



Annual and
Sustainability
Report

2025



Together, we are
building the city



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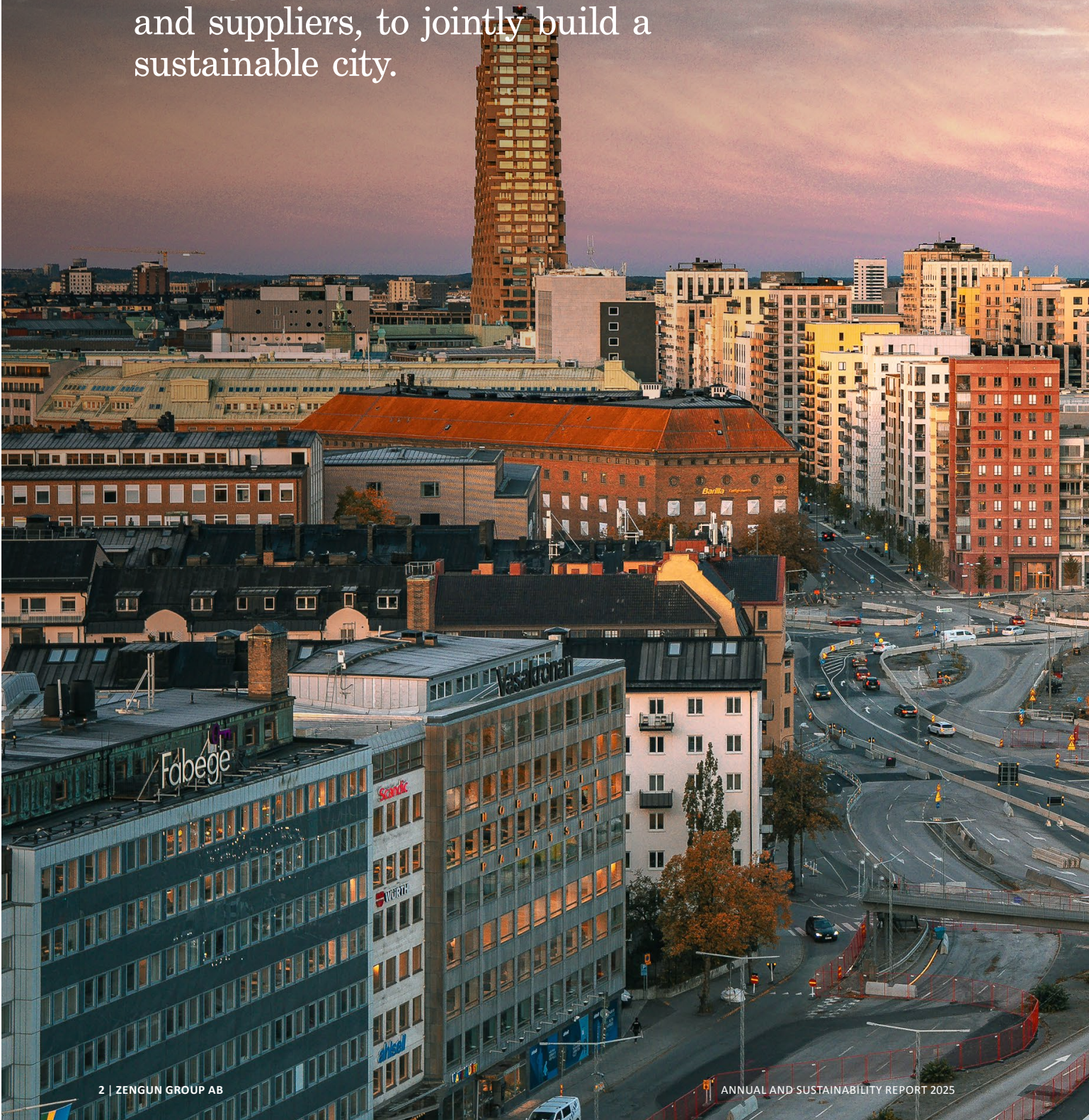
ANNUAL AND SUSTAINABILITY REPORT 2025

Zengun Group AB (Note 23, page 84) reports financial and non-financial information in a joint report, for which the Board of Directors is responsible. The report integrates information relating to finances, sustainability and corporate governance to provide a comprehensive and cohesive description.

The statutory annual report includes an administration report and financial statements, covering pages 44–85.

The Sustainability Report can be found on pages 14 and 22–43. It fulfils the statutory requirements for sustainability reporting as laid down in the Annual Accounts Act in accordance with its previous version that applied prior to 1 July 2024.

The city is not being built overnight, nor independently. Zengun's employees are motivated by the drive to make each construction assignment a reference project and, through partnerships with customers and suppliers, to jointly build a sustainable city.



Zengun in brief

Zengun is one of the leading construction contractors in the Stockholm region. We are a complete supplier and partner, with a customer-centric approach as a natural component of our business concept.

We conduct construction projects on behalf of well-known customers in the real estate industry with a focus on commercial properties. Our portfolio also includes residential projects and public sector construction projects.

EBITA, MSEK

151.2

EBITA MARGIN, %

6.3

NET TURNOVER, MSEK

2,407.3

NO. OF EMPLOYEES

149

Highlights of 2025

Our operating environment this past year, like the year before, was turbulent and uncertain, which impacted society as well as investors. Despite this, 2025 was our most profitable year to date and we proudly sum up a year that showcases the strength of our strategy and organisation.



Line – Construction Manager of the Year

► NEW CONTRACTS DURING THE YEAR

New agreements signed in 2025 – a selection:

- Riddarholmen Church – Zengun has been entrusted by Sweden’s National Property Board with the renovation of the spire of Riddarholmen Church. Read more on page 22.
- The fifth Hötorget building (Stigbygeln 5) – On behalf of Wallenstam, renovations are underway on this complex ROT project in the city centre near Sergels torg. The property has a height of 72 metres and 21 storeys and holds “blue listed” cultural status.
- Wenner-Gren Center – Fabega renewed its trust in Zengun in the form of a contract to renovate Wenner-Gren Center – A “blue listed” building that comprises a well-known feature of Stockholm’s skyline. The

building has a height of 74 metres with 25 storeys above ground.

- L9 – Zengun has been tasked by Locum to build new technically advanced facilities and an extension for Karolinska University Hospital’s radiotherapy operations in Solna.
- Our subsidiary Zengun Redo won a number of prestigious assignments during the year, including a full renovation of Skvalberget (Humblehuset), the renovation of the Centralbadet bathhouse and the construction of Frantzén’s new restaurant at Stureplan.

► ORGANISATIONAL CHANGES AND GROWTH

- Zengun has appointed a Security Manager.
- During the year, 26 new employees were hired.

► AWARDS AND NOMINATIONS

Awards:

- Line Kjellsdotter – Construction Manager of the Year 2025
- Forskaren (Vectura): Stockholm Building of the Year ULI Europe Awards for Excellence
- Haga Norra Kv. 1 (Fabega): City of Solna Urban Environment Prize 2025

Nominations:

- Röda Huset (Vasakronan): Bengt Lindroos Prize



Other significant events

DURING THE YEAR

- ▶ Zengun has joined the NFSB network – Nätverk för seriösa byggare (EN: Network for Professional Builders). The network promotes a healthier industry by bringing together professional construction companies that want to compete on equal terms and who reject cheating and criminality. This is an important undertaking as part of our promotion of transparency, orderliness and industry integrity. It is also a quality seal that is increasingly demanded by our customers.
- ▶ Zengun has bought back its own bonds for a nominal amount of MSEK 10. The objective of the buy-back was to reduce the company's gross debt and interest expenses and was made possible by the company's strong cash position. Following last year's buy-back, the company holds a nominal amount of MSEK 10 of its own bonds.

AFTER THE END OF THE FINANCIAL YEAR

- ▶ In February 2026, new bonds were issued in an initial amount of MSEK 750 with a four-year maturity, in parallel with the early redemption of the previous bond issue.
- ▶ At the Extraordinary General Meeting of Zengun Group AB (publ) held on 6 March 2026, the shareholder, Zengun Group Parent AB, resolved to distribute a dividend of SEK 440,000,000. As previously communicated in connection with Zengun Group AB's new bond issue, the dividend proceeds have been used to redeem preference shares issued by Zengun Group Parent AB.
- ▶ Since the end of the financial year, Zengun has renewed existing client trust and gained new ones in the form of project partnerships. A selection follows:
 - Spelbomskan (Läkarhuset) for Skandia Fastigheter
 - Stureplan 8, Frantzén's new restaurant Emberlin, for Afa Fastigheter
 - Continuation of the remodelling contract within Urban Escape for AMF Fastigheter

DID YOU KNOW?

2025 MARKED A HISTORIC LOW FOR OUR CLIMATE FOOTPRINT, BOTH IN TERMS OF RELATIVE METRICS AND TOTAL EMISSIONS.

(Amounts in MSEK, unless otherwise stated)	ZENGUN GROUP	
	2025	2024
Net turnover	2,407.3	2,584.5
EBITDA	157.5	157.3
EBITDA margin, %	6.5	6.1
EBITA	151.2	150.4
EBITA margin, %	6.3	5.8
Earnings for the period	84.0	70.3
Operating cash flow	67.7	31.6
Net debt	125.1	186.5
Debt/equity ratio, %	20.8	36.0
Equity ratio, %	40.1	37.4
Orders received	2,256.3	2,891.7
Order book	2,947.9	3,098.9



Profitable growth stems from the right business

We faced many uncertainties ahead of 2025, but our clear strategy enabled us to navigate effectively and post one of our best years ever. Strong orders received and growing margins meant we ended the year with a record high operating profit (EBITA) of MSEK 151.

Zengun aims to be the employer of choice for young talent.

Zengun's growth is driven by the projects we build for an evolving Stockholm. We thrive in complex and challenging urban development projects, where the best solutions require know-how, creativity and innovation. Value is created in close collaboration with our customers and partners, and we have long-standing, good relationships with the commercial property owners who stood out in 2025. Examples include: Pembroke's RGNT, which will become a new landmark on the corner of Regeringsgatan and Mäster Samuelsgatan; Bonniers Portalen, which will become the new gateway to the changing Värtan district; Atrium Ljungberg's Söderhallarna, which will become an important food destination and meeting place at Medborgarplatsen; Urverket in Marievik where AMF Fastigheter is taking the next step; and the update of the well-known Wenner-Gren Center in Hagastaden for Fabega.

We are also extremely proud of the prestigious contract for the renovation of the spire of Ridderholmen Church on behalf of Sweden's National Property Board and of being entrusted by Locum with the expansion of Karolinska University Hospital's radiotherapy operations. During the year, changing needs drove many new remodelling projects, such as Hemsö's renovation of the educational facilities at Campus Tensta.

I am proud that we demonstrated sufficient agility during the year to meet increased demand as well as to recruit many new employees, trainees and returnees. None of these achievements would have been possible without our strong teams, who live out our culture on a daily basis and empower people to develop, learn and continuously advance our position. Since Zengun aims to be the employer of choice for young talent entering the construction industry, we deepened our partnerships with KTH and various vocational colleges in the year to illustrate possible working lives and career paths.

We are now ready to further increase the production rate in 2026. The next steps in the transition and in circular construction are now being taken by property owners in the commercial segment, and their goals align with our sustainability ambitions. This is an area where we constantly challenge ourselves and each other to be even better. To sum up, 2025 provided tailwinds for our growth journey in the Stockholm region and we continue building for the future at an unchanged pace.

Mick Salonen
President and CEO

Operating environment and market

Many parts of the world were plagued by economic and security concerns in 2025. Following the US elections in November 2024, Donald Trump introduced new international tariffs soon after he took office for his second term in the White House in January 2025. Hopes for peace in Ukraine were undone, while territorial claims on Greenland hinted at a new world order outside of rules-based diplomacy.



Overall, a number of external factors delayed the recovery of Sweden's economy and subdued economic expectations among Swedish households. In Stockholm, however, autumn 2025 was marked by a strong recovery with an economic upturn in the capital. The European Commission's Regional Innovation Scoreboard 2025 analysis ranked Stockholm as Europe's most innovative region. In commercial construction, Zengun continued to note good willingness to invest and new segments were opened up in conjunction with joining NATO. New legislation also contributed to increased demand for projects subject to security classification. Our strategy of focusing on Stockholm and the Mälardalen region led to tailwinds and at year end, Zengun was able to present record strong earnings.

SECURE SUPPLY CHAINS

Zengun strives to lead the way in sustainability and, among other achievements, reached the goal we set for our internal tool for systematic supplier follow-up. As a member of the NFSB network, Nätverk för seriösa byggare (EN: Network for Professional Builders), Zengun supports a healthier industry that promotes professional construction practices. Read more about our sustainability agenda on page 24.

Zengun is proud to note that several projects were recognised in 2025.

MANY NEW EMPLOYEES AS THE INDUSTRY ACCELERATES

Increased demand was also reflected in greater general mobility in the industry, and Zengun further strengthened its organisation with six trainees, many new employees and several returnees. This speaks well of the company's appeal, strong culture and team spirit. A large number of activities were conducted for our employees during the year within the framework of our health and wellness initiative, Zengun Life. Zengun participated in events including the Stafettvasan race and the Ica Maxi-PARKEN race in Sundbyberg/Solna. Read more about our health and wellness initiative Zengun Life on page 40.

THE PATH FORWARD IS TOGETHER

Collaboration, creativity and innovation to identify the best solutions in projects resulted in Zengun managing to maintain a stable order book despite a tougher economy. Long-term customer relationships are now paying off even more in pace with rising optimism in the industry. Changing labour market needs have resulted in the remodelling of many office buildings and workplaces during the year. New public sector customers, including Sweden's National Property Board with Riddarholmen Church's prestigious spire renovation, and Locum's expansion of Karolinska University Hospital's radiotherapy operations, also contributed to the good order book.

Zengun is proud to note that several projects were recognised in 2025: Vectura's Forskaren, which won both Stockholm Building of the Year and the ULI Europe Awards for Excellence; Fabege's Haga Norra, which won the City of Solna Urban Environment Prize; and Vasakronan's Röda Huset, which was nominated for the Bengt Lindroos Prize.

None of these achievements would have been possible without all our fantastic people and our strong teams who give their skills and enthusiasm every day. One of Zengun's strong role models and leaders is Line Kjellsdotter, who was awarded Construction Manager of the Year 2025.

Zengun finished the year with a higher production rate and a record large order book. The growth journey continues in 2026 with more exciting and challenging projects – always together with our partners and customers.

▼
DID YOU KNOW?

VASAKRONAN'S RÖDA Huset was nominated for the 2025 Bengt Lindroos Prize. It can be seen here in a picture from when it was built in 2020.

Working strategically with goals and focused on core operations

In the last few years, Zengun has worked extensively with strategic goals. The Group's business plan is updated annually with separate activities and KPIs that are followed up regularly to help us achieve our long-term strategic goals. This work is primarily performed in project operations and data collection procedures were improved during the year, primarily related to our sustainability targets.

Vision

The key to a better construction industry.

Mission

Committed and solution-oriented project teams who care.

Business concept

Driving projects drives Zengun. We operate in the Stockholm region, in close collaboration with customers and always with the project and people in focus.

We help property owners improve their property portfolios in each project by offering know-how and skills as a collaboration and sustainability partner throughout the entire lifespan of the project. We build commercial properties in combination with select public-sector properties and residential projects. We take the long term into consideration for our employees, customers and surroundings, and are constantly developing to make each project a reference project.

Our long-term goals

- ▶ Zengun is to be a growth company.
- ▶ Zengun is to be the sustainable choice.
- ▶ Zengun is to be a quality builder.
- ▶ Zengun builds the best project teams.



Our values

► PARTNERING

Zengun means “the entire team.” Zengun is built through collaboration, respect and humility. Zengun develops by helping colleagues, partners and customers to succeed.

► KNOWLEDGE

We have the know-how and expertise to deliver high-quality projects and build for a sustainable future.

► SUSTAINABILITY

We are building a sustainable society for people, the environment and communities, through sustainable construction, commitment, consideration and a strong ethical compass. We are succeeding, thanks to our sustainable long-term relationships with partners and customers.



Operations



Zengun exclusively builds on behalf of other parties and strives for long-term business relationships with a high level of service, engagement, and a customer-centric approach.

We want to be our customers' preferred choice and a sustainable approach means we remain competitive.



Premium builder who grows with our customers

We want to be our customers' preferred choice and a sustainable approach means we remain competitive. The foundation of our operations is that every project is to be a reference project. This is a major reason why we have satisfied, new and returning customers. Zengun exclusively builds on behalf of other parties and strives for long-term business relationships with a high level of service, engagement, and a customer-centric approach. Today, our net turnover amounts to approximately MSEK 2,407.3 and we are growing steadily.



Zengun is a premium builder that operates in the Stockholm region. We are primarily focussed on large, complex inner-city projects involving new construction and ROT (renovation, remodelling and extension). The project portfolio mainly comprises commercial properties together with selected public-sector properties and residential buildings. This generates an extensive project breadth and contracts of varying sizes.

Our goal is to always be our customers' preferred choice, with a competitive edge ensured by our sustainable approach. Zengun's values – knowledge, collaboration and sustainability – permeate our work internally and externally. Our skills and good business practices engender confidence among our customers that we will always deliver the best product. Our commitment and our corporate culture are a large part of Zengun's offering, and have proven to be the key reasons for why returning customers choose us over our competitors.

SYSTEMATIC APPROACH AND GOVERNANCE

Zengun's projects should always be delivered in line with regulations and in a consistently high quality that corresponds to the customer's needs, expectations and agreed specifications. Progress is made using a systematic approach and well-developed management system.

Zengun's operations are certified in terms of quality, the environment and the work environment in accordance with ISO 9001, 14001 and 45001. While the subsidiary Zengun re:do is certified under the equivalent system BKMA in terms of quality,

the long-term objective is for the entire Group to be ISO certified.

An internal development group continuously ensures the management system is up to date.

To pinpoint and highlight needs within the projects and systematically expand exchanges of experiences, we formed several focus groups for areas such as the work environment, sustainability, purchasing, IT and technology.

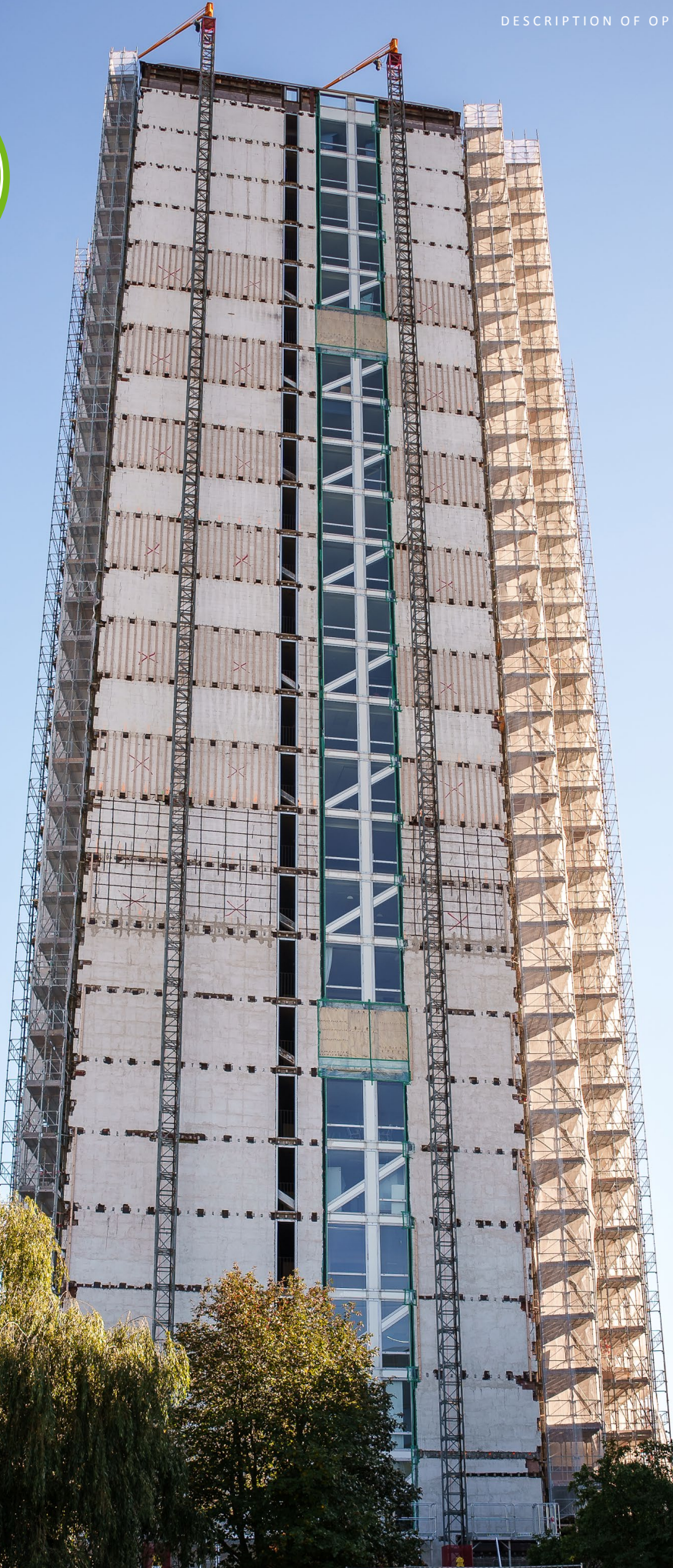
LONG-TERM BUSINESS RELATIONSHIPS AND CONSENSUS

Zengun primarily works with well-known long-term customers in the property market. We strive for long-term business relationships where a high level of service, commitment and a customer-centric approach are success factors.

We build properties solely on behalf of other parties, which differentiates us from many competitors. Since we do not conduct any project development on our own behalf, there is no need for us to be tied up in various funding commitments. This is a conscious choice that means we never compete with our customers and it simultaneously minimises financial risks.

91%

SHARE FOR PROJECT PARTNERSHIPS



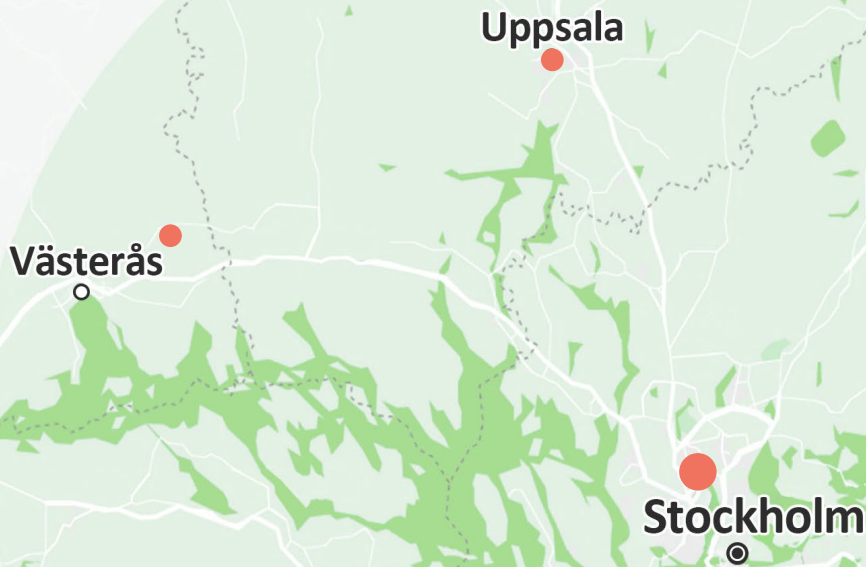


PROJECTS IN FOCUS

Zengun has a flat, project-centric organisation. One of Zengun's strengths is how it builds teams of skilled individuals who complement and assist each other within challenging construction projects.

OPERATING AREAS

Zengun's primary operating area is Stockholm, but we are also active in several areas in the Mälardalen region.

**WE GROW WITH OUR CUSTOMERS**

Zengun's projects are dominated by its preferred choice for collaboration – the partnering format. It is an approach that creates added value and is based on open and trusting collaboration between customers, construction contractors and other project participants, who all share the same goals and maintain transparent finances. Our shared purpose is to find the best solutions for those who will use the completed property, thus reducing the risk of the sub-optimisation of individual components.

The project partnering format involves a holistic approach and a mutual interest in seeing all parties involved succeed, which in turn promotes a collaborative project culture. By leveraging this format, we can contribute skills and advice early on in the decision-making process.

DECENTRALISED ORGANISATION

Zengun uses a flat, project-centric organisation with decentralised responsibilities. Our management group is responsible for the company's overall strategic focus, while execution of works is conducted in operations. Operational work is organised into four business units that independently drive the projects. Decisions are taken in close dialogue with customers within projects, which are led by the project and production managers with the help of the company's support functions.

Portalen

Gateway to the new city district: Stockholm's Hamnkvarter

In partnership with Bonnier fastigheter, Zengun is currently constructing the Portalen office building – one of the first buildings which will set the tone for the Stockholm's Hamnkvarter development. The neighbourhood was previously a working port and is now being developed into a lively city district that will house 20,000 workplaces and provide homes for 5,000 residents. With its 13 storeys and 17,500 square metres, Portalen will be the gateway to the new Hamnkvarter district. The ground floor will house a restaurant and shared tenant areas. Green landscaping will be given to two rooftop terraces and a courtyard, and solar panels will be installed on the roof. Parts of the basement, which lies below the groundwater level, are shared with adjacent property owners. They house garages for bicycles and cars as well as technical spaces.

The City of Stockholm has designated Stockholm's Hamnkvarter, which is part of Norra Djurgårdsstaden, as a sustainability-profiled area. In addition, the plan is for Portalen to be environmentally certified according to BREEAM Excellent, to achieve Taxonomy alignment and to meet the indoor environment criteria pursuant to Sweden Green Building Council Gold. Moreover, ambitious targets have been set in various areas such as energy consumption, product selection, reduced climate footprint and waste minimisation.

One particularly challenging project goal is to reduce construction waste to no more than 20 kg per sqm GFA – roughly half the quantity of a standard construction project. Additionally, 100% of the waste must be sorted at source. To streamline transportation and waste management, all construction companies and suppliers operating in the area are connected to a shared logistics solution. Projects with harbour views are also subject to requirements to manage low-frequency noise from ferry traffic, which has influenced the facade designs.

The stringent project requirements have presented major challenges in the project planning and purchasing phase as well as during ongoing production. Getting all of the puzzle pieces in place has taken collaboration, planning and innovation.





GFA: approximately
17,500 sqm

Project timetable:
2023–2027

Customer:
Bonnier Fastigheter



Riddarholmen Church

Restoration of one of Stockholm's oldest buildings

Zengun has started works ensuring that the church will stand safely and securely for many generations to come.

Restoration of the spire, wall tower and four turret spires of the Riddarholmen Church was entrusted to Zengun and is now in progress. The 42 metre high cast iron spire will be taken down in its entirety, dramatically changing the Stockholm skyline for the coming years.

Riddarholmen Church is classified as a listed building and is subject to protective regulations and the royal right of disposition. Guided tours of the church are also held during the warmer part of the year. In addition, the land is located within an archaeological site.

High levels of PCBs and PAHs were detected in the spire during the repair of the tower's platform roof in 2016. The structure also contains asbestos and inspections have shown

serious fractures appearing in the cast iron. Furthermore, the cast-iron windows and clock faces in the wall tower also need careful renovation. Riddarholmen Church is one of Stockholm's oldest buildings and its restoration is necessary to ensure that it will remain safe and secure for many generations.

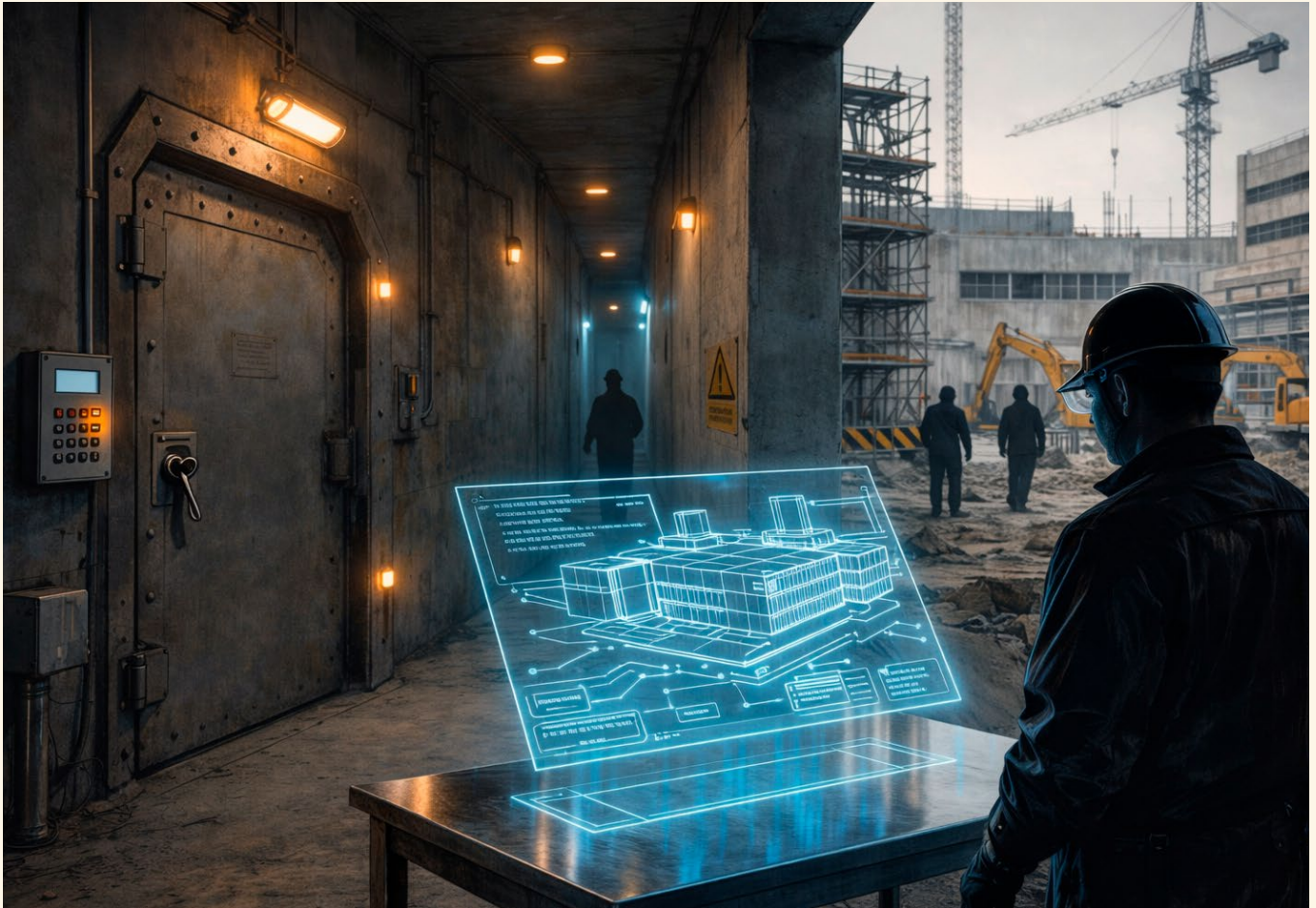
The spire weighs a full 125 tonnes and consists of some 2,000 cast-iron components that are being dismantled, renovated and reassembled. The project encompasses environmental and work environment issues as well as complex designs that entail very heavy and high lifts.

The dismantling of the corner turret spires will commence in February 2026. The main spire is scheduled to be lifted off in summer 2026 and project completion is scheduled for 2028.

Project type: Restoration

Project timetable:
2025–2028

Customer: National
Property Board



Projects X, Y and Z

One key component of Zengun's offering pertains to projects that we never talk about.

Some of our ongoing and completed projects are subject to strict secrecy provisions due to their security classification, meaning that no information can be divulged about them to the public or unauthorised persons.

Projects with a security classification may include buildings or facilities with very high security requirements, the protection of sensitive information or special features that require extra care throughout the process – from planning and design to construction and operation. These requirements mean that we are not permitted to share details, technical solutions, drawings or pictures from the sites, which severely limits our communication on these projects.

However, these limitations do not affect our pride in the work we perform in these projects. On the contrary, projects with a security classification set stringent requirements on us as a company in terms of professionalism, accuracy and the ability to manage our customers' trust with the utmost respect. Our involvement in such projects enables us to contribute to important societal functions and solutions that require both a long-term approach and sustainability at all stages – from material selection and technology to collaboration and maintenance.

Our involvement in projects with a security classification enables us to showcase our ability to deliver high-quality results even under strict secrecy requirements, which further strengthens our reputation as a trusted partner in the industry.

GFA: Unknown

Project timetable: Unknown

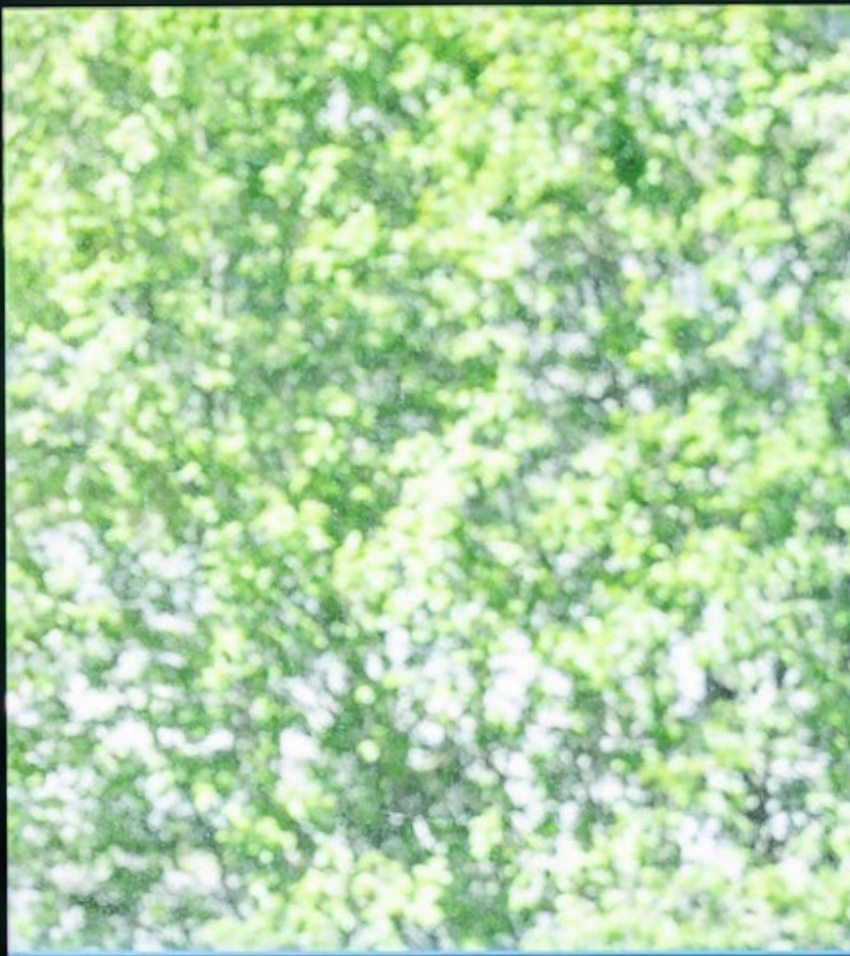
Customer: Unknown



Sustainability



Sustainability is a central part of Zengun's business model, both for maintaining competitiveness and for taking responsibility for coming generations.



At the forefront of sustainable development

Sustainability is integral to Zengun’s business model*, laying the foundation both for our competitiveness and for our responsibility to future generations. The expertise and skills we bring to each project help our customers realise their sustainability ambitions in practice.

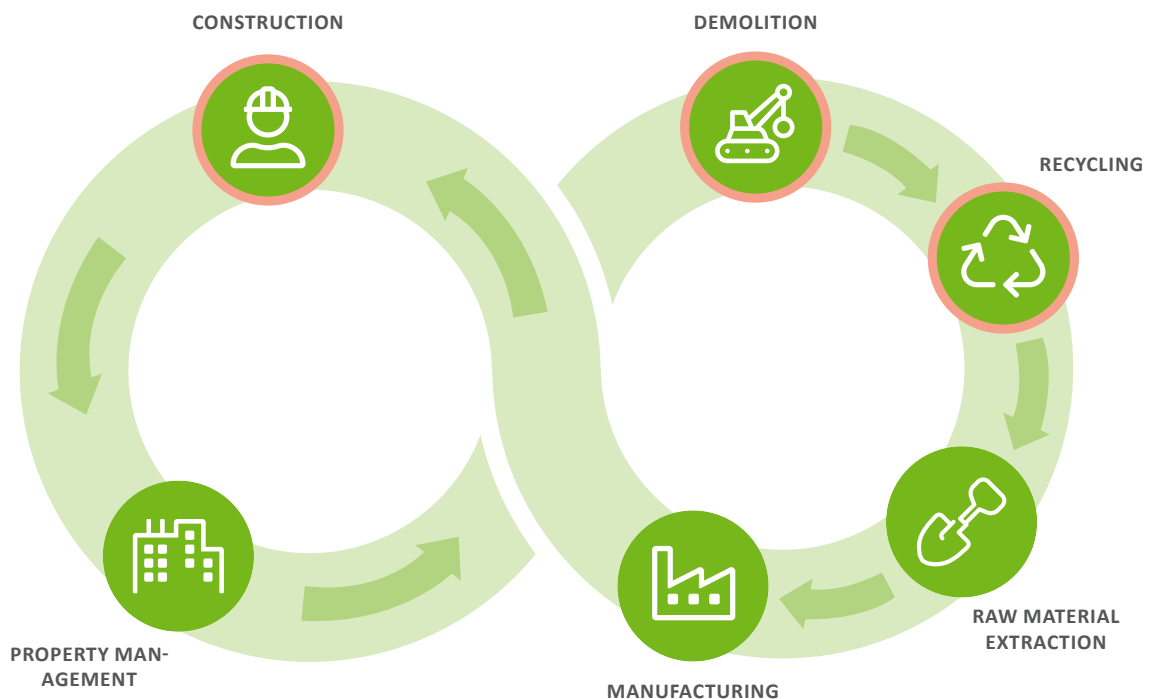


SUSTAINABILITY-CENTRIC BUSINESS MODEL

Zengun strives to actively contribute to the development of a sustainable society and works systematically with sustainability in each part of operations to promote sustainable development at a societal level.

Sustainability is a key issue for us, both to maintain our competitiveness as a premium builder and to shoulder our responsibility to build sustainably for coming generations.

This responsibility includes the impact of our operations on our surroundings from financial, environmental and social perspectives. This is reflected in how projects are led and conducted by our employees in partnership with a large number of subcontractors. Compliance with environmental, social and financial sustainability criteria is ensured in the supply chain by setting and following up on requirements for subcontractors and suppliers.



ZENGUN – AS PART OF THE CHAIN

The illustration shows our operating chain, with the highlighted circles representing the phases where we operate and therefore have the greatest impact potential. However, to conduct sustainable operations, it is necessary that we also work actively with other phases to bring to light and counteract ethical breaches and unjustified environmental harm at every stage.

* See pages 2 and 14.

REALISING CUSTOMERS' AMBITIONS

Through active and early engagement in project objectives, Zengun challenges and materialises our customers' sustainability ambitions. We participate in setting targets in areas such as circular material flows, including waste management, reuse and material selection; climate footprint reduction through actions including transportation and life cycle assessments, and environmental certification; and social sustainability with a focus on supplier assessments and local communities.

Our employees proactively contribute their sustainability expertise to projects and engage subcontractors and partners in these sustainability initiatives. In collaboration with other stakeholders, risks and opportunities are identified throughout the project life cycle.

MEETING OUR STAKEHOLDERS' NEEDS AND EXPECTATIONS

A working group was set up in 2024 to focus on ensuring that we meet the new requirements in the EU Taxonomy and the Corporate Sustainability Reporting Directive (CSRD). Changes to the EU's application criteria mean that Zengun is not currently subject to these requirements. However, the working group has continued its proactive work to promote internal awareness and prepare for future requirements as well as to gain an early understanding of what is required and to be able to support stakeholders already impacted by the requirements.

Focus on sustainable operations is governed by our stakeholders – understanding their needs and meeting their expectations is crucial for meeting current and future needs. Zengun's key stakeholders are customers, employees, suppliers, subcontractors, investors, third parties and other stakeholders in society, such as government agencies and trade unions.

To ensure that Zengun's sustainability efforts remain up-to-date and relevant, a materiality assessment is performed every three years. The most recent one was in 2024. We also regularly conduct transparent and continuous dialogues with our existing customers, employees, potential customers, investors and suppliers. The assessment and stakeholder follow-up provide support and guidance to Zengun in its daily operations and long-term work with strategy.

The sustainability matters that were highly prioritised in the previous materiality assessment remain relevant. We are noting continued interest among our stakeholders in increased governance and follow-up at the supplier level, as well as minimised climate impact throughout the value chain, with a strong emphasis on circularity and energy efficiency.

PRIORITISED FOCUS AREAS BASED ON OUR MOST RECENT MATERIALITY ASSESSMENT

- Work environment with a focus on safety
- Human rights, labour law and countering corruption and bribery
- The circular flow of materials
- Reduced climate footprint throughout the value chain
- Equal treatment and diversity
- Physical and mental well-being
- Sustainable business conduct
- Energy efficiency



Responsibility and sustainability focus

Sustainability initiatives at Zengun are aligned with our principles for corporate governance, where the Board of Directors has the ultimate responsibility and takes decisions regarding the sustainability strategy and relevant policies. The CEO, together with the company management, is responsible for the continued development of sustainability initiatives within the operations.



The overarching Sustainability Policy regulates Zengun's work methods related to social and environmental sustainability, and which applies to all employees, customers, suppliers, subcontractors and consultants. The Policy is supplemented by the company's Code of Conduct, as well as its Quality Policy, Work Environment Policy, Pay Policy, procurement procedures and supplier assessment procedure. Policies, guidelines and manuals for sustainability initiatives can be found on the company's intranet and management system.

SOCIAL RESPONSIBILITY IN OPERATIONS

Initiatives to promote social responsibility and a healthy construction industry are central issues for Zengun's business, through which we combat irregularities together. To contribute to this, we provide continuous training for our employees. We held several such training sessions in the year to raise awareness of workplace crime and to strengthen the procedure for registering subcontractors at our construction sites. In addition, we have performed internal and external audits at our construction sites.

CODE OF CONDUCT

All of Zengun's employees, suppliers and partners are covered by our Code of Conduct to ensure that we operate responsibly in every respect. The Code is based on the Ten Principles of the UN Global Compact for sustainable business. The company's business strategy is permeated by the Global Compact's values and clear principles within business ethics. We meet fundamental responsibilities in human rights, labour, the environment, workplace crime and anti-corruption. Business partnerships are subject to termination if the supplier deviates from the Code and no rectification is made within the agreed time period.

WHISTLE-BLOWER FUNCTION

Zengun has an external whistle-blower function that enables anonymous reporting of breaches of the Code of Conduct and other ethical breaches. The service is open to employees, suppliers and customers, who are informed of this when they sign the company's Code of Conduct. No reports were received during the year.

You can read about the whistle-blower function and Zengun's Code of Conduct in its entirety on our website.

SUSTAINABLE PURCHASING PROCESS

Purchases of materials and services are often the biggest cost drivers in projects and also pose the greatest risk both to the environment and to people throughout the value chain. Our Code of Conduct is a cornerstone of sustainable purchasing and supplier assessments are performed in accordance with the procurement procedure with every purchase. The procurement procedure enables us to check the ability of potential suppliers to meet the minimum requirements, separate supplier conditions and project-specific requirements as well as requirements in terms of financial stability and risk profile. An important aspect in procurement and purchasing is how suppliers can contribute to our climate goals, for example by offering climate improvement measures and materials as options in their tenders. This enables Zengun to offer alternative sustainable solutions to our customers and demonstrate that our commitment goes beyond what is included in our undertakings.

To ensure the right supplier is selected, Zengun has developed a central supplier register. The platform functions as a collective source of intelligence, where we collect experiences and information that can be used across various projects. This assessment provided ensures that we work with suppliers who not only meet our project-specific needs, but who also actively support our vision of a more sustainable future.

We have recruited a Security Manager as part of our efforts to further strengthen governance, monitoring and compliance in this area. The role is tasked with coordinating and developing work with security, risk management and compliance, and includes continuous updating and administration of governing documents such as policies, guidelines and procedures. These efforts are aimed at ensuring that relevant requirements are integrated into operations, projects and our supplier partnerships.

SUPPLIER PARTNERSHIPS

Just as we aim to be an attractive supplier for our customers, we want to be an attractive customer for our suppliers and partners. We believe this creates competitiveness and ensures quality, both in sales and when implementing projects.

We are well-versed in the subcontractor and supplier market where we operate, and conduct continuous close dialogues with these parties to ensure compliance with requirements.



While the majority of our directly contracted material suppliers are located in Europe, the supplier base does include suppliers from other parts of the world. All subcontractors and suppliers are covered by our Code of Conduct and are expected to share our position on sustainability and responsible business.

SUPPLY CHAIN SUSTAINABILITY

The construction industry supply chain is often difficult to control in terms of sustainability factors, primarily those linked to human rights, working conditions and anti-corruption. To ensure the sustainable production of products and services used, Zengun participates in cross-industry initiatives to improve the work methods and procedures for risk-analysis, knowledge transfer and increased control.

Continuously developing and refining procedures in the purchasing process for supplier assessment and follow-up ensures that sustainability efforts are improved, clarified and integrated throughout the supply chain. Subcontractors are only permitted to be used in two stages to enable us to verify that materials and services are purchased from serious suppliers. All companies that supply us with goods or services are controlled based on environmental, financial, risk, working conditions and safety criteria.

SUPPLIER EVALUATION

Zengun first screens all prospective suppliers against the requirements of our supplier assessment. All our suppliers must comply with applicable laws, regulations and directions and hold collective agreements for their operating areas. The necessary permits must be in place and their employees must have

received the necessary training for the task at hand. Following the initial checks, we perform ongoing post-purchase checks to ensure the requirements of the Banking Initiative are upheld and according to the responsibilities of the main contractor.

We primarily engage Swedish companies and work with only a few carefully selected foreign companies, thus enabling us to focus risks and assessments based on these factors. Another strategic decision is to only subcontract two stages out also comprises a chosen strategy and, collectively, these choices result in better control of the entire subcontractor chain.

We promote fair competition throughout our purchasing process, from contracting to registering employees and, where appropriate, workplace checks. Our contractor must pre-notify its prospective subcontractor for approval. To further secure our registration procedures and existing controls, we engaged an external party to conduct audits at our construction sites during the year.

Responsibility for controls is increasingly being transferred to the main contractor due to the increase in crime in the workplace. Zengun monitors these developments and strives to be at the forefront.

To complement our internal controls, we regularly follow up our subcontractors and their subcontractors in ongoing projects through the system support tool in Infobric Plus from Infobric Group. The tool is used to check and monitor suppliers' compliance with many of the requirements that have been set in consultation with the customer, such as finances, records of non-payment, changes in the company, personnel, authorisations, permits and workplace presence. This enables ongoing and systematic follow-up of the entire subcontractor chain during project implementation.

We build value through partnerships

Zengun supports our customers and helps them realise their sustainability ambitions in its role as their sustainability partner and by adding know-how and expertise to every project.



For Zengun, sustainability is about taking responsibility at every stage of the value chain, creating higher customer value and actively contributing to the transition toward a more sustainable society. Our dedicated employees in the projects are best-placed to work closely with customers, subcontractors and other partners to optimise the end product from a sustainability perspective.

Our project partnerships enable us to advise from the onset and therefore contribute throughout the entire project process. Early collaboration enables a proactive approach that generates added value, business and competitive advantages, and long-term savings for our customers. This entails engaging in close dialogue where we investigate, discuss and identify the conditions that are important for the various parties in the project. This provides us with a basis to present informed choices and actively contribute to a more sustainable industry.

Just as we strive to be a strong and sustainable partner for our customers; we choose to work with suppliers who share our ambitions. Accordingly, we evaluate all of our business partners starting at the tendering process, based on their ability to perform in line with our objectives.

At Zengun, we welcome higher environmental standards and a rapid transition.

PROACTIVE ENVIRONMENTAL AND SUSTAINABILITY INITIATIVES

At Zengun, we support the increased environmental requirements and the rapid transition in the construction industry. Our competitiveness builds on our extensive project support and in-house environmental expertise.

In 2024, a working group was established to focus on and ensure that we meet the new requirements in the EU Taxonomy and the CSRD. While Zengun's activities were defined as not encompassed by the requirements in 2025, the working group continued its proactive work. The aim is to ensure we are well prepared for future requirements, to strengthen

our project support on environmental matters for customers and to enable the industry's transition. To address future sustainability challenges, we are applying a strategic and forward-looking approach in these efforts.

Demand increased during the year for climate calculations for tenders and in projects as well as for climate declarations. Zengun has tested and evaluated various approaches for preparing these calculations in terms of efficient data collection and reporting. By adapting our internal approach, we can spread expertise throughout the organisation and better contribute to promoting sustainability work.

COMMITMENT TO INDUSTRY-WIDE INITIATIVES

Zengun is involved with several industry-wide initiatives and networks to strengthen competence in the field of sustainability and to set good examples and increase the demand for sustainable construction in the long term. Emelie Glaser, Environmental Coordinator, has chaired the regional network, SGBC Öst (Swedish Green Building Council) during the year. We are also active in CC Build and Klimatarena Stockholm, a collaboration platform for the county's climate transition. Together with other participants, we signed the climate pledge to halve emissions between 2020 and 2030.

LEADER IN ENVIRONMENTAL CERTIFICATIONS

We have noted continued high demand from our customers for environmental certification of projects, together with generally raised ambitions for sustainability. In 2025, some 83% of Zengun's ongoing projects will be environmentally certified, calculated in terms of turnover.

Zengun's employees are skilled in all of the market-leading certification standards for sustainable construction – BREEAM, LEED; Sweden Green Building Council, Net Zero Carbon, Swan Ecolabel, WELL and Green Building – and support our customers in their work with them. In addition to the above, we offer in-house support through the BREEAM Advisory Professional role, which enables further support in certification processes and in following up overall and project-specific sustainability targets.

FROM AMBITION TO ACTION – HOW WE REDUCE EMISSIONS

From 2019 onward, Zengun has prepared annual climate reports in accordance with the GHG Protocol, covering Scopes 1, 2 and 3 to be able to identify significant emission factors

<1%

LANDFILL

We have been calculating our climate footprint according to the GHG Protocol on an annual basis since 2019. Over and above our goal of being climate-neutral by 2045, in line with the industry-specific roadmap, we have shorter-term goals in Scopes 1, 2 and 3. The outcome for 2025 is presented below.

OUTCOME 2025 tCO ₂ e	OUTCOME 2025 kgCO ₂ e	TARGET, 2045
2.9	290	Net-zero emissions
TOTAL CARBON FOOTPRINT IN SCOPE 1 AND 2 PER EMPLOYEE (2024: 5.62)	TOTAL CARBON FOOTPRINT IN SCOPE 3 PER PRODUCED GFA (2024: 357)	

2025 marked a historic low for our climate footprint, both in terms of relative metrics and total emissions.

and set relevant long-term goals that are in line with the Sustainable Development Goals and the approaching climate transition.

We rely on close collaboration with our customers, suppliers and industry colleagues to reduce emissions throughout the entire value chain. We are positive about developments and the already existing high demand from our customers and suppliers for climate-improvement initiatives. Our set climate goals are formulated in line with the industry roadmap, which means we will be climate neutral by 2045. The greatest climate impact exists within project activities and thereby, our potential to make the biggest difference. We have therefore elected to break down our long-term and strategic goals into project-specific action plans that identify universal and customised solutions to reduce the climate impact of each project.

Farao 16 is an example of a project where we are actively minimising our climate footprint. In close dialogue with the customer Fabege, we have implemented several measures, including reusing crushed material from the building frame both within and outside of the project, which in climate impact terms is a major item. We have also set requirements for HVO fuel use, ensured reuse within the project, obtained material for reuse from outside the project and used several recycling services. Overall, these initiatives are estimated to realise carbon savings of some 2,000,000 kg CO₂e.

REUSE – TARGETS & EXPERIENCES

There is great potential to reduce resource use and quantities of waste in the construction sector by promoting reuse over products based on virgin materials. Interest remains strong in preserving materials within the property portfolio during renovation and integrating reuse from other sources in the project planning. With help from Zengun’s Emelie Glaser, our

Head of Reuse, we are making contact with other companies in the market that enable reuse on a larger scale. Engagement at project level is also raised by setting internal reuse targets.

We continue to note a growing trend toward circularity that is in line with tighter requirements, as well as increased demand from our customers and from the industry in general.

Zengun continues to include the Reuse and circularity category in its strategic sustainability targets. Of the products and materials we have a direct impact on, such as provisional materials and products for our temporary site establishments, the target was for 20% of these to be reused. The outcome was 74% for 2025. The targets also included requirements for our ongoing projects to identify product categories where reuse could be applied.

During the year, Zengun continued to compile valuable reuse experience from several ongoing projects where smart and practical solutions are often close at hand. We have performed early stage reuse inventories, worked from customer briefs and collaborated with partners to promote reuse, reduce waste and thereby reduce our climate footprint. Among other effects, these efforts resulted in planning of reuse as early as the project planning stage, to dismantling parquet floors and doors ourselves prior to starting demolition for further use in our projects, and to windows from Farao 16 being reused and sent to Ukraine.

One of Zengun’s business goals is to achieve an annual reduction in the company’s Scopes 1, 2 and 3 climate footprint. Rather than adopting any absolute values for the targets, we intend to reduce emissions in each scope year-on-year since the projects conducted during the years significantly impact the preconditions. The company’s long-term target is to be climate neutral by 2045, which is in line with the industry-specific roadmap.



Employees



The company's most important assets are its employees. Our goal is for a high level of safety awareness and a safe, secure and inclusive work environment to typify all workplaces.



KASK

FRISTADS

zengun

Together for a sustainable workplace

Zengun's offering is largely built on the expertise of our employees. We actively promote their development and ensure they are provided with the right conditions and tools to reach their full potential. This is achieved by providing a safe, inclusive and secure work environment that is free from harassment.



The buildings we construct must not only be built with safety in mind during their construction. They must also be sustainable and safe for future users throughout the buildings' lives.

A SAFE WORK ENVIRONMENT REQUIRES COLLABORATION

Zengun conducts systematic occupational health and safety work and continuously evaluates our tools and processes. Occupational health and safety work comprises dialogue and collaboration between employers, employees and safety officers. It also covers the organisational, psychosocial and physical work environments, both those at our construction sites as well as those in our offices.

Health and safety must always be the top priority in our day-to-day work. Pursuant to our vision for zero workplace accidents, we conduct systematic safety work from three perspectives:

- Preventative
- Based on regulations
- Proceeding from informal structures at each workplace

Preventive efforts are always based on the individual construction site since each workplace is unique and includes specific work tasks, which entail different risks and require specific measures.

RISK AWARENESS – PART OF OUR CULTURE

We work actively with the work environment across the entire project organisation. In the construction phase, the production and project managers have the expressed responsibility for safety and are tasked with ensuring that the project has conditions conducive to maintaining a sound and safe work environment. Identifying risks and eliminating or minimising them starts in the early project phases. This begins with the Developer committing to creating good conditions prior to the procurement process, and then setting and following up these requirements during construction. The building work environment coordinator for the planning and design phase (BAS-P) has a key role in this phase for creating good conditions for the construction and operation phases.

Maintaining a high level of risk awareness and a strong safety culture is crucial to our pursuit of an injury-free workplace. Therefore, Zengun regularly provides all employees with health and safety training that focuses on developing attitudes and behaviours that promote a safe work environment. All employees

have individual responsibility for the work environment. By protecting themselves, they also help to protect their colleagues.

INTEGRATED OCCUPATIONAL HEALTH AND SAFETY WORK

As the project building work environment coordinator, Zengun has responsibility for ensuring active safety measures, on a daily basis, during the construction phase. In addition, safety inspections are performed regularly and recorded digitally to facilitate notification, follow-up and rapid handling of any shortcomings. The same procedures apply for risk observations and incident reporting, which all individuals are encouraged to report whether major or minor. We work together on a daily basis to contribute to a safe workplace.

The workplace introduction informs all personnel about the project conditions, any associated risks and the action plans to address these risks. By registering, they undertake to comply with the applicable work environment rules and directives that have been specifically developed for projects. Fundamental protection measures include general conduct, personal protective equipment and functioning fire protection.

SAFETY IN THE ENTIRE CHAIN

Our projects are led by our own employees and are often implemented together with a large number of reliable sub-contractors. When tendering, we ensure that we only engage contractors with approved competence and clear, well-implemented safety and quality management systems. Everyone at the workplace is to have access to our safety procedures and to understand them. This requires each working group to have a supervisor with a good understanding of Swedish or English.

JOINT ACTIVITIES TO PROMOTE HEALTH

Safety initiatives extend beyond the actual construction site. In addition to immediate protective measures, we also place considerable importance on the physical and mental health of our employees. Promoting good health enables us to better prepare for the challenges that arise in a construction project. These efforts are actively supported by our health and wellness initiative Zengun Life, which comprises employee-driven initiatives and includes all kinds of activities to promote health and well-being. Read more on page 38.

Principal Safety Representative – Sustainability based on experience



With many years behind him as a carpenter in the construction industry, Per-Arne Adelman has watched how the approach to sustainability on construction sites has evolved and improved – particularly social sustainability.

From his perspective, sustainability is not just about environmentally friendly materials, waste management or energy-saving solutions. It is also very much about creating a safe and healthy work environment for everyone working on site.

One really important change has been the management of dust, especially silica dust, which used to be a major problem for many carpenters and tradesmen. It is crucial to have good dust minimising procedures and equipment in place since dust directly affects our health. The physical work environment has also seen many other improvements, such as work lighting and ergonomics, which are important factors in reducing repetitive strain injuries and fatigue during the working day. Extra attention

must be paid to these aspects for ROT projects in particular, where work is often performed in older buildings with confined spaces and varying conditions. When the pace is fast and the space is cramped, it is easy to forget about the work environment – but that’s exactly when we need to be extra careful.

I find my role as Zengun’s Principal Safety Representative both fun and rewarding. It gives me a platform to influence and drive issues related to the work environment and social sustainability forward, while also providing opportunities for further training. Helping to improve working conditions for my colleagues is meaningful work for me – I want everyone to come home from work in the same condition as when they arrived.

WORK ENVIRONMENT ACTIONS TAKEN DURING THE YEAR

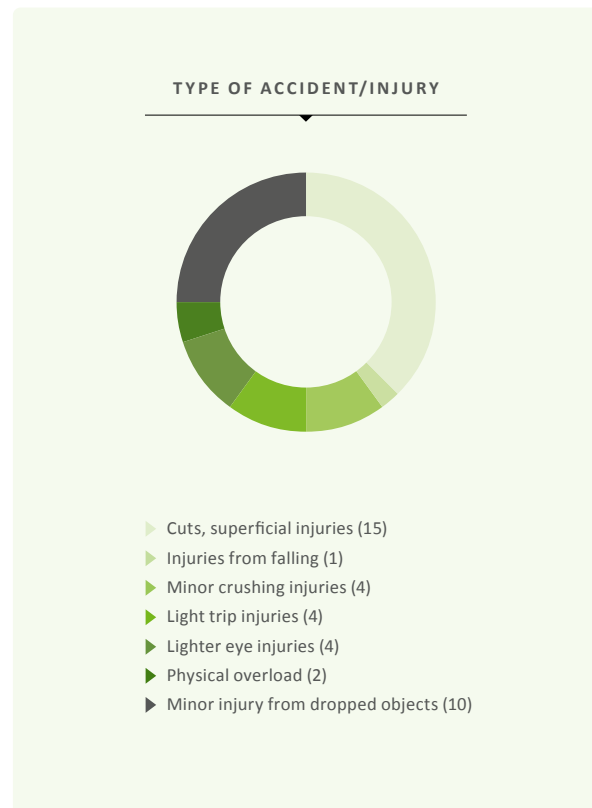
In 2025, we administered and followed up the preparations we started in 2024 ahead of the Swedish Work Environment Authority’s new regulatory structure, which entered force on 1 January 2025. We further strengthened our risk management procedures for projects’ early stages during the year. Exhaustive early stage risk identification enables us to save on production costs and create a safer work environment for those arriving later to our construction sites as well as the building’s users.

During the year, Zengun’s Safety Committee held its meetings at construction sites. This brought the committee closer to production in a natural way. Preventive occupational health and safety work and its follow-up are encouraged and prioritised by attending and showing interest. Our targeted efforts clearly correlate with increased reporting of incidents, which enables us as an employer to identify any shortcomings, investigate and, where necessary, implement general measures or guidelines.

Zengun is a member of Håll Nollan, an important industry initiative to ensure that everyone gets home safely at the end of each workday. Zengun participated in Håll Nollan’s safety push in 2025 together with one of our highly committed customers.

Byggnads’ health and safety week in 2025 focused on fall risks, showcasing one of Zengun’s workplaces as a good example on social media.

Zengun’s Safety Committee initiated a new training partnership during the year, where some of our employees practiced rescuing an injured/distressed colleague. The new partnership was highly appreciated and has provided increased product knowledge as well as information on what is required for handling emergency situations in a fall risk environment. We evaluate the training provided to ensure that it also meets the quality standards we strive to achieve.



People in focus

Zengun aims to provide a safe, secure and inclusive work environment revolving around people. We apply a consistent and systematic long-term approach to creating an attractive workplace. Each employee must be provided opportunity to feel involved and engaged, and their skills utilised and developed.



SHARED RESPONSIBILITY FOR A SAFE AND INCLUSIVE WORK ENVIRONMENT

For Zengun, it is a given that all workplaces maintain a high level of safety, a good work environment, and a sound and inclusive organisational culture. Inclusion and equal treatment are crucial for creating an attractive and stimulating workplace that retains and attracts competent employees. At Zengun, everyone should be able to conduct their work safely and with dignity, regardless of gender, gender identity, age, ethnicity, religion, sexual orientation or disability.

Our decentralised organisational model places a high level of responsibility in the actual projects, and as such, employees' commitment and skills are crucial to project success. Developing, challenging and promoting employee well-being is at the heart, as is ensuring that everyone has equal opportunities in terms of employment, training, promotion and professional development, and equal pay for work of equal value.

Every employee is to thrive, be challenged and feel well.

COUNTERACTING DISCRIMINATION

We work systematically to prevent and follow up measures counteracting all forms of discrimination and abusive treatment. It is especially important in the construction sector to shake off antiquated culture and language by actively discouraging and drawing attention to abusive situations, in the moment as well as afterwards. At Zengun, everyone has a shared responsibility to speak up, although the ultimate responsibility for this lies with our leaders and managers. We have been using a workshop format for some time now, where our employees can freely discuss these types of issues with each other. The aim of this is to enable discussion around expression and language, and to gain new perspectives – what is acceptable to me may not be acceptable to you.

As part of continuing our work to ensure inclusion and equal treatment regardless of the project, we have prepared a checklist and guide to support ensuring that our workplaces are welcoming and inclusive. Relevant areas include accessibility adaptations, making privacy possible when needed, and allowing employees to participate in staff meetings on an equal basis and under the same conditions. The guide and checklist are used when setting up new project premises.

Our activities in 2025 included participating in a network meeting for girls studying house-building at upper secondary school with the aim of attracting more women to the industry. The aim was to showcase all of the exciting roles and development opportunities available in the construction industry.

We also participated at the Kvinnor i byggbranschen (EN: Women in Construction) event, organised by Lava KTH, an initiative highlighting the gender imbalance in the construction sector. At the event, female employees from Zengun and representatives from other companies shared their experiences, challenges and successes. Knowledge sharing, role models and collaboration enable us to learn from each other and drive progress together.

To continue to develop as a company and secure our skills supply, we need to regularly address these types of issue. Recruitment, training and skills development courses are organised strategically with an inclusive approach to support diversity and gender equality. It also goes without saying that all employees are given the preconditions to create a healthy balance between work, family life and leisure time.



FOCUS ON

Construction has long been a male-dominated industry. At Zengun, we work deliberately to strengthen gender equality as a natural part of our sustainability initiatives. Our ambition not only encompasses delivering successful projects today. It

also includes building a sustainable Zengun for tomorrow. At present, 30% of Zengun’s employees are women, and we work continuously to be an inclusive workplace where everyone feels welcome, thrives and wants to develop.

SHARE OF FEMALE EMPLOYEES

30%

(2024: 30%)

SHARE OF WOMEN IN MANAGEMENT POSITIONS

45%

(2024: 43%)

SHARE OF WOMEN IN THE COMPANY MANAGEMENT

50%

(2024: 57%)

SHARE OF WOMEN ON THE GROUP’S BOARD OF DIRECTORS

25%

(2024: 25%)

Zengun's most important assets are its people

There is no set path to take at Zengun. We work continuously to create preconditions that nurture each employee's talent, commitment and curiosity.

We recruited 26 new employees in 2025, most of whom are white-collar workers such as project engineers, production managers, etc. We view each employee's potential and drive as an asset. Curiosity and the desire to develop are at the core, and by providing the freedom to test new tasks and roles, we create unique and personal career journeys.

TOMORROW'S LEADERS

This year, Zengun's leadership training programme, which has been developed specifically for the company in collaboration with an external training partner, was conducted for the third consecutive year. Leadership training is based on Zengun's leadership profile, which describes the behaviours that we believe characterise good leadership.

2025 TOGETHER CONFERENCE

Much like our market and the world around us, Zengun is growing and changing. For that reason, in the last couple of years, we have chosen to gather all Zengun's employees at one and the same conference: The Together conference. Once again, it provided us with opportunity to keep building our strong

culture of community, engagement and supporting each other. Given our need to evolve in pace with changes in the operating environment and the market, the theme of the 2025 conference was: *Welcome to the future*, which offered inspirational lectures, good company and forward thinking.

CROSS-DISCIPLINE FORUM

To ensure continuous knowledge transfer between projects, broadening skills and working according to best practices, our employees regularly meet in cross-discipline forums for their respective professional roles. Examples of such forums include project planning, management, sustainability and purchasing. The groups meet several times a year and work on different themes, and, thereafter, the lessons learned are spread further within the organisation.

TRAINEE PROGRAMME

This year, Zengun's popular trainee programme was implemented for the twelfth time, and in April six new talented Royal Institute of Technology (KTH) students were recruited to Zengun.



Our trainees are recruited early in their studies and work in our projects during the summers and, if time permits, during their studies. This enables trainees to try out different roles and tasks early in their studies and test their theoretical knowledge in practice. The programme is run by the trainees themselves who decide what they require and what they want to learn more about. During the year, the trainees chose to deepen their knowledge of financial management and the digital tools used in project and construction processes. Two of our trainees graduated during the year and started working for us full-time.

The trainee programme comprises an important base for Zengun's recruitment initiatives. Our trainees bring new knowledge from their universities and in return gain valuable practical experience that they can apply directly during their studies. We mainly recruit trainees from KTH, and in 2025 we participated as we traditionally do at LAVA, the labour market fair for the Civil Engineering Section. We also participated in the reception for new students, where we organised the popular soapbox rally for the third consecutive year.

VOCATIONAL COLLEGES – A CHANNEL FOR TOMORROW'S TALENT

The construction programmes taught by vocational colleges are another valuable recruitment base for us, and we advocate for the high quality of these courses. For Zengun, it is important to be involved in influencing the content of higher vocational education programmes and we are therefore part of management teams for various programmes at Nackademin and Företagsekonomiska institutet (FEI).

We participated at two labour market days at Nackademin during the year and accepted several trainees from various vocational colleges. We want to provide the students with the opportunity to gain some practical experience of the construction industry during ongoing studies. In return, Zengun gains innovative, curious and motivated employees who often remain and find employment with Zengun.

JOBBSPRÅNGET

Since 2017, Zengun has regularly taken on trainees from the Jobbsprånget programme. The programme originates from a collaboration between the government and the Confederation of Swedish Enterprise. Jobbsprånget aims to help newly arrived graduates with a foreign background enter the Swedish labour market. In autumn 2025, we restarted the recruitment process again via Jobbsprånget.

UPPER SECONDARY SCHOOL PARTNERSHIPS

For a few years now, we have been working together with an upper secondary school in Stockholm that sends us trainees and apprentices from their house-building programme. Zengun also participated in the Swedish Construction Federation's career fair in Stockholm. The career fair is a cross-sector initiative providing secondary school students with opportunities to test different trades and to discover opportunities in the construction industry. It is important for us to meet young people and to inspire more to join tomorrow's construction industry. The need is substantial – since 2011, the number of students accepted to the construction and engineering programme in Stockholm County has decreased 53% and the crafts programme has declined 25% (source: Storsthlm).



Variation and collaboration as driving forces

Gabriella started her career at Zengun as a trainee in 2018 and, for the past few years, has been working as a project manager at the subsidiary Zengun Redo.

My role as a project manager at Zengun Redo revolves around responsibility, structure and relationships. I'm tasked with everything from establishing and nurturing customer contacts to starting projects, leading them through the implementation phase and ensuring they meet their schedule, cost and quality targets.

We run several projects at the same time at Zengun Redo, which requires excellent planning, clear communication and continuous follow-up. Part of what makes the role both stimulating and challenging is that each project brings a variety of new conditions, new people and new challenges.

The projects range from hotels and restaurants to tenant improvements, which has given me broad experience in and a deep understanding of different types of construction processes.

Relatively short project schedules, often from three to seven months, mean that in one year, you have opportunities to work on many different assignments and build a large network of contacts with customers, tenants and subcontractors. This brings pace to everyday life, but also a strong sense of progress since the results of your efforts are quickly brought to life. The smaller scale of the projects does not entail any reduction in the scope of the requirements, quite the contrary. Managing multiple ongoing projects at the same time means many decisions, trade-offs and parallel processes to manage. It requires a holistic approach, an ability to prioritise and close collaboration with in-house and external partners.

The role is both enjoyable and challenging since no two days are the same and since the combination of responsibility, variety and collaboration is what drives me forward in my work.

Zengun Life – Well-being as part of the business model

Zengun’s own employees have been running the Zengun Life health and wellness initiative for twelve years now. The initiative is based in our vision of being “Sweden’s healthiest and most active company” and the activities are guided by the employees’ own interests and initiatives, resulting in varied content over time.

Behind the scenes, the Zengun Life team responds to employees’ ideas and needs and is responsible for the annual budget and planning. The team members vary over the years, with some joining and others leaving.



Part of the team

Zengun Life aims to create a corporate culture where employees have fun together and provide us with opportunities to choose movement and well-being as a natural part of daily life. We focus a lot on movement due to its ability to strengthen both body and mind which, when combined with other well-being enhancing activities, helps prevent the effects that can arise from stress in the working life. If we can benefit together from the positive effects of movement, community and personal development, then we will have truly achieved the aim of Zengun Life.

Some reasons why the Zengun Life team chooses to get involved:

“I’m involved in Zengun Life because I like to exercise, and I enjoy work more when we know each other as more than just colleagues. I equate our projects with team sports – a strong team has fun together. When we’re looking after ourselves, we can also look after each other, which is how you build a strong team.

“For me, this is also about having fun outside the stresses of everyday life. It gives us the chance to socialise with colleagues from other projects, who we otherwise rarely see, which is valuable both in terms of community and of the work environment.

“Zengun Life has given me the chance to try things I had never done before. For example, I had never tried cross-country skiing before, but thanks to Zengun Life I have now skied the Stafettvasan relay race several times. However, not all activities are about setting ourselves challenges. Many focus on creating opportunities to socialise free of any conditions. The initiative’s best quality is its breadth – there is something for everyone.”

We have also noticed the positive impact Zengun Life has on our well-being and work environment. Moving about and having fun together improves the energy and atmosphere at work. It is easier to cope with stress and pressure when our lives are in balance and we have a sense of community with our colleagues. In addition, positive shared experiences outside of work strengthen teamwork in projects.

Going forward, we will continue to focus on breadth, variety and an open dialogue that encourages everyone to suggest ideas. This is important to make the initiative even stronger and more accessible to everyone at the company.



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DID YOU KNOW?

MORE THAN 70% OF OUR EMPLOYEES HAVE PARTICIPATED IN AT LEAST ONE ZENGUN LIFE ACTIVITY DURING THE YEAR.



Zengun Life introduced a number of new activities in 2025, including a wreath-making workshop, renting a sauna raft and testing virtual spinning. A highlight was Zengun's first "Tour de Projekt" where employees were invited to visit several of our key projects over one afternoon and evening. Each project comprised a short presentation, snacks and a tour, before concluding the evening with dinner together. The event was highly appreciated and attracted the largest number of participants this year – 70 people.

We also continued with our recurring favourites, including Stafettvasan, several fun runs, book club, Christmas crafts and Skärgårdstafetten (EN: the archipelago relay).



Risks



In our day-to-day operations, we deal with major and minor risks. We have identified our risks as operating environment risks, strategic risks, operating risks and regulatory risks.



Risk analysis

	RISK AREA	DESCRIPTION	MANAGEMENT
SHORT-TERM RISKS OPERATIONAL RISKS	Health and safety	There are always health and safety risks for employees and subcontractors at a construction site. Personal injuries could lead to lifelong impairment and invalidity or, in the worst case, death. Another health risk is poor mental or physical health, which could lead to sick leave, a negative work climate and poor work morale.	<ul style="list-style-type: none"> • Safety and environmental inspections • Procedures for monitoring accidents/incidents • Training on policy content • Employee performance reviews • Employee and health surveys • Review of and training in workplace ergonomics • Zengun Life • Active members of Byggbranschens Säkerhetspark (Eng: Construction Industry's Safety Park)
	Environment	The risk of Zengun's operations causing various types of environmental damage. This could, for example, involve emissions from machines, irresponsible material choices or pollution that affects the local environment and/or a more extensive area.	<ul style="list-style-type: none"> • Project-specific environmental and work environment plans • Safety and environmental inspections • Requirements for building materials assessed from an environmental perspective • Sustainable logistics solutions • Fossil-free transportation and fuel alternatives • Internal courses and continuous in-house education • Sustainability workshops at the beginning of major projects
	Supply of skills and resources	Zengun's operations and high-quality goals are dependent on individuals with the right qualifications and right skills being in place for their role. A prerequisite for our expansion and financial performance is therefore the recruitment, development and retention of skilled and committed employees.	<ul style="list-style-type: none"> • Procedures for monitoring project requirements • Project audits to ensure routines are implemented • Ensure the right staffing for projects • Clear requirements from and dialogues with customers • Experience exchange forums • Sustainable recruitment • Internal skills analysis • Leadership and corporate culture training • Unizen
	Digitalisation and IT security	New digital solutions are replacing old technology and ways of working. Companies unable to adapt their operations to these changing conditions can lose customers, suppliers and employees. Technological advances also entail a heightened risk of cyber-attacks.	<ul style="list-style-type: none"> • External trend monitoring • Increased digitalisation initiatives • Designated IT focus group • Web and file monitoring • Endpoint protection
	Trademark	Demand for Zengun's services is largely built on customers' and employees' impressions and their perception of the company. The industry is constantly changing, and customer and employee requirements and expectations continuously change with the times. A flexible long-term trademark strategy is necessary to avoid the risk of losing market shares or competitive drive.	<ul style="list-style-type: none"> • External trend monitoring • Market forums • Job fairs • Customer dialogues • Employee surveys and performance reviews
	Project risk	Deviations from strategic decisions and established processes can adversely impact project profitability. The company has a liability exposure in the form of guarantees for work performed, which may entail costs for the company in order to meet potential claims.	<ul style="list-style-type: none"> • Well-founded calculation • Project management

	RISK AREA	DESCRIPTION	MANAGEMENT	
SHORT-TERM RISKS	REGULATORY RISKS	Ethical breaches	<p>The risk that employees, suppliers and/or sub-contractors do not comply with applicable laws or internal and external policies relating to ethics, anti-corruption, equal treatment and human rights. Breaches or neglect could damage the Zengun brand and its relationships with customers and employees.</p>	<ul style="list-style-type: none"> Expanded procedures to ensure a sustainable supply chain Subcontractor monitoring Internal audits Code of Conduct monitoring The whistle-blower function ensures both internal and external anonymous reporting Continuous internal dialogues on values and corporate culture Employee surveys to identify signs of dissatisfaction
		Regulatory compliance	<p>Inadequate regulatory compliance can lead to financial losses, such as damage to our brand and legal processes. Individual well-being can also be affected.</p>	<ul style="list-style-type: none"> Regular controls of regulatory compliance Internal quality control audits at several stages Code of Conduct Corporate culture with high ethical standards Competent and responsible employees
LONG-TERM RISKS	OPERATING ENVIRONMENT RISKS	Crises	<p>External crises beyond Zengun's influence and which are therefore difficult to predict, such as pandemics, terrorist attacks, war or cyber-attacks.</p>	<ul style="list-style-type: none"> Guidelines for information security Crisis management plans tailored to projects Increased digitalisation initiatives External trend monitoring
		Climate change	<p>Climate change refers to, for example, extreme weather events and environmental catastrophes.</p>	<p>To help the property sector prepare for new climate conditions, Zengun integrates climate considerations into all of its project operations.</p>
		Supply of materials and price increases	<p>Factors such as the availability and cost of materials and services must always be taken into account in our projects, particularly in light of the events of the past years. Russia's invasion of Ukraine, the cement crisis and rampant energy prices are some examples of factors in our operating environment that have proven to have a material impact on the construction-related pricing.</p>	<p>Zengun is monitoring developments and maintaining continuous dialogues with suppliers and subcontractors for ongoing projects as well as prior to submitting tenders.</p>
		Changing economy	<p>The construction industry is sensitive to the state of the economy. Zengun's operations depend on customers' willingness to invest and are thereby affected by cyclical fluctuations.</p>	<ul style="list-style-type: none"> A decentralised organisational structure, which delivers an agile organisation Broad customer base within several segments
	FINANCIAL RISKS	Financial factors	<p>The most relevant financial risks for the business comprise liquidity, interest rate and currency risk. Financing poses another risk factor since a challenging financial market can mean unfavourable financing terms.</p>	<ul style="list-style-type: none"> External trend monitoring Financial governance Liquidity monitoring

Administration Report

ZENGUN GROUP AB (PUBL) CORP. REG. NO. (559177-5282)

The Board of Directors and the Chief Executive Officer of Zengun Group AB (publ), domiciled in Stockholm, hereby submit the annual report and consolidated financial statements for the financial year from 1 January 2025 until 31 December 2025.

Since 25 March 2019, the company is a wholly owned subsidiary of Zengun Group Parent AB (Corp. Reg. No. 559198-4629). The ownership structure is illustrated in the diagram to the right. All companies in the Group are wholly owned.

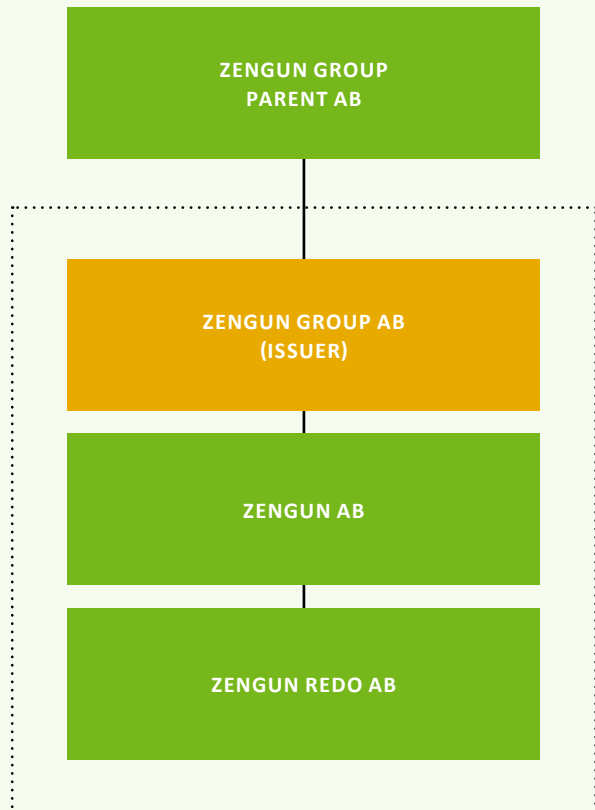
In February 2026, new bonds were issued in an amount of MSEK 750 with a four-year maturity in parallel with the early redemption of the previous bond issue of MSEK 400. The bonds are listed and admitted to trading on Nasdaq Stockholm's corporate bond market.

OPERATIONS

Operations are conducted in the Group's two wholly owned subsidiaries: Zengun AB and Zengun Redo AB.

Zengun AB is a leading contractor for major and complex construction projects in the Stockholm region. The projects are carried out on behalf of major, well-known customers in the real estate industry and are mainly conducted in a project partnering format. The typical duration of a project is over one to three years. The company is active in new construction and the ROT (renovation, remodelling and extension) segment. While the majority of the projects comprise new construction or remodelling of commercial properties, the company also builds residential and special projects including public buildings, and projects subject to security classification and national secrecy requirements. The operations of Zengun re:do encompass smaller contracts and construction services in the Stockholm region.

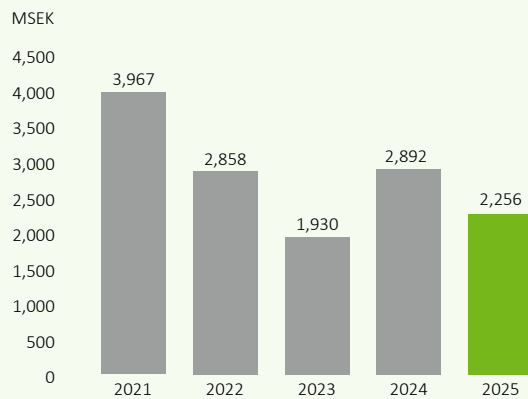
OWNERSHIP STRUCTURE



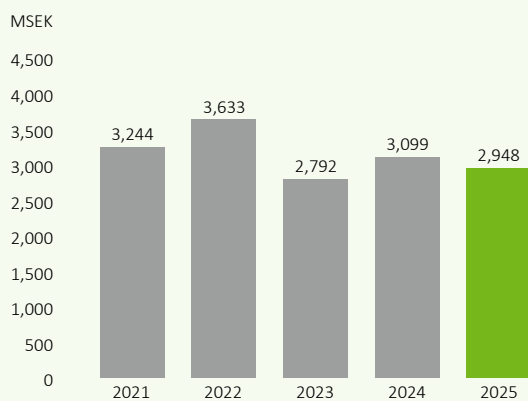
MARKET

The Zengun Group operates primarily in the Stockholm region's construction market, which is the Nordic region's largest building and construction market. While the economy and interest rates gave rise to complex market conditions during the year, the Group's main segment, commercial properties, experienced continued high demand compared with the housing segment. Despite market conditions, Zengun was able to achieve its long-term strategic profitability target, namely an EBITA of 6%.

Orders received



Order book



NET TURNOVER

Net turnover amounted to MSEK 2,407.3 (2,584.5), down 7% on last year. In the first and second quarters, net turnover declined prior to production rates accelerating in a number of newer projects. We have a stable, robust order book with a gradually increasing production rate in several of our ongoing projects. Net turnover for 2025 was primarily generated by RGNT, Söderhallarna, Kv. Kvarnstugan, a security classified project, Marievik 14 and Wenner-Gren Center.

OPERATING PROFIT

Operating profit (EBITA) totalled MSEK 151.2 (150.4), up 1% year-on-year.

The operating margin increased to 6.3% (5.8).

EBITDA amounted to MSEK 157.5 (157.3) and the EBITDA margin was 6.5% (6.1).

Sales and administrative expenses totalled MSEK 58.0 (54.3), up MSEK 3.6 year-on-year. The expenses corresponded to 2.4% (2.1) of net turnover.

NET FINANCIAL ITEMS

Net financial items for the period amounted to an expense of MSEK 35.7 (expense: 48.5) and pertained primarily to interest expenses on bonds issued. Last year, net financial items were negatively impacted by the early redemption of the company's previous bond issue.

Earnings before and after tax

Earnings before tax were MSEK 103.6 (90.0) and after tax amounted to MSEK 84.0 (70.3).

Liquidity and financial position at the balance-sheet date

Operating cash flow was MSEK 67.7 (31.6). The change in working capital impacted cash flow negatively with an outflow of MSEK 32.1 (outflow: 48.9).

Net debt amounted to MSEK 125.1 (186.5). Cash and cash equivalents totalled MSEK 276.5 (224.8). An approved bank overdraft facility of MSEK 75.0 had not been utilised as of the balance-sheet date. Total assets at the end of the period amounted to MSEK 1,501.9 (1,384.8), of which MSEK 744.0 (755.9) pertained to intangible assets.

Current assets totalled MSEK 743.8 (614.2), of which MSEK 253.2 (262.0) pertained to accounts receivable. At the balance-sheet date, the equity ratio was 40.1% (37.4). At the end of the period, equity totalled MSEK 602.3 (518.3).

PARENT COMPANY

The Parent Company has its registered office in Stockholm and conducts no construction activities. The Parent Company reported earnings after tax of MSEK 90.8 (78.7) for the period.

EMPLOYEES

The Group is dependent on its ability to attract and retain highly skilled and experienced employees. At the close of the period, the Group had 149 employees of whom 44 were women. The breakdown between white-collar and blue-collar workers was 123/26.

SHARE AND OWNERSHIP STRUCTURE

Related-party transactions in the Group and Parent Company

No related-party transactions with a material impact on the Group's earnings or financial position took place during the period.

Seasonal variations

The operations are not subject to any seasonal impact, though the Group is positively affected by months with many working days and no holiday periods.

Expected future development and material risks and uncertainties

Through its operations, the Group is exposed to operational and strategic risk as well as financial risk. Operational and strategic risk can include, inter alia, operational and liability risk in the form of warranties on work performed and environmental risk. The Zengun Group maintains ongoing dialogues with various stakeholders regarding warranties and environmental risks. Based on these dialogues and estimated likelihoods for outcomes, provisions of MSEK 7.5 (6.2) had been recognised at the balance-sheet date to meet any future claims. Health and safety also constitute an operational risk. Financial risk includes liquidity, interest-rate and currency risk. The company works continuously with risk identification and assessment.

In recent years, turbulence in the world around us has impacted, inter alia, prices for energy and raw materials, which have in their turn impacted construction projects. The consequent economic effects, high inflation, high interest rates and fluctuations in the economy, pose a risk for Zengun since property owners' willingness to invest is essential for the business. Zengun is monitoring developments and maintaining continuous dialogues with customers, suppliers and subcontractors for ongoing projects as well as prior to submitting tenders. A more detailed presentation of the company's risks can be found on pages 40–43.

OUTLOOK

The Group has not published any forecast for 2026.

Significant events during the financial year

Zengun has bought back its own bonds for a nominal amount of MSEK 10. The objective of the buy-back was to reduce the company's gross debt and interest expenses and was made possible by the company's strong cash position. Following last year's buy-back, the company holds a nominal amount of MSEK 10 of its own bonds.

During the financial year, Zengun signed a number of important construction contracts in the Stockholm region and continued building a strong order book. The contracts, which are published on the company's website, include Portalen in Stockholm's Hamnkvarter with Bonnier Fastigheter, Mobilitetshuset in Rissne with Förvaltaren, Wenner-Gren Center at Sveaplan with Fabege and Sergelskrapan at Sergels torg with Wallenstam.

Significant events after the end of the financial year

In February 2026, new bonds were issued in an initial amount of MSEK 750 with a four-year maturity, in parallel with the early redemption of the previous bond issue. The new bonds were issued under a framework of MSEK 1,500 and carry a floating interest rate of STIBOR 3M + 4.5%. The new bonds have been admitted for trading on the Nasdaq Stockholm's bond list.

At the Extraordinary General Meeting of Zengun Group AB (publ) held on 6 March 2026, the shareholder, Zengun Group Parent AB, resolved to distribute a dividend of SEK 440,000,000. As previously communicated in connection with Zengun Group AB's new bond issue, the dividend proceeds have been used to redeem preference shares issued by Zengun Group Parent AB.

HEALTH AND SAFETY

The Group applies a systematic approach to continuously improve the work environment and safety. The goal is zero employment injuries with sick leave. Safety is top of the agenda at all meetings at the company, regardless of which level. Three approaches are used in these efforts: preventive; formal and regulations-based; and through the informal structures at each workplace.

Safety is largely about building a safety culture, whereby a sense of personal responsibility leads employees to take responsibility for their own safety as well as the safety of their colleagues.

QUALITY ASSURANCE

Zengun AB is certified in terms of quality, environment and work environment, and meets the following ISO standard requirements for management systems: ISO 9001:2015/ISO 14001:2015/ISO 45001:2018. An internal development group keeps management systems up-to-date and are followed up by an internal ISO group and audited each year by auditors from DNV-GL.

The certificate numbers are as follows:

175809-2015-AQ-SWE-SWEDAC
175808-2015-AE-SWE-SWEDAC
175781-2015-AHSO-SWE-SWEDAC

Zengun Redo AB is certified in terms of quality, environment and work environment, and meets the following requirements of BKMA, Contracting in the Construction Industry. BKMA is owned and operated by the Swedish Construction Federation and replaces the two previous business management systems, BF9K and Povel. BKMA leads to continuous operational improvements and is subject to annual audits by auditors from DNV.

The certificate number is as follows:

1053-BKMA-0139

TREND FOR EARNINGS AND FINANCIAL POSITION KEY FIGURES – GROUP

(Amounts in MSEK, unless otherwise stated)	Zengun Group	
	2025	2024
Net turnover	2,407.3	2,584.5
EBITDA	157.5	157.3
EBITDA margin, %	6.5	6.1
EBITA	151.2	150.4
EBITA margin, %	6.3	5.8
Earnings for the year	84.0	70.3
Operating cash flow	67.7	31.6
Net debt	125.1	186.5
Debt/equity ratio, %	20.8	36.0
Equity ratio, %	40.1	37.4
Orders received	2,256.3	2,891.7
Order book	2,947.9	3,098.9

ENVIRONMENTAL IMPACT AND SUSTAINABLE DEVELOPMENT

The company promotes responsible business conduct and aims to be perceived as an industry leader in terms of the environment, health and safety fields. For further information, refer to the Sustainability Report, which comprises pages 14 and 22–43 of this Annual Report.

PROPOSED APPROPRIATION OF PROFITS

The following profit is at the disposal of the AGM:

Retained earnings	519,283,601
Earnings for the year	90,829,440
SEK	610,113,041

The Board proposes that the retained earnings of SEK 610,113,041 be carried forward. A dividend of SEK 440,000,000 was resolved at an extraordinary general meeting on 6 March 2026, reducing unrestricted equity after the balance sheet date.

SUSTAINABILITY REPORT PURSUANT TO THE ANNUAL ACCOUNTS ACT

In accordance with the wording of the Annual Accounts Act in its previous version that applied prior to 1 July 2024, Zengun has chosen to prepare the statutory sustainability report separately from the administration report in the annual report.

INDEX FOR THE SUSTAINABILITY REPORT

General	Disclosure/ Business model	Page reference
Social conditions and personnel	Governance and policies Risks and management Goals and outcomes	pp. 34–43
Respect for human rights	Governance and policies Risks and management Goals and outcomes	pp. 24–27
Anti-corruption	Governance and policies Risks and management Goals and outcomes	pp. 24–27
Environment	Governance and policies Risks and management Goals and outcomes	pp. 28–29

Corporate Governance Report

ORGANISATION AND GOVERNANCE

Corporate governance is aimed at sustainable value creation for shareholders through good risk control and a sustainable and sound corporate culture. Good corporate governance ensures effective decision making and increases Zengun's possibilities for leveraging new business opportunities. Zengun has a clear division of roles and responsibilities between the company management, the Board and shareholders.

Moreover, Zengun's organisation is flat, decentralised and project-centric. The formal structure breaks down into four competitive business units that form the heart of the company.

Examples of external regulations affecting governance at Zengun:

- The Companies Act
- Accounting legislation including the Annual Accounts Act and IFRS

Examples of internal regulations affecting Zengun's governance:

- The Articles of Association
- The Board's rules of procedure
- Instructions for the CEO
- The Sustainability Policy and the codes of conduct for employees and for suppliers
- Other internal policies, rules and process descriptions

All instructions and policies are revised annually.

Given that the company is not included in the target group for the Swedish Corporate Governance Code, the company does not apply the Code, though much of the work with corporate governance is inspired by the Code.

SHARE AND OWNERSHIP STRUCTURE

Zengun Group AB (publ) is a wholly owned subsidiary of Zengun Group Parent AB. At year end, via Zengun Group Parent AB, the company had 22 (21) shareholders of which the four largest shareholders accounted for 80% (80) of the share capital and 77% (77) of the votes. These four were: Dyvinge Holding AB (controlled by Ulf Jonsson) with 28% (28) of the share capital and 26% (26) of the votes; Mirasho I AB (controlled by Tobias Örnevik) with 28% (28) of the share capital and 26% (26) of the votes; S A Stockholm Holding AB with 13% (13) of the share capital and 13% (13) of the votes; and Gripz AB with 11% (11) of the share capital and 11% (11) of the votes. No other shareholder holds more than 10% of the votes.

GENERAL MEETING OF SHAREHOLDERS

The Articles of Association entail no restrictions with regard to the number of votes each shareholder can cast at a general meeting. Under the Articles of Association, Zengun's Board of Directors must comprise not less than three (3) and not more than ten (10) members. The Articles of Association contain no other provisions pertaining to the appointment and removal of directors, or amendment of the Articles of Association. The procedure for convening general meetings is set out in the Articles of Association.

2025 ANNUAL GENERAL MEETING

The 2025 AGM of Zengun Group AB (publ) was held on 15 May in Stockholm. All of the company's shares and votes were represented at the Meeting. The Meeting passed resolutions on the following:

- the adoption of the income statement and balance sheet in the Annual Report;
- the adoption of the profit for the year in accordance with the Board of Directors' proposal, which entailed earnings for the year being carried forward;
- the discharge of the Board of Directors and the CEO from liability for their administration of the company's affairs for the 2024 financial year;
- the fee for the Chairman of the Board to amount to SEK 400,000 and for directors' fees to other Board members to amount to SEK 160,000 each;
- re-election of Henrik Lif, Cecilia Safaee and Tobias Örnevik as Board members and the re-election of Ulf Jonsson as Chairman of the Board; and
- the appointment of auditing firm Öhrlings Pricewaterhouse-Coopers AB with Camilla Samuelsson as Auditor in Charge.

The 2026 AGM will be held on 18 May 2026.

AUTHORISATIONS

The company has no authorisations outstanding.

THE WORK OF THE BOARD

The Articles of Association stipulate that the Board of Zengun is to have not less than three (3) and not more than ten (10) members. During the financial year, the Board comprised:

- Ulf Jonsson (Chairman)
- Henrik Lif
- Cecilia Safaee
- Tobias Örnevik

During the financial year, the Board held ten meetings including the statutory meeting. The Chairman has particular responsibility for leading the Board's work and for ensuring the work is well organised and conducted in an efficient manner.

The Board has not appointed any separate committees.

The Group's business conditions, earnings and financial position, project activities, sustainability, and health and safety are recurring items on the Board's agenda.

INTERNAL CONTROL – FINANCIAL REPORTING

This section sets out the key components of Zengun's system for internal control and risk management in conjunction with financial reporting.

CONTROL ENVIRONMENT

The Board of Directors is responsible for the company having effective and well-functioning procedures for risk management and internal control. The company's internal control environment is based on a clear division of responsibilities and tasks between the Board and the CEO, which is set out in the Board's rules of procedure and the instructions for the CEO. Moreover, the Board and company management have established a number of fundamental rules, policies and procedural descriptions for work with internal control. All of the governing documents and procedural descriptions are circulated within the organisation and are both available and known to the personnel in question. The company management is responsible for the internal control functions required to manage material operating risks and reports regularly to the Board pursuant to established procedures.

RISK ASSESSMENT AND CONTROL ACTIVITIES

The company identifies, analyses and decides on the management of risks pertaining to errors in financial reporting. Areas where there is a risk of errors, omissions or irregularities occurring have been identified by the company as being balance-sheet and profit/loss items and their appurtenant work processes. Thereafter, the company has ensured that the necessary controls were incorporated into its procedures to manage these risks. The company management is responsible for managing the overriding risk, while the main work with operational risk is conducted within the business units. To ensure good management, shared procedures are used to identify and manage risk in conjunction with construction contracts. Prior to submission, tenders that exceed a specific amount are reviewed and analysed before final decision by the Board.

Project risks and opportunities are analysed on an ongoing basis during the execution phase. The company attaches considerable importance to project follow-up to ensure fair recognition of earnings and financial position.

INFORMATION AND COMMUNICATION

The internal regulations, policies and procedural descriptions are available to the company's personnel. Internal communication between the Board and management is conducted through regular meetings, either physically or digitally. A communication policy is in place that regulates how external financial communication should be provided and to ensure the compliance with the applicable regulations for accurate information to the market.

FOLLOW-UP

Annual and interim reports are reviewed by the Board prior to publication. The financial reporting is followed up and discussed with the external auditors on an ongoing basis together with other related issues. Follow-up of operations is performed through compilation and analysis of sales, margins, profit and cash flow as well as other key performance indicators for the company, which are presented each month to the Board. Other important components of internal control comprise the quarterly projection reviews.

Board of Directors



ULF JONSSON
Born 1964

Chairman of the Board since 2023 and a Board member of Zengun Group AB since its start in 2019. Prior to that he was a Board member of Zengun AB and other Group companies since 2009. One of Zengun's founders.

Education/background: Ulf is a graduate in civil engineering for roads and water at the Royal Institute of Technology (KTH). Until founding Zengun in 2009, he held various executive positions in Skanska, including manager of one of the districts in Stockholm. Ulf was the Executive Director and CEO of Zengun Group Holding AB from June 2016–January 2019, and from 2009–2015 in another Group company.

Current appointments: Chairman of the Board of Fastighets AB Hemmaplan and Vida Real Estate Group Holding AB. Board member of Wolf & Eagle Invest AB. Deputy Board member of Fnio AB.

Not independent in relation to the company and company management, and not independent in relation to the company's major shareholders.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly (via company), he owns 21.6% of the votes and 21.6% of the capital in the Parent Company Zengun Group Parent AB.



CECILIA SAFAEE
Born 1991

Board member of Zengun Group AB since its start in 2019. Previously, a Board member of Zengun Group Holding AB (2016–2019).

Education/background: Cecilia has studied subjects including political science at Lund University and has an International Coaching certificate from the International Association of Coaching Institutes.

Current appointments: Cecilia is CEO of Fastighets AB Hemmaplan. She is also the founder and Chairwoman of the international Força Foundation and the subsidiary Força Business as well as a Board member of UNESCO Lucs, UNESCO's Swedish collaboration platform for municipalities, universities, civil society and property companies, with the aim of identifying shared solutions to social problems.

Independent in relation to the company and company management, and independent in relation to the company's major shareholders.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly (via company), she holds 0.2% of the votes and owns 0.2% of the capital in the Parent Company Zengun Group Parent AB.



HENRIK LIF
Born 1972

Board member of Zengun Group AB since its start in 2019. Previously, a Board member of Zengun Group Holding AB (2016–2019).

Education/background: Henrik is a graduate in Mechanical Engineering at the Royal Institute of Technology (KTH) in Stockholm and holds an MBA from the Stockholm School of Economics. Henrik is a Partner at Stirling Square Capital Partners in London. In 2014–2016, Henrik worked as a co-managing partner at Segulah, and before that he was Managing Director of CPS Color Group Oy and Director of Nordic Capital. In 2017, Henrik was appointed Acting Executive Director of Zengun Group Holding AB on a short-term basis.

Current appointments: Chairman of Hubexo UK Topco Ltd.

Independent in relation to the company and company management, and independent in relation to the company's major shareholders.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly, he holds 8.8% of the votes and owns 8.8% of the capital in the Parent Company Zengun Group Parent AB.



TOBIAS ÖRNEVIK
Born 1972

Employed since 2009. Head of Project Planning.

Board member of Zengun Group AB since its start in 2019. Also Board member of Zengun AB since 2009. One of Zengun's founders.

Education/background: Tobias is a graduate in Civil Engineering for roads and water at the Royal Institute of Technology (KTH) in Stockholm. He has previous experience from Structor in Dalarna and Skanska. Tobias ran his own project planning business from 2006–2009.

Current appointments: None significant.

Not independent in relation to the company and company management, and not independent in relation to the company's major shareholders.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly (via company), he owns 21.6% of the votes and 21.6% of the capital in the Parent Company Zengun Group Parent AB.

Company management



MICK SALONEN
Born 1987

President and CEO.
Employed since 2009.

Education: Vocational qualification in carpentry from sixth form college. Leadership, Stockholm School of Economics Executive Education.

Previous experience: 2006–2009, Carpenter at Skanska. 2019–2020, CEO of the subsidiary Zengun Redo AB.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly (via company), he owns 4.9% of the votes and 4.9% of the capital in the Parent Company Zengun Group Parent AB.



OSKAR BJÖRKLUND
Born 1987

CFO.
Employed since 2021.

Education: Master of Science in Business and Economics from Linköping University.

Previous experience: Authorised accountant at PwC, Business Controller at NCC.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly (via company), he owns 0.4% of the votes and 0.4% of the capital in the Parent Company Zengun Group Parent AB.



KAJSA FLACK
Born 1981

Business Unit Manager.
Employed since 2021.

Education: Construction Engineer in Architecture from the Technical University of Jönköping.

Previous experience: 2005–2007 CAD designer, 2008–2011 project engineer, 2012–2013 project manager market, 2013–2021 project manager at Skanska.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly, she holds 0.3% of the votes and owns 0.3% of the capital in the Parent Company Zengun Group Parent AB.



JULIA KÅGSTRÖM
Born 1987

Business Unit Manager.
Employed since 2017.

Education: Bachelor of Science in Construction Engineering from Gävle University.

Previous experience: 2011–2012 Supervisor at Skanska AB. 2012–2015 project, construction and design manager at Projektengagemang. 2015–2017 project manager at JM.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly, she holds 0.04% of the votes and owns 0.04% of the capital in the Parent Company Zengun Group Parent AB.



MATTIAS BYSTEDT
Born 1981

Business Unit Manager.
Employed since 2014.

Education: Educated at Nackademin.

Previous experience: 2006–2007 Project Engineer/Production Manager at Skanska. 2007–2014 Project Manager at Bravida.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly (via company), he owns 4.4% of the votes and 4.4% of the capital in the Parent Company Zengun Group Parent AB.



HELENA SWAHN LEPRE
Born 1978

Head of People & Communication.
Employed since 2021.

Education: Human Resources at Stockholm University.

Previous experience: Various HR roles at LFV, Swedavia AB, MTR Stockholm, the Swedish Police Authority and Preem AB.

Bond holding: 0.

Holding in Zengun Group AB: Owns no shares directly in Zengun Group AB. Indirectly, she holds 0.2% of the votes and owns 0.2% of the capital in the Parent Company Zengun Group Parent AB.

Consolidated income statement

(TSEK)	Note	2025	2024
Net turnover	4	2,407,336	2,584,531
Production costs	5, 7	-2,195,773	-2,373,384
Gross profit		211,563	211,147
Sales and administrative expenses	5, 6, 7	-57,954	-54,334
Other revenue		3,895	505
Other expenses	5	-18,213	-18,787
EBIT		139,291	138,531
Financial income	8	3,202	5,870
Financial costs	8	-38,874	-54,370
Financial items – net		-35,673	-48,500
Earnings before tax		103,618	90,031
Taxes	9	-19,590	-19,750
EARNINGS FOR THE YEAR		84,028	70,280
Earnings for the year attributable to:			
Parent Company's shareholders		84,028	70,280
Earnings per share before and after dilution (SEK)		168,056	140,561
No. of shares outstanding, opening balance		500	500
No. of shares outstanding, closing balance		500	500

Consolidated statement of comprehensive income

(TSEK)	Note	2025	2024
Earnings for the year		84,028	70,280
Total other comprehensive income for the period		–	–
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		84,028	70,280
Comprehensive income for the period attributable to:			
Parent Company/s shareholders		84,028	70,280

Consolidated statement of financial position

(TSEK)	Note	31 Dec 2025	31 Dec 2024
ASSETS			
Fixed assets			
Intangible assets	11		
Goodwill		551,299	551,299
Trademarks		152,100	152,100
Customer relations		40,624	52,514
		744,023	755,913
Property, plant and equipment (PPE)			
Right-of-use assets	10	12,138	12,771
		12,138	12,771
Financial fixed assets			
Other long-term securities holdings		150	150
Other long-term receivables		928	928
		1,078	1,078
Deferred tax assets	9	925	841
Total fixed assets		758,164	770,603
Current assets			
Current receivables			
Accounts receivable	12	253,175	261,961
Receivables due from customers under construction contracts	4	200,342	116,822
Deferred tax assets		2,037	2,767
Other receivables		9,920	6,567
Prepaid expenses and accrued income	13	1,765	1,327
		467,240	389,443
Cash and cash equivalents	14	276,531	224,759
Total current assets		743,772	614,203
TOTAL ASSETS		1,501,936	1,384,805

(TSEK)	Note	31 Dec 2025	31 Dec 2024
EQUITY AND LIABILITIES			
Equity			
Share capital	15	500	500
Other capital contributions		443,595	443,595
Retained earnings, including earnings for the year		158,192	74,217
Total equity attributable to Parent Company's shareholders		602,287	518,311
Liabilities			
Long-term liabilities			
Bonds	16	385,448	393,264
Lease liabilities	2, 16	5,338	6,407
Other provisions		7,469	6,249
Deferred tax liabilities	9	39,701	42,151
Total long-term liabilities		437,957	448,071
Current liabilities			
Bonds	16	5,117	5,803
Lease liabilities	2, 16	5,764	5,758
Accounts payable		298,832	185,463
Current tax liabilities		11,381	11,368
Other current liabilities	17	45,015	46,071
Liabilities to customers under construction contracts	4	45,148	67,788
Accrued expenses and deferred income	18	50,435	96,173
Total current liabilities		461,692	418,423
TOTAL EQUITY AND LIABILITIES		1,501,936	1,384,805

Consolidated statement of changes in equity

(TSEK)	Share capital	Other capital contributions	Retained earnings, including earnings for the year	Total equity attributable to Parent Company's shareholders
Opening balance on 1 Jan 2024	500	443,595	3,936	448,031
Earnings for the year			70,280	70,280
Total comprehensive income			70,280	70,280
Transactions with owners				
Group contributions issued				
Total transactions with shareholders				
Closing balance on 31 December 2024	500	443,595	74,217	518,311

(TSEK)	Share capital	Other capital contributions	Retained earnings, including earnings for the year	Total equity attributable to Parent Company's shareholders
Opening balance on 1 Jan 2025	500	443,595	74,217	518,311
Earnings for the year			84,028	84,028
Total comprehensive income			84,028	84,028
Transactions with owners				
Group contributions issued			-52	-52
Total transactions with shareholders	-	-	-52	-52
Closing balance on 31 December 2025	500	443,595	158,192	602,287

Consolidated statement of cash flows

(TSEK)	Note	2025	2024
Operating cash flow			
EBIT		139,291	138,531
Adjustments for non-cash items			
Reversal of depreciation and amortisation	5	18,213	18,787
Other non-cash items*		1,220	-396
Interest received		3,202	5,870
Interest paid		-37,289	-64,968
Tax paid		-24,857	-17,228
Operating cash flow before change in working capital		99,780	80,596
Change in working capital			
Increase/decrease from customers under construction contracts		-83,521	48,783
Increase/decrease accounts receivable		8,786	72,439
Increase/decrease other current receivables		-4,754	-5,300
Increase/decrease accounts payable		113,369	-107,126
Increase/decrease other current liabilities		-65,943	-57,743
Operating cash flow		67,717	31,649
Cash flow from financing activities			
Bonds issued	16	-	400,000
Amortisation of bonds	16	-10,000	-425,000
Repayment of principal on lease liabilities	16	-5,791	-5,699
Group contributions issued to Parent Company		-66	-
Cash flow from financing activities		-15,857	-30,699
Cash flow for the period		51,859	949
Opening cash and cash equivalents		224,759	223,748
Translation differences in cash and cash equivalents		-87	62
CLOSING CASH AND CASH EQUIVALENTS		276,531	224,759

* Other non-cash items pertained to provisions of TSEK 1,220 (negative: 396).

Parent Company income statement

(TSEK)	Note	2025	2024
Total operating revenue		21,546	16,500
Other external expenses		-2,094	-1,014
Personnel costs		-19,372	-15,452
EBIT		80	33
Interest income and similar profit and loss items		4,109	4,151
Interest expenses and similar profit and loss items		-37,229	-52,181
Result from financial items		-33,040	-47,997
Appropriations			
Group contribution received		144,800	148,100
Earnings before tax		111,760	100,103
Taxes	9	-20,930	-21,385
EARNINGS FOR THE YEAR		90,829	78,718

Parent Company statement of comprehensive income

(TSEK)	Note	2025	2024
Earnings for the year		90,829	78,718
Other comprehensive income		–	–
COMPREHENSIVE INCOME FOR THE PERIOD		90,829	78,718

Parent Company balance sheet

(TSEK)	Note	31 Dec 2025	31 Dec 2024
ASSETS			
Fixed assets			
Financial fixed assets			
Participations in Group companies	23	971,974	971,974
Receivables from Group companies	24	171,769	171,769
		1,143,743	1,143,743
Total financial fixed assets		1,143,743	1,143,743
Total fixed assets		1,143,743	1,143,743
Current assets			
Current receivables			
Receivables from Group companies	24	150,440	149,975
Other receivables		8,803	4,103
Prepaid expenses and accrued income	13	114	9
		159,357	154,088
Cash and bank balances	14	646	135
Total current assets		160,003	154,223
TOTAL ASSETS		1,303,746	1,297,965

(TSEK)	Note	31 Dec 2025	31 Dec 2024
EQUITY AND LIABILITIES			
Equity			
Restricted equity			
Share capital	15	500	500
Total restricted equity		500	500
Unrestricted equity			
Retained earnings		519,284	440,566
Earnings for the year		90,829	78,718
Total unrestricted equity		610,113	519,284
Total equity		610,613	519,784
Liabilities			
Long-term liabilities			
Bonds	16	385,448	393,264
Liabilities to Group companies		250,000	350,000
Total long-term liabilities		635,448	743,264
Current liabilities			
Bonds	16	5,117	5,803
Accounts payable		53	9
Liabilities to Group companies		30,000	9,050
Current tax liabilities		11,381	11,368
Other current liabilities		911	1,053
Accrued expenses and deferred income		10,223	7,636
Total current liabilities		57,684	34,918
TOTAL EQUITY AND LIABILITIES		1,303,746	1,297,965

Parent Company statement of changes in equity

(TSEK)	Restricted equity	Unrestricted equity		Total equity
	Share capital	Retained earnings	Earnings for the year	
Opening balance on 1 January 2024	500	387,799	52,767	441,066
Appropriation of preceding year's profits		52,767	-52,767	
Earnings for the year		–	78,718	78,718
Merger result		–	–	–
Total comprehensive income	–	–	78,718	78,718
Closing balance on 31 December 2024	500	440,566	78,718	519,784

(TSEK)	Restricted equity	Unrestricted equity		Total equity
	Share capital	Retained earnings	Earnings for the year	
Opening balance on 1 January 2025	500	440,566	78,718	519,784
Appropriation of preceding year's profits		78,718	-78,718	
Earnings for the year		–	90,829	90,829
Total comprehensive income	–	–	90,829	90,829
Closing balance on 31 December 2025	500	519,284	90,829	610,613

Parent Company statement of cash flows

(TSEK)	Note	2025	2024
Operating cash flow			
EBIT		80	33
Interest received		4,109	4,151
Interest paid		-35,731	-62,718
Income tax paid		-21,290	-14,217
Operating cash flow before change in working capital		-52,832	-72,750
Change in working capital			
Increase/decrease other current receivables		39,531	113,449
Increase/decrease accounts payable		44	-123
Increase/decrease other current liabilities		23,768	-15,574
Operating cash flow		10,511	25,002
Cash flow from financing activities			
Bonds issued	16	-	400,000
Amortisation of bonds	16	-10,000	-425,000
Cash flow from financing activities		-10,000	-25,000
Cash flow for the period		511	2
Opening cash and cash equivalents		135	133
Closing cash and cash equivalents		646	135

Notes

GENERAL INFORMATION

Zengun Group AB (publ), with company registration number 559177-5282 is a company limited by shares, incorporated in Sweden and domiciled in Stockholm. The head office is located at Torsgatan 21, SE-113 21 Stockholm. The operations of the company and its Group companies (the Group) include construction and contracting activities in Stockholm. Operations are conducted through the Group company Zengun AB and Zengun Redo AB. The composition of the Group is set out in Note 24 Participations in Group companies.

Zengun Group AB (publ) is a wholly owned subsidiary of Zengun Group Parent AB with company registration number 559198-4629 and domiciled in Stockholm, which also prepares consolidated accounts.

The annual and consolidated accounts were approved by the Board of Directors and the CEO as of 23 April 2026.

Unless otherwise stated, all notes and disclosures pertain to the Group. Where a note disclosure pertains to the Parent Company, this is indicated specifically. Unless otherwise specified, all amounts are stated in thousand Swedish kronor (TSEK).

NOTE 1

SIGNIFICANT ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION FOR THE REPORTS

The consolidated financial statements have been prepared pursuant to the International Financial Reporting Standards (IFRS) as endorsed by the EU, the Swedish Corporate Reporting Board's recommendation RFR 1 Supplementary Reporting Rules for Groups, the Annual Accounts Act and the interpretations issued by the IFRS Interpretations Committee (IC).

The preparation of financial statements in accordance with IFRS requires the use of critical accounting estimates. Moreover, management needs to exercise judgement in applying the Group's accounting policies. Areas involving a higher degree of judgement, which are complex or where assumptions and estimates are significant to the consolidated financial statements are disclosed in more detail in Note 3.

The Parent Company's annual accounts have been prepared in accordance with recommendation RFR 2 Accounting for Legal Entities issued by the Swedish Corporate Reporting Board and the Annual Accounts Act. Any differences in the accounting policies of the Parent Company to those of the Group are stated separately at the end of this accounting policies section.

Measurement bases applied in the preparation of these annual accounts

Assets and liabilities are recognised at historical cost.

Classification of current and non-current items

The Group allocates receivables and liabilities between short-term and long-term receivables and liabilities. Long-term receivables essentially comprise amounts that are expected to be recovered more than one year after the end of the reporting period. Current receivables are expected to fall due for payment within one year of the end of the reporting period.

Judgements and estimates used in the financial statements

In preparing the financial statements pursuant to IFRS, the Board of Directors and the Group management make judgements and assumptions that affect the Parent Company's and the Group's earnings and financial positions, as well as published information in other respects. Actual outcomes can differ from these estimates and judgements. The estimates and assumptions are subject to regular review. Changes to estimates are reported in the period the change was made if the change affects this period only, or in the period the change is made and future periods if the change affects both the relevant period and future periods.

New accounting policies

New or amended EU-endorsed standards and interpretations from the IFRS Interpretations Committee effective from 1 January 2025 are not currently expected to have any material impact on the Group's financial performance or position.

The accounting policies and calculation methods are unchanged compared with last year's annual report.

Standards, amendments and interpretations of existing standards that enter force in 2026 or later.

On preparation of the consolidated accounts as of 31 December 2025, a number of standards and interpretations had been published that enter force in 2026 or later. IFRS 18 will replace IAS 1 and is to be applied for financial years beginning on or after 1 January 2027. The Group will apply the new standard from its mandatory effective date and management is currently evaluating the consequences of the application of the new standard on the consolidated accounts. No other published standards are expected to have any material impact on the consolidated accounts.

1.2 CONSOLIDATED ACCOUNTS AND BUSINESS COMBINATIONS

The consolidated financial statements include the Parent Company, Zengun Group AB (publ), and the companies over which the Parent Company exercises controlling influence. A "controlling influence" entails that the Group is exposed to, or is entitled to, variable returns from its investment in a company, and can also affect the returns from the subsidiary by means of its influence. Normally, controlling influence exists when the Parent Company, directly or indirectly, owns shares representing more than 50% of the vote.

Note 1, Cont.

Group companies are fully consolidated from the date at which control is transferred to the Group and until such time as the Parent Company no longer exercises a controlling influence over the Group company. Where needed, the accounting policies of Group companies have been adjusted to comply with the Group's accounting policies. All intra-Group transactions, balances and unrealised gains and losses attributable to intra-Group transactions have been eliminated upon preparation of the consolidated financial statements.

Business combinations

Business combinations are recognised in accordance with the acquisition method.

The purchase consideration for the business combination is measured at fair value at the acquisition date, which is calculated as the sum of the fair value at the acquisition date of acquired assets, accrued or assumed liabilities, and issued equity shares in exchange for control of the acquired business.

Acquisition-related costs are recognised in profit or loss when incurred.

The purchase consideration includes the fair value at the acquisition date of any asset or liability resulting from a contingent consideration arrangement. Changes in the fair value of a contingent consideration arising from further information received after the acquisition date and pertaining to facts and conditions that existed at the acquisition date qualify as adjustments during the measurement period and are adjusted retroactively, with a corresponding adjustment of goodwill. Contingent considerations classified as equity are not remeasured and subsequent settlements are recognised within equity. All other changes in the fair value of a contingent consideration are recognised in profit or loss.

Identifiable assets acquired and liabilities assumed are measured initially at their fair values at the acquisition date, with the following exceptions:

- Deferred tax assets or liabilities and liabilities or assets attributable to the acquired company's employee benefits agreement are recognised and valued in accordance with IAS 12 Income Taxes and IAS 19 Employee Benefits.
- Liabilities or equity instruments attributable to the acquired company's share-based payments or to the replacement of the acquired company's share-based payments against the acquirer's share-based payments are valued at the acquisition date in accordance with IFRS 2 Share-based Payment.
- Assets (or disposal groups) classified as held for sale under IFRS 5 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with the standard.

In a business combination where the sum of the purchase consideration, any non-controlling interests and fair value at the acquisition date exceed the fair value at the acquisition date of the acquired identifiable net assets, the difference is

recognised as goodwill in the balance sheet. If the difference is negative, the difference is recognised directly in profit or loss as a bargain purchase following revision of the difference.

1.3 SEGMENT REPORTING

An operating segment is a part of a company that generates income and costs through its operations, and its operating profit is regularly reviewed by the company's chief operating decision maker (CODM). Furthermore, an operating segment has separate financial information. The company has identified the operating segments Project Partnering and Construction, and Property Maintenance and Construction Services, which are followed up using the performance indicators Net turnover and Operating profit. The company's reporting of operating segments is consistent with internal reporting to the CODM. The CODM is the function that assesses the performance of the operating segments and decides on the allocation of resources. The CEO is the chief operating decision maker (CODM).

1.4 FOREIGN CURRENCY TRANSLATION

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (functional currency). In the consolidated financial statements, Swedish kronor (SEK) is used as the presentation currency, which is the Parent Company's functional currency and presentation currency. Unless otherwise specified, all amounts are stated in thousand Swedish kronor (TSEK).

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the transaction dates. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at balance-sheet date exchange rates are recognised in profit or loss. Exchange differences on lending and borrowing are recognised in net financial items, while other exchange differences are recognised in EBIT.

1.5 INTANGIBLE ASSETS

Goodwill

Goodwill arising on the preparation of consolidated accounts comprises the difference between the cost and the Group's share of the fair value of identifiable assets and liabilities of an acquired Group company at the acquisition date. At the acquisition date, goodwill is recognised at cost and after the first reporting date, it is measured at cost less any accumulated impairments. Goodwill is impairment tested on an annual basis and when indications exist that there is a need for impairment. When testing for impairment, goodwill is allocated to those cash-generating units expected to benefit from the acquisition.

Note 1, Cont.

Any impairment is recognised immediately as an expense and is not subsequently reversed.

Trademarks

Expenses for acquired trademarks are carried forward and reviewed annually to identify any need for impairment instead of being subject to regular amortisation. Trademarks are recognised at cost less any accumulated impairment. The current trademark has been judged and is expected to be useful for a long number of years and its life-span cannot therefore be reliably assessed.

Customer relations

Customer relations acquired in a business combination are recognised at fair value as of the acquisition date. Customer relations have a finite useful life and are subsequently carried at cost less accumulated amortisation and any impairment losses.

Amortisation periods

Goodwill and trademarks	Indefinite life – tested for impairment.
Customer relations	Ten years

1.6 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment is recognised at cost less accumulated depreciation and any impairment.

The cost consists of the purchase price, expenses directly attributable to the asset to put it in place and in order to be used as well as the estimated costs of dismantling and disposing of the asset and restoring its location. Subsequent costs are only included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other expenses for repairs and maintenance and subsequent costs are recognised in profit or loss for the period in which they arise.

Depreciation of property, plant and equipment is expensed so that the asset's cost, possibly reduced by the estimated residual value at the end of its useful life, is depreciated on a straight-line basis over its estimated useful life. Depreciation starts from when the property, plant and equipment are ready for use. The useful life of equipment, tools, fixtures and fittings has been assessed as five years.

Estimated useful lives, residual values and depreciation methods are reviewed at least at the end of each accounting period. The effect of any changes in judgements is recognised prospectively.

Carrying amounts for property, plant and equipment are derecognised from the balance sheet upon disposal or sale, or when no future economic benefits are expected from the use or disposal/sale of the assets. Any gain or loss arising on the disposal or sale of an asset comprises the difference between

any net income on disposal and the asset's carrying amount. This difference is recognised in profit or loss for the period when the asset is derecognised from the balance sheet.

1.7 IMPAIRMENT OF PROPERTY, PLANT AND EQUIPMENT

The assets' residual values and useful lives are reviewed on each balance-sheet date, and adjusted if necessary. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by a comparison between the sales proceeds and the carrying amount and are recognised in other operating income and other operating expenses in profit or loss.

Also see the following sections regarding the description of the impairment of non-financial fixed assets.

Impairment of non-financial fixed assets

Assets with an indefinite useful life are not depreciated or amortised; instead, such assets are tested annually for impairment.

At present, this applies only within the Group for goodwill and trademarks.

Property, plant and equipment and intangible assets subject to amortisation are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

An impairment loss is reversed if there is an indication that the need for the impairment no longer exists and there has been a change in the assumptions underlying the calculation of the recoverable amount. However, the impairment of goodwill is never reversed. A reversal is made only to the extent that the asset's carrying amount, after reversal, does not exceed the carrying amount that would have been recognised, less depreciation or amortisation, where applicable, if no impairment loss had been recognised.

1.8 FINANCIAL INSTRUMENTS

On the asset side, financial instruments recognised in the balance sheet include cash and cash equivalents, accounts receivable, receivables due from customers under construction contracts and financial fixed assets (other long-term securities holdings and other long-term receivables). The liabilities side of the balance sheet includes accounts payable and bonds.

Financial instruments are initially recognised at cost, which corresponds to the instruments' fair value with a supplement

Note 1, Cont.

for transaction costs for all financial instruments. Accounts receivable with no significant financing component are recognised pursuant to IFRS 9 initially at the transaction price.

A financial asset or financial liability is recognised in the balance sheet when the company becomes a party to the instrument's contractual terms. Accounts receivable are recognised in the balance sheet when the invoice is sent. A liability is recognised when the counterparty has discharged its undertaking and a contractual obligation to pay has arisen, even if the invoice has yet to be received. Accounts payable are recognised when the invoice has been received.

A financial asset is derecognised from the balance sheet when the contractual rights are realised or expire, or the company loses control of the asset. Financial liabilities are derecognised from the balance sheet when the contractual obligations have been fulfilled or in another manner extinguished. The same treatment is applied for components of a financial liability.

On each balance-sheet date, the company determines whether there are objective indications of any impairment requirement for a financial asset or group of financial assets due to events. An example of such events is a significant deterioration in the financial position of a counterparty or non-payment of overdue amounts.

Financial assets acquired with the intent to collect contractual cash flows are measured at amortised cost. Currently, all of the Group's financial assets and liabilities are measured at amortised cost.

Fair value of financial instruments

The fair values of financial assets and liabilities are determined as follows: The fair values of financial assets and liabilities traded in an active market are determined by reference to quoted market prices.

The fair values of other financial assets and liabilities are determined in accordance with generally accepted valuation models, such as discounting future cash flows and use of information derived from actual market transactions.

For all financial assets and liabilities, carrying amounts are assessed as good approximations of their fair values, unless otherwise indicated in subsequent notes.

Amortised cost

Amortised cost refers to the amount at which the asset or liability was initially recognised less any depreciation or amortisation, with the addition or subtraction of accumulated amortisation and depreciation using the effective interest method of the initial difference between the amount received/paid and the amount to be paid/received on the maturity date, and less any impairment.

The effective interest rate is the rate whereby the discounting of all future expected cash flows over the expected term results in the initial carrying amount of the financial asset or liability.

Offsetting financial assets and liabilities

Financial assets and liabilities are offset and recognised at a net amount in the balance sheet when there is a legally enforceable right to offset and when there is an intention to settle the items on a net basis, or to realise the asset and settle the liability simultaneously.

Impairment of financial assets

The Group's financial assets (accounts receivable, receivables due from customers under construction contracts and cash and cash equivalents) are included in the application of the model for expected credit losses. The need for impairment of cash and cash equivalents is deemed immaterial. The Group applies the simplified approach to measuring expected credit losses (ECLs). This approach entails that expected losses throughout the term of the receivable are used as the basis for receivables. To calculate ECLs, receivables are grouped together on the basis of number of days past due. The ECLs are based on customers' payment history and historic loss data for the last few years. Refer to Note 12 for more information.

1.9 ACCOUNTS RECEIVABLE

Accounts receivable pertain to amounts due from customers for goods sold or services performed as part of operating activities.

Accounts receivable fall due for payment within 30–60 days and all accounts receivable are accordingly classified as current assets. Accounts receivable with no significant financing component are recognised initially at the transaction price. The Group holds accounts receivable for the purpose of collecting contractual cash flows and therefore, measures them at the subsequent accounting dates at amortised cost using the effective interest method. However, given the short, expected maturity of accounts receivable, recognition is at the nominal amount without discounting. ECLs are used as the basis for provisions for receivables. Impairment of accounts receivable is recognised in operating expenses.

1.10 CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash and bank balances, and other short-term liquid investments that are readily convertible to cash and are subject to an insignificant risk of changes in value. To be classified as cash and cash equivalents, the term to maturity must not exceed three months from the acquisition date. Cash and bank balances are classified as loan receivables and accounts receivable, which entails measurement at amortised cost. Due to the fact that bank funds are payable on demand, the amortised cost corresponds to the nominal value.

1.11 SHARE CAPITAL

Ordinary shares and preference shares are classified as equity. Transaction costs directly attributable to the issue of new shares are recognised in equity as a deduction, net of tax, from the issue proceeds.

Note 1, Cont.

1.12 ACCOUNTS PAYABLE

Accounts payable are classified as other financial liabilities, which entails measurement at amortised cost. However, given the short, expected maturity of accounts payable, recognition is at the nominal amount without discounting.

1.13 BORROWING

Borrowings (bond issues) are initially recognised at fair value, net of transaction costs incurred. Borrowing is subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the repayment amount is recognised in profit or loss over the loan period using the effective interest method. Accrued interest expense is recognised as part of the total amount.

Borrowing is classified as a current liability if the Group has an unconditional right to defer payment of the liability for up to 12 months after the balance-sheet date.

Borrowing costs (interest expenses and transaction costs) are recognised in profit or loss in the period to which they relate.

1.14 CURRENT AND DEFERRED TAX

Tax expense comprises current tax and deferred tax.

Current tax

Current tax is calculated on the taxable profit for the period. Taxable income differs from the profit recognised in the income statement since it is adjusted for non-taxable income and non-deductible expenses, as well as for income and expenses that are taxable or deductible in other periods. The Group's current tax liability is calculated according to the applicable tax rates at the balance-sheet date.

Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the tax bases used for calculating taxable profit. Deferred tax is recognised using the balance sheet method. In principle, deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences insofar that it is likely that the amounts can be utilised against future taxable surpluses. Deferred tax liabilities and tax assets are not recognised if the temporary difference is attributable to goodwill or if it arises as a result of a transaction that comprises initial recognition of an asset or liability (which is not a business combination) and which, at the time of the transaction, affects neither the reported nor the taxable profit.

Deferred tax liabilities are recognised for taxable temporary differences attributable to investments in Group companies, except in cases where the Group can control the timing of reversals of the temporary differences and it is likely that such reversal will not take place in the foreseeable future.

The deferred tax assets attributable to deductible temporary differences relating to such investments should only be recognised to the extent that it is probable that the amounts can be utilised against future taxable surpluses, and it is likely that such utilisation will take place in the foreseeable future.

The carrying amounts for deferred tax assets are tested at each closing date and reduced to the extent that it is no longer probable that a sufficient surplus will be available to be utilised, in whole or in part, against the deferred tax asset.

Deferred tax is calculated according to the tax rates that are expected to apply for the period when the asset is recovered or the liability is settled, based on the tax rates (and tax laws) that have been enacted or announced at the balance-sheet date.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same authority and where the Group intends to settle the tax on a net basis.

Current and deferred tax for the period

Current and deferred tax are recognised as an expense or income in profit or loss, except when the tax is attributable to transactions recognised in other comprehensive income or directly against equity. In such cases, tax is also recognised in other comprehensive income or directly against equity. For current and deferred taxes that arise in the recognition of business acquisitions, the tax effect is recognised in the acquisition calculation.

1.15 EMPLOYEE BENEFITS

Employee benefits in the form of salaries, bonuses, paid holiday, paid sick leave, etc. and pensions are recognised as vested. The Group has largely only defined-contribution pension plans. The Group has only a few pension plans with Alecta. These come under the classification of multi-employer plans.

Defined-contribution pension plans

For defined-contribution plans, the Group pays fixed contributions to a separate, independent legal entity and has no obligation to pay additional fees. The Group's earnings are charged for expenses as the benefits are vested, which usually coincides with the time when the premiums are paid.

Defined-benefit pension plans

Pension plans are either defined-contribution plans or defined-benefit plans, in the latter case, a defined-benefit level applies to the pension that the employer undertakes to pay. The defined-benefit plans within the Group consist of the ITP 2 plan for salaried employees in Sweden, which is secured via insurance with Alecta and constitutes a multi-employer plan. However, the plan is recognised as a defined-contribution plan since Alecta is unable to provide the necessary information that would enable each member company to report its proportional share of the plan's commitments, plan assets and costs. Otherwise, there are no defined-benefit pension plans.

Note 1, Cont.

Employee benefits expenses

Liabilities for salaries and benefits that are expected to be settled within 12 months of the end of the financial year, including benefits and paid absence, are recognised as current liabilities at the undiscounted amounts expected to be disbursed on settling the liabilities. The cost is recognised in pace with services being performed by employees. The liability is recognised under employee benefit obligations in the balance sheet.

1.16 PROVISIONS

Provisions are recognised when the Group has an existing legal or informal obligation as a result of events that have occurred when it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made.

The amount allocated represents the best estimate of the amount required to settle the existing obligation at the balance-sheet date, taking into account the risks and uncertainties associated with the obligation. When a provision is calculated by estimating the amount expected to be required to settle the obligation, the carrying amount corresponds to the present value of these payments.

Where some or all of the amounts required to settle a provision are expected to be reimbursed by a third party, the reimbursement is recognised separately as an asset in the statement of financial position when it is virtually certain that it will be received if the company settles the obligation and the amount can be reliably estimated.

Warranty undertakings

The vast majority of construction contracts contain provisions for warranty undertakings from the contractor, with the obligation of the contractor to rectify faults and defects detected within a certain time frame after the project has been handed over to the customer. The main principle is that provisions for warranty undertakings must be calculated for each individual project.

Onerous contracts

A provision for onerous contracts is recognised when the unavoidable costs of meeting the contract exceed the expected economic benefits.

1.17 REVENUE RECOGNITION

Revenue is recognised at an amount reflecting the consideration expected to be received and the consideration to which the company is entitled for providing services to customers. Zengun recognises revenue when the Group transfers control of a product or service to a customer. This could be at a specific date or over time. Most of the Group's performance obligations are fulfilled over time.

A five-step model helps with the application of the revenue recognition principles in IFRS 15:

- 1. Identification of contract** – test of whether a contract has been reached pursuant to the criteria in IFRS 15, inter alia, it must be mutually agreed, have commercial substance and clearly identify the rights of each party as well as what is to be delivered.
- 2. Identify performance obligation** – revenue must be recognised when a performance obligation is met. Accordingly, the analysis needs to identify any distinct performance obligations.
- 3. Determine transaction price** – the transaction price is the consideration that the company expects to be entitled to in exchange for the transfer of the promised goods or services to a customer. The consideration could be fixed or variable as a result of discounts, credits, returns, etc.
- 4. Allocation of transaction price to performance obligations** – when a contract contains more than one performance obligation, the standalone transaction price for each transferred good or service is measured independently. The contracted price must then be allocated across the various performance obligations identified in the contract.
- 5. The performance obligation is met and revenue recognised** – revenue can be recognised over time or at a point in time. Revenue is recognised over time if the following criteria are met: the customer receives and consumes the benefits as the company performs; the company's performance creates or enhances an asset that the customer controls; or the company's performance does not create an asset with an alternative use for the customer and the company has an enforceable right to payment for performance completed to date. If none of these criteria are met, the revenue is recognised at a point in time. This point in time could be, for example, when control of the goods is transferred, when the customer has accepted the goods/service, when the material risks and benefits have transferred or when the customer has legal title.

The Group's revenue is generated mainly from the project development of commercial and residential properties, which are mainly carried out in the form of construction contracts with customers. Construction contracts are designed differently; as fixed-price projects and projects on a continuous basis. For fixed-price projects, compensation is paid at a fixed amount on completion of the project, while assignments on a continuous basis are based on actual expenses for the assignment. The majority of the Group's revenue is generated from construction contracts on a continuous basis.

Revenue from construction contracts is recognised using the percentage-of-completion method. This means that revenue and expenses are recognised relative to the project's stage of completion at the balance-sheet date. The stage of completion is determined by calculating the ratio between the contract

Note 1, Cont.

costs incurred for work performed as of the balance-sheet date and the estimated total contract costs. An expected loss on a construction contract is recognised immediately as an expense. When the outcome of a construction contract cannot be estimated reliably, revenue is recognised only for amounts corresponding to the costs incurred under the contract that are likely to be recovered from the customer. Contract costs are recognised as expenses in the period in which they arise. The difference between recognised income and invoiced tranches is recognised as an asset in the balance sheet (Receivables due from customers under construction contracts). Similarly, the difference between the amount invoiced and the unearned project revenue liability is recognised as a liability in the balance sheet (liabilities to customers under construction contracts).

1.18 LEASING

The Group leases premises and vehicles. The term of premises leases currently varies from one to three years, including likely extension periods. Vehicle leases normally extend for a period of three years. Leased assets cannot be used as collateral for borrowing. Extensions are possible in some cases, see below.

A contract pertaining to a right-of-use asset is recognised as an asset together with a corresponding liability from date on which the leased asset is available to the Group. A lease payment is allocated between repayment of the debt and the interest expense. The interest expenses for the respective periods are calculated using the annuity method. Right-of-use assets are depreciated according to plan over their useful lives. Assets and liabilities attributable to leases are measured initially at fair value. Lease liabilities include the present value of the following payments:

- regular fixed payments;
- variable fees based on an index or a price;
- amounts expected to be paid by the lessee pursuant to residual value guarantees; and
- purchase options deemed likely to be used at the end of the lease period.

The payments are discounted to present value using the interest rate implicit in the lease, or if this is not possible to determine, to the incremental borrowing rate. The incremental borrowing rate for the Group's leases is currently assessed as being between 2% and 4%.

Assets are measured at cost including the following:

- the present value of future payments on initial valuation of the lease liability; and
- payments made on or before the commencement date of the contract, e.g., a surcharge on the first payment.

Payments attributable to short-term contracts of leases of low-value assets are recognised as an expense on an ongoing basis in profit or loss. Short-term contracts are defined as leases

with a term of not more than 12 months. Management's assessment of leases of low-value assets is that these pertain to leases in the category of simpler equipment and office equipment.

The lease period is defined as non-terminable periods together with extension periods if reasonable certainty exists that the Group will exercise that alternative. In cases where the Group and the lessor have the right to terminate a lease that extends until further notice, at no separate cost, the lease period is determined as the notice period. Due to the possibility of termination that is beyond the Group's control, the lease period is determined in this manner even if it is reasonably certain that the lease will extend beyond this period.

1.19 DIVIDENDS

Dividends to the Parent Company's shareholders are recognised as liabilities in the consolidated financial statements in the period in which the dividends are approved by the Parent Company's shareholders.

1.20 EARNINGS PER SHARE

Earnings per share before and after dilution is calculated by dividing:

- profit attributable to the shareholders of the Parent Company by
- a weighted-average of the number of ordinary shares outstanding during the period.

1.21 PARENT COMPANY ACCOUNTING POLICIES

The Parent Company accounting policies are consistent in all material respects with the consolidated accounts. The Parent Company's annual accounts have been prepared in accordance with recommendation RFR 2 Accounting for Legal Entities issued by the Swedish Corporate Reporting Board and the Annual Accounts Act.

The Parent Company uses the presentation formats specified in the Annual Accounts Act, which, *inter alia*, implies that another presentation of equity is applied.

Shares in Group companies are recognised at amortised cost less any impairment losses. When there is an indication that shares and participations in Group companies have decreased in value, an estimate is made of the recoverable amount. If this is lower than the carrying amount, an impairment is carried out. Impairments are recognised in the item Earnings from participations in Group companies.

The cost of participations in Group companies is included in the transaction costs. In the consolidated accounts, transaction costs are expensed in the period in which they arise.

IFRS 9 is not applied in legal entities; instead, paragraphs 3–10 of RFR 2 are applied, which entail, *inter alia*, that financial instruments are measured on the basis of acquisition cost.

IFRS 16 is not applied in the Parent Company. Instead, lease payments are recognised as costs in a straight line over the lease period.

Group contributions are recognised as appropriations pursuant to the alternative rule in RFR 2.

NOTE
2

FINANCIAL RISK MANAGEMENT

The Zengun Group is exposed to financial risks, which are listed under the respective risk below.

The Board approves an annual Group-wide financial policy that regulates the allocation of responsibilities for financial matters between the Board, the CEO, CFO and other Group companies.

MARKET RISK**(i) Currency risk**

Zengun is a Swedish group of companies that operates in the Swedish market. The Group's exposure to foreign currency arises from the import of goods paid for in foreign currency. For purchases of more than TSEK 500 the Group's CFO takes into account any need for currency hedging. At the balance-sheet date, the company's sole exposure was to EUR in an immaterial amount.

The presentation currency is the Swedish krona.

Transaction exposure

Transaction exposure is typically both exposure resulting from commercial flows, i.e., cross-border sales and purchases, and partly exposure from financial flows.

(ii) Interest rate risk pertaining to cash flow and fair value

The Group's interest-bearing financial assets and liabilities whose receivables are linked to market interest rates affect earnings and operating cash flow. The interest rate risk refers to the risk that changes in general interest rate conditions negatively affect the Group's earnings. The Group's interest rate risk arises from long-term borrowing. Borrowing at floating interest rates exposes the Group to a cash flow interest rate risk, which is partially offset by the cash funds with variable interest. A 2-percentage point increase in the interest rate on borrowing would result in a decrease in the Group's earnings and cash flow of TSEK 7,600.

For further information, refer to Note 16 Long- and short-term financial liabilities for a description of significant terms and conditions for borrowing.

CREDIT RISK

Credit risk or counterparty risk is the risk that the counterparty in a financial transaction does not fulfil its obligations on the due date. The Group's credit risk includes bank balances, financial investments, contractual assets and accounts receivable.

Credit risk is reduced by only investing in approved liquid instruments and by selecting counterparties with high credit ratings and using instruments with high liquidity.

The Group's overriding financial risks comprise credit risks in terms of contractual assets and accounts receivable outstanding. The Group conducts credit checks prior to extending credit. For existing customers, the current payment situation and historic data are also analysed.

Historically, the Group has had a few small credit losses. Since invoices are issued regularly during production and due to the low credit risk posed by the Group's customers, the Group believes the risk of future credit losses to be very low. See Note 4 and Note 12, and the next paragraph, for a more detailed description of the Group's exposure in contractual assets and accounts receivable.

LIQUIDITY RISK/FINANCE RISK

The Group's external bond financing is located in Zengun Group AB (publ) and other Group companies are financed by the central Group account system. Projections are used to manage liquidity risk and are updated on a quarterly basis.

Under the terms of the bond loan, which has a carrying amount of TSEK 390,565 (399,067), the Group is required to comply with the following financial covenant at the end of each annual and interim period: liquidity must amount to at least TSEK 50,000. The Group has complied with the covenant throughout the period. As of 31 December 2025, the Group had available liquidity of TSEK 351,531 (299,759). Liquidity consists of cash and bank balances of TSEK 276,531 (224,759) and an unutilized overdraft facility of TSEK 75,000 (75,000). There are no indications that Zengun Group AB (publ) would have difficulties in complying with the covenant (which also applies to the new bond loan issued in February 2026) at the next test date, the interim reporting date of 30 June 2026.

The Zengun Group only collaborates with counterparties deemed able to fulfil their commitments to the Group. The banks that the Group works with must have a high credit rating to be able to support the Group in the long term.

The following table lists the contractual undiscounted cash flows of the Group's liabilities in the form of financial instruments, based on the earliest remaining maturities contracted as per the balance-sheet date.

Amounts payable that are based on a floating interest rate have been estimated using the interest rates applicable at the balance-sheet date.

	0–12 months	1–2 years	3–5 years	More than 5 years	Total
31 Dec 2025					
Bonds	32,401	32,401	395,400	–	460,203
Lease liabilities	5,764	3,527	1,811	–	11,102
Accounts payable	298,832	–	–	–	298,832
Other current liabilities	45,015	–	–	–	45,015
Total	382,012	35,928	397,211	–	815,152

Note 2, Cont.

	0–12 months	1–2 years	3–5 years	More than 5 years	Total
31 Dec 2024					
Bonds	35,560	35,560	439,067	–	510,187
Lease liabilities	5,708	3,660	3,325	–	12,693
Accounts payable	185,463			–	185,463
Other current liabilities	46,071			–	46,071
Total	272,802	39,220	442,392	–	754,414

FAIR VALUE HIERARCHY

The Group classifies fair value measurements using a fair value hierarchy that reflects the reliability of the inputs used in making the measurements. The fair value hierarchy has the following levels:

Level 1 – Quoted prices in active markets for identical assets or liabilities.

Level 2 – Inputs other than quoted prices that are observable for the asset or liability, either directly (for example, as prices) or indirectly (for example, derived from prices).

Level 3 – Inputs for the asset or liability that are not based on observable market data. The appropriate level is determined on the basis of the lowest level input that is significant to the fair value measurement.

The fair value of bonds issued as of 31 Dec 2025 amounted to TSEK 416,000 (nominal value TSEK 400,000). The bond is listed (fair value hierarchy level 1) and the fair value is based on the price of the most recent transaction.

Currently, all of the Group's financial assets and liabilities are measured at amortised cost.

CAPITAL RISK MANAGEMENT

The objective of the capital structure is to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to keep capital costs down.

Consistent with others in the industry, the Group assesses capital on the basis of the debt/equity ratio. This ratio is calculated as borrowings divided by equity. Net debt is calculated as total borrowings (including the items short-term borrowings and long-term borrowings in the consolidated balance sheet) less cash and cash equivalents and interest-bearing assets.

The debt/equity ratio on 31 December was as follows:

	31 Dec 2025	31 Dec 2024
Borrowings	401,667	411,232
Less cash and cash equivalents	-276,531	-224,759
Net debt	125,136	186,473
Total equity	602,287	518,311
Debt/equity ratio	21%	36%

NOTE 3**CRITICAL JUDGEMENTS IN APPLYING THE GROUP'S ACCOUNTING POLICIES**

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

SIGNIFICANT ESTIMATES AND ASSUMPTIONS FOR ACCOUNTING PURPOSES

The Group makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that entail a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

Impairment testing of goodwill and trademarks

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in Note 1.7 Impairment of non-financial fixed assets. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations.

These calculations require the use of estimates as detailed in Note 11 Intangible assets. Carrying amounts at the balance-sheet date for goodwill broken down by cash-generating unit are shown in Note 11. The basis for testing is the business plan for the coming years, which includes budgets and forecasts for the next three years.

Percentage-of-completion

The Group companies Zengun AB and Zengun Redo AB use the percentage-of-completion method, i.e., based on a final status forecast for project results, results are recognised gradually over project durations, based on the projects' stage of completion. This requires that the size of project revenue and project expenses can be reliably determined. The prerequisite for this is that efficient and coordinated systems for calculation, reconciliation work, forecasts and results reporting for the projects are available. The system requires a consistent assessment/forecast of final project outcomes, including analysis of any divergences in relation to previous assessment dates. This assessment is conducted on an ongoing basis, but actual outcomes for projects may diverge from previous assessments.

NOTE
4

SEGMENT REPORTING AND REVENUE

The Group conducts construction and renovation projects in accordance with construction contracts and smaller contracts and construction services in the Stockholm and Mälardalen region. Project follow-up is always conducted at project level by the CEO and Group management.

NET TURNOVER

Group	2025	2024
Project Partnering and Construction	2,211,652	2,252,418
Property Maintenance and Construction Services	195,683	332,113
	2,407,336	2,584,531

Of the total segment revenue for Project Partnering and Construction, TSEK 1,583,983 (1,662,997) pertained to revenue from Commercial properties, TSEK 393,162 (462,909) Special projects and TSEK 234,508 (126,512) revenue from Residential properties. Internal sales amounted to TSEK 5,439 (8,541) in the Project Partnering and Construction segment and to TSEK 4,532 (3,052) in the Property Maintenance and Construction Services segment.

EBITA

Group	2025	2024
Project Partnering and Construction	142,292	131,150
Property Maintenance and Construction Services	8,889	19,271
	151,181	150,421

The definition and calculation of EBITA can be found under Description and calculation of key figures on page 90. Group depreciation of property, plant and equipment amounted to TSEK 6,323 (6,897), of which TSEK 4,222 (4,069) pertained to Project Partnering and Construction and TSEK 2,101 (2,828) pertained to Property Maintenance and Construction Services.

REVENUE ALLOCATION BY CATEGORY

Group	2025		
	New production	ROT*	Total
Project Partnering and Construction	1,367,072	844,580	2,211,652
Property Maintenance and Construction Services	–	195,683	195,683
	1,367,072	1,040,263	2,407,336

2024

Group	New production	ROT*	Total
Project Partnering and Construction	1,213,739	1,038,679	2,252,418
Property Maintenance and Construction Services	–	332,113	332,113
	1,213,739	1,370,792	2,584,531

The Group's entire turnover derives from sales in Sweden. The Group has four customers that each accounted for more than 10% of turnover in 2025.

The Group recognises the following revenue-related contractual assets and liabilities.

Group	31 Dec 2025	31 Dec 2024
Contractual assets attributable to construction contracts – accrued but invoiced revenue	202,366	118,002
Impairment reserve	-2,024	-1,180
Total current contractual assets	200,342	116,822
Contractual liabilities – invoiced, unearned revenue	45,148	67,788
Total current contractual liabilities	45,148	67,788

Group	31 Dec 2025	31 Dec 2024
Impairment reserve at the start of the year	-1,180	-1,673
Impairment provision for the year	-2,024	-1,180
Reversal of unused impairment provisions	1,180	1,673
Total	-2,024	-1,180

The following table shows the change in contractual assets during the year, the proportion of previously met performance obligations that were settled during the year and additional amounts where the Group's performance obligations were deemed met but which remain invoiced. Large projects entail considerable fluctuations in contractual assets and the phase in which the project is in can significantly impact timing. The year-on-year higher production rate at the end of 2025 also contributed to the increase in contractual assets.

Note 4, Cont.

Group	2025	2024
Opening balance	118,002	167,277
Added during the period	202,366	118,002
Settled receivables	-118,002	-167,277
Closing balance	202,366	118,002

The following table shows unfulfilled performance obligations pertaining to construction contracts:

	31 Dec 2025	31 Dec 2024
Aggregate amount of the transaction price allocated to construction contracts that are partially or fully unsatisfied as of 31 December.	2,947,873	3,098,881

The management expects 73% of the transaction price allocated to unfulfilled performance obligations as of 31 December 2025 to be recognised as revenue in the next financial year, and for the remaining 27% to be recognised in the 2027–2029 period (only projects already started, not the order book).

REVENUE INCLUDED IN THE DEBT BALANCE OF THE CONTRACT

The following table shows how much of the revenue recognised in the financial year relates to contractual liabilities (Invoiced but unearned revenue).

	31 Dec 2025	31 Dec 2024
Revenue recognised that was included in contractual liabilities at the beginning of the year.	67,788	148,191

NOTE
5

EXPENSES ALLOCATED BY CATEGORY

Operating expenses are presented in the income statement using a classification based on the functions “Production costs” and “Sales and administrative expenses.” The total of the functionally allocated costs was broken down into the following cost items.

Group	2025	2024
Raw materials and goods for resale	-2,043,114	-2,223,448
Personnel costs	-177,859	-169,163
Other external expenses	-32,754	-35,107
Depreciation/amortisation and impairment	-18,213	-18,787
Total	-2,271,940	-2,446,505

NOTE
6

AUDITORS' FEES

Audit engagement refer to fees for the statutory audit, i.e. work necessary to issue the auditor’s report, as well as audit-related advisory services provided in connection with the audit engagement. Audit services beyond the audit engagement refers to fees for opinions and other assignments that are required by law to be performed by the external auditor, or that are closely related to the audit and are normally carried out by the external auditor, including consultations regarding advisory and reporting requirements. Other services refer to costs that are not classified as audit engagements.

Group	2025	2024
Öhrlings PricewaterhouseCoopers AB		
Audit engagement	1,284	1,244
Audit services beyond the audit engagement	280	50
Other services	198	319
Total	1,762	1,613
Parent Company	2025	2024
Öhrlings PricewaterhouseCoopers AB		
Audit engagement	225	225
Revisionsverksamhet utöver revisionsuppdraget	280	–
Total	505	225

NOTE
7

NUMBER OF EMPLOYEES, PERSONNEL COSTS AND SENIOR EXECUTIVES

AVERAGE NUMBER OF EMPLOYEES 2025

	Women	Men	Total
Parent Company			
Sweden	1	2	3
Total in the Parent Company	1	2	3
Subsidiaries			
Sweden	43	103	146
Total in subsidiaries	43	103	146
Total in the Group	44	105	149

Note 7, Cont.

AVERAGE NUMBER OF EMPLOYEES 2024

	Women	Men	Total
Parent Company			
Sweden	1	2	3
Total in the Parent Company	1	2	3
Subsidiaries			
Sweden	45	102	147
Total in subsidiaries	45	102	147
Total in the Group	46	104	150

BOARD MEMBERS AND OTHER SENIOR EXECUTIVES

	2025	2024
Parent Company		
Women:		
Board of Directors	1	1
Other senior executives incl. the CEO	1	1
Men:		
Board of Directors	3	3
Other senior executives incl. the CEO	2	2
Total in the Parent Company	7	7
Group		
Women:		
Board of Directors	1	1
Other senior executives incl. the CEO	3	6
Men:		
Board of Directors	3	3
Other senior executives incl. the CEO	3	4
Total in the Group	10	14

SALARIES AND BENEFITS

Employee benefits expenses

	2025	2024
Parent Company		
Salaries and other remuneration	13,081	11,514
Social security contributions	3,680	1,958
Pension costs	2,425	1,875
Total in the Parent Company	19,186	15,348
Subsidiaries		
Salaries and other remuneration	102,441	99,316
Social security contributions	33,356	34,244
Pension costs	16,662	13,154
Total in the Group	171,644	162,062
of which bonuses and similar benefits to senior executives	1,530	4,322

PENSIONS

Defined-benefit plans

ITP 2 defined benefit plan obligations for old age pension and family pension obligations for salaried employees in Sweden are secured through insurance with Alecta. According to a statement from the Swedish Corporate Reporting Board, UFR 10 Recognition of ITP 2 Pension Plan financed through insurance in Alecta, this constitutes a multi-employer defined-benefit plan. For the 2025 financial year, the company did not have access to information to enable it to recognise its proportional share of the plan's commitments, plan assets and costs. As a result, the company was unable to recognise it as a defined-benefit plan. Therefore the ITP 2 pension plan secured through insurance with Alecta is recognised as a defined-contribution plan. The premium for the defined-benefit retirement and family pension is calculated individually on the basis of such factors as salary, previously vested pension entitlement and estimated remaining period of employment. Anticipated premiums for the next report period for ITP 2 insurance that are covered by Alecta amount to TSEK 316 (600).

The collective consolidation level comprises the market value of Alecta's assets as a percentage of the insurance obligations calculated pursuant to Alecta's actuarial methods and obligations, which do not accord with IAS 19. Normally, the collective consolidation level is permitted to vary between 125% and 170%. Actions must be taken aimed at returning the consolidation level to the normal interval in the event that Alecta's collective consolidation level is less than 125% or exceeds 150%. In the event of a low consolidation level, one measure may be raising the agreed price for new subscriptions and expanding existing benefits. In the event of a high con-

Note 7, Cont.

solidation level, one measure may be implementing premium reductions. At the end of 2025, Alecta's surplus in the form of the collective consolidation level amounted to 167% (162).

Defined-contribution plans

The Group has defined-contribution pension plans which are entirely defrayed by the Group. Payments to these plans are made

on an ongoing basis pursuant to the applicable rules for each plan. During the period, the Group's expense for defined-contribution plans amounted to TSEK 19,022 (15,029), of which TSEK 457 (583) pertained to ITP 2 plans financed with Alecta.

SALARIES AND BENEFITS FOR THE BOARD AND SENIOR EXECUTIVES

Remuneration to senior executives 2025

	Basic salary	Variable remuneration	Directors' fees	Other benefits	Pension costs	Total
Chairman of the Board (Ulf Jonsson)			400			400
Board member (Tobias Örnevik)			160			160
Board member (Cecilia Safaee)			160			160
Board member (Henrik Lif)			160			160
CEO (Mick Salonen)	3,260	4,860		132	1,146	9,398
Other senior executives (5 people)*	7,020	1,626		279	1,851	10,776
Total remuneration to senior executives	10,279	6,486	880	411	2,998	21,054

* Pertains to Oskar Björklund, Julia Kågström, Mattias Bystedt, Kajsa Flack and Helena Swahn Lepre.

Remuneration to senior executives 2024

	Basic salary	Variable remuneration	Directors' fees	Other benefits	Pension costs	Total
Chairman of the Board (Ulf Jonsson)			350			350
Board member (Tobias Örnevik)			160			160
Board member (Cecilia Safaee)			160			160
Board member (Henrik Lif)			160			160
CEO (Mick Salonen)	2,580	3,870		135	924	7,509
Other senior executives (9 people)*	9,480	1,964		550	2,210	14,204
Total remuneration to senior executives	12,060	5,834	830	685	3,134	22,543

* Pertains to Oskar Björklund, Mattias Bystedt, Lovisa Dyrefors Gebert, Julia Kågström, Erika Wiberg, Kajsa Flack, Caroline Hill, David Thunberg and Helena Swahn Lepre.

TERMS OF EMPLOYMENT AND REMUNERATION OF SENIOR EXECUTIVES

Fees to the Chairman of the Board and Board members elected at the AGM are payable pursuant to the AGM's resolution on Board and committee work. No pension benefits accrue to the Board.

Remuneration of the CEO is proposed by the Chairman and decided by the Board. Remuneration of other executives included in company management is proposed by the CEO and approved by the Board.

Remuneration of senior executives comprises fixed remuneration, other benefits and pension. Senior executives with responsibility for performance also receive variable remuneration capped at three months' salary based on the outcomes for set targets. The term "other senior executives" refers to the individuals who, in addition to the CEO, constitute company management.

FIXED AND VARIABLE REMUNERATION OF THE CEO

The CEO during the financial year, Mick Salonen, received a fixed

salary of SEK 270,000 per month. Variable remuneration of the CEO is capped at not more than 18 months' salary and is based on outcomes in relation to set targets, which are primarily financial. No pension benefits accrue on variable remuneration.

TERMS FOR TERMINATION OF EMPLOYMENT

A notice period of 12 months applies if notice of termination is given by Zengun and six months if notice is given by the CEO. For a period of 12 months following termination of employment, the CEO has to observe a non-competition clause, in those cases where Zengun has applied it. During such a period, the CEO receives remuneration capped at not more than 60% of fixed monthly salary. For other senior executives, a notice period of six to 12 months applies if notice of termination is given by Zengun and six months if notice is given by the executive. During the notice period, senior executives may not take up employment with a competitor or conduct their own competing operations without written permission from Zengun.

NOTE
8FINANCIAL INCOME AND
FINANCIAL COSTS

Group	2025	2024
Interest income	3,202	5,870
Total	3,202	5,870
Costs		
Interest expenses	34,553	42,748
Interest expenses for lease liabilities	336	394
Other financial costs	3,985	11,228
Total	38,874	54,370

Other financial costs mainly relate to transaction costs allocated over a period for bonds issued from 2024. The comparative period also includes expensed transaction costs and effects arising in conjunction with early redemption of the 2020 bond issue and the issue of the new bond in 2024, which totalled TSEK 7,828.

NOTE
9

TAX ON EARNINGS FOR THE YEAR

Group	31 Dec 2025	31 Dec 2024
Current tax on profits for the year	-22,110	-21,950
Deferred tax attributable to temporary differences	2,520	2,200
Total	-19,590	-19,750

RECONCILIATION OF TAX EXPENSES FOR THE YEAR

Group	2025	2024
Earnings before tax	103,618	90,031
Tax calculated according to Swedish tax rate (20.6%)	-21,345	-18,546
Tax effect of non-deductible expenses	-408	-1,243
Tax effect of non-taxable income	23	39
Total	2,139	-19,750
Reported tax expense for the year	-19,590	-19,750

TAX ON EARNINGS FOR THE YEAR

Parent Company	2025	2024
Current tax on profits for the year	-20,930	-21,385
Total	-20,930	-21,385

RECONCILIATION OF TAX EXPENSES FOR THE YEAR

Parent Company	2025	2024
Earnings before tax	111,760	100,103
Tax calculated according to Swedish tax rate (20.6%)	-23,023	-20,621
Tax effect of non-deductible expenses	-55	-778
Tax effect of non-taxable income	8	14
Reported tax expense for the year	-23,069	-21,385

Non-deductible expenses relate mainly to non-deductible interest expenses.

DEFERRED TAX ASSETS AND
DEFERRED TAX LIABILITIES

The changes in deferred tax assets and liabilities during the year, without taking into consideration the offsetting of balances within the same tax jurisdiction, is as follows:

Deferred tax assets are recognised for tax loss carry-forwards to the extent that the realisation of the related tax benefit through future taxable profits is probable. The tax effect of loss carry-forwards is recognised to the extent that there are compelling factors to suggest that these can be utilised in the near future. The loss history is one factor that dispels valuing the loss carry-forwards. Moreover, loss carry-forwards have been valued to the extent that there are also deferred tax liabilities that can be offset against deficits. Total deficits in the Group amounted to TSEK 0 (0).

Under the general interest deduction limits, non-deductible negative amounts for net interest exist that can be used to offset against any positive scope for deduction over the next six years. As of 31 Dec 2025, the non-deductible net interest expense amounted to TSEK 75,138 (93,860).

Of the Group's total deferred tax liabilities, TSEK 2,449 pertains to recoveries in the next 12 months and TSEK 37,252 after 12 months. Of the Group's total deferred tax assets, TSEK 925 pertains to recoveries within 12 months. Deferred tax relating to lease liabilities and right-of-use assets has been presented net within deferred tax assets in the balance sheet.

Group	31 Dec 2025	31 Dec 2024
Credit allocation on accounts receivable	944	788
Lease liabilities	2,482	2,684
Deferred tax assets	3,426	3,472
Right-of-use assets	2,500	2,631
Customer relations	8,369	10,818
Trademarks	31,333	31,333
Deferred tax liabilities	42,202	44,781
Net recognised Deferred tax liabilities	38,776	41,309

NOTE
10

RIGHT-OF-USE ASSETS

	2025	2024
Opening cost	26,973	26,813
Right-of-use assets acquired	5,997	9,280
Sales/disposals	-1,498	-9,119
Closing accumulated cost	31,472	26,973
Opening depreciation	-14,203	-16,367
Sales/disposals	1,192	9,062
Depreciation for the period	-6,323	-6,897
Closing accumulated depreciation	-19,334	-14,203
Carrying amount	12,138	12,771

Over the financial year, interest expenses linked to leases amounted to TSEK 336 (394) and are included in Financial costs. No short-term leases arose in the current period or in the comparative period. Right-of-use assets acquired in the financial year amounted to TSEK 5,997 (9,280) and largely pertained to extensions of existing leases for premises. The cash flow impact from lease liabilities was an outflow of TSEK 5,791 (outflow: 5,699) in the financial year.

A maturity analysis of lease liabilities is disclosed in Note 2.

RIGHT-OF-USE ASSETS

Group	31 Dec 2025	31 Dec 2024
Buildings	8,775	7,117
Vehicles	3,363	5,653
Carrying amount	12,138	12,771

DEPRECIATION OF RIGHT-OF-USE ASSETS

Group	2025	2024
Buildings	3,284	3,797
Vehicles	3,039	3,100
Carrying amount	6,323	6,897

NOTE
11

INTANGIBLE ASSETS

	Goodwill	Customer relations	Trademarks	Total
Opening cost on 1 January 2024	551,299	118,900	152,100	822,299
Closing accumulated cost on 31 December 2024	551,299	118,900	152,100	822,299
Opening amortisation on 1 January 2024	–	-54,496	–	-54,496
Amortisation for the year	–	-11,890	–	-11,890
Closing accumulated amortisation on 31 December 2024	–	-66,386	–	-66,386
Carrying amount on 31 December 2024	551,299	52,514	152,100	755,913
Opening cost on 1 January 2025	551,299	118,900	152,100	822,299
Closing accumulated cost on 31 December 2025	551,299	118,900	152,100	822,299
Opening amortisation on 1 January 2025	–	-66,386	–	-66,386
Amortisation for the year	–	-11,890	–	-11,890
Closing accumulated amortisation on 31 December 2025	–	-78,276	–	-78,276
Carrying amount on 31 December 2025	551,299	40,624	152,100	744,023

Note 11, Cont.

The Group is currently followed up as two units: Zengun AB and Zengun Redo AB. Zengun AB corresponds to the Project Partnering and Construction segment and Zengun Redo AB corresponds to the Property Maintenance and Construction Services segment. This forms the basis for the allocation of goodwill and trademarks per cash-generating unit (CGU) when assessing any need for impairment.

The discount rates used are pre-tax and reflect specific risks relating to the different companies. The recoverable amounts of CGUs have been determined based on value-in-use calculations, which are based on discounted future cash flows. These calculations require the use of estimates. The discounted cash flows are based on the budget for 2026 and projections for the 2027–2030 period. Beyond the projection period, the basis point used was an annual growth rate of 2%. No reasonable change in any of the material assumptions would lead to any need for impairment in any of the CGUs. A two percentage point increase in the discount rate would still not result in any indication of a need for impairment. The material assumptions used for value-in-use calculations are as follows:

Group	Construction contracts (Zengun AB)	Property Maintenance and Construction Services (Zengun Redo AB)	Total
Goodwill per CGU	465,582	85,717	551,299
Trademark per CGU	152,100	–	152,100
Discount rate before tax	14.3%	14.3%	
Growth beyond the projection period (5 years)	2%	2%	

NOTE 12

ACCOUNTS RECEIVABLE

Group	31 Dec 2025	31 Dec 2024
Accounts receivable, gross	255,732	264,607
Provision for expected credit losses	-2,557	-2,646
Accounts receivable, net after provision for expected credit losses	253,175	261,961

The company management's assessment is that the carrying amount for accounts receivable, net after the provision for expected credit losses, corresponds to fair value.

	31 Dec 2025	31 Dec 2024
ECL provision at the start of the year	-2,646	-3,378
ECL provision for the year	-2,557	-2,646
Reversal of unused amounts	2,646	3,378
Total	-2,557	-2,646

AGE ANALYSIS OF ACCOUNTS RECEIVABLE

Age analysis of accounts receivable	31 Dec 2025	31 Dec 2024
Not past due	246,403	258,816
30 days past due	6,736	3,132
31–60 days past due	36	13
61–90 days past due	–	–
>90 days past due	–	–
Total	253,175	261,961

The company's assessment is that payment will be received for unimpaired past-due accounts receivable since the customers have a good payment history.

As of 31 December 2025, past due receivables, after taking into account the provision for expected credit losses, amounted to TSEK 6,772 (3,145). The past due receivables relate to a number of customers who had not previously had any payment difficulties.

The creation and release of provisions for impaired accounts receivable have been included in Sales and administrative expenses in the income statement. The maximum exposure to credit risk at the balance-sheet date is the carrying amount for accounts receivable as stated above as well as carrying amounts for contractual assets. There are no collateral or other guarantees for any receivables still outstanding on the balance-sheet date. The Group applies the simplified approach to measuring expected credit losses (ECLs). This approach entails that expected losses throughout the term of the receivable are used as the basis for accounts receivable and contractual assets.

NOTE 13

PREPAID EXPENSES AND ACCRUED INCOME

	31 Dec 2025	31 Dec 2024
Prepaid insurance	510	351
Other items	1,255	976
Carrying amount	1,765	1,327

NOTE 14

CASH AND CASH EQUIVALENTS

The company's cash and cash equivalents exclusively comprise bank balances.

NOTE
15

SHARE CAPITAL AND OTHER CAPITAL CONTRIBUTIONS

Parent Company	Number of shares	Share capital	Total
Opening balance on 1 Jan 2024, quotient value SEK 1,000	500	500	500
Closing balance on 31 Dec 2024	500	500	500
Opening balance on 1 Jan 2025, quotient value SEK 1,000	500	500	500
Closing balance on 31 Dec 2025	500	500	500

All 500 shares are of the same class and with equal voting rights.

NOTE
16

LONG- AND SHORT-TERM FINANCIAL LIABILITIES

	31 Dec 2025	31 Dec 2024
Long-term financial liabilities		
Bonds	390,000	400,000
Prepaid financing expenses	-4,552	-6,736
Lease liabilities	5,338	6,407
Carrying amount	390,787	399,671
Short-term financial liabilities		
Bonds	–	–
Accrued interest on issued bonds	5,117	5,803
Lease liabilities	5,764	5,758
Carrying amount	10,881	11,561

Shares in the Group companies within Group Zengun AB have been pledged as collateral for issued bonds.

The Group's lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default. For additional information about collateral, see Note 19 Pledged assets.

In February 2024, the Group issued new senior secured sustainability-linked bonds in an amount of TSEK 400,000, in parallel with the early redemption of the previous bond issue from 2020. In 2025, the Group has bought back bonds to a value of TSEK 10,000, which has been recognised as a reduction in bonds issued. The earnings impact from the buy-back amounted to TSEK 375. As of the balance-sheet date, the Group's total buy-backs amounted to TSEK 10,000.

The Group's current borrowing is interest-only and not subject to capital repayments and matures in February 2028. The bond pays a coupon rate of 6.35% over STIBOR subject to a floor of 6.35%. No cash flow hedging has taken place. See also Note 2 for a description of the contractual undiscounted cash flows.

The bond issue has been admitted for trading and the fair value of bonds issued as of 31 Dec 2025 amounted to TSEK 416,000 (nominal value 400,000). The fair value is based on the price of the most recent transaction.

Unutilised overdraft facilities amounted to TSEK 75,000 (75,000) in the Group at the balance-sheet date.

RECONCILIATION OF LIABILITIES FROM FINANCING ACTIVITIES

	Bonds	Lease liabilities	Total
Opening balance on 1 January 2024	434,680	9,534	444,215
Cash flow from financing activities	-25,000	-5,699	-30,699
Other changes	-10,614	8,331	-2,284
Closing balance on 31 December 2024	399,066	12,166	411,232
Opening balance on 1 January 2025	399,066	12,166	411,232
Cash flow from financing activities	-10,000	-5,791	-15,791
Other changes	1,499	4,728	6,227
Closing balance on 31 December 2025	390,565	11,102	401,667

Note 16, Cont.

PARENT COMPANY

	Bonds	Total
Opening balance on 1 January 2024	434,680	434,680
Cash flow from financing activities	-25,000	-25,000
Other changes	-10,614	-10,614
Closing balance on 31 December 2024	399,066	399,066
Opening balance on 1 January 2025	399,066	399,066
Cash flow from financing activities	-10,000	-10,000
Other changes	1,499	1,499
Closing balance on 31 December 2025	390,565	390,565

NOTE
17

OTHER CURRENT LIABILITIES

	31 Dec 2025	31 Dec 2024
VAT debt	35,845	37,483
Employee-related liabilities	9,171	8,587
Carrying amount	45,015	46,071

NOTE
18

ACCRUED EXPENSES AND DEFERRED INCOME

	31 Dec 2025	31 Dec 2024
Accrued salaries	10,204	10,555
Accrued holiday pay	19,209	18,546
Accrued social security contributions	6,036	5,827
Accrued project costs	12,014	57,459
Other items	2,972	3,786
Carrying amount	50,435	96,173

NOTE
19

PLEGDED ASSETS

Group	31 Dec 2025	31 Dec 2024
Floating charges	600	600
Leased assets with retention of title	12,138	12,771
Participations in subsidiary (Zengun AB) for bonds issued	967,213	973,744
Total	979,951	987,115

Parent Company	31 Dec 2025	31 Dec 2024
Receivables from Group companies	171,769	171,769
Participations in subsidiary (Zengun AB) for bonds issued	971,974	971,974
Total	1,143,743	1,143,743

NOTE
20

CONTINGENT LIABILITIES

Group	31 Dec 2025	31 Dec 2024
Warranty undertakings	–	–
Third party guarantee for unutilised bank overdraft	75,000	75,000
Total	75,000	75,000
Parent Company	31 Dec 2025	31 Dec 2024
Warranty undertakings on behalf of companies in the Group	238,191	89,725
Third party guarantee for unutilised bank overdraft	75,000	75,000
Total	313,191	164,725

Comparative figures

Following reassessment by Zengun of the circumstances used as the basis for recognising contingent liabilities in last year's annual accounts, the comparative information in this year's annual accounts has been adjusted to provide a fairer presentation. The adjustment pertains solely to disclosure changes and had no impact on the company's earnings or financial position.

The Parent Company's warranty undertakings pertain to guarantees provided by Group companies for construction work and apply during the production period and during the warranty period after completion.

NOTE
21

TRANSACTIONS WITH RELATED PARTIES

For a description of salaries and other remuneration for senior executives – see Note 7 Employee benefits. Shares in Group companies and transactions between companies included in the Group are eliminated in the consolidated accounts, and no further explanation is given for these amounts. Otherwise, there have been no transactions with related parties outside the Group. For transactions between the Parent Company and Group companies, refer to Note 24 Receivables from Group companies.

NOTE
22

EVENTS AFTER THE BALANCE-SHEET DATE

In February 2026, new bonds were issued in an initial amount of MSEK 750 with a four-year maturity, in parallel with the early redemption of the previous bond issue. The new bonds were issued under a framework of MSEK 1,500 and carry a floating interest rate of STIBOR 3M + 4.5%. The new bonds have been admitted for trading on the Nasdaq Stockholm's bond list.

At the Extraordinary General Meeting of Zengun Group AB (publ) held on 6 March 2026, the shareholder, Zengun Group Parent AB, resolved to distribute a dividend of SEK 440,000,000. As previously communicated in connection with Zengun Group AB's new bond issue, the dividend proceeds have been used to redeem preference shares issued by Zengun Group Parent AB.

NOTE
23

PARTICIPATIONS IN SUBSIDIARIES

Parent Company, Zengun Group AB (publ)	31 Dec 2025	31 Dec 2024
Opening cost	971,974	621,974
Shareholders' contributions	–	350,000
Closing accumulated cost	971,974	971,974
Carrying amount	971,974	971,974

The Parent Company holds shares in the following Group companies.

Company name	Share of capital/ Voting rights	No. of shares	Carrying amount	
			31 Dec 2025	31 Dec 2024
Zengun AB	100%	10,362	971,974	971,974

The Group company Zengun AB is in its turn wholly owned by Zengun Redo AB.

Company name	Corp. Reg. No.	Domiciled
Zengun Redo AB	556284-9090	Solna

NOTE
24

RECEIVABLES FROM GROUP COMPANIES

Parent Company	31 Dec 2025	31 Dec 2024
Opening cost	321,744	290,382
Additional receivables	180,653	329,568
Settled receivables	-180,188	-298,206
Closing accumulated cost	322,209	321,744
Carrying amount	322,209	321,744

NOTE
25

APPROPRIATION OF EARNINGS

The following profit is at the disposal of the AGM:

Retained earnings	519,283,601
Earnings for the year	90,829,440
SEK	610,113,041

The Board proposes that the retained earnings of SEK 610,113,041 be carried forward. A dividend of SEK 440,000,000 was resolved at an extraordinary general meeting on 6 March 2026, reducing unrestricted equity after the balance sheet date.

Signatures

The undersigned give their assurance that the consolidated financial statements and annual accounts have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the EU and with generally accepted accounting policies in Sweden and provide a true and fair account of the Group's and the Parent Company's financial position and earnings, and that the Administration Report provides a true and fair account of the Group's and the Parent Company's operations, financial position and earnings as well as describe the material risks and uncertainty factors faced by the companies included in the Group. The annual accounts were approved by the Board of Directors as of 23 April 2026.

The annual accounts have been adopted as of 23 April 2026.
Stockholm, 23 April 2026

Ulf Jonsson
Chairman of the Board

Henrik Lif
Board member

Cecilia Safaee
Board member

Tobias Örnevik
Board member

Mick Salonen
President and CEO

Our Auditor's Report was submitted on 23 April 2026
Öhrlings PricewaterhouseCoopers AB

Camilla Samuelsson
Authorised Public Accountant

Auditor's report

[Unofficial translation] To the general meeting of the shareholders of Zengun Group AB (publ),
corporate identity number 559177-5282

REPORT ON THE ANNUAL ACCOUNTS AND CONSOLIDATED ACCOUNTS

OPINIONS

We have audited the annual accounts and consolidated accounts of Zengun Group AB (publ) for the year 2025 except for the corporate governance statement on pages 48–53. The annual accounts and consolidated accounts of the company are included on pages 44–85 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Parent Company as of 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Group as of 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance statement on pages 48–53. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the Parent Company and the Group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the Parent Company's Board of Directors in accordance with the Audit Regulation (EU) No 537/2014 Article 11.

BASIS FOR OPINIONS

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

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

OUR AUDIT APPROACH

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where the Chief Executive Officer and Board of Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of the Board of Directors' and Chief Executive Officer's override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the company and the Group, the accounting processes and controls, and the industry in which the Group operates.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality for the financial statements as a whole. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures. The materiality figures are also used, where applicable, to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

Key audit matters

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

KEY AUDIT MATTER**Revenue recognition and revaluation of ongoing projects**

The Group's contracts with customers entail delivery commitments that are fulfilled over time. This means that estimated revenues and production costs attributable to ongoing projects are reported using the percentage-of-completion method.

Revenues and results are reported in relation to the stage of completion based on production costs incurred as of the balance-sheet date in relation to estimated total production costs at the completion of the project. If forecasted total revenues and production costs show a total loss at the completion of a project, the full loss is recognised immediately.

The accounting principle means that reported revenue and results from ongoing projects are dependent on assumptions and assessments of the total production cost and revenue at the completion. A strong control environment with ongoing monitoring of each project's development is of significant importance for a fair presentation of results and position for the Group.

The size of the projects in combination with a significant element of subjectivity concerning the final project outcome makes this a key audit matter for our audit.

HOW OUR AUDIT TOOK INTO ACCOUNT THE KEY AUDIT MATTER

Our audit has included a combination of measures that together provide us with sufficient audit evidence. The steps we performed include:

- Evaluating that Zengun's accounting principles are consistent with the current accounting standard for revenue recognition.
- Evaluating certain key controls in Zengun's process for reporting and monitoring projects. This includes, inter alia, that we have formed a view of the end-to-end process, from contract signing and invoicing the customer, to how a project office administers supplier invoices, how forecasts of revenues and costs are prepared and approved for accounting purposes through inspection at a site visit.
- Analysis of reported revenues and margins in ongoing projects as well as actual outcomes in completed projects in relation to previously prepared forecasts in order to be able to assess Zengun's ability to prepare precise forecasts.
- Matching actual revenues and production costs, on a sample basis, which form the basis for determining the stage of completion against actual contracts and invoices.
- Random testing the mathematical accuracy of the calculation of the percentage-of-completion method.
- Carrying out random in-depth substantive testing in select areas of importance, including reading extracts of contract and legal opinions.
- Evaluating a sample of final position forecasts and interviewed relevant project managers and business unit managers for selected projects regarding assessments and assumptions made.
- Asking questions to management regarding projects where particularly complex areas have been identified based on forecasted revenues and assessed final costs, as well as obtaining positions from unit managers and management on the reasonableness of forecasts made.

OTHER INFORMATION THAN THE ANNUAL ACCOUNTS AND CONSOLIDATED ACCOUNTS

This document also contains other information than the annual accounts and the consolidated accounts and is found on pages 1–43 and 90–92. The Board of Directors and the Chief Executive Officer are responsible for this other information.

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

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER

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

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

AUDITOR'S RESPONSIBILITY

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

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS OPINIONS

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Chief Executive Officer of Zengun Group AB (publ) for the 2025 financial year and the proposed appropriations of the company's profit or loss.

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

BASIS FOR OPINIONS

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibility section. We are independent of the Parent Company and the Group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

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

RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER

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

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

AUDITOR'S RESPONSIBILITY

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

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

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

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

A further description of our responsibility for the audit of the administration is available on the website of the Swedish Inspectorate of Auditors: www.revisorsinspektionen.se/revisornsansvar. This description forms part of the auditor's report.

THE AUDITOR'S EXAMINATION OF THE CORPORATE GOVERNANCE STATEMENT

The Board of Directors is responsible for the preparation of the corporate governance statement on pages 48–53 in accordance with the Annual Accounts Act.

Our examination of the corporate governance statement has been conducted in accordance with FAR's auditing standard RevR 16 The Auditor's Examination of the Corporate Governance Statement. This means that our examination of the

corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

A corporate governance statement has been prepared. Disclosures in accordance with Chapter 6, Section 6, second paragraph, points 2–6 of the Annual Accounts Act and Chapter 7, Section 31, second paragraph of the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act.

Öhrlings PricewaterhouseCoopers AB, 113 97 Stockholm, was appointed auditor of Zengun Group AB (publ) by the general meeting of the shareholders on the 15 May 2025 and has been the company's auditor since the 25 April 2019.

Stockholm, 23 April 2026

Öhrlings PricewaterhouseCoopers AB

Camilla Samuelsson
Authorised Public Accountant

Auditor's opinion

AUDITOR'S OPINION REGARDING THE STATUTORY SUSTAINABILITY REPORT

[Unofficial translation] To the general meeting of the shareholders of Zengun Group AB (publ), corporate identity number 559177-5282

ASSIGNMENTS AND RESPONSIBILITIES

The Board of Directors is responsible for the statutory sustainability report for 2025 on pages 14 and 22–43 and that it is prepared in accordance with the Annual Accounts Act and its previous version that applied prior to 1 July 2024.

FOCUS AND SCOPE OF THE EXAMINATION

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

substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

OPINION

A statutory sustainability report has been prepared.

Stockholm, 23 April 2026

Öhrlings PricewaterhouseCoopers AB

Camilla Samuelsson
Authorised Public Accountant

Description and calculation of key figures

Zengun presents certain financial metrics in the annual report that are not defined in accordance with IFRS. These are known as alternative performance measures. Zengun's considered opinion is that these metrics provide useful supplemental information to shareholders and the Group management, since they enable the evaluation of trends and the Group's performance. Since not all companies calculate financial metrics in the same manner, these metrics are not always comparable. For definitions and calculations, see below.

PERFORMANCE METRICS

Group	2025	2024
Organic growth¹⁾		
Net turnover	2,407,336	2,584,531
Organic growth, %	-7	-7
Earnings before interest, taxes and amortisation (EBITA)²⁾		
Earnings before interest and taxes (EBIT)	139,291	138,531
Amortisation of intangible assets	11,890	11,890
EBITA	151,181	150,421
EBITA margin³⁾		
Net turnover	2,407,336	2,584,531
EBITA	151,181	150,421
EBITA margin, %	6.3	5.8
EBITDA⁴⁾		
EBIT	139,291	138,531
Depreciation and amortisation	18,213	18,787
EBITDA	157,504	157,318
EBITDA margin⁵⁾		
Net turnover	2,407,336	2,584,531
EBITDA	157,504	157,318
EBITDA margin, %	6.5	6.1

1) **Definition:** Calculated as net turnover, adjusted for total acquired and divested net turnover, during the period compared with net turnover for the same period last year.

Explanation: The metric is of great importance to the management in tracking underlying sales growth for different periods.

2) **Definition:** Calculated as earnings before interest, tax and amortisation of intangible assets.

Explanation: The metric is relevant in order to create an understanding of the Group's operating activities, regardless of financing and amortisation of intangible assets. EBITA is the main performance measure of the business.

3) **Definition:** EBITA as a percentage of net turnover.

Explanation: The metric is relevant in order to create an understanding of operational profitability and, as the metric excludes amortisation of intangible assets, this margin gives a clearer picture of the Group's core profitability.

4) **Definition:** Calculated as earnings before interest, tax, amortisation and depreciation.

Explanation: The metric is relevant in order to create an understanding of the Group's operating activities, regardless of financing, and amortisation and depreciation.

5) **Definition:** EBITDA as a percentage of net turnover.

Explanation: The metric is relevant in order to create an understanding of operational profitability and, as the metric excludes amortisation and depreciation, this margin gives a clearer picture of the Group's core profitability.

FINANCIAL METRICS

Group	2025	2024
Equity ratio¹⁾		
Equity	602,287	518,311
Total assets	1,501,936	1,384,805
Equity ratio (%)	40.1	37.4
Net debt²⁾		
Interest-bearing liabilities	401,667	411,232
Cash and cash equivalents	-276,531	-224,759
Net debt	125,136	186,473
Debt/equity ratio³⁾		
Net debt	125,136	186,473
Equity	602,287	518,311
Debt/equity ratio (%)	20.8	36.0
Total assets⁴⁾	1,501,936	1,384,805

RETURN METRICS

Group	2025	2024
Return on equity⁵⁾		
Earnings for the year	84,028	70,280
Average equity	560,299	483,171
Return on equity (%)	15.0	14.5
Return on total capital⁶⁾		
Earnings before tax	103,618	90,031
Financial costs	38,874	54,370
Total	142,493	144,400
Average total assets	1,443,370	1,447,734
Return on total capital (%)	9.9	10.0

EMPLOYEES

Group	2025	2024
Average number of employees ⁷⁾	149	150

1) **Definition:** Equity in relation to total assets.

Explanation: Shows the financial risk in terms of the proportion of total assets financed by the owners.

2) **Definition:** Interest-bearing liabilities less interest-bearing assets and cash and cash equivalents.

Explanation: Measures external financing.

3) **Definition:** Net debt in relation to equity.

Explanation: A measure of the company's financial position.

4) **Definition:** The sum of the asset or liability side of the balance sheet.

Explanation: Used as a sub-component in the calculation of key figures.

5) **Definition:** Earnings in relation to average equity.

Explanation: Reflects the returns offered, from a shareholder perspective, in regard to the owners' invested capital.

6) **Definition:** Earnings before tax plus financial costs in relation to average total assets.

Explanation: Reflects operational efficiency regardless of how capital is financed.

7) **Definition:** Total hours worked during the period in relation to the annual working hours of 1,920 hours.

Explanation: Annual working hours in accordance with the Accounting Standards Board's definition to provide comparability with other businesses/groups.

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