

# Annual Report 2023



**Skellefteå Kraft**

Skellefteå Kraftaktiebolag  
Corporate registration number: 556016-2561

# This is Skellefteå Kraft

We endeavour to be Sweden's best energy company and consider ourselves the industry's challenger. We put the customer and their needs first, and are a driving force for a sustainable future by focusing on our own renewable energy production and investing in research and development. Our owner, Skellefteå Municipality, has tasked us with securing the region's energy supply while creating profitable growth that promotes regional development.

This report summarises the results and position of the municipality's entire energy operations.\*

## Our business

Skellefteå Kraft is one of Sweden's five largest electricity producers and the largest of the municipally-owned power companies. Our production is concentrated in northern Sweden, and we have our own production plants for wind power, hydropower, heat and bioenergy.

### Energy production

We produce electricity from renewable energy sources. Most of the electricity comes from hydropower and wind power in northern Sweden. In 2023, we produced a total of 907 GWh of heat and 4,220 GWh of electricity.

### Electrical grid

Our electrical grid is 12,000 km long and covers nine municipalities. It is one of Sweden's regional grids.

### District heating

Our largest district heating network is in Skellefteå. We also have several smaller networks in the region. Our district heating is mainly produced with biofuel.

### Fibre network

We build and own the fibre network in Skellefteå and the surrounding area. Eight out of ten municipal residents have access to one of the fastest and best networks in Sweden.

### Energiservice

Energiservice Skellefteå is a comprehensive maintenance service provider for companies in wind, water, heating, industry and electrical grids.

### Charging infrastructure

Together with OKQ8, we are creating one of Sweden's largest public networks for super-fast charging.

### Electricity trading

We put customers and their needs first. Energy supply security is our first priority, coupled with good service and fair contracts.



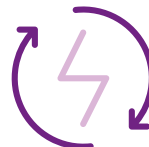
**856**  
employees\*\*



**71**  
motivated  
employee index



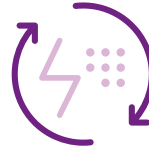
**SEK 1 256**  
million  
our profit



**88 %**  
proportion of renewable  
energy production



**96 %**  
of households and com-  
panies have a fibre optic  
broadband connection



**266**  
number of  
charging points

\*\*The Annualised number of employees in 2023 was 791.

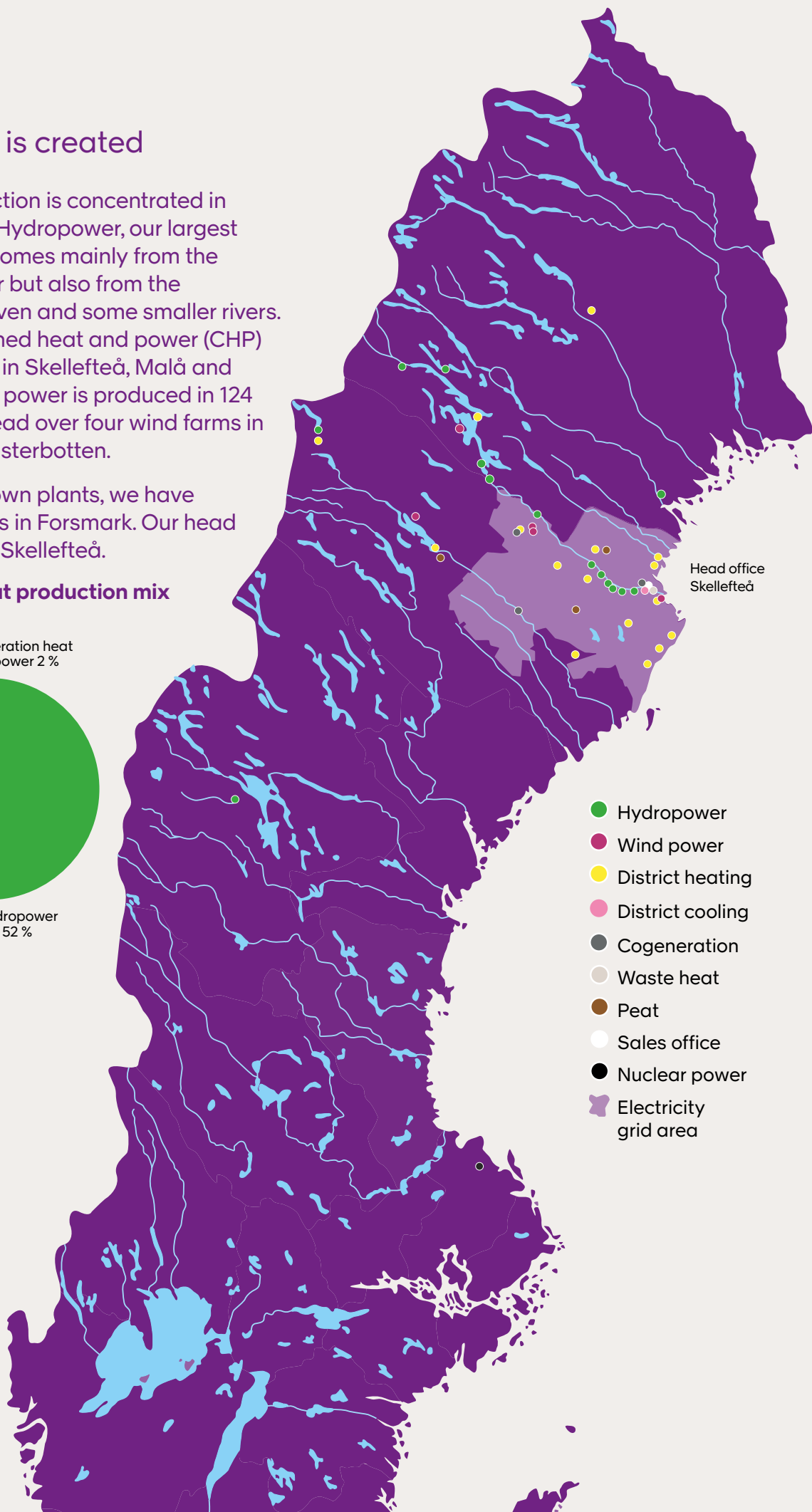
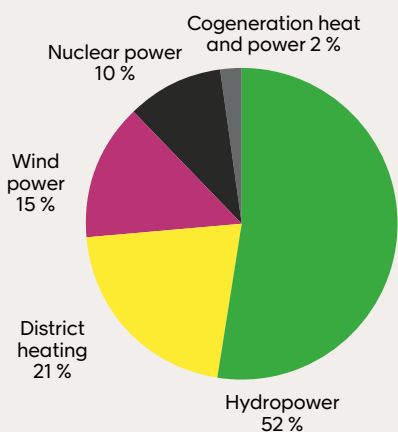
\*Skellefteå Kraft AB is a fictitious group consisting of the municipal administration Skellefteå Kraftverk (parent company) and the subgroup Skellefteå Kraftaktiebolag. The purpose of this report is to show the results and position of the municipality's aggregate energy operations and is thus a summary of the results and position of the company sphere and Skellefteå Kraftverk. The subgroup Skellefteå Kraftaktiebolag has been reviewed by the company's auditor, and the municipal board Skellefteå Kraftverk has been reviewed by Skellefteå Municipality's auditor. However, the fictitious consolidated accounts have not been subject to review, as there is no requirement for such a review.

## Where power is created

Our energy production is concentrated in northern Sweden. Hydropower, our largest source of energy, comes mainly from the Skellefteälven river but also from the Piteälven, Indalsälven and some smaller rivers. Our largest combined heat and power (CHP) plants are located in Skellefteå, Malå and Lycksele. Our wind power is produced in 124 wind turbines, spread over four wind farms in Norrbotten and Västerbotten.

In addition to our own plants, we have ownership interests in Forsmark. Our head office is located in Skellefteå.

### Electricity and heat production mix



# Director's report

## Operations

Skellefteå Kraft is a fictitious group consisting of the municipal administration Skellefteå Kraftverk (parent company) and the subgroup Skellefteå Kraftaktiebolag. The purpose of this report is to show the results and position of the municipality's aggregate energy operations. The report is thus a summary of the results and position of the company sphere and Skellefteå Kraftverk. The subgroup Skellefteå Kraftaktiebolag has been reviewed by the company's auditor, and the municipal board Skellefteå Kraftverk has been reviewed by Skellefteå Municipality's auditor. However, the fictitious consolidated accounts have not been subject to review, as there is no requirement for such a review.

Guidance for the preparation of annual and consolidated accounts for this fictitious group was taken from the Annual Accounts Act and the Swedish Accounting Standards Board's general advice 2012:1 Annual accounts and consolidated accounts (K3). For more detailed information, see the section on accounting and valuation principles.

The company sphere includes Skellefteå Kraftaktiebolag with the wholly owned subsidiaries Skellefteå Kraft Elnät AB, Skellefteå Kraft Service AB, Energiservice Skellefteå AB, Skellefteå Kraft Fibernät AB, Skellefteå Kraft Industry Locations AB, BlaikenVind AB, Skellefteå Kraft Fastighetsutveckling AB and Skellefteå Kraft Denmark A/S.

The municipality's political parties nominate candidates for the boards of the municipally owned companies. Nominations take into account factors such as gender, age and geographical location. The municipal council appoints the board for each term of office. Skellefteå Kraft's current board consists of nine members (no alternates), three women and six men. The chair is Fredrik Lundberg.

Skellefteå Kraft is one of Sweden's five largest electricity producers and the largest of the municipality-owned power companies, with its own production plants for wind power, hydropower, heat and bioenergy. Its operations are mainly situated in Västerbotten and consist of technical development as well as sales and delivery. With extensive investments in renewable energy production, the Group is a driving force in the development of renewable energy in Sweden. Skellefteå Kraft has its own electrical grids and offers energy and maintenance services. It also conducts operations in property rental and fibre networks.

In the owner's directive, the owner has declared that the Group shall create profitable growth that promotes regional development. In brief, this means that the Group will secure the region's energy supply, create a good infrastructure for energy, telecommunications and data communications, and bring capital and business expertise to the region.

Society is completely dependent on access to reliable and competitive energy. For Skellefteå Kraft, sustainable energy production means that the production and delivery of energy is done responsibly and with awareness of the environmental and societal impact of the operations.

Skellefteå Kraft works for resource-efficient investments to ultimately achieve 100 percent renewable energy production. Read more about Skellefteå Kraft's responsibility in the Group's sustainability report.

The annual and consolidated financial accounts are presented in millions of kronor (SEK), unless otherwise stated.

## Significant events during the financial year

### The energy market

2023 was characterised by a more stable European electricity market compared to 2022. The EU as a whole was proactive and measures were taken to ensure the security of the electricity supply. A long-term and strategic approach made it possible to avoid high natural gas prices, which in 2022 led to increasing electricity spot prices.

2023 will go down in history as the warmest year on record, and climate change has manifested itself in extreme weather events such as storms and floods. The hydrological balance in the Nordic region, which includes hydropower resources in the form of reservoirs, snow and groundwater, was in deficit compared to the historical average, except for some weeks in the autumn when there was a surplus. Although wind power production in the Nordic region was lower than normal, total production increased due to the development of new wind power. Nuclear power generation in the Nordic region was slightly below expectations, but total output increased with the commissioning of Finland's Olkiluoto 3. In Sweden, however, nuclear power generation has decreased, leading to increased constraints in the Swedish electrical grid.

A significant difference between 2023 and the previous year is the gradual replenishment of gas stocks. In May, the fill level was 70 percent, which is a significant increase compared to the last two years. Coal prices have followed the downward trend, but have shown some volatility due to increased demand from China. Electricity futures prices on the Nordic market were also lower than in 2022.

Despite ongoing geopolitical tensions, 2023 has proven the resilience of the electricity market. Several initiatives have been implemented to increase renewable energy production in response to sustainability requirements and to reduce energy dependence on Russia within Europe. Sweden's energy production has developed towards a greater share of renewable energy sources such as wind and solar power, while nuclear power and hydropower continue to be modernised and made more efficient. The challenges of unplanned generation have become increasingly prominent in the energy system, and the market is seeing a large variation in electricity prices and price differences between electricity price areas. The electricity system of the future will have a greater need for control options, energy storage, smart grids, support services and flexibility in order to be balanced in a cost- and energy-efficient way.

## Our operations

The year began with good wind resources and relatively high electricity prices in northern Sweden. This resulted in higher wind power production, while low reservoir levels and work at the plants meant that production from hydropower was slightly lower than planned.

The summer and early autumn were characterised by below-normal reservoir levels, resulting in continued lower hydropower production than planned. A rainy autumn improved reservoir levels and, coupled with a balanced Nordic hydrology, electricity prices fell. Towards the end of October and in November, temperatures fell below normal, resulting in rising electricity prices. In addition, a clear link between the availability of wind power and electricity prices was noted in the autumn, while the frequency regulation market opened up increased revenue opportunities in a volatile electricity market. District heating deliveries were lower than expected because the year was warmer than normal until the latter part of the autumn, when the weather shifted to lower temperatures. With high electricity prices and local growth, Skellefteå Kraft sees an increased interest in the expansion of district heating as a form of heating. Total production volumes for the Group were lower than both the plan and the previous year.

In the summer of 2023, the dismantling of three wind turbines in Bureå began. This was completed in the autumn and a decision was made not to carry out any reinvestment at the site.

In a world of transition and rapid change, customer needs and demands are growing and changing. During the year, Skellefteå Kraft focused on packaging and developing products and services to meet this. The aim was to create and offer complete solutions and digital customer interfaces to make it easier for our customers to participate in the energy transition that is taking place.

Skellefteå Kraft continues to win awards for our work with smart technical solutions. The new business model for the energy and heating solutions in Sara Kulturhus earned Skellefteå Kraft the Stora Ingenjörspriiset award in the category "sustainability" during Engineering Days in Stockholm. The Group also won the Radiospotcupen award with its new, and the world's first carbon-negative, radio advertisement. Furthermore, customers have once again given Skellefteå Kraft good ratings in the annual customer survey via the Swedish Quality Index (SKI). Skellefteå Kraft won five out of six possible first places in the categories presented.

## Investments

The rate of investment in the Group has been high and is expected to remain at a historically high level in the coming years. Investments in 2023 amounted to SEK 1.6 billion and are mainly linked to electricity grid expansion in Skellefteå, fibre network expansion in the region, charging infrastructure and reinvestments/new investments in hydropower production.

Reinvestment is being made to strengthen the regional network in order to maintain high delivery reliability and

to meet the sharply increased demand for new connections in the area around Skellefteå. Strengthening of the regional network started in 2019 and is expected to last for several years.

There has also been continued investment in the development of charging infrastructure. Together with OKQ8, Skellefteå Kraft is making one of Sweden's largest investments in a nationwide charging network for fast charging, which has progressed according to plan. During the year, the collaboration has also been expanded to charging infrastructure for heavy vehicles. Skellefteå Kraft and OKQ8 are also making a joint investment in two filling stations for renewable hydrogen in Västerbotten in order to contribute to the conversion of long-distance heavy road transport. This is done with the help of a grant from the Swedish Energy Agency, and the stations are expected to be completed in spring 2024.

In 2023, Skellefteå Kraft was awarded a grant for a pilot plant for renewable hydrogen production. Skellefteå Kraft is working in a structured manner with hydrogen as a future element of operations, and the pilot plant is part of that initiative. Renewable hydrogen has the potential to replace fossil fuels in heavy transport and aviation fuel in the future.

## Acquisitions

In 2023, Skellefteå Kraft acquired OKQ8's electricity trading operations, which increased Skellefteå Kraft's customer base by almost 9,000 new private customers and also a number of smaller corporate customers.

The Group's ownership in Exeri was also expanded. Exeri is an important company in Skellefteå Kraft's efforts to increase digitalisation through digital network monitoring to reduce outage times in the electrical grid.

In 2023, Skellefteå Kraft became a partner in (Thing), a company that has developed a software platform for IoT (Internet of Things). IoT is a strategically prioritised issue for Fibernät. Through the co-ownership, Fibernät has created conditions for continued development in the area.

Skellefteå Kraft has continued to invest in Emulate Energy, which has developed a unique solution that is expected to streamline the energy system and contribute to the management of an increasingly decentralised and weather-dependent energy system. With the help of Emulate's solution, Skellefteå Kraft intends to further develop tools for working with demand flexibility. This will enable Skellefteå Kraft to contribute to more efficient use of the energy system and reduce energy costs for customers.

## Significant events after year-end

No significant events have occurred since the end of the financial year.

## Multi-year overview

Group (SEK million)	2023	2022	2021	2020	2019
Net turnover	6,737	7,571	5,443	3,333	4,436
Operating profit/loss (EBIT)	1,256	2,002	1,059	-238	502
Balance sheet total	16,933	16,301	13,703	11,968	12,548
Equity capital (EC)	8,316	7,838	6,511	5,835	6,202
Return on capital employed (%)	10.7	18.7	10.6	neg	5.1
Equity/assets ratio (%)	49.1	48.1	47.5	48.8	49.4
Average number of employees	791	751	737	675	646

## Sustainability report

This statutory sustainability report in accordance with Chapter 6, Section 11 of the Swedish Annual Accounts Act summarises Skellefteå Kraft's work with responsibility and sustainable development in 2023. More comprehensive information and KPIs can be found in the 2023 Sustainability Report in accordance with Global Reporting Initiative (GRI) standards, which is published as a stand-alone PDF on [skekraft.se](https://www.skekraft.se).

Skellefteå Kraft's overall operational control and risk management (see also the section Risk management for more information) is based on the owner's directives and reporting requirements, and is supported by goals, operational plans and governing KPIs. The operations are primarily controlled with the support of management systems certified according to ISO 9001 (quality, covering the subsidiaries Fibernät AB and Elnät AB), ISO 45001 (occupational health and safety) and ISO 14001 (environment, covering the operational activities within the Group). A dedicated group function responsible for compliance with laws and internal governance documents has been established. Skellefteå Kraft's company-wide business policy and code of conduct provide a framework and guidance for environmental, ethical and social responsibility in daily work.

Sustainable development efforts are carried out with a focus on the company's material sustainability issues. An updated materiality analysis was conducted in 2021, based on changing external trends, statutory and other requirements, as well as Skellefteå Kraft's current strategy and operational objectives. The work resulted in identification of the following four key sustainability issues: sustainable energy supply, sustainable use of natural resources, sustainable business and sustainable societal development. These issues aim to focus on, among other things, Skellefteå Kraft's role in local and regional development, efficient production and distribution of electricity from a national perspective, sustainable mobility, land use and protection of biodiversity, and circular economy and resource management. The materiality analysis is still valid for 2023, and an updated double materiality analysis is planned to be carried out in 2024. Increased regulatory requirements and targets at the EU level, such as the EU taxonomy, have also influenced the development of risk management and performance management.

## Environmental responsibility

Skellefteå Kraft has both the desire and the ability to be a pioneer through our contribution of renewable power generation. To achieve this, we continue to invest in renewable and efficient energy sources, to invest in new environmentally adapted technology and to endeavour to reduce the impact on biodiversity and to increase biodiversity.

Renewable energy production has major benefits from a climate perspective, but also has an impact on the natural environment. The activities are largely regulated by the environmental legislation associated with the establishment and operation of the plants. Networks and production plants are subject to permit or notification requirements with established conditions for operations (see below). Hydropower is subject to the EU Water Framework Directive, which requires that good ecological status or potential be achieved for all waters. According to the national hydropower plan adopted in 2020, all plants must be reassessed. Skellefteå Kraft's hydropower plants will therefore be evaluated under the National Action Plan (NAP) in the coming years. The timetable for when this will take place has been revised due to a government decision on 12 January 2023 that involves changes to the Ordinance (1998:1388) on water activities. This means that the timing of the submission of future applications for reassessment will be postponed by one year. For Skellefteå Kraft, assessment processes were initiated in 2022 for the Rickleån and Kågeälven plants. For the lower part of the Rickleån river, Skellefteå Kraft is applying for the demolition of three smaller, older hydropower plants. The affected stretches will be restored to more natural conditions with valuable stream sections and free migration for various fish species. In the upper parts of the Rickleån river, where larger production plants are located, we are applying to implement measures with great environmental benefit but which do not affect production or regulatory capacity. In 2023, Skellefteå Kraft received a judgment regarding Storfallet in Kågeälven for revocation of the permit and the removal of remaining dam debris. For Rickleån, the assessment process continues in the Land and Environment Court.

### Reduced climate impact

Most of Skellefteå Kraft's energy production comes from hydropower, wind power and biofuels. A smaller proportion comes from nuclear power and fossil fuels (peat and oil). The burning of fossil fuels such as coal, oil and peat produces greenhouse gas emissions along with nitrogen and sulphur, which can contribute to eutrophication and acidification. The operation and maintenance of the plants also generates some emissions, for example from transport. Skellefteå Kraft continuously invests in maintenance and new treatment technology to reduce emissions and meet stricter environmental requirements.

In 2023, the proportion of renewable energy production was around 88 percent, slightly lower than in 2022. Three wind turbines in Bureå were decommissioned during the

year. No plants have been added. According to a decision in 2019, the phase-out of peat must be completed by 2025; the phase-out is currently proceeding according to plan. We still use a small amount of fossil oil as starter and top fuel in district heating operations on particularly cold days. The aim is to completely phase out oil by 2025, replacing the amount needed with bio-oil.

#### Protection of biodiversity

Skellefteå Kraft has a responsibility to protect, restore and promote sustainable use of ecosystems and reduce the impact of its operations on biodiversity. The restoration of our peat bogs is one example of an initiative that helps to improve biodiversity. The challenges relate mainly to the impact of power stations and dams on the environment in and around watercourses, such as changes in water levels and flows, and the impact on the migration of aquatic organisms. The biodiversity work is based on action plans developed for each branch of operations: hydropower, wind power, electrical grids, peat and forests.

In cooperation with authorities, researchers and interest groups, extensive work is being done to identify and reduce the impact on ecosystems and biodiversity. For example, an inventory of flora and fauna is being conducted in power line corridors where several red-listed species have been found to thrive. One such power line corridor is found between Bygdsiljum and Andersvattnet. Skellefteå Kraft is building a cycle path there that can help spread the seeds of the plants over a longer distance.

The impact of wind power is monitored through control programmes and together with experts. Skellefteå Kraft is also investing in adaptation and restoration measures. In 2022, Skellefteå Kraft hired a biologist to further develop the biodiversity work. This work has included the development of a mitigation hierarchy for use in project planning. The mitigation hierarchy refers to a structured sequence of measures or steps intended to mitigate or compensate for damage to the ecosystem and its biodiversity. This hierarchy focuses on protecting and restoring biodiversity by prioritising different initiatives, which are avoidance, protection, restoration and compensation.

Skellefteå Kraft owns and manages 11,499 hectares of forest and land, of which approximately 9,000 hectares is productive forest land. Of these, around 8–9 hectares are set aside for nature conservation purposes. Demand for both land and forest raw materials is increasing, while society is becoming more aware of the value of functioning ecosystems, carbon sequestration and biodiversity. This imposes a responsibility to manage forests and land in a long-term and responsible manner, and also to identify which values and benefits should be prioritised.

#### Hydroelectric Environmental Fund

Together with eight other hydropower companies, Skellefteå Kraft is behind the Hydroelectric Environmental Fund (Vattenkraftens Miljöfond), a voluntary and jointly financed fund where SEK 10 billion will be used for environmental measures so that Sweden meets the EU's legal requirements for water operations. Applications for

funding can be submitted for all plants included in the national hydropower plan.

## Social responsibility

### Customer satisfaction and security of supply

Skellefteå Kraft aims to be and be recognised as the best energy company in Sweden for customers. This includes available and reliable deliveries of electricity, district heating and fibre networks, as well as good service and a strong presence and customer relationship both locally and nationally through electricity sales and charging infrastructure. In an extremely expansive region, Skellefteå Kraft has an important role as an infrastructure provider and partner when new and unique energy solutions are developed and tested here. Through investments in infrastructure and renewable energy supply, significant steps are taken towards creating a city that is not only prosperous and sustainable at a local level, but also has a positive impact on the global climate. Skellefteå Kraft offers simple, energy services as well as customer-oriented agreements and price models, and works actively with good customer service. Customer satisfaction is measured through the Swedish Quality Index (SKI). The results for 2023 show that Skellefteå Kraft continues to perform well above the industry index and is in the top three in all areas of activity, as well as having satisfied and loyal customers. This is despite a troubled year in the electricity market, with high electricity prices and many customers seeking advice.

Electricity and district heating are critical to society, and legislation requires reliable supplies. At the same time, changing weather conditions due to climate change are becoming increasingly challenging for operations, and Skellefteå Kraft works continuously and systematically to prevent and minimise disruptions in grids and networks. For example, overhead cable is being replaced with underground cable and bare wire is being replaced with insulated overhead cable. For faster troubleshooting in case of outages, digital monitoring is being introduced using new technology. A crisis management plan is in place to follow in the event of major storms.

A total of 1,198 outages occurred, of which 477 were high voltage outages impacting more than one customer. Most outages were due to weather conditions. At the beginning of the year, heavy snowfall had a major negative impact on overhead lines, mainly inland. During the three summer months, there were slightly fewer thunderstorms than in the previous two years, with just over 100 operational disruptions. In August, "Storm Hans" arrived and destroyed long stretches of overhead lines inland. Many customers were without power for several days while intensive repair work was carried out. During the year, a total of 702 customers were without electricity for 12 hours or longer. This resulted in the payment of statutory compensation totalling SEK 2,320 thousand. Although fewer customers were impacted than in previous years, the amount is significantly higher due to prolonged outages for most customers after the August storm. In accordance with our customer promise, compensation of approximately SEK 290,000 has been paid to just over 530 customers who have had 12 or more service disruptions in a year.

Nowadays, reliable and fast broadband is also considered a critical function for society. Delivery reliability in Skellefteå Kraft's broadband network is high, 99.99 percent in 2023.

This local presence is reflected in a number of ways. Among other things, through collaborations with other energy companies and university engineering programmes where Skellefteå Kraft acts as a mentor and accepts interns. Another example is the TV series Högspänning (High Voltage), which has generated more applicants for study programmes in this field.

#### Dam safety

Skellefteå Kraft has a great responsibility for the safety of its dams. Legislation and industry guidelines place high demands on the active management of dam safety. If a dam were to fail, it could have major consequences for the rest of society, which is why the work is a high priority.

### Respect for human rights and combating corruption

Skellefteå Kraft supports and respects the UN Universal Declaration of Human Rights, as well as the Global Compact ethical principles on human rights, working conditions, environment and corruption. For Skellefteå Kraft, responsibilities and risks related to human rights and business ethics include risks of discrimination, the impact of operations on local residents and Sami people, and relationships with suppliers and other business partners.

#### Internal code of conduct

Skellefteå Kraft does not accept harassment, discrimination or other behaviour that can be perceived as threatening, offensive or degrading by colleagues, customers or business contacts. Skellefteå Kraft's Code of Conduct clarifies how each employee is expected to treat each other and external partners and other stakeholders with respect. The Code of Conduct is included in the induction for new employees and in health and safety training for managers. An external whistleblower function has been established, where employees can anonymously report events or behaviours that violate the Code of Conduct. One case of corruption was reported during the year. An anti-corruption team has been set up specifically to prevent corruption through information and training activities.

#### Dialogue with local residents

Wind and hydropower plants affect local residents in various ways, and in many cases are located in areas where reindeer husbandry is practised. Skellefteå Kraft holds consultations and conducts ongoing dialogue with the Sami communities operating in the vicinity of the wind farms for consideration and mutual adaptation of the respective activities, through solutions that minimise negative impact. In some cases, compensation is paid to Sami communities, local community organisations, municipalities and others. Financial compensation for the impact of hydropower is regulated by law, known as

village funds (bygdemedel). Skellefteå Kraft paid a total of SEK 4.4 million in village funds in 2023. There is no corresponding statutory compensation for wind power, so the size and purpose of compensation is decided on a case-by-case basis.

#### Purchasing and supplier relations

The purchasing department works according to three working groups: strategic purchasing, tactical purchasing and operational purchasing. At the strategic level, overall objectives and guidelines for purchasing activities are set, providing important direction for the organisation's long-term plans and vision. At the tactical level, these strategies are put into practice when performing actions such as procurement, contracting and other specific measures. This is where the procurement process takes shape and is adapted to achieve the strategic objectives. Finally, at the operational level, the concrete purchases are implemented and called off to meet the ongoing needs and requirements of the organisation. This structured approach ensures efficient and well-coordinated purchasing activities. Suppliers are then evaluated using the EcoVadis system, which we joined in 2022 – a system that also reports Skellefteå Kraft's data and performance. Over 80 percent of the purchasing volume in 2023 was from contracted suppliers.

Skellefteå Kraft is dependent on a large number of suppliers. The majority of purchases, around 70 percent, are investments in equipment (such as grid equipment, power transformers, control systems and turbines), contracting services and consulting services. The remaining 30 percent are operation and maintenance services and purchases of various goods. Skellefteå Kraft takes responsibility for the supply chain, with a particular focus on climate, human rights and biodiversity. Risks in the supply chain are managed by setting social and environmental requirements, with the Code of Conduct forming part of the contract. Evaluation and monitoring against the requirements focuses on the supplier and purchasing categories where the risks and benefits are greatest.

#### Responsibility for employees

Skellefteå Kraft aims to be the best employer in the industry and works actively to be an attractive and sustainable workplace. This is to ensure the supply of skills today, tomorrow and in the future. The expansion of the region and the development of the energy industry will increase the need for specific skills in the coming years. In 2023, 856 people were employed at Skellefteå Kraft.

The results of employee satisfaction surveys show a committed workforce and effective leadership. The motivated employee index (MMI) in the 2023 employee survey was 71 (71), which means that the result is the same as the previous year.

The most serious health and safety risks in production activities relate to electrical safety, falls and hot steam, where an accident can be fatal in the worst case scenario. In administrative activities, the risks are mainly related to stress and sedentary work.



Skellefteå Kraft has a zero vision for workplace accidents and works systematically with preventive measures. Continued training initiatives in safety were carried out during, with a focus on safety culture and behaviour. Employees are also offered wellness care, health screenings and ergonomic reviews. For information on sick leave and other work environment-related KPIs, see Skellefteå Kraft's sustainability report for 2023.

### Permit and notification requirements under the Environmental Code

The Group conducts 48 activities subject to permit requirements and 30 activities subject to notification requirements under the Environmental Code. The activities subject to permit requirements include one peat bog, seven incineration plants for the production of district heating and electricity, and two wind farms with a total of three permits. Nine permits relate to intermediate storage/transport of hazardous waste, 24 relate to the handling of flammable goods, two are water-rights court rulings for district cooling and the use of river water, respectively, and two are peat extraction concessions. Of the activities subject to notification requirements, 26 relate to biofuel-based production of district heating, three are wind farms and one relates to the construction of a fuel farm. All activities have valid permits.

The environmental impact of the activities subject to permit requirements stems mainly from the burning of wood fuel, peat and oil, which in turn causes emissions to the air. Emissions consist of both fossil CO<sub>2</sub> from peat and oil, biogenic CO<sub>2</sub> from wood fuels, NO<sub>x</sub> and some sulphur and dust. All incineration plants are equipped with various types of flue gas cleaning and the Hedensbyn plant also has equipment for NO<sub>x</sub> reduction.

The new national hydropower plan will establish modern environmental conditions for hydropower, through the reassessment of plants. For Skellefteå Kraft, the assessment processes started in 2022, with Rickleån as the first plant.

### Incidents and deviations

No major deviations were registered in the electrical grid in 2023. There have also been no major deviations in hydropower generation.

For more detailed information, see the Skellefteå Kraft Group's sustainability report.

### Future development

The most important thing that Skellefteå Kraft wants to achieve for Sweden is to help drive the transition to sustainable societal development with 100 percent renewable power. As part of this, Skellefteå Kraft takes responsibility as one of the country's largest energy companies. The work continues with a focus on the core activities as well as the development of new partnerships, products and services in the energy system of the future. The rapid change in the market entails increased investments and an increased internal focus on working methods and leadership in order to best meet the pace of change in the world around us.

There is a great deal of interest from electricity-intensive industries in finding possible locations in northern Sweden. Skellefteå Kraft Elnät AB continues to reinvest and develop the electrical grid to enable more electricity production in the electricity sector.

Skellefteå Kraft's work to listen and maintain a dialogue with politicians continues to create good conditions for moving operations forward. Issues that the Group pursues include the role of hydropower in the energy system, mechanisms that create conditions for investments in both renewable energy production and power, and safeguarding the transmission link from north to south.

Skellefteå Kraft has a clear picture of the future and a positive view of the transformation of the energy system.

### Risk management

Skellefteå Kraft's risk framework is based on a risk management policy established by the Board of Directors. It defines risk as the impact of uncertainty on the organisation's objectives. Objectives can exist in different areas and at different levels. The Group works actively with risk management to control the risks that must be taken consciously and in a controlled manner in order to achieve set objectives.

### Risks and uncertainties

Significant risks, uncertainties and examples of risk management measures are summarised in this section. Financial risks are further described in the subsequent sections. The sustainability report contains additional information on risks related to environmental, social, human rights and anti-corruption issues.

### Risks related to attractive workplace objectives

#### Skills supply risks

Skellefteå Kraft operates in a region and industry with fierce competition for critical skills. The skills supply risk is linked to many of the organisation's objectives and is managed with many different tools. To maintain and increase its attractiveness, Skellefteå Kraft participated in a documentary TV series during the year, which had positive effects on several relevant indicators.

The challenge is as much a matter of retaining existing employees as attracting new ones. In a rapidly growing organisation, there may be an increased risk that not all employees will find their role to develop in. Skellefteå Kraft works continuously with introduction programmes, career programmes, benefits and good opportunities for skills development. Annual employee satisfaction surveys, with the employee index as a priority KPI, provide a basis for improvement.

#### Psychosocial work environment risks

Large and rapid changes in the world around us and in our own operations have the potential to result in unsustainable workloads and impact on the psychosocial work environment. The risks are managed through systematic work environment management that includes continuous improvement of management processes and

working methods, combined with regular follow-up and action based on individual conditions and needs.

#### Physical work environment risks

Some of the Group's operational activities involve relatively high risks of accidents, which means that ongoing risk awareness and a focus on safety is required for both daily and temporary work. Skellefteå Kraft has a zero vision when it comes to workplace accidents and continuously follows KPIs related to this. Electrical work must always be carried out in accordance with ESA, the industry's electrical safety instructions, and regardless of the type of work, applicable health and safety regulations and internal procedures must be followed. The systematic improvement work includes both own employees and subcontractors. Skellefteå Kraft is also certified to the ISO 45001 occupational health and safety standard, which provides a framework, a common language and an established system for preventing injury and ill health in the workplace.

#### Risks of spreading infection

Since the years of the pandemic, operations have been able to return to a new normal relatively painlessly. Awareness of the risks of spreading infection and its consequences has been maintained as a natural part of the organisation's risk analysis and communication. Skellefteå Kraft conducts continuous external monitoring to be able to handle new serious outbreaks at an early stage.

### Risks related to profitability and growth targets

#### Strategic, external and market risks

The geopolitical unrest has been a significant uncertainty factor during the year, with a major impact on the energy market. This is also likely to remain the case in the coming years. The effects of a deteriorating economy, high inflation and a weaker Swedish krona may also linger for some time. The consequences may include increased costs, reduced demand, delivery problems, postponed investments and loss of customers.

At the same time, there is increased awareness and preparedness to manage the risks in different ways. Overall, the higher energy prices have been financially beneficial for Skellefteå Kraft, not least thanks to well-functioning price hedging strategies and production optimisation.

At the same time, irrespective of economic and geopolitical conditions, the major energy transition, largely driven by climate change, continues to present significant risks and opportunities. Externally, there are major market changes, new players and rapid technological developments. Internally, there are similar strategic challenges with high risks associated with many investment decisions and priorities within the organisation.

An increasing proportion of weather-dependent power in the energy system continues to contribute to large variations in the market price of electricity. In addition to daily risks in electricity trading, with increasing demands for large financial collateral and a more complex market to manage, there is also a need for new business strategies for

lower electricity price dependency. This includes various support services to the electricity market and longer-term hedging strategies, as well as innovation efforts and the development of new customer offerings.

With the support of active external monitoring, strategic partnerships, participation in external networks, organisational adjustments and the implementation of innovation projects, we continue to develop and adapt operations for the future. By being both active and clear with Skellefteå Kraft's position and stances, we take advantage of opportunities to influence a difficult environment in the direction the Group believes in.

#### Political and regulatory risks

Energy supply in Sweden and Europe remains a major political focus. This involves both securing the supply in our own countries and being part of the global energy transition. The uncertainty of future regulations and market conditions represents a major uncertainty factor for the energy sector. Skellefteå Kraft conducts active external monitoring and committed advocacy work, and participates in consultative procedure relevant to our operations.

In addition to energy market regulation, regulatory requirements are increasing in other areas, such as safety, environment and sustainability. Policy changes, conflicting requirements, long processing times, reviews and restrictive permitting processes still threaten to slow down development to some extent. Ongoing skills enhancement measures, good dialogue with authorities and forward planning in projects that are dependent on investigations and permits are needed to manage this.

#### Infrastructure and distribution risks

Power shortages due to bottlenecks in the electrical grid represent a medium-term business risk, which can be partly managed through our own investments and measures but also depends on parts owned by Svenska Kraftnät.

For the relatively new investment in charging infrastructure, there is a continued risk of local capacity shortages and long lead times for new connections.

In the fibre network, there is a risk of hardware limitations affecting the fulfilment of future business objectives. The risk can largely be managed internally by implementing the proposed reinvestment programme.

#### Technology and IT risks

The risk of technical failure in production plants, resulting in unplanned costs and loss of production, requires continuous monitoring and preventive measures. There is therefore a focus on decommissioning planning, risk assessment and permit control of existing plants. Climate risk analyses and weatherproofing are also becoming increasingly important. To some extent, the financial consequences of damage can be limited by insurance cover, but prevention is always a priority.

With increasing digitalisation, IT infrastructure and support systems are becoming increasingly critical for the entire organisation. There is a high risk that development and maintenance will be neglected. During the year,

an improved model for managing and developing the organisation's digital support was established.

### Security risks

In parallel with technological developments and geopolitical concerns, cyber threats and digital security risks are also increasing. This can have potential consequences such as major information loss, blackmail situations and direct interruption of operations. Continuous development of technology and skills is essential. During the year, a new information security training programme was launched for all employees.

Physical security and protection against external threats also remained in focus during the year. Socially important organisations risk being particularly vulnerable in various ways. Security is therefore an important part of each organisation's processes and practices.

### Brand risks

In addition to daily customer contact, the management of major adverse events is a significant brand risk. Risks related to reputation, image and brand are deemed to be growing in a time of rapid and multifaceted information dissemination. Skellefteå Kraft has a very strong brand and is constantly working to maintain and develop its value. This includes having good crisis preparedness, being open and clear in external dialogue and communication, building good relationships with our stakeholders, being active on new and social media, and being responsive and adaptive to changes in the world around us.

### Risks related to climate, environmental and social responsibility targets

#### Climate and environmental risks

The risk of undesirable impacts on the climate, environment and biodiversity exists throughout the organisation's value chains and life cycles. Renewable energy production from wind and water has major advantages, but involves some intervention in the natural environment.

At the same time, environmental and sustainability aspects are of crucial importance in Skellefteå Kraft's operations. Well-developed support functions and a high level of expertise are in place to monitor and manage the risks. Skellefteå Kraft invests in environmentally adapted technology, knowledge and measures to minimise impact, and also contribute positively to natural values, plants and animals.

#### Social and ethical risks

Skellefteå Kraft cares about good relationships with those affected by the Group's operations. In line with increasing demands and awareness, the Group focuses on managing risks of human rights violations in production chains and in relationships with local residents, as well as anti-corruption and business ethics risks in relationships with suppliers and other business partners. Taking responsibility for an open and honest dialogue is a prerequisite for developing operations in line with our goals and values.

Skellefteå Kraft's long-term strategy is based on great social responsibility and renewable power. To manage the risks of external changes, the Group is active and forward-looking in monitoring, debate and skills development. Sustainability work is a natural part of our operations and is strengthened from year to year. This is further detailed in the Group's sustainability report.

#### Societal risks

As a supplier of electricity, heating, communication and infrastructure, large parts of Skellefteå Kraft's core operations are socially important and part of society's overall risk management. This includes crisis preparedness, continuity planning and improvement work in collaboration with government authorities, municipalities and other societal actors. Risk and vulnerability analyses are carried out as part of the electricity preparedness work. An increasing risk that has been identified is the impact of extreme weather, which needs to be managed through investments in the electrical grid.

In the longer term, grid restrictions, permit processes and reassessments entail societal risks linked to long-term electricity supply. This also requires continued active external work and collaboration with authorities and other interested parties.

In addition to serious operational disruptions, which are a societal risk in themselves, major dam failures are one of the most serious risks associated with Skellefteå Kraft's operations. The risk is managed and kept low through continuous dam safety work supported by a quality system in accordance with RIDAS, the industry's guidelines for dam safety, including regular external audits.

### Financial risk management

Financial risks are regulated at an overarching level in the financial policy for the Skellefteå municipal group and in Guidelines for financial activities in Skellefteå Municipality. For Skellefteå Kraft, electricity trading in particular is associated with specific financial risks, the management of which is of significant importance to the Group's financial results.

#### Interest rate and liquidity risk

The liquidity risk is reduced by Skellefteå Stadshus AB's internal bank guaranteeing Skellefteå Kraft's liquidity based on established demand forecasts.

As of 31 December 2023, Skellefteå Kraft AB Group's external loan debt amounted to SEK 4,882 million (3,211) with an average fixed interest period of 3.0 years (2.3). Of the loan stock, 22 percent (15) had variable interest rates.

The interest rate risk is managed by Skellefteå Stadshus AB's internal bank by spreading the interest due in the debt portfolio over time. Most of the fixed interest is distributed relatively evenly over a six-year period, where the market situation affects the current fixed interest. A benchmark is an average fixed rate duration of between 1.5 and 4 years.

78 percent of the loan stock has a fixed interest rate. With an interest rate change of +/- 1 percent, net financial

items would be affected by +/- SEK 10.7 million (4.8) in the short term if no measures were taken. With a long-term change in interest rates, net financial items would be affected by SEK +/- 49 million (32) with the same assumption.

#### Credit risk

Rising prices and inflation as well as market uncertainties increase the risk of customer losses. These risks are managed in the operational organisation and regulated in credit management guidelines. Credit risks associated with bilateral electricity trading are treated as counterparty risks and are regulated in the power trading guidelines.

#### Counterparty risk

Counterparty risk is the risk associated with the counterparty's ability to meet its obligations. This may include, for example, ability to pay or delivery on the promised date. The risk is managed by, among other things, checking new counterparties before signing contracts or carrying out assignments. Trading on regulated markets such as Nasdaq generally reduces counterparty risk in electricity trading. Counterparty risk can also be managed by minimising the duration of credit to customers. If necessary, security in the form of a bank guarantee can also be used. With a changing electricity market, where there are incentives for more bilateral contracts with new counterparties, counterparty risks can be expected to increase to some extent in relation to electricity trading.

#### Price risk

This refers primarily to the risks associated with unfavourable price movements for electricity. Price fluctuations for fuel, guarantees of origin and emission allowances, for example, can also have a direct or indirect impact on the Group's results. The price varies for both fundamental and market dynamic reasons. The state of the economy, precipitation, temperature and power plant breakdowns are examples of fundamental factors that affect the price of electricity. Different actors' expectations about the future are also highly influential, as are political decisions at the national or EU level. Volatility is very high and future prices are difficult to predict. Through both ownership of production plants and sales activities, Skellefteå Kraft is constantly exposed to the price.

Internal guidelines describe how the price risk is to be managed, including clarification of roles and responsibilities and establishment of trading mandates. Through assigned mandates for optimisation, production and sales volumes are hedged. This reduces the risk of being affected by unfavourable price developments and prevents unacceptable fluctuations in performance.

Skellefteå Kraft is generally an active player in the electricity market. To reduce risk, the hedging strategy is continuously fine-tuned and improved. Broadly speaking, the strategy involves hedging future production and sales on the futures market, generally involving commodities that can affect and can be hedged, primarily electricity futures on Nasdaq OMX. Physical and financial long-term

customer contracts are also made both to meet customer needs and to manage own risks in electricity production and deliveries that extend beyond the time periods that apply to standardised electricity futures on Nasdaq OMX.

The hedging strategy is also based on a lower level of uncertainty in the near term. This means that the volumes are hedged according to a staircase model, where most of the volume is hedged for future years, with decreasing volumes towards the end. One of the methods used to measure electricity price risks is Value at Risk (VaR).

The trading operations within Skellefteå Kraft have divided all flows into a structure made up of several portfolios representing different parts of production and sales. This is done to manage risks in individual portfolios, and to balance risks against each other across portfolios, where applicable.

#### Price area risk

The electricity market is divided into different price areas, with physical transmission constraints in the electrical grid between these areas. Sweden currently has four electricity areas that can have large price differences. The risk lies in the difference between the area prices and a so-called system price set on the Nord Pool electricity exchange without taking into account transmission constraints. Purchased electricity futures are settled against the system price, and a later determined spot price for the electricity area in which electricity is to be delivered. To manage the risk, production or consumption can be hedged using EPAD (Electricity Price Area Differential) financial contracts on Nasdaq Commodities.

#### Volume risk

Volume risk refers to the risk of deviations between the expected and actual volume delivered, with the largest volume risk being in the production portfolio. Hydropower production is based on normal annual production, which is what is expected to be produced in the coming year. Normal annual production is based on large amounts of historical weather data, including precipitation, snowmelt and temperature.

Volume risk occurs when, for example, rainfall or temperature deviates from normal, creating a surplus or deficit in production. To mitigate volume risks, there is continuous reconciliation both of previous expectations compared with current ones and of production on a monthly basis, based on extensive monitoring and forecasting work. Wind power carries a particularly challenging volume risk, basically up to the time of delivery, as it is difficult to accurately pinpoint wind forecasts. District heating volumes are managed by improving and developing heat consumption forecasts.

Volume risks also arise from sales, as there is always a risk that more or less electricity may need to be used than expected. The most effective risk management tools for sales activities are improved continuous measurement and monitoring of end customer usage patterns, as well as high forecasting capacity. With extreme prices in the electricity market, prices for regulating power and system services also increase, which in turn can make it very costly to consume or produce more than forecast.

### Profile risk

In addition to volume risk, the profile risk of changing patterns of production and consumption also increases. Profile risk arises when production or consumption deviates on an hourly basis. For example, the total volume during a day may be exactly as forecast, while the specific hours of the day may differ. As new technologies enable shifting one's own consumption from more expensive to cheaper hours, it becomes more difficult for traders to manage profile risk.

### Balancing cost risk

Under the Electricity Act, electricity suppliers are responsible for supplying the electricity system with as much electricity as their customers consume. Skellefteå Kraft also has contractual balance responsibility for other electricity suppliers. Incorrect forecasts that lead to differences between supplied and consumed result in extra charges to Svenska Kraftnät for handling the imbalance. High volatility and high electricity prices therefore also entail the risk of high balancing costs.

### Currency risk

Skellefteå Kraft has SEK as its corporate currency. Currency risk arises when electricity or other goods and services are traded and contracted in other currencies, mainly EUR. In financial trading on the electricity market, the aggregate EUR value is counter-hedged for price hedging of electricity or other EUR products with a bank.

## Consolidated Income Statement, SEK million

	NOT	2023	2022
<b>OPERATING INCOME</b>			
Net sales	2	6,736.8	7,571.1
Capitalised work on own account		43.0	42.6
Other operating income	3	120.2	79.4
		6,900.0	7,693.1
<b>OPERATING EXPENSES</b>			
Energy and production expenses		-3,794.8	-3,918.7
Other external expenses	4,5	-613.5	-555.1
Personnel expenses	6	-719.5	-645.2
Depreciation and impairment	7	-457.0	-543.6
Other operating expenses		-4.9	-1.6
Share of associated company profit	8	-54.8	-26.6
		-5,644.5	-5,690.8
<b>OPERATING PROFIT</b>		<b>1,255.5</b>	<b>2,002.3</b>
<b>PROFIT FROM FINANCIAL ITEMS</b>			
Profit from other securities and receivables that are fixed assets	9	13.0	9.6
Other interest and similar income items	10	50.4	4.3
Interest and similar income items	11	-99.8	-43.3
		-36.4	-29.4
<b>PROFIT AFTER FINANCIAL ITEMS</b>		<b>1,219.1</b>	<b>1,972.9</b>
Appropriations	12	-180.0	-120.0
Tax on profit for the year	13	-207.9	-234.3
<b>PROFIT FOR THE YEAR</b>		<b>831.2</b>	<b>1,618.6</b>

## Consolidated Balance Sheet, SEK million

	NOT	2023-12-31	2022-12-31
<b>ASSETS</b>			
<b>Non-current assets</b>			
<i>Intangible fixed assets</i>			
Capitalised development costs	14	14.2	2.4
Concessions and similar rights	15	15.9	5.8
Acquired customer values	16	3.6	7.0
Goodwill	17	19.4	22.9
		53.1	38.1
<i>Tangible fixed assets</i>			
Buildings	18	1,029.1	1,008.8
Land and other immovable property	19	2,040.9	2,045.2
Machinery and other technical facilities	20	7,036.5	6,510.0
Equipment, tools and installations	21	171.8	161.8
Construction in progress	22	2,261.0	1,603.9
		12,539.3	11,329.7
<i>Financial assets</i>			
Receivables from group companies	24	0.0	0.0
Shares in associated companies	25	132.2	142.9
Receivables from associated companies	26	116.8	116.8
Other securities held as non-current assets	27	134.3	118.3
Other non-current receivables	28	921.7	1,873.7
		1,305.0	2,251.7
<b>TOTAL NON-CURRENT ASSETS</b>		<b>13,897.4</b>	<b>13,619.5</b>
<b>Current assets</b>			
<i>Goods in stock etc</i>			
Raw materials and consumables		284.6	284.9
<i>Current receivables</i>			
Accounts receivable		435.9	412.9
Receivables from group companies		41.7	49.6
Receivables from associated companies		25.2	20.3
Other receivables		377.8	198.0
Prepaid expenses and accrued income	29	784.7	1,468.5
		1,665.3	2,149.3
<b>Cash and bank deposits</b>		1,085.8	247.1
<b>TOTAL CURRENT ASSETS</b>		<b>3,035.7</b>	<b>2,681.3</b>
<b>TOTAL ASSETS</b>		<b>16,933.1</b>	<b>16,300.8</b>

## Consolidated Balance Sheet, SEK million

	NOT	2023-12-31	2022-12-31
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>	30		
Share capital		204.0	204.0
Other equity including profit for the year		8,112.0	7,633.5
Total share capital attributable to the parent company's owners		8,316.0	7,837.5
<b>TOTAL EQUITY</b>		<b>8,316.0</b>	<b>7,837.5</b>
<b>Provisions</b>			
Provisions for pensions and similar obligations	32	13.8	15.0
Deferred tax liability	31	1,050.0	978.0
Other provisions	32	416.5	319.3
<b>TOTAL PROVISIONS</b>		<b>1,480.3</b>	<b>1,312.3</b>
<b>Non-current liabilities</b>			
Other liabilities to credit institutions	33	4,881.1	3,211.3
Other liabilities	34	316.5	1,001.2
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>5,197.6</b>	<b>4,212.5</b>
<b>Current liabilities</b>			
Advance payments from customers		12.8	1.7
Trade accounts payable		340.0	323.2
Liabilities to Group companies		186.8	131.9
Liabilities to associated companies		2.3	1.3
Current tax liability		401.1	305.7
Other liabilities		449.3	1,434.5
Accrued expenses and deferred income	35	546.9	740.2
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,939.2</b>	<b>2,938.5</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>16,933.1</b>	<b>16,300.8</b>



## Consolidated Cash Flow statement, SEK million

	2023	2022
<b>CURRENT OPERATIONS</b>		
Profit after financial items	1,219.1	1,972.9
Adjustment for items excluded from the cash flow		
Depreciation and impairment	457.1	543.6
Profit/loss on the sale of fixed assets	0.2	1.0
Share of associated company profit	54.8	26.6
Currency exchange difference for subsidiaries	-0.1	1.3
	1,731.1	2,545.4
Income tax paid	-135.9	-304.5
<b>Cash flow from current operations before changes in working capital</b>	<b>1,595.2</b>	<b>2,240.9</b>
Cash flow from changes in working capital		
Increase (-)/decrease in goods in stock etc.	0.3	-55.7
Increase(-)/decrease in operating receivables	484.0	-822.5
Increase/decrease(-) in provisions	-9.3	-31.9
Increase/decrease(-) in operating liabilities	-999.3	924.0
<b>Cash flow from current operations</b>	<b>1,070.9</b>	<b>2,254.8</b>
<b>INVESTMENT ACTIVITIES</b>		
Acquisition of intangible assets	-29.3	0.0
Acquisition of tangible fixed assets	-1,561.0	-1,204.3
Sale of tangible fixed assets	13.7	22.8
Acquisition of associated companies	-44.1	-39.1
Acquisition of other long-term securities holdings	-16.0	-9.8
Increase(-)/decrease in other non-current receivables	952.0	-654.9
<b>Cash flow from investment activities</b>	<b>-684.7</b>	<b>-1,885.3</b>
<b>FINANCING ACTIVITIES</b>		
Increase/decrease (-) in utilised credit	1,669.8	-566.7
Increase/decrease(-) in other non-current liabilities	-684.7	832.2
Group contributions given (-)/received	-180.0	-120.0
Dividends paid	0.0	-104.0
Contributions to other activities of the municipality	-352.6	-189.0
<b>Cash flow from financing activities</b>	<b>452.5</b>	<b>-147.5</b>
Cash flow for the year	838.7	222.0
Cash and cash equivalents at start of year	247.1	25.1
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>1,085.8</b>	<b>247.1</b>

## Multi-year Summary, SEK million

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>FROM INCOME STATEMENT, SEK MILLIONS</b>										
Net sales	6,736.8	7,571.1	5,443.2	3,333.2	4,436.0	4,420.8	3,464.9	3,369.3	3,458.5	3,800.1
Expenses incl. other operating items	-5,024.3	-5,025.2	-3,911.9	-2,568.8	-3,526.3	-3,368.0	-2,582.3	-2,530.1	-2,594.6	-2,949.8
Depreciation	-457.0	-543.6	-472.4	-1,001.9	-407.4	-373.1	-545.4	-402.6	-372.8	-364.6
OPERATING PROFIT (EBIT)	1,255.5	2,002.3	1,058.9	-237.5	502.3	679.7	337.2	436.6	491.1	485.7
Financial income etc.	63.4	13.9	9.9	11.1	19.2	32.7	29.9	36.0	255.2	26.4
Financial expenses	-99.8	-43.3	-46.9	-45.6	-56.6	-61.9	-78.1	-87.6	-97.5	-112.7
PROFIT AFTER NET FINANCIAL ITEMS	1,219.1	1,972.9	1,021.9	-272.0	464.9	650.5	289.0	385.0	648.8	399.4
Group contributions	-180.0	-120.0	-	80.0	21.6	-6.5	-6.4	-	-	-
Taxes	-207.9	-234.3	-83.5	76.7	-61.3	-54.2	-42.8	-71.9	-42.8	-39.1
<b>PROFIT FOR THE YEAR</b>	<b>831.2</b>	<b>1,618.6</b>	<b>938.4</b>	<b>-115.3</b>	<b>425.2</b>	<b>589.8</b>	<b>239.8</b>	<b>313.1</b>	<b>606.0</b>	<b>360.3</b>
<b>FROM THE BALANCE SHEET, SEK MILLIONS</b>										
Intangible fixed assets	53.1	38.1	54.6	66.0	72.8	50.4	2.4	24.6	0.0	3.5
Tangible fixed assets	12,539.3	11,329.7	10,492.7	10,018.0	10,436.4	9,570.9	9,295.1	9,232.8	9,237.9	8,871.9
Financial assets	1,305.0	2,251.7	1,574.5	873.2	762.3	1,130.6	922.5	914.3	848.9	827.6
Current receivables and stocks	1,949.9	2,434.2	1,556.0	900.8	1,091.6	1,305.5	806.1	839.4	872.0	939.7
Cash/cash equivalents and investments	1,085.8	247.1	25.1	110.3	185.1	236.6	230.3	355.0	417.1	426.7
<b>TOTAL ASSETS</b>	<b>16,933.1</b>	<b>16,300.8</b>	<b>13,702.9</b>	<b>11,968.3</b>	<b>12,548.2</b>	<b>12,294.0</b>	<b>11,256.4</b>	<b>11,366.1</b>	<b>11,375.9</b>	<b>11,069.4</b>
Equity	8,316.0	7,837.5	6,510.6	5,834.6	6,202.3	6,057.8	5,720.5	5,662.6	5,497.4	5,085.4
Interest-bearing non-current liabilities and provisions	4,903.7	3,276.4	3,816.4	4,054.1	4,072.9	4,184.0	3,777.8	3,908.6	3,913.4	4,303.2
Non-interest-bearing non-current liabilities and provisions	1,774.2	2,248.4	1,361.4	1,369.0	1,410.1	1,183.4	1,072.3	1,016.1	932.3	905.9
Interest-bearing current liabilities	180.0	120.0	0.0	0.0	0.0	0.0	0.0	0.0	6.1	0.0
Non-interest-bearing current liabilities	1,759.2	2,818.5	2,014.5	710.6	862.9	868.8	685.8	778.8	1,026.7	774.9
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>16,933.1</b>	<b>16,300.8</b>	<b>13,702.9</b>	<b>11,968.3</b>	<b>12,548.2</b>	<b>12,294.0</b>	<b>11,256.4</b>	<b>11,366.1</b>	<b>11,375.9</b>	<b>11,069.4</b>
<b>KEY FIGURES</b>										
Return on equity (before tax), %	15.1	27.5	16.6	neg	7.6	11.0	5.1	6.9	12.3	8.0
Return on capital employed, %	10.7	18.7	10.6	neg	5.1	7.2	3.9	5.0	7.9	5.6
Return on total capital, %	7.9	13.4	8.3	neg	4.2	6.1	3.2	4.2	6.6	4.7
Operating margin, %	18.6	26.4	19.5	neg	11.3	15.4	9.7	13.0	14.2	12.8
Net margin, %	18.1	26.1	18.8	neg	10.5	14.7	8.3	11.4	18.8	10.5
Equity ratio, %	49.1	48.1	47.5	48.8	49.4	49.3	50.8	49.8	48.3	45.9
Self-financing rate, %	82.9	181.0	126.8	59.8	50.3	92.7	96.4	125.2	88.7	76.5
Interest coverage ratio, multiple	13.2	46.6	22.8	neg	9.2	11.5	4.7	5.4	7.7	4.5
Debt to equity ratio, multiple	0.6	0.4	0.6	0.7	0.7	0.7	0.7	0.7	0.7	0.8
Capital turnover rate, multiple	0.55	0.70	0.54	0.33	0.43	0.45	0.36	0.35	0.37	0.41
<b>OTHER INFORMATION, SEK MILLIONS</b>										
Capital employed	13,399.7	11,233.9	10,327.0	9,888.7	10,275.2	10,241.8	9,498.3	9,571.2	9,416.9	9,388.6
Net investment in plant	1,617.9	1,204.3	950.6	778.4	1,216.2	728.2	623.4	410.1	900.3	721.2
Net investment in shares	60.1	39.1	0.0	29.4	26.2	130.9	0.5	41.3	0.0	0.0
Contribution to other activities of the municipality	352.6	293.0	262.5	248.1	242.3	228.8	226.5	220.0	220.0	211.0





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