Skellefteå Kraft



Sustainability Report 2025

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GRI 2-1, 2-3, 2-4, 2-5

1. Introduction

1.1 About this report

Each year, Skellefteå Kraft publishes a voluntary sustainability report , a sustainability section in the Directors' Report and a description of the Group's **sustainability work on the website**. This report constitutes the company's voluntary sustainability report. It was published on 2 March 2026 and covers Skellefteå Kraft's sustainability work and ESG performance for the entire 2025 financial year. Reporting follows an annual cycle based on the calendar year and is consistent with the Directors' Report.

The sustainability report covers Skellefteå Kraft as a fictitious group consisting of the municipal administration Skellefteå Kraftverk (parent company) and the subgroup Skellefteå Kraft AB. The purpose of the report is to provide insight into sustainability-related activities and to ensure clear communication with our stakeholders regarding the performance of our operations. As a complement to the financial reporting, this report focuses on environmental, social and governance (ESG) aspects. This non-financial report is voluntary and has therefore not been audited externally.

The report is available in PDF format, which contains detailed information, and in a web-based format featuring further in-depth case studies. In line with increased transparency, significant restatements of previous reports for specific KPIs are presented as footnotes, giving the reader a clear picture of any changes and trends over time.

Skellefteå Kraft's owner, Skellefteå Stadshus AB, is likely to be affected by the EU's new Corporate Sustainability Reporting Directive (CSRD) from the 2027 financial year onwards. As part of the preparations for the new requirements, this sustainability report has been drawn up based on the CSRD and therefore follows the structure set out in the European Sustainability Reporting Standards (ESRS). The report has also been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021.

Contact: information@skekraft.se

1.2 A message from the CEO – A stronger Skellefteå Kraft is taking shape

2025 has been a year of change and transformation – both in the wider world and here at Skellefteå Kraft. A challenging year, but also one that has made us stronger. To develop a business like ours, we need to move forward, not remain stagnant.

The persistently low electricity prices in the north have forced us to adopt new ways of thinking. We have therefore clarified our focus – a change of direction that is already evident in our cost structure, our working methods and in how we prioritise our investments. The market situation is tough, but we can see how our focused efforts are preparing us for the future.

We are continuing to work to strengthen the profitability of our core business. This involves both attracting energy-intensive industry and reducing our dependence on electricity spot prices. One example is Skykraft, where we have partnered with SkyNRG to investigate the possibility of establishing renewable aviation fuel production in Skellefteå. A consultation was held in 2025 and we are continuing to work on the conditions – but before we proceed, we need to secure demand. This presents a challenge, as the market is not yet fully developed.

At the same time, society's focus has shifted somewhat from climate and the energy transition to security and resilience. This places new demands on us as a key player in society, but it also reinforces our conviction that the future requires a fossil-free society. Here in the north, we are in a unique position with access to renewable energy that strengthens both the energy transition and self-sufficiency.

Domestic battery manufacturing is key to Europe's strategic transition. Despite Northvolt's bankruptcy earlier this year, Skellefteå has retained its strengths. We are proud of how we have secured the business through cross-functional collaboration and created the conditions for a new player to take over.



Hydropower is an important part of both our history and our future

This cross-functional approach has also yielded strong results in the ancillary services market. By pooling expertise from across the organisation, we have been able to adapt quickly to changes in the electricity system, optimise our production and contribute to the stability of the electricity grid.
Our ability to coordinate and take a holistic approach has made us one of the most successful players in this field over the past year.

During the year, we also launched two key projects: the refurbishment and expansion of the Rengård power plant and Ecolink – a new link between the district heating networks in Skellefteå and Skelleftehamn. Through these, we are making the most of the resources we already have and creating greater efficiency.

Together with OKQ8, we became Sweden's largest public super-fast charging network in terms of the number of charging points in 2025. This means we now have a comprehensive and strategically located infrastructure that enables faster electric vehicle travel across large parts of the country. The growth of the electric vehicle market has temporarily slowed, but the long-term direction is clear and we are well equipped to meet the rising demand.

Our work to strengthen the industry's supply of skilled labour continues through the TV series "Högspänning" (High Voltage), which also made a difference in 2025. Half of the energy students who have watched the program say it influenced their choice of study. We are proud of this, as well as of all the participants who inspire others, every day.

SKI's customer survey confirms that we are treating our customers well. We secured five first-place rankings out of a possible six. This is a testament to our employees' commitment and dedication to delivering excellence in every interaction.

A big thank you to all of you – employees, customers and partners.
Together, we are building a stronger, smarter and more sustainable Skellefteå Kraft.

Joachim Nordin, Managing Director and CEO



Joachim Nordin, Managing Director and CEO

1.3 Significant events during the year

Skellefteå Universities Alliance is founded
SUA is a foundation established in 2025 by Nornan Invest, Skellefteå Municipality and Skellefteå Kraft to facilitate the development of new educational models and strategic partnerships between academia, industry and society. SUA aims to help increase the range of higher education options in Skellefteå and promote innovation in academic education and learning at a national level.
Read more about SUA here.

Waste heat from Rönnskär benefits both Skellefteå residents and the climate
The Ecolink project was launched in February. By connecting the district heating network in Skellefteå with the district heating network in Skelleftehamn, waste heat from the Rönnskärsverken plant can be used to benefit more district heating customers.
Read more about the Ecolink project here.

The charging stations of the future will use solar power and battery storage
Skellefteå Kraft and OKQ8 have jointly launched a pilot station in Nacka where solar energy, fast charging and battery storage work together to reduce the load on the electricity grid, while increasing the availability of renewable electricity for electric vehicles.
Read more about Skellefteå Kraft's and OKQ8's fast charging stations here.

"Högspänning" returns with a sixth season
A new Novus survey shows that five out of ten students in energy study programmes have seen this TV series. Half of them say that it has influenced their choice of study.
Read more about Skellefteå Kraft and Högspänning here.

90%
Proportion of renewable energy production

2,300 tonnes
CO_2 emissions from own operations

1,7
Average number of outages per customer per year

98 %
Percentage of households and businesses with a fibre optic broadband connection

929
Number of permanent employees

838
Number of charging points

78
Motivated Employee Index

Our customers have spoken – Skellefteå Kraft comes out on top
Five first-place rankings out of a possible six. Skellefteå Kraft continues to receive high customer ratings in this year's SKI survey, while customer satisfaction in the industry has reached its lowest level in over 20 years.
Read more about Skellefteå Kraft's results in SKI's customer survey here.

Reopening of the Rengård hydroelectric power plant
Rengård has long been a bottleneck on the Skellefte River. By investing in new technology and increased capacity, Skellefteå Kraft has now unlocked the river's potential. The result is a doubling of the power plant's output, from 35 to 71 MW, and an important contribution to a more flexible and sustainable energy system in Sweden.
Read more about the reopening of the Rengård hydroelectric power plant here.

NAP process resumed
On 1 July 2025, Sweden's national review of hydropower was resumed following a hiatus of more than two years. Skellefteå Kraft is following the updated plan and is actively continuing its work on several watercourses with the aim of balancing environmental benefits and production capacity.
Read more about Sweden's national review of hydropower here.

Environmental permit application submitted for the SkyKraft project
During the year, a consultation was held regarding the planned production of aviation fuel in Skelleftehamn, and the company SkyKraft AB was formed. The environmental permit application was submitted in December.
Read more about Skellefteå Kraft's SkyKraft aviation fuel project here.



New investment in Rengård hydroelectric power plant contributes to a more flexible energy system

GRI 2-22

1.4 Corporate philosophy and strategy

Skellefteå Kraft's corporate philosophy describes how we organise our management system and how we work to meet relevant requirements and expectations from stakeholders, the external environment, legislation and other regulations. The philosophy clearly outlines how our vision, mission, core values, principles and working methods are interconnected. The corporate culture provides us with a shared platform and a clear direction.

Our vision is to be the best energy company for Sweden by producing and supplying renewable energy to households and businesses, and by creating business opportunities and partnerships that drive societal transformation forward. Our mission is to tackle climate challenges, strengthen the competitiveness of both Sweden and the region, and provide people with secure access to electricity and heating, all with the aim of being a positive force in society. A strong corporate culture is crucial to achieving this. We build this through our core values, our principles, our actions and a commitment to continuous improvement.

Our mandate from our owner, Skellefteå Municipality, is to secure the energy supply and contribute to local and regional societal development. Skellefteå Kraft is committed to investing in renewable energy sources, with hydropower as the foundation, and to providing a well-developed infrastructure for energy and communications. Operations shall be conducted in a professional manner with sound business ethics, while contributing to the achievement of the municipality's overarching goals and visions.

To achieve this vision, Skellefteå Kraft works based on four strategic focus areas:

- Nordic and regional growth
- Long-term profitability
- An attractive workplace
- Skellefteå Kraft takes responsibility



Our corporate philosophy is represented by a five-tiered pyramid

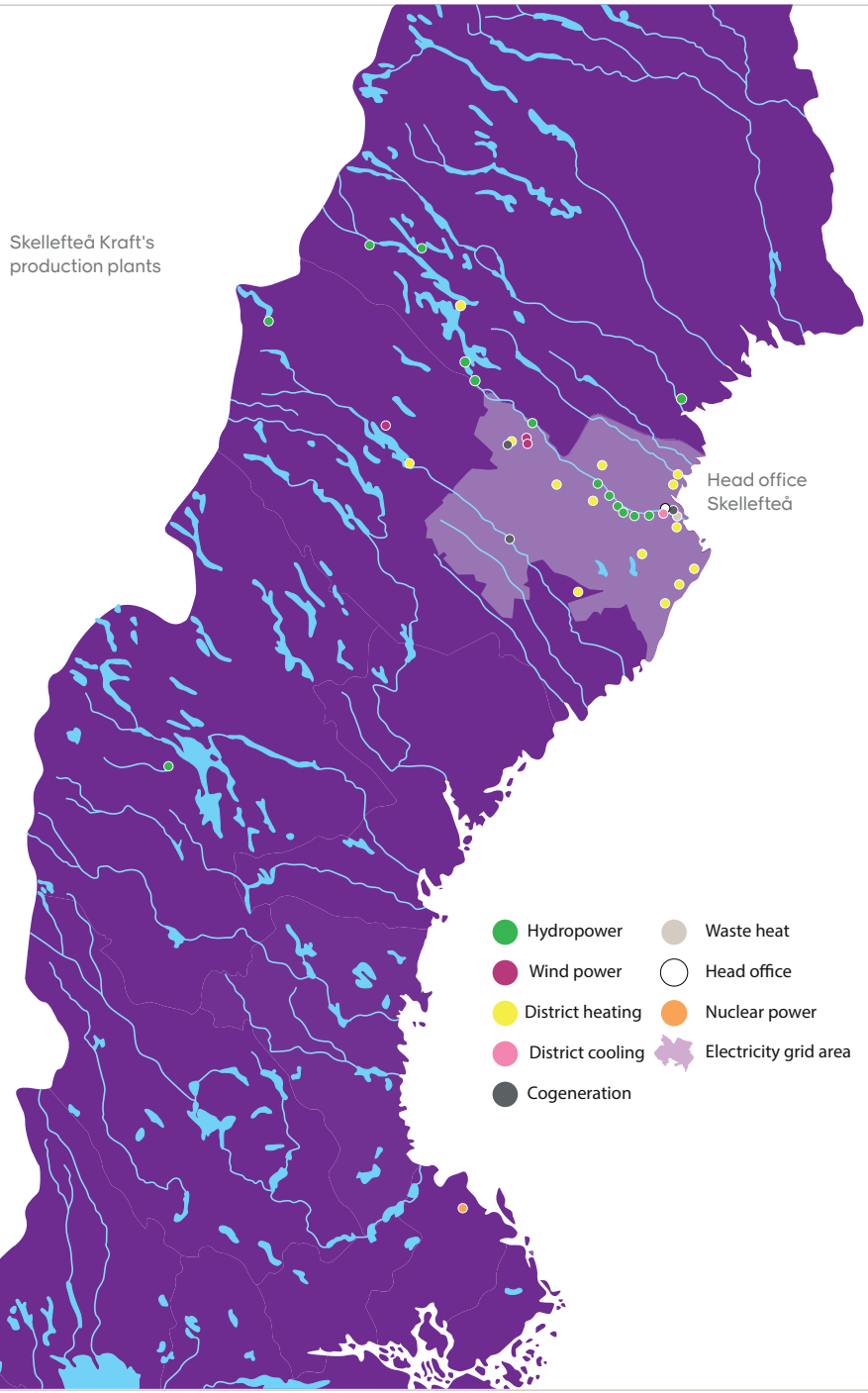
GRI 2-2, 2-6

1.5 Our plants and assets

Skellefteå Kraft is one of Sweden's five largest electricity producers and the largest municipally owned energy company. The Group operates its own wind power, hydroelectric and combined heat and power production plants. Hydropower is our largest source of energy, accounting for around 60 per cent of our energy production. It is mainly produced on the Skellefte River, but also on the Pite River in Norrbotten and on a number of smaller watercourses in the region.

In Västerbotten, our largest combined heat and power plants are located in Skellefteå, Lycksele and Malå, all of which are fuelled by biofuels. Our onshore wind farms are situated further north, in Jokkmokksliden, Storliden and Blaiken. Around ten per cent of our energy production comes from our shareholding in the Forsmark nuclear power plant.

Skellefteå Kraft is also a key infrastructure provider with its own distribution networks for electricity, district heating, communications and vehicle charging. We offer electricity contracts, electricity and heat distribution, broadband and ancillary services. Our head office is located in Skellefteå.



GRI 2-6, 2-9, 2-10, 2-11, 2-14, 2-15, 2-16, 2-17, 2-18, 202-2, 405-1

1.6 Ownership and corporate governance

Skellefteå Stadshus AB is the parent company of Skellefteå Kraft AB and is wholly owned by Skellefteå Municipality. Skellefteå Kraft has a number of subsidiaries covered by this report: Skellefteå Kraft Elnät AB, Skellefteå Kraft Service AB, Skellefteå Kraft Energiservice AB, Skellefteå Kraft Fibernät AB, BlaikenVind AB, Skellefteå Kraft Fastighetsutveckling AB, Skellefteå Kraft Denmark A/S, Skellefteå Kraft Industri Locations AB and IoT Open AB.

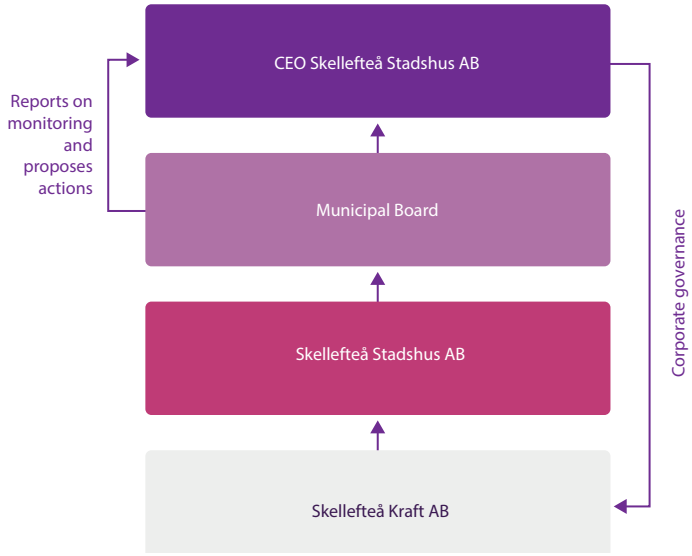
Our overall governance and risk management are based on the owner directive and the corporate strategy, which includes clearly defined objectives, detailed business plans and key performance indicators.

As a wholly owned municipal company, Skellefteå Kraft has a politically appointed board of directors that bears ultimate responsibility for our operations and a group management team responsible for strategic issues and overarching matters. The Nomination Committee ensures that the highest governing body possesses collective expertise by taking into account democratic support, experience and relevant industry expertise when making nominations. The composition of the Board shall also reflect diversity in terms of sex, age and geographical location. Candidates are proposed by the political parties in the municipality.

The Board is appointed by the Municipal Council for each term of office. Skellefteå Kraft's Board currently consists of nine ordinary members, all of whom are independent and recruited from the local community.

Age	Women	Men
<30	0	0
30-50	1	1
>50	2	5

Board by gender and age 2025



Organisational structure and corporate governance of Skellefteå Kraft AB

Our highest governing body, the Municipal Executive Committee, is responsible for reviewing and approving the reported information, including the material issues affecting our organisation. The Municipal Executive Committee has established processes to prevent and manage conflicts of interest.

Based on assessments of the current situation, target achievement and financial performance, a transparent and sustainable planning process is ensured for the subsidiaries within the Skellefteå Stadshus Group, which includes Skellefteå Kraft. Conflicts of interest are disclosed openly to stakeholders and may include: membership on multiple boards, cross-shareholdings with suppliers and other parties, controlling ownership interests, transactions, and relationships and receivables with related parties.

Every year, the owner, Skellefteå Municipality, conducts a board evaluation in all companies within the Skellefteå Kraft Group.

Communication regarding critical issues is integrated into shareholder dialogues and other meetings between the parent company's management and representatives of the subsidiaries. Skellefteå Kraft's CEO provides regular updates on important operational matters.

GRI 2-12, 2-13, 2-14, 2-16, 2-22

2. Our sustainability work

For Skellefteå Kraft, sustainability means contributing to positive societal development, with a particular focus on a sustainable energy supply and the electrification of transport and industry: locally, regionally and nationally. Through a holistic approach, innovative partnerships and accountability throughout the value chain, we are making a difference as we work towards our shared goals.

2.1 Overall governance of sustainability issues

Our overall governance and risk management is based on the owner's directives and our corporate strategy with associated objectives, operational plans and key performance indicators.

The Board of Directors bears ultimate responsibility for sustainability reporting and ensures that relevant policies, targets and measures are in place. Skellefteå Kraft's material sustainability issues are integrated into the corporate strategy, which is approved by the Board. Management is responsible for implementing the strategy and policies in day-to-day operations and monitors results on an ongoing basis.

Within the company, the sustainability manager has overarching responsibility and reports directly to the CEO. The Board and the Group Management Team receive ongoing training on current and material sustainability issues, aimed at strengthening their expertise.

Sustainability governance is based on the double materiality analysis conducted in 2024 and 2025 (see Chapter 2.5). To ensure transparency and accountability, we have established internal control systems, whistleblowing mechanisms, and procedures for identifying risks and managing impacts, risks and opportunities.

Our Sustainability department supports the company's sustainability work through specialist expertise in the environment, social responsibility and governance, and is responsible for the sustainability report. Every manager and employee has a responsibility to integrate the Group's goals into business plans, budgets, roles, decision-making processes and day-to-day work.

GRI 2-22, 2-24

Skellefteå Kraft's management system is process-oriented and based on a principles-driven approach. It is an integrated management system certified to ISO 14001 and ISO 45001, and structured in accordance with ISO 9001.

We support the UN Universal Declaration of Human Rights and the ethical principles of the UN Global Compact. We also support the OECD (Organisation for Economic Co-operation and Development) Guidelines for Multinational Enterprises on Responsible Business Conduct, as well as the UN Guiding Principles on Business and Human Rights. With respect for human rights, we focus our attention on the entire value chain.

Skellefteå Kraft supports the entire 2030 Agenda. As an energy supplier, employer, business partner and community stakeholder, there are several goals and targets that are relevant to us. We have a particular focus on:

Goal 7: Affordable and clean energy
Goal 8: Decent work and economic growth
Goal 9: Industry, innovation, and infrastructure
Goal 11: Sustainable cities and communities
Goal 15: Life on land



Through our expertise and core business, we actively contribute to several goals

GRI 2-22, 2-23, 2-25, 2-26

2.2 Policies and guidelines

Skellefteå Kraft integrates sustainability management into its processes and working methods. We do this by establishing control and monitoring systems for sustainability issues and ensuring that the necessary expertise is available.

Our corporate culture and our overarching principles are summarised in our business policy and internal code of conduct – documents which together form the basis for our guidelines and values. These governing documents work in harmony with other policies to create consistency throughout the organisation. All policies, including their implementation, are approved by the Board and apply to the company as a whole. All are communicated to and accessible by employees.

Policies and guidelines	Purpose and description
Operating policy	Provides general guidance and values for the entire organisation and refers to other policies and guidelines for more detailed information.
Environmental policy	Sets out the Group's environmental responsibilities.
Occupational health and safety policy	Specifies how Skellefteå Kraft works to achieve a good physical, organisational and social working environment.
Human resources policy	Sets out Skellefteå Kraft's core values in order to attract, retain and develop staff.
Internal control guidelines	Clarifies the division of responsibilities to ensure that the municipality maintains adequate internal control in accordance with the Local Government Act and the Swedish Companies Act.
Code of Conduct	Describes our fundamental approach and forms the basis for our actions.
Supplier Code of Conduct	Describes the fundamental approach and responsibilities of suppliers. Reduces the risk of environmental and human rights violations in our supply chains.
Guidelines on sponsorship	Provides guidance for commercial partnerships centred around mutual benefit for both the company and the sponsorship recipients.
Whistleblowing function	Enables anyone with a work-related connection to Skellefteå Kraft to safely and anonymously report suspected wrongdoing.
Diversity and equal treatment policy	Describes the importance of creating an inclusive and fair workplace and details this approach based on a number of areas of responsibility.
Purchasing guidelines	Explains how Skellefteå Kraft works to take responsibility for the economy, people and the environment throughout its supply chain through responsible purchasing and procurement.
Guidelines for compensation	Provides guidance for transparent and responsible management of negative impacts on people and the environment from the Group's operations.

Table of policy documents relating to our business practices

GRI 2-13, 2-16

2.3 Risk management

Skellefteå Kraft's risk management framework is based on the international standard ISO 31000. Our risk management policy provides guidance.

A group-wide risk and security function is responsible for coordinating, supporting and quality assuring this work. A risk council comprising representatives from the business units and staff functions provides support in the assessment and prioritisation of short- and long-term risks across the Group. Risks and related measures are reported on the intranet.

Our processes consist of risk management at all organisational levels, from risk assessments in projects and during organisational changes, to risk assessments in procurement and investments. In procurement, checks on suppliers are paramount. This process is managed by our Purchasing department, supported by tools such as Creditsafe Plus and EcoVadis.

When making investments, careful assessments of opportunities and consequences are carried out to identify and manage risks. The aim is to find investments that are profitable and sustainable from an economic, social and environmental perspective. One challenge is to balance business-driven measures with sustainability requirements when conflicting objectives arise.

We do not assign monetary values to risks. Instead, risks are assessed based on probability and impact, and a weighted risk score is used as a measure to assess the threat's impact on factors such as earnings capacity, health and safety responsibilities, the environment, society and regulatory compliance.

The Group's risk controller participates in the annual update of the dual materiality analysis. Identified strategic risks and opportunities are then integrated into the Group's risk reporting, alongside financial and internal risks.

During the year, security issues have continued to be a high priority due to a deteriorating security situation in the wider world. Skellefteå Kraft provides critical social infrastructure, and our owners are placing ever-higher demands on contingency plans, scenario analyses, and risk and vulnerability assessments. Climate change also entails increased demands for climate adaptation plans.

Moving forward, we are developing risk reporting to management and the Board with an increased focus on follow-up and ownership of measures. We are also continuing to strengthen cross-functional processes and working systematically to integrate risk management into our core processes.



Security issues remain a high priority in a turbulent world

GRI 2-6, 3-1, 3-2

2.4 Business model and value chain

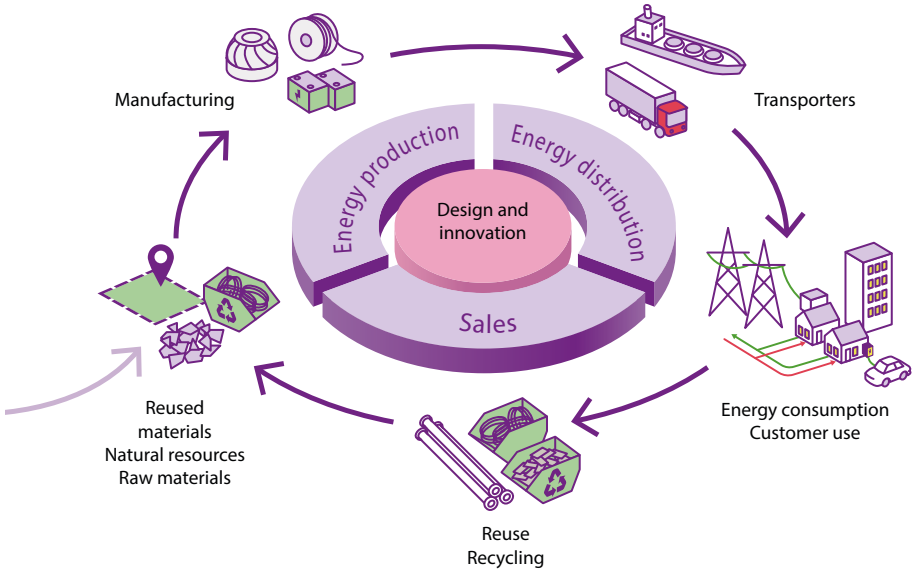
Skellefteå Kraft's business model is based on producing and supplying renewable energy to households and businesses, while also creating business opportunities and partnerships that make the most of Sweden's renewable resources.

We have a diversified value chain spanning several areas and initiatives to promote sustainable societal development. It is influenced by geographical, geopolitical and regulatory factors.

Upstream, we focus on effectively managing our supply chain, where the procurement of raw materials, equipment and services for energy production and operations is central. Key suppliers, such as energy technology manufacturers and transport, companies play an important role in ensuring efficient deliveries. Our long-term relationships with our suppliers are characterised by contracts, innovation partnerships and mutual dependence.

Within our own operations, we focus on the production and distribution of renewable energy from wind, water, and bioenergy. By increasing the output of existing hydropower, we make better use of this energy source's flexibility and regulation capabilities, enabling us to provide ancillary services to the Swedish energy system. As owners of local and regional grids, we are working to expand grid capacity to facilitate the transition of electricity-intensive industries.

Our investment in charging infrastructure in Sweden and Denmark is an important step in the electrification of the transport sector. At the same time, we are strengthening our local role by offering district heating produced from bioenergy and waste heat from local industries. Our forest holdings also form an important part of the value chain, both for energy production and carbon storage.



Skellefteå Kraft's value chain

GRI 2-6, 3-1, 3-2

A strong corporate culture, satisfied employees and efficient working methods are essential to our production, distribution and sales. Our employees are one of our most important resources, and our HR processes focus on recruitment, training and skills development. This strong corporate culture promotes collaboration, research and innovation, which are crucial for developing the energy solutions of the future.

Downstream, we are working to strengthen both the region's infrastructure and our customer relationships. We offer only certified renewable energy, transparent contracts, our own customer service and several digital channels that simplify and enhance the customer experience. In partnership with OKQ8, we are building charging infrastructure for vehicles, with OKQ8 providing the charging points.

Through our commitment to the continued expansion of the fibre network, we are increasing digital accessibility for households and businesses across the region. We also actively participate in the energy debate, with the aim of contributing knowledge and fostering dialogue to support the development of the Swedish energy system. Our commitment also extends to cultural and sporting associations, where we support initiatives that promote the health and well-being of children and young people.

Overall, Skellefteå Kraft is committed to sustainable development and collaboration to create synergies and solutions that support a sustainable societal transition.



Our operations rely on equipment and services from a large number of suppliers

GRI 2-6, 3-1, 3-2

2.5 The double materiality analysis

From the 2027 financial year onwards, Skellefteå Kraft plans to report sustainability-related information to Skellefteå Stadshus, which will likely be subject to the new CSRD (Corporate Sustainability Reporting Directive) legislation by then. As part of the preparations for reporting in accordance with ESRS, a double materiality analysis was carried out in 2024 in accordance with the ESRS 2 standard. As knowledge and practices evolved, and following feedback from our auditors, the thresholds for the analysis were reviewed during the spring of 2025. The results were subsequently updated for Skellefteå Kraft, resulting in nine core topic standards.

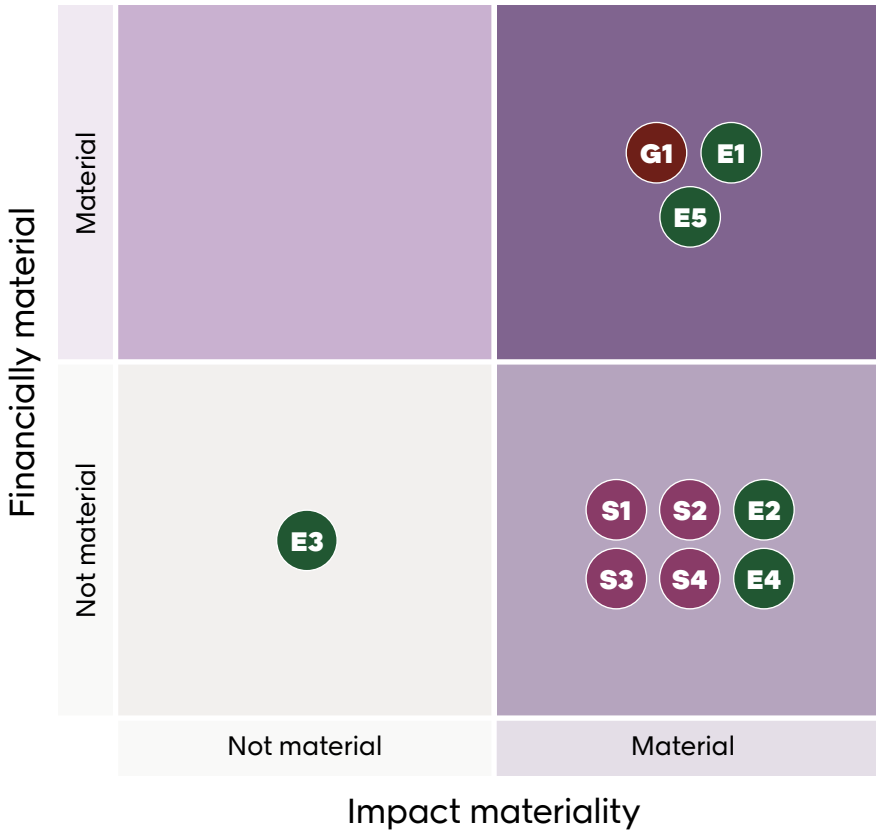
The double materiality analysis process involved managers from several Group functions as well as representatives from various parts of the organisation. Together, they participated in workshops in which the company's impact, risks and opportunities were mapped and assessed. The results were validated by the Group Management Team and a number of selected stakeholders before being aggregated with corresponding results from other subsidiaries within the Skellefteå Stadshus Group. The collective analysis thus forms an integral part of the Group's materiality assessment.

Preparation and delimitation	Identify impacts, risks and opportunities	Stakeholder validation	Documentation	Validation within company management
• Review of business model, strategy, value chain and stakeholders • Determination of assessment criteria, thresholds and time horizons • Planning of stakeholder dialogues • Collection of relevant documentation	• Identification and assessment of impact-related sustainability issues based on ESRS topic standards • Identification and assessment of financial risks and opportunities based on ESRS topic standards • Importing internal data and external sources (e.g. scientific reports) • Workshops with internal stakeholders and experts • Documentation with reasons behind each assessment	• Validation of preliminary results through the involvement of affected stakeholders and users of sustainability reports • This dialogue can take the form of surveys or interviews.	• Presentation of the results in a materiality matrix and an IRO table	• Ensuring that the analysis is firmly supported by senior management

The double materiality analysis process

GRI 2-6, 3-1, 3-2

The figure below illustrates the results of the double materiality analysis at the topic standard level.



ESRS topic standards

Environment

- E1 Climate change
- E2 Pollution
- E3 Water and marine resources
- E4 Biodiversity and ecosystems
- E5 Resource use and the circular economy

Social

- S1 Own workforce
- S2 Workers in the value chain
- S3 Affected communities
- S4 Consumers and end users

Governance

- G1 Responsible business conduct

Skellefteå Kraft's material sustainability issues

GRI 2-29

2.6 Stakeholders

The purpose of the stakeholder analysis is to gain a deeper understanding of our stakeholders' needs and expectations, thereby reducing risks and capitalising on opportunities within our operations.

In 2025, a Group-wide stakeholder analysis was carried out as part of the preparations for sustainability reporting in accordance with the CSRD. Responsibility for this work was transferred from the Communications department to the Group's External Environment and Strategy function. The analysis was conducted with the support of the External Affairs Council, which consists of representatives from all business areas and several of the Group's support functions.

The stakeholder analysis is carried out in five steps:

- Identify stakeholders
- Understand stakeholder needs
- Prioritise stakeholders
- Plan for interaction
- Follow up

The final two steps in the process take place in other parts of the organisation.

The analysis identified and analysed stakeholders in the value chain who are affected by, have a significant impact on, or represent a financial risk or opportunity for the Group's operations.



Our priority stakeholders

GRI 2-29

The table below provides an overview of our main stakeholder groups. It describes how dialogue with these groups is conducted and the key issues discussed.

Stakeholder group	Forms of dialogue	Issues on the agenda
Customers Private, existing and potential Companies, existing and potential	• Annual customer surveys (Svenskt Kvalitetsindex, SKI) • Customer service • Meetings • Social media • Events • Validation of material issues	• Prices and contract terms and conditions • Delivery reliability, interruptions • Service and quality • Environmental profile and energy mix • Contribution to the local community • Risks, opportunities, impact
Owner Board of Directors Municipal Council City Hall	• Annual report • Board meetings • Informal meetings • Validation of material issues	• Financial performance (profit) • Sustainability performance • Local and regional growth • Security of energy supply • Electricity, heating and communication infrastructure • Risks, opportunities, impact
Society Local communities Suppliers Government authorities Politicians Security actors R&D Competitors Stakeholder organisations	• Supervision • Environmental reporting • Meetings • Advocacy work • Industry forum • Study visits • Consultations • Annual municipal dialogue • Validation of material issues	• Policy instruments, taxes • Authorisation and permitting processes • Market design • Employment, jobs • Sports and cultural sponsorships • Impact on ecosystems and biodiversity • Coexistence, compensation issues • Spatial planning • Risks, opportunities, impact
Employees Existing Potential	• Employee survey • Employee performance appraisals • Daily meetings and dialogues • Intranet • Collaborations with universities and schools • Study visits • Validation of material issues	• Values, governance and leadership • Working environment, health, safety • Gender equality and equal treatment • Corporate social responsibility and contribution to sustainable development • Research and development • Internships and degree projects • Career and development opportunities • Risks, opportunities, impact
Environment and climate	Indirect dialogue in the form of e.g. • Climate and environmental reporting • Newsletters • Articles • Stakeholder organisations, including the scientific community	• R&D • Legal requirements and regulatory compliance • Referral management • Societal development • Climate adaptation • Risks, opportunities, impact

Our priority stakeholders, how dialogues with them are conducted and the agenda

GRI 2-28

2.7 Membership in industry and stakeholder organisations

Skellefteå Kraft is a member of several industry organisations, including Elforsk, GEODE, KFS, IVL Environmental Research Institute, Swedenergy, Regional Energi, the Swedish Wind Energy Association and the Swedish Local Fibre Alliance. These organisations promote and represent their members' interests in relation to legislation and government authorities.

We also participate in research collaborations with organisations such as RISE, SLU, LTU, KTH, Vinnova and the Arctic Center of Energy. We work closely with Botnia Green Energy, Skellefteå Municipality, Skellefteå Science City, Skellefteå Airport, Region Västerbotten, Skellefteå Universities Alliance and other stakeholders to drive joint local and regional initiatives.

Skellefteå Kraft is also a member of Prisdialogen, which promotes transparent and fair pricing for Swedish district heating, and of CSR Sweden, a business network that promotes social engagement and responsibility.



Skellefteälven River with Campus in the foreground

GRI 3-3 Climate change, pollution, biodiversity and ecosystems, & resource use and the circular economy

3. Environmental responsibility

We are building knowledge and take action to protect plant and animal life and to minimise our impact on the climate and the environment throughout the value chain. Much of our environmental work is linked to our production plants and electricity grids, but covers all aspects of our operations. Our basic approach is to integrate climate and environmental considerations into all processes and decisions.

3.1 Overall environmental policy and governance

Our environmental work is guided by several policy documents, including our business policy, environmental policy and code of conduct.

- The business policy emphasises the importance of long-term value creation and our environmental responsibility.
- The environmental policy aims to ensure a sustainable energy supply with as little negative environmental and climate impact as possible.
- The code of conduct guides employees' actions and decisions to ensure good ethics and environmental and social responsibility.

Skellefteå Kraft's environmental work is primarily governed by our environmental management system and environmental policy. The system covers the entire Group and is designed to manage risks and capitalise on opportunities related to climate, pollution, ecosystem services, resource use and circularity.

The Group has targets linked to the most significant environmental and climate issues. These targets are aligned with the EU's and Sweden's national environmental targets, with ambition levels set until 2030 – and, from an ownership perspective, also until 2040. We monitor target achievement internally twice a year through management reviews and report the results externally via our annual sustainability reporting.

Environmental and climate work are an integral part of our strategy and are crucial to achieving our ambition. Environmental risks and opportunities are identified through the environmental management system and form part of the Group-wide risk management process, the double materiality analysis, and our annual strategy and operational planning.

GRI 3-3 Climate change, pollution, biodiversity and ecosystems, & resource use and the circular economy

Prior to undertaking major projects, we carry out environmental impact assessments and evaluate the potential impact and necessary precautions. For smaller projects, we conduct risk analyses. Environmental inspections and plant inspections form part of our ongoing work to proactively identify and manage environmental risks within our operations.

Overarching responsibility for environmental issues lies with the CEO and the Group Management Team. Legal responsibility follows the organisational structure of the legal entities within the Group. The environmental policy is established by the Board and implemented through the environmental management system.

3.2 EU Taxonomy

The EU Taxonomy Regulation is a key part of the European Union's efforts to steer financial flows towards more sustainable activities.

Skellefteå Kraft is indirectly subject to these reporting requirements from the 2027 financial year onwards, as a subsidiary of the Skellefteå Stadshus Group. Through this voluntary reporting, we aim to provide investors, customers and other stakeholders with a transparent picture of how our operations contribute to the EU's climate and environmental ambitions. We are already working to ensure that our working methods and processes support the green transition. At the EU level, work is underway to simplify reporting, including by reducing reporting requirements for economic activities of limited financial significance. This means that the Skellefteå Stadshus Group no longer needs to report on taxonomy eligibility and alignment for activities accounting for less than ten per cent of turnover, CapEx or OpEx. Despite this, Skellefteå Kraft has chosen to provide a comprehensive overview of all economic activities covered by the EU Taxonomy in this voluntary report, to the extent that relevant data and information have been available. The activities are divided into prioritised and other activities.



Hydroelectric power generation is part of the EU Taxonomy

Prioritised activities

- **1.1** Conservation, including restoration, of habitats, ecosystems and species
- **4.3** Electricity generation from wind power
- **4.5** Electricity generation from hydropower
- **4.9** Transmission and distribution of electricity
- **4.15** Distribution of district heating
- **4.20** Cogeneration of heating/cooling and electricity from bioenergy
- **4.24** Production of heating/cooling from bioenergy
- **4.25** Production of heating/cooling using waste heat
- **6.15** Infrastructure enabling low-carbon road transport and public transport

Other activities

- **1.3** Forest management
- **4.10** Storage of electricity
- **6.5** Transport by motorbikes, passenger cars and light commercial vehicles
- **7.4** Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)
- **7.6** Installation, maintenance and repair of renewable energy technologies
- **7.7** Acquisition and ownership of buildings
- **9.3** Professional services related to the energy performance of buildings

Each activity has been analysed against the technical screening criteria in the delegated acts to determine both eligibility and compatibility. In some cases, simplified assumptions and distribution keys were used when detailed information was not available. Methodologies and data may be revised and refined in future reports, as further guidance and industry practices develop.

Most activities are assessed as having good prospects of being taxonomy-aligned and contributing significantly to the environmental objective of mitigating climate change. The majority of our investments go towards renewable energy production and activities that support the transition, such as strengthening distribution networks.

As more activities fall within the scope of the taxonomy, the continued expansion of renewable energy and associated social infrastructure will contribute positively to the proportion of taxonomy-compliant investments and revenue.

However, revenue is influenced by several factors, such as spot prices for electricity, the results of price hedging, and also our more stable revenue streams from non-spot-price-dependent transactions, which form an important part of our strategic operations.

GRI 3-3 Climate change

3.3 Climate change

3.3.1 Impact, risks and opportunities

Skellefteå Kraft's primary mission is to act as an enabler in the energy transition. We aim to create the conditions to contribute renewable energy to both society and industry. We do this through our renewable energy production and through collaborative projects in which we promote innovative solutions for better utilisation of Sweden's renewable resources. The management of identified impacts, risks and opportunities (IROs) is an integral part of our strategy and business model.

Our impact is significant across all areas linked to climate change, including climate impact mitigation, climate adaptation and energy supply.

Greenhouse gas emissions in the value chain and opportunities in the energy transition

Skellefteå Kraft's core business is to make more renewable energy available to society. Through our production of renewable energy from water, wind and bioenergy, and by completely phasing out the use of peat in our combined heat and power plants, we are contributing to a better climate.

We see great potential in hydropower as a future base and balancing power source in Sweden. Wind power, energy storage and other technical solutions also play an important role in a sustainable energy system. Utilising waste heat from industry and reusing and processing residual products, such as forestry residues and carbon dioxide, is also part of our business.

Greenhouse gas emissions from our own operations come mainly from combined heat and power production, but also from our vehicle fleet. It is important to minimise these direct emissions. The same applies to the indirect emissions that arise throughout the value chain.

Material issues		Impact, risks and opportunities
E1 Climate change		
Limited climate impact	-	**Greenhouse gas emissions in the value chain** Skellefteå Kraft affects the climate directly and indirectly through our operations and through emissions in the value chain.
	+	**Greenhouse gas emissions** By phasing out and flooding peat bogs, we reduce carbon leakage, and by caring for and managing forest and land holdings, we increase carbon sequestration.
	M	**Opportunities in the energy transition** The transition and electrification offer opportunities for growth, as Skellefteå Kraft produces renewable energy, is expanding the charging infrastructure and makes grid capacity available.
Climate adaptation	R	**Weather conditions** Changes in weather and temperature may increase the costs of damage and damage prevention for infrastructure and production plants.
Energy	-	**Energy consumption** Our operations and society need energy, which has a negative impact. We also need raw materials to produce energy, which can have a negative impact on the value chain.
	+	**Energy efficiency and optimisation** Skellefteå Kraft strives to improve energy efficiency and optimise operations throughout the value chain.

Material impact, risks and opportunities related to climate change

+ Positive impact
- Negative impact
M Financial opportunity
R Financial risk

GRI 2-23, 3-3 Climate change

Weather conditions
Climate change is bringing about changes in the conditions for energy supply in Sweden. Extreme weather, temperature fluctuations and changing precipitation patterns affect energy production, distribution and demand.

For Skellefteå Kraft, this poses a financial risk, as it requires investment to ensure long-term security of supply, robust infrastructure and the prevention of costly damage. The most critical risks are physical climate risks linked to security of supply. Weather-related events can cause disruptions to both electricity generation and transmission.

Energy consumption, energy efficiency and optimisation
All the energy we produce must be renewable. This is enshrined in our strategy, our objectives and the requirements of our owners. At the same time, our own energy consumption has a negative impact, which we are actively working to reduce.

Skellefteå Kraft is subject to the Energy Audits Act. We therefore conduct annual energy audits at our plants to identify deficiencies and see where improvements can be made.

We also work on business development together with partners to find solutions where added value can be realised. This may involve, for example, energy storage, optimisation of energy flows or the development of circular models. We also offer energy services to support our customers so that they too can minimise and optimise their energy consumption.

3.3.2 Policy and governance

Skellefteå Kraft's environmental management system governs how we work systematically with our material environmental issues and how we ensure improvements over time. Twice a year, this work is reviewed at an overarching level as part of the management review.

Our work to limit our climate impact is based on our strategy and the requirements of our owners. The targets set by the EU form the basis for our level of ambition, as do applicable legal requirements and other governing documents. However, we also have clear internal targets for reducing our climate impact.

Climate adaptation measures and climate risk analyses are guided by strategy and legislation. With the CSRD and the EU Taxonomy, we, as a subsidiary of Skellefteå Stadshus, will be subject to requirements to systematically analyse climate risks. Even before these requirements were introduced, climate adaptation has been a prioritised area within our most vulnerable operations, where we have had specific adaptation plans in place.

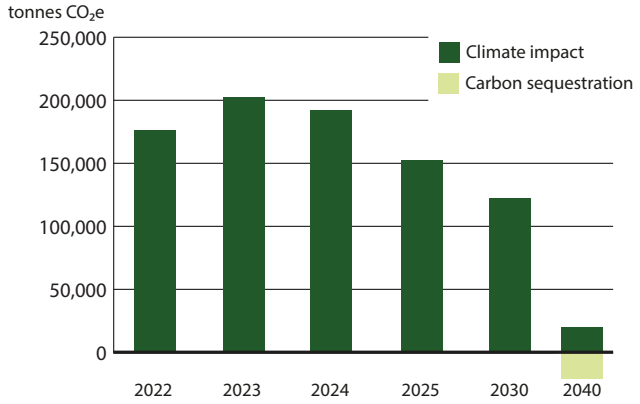
In 2024, we began a more systematic approach across the entire organisation to ensure that the Group meets the requirements of the EU Taxonomy and can operate safely and sustainably even under changing climate conditions. A comprehensive climate adaptation plan for the entire organisation was finalised in 2025.

3.3.3 Climate change transition plan

We are working to ensure that our entire business is sustainable. Our goal is to reduce our climate impact throughout the entire value chain. Emissions are monitored in accordance with the Greenhouse Gas Protocol for all three scopes.

We have control over our direct emissions and have funded action plans to reduce these in line with our set targets. For indirect emissions in the value chain, we take responsibility to the extent that we are able to influence them. At the same time, we are dependent on how society at large implements its transition and on the demand for renewable and fossil-free energy production.

Our ambition is to be climate neutral by 2040 at the latest, which is in line with our owners' objectives. To achieve the net-zero target, we have developed a market-based roadmap based on our objectives and our operational conditions.



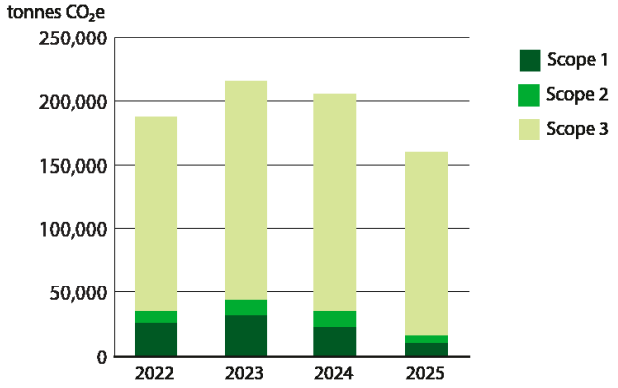
Roadmap for the transition

Our climate impact

Our direct emissions, i.e. Scope 1, come primarily from our combined heat and power plants and from vehicles used for operations and maintenance. To reduce these emissions, we have action plans aimed at completely eliminating fossil carbon dioxide emissions. However, carbon dioxide equivalent emissions from the combustion of biofuels in our district heating plants will remain.

When it comes to purchased electricity – both that which we sell to customers and that which we use in our own operations, i.e. Scope 2 – all volumes are based on renewable guarantees of origin. The climate impact is therefore very low from a market-based perspective. We have already made significant efforts in this area. Going forward, we will focus on improving the energy efficiency of our plants and properties as far as possible.

Our greatest climate impact is found in Scope 3. This relates to our indirect emissions in the value chain, which mainly arise from purchases and investments necessary for our operations.



Our climate emissions, site-based

GRI 305-1, 305-2, 305-3, 308-2

Biogenic emissions

Biogenic carbon dioxide emissions do not contribute to global warming, as they form part of a natural cycle. Nevertheless, it is important to have a good understanding of them, particularly in operations that have the capacity to capture carbon dioxide. This may involve permanent storage or use as a raw material in other production processes, where it replaces fossil-based alternatives.

Skellefteå Kraft has biogenic emissions from the combustion of biomass in our combined heat and power plants. We also use HVO100 as fuel in our vehicles, which gives rise to further biogenic emissions.



Skellefteå Kraft burns biomass in its combined heat and power plants

Scope	Category	2024 tonnes CO_2e	2025 tonnes CO_2e
Scope 1	Vehicle combustion	400	263
Scope 1	Stationary combustion	22,239	9,747
Scope 1	Fugitive emissions	23	13
Scope 1	**Total**	**22,662**	**10,023**
Scope 2	External electric vehicle charging	0.3	0.6
Scope 2	Purchased electricity	12,372	7,714
Scope 2	**Total**	**12,373**	**7,715**
Scope 3	1. Purchased goods and services	33,159	34,414
Scope 3	2. Capital goods	92,681	71,637
Scope 3	3. Fuel and energy-related activities	43,114	36,911
Scope 3	5. Waste generated in own operations	53	34
Scope 3	6. Business travel	218	217
Scope 3	7. Employee commuting	705	678
Scope 3	15. Investments	1 051	7
Scope 3	Total Scope 3 categories	**170,982**	**143,898**
	Total	**206,016**	**161,636**

Skellefteå Kraft's site-based emissions under Scope 1–3

GRI 305-1, 305-2, 305-3

Management of the transition plan and financial information
During the year, Skellefteå Kraft has compiled a comprehensive analysis to ensure a continued robust energy system during the transition work that lies ahead. It is based on the risk and vulnerability analyses carried out for all economic activities covered by the EU Taxonomy. The risks have been divided into two main categories: climate-related physical risks and climate-related transition risks. These are linked to the transition to a fossil-free energy system.

By identifying and managing these risks, we have integrated climate risk management into our overall risk framework. This strengthens Skellefteå Kraft's ability to adapt to new requirements and conditions.

The resilience analysis shows that we have a strong ability to adapt both our strategy and business model to the effects of a changing climate. Adaptation is achieved by integrating climate risk management into strategic planning, investment decisions and day-to-day management. The focus is particularly on security of supply, regulatory requirements and a long-term sustainable energy supply.

By combining short-term operational measures with medium-term improvement initiatives and long-term strategic investments, we ensure that our operations are flexible, robust and well-equipped to manage both physical and structural risks. This creates a stable foundation for continuing to deliver secure, sustainable and competitive energy on the journey towards climate neutrality.

3.3.4 Measures

The transition to renewable and fossil-free electricity as a primary energy source is key to meeting the climate challenge. Skellefteå Kraft has the expertise and the capacity to lead developments in this area through our energy production from water, wind and bioenergy.

For the climate impact over which we have direct control, we have planned initiatives that steer us towards our goals and form part of our day-to-day work. For our indirect impact, we work with the opportunities available to us by taking responsibility for our resource inputs and setting requirements for our suppliers and partners so that our ambitions are met.

Greenhouse gas emissions in the value chain and opportunities in the energy transition
We are focusing our efforts on reducing our direct climate impact by phasing out fossil fuels in our combined heat and power plants and by transitioning our vehicle fleet.

Biofuel and waste heat are the main fuels in our combined heat and power plants. We are therefore working to maximise the value of these resources. The biogenic carbon dioxide produced can be used as a raw material to produce other renewable fuels, such as renewable aviation fuel. Skellefteå Kraft has applied for and been granted a permit to capture carbon dioxide from the flue gases at the Hedensbyn combined heat and power plant. This enables further circular resource flows.

Transitioning our vehicle fleet is also a key part of our climate work. In 2025, this work has taken on a more concrete form. An implementation plan, including the necessary funding, has been approved and runs until 2030. The work is being carried out as part of a project that will run until the target is achieved. The project is being implemented mainly using internal resources, thanks to our high level of expertise in charging infrastructure.

In the longer term, the ambition is to achieve climate neutrality across all three scopes. This requires close collaboration with suppliers, customers and other partners throughout the value chain. To reduce our indirect emissions, we are working with a due diligence process. Together with our business units, we identify and assess our negative impact and associated risks. This guides the requirements we set in our procurement processes.

Over the course of the year, we have developed new cross-functional working methods that strengthen our systematic improvement efforts. We have also identified the key materials and product groups we need to prioritise in our data collection and monitoring.

We see great opportunities in being not just an energy supplier but also a partner. As a partner, we can help to identify and capitalise on the synergies that arise in collaborative projects. One concrete example is SkyKraft. By getting involved early in the project, we ensure that surplus heat can be recovered and used in our district heating networks rather than being wasted. This enables us to offer competitive heating services while creating circular flows that benefit both the economy and the environment.

In spring 2025, a consultation was held ahead of the environmental permit application submitted for SkyKraft towards the end of the year. The application was preceded by extensive investigative work to ensure that the business opportunity we had identified was also viable from relevant environmental, legal and societal perspectives. Once the permits have been granted, we will continue to analyse and quality-assure the project.

Together with OKQ8, we are building Sweden's largest network of charging stations to promote the electrification of the transport sector. In addition, Skellefteå Kraft and OKQ8 have installed two refuelling stations for renewable hydrogen in Umeå and one in Storuman. These initiatives are a way for us to work together to contribute to the transition of long-distance heavy goods transport.



Skellefteå Kraft has been granted a permit to capture carbon dioxide from the flue gases at the Hedensbyn combined heat and power plant.

As one of Sweden's largest producers of renewable energy, Skellefteå Kraft plays a key role in the development of a hydrogen market. We are running several initiatives to investigate how hydrogen can be integrated into the sustainable energy systems of today and tomorrow. We are investing in a pilot plant for the production of renewable hydrogen adjacent to the combined heat and power plant in Hedensbyn. This investment is part of our work to find alternatives to fossil fuels, particularly for heavy transport and aviation. The heat generated during hydrogen production will be utilised as waste heat in the district heating network. This enhances the climate benefits and improves resource efficiency at the plant.

Weather conditions
As an energy company, it is crucial to ensure access to energy that is both reliable and robust. Within the electricity grid, continuous work is underway to weather-proof electricity distribution and adapt it to withstand weather conditions such as snowstorms, ice formation and strong winds.

In 2025, the hydropower operations further developed the winter spill procedure. The aim is to reduce the risk of ice formation at spillways and openings that can occur during spill operations under certain winter conditions. They have also worked on methods for ice prevention and initiated tests with various surface treatments at one of our plants to prevent ice build-up. In addition, they have expanded monitoring using instrumentation at several of our dam facilities.

Energy consumption, energy efficiency and optimisation
We work with energy efficiency measures, implementing initiatives within our own operations to minimise and optimise our energy consumption, and we offer energy services to our customers with the same aim. We regard renewable and fossil-free energy as a valuable resource and work to ensure it is used as responsibly as possible. The most sustainable kilowatt-hour is still the one that is never used.

Skellefteå Kraft is subject to the Energy Audits Act and has long-established procedures for tailoring audits to the projects being carried out within its operations. Measures are planned and implemented at the start of projects and within the framework of regular service intervals. All energy purchased for our operations and for our customers is renewable and procured with guarantees of origin.



In May, the modernised and expanded hydroelectric power plant in Rengård was officially opened



Skellefteå Kraft's batteries provide renewable power to the Summertime Music & Life Festival

Skellefteå Kraft is working to strengthen the energy system without always having to build new infrastructure. In May, the modernised and expanded Rengård hydroelectric power plant was inaugurated. In this unique project, we both renovated the existing plant and expanded it with a new turbine. This has resulted in a doubling of capacity, from 35 to 71 megawatts, making this initiative one of the largest capacity increases in modern Swedish hydropower.

Wood fuels are a limited resource and demand is high. We are therefore stepping up our collaboration with electricity-intensive industries to utilise residual heat as an alternative to burning biofuels. In addition to being resource-efficient and based on circular flows, this replaces peat, which has been phased out entirely. Earlier this year, the Ecolink project was launched, which involves recovering more waste heat from the Rönnskärsverken plant.

We are also working on energy storage solutions. As part of the Power as a Service pilot project, we are developing and testing business models for mobile batteries that can provide temporary reinforcement of the electricity supply, cut peak loads and enable fast charging of electric vehicles. The batteries are also in demand by the events industry as an alternative to diesel generators for sound, lighting and TV production. When the batteries are not in use by customers, they are used to provide balancing services to Svenska Kraftnät.

The proportion of weather-dependent power sources, such as wind and solar, is increasing in the energy system of the future. This places higher demands on the stability of the electricity grid and, consequently, on ancillary services. By mobilising expertise from across the organisation, we have been able to respond to changes in the electricity system, optimise hydropower production and contribute services that strengthen the stability of the electricity system.

3.3.5 Targets and outcomes

Skellefteå Kraft aims to achieve net-zero emissions by 2040 across the entire Group. This climate target covers the entire value chain and is in line with the EU's climate targets and the Paris Agreement's goal of limiting global warming to 1.5 degrees. However, the target has not yet been scientifically validated according to the SBTi.

Greenhouse gas emissions in the value chain and opportunities in the energy transition

Efforts to reduce the Group's climate impact are ongoing in both the short and long term. In the short term, we are focusing in particular on the emissions we can directly influence ourselves. The aim is to eliminate our fossil fuel emissions from our own operations, and we have funded action plans to achieve this goal by 2030.

Our emissions from combined heat and power production amounted to 9,700 tonnes of carbon dioxide equivalents (CO_2e) in 2025 (2024: 22,200 tonnes CO_2e). Pure carbon dioxide emissions amounted to 2,100 tonnes of carbon dioxide (CO_2) (2024: 12,500 tonnes CO_2). The reduction is a result of phasing out peat as a fuel in our combined heat and power plants. Replacing peat with waste heat reduces emissions by around 12,500 tonnes of CO_2e per year. The difference between carbon dioxide equivalents and pure carbon dioxide is due to the fact that biofuels contain several greenhouse gases in addition to carbon dioxide.

Target	Outcome 2025
E1 Climate change	
Skellefteå Kraft aims to be climate neutral by 2040	Total market-based emissions are 153,000 tonnes CO_2e
Skellefteå Kraft shall have zero fossil carbon dioxide emissions in its own operations (Scope 1)	2,300 tonnes CO_2
Skellefteå Kraft shall have zero fossil carbon dioxide emissions in the energy purchased for its own use, market-based (Scope 2)	Achieved
We shall reduce our indirect emissions by 20 per cent compared to 2022 (Scope 3)	Market-based emissions in Scope 3 are 142,000 CO_2e. This corresponds to a decrease of 5 per cent compared with the base year.
Reduce the number of electricity grid outages to an average of less than 2 outages per customer per year	1.7 outages per customer per year
Sensitive operations shall have action plans in place based on climate risk analyses that have been carried out	New target
The proportion of renewable energy production shall be > 90 per cent	90 per cent
We shall improve the energy efficiency of our premises by 20 per cent compared with 2016	182 kWh/m^2 in our premises corresponds to a reduction of 8 per cent
We shall reduce the energy intensity of our own operations.	871 kWh produced/SEK thousand net turnover

Targets and outcomes related to climate change

Our vehicle fleet consists of just under 360 vehicles, including both electric vehicles and vehicles with internal combustion engines. Work to electrify the fleet and phase out fossil fuels is ongoing. Emissions from the vehicle fleet amounted to 263 tonnes of CO_2e in 2025 (2024: 400 tonnes of CO_2e), of which pure carbon dioxide accounted for 252 tonnes of CO_2 (2024: 389 tonnes of CO_2). In addition to more electric vehicles in the vehicle fleet, an increased proportion of HVO100 has also contributed to improved results during the year.

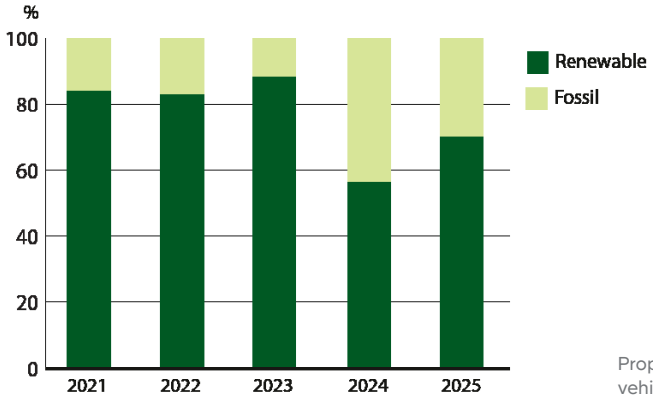
Total emissions from our operations amounted to 160,000 tonnes of CO_2e in 2025 (2024: 206,000 tonnes of CO_2e). In order to achieve long-term climate neutrality across all scopes, collaboration with stakeholders throughout the value chain is required (see table on page 28).

Weather conditions
In 2025, the average number of outages per customer was 1.7 (2024: 1.5). The increase is a result of more intense weather conditions, such as severe thunderstorms and high winds. This figure remains within the owner's requirement of fewer than two outages per customer per year.

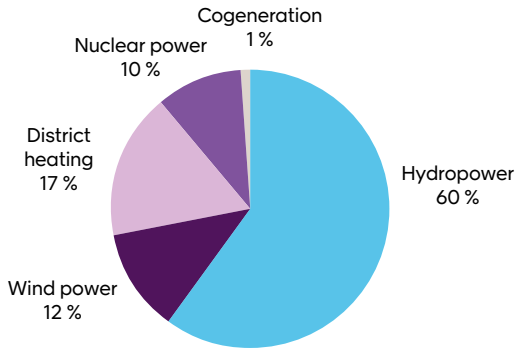
Energy consumption, energy efficiency and optimisation
In 2025, we produced 4,000 gigawatt hours of electricity (2024: 3,600 GWh) and 802 gigawatt hours of heat (2024: 851 GWh), of which 90 per cent came from our own generation from water, wind, and combined heat and power.

Our production mix is based on five different types of production. During the year, the wind farm in Arjeplog was decommissioned as it had reached the end of its technical lifespan, meaning that the proportion of wind power in the mix has decreased.

The production mix for 2025 is the same as for 2024 and consisted of a total of 90 per cent renewable energy, which meets our owners' requirements. The remainder consisted of 10 per cent fossil-free energy (2024: 9 per cent) and 0.2 per cent fossil energy (2024: 1 per cent), with the fossil proportion consisting of oil, which is still used as start-up and peak-load fuel. Reduced emissions are due both to active efforts to reduce fossil fuel use and to



Proportion of renewables in the vehicle fuel mix



Skellefteå Kraft's production mix in 2025

variations in temperature, weather and water conditions. The winter of 2025 was relatively mild, which meant a lower demand for fuel in our combined heat and power plants. Ecolink, which utilises waste heat, further reduces the need for wood fuels. Wind and water conditions were normal. We have improved the energy efficiency of our properties by 8 per cent compared with the base year 2016 (2024: 7 per cent). The outcome is lower than we would have liked in order to be certain of reaching the target by 2030.

Our energy intensity, i.e. the amount of energy produced in relation to net turnover, amounted to 871 kWh/SEK thousand (2024: 894 kWh/SEK thousand).

The energy we use in our operations is 100 per cent renewable.

GRI 2-23, 3-3 Pollution

3.4 Pollution

Skellefteå Kraft has a certain negative impact in the area of pollution, primarily linked to its heating operations. In addition to emissions to air, other types of pollution also occur, such as noise during the construction, operation and maintenance of our plants. Furthermore, the use of chemicals and oils poses a potential risk of soil and water contamination.

3.4.1 Impact, risks and opportunities

Skellefteå Kraft's operations entail certain impacts related to pollution arising within the value chain. Our work on pollution has been divided into two groups based on our material ESRS sub-topics: Air, soil, and water pollution, and chemicals.

Air, soil and water pollution
Air pollution arises primarily from our combined heat and power operations. These emissions include nitrogen oxides and sulphur oxides from district heating plants, as well as greenhouse gases from oil, biofuels and bio-oil.

During operation, maintenance and investment projects, there is a risk of soil contamination, for example from the use of heavy machinery. Water discharges from combined heat and power plants can also pose a risk of contamination, particularly if wastewater or process water is not managed correctly.

Chemicals
The use of chemicals in our operations entails several potential risks. These include environmental risks, occupational health and safety risks, health risks, and the risk of fire or explosion.

Leaks or spills of chemicals can contaminate aquatic environments, be persistent or be toxic to plants and animals. Common health risks include allergic reactions, but there is also a risk of more serious incidents such as chemical burns, poisoning and cancer.

Material issues	Impact, risks and opportunities	
E2 Pollution		
Air, soil and water pollution	-	**Air, soil and water pollution** There is a risk of pollution and emissions arising from the operation and maintenance of Skellefteå Kraft's plants and from the Group's resource inputs.
Substances of concern	-	**Chemicals and hazardous substances** Within our value chain, there is a need for chemicals that pose a risk of accidents, which can have a negative impact on both people and the environment.

Material impact, risks and opportunities related to pollution

+ Positive impact
- Negative impact
M Financial opportunity
R Financial risk

3.4.2 Policy and governance

Impacts and risks related to pollution are managed as part of existing permits and through our certified environmental management system.

We have appointed environmental controllers who are assigned to our operations that generate pollution. They work to ensure compliance with permits and requirements. Together with the operations, they also work on development, continuous improvement and monitoring of our objectives.

We have a Chemicals Committee comprising representatives from operations, procurement, the environment and health and safety. The Chemicals Committee is tasked with ensuring that our chemicals are documented, risk-assessed and procured in line with the company's procedures. The committee works to ensure responsible procurement procedures and management through guidelines and other governing documents to prevent harm to employees and the environment. This work is incorporated into our environmental management system. Noise is regulated through permits and measurements. Twice a year, this work is reviewed at an overarching level in the management review forum.

GRI 2-25, 305-7

3.4.3 Measures

Air, soil and water pollution
In our heat production operations, we are actively working to reduce emissions of carbon dioxide, sulphur oxides, nitrogen oxides and particulate matter. In 2025, a new electrostatic precipitator at Hedensbyn helped to reduce particulate emissions. The use of peat has ceased entirely.

Environmental requirements are applied in purchasing and procurement to reduce the risk of pollution from construction machinery and to encourage the transition to electrified and fossil-free transport. Decontamination equipment is available at our plants and project sites. We also have internal procedures for how staff should respond to spills, and we are working to modernise our hydroelectric power plants to reduce the risk of discharges into water.

Chemicals
Risk management related to chemical use includes safety data sheets and risk assessments. During the year, we conducted a chemical inventory and training courses. We revise our governing documents as necessary.

We have oils that enter into the waterways, including hydraulic systems in hatches adjacent to the water flow. To reduce risks, we are working to reduce the volume of oil, install protective barriers and alarms, and switch to less environmentally harmful alternatives. For major projects, we assess the possibility of replacing oil with more environmentally friendly alternatives. At Sikfors and Krångfors, intake hydraulics were replaced with water hydraulics in 2025. At Krångfors, this contributed to an 80 per cent reduction in oil volumes in the hatches. During the refurbishment of a unit at the Selsfors power plant, the amount of oil was reduced by 40 per cent through the redesign of the control systems and intakes.

3.4.4 Targets and outcomes

The pollution generated by our operations is subject to clear targets. The aim is to reduce emissions and the risk of harm and damage. Progress is monitored through a combination of internal targets and permits, as well as statutory reporting requirements.

Air, soil and water pollution
In combined heat and power production, we are actively working to reduce emissions of carbon dioxide and particulate matter. The decision not to use peat creates new challenges for our boilers, requiring new methods and solutions to maintain high availability.

Target	Outcome 2025
E2 Pollution	
Reduce emissions of particulates and pollutants as improvement measures are implemented	SO_x 4.5 tonnes
	NO_x 122.3 tonnes
Reduce the amount of oil entering waterways in line with improvement measures	397 m^3 -6.5 per cent compared to 2024 -12.1 per cent compared to 2014
Reduce the number of unique chemicals	830 pcs

Targets and outcomes related to pollution

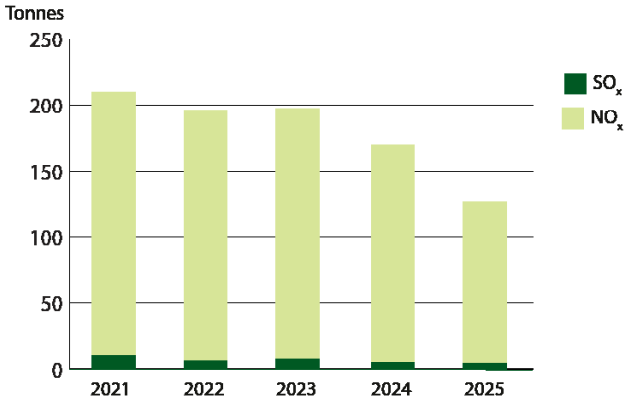
GRI 305-7

For sulphur oxides (SO_x), emissions in 2025 totalled 4.5 tonnes (2024: 5.3 tonnes), which corresponds to 0.006 g per kWh generated (2024: 0.006 g/kWh). For nitrogen oxides, NO_x, emissions were 122 tons (2024: 165 tons), which corresponds to 0.181 g/kWh (2024: 0.186g/kWh). The reduction in SO_x is due to the phasing out of peat as a fuel. The reduction in NO_x is due to an increase in the proportion of waste heat, which has led to less incineration since Ecolink was commissioned.

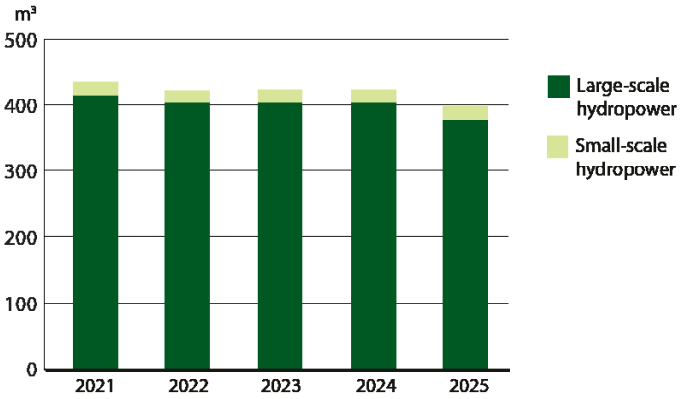
Chemicals

We are striving to reduce the number of unique chemicals in our operations, particularly similar products, as each chemical requires documentation and risk assessment. The chemicals are divided into categories and groups to enable effective control. In 2025, we had 830 unique chemicals in use (2024: 832).

The amount of oil used in the hydroelectric power plants has decreased. The total volume in 2025 was 397 m^3 (2024: 423 m^3), which represents a decrease of 6.5 per cent compared with the previous year.



SO_x and NO_x emissions in 2025



Total oil volumes in hydropower for turbines, generators, transformers and hatches

GRI 3-3 Biodiversity and ecosystems, 304-2

3.5 Biodiversity and ecosystems

Our core business is based on renewable energy production from wind, water and biofuels. These offer significant climate benefits but also involve interventions in the natural environment. The conservation of biodiversity is therefore one of our most important responsibilities and a strategic focus area.

Our operations impact two material topics according to the ESRS linked to biodiversity and ecosystems. These are integrated into the governance model we apply:

- Direct impact factors leading to biodiversity loss
- Impacts on the extent and condition of ecosystems

3.5.1 Impact, risks and opportunities

Climate-impacting emissions
Skellefteå Kraft's operations give rise to both direct and indirect climate-impacting emissions. These emissions contribute to atmospheric warming, which negatively impacts ecosystems and threatens biodiversity.

Good habitats
We are actively working to create conditions that promote biodiversity at our sites. For example, certain plant and animal species can thrive in habitats that develop along our power line corridors. The restoration of former peat extraction sites also contributes to new and more favourable environments for biodiversity.

Regulated and altered water conditions
Water conditions at our hydroelectric power plants can have a negative impact on aquatic ecosystems. Fish migration is impeded and certain sensitive species, such as the freshwater pearl mussel, are at risk of being adversely affected. This represents a potential loss of biodiversity in our watercourses.

Material issues		Impact, risks and opportunities
E4 Biodiversity and ecosystems		
Direct impact factors leading to biodiversity loss	−	**Climate-impacting emissions** Skellefteå Kraft's operations contribute to direct and indirect emissions that may have a negative impact on ecosystems and biodiversity.
	+	**Good habitats** Certain plant and animal species thrive in the habitats found along our power line corridors. The restoration of our peat bogs also creates new conditions conducive to greater biodiversity.
	−	**Regulated and/or altered water conditions** around the Group's hydroelectric power plants have a negative impact on aquatic ecosystems and thus pose a risk of loss of biodiversity.
Impacts on the extent and condition of ecosystems	−	**Land use change** The operations of Skellefteå Kraft and its suppliers may contribute to land degradation and soil hardening, which have a negative impact on the extent and condition of ecosystems.

Material impact, risks and opportunities related to biodiversity and ecosystems

+ Positive impact
− Negative impact
M Financial opportunity
R Financial risk

Land use change
Both our own activities and those within the value chain involve site preparation, construction, and the operation and maintenance of electricity generation and distribution facilities. These activities change land use, which can lead to the hardening of surfaces. This impairs the functioning of ecosystems, for example their ability to handle variations in precipitation.

GRI 2-23, 304-1, 304-2

3.5.2 Policy and governance

Efforts to preserve biodiversity are regulated by EU legislation and the Swedish Environmental Code. Our environmental policy and our certified environmental management system form the basis of our governance. Our owners monitor this work annually through a report that shows how we have contributed to a healthy natural environment. This reporting takes place within the framework of the municipality's environmental and climate programme.

3.5.3 Biodiversity transition plan

Our ambition is to become net-positive over time, and we aim to achieve No Net Loss (NNL) by 2030 by enhancing the ecological value of our various habitat types. For each operational area, including wind power, hydropower, electricity grids, forestry and district heating, we follow an overarching strategy with action plans to achieve our objective. We are working to reduce the risks of biodiversity loss in and around our facilities and to meet the requirements of the Nature Restoration Act. We base our approach on the conditions of our operations and the land areas we own and manage. Biodiversity improvement measures take time to take effect, which is why our roadmap extends to 2050.

Our systematic biodiversity work starts with an inventory of plant and animal life in each area. For areas with special ecological values, customised management plans are developed. The Group's biologist works in collaboration with the operations, external partners and other landowners to implement measures and management activities. Ongoing inventories, monitoring and measures provide us with experience that helps us develop management methods.



Maintenance of the core areas in the power line corridor

Roadmap for transition

Over the past five years, we have worked extensively to understand our circumstances so that we can enhance our ecological values in the long term. We have carried out inventories and created action plans for all areas of operation. Three years ago, it was decided that we would employ a biologist to work full-time on developing our work in the field of biodiversity. Since we own forest land, we have a Land department that manages our holdings.

GRI 304-1, 304-2

We have a number of focus areas which, in addition to our material issues, also support the ambitions of the Nature Restoration Act:

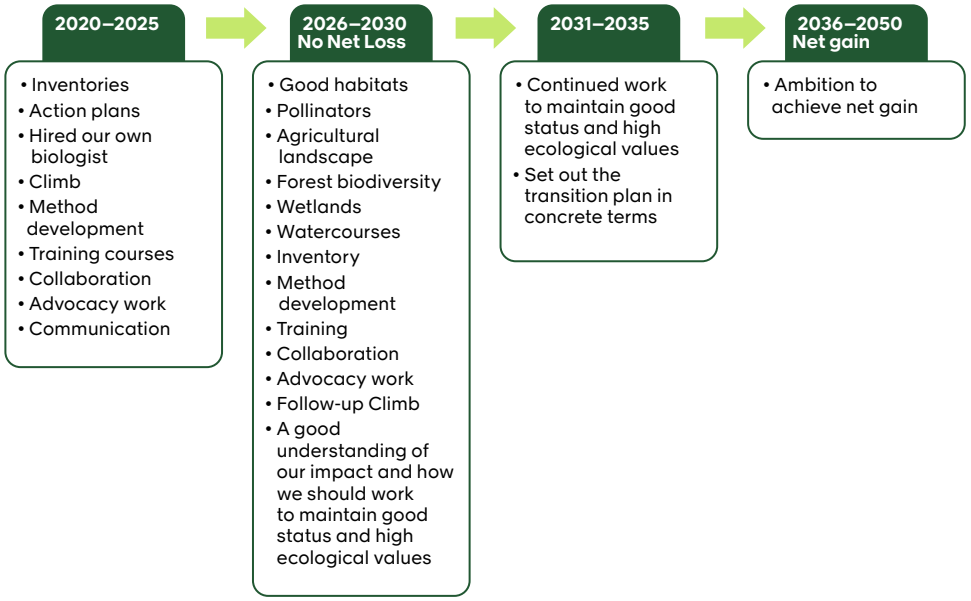
- Restoring habitats that are not in good condition
- Ensuring that the decline in pollinators is halted
- Promoting biodiversity in the agricultural landscape
- Increasing forest biodiversity through increased amounts of dead wood and more bird species
- Creating more wetlands
- Restoring watercourses
- Improving land use

We take into account the entire value chain and the life-cycle perspective, and strive to combine the energy transition with a commitment to biodiversity.

We have been involved in the development of the Climb tool, which is used to measure and monitor biodiversity. Our goal is to achieve No Net Loss by 2030, and we want to showcase our progress using Climb.

We will develop procedures, working methods and reporting for the management of the 60 meadows we have identified along the power line corridors in our regional network. Meadows are the natural habitat with the poorest status according to Sweden's environmental objectives. By managing these areas, we increase their ecological value and thereby our Climb score. This demonstrates how we contribute to Sweden's environmental objectives and to the ambitions of the Nature Restoration Act.

We will also combat invasive species, as they have a negative impact on biodiversity and can entail significant costs for remediation, as well as the risk of fines if we do not address this continuously. The Berguv project continues with the aim of compensating for the birds that, despite our best efforts, are injured or killed in our electricity grid.



Biodiversity transition plan

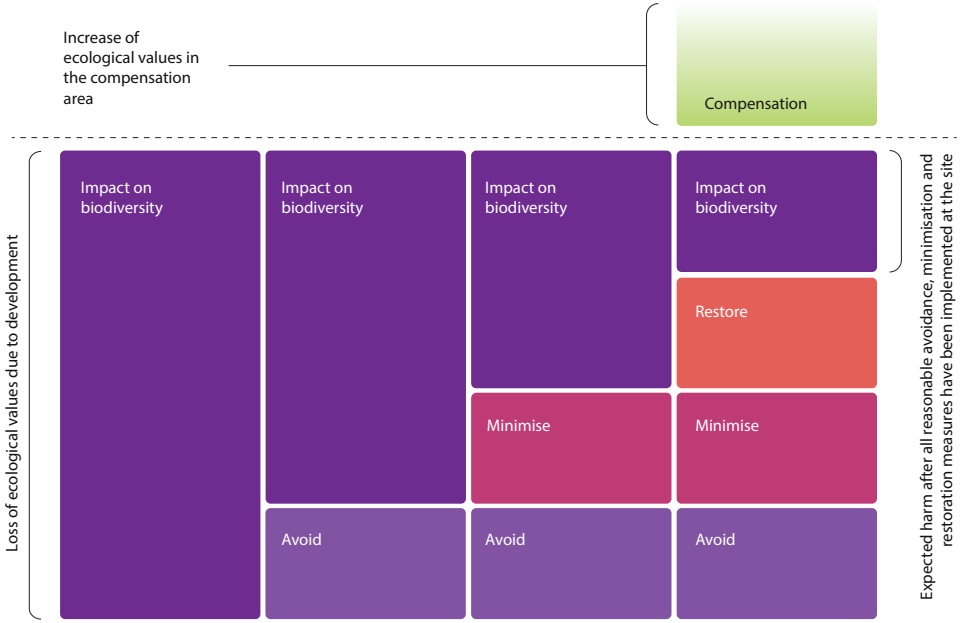
When constructing new power lines, we strive to position the power line corridors where the negative impact on biodiversity is minimal. We also encourage businesses to install nesting boxes and leave dead wood, as these are effective measures for promoting biodiversity. Work on the national hydropower plan and the restoration of our peat extraction sites continues.

GRI 304-1, 304-2

We use the so-called mitigation hierarchy as a working model for managing the negative impacts of our operations. This means that measures to conserve and protect biodiversity follow the priority order of Avoid, Minimise, Restore and Compensate for the negative impacts caused by our operations.

Sites in areas with high ecological values

We have a few sites that are managed in or adjacent to protected areas with high ecological values for biodiversity.



The mitigation hierarchy with its four levels: Impact, Avoid, Minimise & Restore

Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value.

Site	Sikfors	Hednäs	Agnäs	Uljabuouda	Blaiken	Norrheden
Geographical location	Piteälven River	Åbyälven River	Öreälven River	Arjeplog	Storuman	Storuman
Position in relation to protected areas	Within Natura 2000	Within Natura 2000	Within Natura 2000	Bordering forest with high ecological values	Bordering nature reserve with high forest ecological values	Bordering nature reserve with rich bird life
Type of activity	Hydropower	Hydropower	Hydropower	Wind power	Wind power	Peat extraction
Comments	Fish ladder exists	Planned demolition	Low impact	Low impact	Low impact	Around 30 per cent of the restoration to wetland has been completed – increase in ecological value

Our sites located within or adjacent to protected areas with high biodiversity

GRI 2-25

3.5.4 Measures

Climate-impacting emissions
Skellefteå Kraft's biodiversity work is comprehensive and targeted, with the aim of reducing our negative impact and achieving good status. Our initiatives span several areas: pollinators, agricultural landscapes, forests, wetlands and watercourses. We have demonstrated that targeted measures can yield rapid results, and that collaboration with authorities, researchers and other companies is crucial for long-term success.

Good habitats
Working with biodiversity is complex. It is a time-consuming process that involves inventorying plants and animals and identifying impacts, effects and appropriate measures. An important element is building knowledge, which is still limited in many areas. In recent years, we have worked with industry and experts to identify ecological values and the impact of our activities on surrounding ecosystems, and to define priority target areas and actions. Another important element is investigating how Skellefteå Kraft can promote species and benefit ecosystems locally.

The decline in pollinators must be halted

Over the past year, Skellefteå Kraft has worked actively to increase the area of species-rich, managed meadowland within power line corridors and around its sites. A plan has been drawn up for the management of 60 identified core areas (meadows) within the electricity grid, with the aim of managing each core area at least every three years. One concrete measure is the cycle path in the power line corridor between Bygdsiljum and Andersvattnet, which was completed during the year. The cycle path helps to spread seeds from the plants over a longer distance. During the year, the area of meadowland around the hydroelectric power plant in Finnfors was also expanded when a red-listed species, the lanceleaf moonwort (vulnerable), was discovered. In total, five red-listed species have previously been recorded in the grasslands.

Efforts to develop methods and procedures for managing invasive species continue. Where invasive species are detected on our land, we remove them by digging them up. We have also experimented with suppressing invasive species by covering areas with peat and sowing seeds. Experiments with ash have also been conducted, and both approaches have proved successful. By using ash and peat, we also find a use for residual products from our own operations. One problem is that soil delivered to projects sometimes contains invasive species, which leads to increased costs for control measures and the need for robust procedures.

Promoting biodiversity in the agricultural landscape

Initiatives for pollinators also have an indirect positive effect on the agricultural landscape. Skellefteå Kraft is working to increase biodiversity on its own agricultural land and to boost the population of the eagle owl, a top predator in the landscape.

In 2025, the grazing area at the Finnfors hydroelectric power station was expanded, allowing sheep to graze instead of the grass being mowed. Grazing animals promote biodiversity, create a more pleasant environment for visitors and enable the dissemination of information about the work via signage. In addition, summer workers have acted as animal caretakers, which has a positive impact on the local community. Region Västerbotten, SLU and RISE have taken note of these efforts and initiated a collaborative project to test virtual fences for grazing animals in power line corridors. Virtual fences involve the animals wearing collars that digitally mark boundaries, which can streamline the management of meadow areas.

Inventories show that the last pair of eagle owls in Skellefteå were not present in 2025, which may mean that the species has disappeared from the municipality. The long-term plan is to release eagle owl chicks while reducing the risk of large birds causing short circuits in power lines. During the year, an eagle owl enclosure was built at Lycksele Zoo and a pair of eagle owls were moved there from Nordens Ark. Breeding at the zoo, genetic research and efforts to reduce threats to the species are required to obtain a licence to breed and release eagle owls. A research collaboration has been established with the Swedish Museum of Natural History, the University of Oulu and the Norwegian Institute for Nature Research (NINA) to study the genetics and movement patterns of the eagle owl.

GRI 2-25

Forest biodiversity shall increase through more dead wood and a greater variety of species

Skellefteå Kraft is working to create green infrastructure along the Skellefte River by setting aside approximately 400 hectares of forest for nature conservation. Within our electricity grid operations, we have decided to increase the amount of dead wood along the edges of power line corridors. We are also installing nesting boxes to support forest-dwelling birds.

During the year, nature conservation measures were carried out near the Selsfors hydroelectric power station to benefit woodpeckers and other species dependent on deciduous forest. A deciduous forest area where the white-backed woodpecker, classified as critically endangered, has previously been sighted has been cleared of spruce and provided with more dead wood. Discussions about how to follow up on this work are ongoing.

As part of the Ecolink project, a waste heat pipeline between Skelleftehamn and Skellefteå, large dead deciduous trees have been left in place. This benefits wood-dwelling insects and woodpeckers.

In 2025, we installed nearly 100 nesting boxes in the power line network, around hydroelectric power stations and in the Blaiken wind farm. Skellefteå Kraft was the first in Sweden to install nesting boxes in these locations, which has inspired other energy companies. A trial section towards Skelleftehamn showed that all 16 nesting boxes were used for breeding. This confirms the need for nesting sites.

Regulated and altered water conditions

We are committed to creating wetlands as part of the restoration of a total of 1,200 hectares of peat extraction sites. Inventories at the Norrheden peat extraction site show that rare wetland birds are quickly establishing themselves in the restored fields. This suggests that the areas are developing high ecological value. Other animals, such as bears, moose, reindeer and dragonflies, are also benefiting. The restoration work at Norrheden is progressing faster than planned and will be followed up with bird inventories in 2026 as well.



We have put up nearly 100 nesting boxes near our sites to benefit forest-dwelling birds

Watercourses to be restored

In 2025, a collaboration was initiated between fisheries conservation associations, Skellefteå Kraft, Statkraft, and Boliden to reintroduce crayfish to the Skellefte River. The species had previously disappeared as a result of crayfish plague. The project is run by the fisheries conservation associations and the initiative is co-funded by the companies. If the project is successful, crayfish fishing can resume and the river's ecosystem will be strengthened.

Land use change

In our operations, we apply precautions to reduce the risk of soil hardening. The harvesting of trees is often carried out when the ground is frozen to protect vegetation and minimise soil damage. Our forestry operations are conducted in such a way that harvesting does not exceed regrowth. Since 2020, our forestry operations have been certified under PEFC/05-22-19, the world's largest certification system for sustainable forestry.

During the year, we have been working to develop risk assessment within the procurement process in order to identify the most important requirements to include in our tender requests. The aim is to reduce our negative impact on biodiversity further up the value chain. This work will continue in 2026.

3.5.5 Targets and outcomes

The No Net Loss target requires structured, long-term work. We will measure and monitor our efforts using the Climb tool. At present, we have not yet had time to document our entire landholding and its status. The work is preceded by inventories and targeted measures and is expected to be completed by 2030. Until registration in Climb is complete, we will monitor the measures that help to reduce our impact on the natural environment.

Climate-impacting emissions
To reduce our impact, we protect both forests and land. Skellefteå Kraft owns forests and conducts forestry operations that could have a negative impact on the natural forest landscape. For this reason, we voluntarily refrain from harvesting our most valuable natural forests and are certified under PEFC. The aim is to preserve five per cent. Currently, we protect 14 per cent of our forest.

Good habitats
We are working to increase the ecological value of our various land types. In total, we own around 13,000 hectares of forest and land of varying character. Inventories are conducted on an ongoing basis to provide us with a complete picture of our holdings and their status. By 2025, we have ensured that a number of hectares of land, classified as ecological value classes 3 and 4, will maintain or increase their ecological values.

Skellefteå Kraft aims to address each core area at least every three years. By 2025, 31 of our 60 identified meadow areas were managed.

Under the Nature Restoration Act, 6,000 hectares of wetlands are to be restored in Sweden by 2030. Through the restoration of our peat extraction sites, our planned measures will account for approximately 1,200 hectares of this target. 174 hectares of wetlands were restored in 2025.

Target	Outcome 2025
E4 Biodiversity	
We are working to become net-positive over time, with the aim of achieving No Net Loss by 2030.	New target
Proportion of protected land >5 per cent	Achieved
Increase the total area of land with high ecological values that we manage, levels 1, 2 and 3	Current situation: Meadowland 20 ha Forest land 142 ha
Increase the total area of wetlands created	Current situation: Wetland 174 ha

Targets and outcomes related to biodiversity and ecosystems

Regulated and altered water conditions
On 1 July 2025, the national reassessment (NAP) of hydropower in Sweden resumed after a hiatus of more than two years. The work involved in the NAP is extensive. Reassessments are ongoing or have been completed for the Rickleån, Kågeälven, Åbyälven, and Piteälven rivers. The aim is to strike a balance between environmental benefits and production capacity. In the Rickleån River, several concrete measures are being implemented to meet modern environmental requirements, including the removal of smaller installations, the restoration of spawning grounds and habitat improvements.

Land use change
We have no specifically defined target for changed land conditions but comply with the requirements of our forest certification for sustainable management.

GRI 3-3 Resource use and the circular economy

3.6 Resource use and the circular economy

Conserving resources and striving for efficient and circular flows of raw materials and other materials is a central aspect of our environmental work. Responsible procurement, waste management and recycling are key focus areas for us.

3.6.1 Impact, risks and opportunities

We rely on significant resource inputs to realise our business model and strategy. Purchased goods and services, as well as fuel and energy-related activities, constitute our largest resource inputs. These purchases give rise to negative impacts upstream in the value chain.

Purchasing and use of raw materials
Materials, metals, minerals and fuels are required for our operations to function. Extraction, manufacturing and transport have a negative impact on both people and the environment, and shortages of resources, rising prices or disruptions in supply chains may pose financial risks. Increased global demand for resources with low emissions or a high proportion of recycled material may affect supply and lead to price increases. This could impact our margins and hinder our ability to achieve climate targets. Resource inputs are therefore a significant risk.

Resource efficiency
We are actively working on circular resource flows that have a positive impact on the environment. Among other things, we use waste heat and forest-based by-products in our district heating processes. District heating generates residual products, such as ash and biogenic carbon dioxide, which in turn can be utilised in other contexts. Ash is used, for example, as a method to suppress invasive species and as an additive in concrete. Biogenic carbon dioxide can be further processed into renewable fuels, such as aviation fuel.

Material issues		Impact, risks and opportunities
E5 Resource use and the circular economy		
Resource inputs	- R	**Purchasing and use of raw materials** Skellefteå Kraft's operations require materials, metals, minerals and fuel. This need has a negative impact that could also become a financial risk in the event of limited availability or supply chain disruptions.
	+	**Resource efficiency** Skellefteå Kraft uses waste heat and forest by-products in our district heating processes.
Waste	-	**Waste** Skellefteå Kraft's operations generate waste that cannot be recycled.

Material impact, risks and opportunities related to resource use and the circular economy

+ Positive impact
– Negative impact
M Financial opportunity
R Financial risk

Waste
Our operations generate waste, including hazardous waste, some of which requires landfill disposal. Through smart product design and a high proportion of reused or recycled materials, we reduce the amount of waste and, consequently, the environmental risks. We also have an agreement with a waste management provider to ensure that waste is handled in a safe and responsible manner.

GRI 2-23, 2-25, 306-1, 306-2

3.6.2 Policy and governance

We work in a targeted manner with processes and procedures designed to reduce our environmental impact from resource inputs. Waste management is governed by legislation and other requirements, as well as by our own objectives and established working processes. Our Chemicals Committee is responsible for assessing chemical products during procurement and ensuring that risks are managed effectively.

In our governing documents and processes, we clearly outline our sustainable resource utilisation efforts. This work is ongoing, and we need to continue improving the monitoring of resource inputs and material deliveries. The responsibility for following procedures and driving improvements lies with every employee. This work is planned and budgeted for in the business plans.

3.6.3 Measures

During the year, we carried out a number of projects and initiatives to increase circularity and resource efficiency across the entire Group.

Purchasing and use of raw materials
During the year, we developed our processes for identifying, managing and monitoring our resource inputs. As part of our work to comply with the OECD Supply Chain Guidelines, we assess risks associated with our inputs. Work has begun to map existing working methods and processes, which will give us better conditions for managing our resources in a sustainable manner. This work has provided a clearer structure and understanding of which areas require further development and coordination.

Several working groups are active and working across the entire chain, from policy and guidelines to risk identification, management and monitoring. The work involves sustainability, the environment, procurement and operations. By identifying our most significant purchases, we can formulate relevant requirements and create a better basis for monitoring.

Resource efficiency
We are constantly investigating and testing how our residual products can be further processed to create added value in a circular resource flow. We have tested mixing sulphide soil with ash from incineration in our own operations and using it as a material in road construction. As a result, we have not needed to use costly transport that generates emissions to take the sulphide soil to Umeå for landfill. At the same time, we have been able to reuse our ash, which would otherwise have incurred a disposal cost.

We have used peat from our own peat extraction site in a pilot project to develop methods for combating invasive species in the vicinity of our sites. Ash has also been used in similar trials. We have worked within test areas to easily monitor the results over time, and both experiments have shown positive effects. The hope is to be able to use the method on a larger scale.

We are continuously exploring the possibility of replacing the use of biofuels with waste heat from nearby industries and new facilities within our district heating operations. Over the past two years, we have increased the amount of waste heat sourced from the Rönnskärsverken plant in Skelleftehamn and the sawmill in Kåge.

Waste
When we rebuild, renovate and dismantle plants, we look into the possibility of reusing both technical equipment and construction materials. We are also streamlining waste management in direct investments and plant refurbishments by securing contracts with waste management contractors.

GRI 2-25

We have a new contract with a waste management contractor to help us drive our circular flow work forward and create a structure for modern waste management. Having the same provider handle both waste and recycling services makes it easier to create circular flows and optimise waste as a resource. Our partner also provides statistics on how much waste our operations generate. In 2025, we worked to deepen our knowledge of our key waste streams in order to understand and improve our work in this area. This is an ongoing process that will continue next year.

In recent years, we have been collaborating with industry, research institutes and recycling and reuse stakeholders to find scalable ways to recycle and reuse end-of-life wind turbine blades as an alternative to landfill. The work includes several different initiatives and pilot projects in which we contributed expertise and wind turbine blades.

We also decided to use the Nordic common waste signage system (EUpicto) to simplify and improve waste sorting within the Group. Our work on circularity and resource efficiency is still in its infancy, and we will continue to work on responsibilities, governance and working methods going forward.

3.6.4 Targets and outcomes

Over the past year, we have worked extensively to establish structures and working methods to identify the areas that are most important for us to focus on. To achieve our goal of climate neutrality by 2040, we need to focus on our resource inputs and the materials we use. The same applies to the goal for resource use and the circular economy, which concerns requirements for recycled materials in our procurement and our waste management.

Purchasing and use of raw materials

To ensure we systematically begin setting requirements in our procurement, we decided in 2025 to include requirements for recycled materials in newly signed contracts, where relevant. As this is a new target, we cannot present any results for 2025.

Waste

Of our total waste in 2025, 10 per cent was sent to landfill (2024: 5 per cent). This represents 175,700 kg of our total waste (2024: 101,000 kg). A total of 90 per cent was sent for recycling (2024: 95 per cent). Part of the change is due to the fact that we have a new waste management contractor who provides more detailed statistics on how the waste streams are managed.

Target	Outcome 2025
E5 Resource use and the circular economy	
Number of new contracts requiring a percentage of recycled material	New target
We shall increase the proportion of recycled materials and measure the total amount of waste	Total waste 1,716,496 kg Recycled 1,540,780 kg Hazardous waste 703,208 kg Reuse 2 kg Amount of total waste sent to landfill 175,714 kg

Targets and outcomes related to resource use and the circular economy

GRI 2-23, 3-3 Own workforce, Workers in the value chain, Affected communities, and Consumers and end users

4. Social responsibility

Skellefteå Kraft aims to contribute to fair, inclusive and safe working and social environments. We engage in active dialogue with those affected by our operations and value responsible, mutually beneficial relationships. We want to be the best place to work and a sought-after business partner for those who share our values and approach to sustainable business practices.

4.1 Overarching policies and governance for social responsibility

Our social responsibility policy documents include the business policy, which emphasises the importance of responsibility towards employees and stakeholders in the community affected by our operations. Other governing documents include our HR policy, health and safety policy and guidelines on diversity and equal treatment. Our internal code of conduct and supplier code of conduct, as well as the stakeholder dialogue we maintain, are key elements in our work to identify and manage negative impacts and risks.

Skellefteå Kraft supports and respects the UN Universal Declaration of Human Rights, as well as the UN Global Compact's ethical principles on responsible business conduct in the areas of human rights, labour standards, the environment and anti-corruption. We also respect the conventions of the International Labour Organization (ILO).

To ensure a systematic approach to due diligence in line with the OECD Guidelines for Responsible Business Conduct, we conducted a baseline and gap analysis in 2025. The results provide a basis for continued development and improvement measures, such as clarifying policies and procedures where new working methods are needed to ensure due diligence.

Internal control ensures that our owners maintain adequate internal control in accordance with the Local Government Act and the Companies Act. This approach is managed through the management system, and follow-up takes place twice a year in the management review forum.

GRI 3-3 Own workforce

4.2 Own workforce

Skellefteå Kraft aims to create a workplace that is not only attractive but also characterised by sustainable leadership and a strong sense of teamwork. We strive for a working environment in which everyone thrives and where ill health, injuries and sickness are prevented.

4.2.1 Impact, risks and opportunities

Our employees are a key resource for achieving our strategy and are fundamental to our business model. Consequently, both our strategy and business model are based on our employees having the opportunity to grow, perform and develop in all parts and stages of the business.

The business has both positive and negative impacts on its own workforce. No significant financial risks or opportunities have been identified.

Health and safety
Skellefteå Kraft has a positive impact on the health and safety of our employees through the activities and initiatives we undertake to promote health and well-being.

High-risk work is an area in which we believe we can have our greatest potential negative impact on employees. Health and safety risks arise, for example, when working with high voltage, at height, and with hot steam. Stress is the biggest risk factor in office work.

Work-life balance
We want to enable and inspire a healthy work-life balance. At Skellefteå Kraft, all employees should be able to find a balance between their professional and personal lives, regardless of their role or career ambitions. We have a positive impact by offering flexitime, reduced working hours, proactive retirement planning, and through principles and working methods that contribute to a balanced workload.

Material issues	Impact, risks and opportunities	
S1 Own workforce		
Working conditions	+	**Health and safety** We are actively working to create a safe workplace where everyone feels healthy and content.
	-	**Health and safety** Our work involves activities that may pose a risk to employees' health, such as working with high-voltage equipment, at heights or with hot steam.
	+	**Work-life balance** At Skellefteå Kraft, all employees should be able to find a balance between their professional and personal lives, regardless of their role or career ambitions.
Equal treatment and equal opportunities for all	+	**Gender equality and diversity** We respect and value individual differences, knowledge and experiences.
	-	**Gender equality and diversity** Our recruitment practices are influenced by security clearance requirements and language-related job requirements.
	+	**Skills development** Capitalising on and continuously developing both the collective expertise and innovative capacity of our employees and the company is a key factor in our success.

Impact, risks and opportunities related to own workforce

+ Positive impact
- Negative impact
M Financial opportunity
R Financial risk

GRI 2-23, 2-25, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

Gender equality and diversity
Skellefteå Kraft has both a positive and a negative impact on employees in terms of gender equality and diversity. On the positive side is our respect for and appreciation of individual differences, knowledge and experiences. We know that diversity and equal treatment contribute to a broader customer perspective and recruitment base, which in turn strengthens our business, working environment and capacity for innovation.

Our negative impact relates to recruitment practices that are influenced by security clearance and language requirements. Swedish security legislation requires us, in certain cases, to access public registers for background checks, which may limit our ability to employ individuals from other countries. This could have a negative impact on workplace diversity. Like many others in the energy sector, we also face a challenge in attracting more women and people from diverse ethnic backgrounds.

Skills development
Harnessing and continuously developing both individual and organisational skills and innovative capacity are crucial to our success. Skills development is encouraged, and the aim is for employees to have access to relevant and regular training opportunities to safeguard and strengthen their skills.

4.2.2 Policy and governance

Our governing documents include our HR policy, health and safety policy, and guidelines for diversity, equal treatment, and compensation. The internal code of conduct clarifies how employees are expected to treat one another and external parties with respect. It also makes it clear that Skellefteå Kraft takes a firm stand on human rights and does not accept harassment, discrimination or any other behaviour that may be perceived as abusive. The code of conduct is included in new employee induction and in occupational health and safety training for managers. Our external whistleblowing service enables everyone to report suspected misconduct safely and anonymously.

Our working methods are based on our corporate philosophy, our principles and our core values. We are certified to ISO 45001, which confirms our commitment to sustainable working practices and ensures that we have an effective management system in place. We comply with laws and internal guidelines, work in a process-oriented manner and strive for continuous improvement to achieve set targets and KPIs.

Internal and external audits ensure that we work systematically and with a focus on development. Management reviews ensure that our health and safety work is effective and that our management system is adequate.

4.2.3 Measures

During the year, we carried out extensive work on Skellefteå Kraft's corporate philosophy. It clearly outlines how our vision, mission, core values, principles and working methods are interlinked and are based on a strong corporate culture. Our principle-driven approach focuses on continuous improvement and enables us to highlight good examples, effective working methods and deviations that lead to learning and a better balance of resources.

Health and safety
Skellefteå Kraft continuously identifies and assesses the health and safety risks associated with our various operations. Preventive measures are prioritised to ensure that employees are not exposed to risks. All our managers receive regular training in occupational health and safety. In autumn 2025, for example, the organisational and social working environment was highlighted at management meetings as a starting point for future skills-enhancing initiatives in this area. Health and safety training is tailored to specific roles and activities, including electrical safety, CPR and basic training such as Better Working Environment.

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

Assessments of occupational health and safety risks are carried out prior to all major changes, investments and development work. We encourage the reporting of all types of risks, near misses, accidents and work-related injuries. To meet the requirements for construction and civil engineering works, the intranet, procedures and guides have been developed in accordance with the Swedish Work Environment Authority's regulations. Incidents are handled systematically to reduce the risk of recurrence. We use safety alerts to communicate important events and engage in dialogue about health and safety with our employees and colleagues.

Work on health and safety issues such as personal protective equipment, risk assessment, deviation management and safety inspections is continuously developed in various working groups. We conduct medical checks for work at height and offer benefits such as wellness programmes, occupational health services and health insurance. By striking a balance between demands and resources, ensuring clarity in work tasks and allowing time for recovery, we strive to reduce perceived stress.

We work systematically with health and safety groups and committees in which employer representatives and health and safety representatives collaborate to monitor health and safety efforts within the organisation. Since the turn of the year 2024/2025, roles such as fire safety coordinator, CE coordinator, health and safety engineer and health and safety coordinator have been brought together into a single group. The aim is to strengthen and streamline health and safety work across the Group and to be able to support different operations more quickly.

Work-life balance

We want to enable and inspire a balanced and healthy working life. We offer flexible working hours, reduced working hours and proactive retirement planning as part of our efforts to increase well-being and job satisfaction in the workplace. During the year, the corporate philosophy has been updated with shared principles and working methods aimed, among other things, at evening out the workload and reducing dependence on individual employees.



We work preventively to keep everyone healthy and avoid injuries and illness.

GRI 2-19, 2-20, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7



The TV series “Högspänning” has helped to boost interest in the energy sector as an employer

Gender equality and diversity
We do not tolerate any form of discrimination or unfair treatment. We actively work to promote greater inclusion and equal treatment, and view diversity as a key factor in securing talent and developing our operations.

To make the most of the talent available in the labour market, we focus on diversity in our recruitment processes. Security clearance affects certain recruitment processes. However, where such requirements are not necessary, we encourage recruitment regardless of background.

Every year, we conduct employee surveys in which we also identify any instances of discrimination or abusive treatment. Action plans are implemented and followed up internally. We also conduct annual group pay surveys to ensure that there are no unjustified pay differences.

The TV series “Högspänning” (High Voltage) is now in its sixth season. The aim of the series is to increase interest in the sector, highlight our professional roles and demonstrate that the energy sector is for everyone, regardless of age or sex. A new Novus survey shows that five out of ten students in energy study programmes have seen this TV series. Half of them say that it has influenced their choice of study.

In 2025, a new tool in the form of a digital game was introduced to support dialogue in the working groups and prevent unfair treatment. A new procedure for handling such cases has been developed, and all managers have been trained in the subject to reduce risks within the organisation.

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 404-3, 406-1

Skills development
Skellefteå Kraft encourages skills development with the aim of creating an environment in which employees have access to relevant and regular training. We promote internal mobility and actively work with skills provision through the ARUBA concept, a Swedish acronym that translates as Attract, Recruit, Develop, Retain, and Retire. We focus in particular on attracting, retaining and developing qualified workers. Employees are encouraged to apply for internally advertised roles to develop their skills and share knowledge across different departments.

Skills analyses are carried out to identify training and development needs. We strive for processes that are independent of specific individuals to facilitate changes in the workforce.

All employees have access to internal training courses in areas such as electrical and energy safety, working at height and on roads, basic health and safety, hot work, safety, sustainability and the environment, as well as leadership and teamwork. Where appropriate, training is delivered digitally to increase accessibility and reduce travel.

The training coordination group meets monthly to monitor training needs and ensure coverage. Employee performance appraisals are used as part of skills development follow-up. Skellefteå Kraft also receives recognition from industry peers for its work to validate skills internally through what are known as micro-credentials.

4.2.4 Targets and outcomes

We measure and evaluate workplace quality through annual employee surveys. The aim is to gain insight into employees' experiences, identify areas for improvement and highlight strengths.

Together with Nyckeltalsinstitutet, we measure the Attractive Employer Index, the Gender Equality Index (Jämix) and the Health Index. As the results will not be finalised before the sustainability report is published, the results from the previous year are reported.

Target	Outcome 2025
S1 Own workforce	
Zero accidents resulting in absence from work	4,8
Rated as an Excellent Employer according to the Nyckeltalsinstitutet's Health Index	Health Index 2024: 111
Zero tolerance for discrimination	3
At least 40/60 per cent gender distribution among employees and in employee groups	33 per cent women
	67 per cent men
	23 per cent of employee groups are gender-balanced
Rated as an Excellent Employer according to the Nyckeltalsinstitutet's Gender Equality Index	Achieved
Motivated Employee Index 79	Motivated Employee Index 78
Rated as an Excellent Employer according to the Nyckeltalsinstitutet's Attractive Employer Index	Attractive Employer Index 2024: 148

Targets and outcomes related to own workforce

GRI 2-30, 403-9, 404-3, 406-1

Health and safety

We regularly monitor our performance through monthly reports on risks, accidents, sickness absence, employee turnover and other health and safety issues. The Health Index assesses the organisation's health status based on nine KPIs, which are central and relevant indicators in our health and safety work. In 2024, the index stood at 111, the same as the year prior. Declining sickness rates and improved health and safety measures have had a positive impact on results, while the efficiency of the rehabilitation process has had a negative impact.

The goal is to have zero accidents resulting in absence from work. No serious accidents occurred during the year. The Health and Safety Committee and the Group Management Team monitor action plans and progress on the measures taken in the wake of accidents. In 2025, sickness absence increased slightly compared with 2024.

All employees at Skellefteå Kraft are covered by collective agreements.

Sickness absence and other occupational injuries	2025	2024	2023
Sickness absence	3,7	3,5	3,6
Accident frequency[1]	4,8	7,9	2,9
Number of accidents[2]	7,0	11	4,0
Total accident frequency[3]	37,9	44,5	30,5
Total number of accidents[4]	55	66	48
Accidents with serious consequences[5]	0	0	0

[1]Number of accidents with absence per million hours worked (LTIF), rolling 12 months.
[2]Number of accidents with absence beyond the day of injury (LTI).
[3]Number of accidents with and without absence per million hours worked (TRIF), rolling 12 months.
[4]Number of accidents with and without absence (TRI).
[5]Number of serious accidents with actual or expected absence > 6 months, also includes fatalities.

Work-life balance

Our annual employee survey results in a Motivated Employee Index that provides an overall picture of the working conditions we offer. The survey contains questions related to work-life balance, such as perceived stress, the ability to influence one's work situation, workload and recovery. The result for 2025 was a score 78 out of 100 points, compared with 79 the previous year. We remain high at the group level compared with other companies in Sweden.

Gender equality and diversity

We use the Gender Equality Index, Jämix, to measure the level of equality in our working and employment conditions are. The score for 2024 was 145, which is an improvement from 141 the previous year. The improvement is partly due to a reduction in gender differences linked to long-term sick leave and to the fact that the Group Management Team has an even gender distribution.

We are working towards the goal of achieving a gender balance of at least 40/60 per cent among employees and in employee groups. In 2025, the gender distribution among employees was 33 per cent women and 67 per cent men. 23 per cent of employee groups are gender-balanced. The proportion of female managers is 38 per cent.

In 2025, three cases of abusive treatment or discrimination were reported. This is an increase compared to previous years. The HR department has launched an investigation, and the incidents are being handled in accordance with established procedures. No cases were reported in the year prior (2024), and one case was reported in 2023.

Skills development

Skills development is measured based on the average number of training hours per employee. In 2025, the number of training hours per employee was 68, a decrease of one hour compared with the previous year.

GRI 2-23, 3-3 Workers in the value chain, 407-1

4.3 Workers in the value chain

With many suppliers and large purchases, there are sustainability-related risks in the supply chain. Our Supplier Code of Conduct is designed to address material impacts, risks and opportunities relating to workers in our value chain. This applies to both specific product groups and the workforce as a whole.

4.3.1 Impact, risks and opportunities

Skellefteå Kraft's impact is linked to its core business of producing and distributing renewable energy. The business relies on good relationships with suppliers and contractors, both in the manufacture and the transport of components.

Material issues	Impact, risks and opportunities	
S2 Workers in the value chain		
Working conditions and other work-related rights	-	**Working conditions, equal treatment and work-related rights** Several actors in our value chain are involved in activities in which good working conditions, equal treatment and rights cannot be guaranteed.
Equal treatment and equal opportunities for all	+	**Supplier requirements in procurement** As a municipally owned company, we impose supplier requirements in accordance with the Public Procurement Act, which can help to improve working conditions, equal treatment and rights throughout the value chain.

Impact, risks, and opportunities related to workers in the value chain

+ Positive impact
- Negative impact
M Financial opportunity
R Financial risk

Both positive and negative impacts can be seen throughout our value chain, particularly beyond the first tier of suppliers. No significant financial risks or opportunities have been identified in relation to workers in the value chain.

Working conditions, equal treatment and work-related rights
Several actors in Skellefteå Kraft's upstream value chain are involved in activities in which good working conditions, equal treatment and rights cannot always be guaranteed.

Negative impacts may arise, in particular, during the extraction of raw materials and the transport of the metals and minerals required for the manufacture of components for energy plants and energy infrastructure. This may include health risks and risks of child labour or forced labour in mining operations, as well as situations in which workers live near extraction sites, in cramped conditions and with limited access to clean water. It may also involve inadequate employment conditions in terms of security, pay and working hours, as well as unequal working conditions or other discrimination based on sex, age, ethnicity, religion, disability or sexual orientation.

Supplier requirements in procurement
Skellefteå Kraft's procurement needs can have a positive impact on workers' conditions throughout the value chain through clear requirements in tender requests and by creating jobs and fostering economic development. Both negative and positive impacts occur primarily beyond the first tier of suppliers.

4.3.2 Policy and governance

We set general and specific social and environmental requirements in our purchasing and procurement processes. Our Code of Conduct for Suppliers applies to all suppliers, is incorporated into our contracts, and is communicated via our **supplier portal**.

Management reviews ensure the development of systematic working methods.

GRI 2-25

4.3.3 Measures

Supplier requirements that safeguard workers' rights in the value chain
Work is currently underway within the procurement and purchasing process to systematise the management, assessment, handling, monitoring and communication of risks throughout the entire production chain, in accordance with the OECD Guidelines for Responsible Business Conduct. A gap analysis has been carried out and an action plan is in place, with the aim of completing the work by 2027 at the latest, at which time the Group will be indirectly covered by the CSRD. Regular updates to the Supplier Code of Conduct and the procurement process ensure compliance and continuous improvement.

During the year, a system was developed to enable the categorisation of suppliers, and this is now being populated with data at the item level. EcoVadis is used as a basis for decision-making in supplier risk assessments. A new Power BI tool enables spend analysis at the Group level. The Kraljic matrix is used to segment purchases based on impact, which, together with the spend analysis, helps to prioritise which contracts should undergo in-depth risk assessment.

During the year, the Purchasing department increased its focus on creating understanding of the role of procurement in the Group's responsibility and value creation. Cooperation between Procurement, order issuers, contractors and the Sustainability department has been strengthened. In framework agreement procurements, risk assessments are carried out in consultation with order issuers and, where necessary, with support functions. Work to develop the management of conflicting objectives between cost-driving and sustainability-related requirements continues.

As of 2025, procurement process monitoring is part of the Group's management system and is reviewed during management meetings twice a year. We are currently in a development phase, where the aim is for the entire organisation to operate in a consistent manner and to create the right conditions for the purchasing function to carry out its work.

4.3.4 Targets and outcomes

Target	Outcome 2025
S2 Workers in the value chain	
Systematic procedures in place to manage, assess, address and monitor risks of environmental and human rights violations in the value chain (by 31 December 2027)	Decision on monitoring indicators and outcomes via the management system Purchasing and compensation guidelines finalised New Power BI tool for spend analysis implemented

Targets and outcomes related to workers in the value chain

Supplier requirements that safeguard workers' rights in the value chain
The majority of our direct suppliers are located in geographical regions with relatively high compliance with human rights legislation, which reduces the risk of negative impact. We prefer short supply chains to reduce vulnerability and simplify monitoring within the supply chain.

For all significant IROs, we are working to introduce systematic working methods to comply with the principles of due diligence in accordance with the OECD Guidelines. During the year, we strengthened our governance by updating our procurement and compensation guidelines. We also further developed the procurement process through new templates and working procedures for supplier risk assessment.

The purchasing function aims to ensure that all Group expenditure, with the exception of purchases made during crises or major disruptions, goes through the Purchasing department by 2030 at the latest. This enables control over purchases at the item level and allows requirements to be imposed on suppliers based on risk. In 2025, the proportion stood at 75 per cent.

GRI 3-3 Affected communities, 203-1, 413-2

4.4 Affected communities

As a wholly owned municipal company, Skellefteå Kraft has a special responsibility towards the local population. According to the municipality's development strategy, the goal is for Skellefteå Municipality to have 90,000 inhabitants by 2030. Our mission, as set out by our owner, is to actively promote sustainable growth for both the town and the region.

We contribute to local and regional development by strengthening infrastructure and facilitating industrial establishment. At the same time, we work to minimise negative impacts and take responsibility for human rights and sustainable development throughout the value chain.

4.4.1 Impact, risks and opportunities

Skellefteå Kraft's impact on society is closely linked to our mission to supply renewable energy and support electrification. The transition this entails requires extraction, manufacturing activities and land use, which creates an impact both through our own operations and through relationships within the value chain. At present, we have not identified any significant financial risks or opportunities linked to affected communities.

Enabler of local and regional development
Development and expansion in Skellefteå have been gathering pace for several years, with Skellefteå Kraft playing a central role by developing the infrastructure for electricity, heating and communication and by acting as a key knowledge partner. The expansion of the electricity grid in the region creates further opportunities for large-scale, electricity-intensive industrial establishments, which strengthens society's ability to transition.

Material issues	Impact, risks and opportunities	
S3 Affected communities		
Unit-specific: Ensuring access to renewable energy and broadband	+	**Enabler of local and regional development** Skellefteå Kraft plays a central role in the development and expansion of the region by building vital infrastructure and being an attractive knowledge partner.
Economic, social, cultural, civil and political rights of communities	-	**The rights of affected communities** Several actors in Skellefteå Kraft's upstream value chain are involved in activities for which it is difficult to guarantee the economic, social, and cultural rights of communities.
	+	**Economic development** Skellefteå Kraft's demand for minerals, metals and components creates jobs, which has a positive impact on the economic development of the affected communities.
	+	**Education and research** Skellefteå Kraft contributes to academia, education, research and development that serve and contribute to the public good.
	-	**Land use** Land use for our own facilities can lead to conflicting objectives between, for example, energy production, outdoor recreation, other landowners, defence interests and others.
The rights of indigenous peoples	-	**The rights of the Sami people** Skellefteå Kraft's need for raw material extraction and the construction and operation of production plants may have a negative impact on reindeer husbandry and threaten the cultural rights and identity of the Sami people.

Impact, risks and opportunities related to affected communities

+ Positive impact
- Negative impact
M Financial opportunity
R Financial risk

GRI 413-2

The rights and economic development of affected communities
Several actors in our upstream value chain are involved in activities for which it is difficult to guarantee that communities' economic, social and cultural rights are fully respected. This also applies to freedom of expression, freedom of assembly and the protection of human rights activists. For example, the value chain for wind power components, power lines and batteries is associated with risks that may have a negative impact on local communities. Pollution of air, soil and water during the extraction of certain metals and minerals could give rise to health risks and reduced access to drinking water.

At the same time, our operations make a positive contribution by creating jobs in the communities in which we operate, thereby promoting local economic development.

Education and research
We support the development of academia, education, research and innovation through a range of initiatives at both the local and the national level. Our involvement in various companies and collaborative platforms helps to promote societal benefits and the advancement of knowledge.

Land use
When we expand the electricity grid or build energy production plants, this could lead to changes that affect the local community. Recreational areas, for example, may be affected by noise, shadow flicker or changes to the landscape, which may not always be in line with the interests of landowners or residents.

The ongoing expansion in Skellefteå and the region places greater demands on sustainable land use. Here, different societal interests must be balanced against one another, while complex permit processes and legal requirements must be complied with.



Skellefteå Kraft's operations have both positive and negative societal impact

The rights of the Sami people
The expansion of the electricity grid, wind power and hydroelectric power sometimes takes place in areas where reindeer husbandry is practised. Such expansion could adversely affect the Sami people's ability to continue their traditional way of life, which in turn could threaten their cultural rights and identity.

GRI 2-23, 2-25

4.4.2 Policy and governance

Our business policy emphasises the importance of accountability towards the societal stakeholders affected by our operations. The internal Code of Conduct, together with the Supplier Code of Conduct and our stakeholder dialogue, are key tools for identifying and managing risks. We work to ensure a systematic approach that meets the requirements of due diligence in accordance with the OECD Guidelines.

We use standardised working methods and ensure continuous monitoring of our objectives through our management system, which is compliant with ISO 9001. Our financial planning includes ten-year forecasts, which are shared with the municipality to promote transparency and close cooperation.

4.4.3 Measures

For several years, we have been working strategically to further develop the renewable energy we produce, with the aim of creating added value for development in the region and in Skellefteå Municipality – for the benefit of the whole of Sweden.

Enabler of local and regional development

We play a vital role in ensuring sustainable societal development in our owner municipality and in the neighbouring municipalities in which we operate. Building on our existing assets and expertise, we forge partnerships that contribute new solutions and value chains. In this way, we make the most of local resources and opportunities and strengthen both new and existing business, while supporting regional development.

Within the Infraservice business area, we have grouped our services based on their geographical connection to customers, thereby strengthening dialogue with the relevant municipalities. In Skellefteå Municipality, closer cooperation has created better conditions for a holistic perspective and coordination within community planning and urban development, for example in master planning.



Skellefteå Kraft enables community development by supplying energy and infrastructure

GRI 2-25

We are currently implementing a comprehensive electricity grid project to modernise and expand the grid in and around Skellefteå. The investments aim to meet future needs as the town grows. This involves both reinforcing the existing grid and laying new cables to enable the establishment of, for example, electricity-intensive industry.

Skellefteå Kraft is also an active partner in the municipality's energy plan, which covers the period up to 2030. Among other things, the plan focuses on energy efficiency, sustainable construction and transport, with a clear emphasis on climate and the environment.

Planning is currently underway for Society Expo 2026, a global event centred on Skellefteå's societal transformation. Participants will come together to explore sustainable solutions to the challenges of the future. Skellefteå Kraft is participating as a partner and taking part in discussions on e-mobility, IoT solutions and the role of hydropower in the energy system.

Skellefteå is also one of 23 Swedish towns and cities that, together with six government authorities, are participating in Viable Cities, a national programme focusing on innovation for climate-neutral and sustainable cities. The programme is coordinated by the KTH Royal Institute of Technology and supported by Vinnova, the Swedish Energy Agency and Formas.

The rights and economic development of affected communities
Skellefteå Kraft currently has limited insight into how our demand for minerals, metals and components affects the economic, social, civil and cultural rights of communities further up the value chain. However, we are aware that there is a potential negative impact.

During the year, a cross-functional working group was established to develop measures that will help us comply with the OECD Guidelines on Due Diligence. In 2025, we updated our procurement and compensation guidelines and improved the procurement process by introducing tools for supplier risk classification and for monitoring compliance with our Code of Conduct. We are affiliated with EcoVadis for risk identification and supplier monitoring.

As a municipally owned company, we are subject to the Public Procurement Act, which helps to ensure that purchases are made in a responsible manner.

We support nearly 60 non-profit sports and cultural associations, with a particular focus on children and young people in the areas in which we operate. In our dialogue with each association, we discuss how they can contribute to health, diversity and inclusion in their activities. The proxy value of the reduced social cost that arises when young people are involved in an association corresponds to SEK 13,000 per young person per year, according to Effektguiden 2.0 Sponsring och Event i Sverige.

Education and research
Skellefteå Kraft is involved in several initiatives that promote both our own skills development and the electrification of society.

Together with Nornan Invest and Skellefteå Municipality, we have formed the Skellefteå Universities Alliance (SUA). SUA aims to help increase the range of higher education options in Skellefteå and promote innovation in academic education and learning at a national level.

Luleå University of Technology, RISE and Skellefteå Municipality have jointly established the Arctic Center of Energy at Campus Skellefteå. The vision is for it to become a world-leading centre for education and research in energy transition. The initiative encompasses advanced laboratory and educational environments, as well as an educational structure ranging from adult education to master's and doctoral levels.

We also contribute to the Bachelor of Electrical Power Engineering programme, a collaboration between three universities and other energy companies, which helps to build the electrical power expertise of the future.

To spark an interest in technology among children and young people, we are working with Skellefteå Municipality on the Exploratoriet initiative – a science centre for children and young people from preschool to upper secondary school.

GRI 2-25

Land use
For Skellefteå Kraft, it is important to be seen as a transparent, responsible and responsive organisation. We therefore maintain an ongoing dialogue with local stakeholders regarding conflicts of interest and the consequences associated with land use. Consultations are held regularly and risk analyses are included in our project and business plans to manage any negative impact on landowners and rights holders.

During the year, we conducted a total of nine consultations: six on electricity grid expansion in and around Skellefteå, one on a pilot plant for hydrogen production, one on the expansion of an existing hydropower plant, and one on a plant for sustainable aviation fuel as well as the liquefaction and storage of carbon dioxide. The latter consultation has been highlighted by the Västerbotten County Administrative Board as a good example.

Our Land department works to develop systematic working methods in line with the OECD Guidelines on Due Diligence, with the aim of creating person-independent procedures that are applied consistently over time.

The rights of the Sami people
The expansion and maintenance of the electricity grid, as well as wind and hydroelectric power plants, can affect the Sami people and their ability to practise reindeer husbandry. Through consultation and ongoing dialogue with the Sami communities, we seek solutions and adapt our operations to minimise our negative impact. This may involve compensation measures, agreements on the timing of various activities or financial compensation.

In 2025, Skellefteå Kraft participated in the “Fair Transition” knowledge hub within the CSR Sweden network. The aim is to work with various stakeholders to explore solutions for a more sustainable and fair transition, balancing climate action and development with social justice and people’s well-being, with a particular focus on the rights of the Sami people.



The expansion of the electricity grid enables growth, but new power lines also take up land.

4.4.4 Targets and outcomes

Target	Outcome 2025
S3 Affected communities	
1760 MW total output power in our electricity grids in 2031	The expansion is proceeding according to plan
Systematic procedures in place to manage, assess, address and monitor risks of environmental and human rights violations in the value chain (by 31 December 2027)	Decision on follow-up via the management system Compensation guidelines finalised

Targets and outcomes linked to affected communities

Enabler of local and regional development
Skellefteå Kraft is working to create the conditions for electricity-intensive industry to establish itself in the region by investing in the expansion of the electricity grid capacity. This initiative also supports the owner's requirement to contribute to local and regional societal development.

The aim is for the combined capacity of the electricity grids to reach 1,760 MW by 2031. Work has progressed according to plan in 2025 and is in line with forecasts.

The rights of communities and the Sami people
Our Purchasing and Land departments have conducted gap analyses to develop their working methods in accordance with the OECD Guidelines for Responsible Business Conduct. Among other things, guidelines and procedures for compensation have been developed during the year.

4.5 Consumers and end users

Skellefteå Kraft operates in a competitive market, in which satisfied customers are crucial to long-term profitability. As a municipally owned company, we also have a particular responsibility to deliver good service, high quality and act in an exemplary manner.

4.5.1 Impact, risks and opportunities

Skellefteå Kraft's business model is based on understanding and meeting customers' needs for energy supply, digital communication and energy solutions. This is central to both individual security and society's digital accessibility.

The double materiality analysis has not identified any financial risks or opportunities of a material nature, but has identified a material positive impact.

Material issues	Impact, risks and opportunities	
S4 Consumers and end users		
Information-related implications for consumers and/or end users	+	**Access to fast and reliable digital communication** Skellefteå Kraft provides a well-developed fibre network that ensures customers have access to high-quality IT-based information and communications, in both urban and rural areas.
Social inclusion for consumers and/or end users	+	**Access to renewable electricity and heating** Skellefteå Kraft's operations ensure access to renewable electricity and district heating for households and industries.

Impact, risks and opportunities related to consumers and end users

+ Positive impact
− Negative impact
M Financial opportunity
R Financial risk

GRI 2-23, 2-25, 3-3 Consumers and end users



We ensure secure deliveries of electricity, heating and communication

Access to fast and reliable digital communication
We supply large parts of Skellefteå Municipality with high-speed broadband, which is essential for meeting society's growing demands for digitalisation. Access to reliable data is also key to our own operations, as we use digital tools to manage transactions, provide services and give customers relevant information.

Access to renewable electricity and heating
Skellefteå Kraft sells renewable electricity from wind, water, and bioenergy to customers across Sweden, and distributes electricity, district heating and cooling locally. This has a positive impact on consumers' need for a secure energy supply, while also contributing to the green transition.

4.5.2 Policy and governance

We work systematically to develop and adapt our offerings to meet demand for both existing and new energy-related products and services. Our Code of Conduct states clearly that all customers must be treated with respect, and our business policy emphasises the importance of responsible customer relationships through honest and solution-oriented dialogue.

4.5.3 Measures

Access to renewable electricity and district heating
Electricity distribution is a critical function of society that must be maintained. We are responsible for an electricity grid stretching over 12,000 kilometres. Changing weather conditions linked to climate change, coupled with increasing demand for electricity in the region, present new challenges for us. To reduce the risk of outages caused by factors such as storms and lightning, we are working to bury power cables underground and replace bare wire overhead lines with insulated cables. We also carry out continuous clearance of power line corridors, including the removal of overhanging branches using helicopters. For those parts of the electricity grid that still have overhead lines, we use digital monitoring technology to detect and rectify faults more quickly.

After remaining relatively unchanged in recent years, we are now expanding our district heating network to meet the growth in Skellefteå. New pipes are being laid to both residential and industrial customers to better utilise waste heat from nearby industries.

As part of our preventive efforts to minimise disruptions to the district heating network, we work to detect any leaks at an early stage by monitoring pressure and temperature fluctuations. For planned outages, we choose times of day when customers are least affected and section off the district heating network so that as few customers as possible are affected. In the event of disruptions to base production, there are backup facilities that can be started up both from our control rooms and locally on site.

We are continuing to expand Sweden's largest network of charging stations in partnership with OKQ8 to promote the electrification of transport. By 2026, we plan to install at least 800 public fast chargers at around 300 OKQ8 stations in Sweden. A further 300 chargers will be installed at 100 stations in Denmark. During the year, we have also begun installing fast chargers at retail locations to make it easier for more people to choose electric vehicles.

To capitalise on the rapid transition, we have strengthened our business innovation efforts in recent years. The focus is on developing and implementing new technology and solutions that meet customer needs. This innovation work is being carried out in collaboration with partners and stakeholders across various sectors.

As a municipally owned company, we are required to ensure accessible communication and to uphold openness and transparency. Skellefteå Kraft continuously conducts customer surveys and assessments to meet customers' needs for information and accessibility. During the year, we began work to coordinate the handling of complaints within the company.

Access to fast and reliable digital communication
Over the coming years, we plan to reinvest in our fibre network to meet demands for increased capacity and security. We also need to replace parts of the equipment that are starting to show their age.

As the world around us becomes more uncertain, the need for stable and secure connectivity grows. Our fibre network is an enabler for the next generation of communication systems for critical infrastructure operators, the Swedish Emergency Network (SWEN), which is managed by the Swedish Civil Contingencies Agency.

4.5.4 Targets and outcomes

Access to renewable electricity and district heating
Our owners require Skellefteå Kraft to provide an electricity network with as few disruptions and outages as possible, and to deal swiftly with any outages that do occur. A total of 1,309 outages occurred in 2025 (2024: 1,598), of which 720 were high-voltage outages affecting more than one customer. Most outages were due to weather conditions. In the final days of the year, Storm Johannes swept across Västerbotten, causing widespread power outages.

Target	Outcome 2025
S4 Consumers and end users	
Further expansion of the fibre network in Skellefteå Municipality to 98 per cent	Achieved
Maintain customer satisfaction	Electricity trading, business market: 1 Electricity trading, private market: 6 Electricity grid, business market: 1 Electricity grid, private market: 1 District heating, business market: 1 District heating, private market: 1
Reduce the number of electricity grid outages to an average of less than 2.0 outages per customer per year	Average of 1.7 outages per customer per year
Number of customers with four or more outages during the year	10,701 customers with four or more outages
Number of customers with 12 or more outages during the year	1,597 customers with twelve or more outages

Targets and outcomes related to consumers and end users

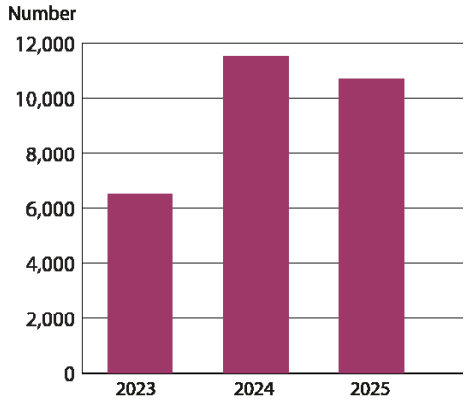
In total, 10,701 customers experienced four or more power outages during the year (2024: 11,520). 1,597 customers (2024: 603) experienced twelve or more power outages during the year.

Since 2005, the Swedish Quality Index has measured customer satisfaction across six different categories: residential and business customers for electricity networks, electricity trading and district heating. The 2025 results show that the energy sector is losing ground, with falling ratings and increased demands from customers. At the same time, Skellefteå Kraft continues to show strong results in all categories. The company is ranked highest in five out of six measurements (previous year's ranking in parentheses):

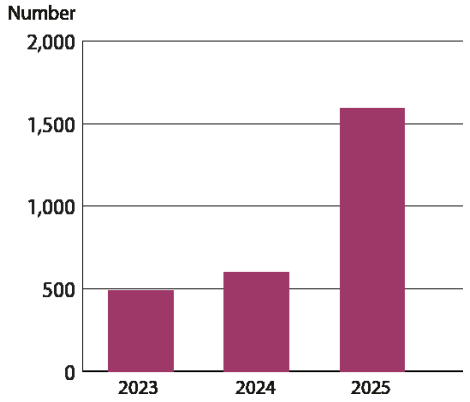
- Electricity trading, business market: 1 (1)
- Electricity trading, private market: 6 (5)
- Electricity grid, business market: 1 (1)
- Electricity grid, private market: 1 (1)
- District heating, business market: 1 (3)
- District heating, private market: 1 (1)

Access to fast and reliable digital communication
The national target is for 98 per cent of all households and businesses to have access to, or the opportunity to connect to, broadband networks with a capacity of 1,000 Mbps. Skellefteå has achieved this target and is one of the sparsely populated municipalities in Sweden with the highest proportion of connected households. Accessibility to our broadband network remains high, at 99.99 per cent in urban areas and 96.4 per cent in rural areas. The incidence of cyber attacks has increased in recent years, but has not affected network availability.

Skellefteå Kraft and OKQ8 are jointly building Sweden's largest network of charging stations to promote the electrification of transport. The target is 800 charging points at 300 stations across the country by 2026. We have already achieved this target this year with 838 charging points.



Number of customers with four or more outages during the year



Number of customers with 12 or more outages during the year

GRI 3-3 Responsible business conduct

5. Corporate governance

We have high expectations of ourselves and from the outside world to be a role model in all business relationships. With a growing business and many new partnerships, there is an increasing need to identify business ethics risks and ensure compliance with policies and procedures. As a municipally owned company, we have a particularly significant responsibility to ensure that our operations are conducted with sound business ethics, are transparent and comply with laws and regulations, in order to foster trust and respect among our employees and other stakeholders.

Material issues	Impact, risks and opportunities	
G1 Responsible business conduct		
Corporate culture	+	**Good corporate culture** A good corporate culture contributes to the well-being and engagement of employees and good relationships with company stakeholders.
Political engagement and lobbying	M	**Political advocacy** Politicians and government authorities make decisions that can create financial opportunities for Skellefteå Kraft's business operations.
Political engagement and lobbying	R	**Political advocacy** Politicians and government authorities make decisions that can create financial risks for Skellefteå Kraft's business operations.
Supplier relation-ships	-	**Deficiencies in supplier relationships** Deficiencies in supplier relationships can have relatively serious consequences for Skellefteå Kraft's suppliers.

Impact, risks and opportunities related to responsible business conduct

+ Positive impact
- Negative impact
M Financial opportunity
R Financial risk

5.1 Responsible business conduct

5.1.1 Impact, risks and opportunities

Responsible corporate governance is a prerequisite for contributing to a sustainable and fossil-free climate transition. A corporate culture based on accountability and ethical business practices creates the conditions for success, as does advocacy work that supports the climate transition and ensures security of supply and competitiveness.

Good corporate culture
A good corporate culture contributes to the well-being and engagement of employees, fostering good relationships among themselves and with company stakeholders. Skellefteå Kraft's corporate philosophy provides the framework for this culture by clearly defining how management systems, governance and daily working practices are to support the vision and mission.

GRI 2-23, 2-25, 3-3 Responsible business conduct

Active work to develop the corporate philosophy and working methods, based on the Code of Conduct, principles and core values, creates a common framework for accountability, business ethics and continuous improvement. This has a positive impact on corporate culture and reduces the risk of unethical behaviour, non-compliance and internal conflicts of interest.

Political advocacy
Skellefteå Kraft's operations are directly affected by political decisions, both nationally and locally. These decisions can create financial opportunities or risks for the business, which is why advocacy work is important.

Deficiencies in supplier relationships
Deficiencies in procurement procedures can have relatively serious consequences for suppliers and thus have a potentially negative impact.

5.1.2 Policy and governance

Our owners require that our operations are conducted in a professional manner, based on sound business ethics. Key policies that underpin our corporate culture include our operational policy, which emphasises the importance of responsibility towards employees and stakeholders, and our internal Code of Conduct, which clarifies each employee's responsibilities. Suppliers are subject to the Supplier Code of Conduct. Our procurement policy describes how Skellefteå Kraft takes responsibility for the economy, people and the environment in its procurement activities.

The CEO and Group Management Team are responsible for ensuring compliance.

5.1.3 Measures

Good corporate culture
During the year, we have undertaken a major initiative to clarify and communicate Skellefteå Kraft's corporate philosophy. The philosophy demonstrates the link between core values, principles and working methods, thereby strengthening a unified corporate culture.

The Code of Conduct sets out our definition of good business ethics and provides a framework for how we should act in accordance with our values, policies and regulations. Skellefteå Kraft operates in line with laws and regulations and in accordance with stakeholders' expectations regarding transparency and ethics. We continuously develop systematic working methods that support the UN Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidelines in accordance with an established action plan with designated responsibilities. The aim is to prevent negative impacts on people and the environment within our operations.

Governing documents, policies and procurement legislation regulate the purchasing process depending on the amount and type of purchase. Our framework agreements assess risks and set requirements regarding responsibility for people and the environment.

A thriving culture with well-functioning rules and procedures is required to combat corruption and misconduct. Our Code of Conduct, which all employees are made aware of upon joining the company, provides guidance on how decisions should be made in day-to-day operations to mitigate the risk of corruption.

Within Skellefteå Kraft, there is a cross-functional working group tasked with actively, continuously and proactively addressing issues relating to corruption across the entire Group.

We encourage the reporting of suspected misconduct. In 2025, we made the whistleblowing function more visible and easily accessible on the intranet and website. Information about the function is also included in the induction programme for new employees. The number of whistleblowing cases is reviewed as part of the management review.

GRI 2-25, 204-1

Political advocacy
Skellefteå Kraft regularly participates in the energy debate and contributes through discussions, consultation responses and knowledge-sharing regarding potential solutions and measures. We are members of several industry organisations that members' interests vis-à-vis legislators and authorities. During the year, we continued to participate in the dialogue on the future of the energy system, technology choices, regulations and societal development.

Deficiencies in supplier relationships
Payment practices are a prioritised issue, particularly to avoid late payments to small and medium-sized enterprises. To prevent deviations from established purchasing procedures, our internal purchasing portal only contains items covered by framework agreements. We strive for healthy competition in all purchases, regardless of whether they are subject to public procurement legislation or not. It is important to note that the law prohibits direct targeting of procurement to local suppliers. The procurement process must be open, non-discriminatory and competitive to ensure equal and transparent treatment of all potential suppliers.

From 2025 onwards, monitoring of the procurement process will be included in the Group's management system and reviewed twice a year in management reviews.

5.1.4 Targets and outcomes

Good corporate culture
Employee surveys are conducted annually to monitor how employees perceive their work situation and working environment. The 2025 Motivated Employee Index stood at 78 out of 100, a decrease of one point compared with the previous year, but still a high result compared with other companies in Sweden.

Target	Outcome 2025
G1 Responsible business conduct	
Motivated Employee Index: 79	Motivated Employee Index: 78
Have a say in the energy debate	There is no systematic monitoring, as the impact is indirect and unfolds over time, and the outcome is influenced by complex decision-making processes.
100 per cent of purchases shall go through the Purchasing department.	75 per cent

Targets and outcomes related to responsible business conduct

Political advocacy
We work continuously to monitor developments in the energy market and to produce evidence that gives authorities and decision-makers a better understanding of current challenges. We also submit consultation responses and proposals for solutions regarding the development of the Swedish energy system. Our political advocacy work is not tracked using specific KPIs, as the outcome is often influenced indirectly and over time.

Deficiencies in supplier relationships
To gain better control over purchases at the item level, the aim is for 100 per cent of our purchases (excluding those made during crises or major disruptions) to be handled by the Purchasing department. This figure stood at 75 per cent in 2025.

6. Appendices

6.1 KPI table

Environment	Unit	2025	2024	2023	GRI	Comments
Greenhouse gas emissions, site-based						
Scope 1 Direct greenhouse gas emissions	total in tonnes CO_2e	10,023	22,662	31,941	305-1	Emission factors have been updated for 2025 and corrected retroactively.
Scope 2 Indirect greenhouse gas emissions	total in tonnes CO_2e	7,715	12,373	11,516	305-2	Emission factors have been updated for 2025 and corrected retroactively.
Scope 3 Other indirect greenhouse gas emissions	total in tonnes CO_2e	143,898	170,982	171,945	305-3	Emission factors have been updated for 2025 and corrected retroactively.
Reductions in greenhouse gas emissions, market-based						
Achieved reductions in greenhouse gas emissions	total in tonnes CO_2e	-23,418	-	-		
Expected reductions in greenhouse gas emissions	total in tonnes CO_2e	-15,954	-	-		We assumed a linear reduction in our emissions based on the targets we set.
Percentage of greenhouse gas emissions: Reduction in greenhouse gas emissions						
Absolute value of Scope 1 greenhouse gas emissions: Reduction in greenhouse gas emissions	total in tonnes CO_2e	-15,509	-	-		
Percentage of Scope 1 greenhouse gas emissions	Per cent	-61	-	-		
Absolute value of site-based reduction in Scope 2 greenhouse gas emissions	total in tonnes CO_2e	-2,247	-	-		
Percentage reduction in site-based Scope 2 greenhouse gas emissions	Per cent	-23	-	-		
Absolute value of market-based reduction in Scope 2 greenhouse gas emissions	total in tonnes CO_2e	40	-	-		Increase due to a higher proportion of external electric vehicle charging and the purchase of waste heat from Ecolink
Percentage of market-based reduction in Scope 2 greenhouse gas emissions	Per cent	238	-	-		
Absolute value of Scope 3 greenhouse gas emissions: Reduction in greenhouse gas emissions	total in tonnes CO_2e	- 7,949	-	-		
Percentage of Scope 3 greenhouse gas emissions: Reduction in greenhouse gas emissions	Per cent	- 5	-	-		

Environment	Unit	2025	2024	2023	GRI	Comments
Significant emissions to air, per						
NO_x	kg	122,277	164,923	171,843	305-7	
SO_x	kg	4,479	5,323	5,711	305-7	
Energy consumption						
Total fuel consumption from non-renewable sources	MWh	7,580	37,633	43,139	302-1	Significant reduction as we no longer use peat
Total fuel consumption from renewable sources	MWh	868,220	925,659	946,261	302-1	
Total electricity consumption	MWh	62,648	66,767	69,698	302-1	Total and significant energy use according to energy mapping
Total heat consumption	MWh	5,540	5,833	5,769	302-1	
Total cooling consumption	MWh	699	734	723	302-1	
Total steam consumption	MWh	26,592	12,140	14,433	302-1	
Electricity sold	MWh	3,994,625	4,223,830	4,090,076	302-1	
Heat sold	MWh	660,147	711,560	764,446	302-1	
Cooling sold	MWh	3,757	4,413	4,254	302-1	
Steam sold	MWh	0	0	0	302-1	
Energy production						
Renewable energy production	MWh	4,340,662	-	-		
Non-renewable energy production	MWh	472,485	-	-		This includes nuclear power, which is fossil-free.
Total energy consumption within the organisation	MWh	102,607	124,446	126,666	302-1	Total and significant energy use according to energy mapping
Total energy intensity	kWh/MWh produced	28	31	40	302-3	Total electricity use within the organisation, to produce electricity
Total energy intensity	MWh produced per net turnover (kWh/SEK thousand)	871	-	-		
Total energy reduction	kWh/m^2	182	183	182	302-4	Concerns electricity, heating and cooling in properties
Water						
Water withdrawals all areas	m^3	3,560,090	6,378,724	5,994,870	303-3	
Surface water	m^3	3,493,714	6,378,724	5,994,870	303-3	
Water from third parties	m^3	66,376	-	-	303-3	
Water discharges all areas	m^3	3,576,939	6,393,706	6,121,046	303-4	
Surface water	m^3	3,576,939	6,393,706	6,121,046	303-4	

Environment	Unit	2025	2024	2023	GRI	Comments
Water consumption (all areas)	m^3	4,583	2,969	2,897	303-5	Concerns water consumption in the properties
Waste						
Total waste generated	tonnes	1,717	2,188	2,140	306-3	
Hazardous waste	tonnes	703	1,049	718	306-4	
Total weight of hazardous waste diverted from landfill	tonnes	1,541	2,087	2,102	306-4	
Of which hazardous waste	tonnes	625	-	-	306-4	
Of which non-hazardous waste	tonnes	916	-	-	306-4	
Total weight of waste diverted to landfill	tonnes	176	101	38	306-5	
Of which hazardous waste	tonnes	78	-	-	306-5	
Of which non-hazardous waste	tonnes	98	-	-	306-5	
Percentage of non-recycled waste						
Percentage of non-recycled waste	Per cent	10	5	-		

Social	Unit	2025	2024	2023	GRI	Comments
Number of employees	Total	929	910	856	2-7	
Total number						
Women <30	Number	34	36	26	2-7	
Women 30–50	Number	181	178	169	2-7	
Women >50	Number	92	87	81	2-7	
Men <30	Number	52	56	43	2-7	
Men 30–50	Number	333	324	322	2-7	
Men >50	Number	237	229	215	2-7	
Employees by contract						
Permanent employment (Women)	Number	307	301	276	2-7	
Temporary employment (Women)	Number	12	10	8	2-7	
Full-time employment (Women)	Number	283	280	259	2-7	
Part-time employment (Women)	Number	24	21	17	2-7	
Permanent employment (Men)	Number	622	609	580	2-7	
Temporary employment (Men)	Number	12	13	15	2-7	
Full-time employment (Men)	Number	582	566	539	2-7	
Part-time employment (Men)	Number	40	43	41	2-7	

Social	Unit	2025	2024	2023	GRI	Comments
New hires						
Women <30	Number	3	9	12	401-1	
Women 30–50	Number	11	18	25	401-1	
Women >50	Number	0	4	4	401-1	
Men <30	Number	5	14	10	401-1	
Men 30–50	Number	16	27	40	401-1	
Men >50	Number	8	10	15	401-1	
Employee turnover: number who left during the reporting period						
Women <30	Number	1	2	0	401-1	
Women 30–50	Number	8	7	5	401-1	
Women >50	Number	7	8	2	401-1	
Men <30	Number	2	6	5	401-1	
Men 30–50	Number	13	22	13	401-1	
Men >50	Number	18	22	15	401-1	
Employee turnover						
Women <30	Per cent	3	6	0	401-1	
Women 30–50	Per cent	4	4	3	401-1	
Women >50	Per cent	8	9	2	401-1	
Men <30	Per cent	4	11	12	401-1	
Men 30–50	Per cent	4	7	4	401-1	
Men >50	Per cent	8	10	7	401-1	
Board of Skellefteå Kraft						
Women <30	Number	0	0	0	405-1	
Women 30–50	Number	1	0	0	405-1	
Women >50	Number	2	3	3	405-1	
Men <30	Number	0	0	0	405-1	
Men 30–50	Number	1	1	0	405-1	
Men >50	Number	5	5	6	405-1	

Social	Unit	2025	2024	2023	GRI	Comments
Group Management Team of Skellefteå Kraft						
Women <30	Number	0	-	-	405-1	
Women 30–50	Number	1	-	-	405-1	
Women >50	Number	4	-	-	405-1	
Men <30	Number	0	-	-	405-1	
Men 30–50	Number	0	-	-	405-1	
Men >50	Number	5	-	-	405-1	
Board of Skellefteå Kraft						
Women, executive	Number	0	0	0	2-9	
Women, non-executive	Number	0	0	0	2-9	
Women, independent	Number	3	3	3	2-9	
Men, executive	Number	0	0	0	2-9	
Men, non-executive	Number	0	0	0	2-9	
Men, independent	Number	6	6	6	2-9	
Work-related injuries						
Work-related fatalities	Number	0	0	0	403-9	
High consequence work-related injuries	Number	0	0	0	403-9	
Number of cases of reportable work-related ill health among employees	Number	1	-	-		
Number of days lost due to work-related injuries and deaths resulting from work-related accidents, ill health and fatalities	Number	280	-	-		
Number of cases of reportable work-related ill health among non-employees	Number	0	-	-		
Total number of work-related injuries	Number	57	66	52	403-9	
Number of hours worked	Number	1,442,046	1,392,098	1,367,826	403-9	
Occupational health and safety management system						
Number of employees* covered by an occupational health and safety management system	Number	929	910	856	403-8	
Percentage covered by an occupational health and safety management system	Per cent	100	100	100	403-8	
Percentage covered by an occupational health and safety management system that has been internally audited	Per cent	100	100	100	403-8	
Percentage covered by an occupational health and safety management system that has been audited and/or certified by an external party	Per cent	100	100	100	403-8	
*All employees at Skellefteå Kraft						

Social	Unit	2025	2024	2023	GRI	Comments
Performance and career development (Gender)						
Number of employees receiving regular performance and career development reviews (Women)	Number	292	292	195	404-3	
Number of employees receiving regular performance and career development reviews (Men)	Number	554	568	420	404-3	
Women	Per cent	95	97	71	404-3	
Men	Per cent	89	93	72	404-3	
Training hours						
Number of training hours per employee (average)	Number	68	69	-		
Discrimination						
Incidents of discrimination	Number	3	0	1	406-1	
Violations of the rights of indigenous peoples						
Incidents of victimisation	Number	0	0	0	411-1	
Incidents reviewed by the organisation	Number	0	0	0	411-1	
Action plans under implementation	Number	0	0	0	411-1	
Standard benefits for full-time employees but not provided for temporary or part-time employees						
Life insurance	Yes/No	No	No	No	401-2	For all employees
Healthcare	Yes/No	Yes	Yes	Yes	401-2	
Parental leave	Yes/No	No	No	No	401-2	For all employees
Pension contributions	Yes/No	No	No	No	401-2	For all employees
Parental leave						
Entitled to parental leave (Women)	Number	307	301	276	401-3	
Entitled to parental leave (Men)	Number	622	609	580	401-3	
Total number of employees who returned to work during the year (Women)	Number	97	70	58	401-3	
Total number of employees who returned to work during the year (Men)	Number	146	127	122	401-3	
Percentage returning to work (Women)	Per cent	94	86	80	401-3	
Percentage returning to work (Men)	Per cent	96	96	96	401-3	
Number who took parental leave (Women)	Number	103	81	72	401-3	
Number who took parental leave (Men)	Number	152	132	127	401-3	

Social	Unit	2025	2024	2023	GRI	Comments
Annual remuneration						
Total remuneration of the highest paid in the organisation	Number (SEK)	2,441,395	2,387,000	2,220,000	2-21	
Median total remuneration of all employees (excluding highest paid)	Number (SEK)	561,088	519,840	493,632	2-21	
Ratio of highest paid to median (excluding highest paid)	Per cent	435	459	450	2-21	
Basic salary and remuneration						
Board						
Average basic salary (Women)	Number (SEK)	78,408	1,267,356*	1,059,840*	405-2	*Previous years are total amounts for the Board. The difference between the sexes is explained by the fact that some board members sit on more than one company board within the Group.
Average basic salary (Men)	Number (SEK)	194,118	1,480,800*	1,503,000*	405-2	*Previous years are total amounts for the Board.
Basic salary ratio (Women/Men)	Per cent	40	86	71	405-2	
Employees						
Average basic salary (Women)	Number (SEK)	510,166	523,116	498,168	405-2	
Average basic salary (Men)	Number (SEK)	526,166	556,068	528,924	405-2	
Average remuneration (Women)	Number (SEK)	11,780*	31,406*	29,280*	405-2	Remuneration in addition to base pay includes, for example, on-call pay *The difference in remuneration between the sexes is explained by the fact that fewer women are in roles that receive remuneration in addition to base pay.
Average remuneration (Men)	Number (SEK)	45,103	60,997	60,372	405-2	Remuneration in addition to basic salary, includes e.g. standby duty
Basic salary ratio (Women/Men)	Per cent	97	94	94	405-2	

Governance	Unit	2025	2024	2023	GRI	Comments
Direct economic value created and distributed in SEK (EV&D)						
Direct economic value generated: revenue (net turnover)	Number (SEK)	5,608,000,000	5,437,000,000	6,920,000,000	201-1	
Distributed economic value: operating profit (EBIT)	Number (SEK)	563,085,000	501,400,000	1,256,000,000	201-1	
Salaries and benefits to employees	Number (SEK)	795,000,000	751,000,000	679,000,000	201-1	
Economic value created	Number (SEK)	5,044,915,000	4,935,600,000	5,664,000,000	201-1	
Equity	Number (SEK)	7,445,229,000	7,700,800,000	8,316,000,000	201-1	
Return on equity (before tax)	Per cent	4.1	4	15.1	201-1	

Governance	Unit	2025	2024	2023	GRI	Comments
Communication and training about anti-corruption policies and procedures						
Total number of board members informed about the organisation's anti-corruption policies and procedures	Number	9	9	9	205-2	
Percentage of board members informed about anti-corruption policies	Per cent	100	100	100	205-2	
Total number of employees informed about the organisation's anti-corruption policies and procedures, by category of staff						
Board	Number	9	9	9	205-2	
Management team	Number	10	9	9	205-2	
Other employees	Number	919	910	847	205-2	All employees in both years via Code of Conduct, intranet, introduction. The figure excludes all managers, who received the information via training in the learning portal (see row above)
Total number of board members who underwent anti-corruption training	Number	9	9	9	205-2	
Percentage of board members who underwent anti-corruption training	Per cent	100	100	100	205-2	
Total number of employees who have received anti-corruption training, by category of staff						
Board	Number	9	9	9	205-2	
Management team	Number	10	9	9	205-2	
Other employees	Number	919	910	847	205-2	All employees in both years via Code of Conduct, intranet, introduction. The figure excludes all managers, who received the information via training in the learning portal (see row above)
Percentage of employees who have received anti-corruption training	Per cent	100	100	100	205-2	
Confirmed incidents of corruption						
Total number of confirmed incidents	Number	0	0	0	205-3	
Number of incidents where employees were dismissed or disciplined	Number	0	0	0	205-3	
Number of incidents where contact with business partners was terminated	Number	0	0	0	205-3	
Public corruption legal cases brought against the organisation	Number	0	0	0	205-3	
Number of legal actions taken						
Number of legal actions for anti-corruption behaviour	Number	0	0	0	206-1	
Number of whistleblowing cases						
Number of whistleblowing cases	Number	0	1	0		

Governance	Unit	2025	2024	2023	GRI	Comments
Suppliers						
Number of suppliers	Number	1,878	649	265		The data is based on suppliers posted in the contract database. During the year, Energiservice's suppliers were included.
New suppliers that were screened using environmental criteria						
New suppliers	Number	337	276	314	308-1	Number of procurements completed
New suppliers that were screened using environmental criteria	Per cent	9	80	80	308-1	Applies to all procured contracts and call-offs on existing framework agreements
New suppliers that were screened using social criteria						
New suppliers	Number	337	276	314	414-1	Number of procurements completed
Percentage of new suppliers that were screened using social criteria	Per cent	9	80	80	414-1	Applies to all procured contracts and call-offs on existing framework agreements
Purchasing						
Proportion of purchases (excluding purchases during crises/major disruptions) that went through the Purchasing department	Per cent	75	-	-		

6.2 GRI index

GRI standard	Number	Description	Page	Comments
General Disclosures				
The organisation and its reporting practices				
GRI 2: General disclosures 2021	2-1	Organizational details	3	
	2-2	Entities included in the organization's sustainability reporting	9	
	2-3	Reporting period, frequency and contact point	3	
	2-4	Restatements of information	3	
	2-5	External assurance	3	
	2-6	Activities, value chain and other business relationships	9-10, 15-18	
	2-7	Employees	71	
	2-8	Workers who are not employees		Skellefteå Kraft does not collect this type of data
	2-9	Governance structure and composition	10, 73	
	2-10	Nomination and selection of the highest governance body	10	
	2-11	Chair of the highest governance body	10	
	2-12	Role of the highest governance body in overseeing the management of impacts	11	

GRI standard	Number	Description	Page	Comments
General Disclosures				
	2-13	Delegation of responsibility for managing impacts	11, 14	
	2-14	Role of the highest governance body in sustainability reporting	10-11	
	2-15	Conflicts of interest	10	
	2-16	Communication of critical concerns	10-11, 14	
	2-17	Collective knowledge of the highest governance body	10	
	2-18	Evaluation of the performance of the highest governance body	10	
	2-19	Remuneration policies	52	
	2-20	Process to determine remuneration	52	
	2-21	Annual total compensation ratio	75	
	2-22	Statement on sustainable development strategy	8, 11-13	
	2-23	Policy commitments	13, 26, 35, 39, 46, 48, 50, 55, 59, 63, 67	
	2-24	Embedding policy commitments	12	
	2-25	Processes to remediate negative impacts	13, 36, 42-43, 46-47, 50, 56, 59-61, 63-64, 67-68	
	2-26	Mechanisms for seeking advice and raising concerns	13	
	2-27	Compliance with laws and regulations	78	Based on the information available, to our knowledge, no incidents of significant non-compliance with laws and regulations, including environmental laws and/or regulations, occurred in 2025. It also includes that no significant fines have been imposed and no non-monetary sanctions have been imposed on Skellefteå Kraft during the stated time period
	2-28	Membership associations	21	
	2-29	Approach to stakeholder engagement	19-20	
	2-30	Collective bargaining agreements	54	
GRI 3: Material topics 2021	3-1	Process to determine material topics	15-18	
	3-2	List of material topics	15-18	
	3-3	Management of material topics	22-23, 25-26, 35, 38, 45, 48-49, 55, 57, 62-63, 66-67	
Environment				
GRI 302: Energy 2016				
	302-1	Energy consumption within the organization	70	

GRI standard	Number	Description	Page	Comments
General Disclosures				
	302-3	Energy intensity	70	
	302-4	Reduction of energy consumption	70	
GRI 303: Water and effluents 2018				
	303-3	Water withdrawal	70	
	303-4	Water discharge	70	
	303-5	Water consumption	71	
GRI 304: Biodiversity 2016				
	304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	39-41	
	304-2	Significant impacts of activities, products and services on biodiversity	38-41	
GRI 305: Emissions 2016				
	305-1	Direct (Scope 1) GHG emissions	28-29, 69	
	305-2	Energy indirect (Scope 2) GHG emissions	28-29, 69	
	305-3	Other indirect (Scope 3) GHG emissions	28-29, 69	
	305-7	Nitrogen oxides (NO_x), sulphur oxides (SO_x) and other significant air emissions	36-37, 70	
GRI 306: Waste 2020				
	306-1	Waste generation and significant waste-related impacts	46	
	306-2	Management of significant waste-related impacts	46	
	306-3	Waste generated	71	
	306-4	Waste diverted from disposal	71	
	306-5	Waste diverted to disposal	71	
GRI 308: Supplier environmental assessment 2016				
	308-1	New suppliers that were screened using environmental criteria	77	
	308-2	Negative environmental impacts in the supply chain and actions taken	28	
Social				

GRI standard	Number	Description	Page	Comments
General Disclosures				
GRI 401: Employment 2016				
	401-1	New employee hires and employee turnover	72	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	74	
	401-3	Parental leave	74	
GRI 403: Occupational health and safety 2018				
	403-1	Occupational health and safety management system	50-53	
	403-2	Hazard identification, risk assessment and incident investigation	50-53	
	403-3	Occupational health services	50-53	
	403-4	Worker participation, consultation and communication on occupational health and safety	50-53	
	403-5	Worker training on occupational health and safety	50-53	
	403-6	Promotion of worker health	50-53	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50-53	
	403-8	Workers covered by an occupational health and safety management system	73	
	403-9	Work-related injuries	53-54, 73	
GRI 404: Training and education 2016				
	404-3	Percentage of employees receiving regular performance and career development reviews	53-54, 74	No data regarding this employment category is collected
GRI 405: Diversity and equal opportunity 2016				
	405-1	Diversity of governance bodies and employees	10, 72-73	
	405-2	Ratio of basic salary and remuneration of women to men	75	
GRI 406: Non-discrimination 2016				
	406-1	Incidents of discrimination and corrective actions taken	53-54, 74	
GRI 407: Freedom of association and collective bargaining 2016				

GRI standard	Number	Description	Page	Comments
General Disclosures				
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	55	
GRI 411: Rights of indigenous peoples 2016				
	411-1	Incidents of violations involving rights of indigenous peoples	74	
GRI 413: Local communities 2016				
	413-2	Operations with significant actual and potential negative impacts on local communities	57-58	
GRI 414: Supplier social assessment 2016				
	414-1	New suppliers that were screened using social criteria	77	
Governance				
GRI 201: Economic performance 2016				
	201-1	Direct economic value generated and distributed	75	
	201-2	Financial implications and other risks and opportunities due to climate change		A double materiality analysis was carried out in 2024. In conjunction with this, work began on assessing financial implications and other risks and opportunities resulting from climate change
GRI 202: Market presence 2016				
	202-2	Proportion of senior management hired from the local community	10	
GRI 203: Indirect economic impacts 2016				
	203-1	Infrastructure investments and services supported	57	
GRI 204: Procurement practices 2016				
	204-1	Proportion of spending on local suppliers	68	
GRI 205: Anti-corruption 2016				
	205-2	Communication and training about anti-corruption policies and procedures	76	No policy adopted, but procedures and guidelines are in place
	205-3	Confirmed incidents of corruption and actions taken	76	
GRI 206: Anti-competitive behaviour				
	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	76	