)	77	n.a.	-
Finland (Grolls)	76	n.a.	-

##### HEALTH

# <5%

### Sickness absence

Sickness absence shall be less than five per cent of total scheduled hours.

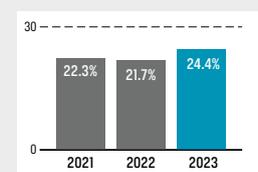


##### GENDER EQUALITY

# >30%

### Proportion of female managers

The proportion of female managers shall be more than 30 per cent.



##### CLIMATE IMPACT

# ↓CO<sub>2</sub>

### Reduced greenhouse gas emissions

Climate emissions shall be reduced.

In December 2023, Alligo joined the Science Based Targets initiative. By the end of 2025, the Group shall set targets for reduced climate emissions.

Year	Target (%)
2023	-
2024	-
2025	-
2026	-

- Alligo's Supplier Standard includes contracts, acceptance of the Supplier Code of Conduct and related restricted chemicals lists, and self-assessments performed by suppliers on the requirements of the Code of Conduct.
- The calculation basis was adjusted in 2023 and the comparative figures for 2022 have been restated according to the same principles.
- The method for measuring customer satisfaction is under review. No outcome for 2023 can be reported.

# FINANCIAL STATEMENTS

## CONDENSED CONSOLIDATED INCOME STATEMENT

MSEK	2024 APR-JUN	2023 APR-JUN	2024 JAN-JUN	2023 JAN-JUN	30/06/2024 12 months to	2023 JAN-DEC
Revenue	2,432	2,388	4,601	4,675	9,261	9,335
Other operating income	37	27	72	60	139 <sup>1</sup>	127 <sup>1</sup>
<b>Total operating income</b>	<b>2,469</b>	<b>2,415</b>	<b>4,673</b>	<b>4,735</b>	<b>9,400</b>	<b>9,462</b>
Cost of goods sold	-1,453	-1,411	-2,730	-2,791	-5,406	-5,467
Personnel costs	-479	-468	-942	-919	-1,807	-1,784
Depreciation, amortisation, impairment losses and reversal of impairment losses	-153	-130	-300	-257	-576	-533
Other operating expenses	-237	-223	-489	-473	-946	-930
<b>Total operating expenses</b>	<b>-2,322</b>	<b>-2,232</b>	<b>-4,461</b>	<b>-4,440</b>	<b>-8,735</b>	<b>-8,714</b>
<b>Operating profit</b>	<b>147</b>	<b>183</b>	<b>212</b>	<b>295</b>	<b>665</b>	<b>748</b>
Financial income	6	3	11	6	18	13
Financial expenses	-42	-28	-80	-55	-152	-127
<b>Net financial items</b>	<b>-36</b>	<b>-25</b>	<b>-69</b>	<b>-49</b>	<b>-134</b>	<b>-114</b>
<b>Profit/loss after financial items</b>	<b>111</b>	<b>158</b>	<b>143</b>	<b>246</b>	<b>531</b>	<b>634</b>
Taxes	-24	-34	-33	-54	-116	-137
<b>Profit/loss for the period</b>	<b>87</b>	<b>124</b>	<b>110</b>	<b>192</b>	<b>415</b>	<b>497</b>
<b>Profit/loss for the period attributable to:</b>						
Parent Company shareholders	85	122	108	190	409	491
Non-controlling interests	2	2	2	2	6	6
<b>Earnings per share</b>						
Before dilution, SEK	1.70	2.42	2.16	3.76	8.17	9.76
After dilution, SEK	1.70	2.42	2.16	3.76	8.16	9.76

1) Other operating income includes revalued contingent additional purchase considerations of MSEK 6.

## CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

MSEK	2024 APR-JUN	2023 APR-JUN	2024 JAN-JUN	2023 JAN-JUN	30/06/2024 12 months to	2023 JAN-DEC
<b>Profit/loss for the period</b>	<b>87</b>	<b>124</b>	<b>110</b>	<b>192</b>	<b>415</b>	<b>497</b>
<b>OTHER COMPREHENSIVE INCOME FOR THE PERIOD</b>						
Components that will not be reclassified to profit/loss for the period:						
Remeasurement of defined benefit pension plans	0	0	0	0	0	0
Tax attributable to components that will not be reclassified	0	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Components that will be reclassified to profit/loss for the period:						
Translation differences	0	36	21	5	-32	-48
Fair value changes for the period in cash flow hedges	-2	6	4	5	-4	-3
Tax attributable to components that will be reclassified	0	-1	-1	-1	0	0
	<b>-2</b>	<b>41</b>	<b>24</b>	<b>9</b>	<b>-36</b>	<b>-51</b>
<b>Other comprehensive income for the period</b>	<b>-2</b>	<b>41</b>	<b>24</b>	<b>9</b>	<b>-36</b>	<b>-51</b>
<b>Comprehensive income for the period</b>	<b>85</b>	<b>165</b>	<b>134</b>	<b>201</b>	<b>379</b>	<b>446</b>
<b>Profit/loss for the period attributable to:</b>						
Parent Company shareholders	83	163	132	199	373	440
Non-controlling interests	2	2	2	2	6	6

## CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

MSEK	30/06/2024	30/06/2023	31/12/2023
<b>ASSETS</b>			
<b>Non-current assets</b>			
Intangible non-current assets	2,871	2,768	2,723
Right-of-use assets	1,235	1,050	1,162
Tangible non-current assets	673	610	666
Financial investments	2	1	2
Other non-current receivables	30	28	29
Deferred tax assets	60	67	59
<b>Total non-current assets</b>	<b>4,871</b>	<b>4,524</b>	<b>4,641</b>
<b>Current assets</b>			
Inventories	2,332	2,386	2,348
Accounts receivable	1,271	1,222	1,164
Other current receivables	267	201	252
Cash and cash equivalents	450	219	382
<b>Total current assets</b>	<b>4,320</b>	<b>4,028</b>	<b>4,146</b>
<b>TOTAL ASSETS</b>	<b>9,191</b>	<b>8,552</b>	<b>8,787</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Equity attributable to Parent Company shareholders	3,563	3,423	3,613
Non-controlling interests	31	22	26
<b>Total equity</b>	<b>3,594</b>	<b>3,445</b>	<b>3,639</b>
<b>Non-current liabilities</b>			
Non-current interest-bearing liabilities	2,114	1,839	1,831
Non-current lease liabilities	851	732	793
Provisions for pensions	0	0	0
Other non-current liabilities and provisions	474	454	475
<b>Total non-current liabilities</b>	<b>3,439</b>	<b>3,025</b>	<b>3,099</b>
<b>Current liabilities</b>			
Current interest-bearing liabilities	0	0	0
Current lease liabilities	433	375	398
Accounts payable	1,067	1,016	1,017
Other current liabilities	658	691	634
<b>Total current liabilities</b>	<b>2,158</b>	<b>2,082</b>	<b>2,049</b>
<b>TOTAL LIABILITIES</b>	<b>5,597</b>	<b>5,107</b>	<b>5,148</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>9,191</b>	<b>8,552</b>	<b>8,787</b>

## CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

MSEK	Equity attributable to Parent Company shareholders					
	Share capital	Reserves	Retained earnings incl. profit/loss for the year	Total	Non-controlling interests	Total equity
<b>Opening equity, 01/01/2023</b>	<b>102</b>	<b>48</b>	<b>3,258</b>	<b>3,408</b>	<b>5</b>	<b>3,413</b>
Profit/loss for the period			190	190	2	192
Other comprehensive income		9		9		9
Dividend			-151	-151		-151
Acquisitions of partly owned subsidiaries				0	15	15
Option liability, acquisitions <sup>1</sup>			-33	-33		-33
<b>Closing equity, 30/06/2023</b>	<b>102</b>	<b>57</b>	<b>3,264</b>	<b>3,423</b>	<b>22</b>	<b>3,445</b>
<b>Opening equity, 01/01/2024</b>	<b>102</b>	<b>48</b>	<b>3,258</b>	<b>3,408</b>	<b>5</b>	<b>3,413</b>
Profit/loss for the period			491	491	6	497
Other comprehensive income		-51		-51		-51
Dividend			-151	-151		-151
Repurchase of own shares			-46	-46		-46
Acquisitions of partly owned subsidiaries				0	15	15
Change in value of option liability			-5	-5		-5
Option liability, acquisitions <sup>2</sup>			-33	-33		-33
<b>Closing equity, 31/12/2023</b>	<b>102</b>	<b>-3</b>	<b>3,514</b>	<b>3,613</b>	<b>26</b>	<b>3,639</b>
<b>Opening equity, 01/01/2024</b>	<b>102</b>	<b>-3</b>	<b>3,514</b>	<b>3,613</b>	<b>26</b>	<b>3,639</b>
Profit/loss for the period			108	108	2	110
Other comprehensive income		24		24		24
Dividend			-175	-175		-175
Share-based payment transactions			0	0		0
Sale of treasury shares			2	2		2
Acquisitions of partly owned subsidiaries			-2	-2	3	1
Option liability, acquisitions <sup>3</sup>			-7	-7		-7
<b>Closing equity, 30/06/2024</b>	<b>102</b>	<b>21</b>	<b>3,440</b>	<b>3,563</b>	<b>31</b>	<b>3,594</b>

- 1) Pertains to the value of the put options in relation to non-controlling interests in the acquired subsidiaries Z-Profil AB, Kents Textiltryck i Halmstad Aktiefbolag and Olympus Profile i Uddevalla AB which grant the shareholders the right to sell shares to Alligo. The price of the options is dependent on the results achieved at the company and may be extended by one year at a time from 2026 onwards.
- 2) Pertains to the value of the put options in relation to non-controlling interests in the acquired subsidiaries Z-Profil AB, Kents Textiltryck i Halmstad Aktiefbolag, Olympus Profile i Uddevalla AB and Topline AB which grant the shareholders the right to sell shares to Alligo. The price of the options is dependent on the results achieved at the company and may be extended by one year at a time from 2026 onwards.
- 3) Pertains to the value of the put options in relation to non-controlling interests in the acquired subsidiary New Profile Sverige AB which grant the shareholders the right to sell shares to Alligo. The price of the options is dependent on the results achieved at the company and may be extended by one year at a time from 2027 onwards.

## CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

MSEK	2024 APR-JUN	2023 APR-JUN	2024 JAN-JUN	2023 JAN-JUN	30/06/2024 12 months to	2023 JAN-DEC
<b>Operating activities</b>						
Profit/loss after financial items	111	158	143	246	531	634
Adjustment for non-cash items	145	129	293	254	566	527
Income taxes paid	-30	-33	-79	-89	-131	-141
<b>Cash flow from operating activities before changes in working capital</b>	<b>226</b>	<b>254</b>	<b>357</b>	<b>411</b>	<b>966</b>	<b>1,020</b>
Change in inventories	93	-32	78	-77	72	-83
Change in operating receivables	-109	22	-41	197	-62	176
Change in operating liabilities	60	43	4	-98	-18	-120
<b>Cash flow from operating activities</b>	<b>270</b>	<b>287</b>	<b>398</b>	<b>433</b>	<b>958</b>	<b>993</b>
<b>Investing activities</b>						
Net investments in non-current assets	-27	-58	-61	-89	-187	-215
Acquisition of subsidiaries and other business units	-61	-85	-185	-122	-189	-126
<b>Cash flow from investing activities</b>	<b>-88</b>	<b>-143</b>	<b>-246</b>	<b>-211</b>	<b>-376</b>	<b>-341</b>
<b>Financing activities</b>						
Borrowings	-	92	280	92	280	92
Repayment of loans	-108	-71	-192	-160	-410	-378
Repurchase/sale of treasury shares	2	-	2	-	-44	-46
Dividends paid	-175	-151	-175	-151	-175	-151
<b>Cash flow from financing activities</b>	<b>-281</b>	<b>-130</b>	<b>-85</b>	<b>-219</b>	<b>-349</b>	<b>-483</b>
<b>Cash flow for the period</b>	<b>-99</b>	<b>14</b>	<b>67</b>	<b>3</b>	<b>233</b>	<b>169</b>
Cash and cash equivalents at the beginning of the period	550	206	382	215	219	215
Exchange difference in cash and cash equivalents	-1	-1	1	1	-2	-2
<b>Cash and cash equivalents at the end of the period</b>	<b>450</b>	<b>219</b>	<b>450</b>	<b>219</b>	<b>450</b>	<b>382</b>

## CONDENSED PARENT COMPANY INCOME STATEMENT

MSEK	2024 APR-JUN	2023 APR-JUN	2024 JAN-JUN	2023 JAN-JUN	30/06/2024 12 months to	2023 JAN-DEC
Revenue	5	7	11	15	21	25
Other operating income	3	3	3	3	3	3
<b>Total operating income</b>	<b>8</b>	<b>10</b>	<b>14</b>	<b>18</b>	<b>24</b>	<b>28</b>
Operating expenses	-11	-9	-19	-21	-32	-34
<b>Operating profit</b>	<b>-3</b>	<b>1</b>	<b>-5</b>	<b>-3</b>	<b>-8</b>	<b>-6</b>
Financial income and expenses	-4	0	-6	-2	-12	-8
<b>Profit/loss after financial items</b>	<b>-7</b>	<b>1</b>	<b>-11</b>	<b>-5</b>	<b>-20</b>	<b>-14</b>
Appropriations	0	-	-	-	108	108
<b>Profit/loss before tax</b>	<b>-7</b>	<b>1</b>	<b>-11</b>	<b>-5</b>	<b>88</b>	<b>94</b>
Taxes	1	0	2	1	-19	-20
<b>Profit/loss for the period</b>	<b>-6</b>	<b>1</b>	<b>-9</b>	<b>-4</b>	<b>69</b>	<b>74</b>

There are no items at the parent company that are recognised under other comprehensive income. Total comprehensive income therefore corresponds to the profit/loss for the period.

## CONDENSED PARENT COMPANY BALANCE SHEET

MSEK	30/06/2024	30/06/2023	31/12/2023
<b>ASSETS</b>			
Intangible non-current assets	0	0	0
Tangible non-current assets	0	0	0
Financial non-current assets	3,434	3,437	3,432
<b>Total non-current assets</b>	<b>3,434</b>	<b>3,437</b>	<b>3,432</b>
Current receivables	455	475	564
Cash and bank	373	167	329
<b>Total current assets</b>	<b>828</b>	<b>642</b>	<b>893</b>
<b>TOTAL ASSETS</b>	<b>4,262</b>	<b>4,079</b>	<b>4,325</b>
<b>EQUITY, PROVISIONS AND LIABILITIES</b>			
Restricted equity	102	102	102
Non-restricted equity	1,456	1,605	1,638
<b>Total equity</b>	<b>1,558</b>	<b>1,707</b>	<b>1,740</b>
Untaxed reserves	33	1	33
Provisions	4	4	4
Non-current liabilities	2,114	1,838	1,831
Current liabilities	553	529	717
<b>TOTAL EQUITY, PROVISIONS AND LIABILITIES</b>	<b>4,262</b>	<b>4,079</b>	<b>4,325</b>

# NOTES

## NOTE 1 Accounting policies

The interim report for the Group has been prepared in accordance with IFRS, with the application of IAS 34 Interim Financial Reporting, the Swedish Annual Accounts Act and the Swedish Securities Markets Act. Disclosures in accordance with paragraph 16A of IAS 34 are made in the financial statements and related notes, as well as in other sections of the report. The interim report for the parent company has been prepared in accordance with the Swedish Annual Accounts Act and the Swedish Securities Markets Act, which is consistent with the provisions of Recommendation RFR 2 Accounting for Legal Entities of the Swedish Financial Reporting Board. The accounting policies and assessment criteria applied are the same as in the annual report for 2023.

Amounts quoted in the interim report are stated in millions of Swedish kronor (MSEK) unless otherwise indicated. Amounts in parentheses refer to the comparison period.

### New accounting policy

#### Share savings programme PSP 2024

Compensation costs relating to share savings programmes are recognised during the vesting period based on the fair value of performance shares at the time of allotment, taking into account the performance criteria. Equity is adjusted by the corresponding amount.

The expected number of allotted shares is estimated on each closing date during the vesting period. The effects of any change to previous assessment of performance criteria are recognised in the income statement with a corresponding adjustment in equity. Social security contributions calculated on the basis of the fair value of the shares are expensed in the income statement and paid in the event that the criteria are met and the employees therefore receive the performance shares when the programme ends.

## NOTE 2 Operating segments

The Group's operating segments consist of the geographic segments of Sweden, Norway and Finland. The operating segments reflect the operational organisation, as used by Group's corporate management and the Board of Directors to monitor operations. Group-wide includes the Group's management and support functions. The support functions include Investor Relations

and Legal. Financial items and taxes are not broken down by operating segment and are instead reported as a whole in Group-wide. Intra-Group pricing between the operating segments takes place on market terms. The accounting policies are the same as for the consolidated financial statements.

MSEK	APR-JUN 2024				Group-wide	Eliminations	Group total
	Sweden	Norway	Finland <sup>1</sup>	Total segments			
External revenue	1,331	687	414	2,432			2,432
Internal revenue	79	4	0	83		-83	0
<b>Revenue</b>	<b>1,410</b>	<b>691</b>	<b>414</b>	<b>2,515</b>	<b>0</b>	<b>-83</b>	<b>2,432</b>
<b>Adjusted EBITA</b>	<b>129</b>	<b>26</b>	<b>13</b>	<b>168</b>	<b>-2</b>	<b>-</b>	<b>166</b>
Items affecting comparability <sup>2</sup>	1	-2	-3	-4	0	-	-4
Amortisation of intangible assets in connection with corporate acquisitions	-10	-3	-2	-15	-	-	-15
<b>Operating profit</b>	<b>120</b>	<b>21</b>	<b>8</b>	<b>149</b>	<b>-2</b>	<b>-</b>	<b>147</b>
<b>Non-current assets</b>	<b>3,314</b>	<b>838</b>	<b>627</b>	<b>4,779</b>	<b>0</b>	<b>-</b>	<b>4,779</b>
	APR-JUN 2023						
MSEK	Sweden	Norway	Finland <sup>1</sup>	Total segments	Group-wide	Eliminations	Group total
External revenue	1,332	609	447	2,388	-	-	2,388
Internal revenue	81	6	0	87	-	-87	0
<b>Revenue</b>	<b>1,413</b>	<b>615</b>	<b>447</b>	<b>2,475</b>	<b>-</b>	<b>-87</b>	<b>2,388</b>
<b>Adjusted EBITA</b>	<b>155</b>	<b>29</b>	<b>16</b>	<b>200</b>	<b>1</b>	<b>-</b>	<b>201</b>
Items affecting comparability <sup>3</sup>	-4	-	-	-4	-	-	-4
Amortisation of intangible assets in connection with corporate acquisitions	-9	-3	-2	-14	-	-	-14
<b>Operating profit</b>	<b>142</b>	<b>26</b>	<b>14</b>	<b>182</b>	<b>1</b>	<b>-</b>	<b>183</b>
<b>Non-current assets</b>	<b>3,244</b>	<b>620</b>	<b>564</b>	<b>4,428</b>	<b>0</b>	<b>-</b>	<b>4,428</b>

1) The Finland operating segment also includes Estonia.

2) Costs for organisational changes and efficiency measures in connection with the savings programme implemented, as well as acquisition costs.

3) Items affecting comparability relate to costs for organisational changes in connection with the savings programme implemented.

**NOTE 2** Operating segments cont.

MSEK	JAN-JUN 2024						
	Sweden	Norway	Finland <sup>1</sup>	Total segments	Group-wide	Eliminations	Group total
External revenue	2,508	1,304	789	4,601			4,601
Internal revenue	146	10	1	157		-157	0
<b>Revenue</b>	<b>2,654</b>	<b>1,314</b>	<b>790</b>	<b>4,758</b>	-	-157	<b>4,601</b>
<b>Adjusted EBITA</b>	<b>204</b>	<b>41</b>	<b>9</b>	<b>254</b>	-4		<b>250</b>
Items affecting comparability <sup>2</sup>	-1	-3	-4	-8	-	-	-8
Amortisation of intangible assets in connection with corporate acquisitions	-21	-5	-4	-30	-	-	-30
<b>Operating profit</b>	<b>182</b>	<b>33</b>	<b>1</b>	<b>216</b>	-4	-	<b>212</b>
<b>Non-current assets</b>	<b>3,314</b>	<b>838</b>	<b>627</b>	<b>4,779</b>	0	-	<b>4,779</b>

MSEK	JAN-JUN 2023						
	Sweden	Norway	Finland <sup>1</sup>	Total segments	Group-wide	Eliminations	Group total
External revenue	2,536	1,272	867	4,675			4,675
Internal revenue	149	12	0	161		-161	0
<b>Revenue</b>	<b>2,685</b>	<b>1,284</b>	<b>867</b>	<b>4,836</b>	-	-161	<b>4,675</b>
<b>Adjusted EBITA</b>	<b>240</b>	<b>64</b>	<b>27</b>	<b>331</b>	-3		<b>328</b>
Items affecting comparability <sup>3</sup>	-4	-	-	-4	-	-	-4
Amortisation of intangible assets in connection with corporate acquisitions	-20	-6	-3	-29	-	-	-29
<b>Operating profit</b>	<b>216</b>	<b>58</b>	<b>24</b>	<b>298</b>	-3	-	<b>295</b>
<b>Non-current assets</b>	<b>3,244</b>	<b>620</b>	<b>564</b>	<b>4,428</b>	0	-	<b>4,428</b>

MSEK	JAN-DEC 2023						
	Sweden	Norway	Finland <sup>1</sup>	Total segments	Group-wide	Eliminations	Group total
External revenue	5,058	2,569	1,708	9,335			9,335
Internal revenue	299	42	1	342		-342	0
<b>Revenue</b>	<b>5,357</b>	<b>2,611</b>	<b>1,709</b>	<b>9,677</b>	-	-342	<b>9,335</b>
<b>Adjusted EBITA</b>	<b>612</b>	<b>160</b>	<b>61</b>	<b>833</b>	-6	-	<b>827</b>
Items affecting comparability <sup>4</sup>	-9	-5	-6	-20	-	-	-20
Amortisation of intangible assets in connection with corporate acquisitions	-40	-11	-8	-59	-	-	-59
<b>Operating profit</b>	<b>563</b>	<b>144</b>	<b>47</b>	<b>754</b>	-6	-	<b>748</b>
<b>Non-current assets</b>	<b>3,184</b>	<b>812</b>	<b>556</b>	<b>4,552</b>	0	-	<b>4,552</b>

1) The Finland operating segment also includes Estonia.

2) Costs for organisational changes and efficiency measures in connection with the savings programme implemented, as well as acquisition costs.

3) Items affecting comparability relate to costs for organisational changes in connection with the savings programme implemented.

4) Items affecting comparability relate to costs for the scrapping of Covid materials, costs for organisational changes and efficiency measures in connection with the savings programme implemented, as well as acquisition costs.

**NOTE 3 Revenue by category**

<b>COUNTRY</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>2023</b>
<b>MSEK</b>	<b>APR-JUN</b>	<b>APR-JUN</b>	<b>JAN-JUN</b>	<b>JAN-JUN</b>	<b>JAN-DEC</b>
Sweden	1,331	1,332	2,508	2,536	5,058
Norway	687	609	1,304	1,272	2,569
Finland	414	447	789	867	1,708
<b>Total revenue</b>	<b>2,432</b>	<b>2,388</b>	<b>4,601</b>	<b>4,675</b>	<b>9,335</b>

<b>PRODUCT BRANDS</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>2023</b>
<b>MSEK</b>	<b>APR-JUN</b>	<b>APR-JUN</b>	<b>JAN-JUN</b>	<b>JAN-JUN</b>	<b>JAN-DEC</b>
<b>Own brands</b>					
Sweden	280	304	539	579	1,210
Norway	100	93	195	185	424
Finland	50	39	86	74	175
<b>Total own brands</b>	<b>430</b>	<b>436</b>	<b>820</b>	<b>838</b>	<b>1,809</b>
<b>External brands</b>					
Sweden	1,051	1,028	1,969	1,957	3,848
Norway	587	516	1,109	1,087	2,145
Finland	364	408	703	793	1,533
<b>Total external brands</b>	<b>2,002</b>	<b>1,952</b>	<b>3,781</b>	<b>3,837</b>	<b>7,526</b>
<b>Total revenue</b>	<b>2,432</b>	<b>2,388</b>	<b>4,601</b>	<b>4,675</b>	<b>9,335</b>

**NOTE 4 Fair value of financial instruments**

The Group has financial instruments where level 3 has been used to determine the fair value. Financial liabilities measured at fair value through profit or loss pertain to additional purchase considerations not yet paid and at the end of the period amounted to MSEK 45. The additional purchase considerations are based on gross profit for the years 2023-2026, as well as revenue growth. The additional purchase considerations are valued on an ongoing basis using a probability assessment, where an evaluation is made of whether they will be paid at the agreed amounts. Management has taken into account here the risk for the outcome of future cash flows. The fair value of the Group's financial assets and liabilities is estimated to be the same as their carrying amount.

Call and put options issued to non-controlling interests are measured based on the conditions stipulated in the purchase agreement and the shareholder agreement and are discounted on the balance sheet date. The key parameter is the change in value of the share, which is based on results up to an estimated maturity date. Changes in the value of call and put options issued to non-controlling interests are recognised directly in equity.

The Group does not use net recognition for any of its material assets or liabilities. There were no transfers between levels or measurement categories during the period.

**CHANGES FOR FINANCIAL INSTRUMENTS MEASURED AT LEVEL 3**

<b>LIABILITIES, MSEK</b>	<b>Contingent purchase considerations</b>	<b>Call and put options</b>
<b>Opening value, 01/01/2024</b>	<b>26</b>	<b>47</b>
Cost, acquisitions	26	-
Additional purchase considerations paid	-8	-
Recognised in operating profit	0	-
Recognised in net financial items	0	-
Recognised in equity	-	-
Translation differences	0	-
<b>Closing value 30/06/2024</b>	<b>45</b>	<b>47</b>
<b>Expected payments</b>		
Expected payments < 12 months	32	
Expected payments > 12 months	13	

**NOTE 5 Business combinations****Business combinations in 2024****Share transfers**

Alligo made six corporate acquisitions with closing during the first six months of 2024. None of these acquisitions is deemed significant enough to require a separate presentation of the acquisition analysis.

- On 8 December 2023, Alligo signed an agreement to acquire 100 per cent of the shares in Norwegian company Tore Vagle AS, which has operations in Sandnes and sells tools and industrial components. Tore Vagle AS generates annual revenue of approximately MNOK 40 and has 11 employees. Closing took place on 2 January 2024.
- On 13 December 2023, Alligo signed an agreement to acquire 100 per cent of the shares in Svets och Tillbehör i Sverige AB, which operates in Ystad and has a broad offering within welding and grinding and related service business. Svets och Tillbehör i Sverige AB generates annual revenue of approximately MSEK 120 and has 22 employees. Closing took place on 2 January 2024.
- On 13 December 2023, Alligo signed an agreement to acquire 100 per cent of the shares in Svetspartner i Malmö AB ("Järnab"), which has a broad offering within welding and grinding and related service business. Svetspartner i Malmö AB generates annual revenue of approximately MSEK 25 and has 10 employees. Closing took place on 2 January 2024.
- On 3 May, Alligo acquired 100 per cent of the shares in Wiklunds i Bollnäs AB. The company has a store in Bollnäs and sells tools, consumables, workwear and personal protective equipment. Wiklunds generates annual revenue of approximately MSEK 30 and has six employees. Closing took place in conjunction with the acquisition.
- On 11 June, Alligo acquired 70 per cent of the shares in product media company New Promotion Sverige AB. The company and its subsidiary, New Profile Skövde AB, have operations in Lidköping and Skövde. Together, the companies generate annual revenue of approximately MSEK 45 and have six employees. Closing took place in conjunction with the acquisition.
- On 14 June, Alligo acquired 100 per cent of the shares in Norwegian company Workwear AS, which sells workwear and personal protective equipment and has stores in Oslo and Gjøvik. Workwear AS generates annual revenue of approximately MNOK 30 and has nine employees. Closing took place in conjunction with the acquisition.

During the period, the acquired companies have contributed MSEK 99 to the Group's revenue and MSEK 9 to the Group's adjusted EBITA. Calculated as if closing had taken place on 1 January 2024, the acquired companies have contributed MSEK 134 to the Group's revenue and MSEK 11 to the Group's adjusted EBITA. The total purchase consideration for the acquisitions amounted to MSEK 219, of which MSEK 26 comprised additional purchase considerations. Acquisition costs of approximately MSEK 5 were recognised as other operating expenses during the period.

**Additional purchase considerations paid**

During the period, additional purchase considerations of MSEK 8 were paid. The outcome for the additional purchase considerations is in line with previously made assessments.

**Acquisition analyses**

Some of the surplus value in the preliminary acquisition analyses has been allocated to customer relations, while the unallocated surplus value has been assigned to goodwill. Goodwill relates to unidentifiable intangible assets and synergies within procurement, logistics, IT and administration, for example, that are expected to arise as a result of the acquisition. Goodwill has an indefinable useful life and is not amortised but is tested for impairment annually or where there are indications of a decline in value. The estimated value of customer relations is amortised over an estimated useful life of 10 years. The main reason why the acquisition analyses are considered to be preliminary is that only a short time has passed since the acquisitions.

**SHARE TRANSFERS**

MSEK	Carrying amount	Fair value adjustment	Fair value
<b>ACQUIRED ASSETS</b>			
Intangible non-current assets		50	50
Right-of-use assets		52	52
Other non-current assets	7	2	9
Inventories	56	-12	44
Other current assets	57		57
<b>TOTAL ASSETS</b>	<b>120</b>	<b>92</b>	<b>212</b>
<b>ACQUIRED PROVISIONS AND LIABILITIES</b>			
Non-current liabilities	7		7
Lease liabilities		52	52
Deferred tax liability	3	10	13
Current operating liabilities	43		43
<b>TOTAL PROVISIONS AND LIABILITIES</b>	<b>53</b>	<b>62</b>	<b>115</b>
<b>NET OF ASSETS AND LIABILITIES (identified)</b>	<b>67</b>	<b>30</b>	<b>97</b>
Goodwill			126
Non-controlling interests			-4
<b>Purchase consideration</b>			<b>219</b>
Of which unsettled purchase consideration			-4
Of which additional purchase consideration			-26
Additional purchase consideration paid			8
Cash and cash equivalents in acquired companies			-22
Loans settled on acquisition			10
<b>EFFECT ON GROUP CASH AND CASH EQUIVALENTS</b>			<b>185</b>

**NOTE 5 Business combinations cont.****CORPORATE ACQUISITIONS CONDUCTED**

Acquisitions – from the 2020 financial year onwards	Closing	Revenue <sup>1</sup>	Number of employees <sup>1</sup>
Swedol AB <sup>2</sup> , SE/NO/FI	April 2020	MSEK 3,650	1,046
Imatran Pultti Oy, FI	April 2021	MEUR 5	11
RAF Romerike Arbeidstøy AS, NO	October 2021	MNOK 16	4
Liukkosen Pultti Oy, FI	February 2022	MEUR 4.5	12
Lunna AS, NO	March 2022	MNOK 82	26
H E Seglem AS Industriverksamhet <sup>3</sup> , NO	June 2022	MNOK 40	8
Magnusson Agentur AB, SE	July 2022	MSEK 27	6
L VH AS, NO	August 2022	MNOK 13	4
Profeel Sweden AB <sup>4</sup> , SE	November 2022	MNOK 70	18
Z-profil AB <sup>5</sup> , SE	January 2023	MSEK 40	13
Kents Textiltryck i Halmstad Aktiebolag <sup>5</sup> , SE	January 2023	MSEK 40	15
Olympus Profile i Uddevalla AB <sup>5</sup> , SE	January 2023	MSEK 40	13
Kitakone Oy, FI	April 2023	MEUR 3	8
Topline AB <sup>5</sup> , SE	June 2023	MSEK 60	16
Pirilä Group Oy (Tampereen Pirkka-Hitsi Oy), FI	June 2023	MEUR 5	13
Tore Vagle AS, NO	January 2024	MNOK 40	11
Svets och Tillbehör i Sverige AB, SE	January 2024	MSEK 120	22
Svetspartner i Malmö AB, SE	January 2024	MSEK 25	10
Wiklunds i Bollnäs AB, SE	May 2024	MSEK 30	6
New Promotion Sverige AB <sup>5</sup> , SE	June 2024	MSEK 45	6
Workwear AS, NO	June 2024	MNOK 30	9
<b>Acquisitions – after the end of the period</b>			
T. Brantestig Svetsmaskinservice AB, SE	July 2024	MSEK 30	8
Sundholm Welding AB, SE	July 2024	MSEK 20	6

1) Refers to full-year information at the time of acquisition.

2) Following the closure of the public offering to the shareholders of Swedol AB, Alligo's holding amounted to approximately 99 per cent of the shares. The compulsory redemption of the remaining shares outstanding in Swedol was called for and preferential rights to the shares were granted by the arbitration board in the compulsory redemption dispute proceedings in early July 2020. Alligo subsequently owns 100 per cent of the shares and votes in Swedol.

3) The acquisition was carried out as a conveyance of assets and liabilities.

4) Alligo acquired 75 per cent of the shares.

5) Alligo acquired 70 per cent of the shares in each company.

**NOTE 6 Pledged assets and contingent liabilities**

Group, MSEK	30/06/2024	30/06/2023	31/12/2023
Pledged assets	3	3	3
Contingent liabilities	10	11	10
Parent Company, MSEK	30/06/2024	30/06/2023	31/12/2023
Pledged assets	-	-	-
Contingent liabilities	-	-	-

# SIGNATURES

The Board of Directors and the Chief Executive Officer deem that the interim report gives a true and fair view of the business, financial position and performance of the company and of the Group and describes the significant risks and uncertainties faced by the company and the constituent companies of the Group.

Stockholm, 17 July 2024  
Alligo AB (publ)

Göran Näsholm  
Chair of the Board

Cecilia Marlow  
Board member

Johan Lilliehöök  
Board member

Christina Åqvist  
Board member

Stefan Hedelius  
Board member

Johan Sjö  
Board member

Johanna Främberg  
Board member  
Employee representative

Emma Hammarlund  
Board member  
Employee representative

Clein Johansson Ullenvik  
Group President and CEO

This interim report has not been reviewed by the company's auditors.

The information in this report is such that Alligo AB (publ) is obliged to publish under the EU Market Abuse Regulation and the Swedish Securities Markets Act. The information was submitted for publication through the agency of the Chief Executive Officer on 17 July 2024 at 08:00 CEST.

# KEY PERFORMANCE INDICATORS (KPIs)

Group	2024 APR-JUN	2023 APR-JUN	2024 JAN-JUN	2023 JAN-JUN	30/06/2024 12 months to	2023 JAN-DEC
<b>IFRS KEY PERFORMANCE INDICATORS</b>						
<b>Earnings per share</b>						
Before dilution, SEK	1.70	2.42	2.16	3.76	8.17	9.76
After dilution, SEK	1.70	2.42	2.16	3.76	8.16	9.76
<b>ALTERNATIVE KEY PERFORMANCE INDICATORS</b>						
<b>Income statement-based KPIs</b>						
Revenue, MSEK	2,432	2,388	4,601	4,675	9,261	9,335
Gross profit, MSEK	979	977	1,871	1,884	3,855	3,868
Operating profit, MSEK	147	183	212	295	665	748
Items affecting comparability, MSEK	-4	-4	-8	-4	-24	-20
Amortisation of intangible assets in connection with corporate acquisitions, MSEK	-15	-14	-30	-29	-60	-59
Adjusted EBITA, MSEK	166	201	250	328	749	827
Depreciation/amortisation of tangible and other intangible non-current assets, MSEK <sup>1</sup>	-33	-28	-65	-54	-122	-111
Adjusted EBITDA, MSEK	191	223	298	370	842	914
Profit after financial items, MSEK	111	158	143	246	531	634
Gross margin, %	40.3	40.9	40.7	40.3	41.6	41.4
Operating margin, %	6.0	7.7	4.6	6.3	7.2	8.0
Adjusted EBITA margin, %	6.8	8.4	5.4	7.0	8.1	8.9
Profit margin, %	4.6	6.6	3.1	5.3	5.7	6.8
<b>Profitability KPIs</b>						
Return on working capital (adjusted EBITA/WC), %					29	32
Return on capital employed, %					10	12
Return on equity, %					12	14
<b>Financial position KPIs</b>						
Net financial liabilities, MSEK	2,948	2,727	2,948	2,727	2,948	2,640
Net operational liabilities, MSEK	1,664	1,620	1,664	1,620	1,664	1,449
Ratio of net operational liabilities to adjusted EBITDA					2	2
Equity <sup>2</sup> , MSEK	3,563	3,423	3,563	3,423	3,563	3,613
Equity/assets ratio, %	39	40	39	40	39	41
<b>Other KPIs</b>						
No. of employees at the end of the period	2,455	2472	2,455	2472	2,455	2,443
Share price at the end of the period, SEK	144	110	144	110	144	124

1) Total depreciation/amortisation of tangible and intangible non-current assets, excluding amortisation of intangible assets in connection with corporate acquisitions and the effects of IFRS 16.

2) Refers to equity attributable to the Parent Company's shareholders.

# DEFINITIONS AND PURPOSE OF KPIs

Alligo reports key performance indicators in order to describe the underlying profitability of the business and improve comparability. The Group applies ESMA's guidelines on alternative key performance indicators.

## Gross margin

Ratio of gross profit, i.e. revenue minus cost of goods sold, to revenue.

» Used to measure product profitability.

## Operating profit (EBIT)

Profit before financial items and tax

» Used to present the Group's earnings before interest and taxes.

## Items affecting comparability

Items affecting comparability include revenue and expenses that do not arise regularly in the operating activities.

» Excluding items affecting comparability increases the comparability of results between periods.

## Adjusted EBITA

Operating profit adjusted for items affecting comparability before amortisation and impairment of intangible assets arising in connection with corporate acquisitions.

» Used to present the Group's earnings generated from operating activities.

## Adjusted EBITDA

Operating profit adjusted for items affecting comparability before depreciation and write-down of tangible non-current assets and amortisation and impairment of goodwill and other intangible non-current assets incurred in connection with corporate acquisitions and equivalent transactions, excluding effects on operating profit of reporting in accordance with IFRS 16.

» This key performance indicator is used to calculate the debt ratio, excluding the effects of IFRS 16.

## Operating margin

Operating profit (EBIT) relative to revenue.

» Used to measure the Group's earnings generated before interest and tax and provides an understanding of the earnings performance over time. Specifies the percentage of revenue remaining to cover interest payments and tax and to provide profit after the Group's expenses have been paid.

## Adjusted EBITA margin

Adjusted EBITA as a percentage of revenue.

» Used to measure the Group's earnings generated from operating activities and provides an understanding of the earnings performance over time. The adjusted EBITA margin based on revenue from both external and internal customers is presented per business area (operating segment).

## Profit margin

Profit after financial items as a percentage of revenue.

» Used to assess the Group's earnings generated before tax and presents the share of revenue that the Group may retain in earnings before tax.

## Return on working capital (adjusted EBITA/WC)

Adjusted EBITA for the most recent 12-month period divided by average working capital measured as total working capital (accounts receivable and inventories less accounts payable) at the end of each month for the most recent 12-month period and the opening balance at the start of the period divided by 13.

» The Group's internal profitability target, which encourages high adjusted EBITA and low tied-up capital. Used to analyse profitability in the Group and its various operations.

## Return on capital employed

Operating profit plus financial income for the most recent 12-month period divided by average capital employed measured as the balance sheet total less non-interest-bearing liabilities and provisions at the end of the most recent four quarters and the opening balance at the start of the period divided by five.

» Presented to show the Group's return on its externally financed capital and equity, meaning independent of its financing.

## Return on equity

Net profit for the most recent 12-month period divided by average equity measured as total equity attributable to parent company shareholders at the end of the most recent four quarters and the opening balance at the start of the period divided by five.

» Used to measure the return generated on the capital invested by the shareholders.

## Net financial liabilities

Net financial liabilities measured as non-current interest-bearing liabilities and current interest-bearing liabilities, less cash and cash equivalents at the end of the period.

» Used to monitor the debt trend and analyse the Group's total indebtedness including lease liabilities.

## Net operational liabilities

Net operational liabilities measured as non-current interest-bearing liabilities and current interest-bearing liabilities, excluding lease liabilities and net provisions for pensions, less cash and cash equivalents at the end of the period.

» Used to monitor the debt trend and analyse the Group's total indebtedness excluding lease liabilities and net provisions for pensions.

## Ratio of net operational liabilities to adjusted EBITDA

Net operational liabilities divided by adjusted EBITDA for a rolling twelve-month period.

» This key performance indicator shows the multiple of the adjusted EBITDA result for the most recent twelve-month period that would be needed in order to settle net operational liabilities. As a debt ratio, the indicator shows the Group's resilience and interest rate sensitivity.

## Equity/assets ratio

Equity attributable to parent company shareholders as a percentage of the balance sheet total at the end of the period.

» Used to analyse the financial risk in the Group and show how much of the Group's assets are financed by equity.

## Change in revenue from like-for-like sales

Revenue from like-for-like sales refers to sales in local currency from stores that were part of the Group during the current period and the entire corresponding period in the preceding year.

» Used to analyse the underlying sales growth driven by changes in volume, the product and service offering, and the price for similar products and services across different periods, excluding growth driven by newly opened stores.

## Organic growth

Organic growth refers to sales in local currency from stores that were part of the Group during the current period and the entire corresponding period in the preceding year, as well as sales from new stores opened during the year.

» Used to analyse the underlying sales growth driven by changes in volume, the product and service offering, and the price for similar products and services across different periods, including growth driven by newly opened stores.

## Other units

Other units refers to acquired or divested units during the corresponding period.

# DERIVATION OF ALTERNATIVE KPIs

Alligo uses certain financial key performance indicators in its analysis of the business and its performance that are not calculated in accordance with IFRS. The company believes that these alternative key performance indicators provide valuable information for the company's Board of Directors, owners and investors, as they enable a more accurate assessment of current trends and Alligo's performance when combined with other key performance

indicators calculated in accordance with IFRS. As not all listed companies calculate these financial key performance indicators in the same way, there is no guarantee that the information is comparable with other companies' key performance indicators of the same name. Hence, these financial key performance indicators must not be viewed as a replacement for those measures calculated in accordance with IFRS.

<b>GROSS PROFIT</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>30/06/2024</b>	<b>2023</b>
<b>MSEK</b>	<b>APR-JUN</b>	<b>APR-JUN</b>	<b>JAN-JUN</b>	<b>JAN-JUN</b>	<b>12 months to</b>	<b>JAN-DEC</b>
Revenue	2,432	2,388	4,601	4,675	9,261	9,335
Cost of goods sold	-1,453	-1,411	-2,730	-2,791	-5,406	-5,467
<b>Gross profit</b>	<b>979</b>	<b>977</b>	<b>1,871</b>	<b>1,884</b>	<b>3,855</b>	<b>3,868</b>

<b>ADJUSTED EBITA</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>30/06/2024</b>	<b>2023</b>
<b>MSEK</b>	<b>APR-JUN</b>	<b>APR-JUN</b>	<b>JAN-JUN</b>	<b>JAN-JUN</b>	<b>12 months to</b>	<b>JAN-DEC</b>
Operating profit	147	183	212	295	665	748
<b>Items affecting comparability</b>						
Organisational changes	4 <sup>1)</sup>	4 <sup>3)</sup>	8 <sup>1)</sup>	4 <sup>3)</sup>	13 <sup>1-3)</sup>	9 <sup>1)</sup>
Scrapping of stocks <sup>2)</sup>	0	-	-	-	11	11
Amortisation and impairment of intangible assets in connection with corporate acquisitions	15	14	30	29	60	59
<b>Adjusted EBITA</b>	<b>166</b>	<b>201</b>	<b>250</b>	<b>328</b>	<b>749</b>	<b>827</b>
Operating profit excl. IFRS 16	139	177	195	283	636	724
Amortisation and impairment of other intangible non-current assets	9	10	18	18	35	35
Depreciation and write-downs of tangible non-current assets	24	18	47	36	87	76
<b>Adjusted EBITDA</b>	<b>191</b>	<b>223</b>	<b>298</b>	<b>370</b>	<b>842</b>	<b>914</b>

1) Costs for organisational changes and efficiency measures in connection with the savings programme implemented, as well as acquisition costs.

2) Scrapping of Covid materials.

3) Costs for organisational changes in connection with the savings programme implemented.

<b>WORKING CAPITAL</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>30/06/2024</b>	<b>2023</b>
<b>MSEK</b>	<b>APR-JUN</b>	<b>APR-JUN</b>	<b>JAN-JUN</b>	<b>JAN-JUN</b>	<b>12 months to</b>	<b>JAN-DEC</b>
<b>Average operating assets</b>						
Average inventories	2,389	2,238	2,389	2,238	2,389	2,353
Average accounts receivable	1,205	1,201	1,205	1,201	1,205	1,207
<b>Total average operating assets</b>	<b>3,594</b>	<b>3,439</b>	<b>3,594</b>	<b>3,439</b>	<b>3,594</b>	<b>3,561</b>
<b>Average operating liabilities</b>						
Average accounts payable	-991	-974	-991	-974	-991	-968
<b>Total average operating liabilities</b>	<b>-991</b>	<b>-974</b>	<b>-991</b>	<b>-974</b>	<b>-991</b>	<b>-968</b>
<b>Average working capital</b>	<b>2,603</b>	<b>2,465</b>	<b>2,603</b>	<b>2,465</b>	<b>2,603</b>	<b>2,593</b>
Adjusted EBITA					749	827
<b>Return on working capital (adjusted EBITA/WC), %</b>					<b>29</b>	<b>32</b>

<b>CAPITAL EMPLOYED</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>30/06/2024</b>	<b>2023</b>
<b>MSEK</b>	<b>APR-JUN</b>	<b>APR-JUN</b>	<b>JAN-JUN</b>	<b>JAN-JUN</b>	<b>12 months to</b>	<b>JAN-DEC</b>
Average balance sheet total	8,867	8,145	8,867	8,145	8,867	8,513
<b>Average non-interest-bearing liabilities and provisions</b>						
Average non-interest-bearing non-current liabilities	-466	-419	-466	-419	-466	-448
Average non-interest-bearing current liabilities	-1,668	-1,646	-1,668	-1,646	-1,668	-1,670
<b>Total average non-interest-bearing liabilities and provisions</b>	<b>-2,134</b>	<b>-2,065</b>	<b>-2,134</b>	<b>-2,065</b>	<b>-2,134</b>	<b>-2,118</b>
<b>Average capital employed</b>	<b>6,733</b>	<b>6,080</b>	<b>6,733</b>	<b>6,080</b>	<b>6,733</b>	<b>6,395</b>
Operating profit					665	748
Financial income					18	13
<b>Total operating profit + financial income</b>					<b>683</b>	<b>761</b>
<b>Return on capital employed, %</b>					<b>10</b>	<b>12</b>

<b>RETURN ON EQUITY</b> MSEK	<b>30/06/2024</b> 12 months to	<b>2023</b> JAN-DEC
Average equity <sup>4</sup>	3,548	3,469
Profit/loss for the period <sup>4</sup>	409	491
<b>Return on equity, %</b>	<b>12</b>	<b>14</b>

<b>NET FINANCIAL LIABILITIES</b> MSEK	<b>30/06/2024</b> 12 months to	<b>2023</b> JAN-DEC
Non-current interest-bearing liabilities	2,965	2,624
Current interest-bearing liabilities	433	398
Cash and cash equivalents	-450	-382
<b>Net financial liabilities</b>	<b>2,948</b>	<b>2,640</b>

<b>NET OPERATIONAL LIABILITIES</b> MSEK	<b>30/06/2024</b> 12 months to	<b>2023</b> JAN-DEC
Net financial liabilities	2,948	2,640
Financial lease liabilities	-1,284	-1,191
Net provisions for pensions	0	0
<b>Net operational liabilities</b>	<b>1,664</b>	<b>1,449</b>
Adjusted EBITDA, rolling 12 months	842	914
<b>Ratio of net operational liabilities to adjusted EBITDA</b>	<b>2.0</b>	<b>1.6</b>

<b>EQUITY/ASSETS RATIO</b> MSEK	<b>2024</b> APR-JUN	<b>2023</b> APR-JUN	<b>2024</b> JAN-JUN	<b>2023</b> JAN-JUN	<b>30/06/2024</b> 12 months to	<b>2023</b> JAN-DEC
Balance sheet total (closing balance)	9,191	8,552	9,191	8,552	9,191	8,787
Equity <sup>4</sup>	3,563	3,423	3,563	3,423	3,563	3,613
<b>Equity/assets ratio, %</b>	<b>39</b>	<b>40</b>	<b>39</b>	<b>40</b>	<b>39</b>	<b>41</b>

4) Refers to equity or profit attributable to the parent company's shareholders.



# FIVE REASONS TO INVEST IN ALLIGO

1

## MARKET GROWTH AND RESILIENT CUSTOMER SEGMENTS

Alligo's markets consist of corporate customers in Sweden, Norway and Finland. The different markets provide stable growth and complement each other well. Customers are a balanced mix of small and medium-sized enterprises, large industrial companies and public-sector agencies. The mix of companies, industry segments and geographic markets provides good opportunities for continued profitable growth and resilience in weaker economic times.

2

## SCALABLE PLATFORM A FOUNDATION FOR CONTINUED GROWTH

Alligo has built an integrated organisation that can scale up and grow, both organically and through acquisitions. The cost structure is adaptable and functions such as assortment, procurement, logistics, finance, IT and sales enable new investments to be coordinated and streamlined. The Group is continuously working to improve its operational efficiency and develop the organisation using digital solutions.

3

## OWN BRANDS INCREASE COMPETITIVENESS AND PROFITABILITY

Own brands enable greater control of the product development process, which Alligo uses to offer a product range that is tailored to the Group's defined industry segments. The extensive development of own brands and services means customers can be offered a unique and competitive product range, with increased profitability for Alligo.

4

## SUSTAINABLE ENTERPRISE

Sustainability is an integral part of the business - from strategy to working methods and helping customers make sustainable choices - and increases competitiveness as well as reducing risk. Alligo carries out targeted work with the aim of becoming a leader in sustainability in the industry. The long-term goal is to establish a genuinely sustainable business.

5

## LEADER IN THE CONSOLIDATION PROCESS ON THE NORDIC MARKETS

The markets in the Nordic countries are undergoing a consolidation process, which can benefit large groups. Alligo has a leading position and is actively involved in this. There are good opportunities for sustainable, profitable growth and Alligo will continue to invest and strengthen its position, both organically and through acquisitions, on all markets where the Group operates.

# STRATEGIC DIRECTION

## MISSION – WE MAKE BUSINESSES WORK

If we do our job right, our customers will have what they need to do their job right – both as companies and as employees. They have tools and consumables where they need them, when they need them. They have workwear and personal protective equipment that protects them against the weather and against hazards. With our expertise, we can help customers to develop their business and make it safer and more efficient.

## VISION – WE ARE UNBEATABLE...

- ...as a partner to our customers
- ...as an employer for our employees
- ...as a partner to our suppliers
- ...as a leader in sustainable development in our industry

Our vision describes what we want to achieve in the longer term. We must not be satisfied with being one of the leaders in the industry, we must be unbeatable. To achieve this, we must meet – and exceed – the expectations of our stakeholders.

## STRATEGIC OBJECTIVES

We work on the basis of four strategic objectives, which are particularly important in order for us to achieve our vision and generate profitable growth:

**1** We provide our customers with what they need in a friendly way

**2** We are the workplace where the best people want to work and we help them grow

**3** We have our industry's most efficient operations and reliable processes

**4** We are known as the leader in sustainable development in our industry

## INTEGRATED SUSTAINABILITY WORK

Sustainability is an integral part of Alligo's strategy and our sustainability work is based on our material sustainability issues:



### Decent work and economic growth

- Customer satisfaction
- Diversity and equality
- Work environment and health
- Skills development
- Working conditions and human rights in the supply chain



### Responsible consumption and production

- Product quality and safety
- Environmental impact and chemicals
- Transparent sustainability communication and help customers to make sustainable choices
- Anti-corruption



### Climate action

- Climate impact



## FINANCIAL CALENDAR

Interim Report Q3 Jan-Sep 2024 . . . . . 24 October 2024  
Year-End Report 2024 . . . . . 14 February 2025  
Interim Report Q1 Jan-Mar 2025 . . . . . 25 April 2025  
Interim Report Q2 Jan-Jun 2025 . . . . . 17 July 2025  
Interim Report Q3 Jan-Sep 2025 . . . . . 24 October 2025

## WWW.ALLIGO.COM

Financial reports, press releases, share information and other relevant company information can be found on the Group's website. You will also find a subscription service here where you can subscribe to press releases and financial reports.

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