

YEAR 2025

SUSTAINABILITY REPORT



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INTRODUCTION

ALMACO SUSTAINABILITY REPORT

ALMACO Group Oy is a leading provider of Catering and Accommodation solutions for the marine and offshore industries. The company has a strong commitment to sustainability, which is reflected in its vision, values, and actions. In this report, we present the highlights of ALMACO's sustainability performance in the calendar year 2025, as well as the opportunities ahead.

This sustainability report has been reviewed and approved internally by ALMACO's Green Team, the divisional Management Teams, and the Group Management Team.

All matters related to financial information are disclosed in ALMACO's official Annual Report. This sustainability report focuses on the group's

environmental, social, and governance activities, while financial results and statements are published through the company's designated financial reporting channels.

We hope that this report will provide you with a clear and comprehensive overview of ALMACO's sustainability journey and achievements. ■

THE REPORT COVERS THE FOLLOWING ASPECTS OF SUSTAINABILITY:

SOCIAL RESPONSIBILITY AND GOVERNANCE:

ALMACO cares for its people, customers, partners, suppliers, and communities. The company provides a safe and healthy working environment for its employees, as well as opportunities for learning and development. The company also maintains high standards of quality, safety, and ethics in its operations and relationships as well as supporting various social causes and initiatives that align with its values and purpose.

ALMACO Group works with customers and other stakeholders from all over the world. Regardless of where we conduct our business, we comply with all national and international laws, statutes, rules, and regulations. In all our operations, we fulfil our responsibility to familiarize ourselves sufficiently with the laws that we are obliged to follow in the countries we are working in.

ENVIRONMENTAL RESPONSIBILITY:

We recognize that our operations and products, as well as the solutions we design for our customers, are relevant in

terms of environmental responsibility. Therefore, we strive to reduce our environmental impact by increasing our process efficiency. ALMACO monitors energy use, material use, greenhouse gas emissions, waste and water use, and reports progress against defined indicators where data is available.. ALMACO also offers innovative solutions that enhance the performance of our customers' vessels and platforms, such as modular construction methods and ALMACO Top Selection Portfolio.

ECONOMIC RESPONSIBILITY:

ALMACO pursues sustainable profitability by delivering value-adding solutions that meet or exceed the expectations of its customers. The company also invests in research and development, digitalization, and innovation to create new products and services that enhance its competitive edge and future growth in an environmental-friendly way. ALMACO Group also seeks to optimize its operational efficiency and cost-effectiveness.



FUTURE OUTLOOK

In 2025, ALMACO Group advanced its sustainability and digital roadmap. CEO Björn Stenwall reflects on a year of data-driven progress and outlines how innovative engineering is shaping a greener maritime industry.

The year 2025 marked continued progress for ALMACO as we strengthened our commitment to environmental, social, and economic responsibility across all areas of our business. It was a year of both focused development and meaningful results: from improved energy efficiency in our offices, to enhanced health and safety training on our sites, to the completion of our Double Materiality Assessment together with KPMG. These efforts have helped us refine our sustainability priorities and ensure our work remains aligned with the expectations of our customers, our partners, and the wider maritime industry.

We also saw the positive impact of our long-term investments in digitalization. More structured ESG data collection, improved lifecycle support tools, and the expansion of digital services have made our operations more transparent, more efficient, and more responsive to customer needs. At the same time, our divisions continued to collaborate closely with suppliers, subcontractors, and industry partners, reinforcing a shared commitment to responsible practices and improved sustainability performance throughout the value chain.

Looking forward, sustainability will remain an integral part of ALMACO's strategy and culture. The maritime industry is undergoing profound

transformation, driven by the need for lower emissions, enhanced efficiency, and more durable, future-proof solutions. Our role is to support our customers in navigating this change—through innovative engineering, long-life product design, modern modular construction, and data-driven lifecycle services.

We will continue investing in digital tools, sustainable materials, and the competence of our people, ensuring that ALMACO remains a trusted partner in the creation of safer, greener, and more efficient vessels. And we will maintain our focus on transparency, continuous improvement, and responsible growth as we strengthen our long-term contribution to the maritime ecosystem.

I want to extend my gratitude to all ALMACO employees, partners, customers, and stakeholders for their dedication and collaboration in 2025. Together, we are well positioned to meet the challenges ahead and to help shape a more sustainable future for our industry. ■

Björn Stenwall
President & CEO
ALMACO Group

STUNNING SURROUNDINGS AT SEA

Eat well, sleep well, relax and enjoy! Our purpose is to create stunning surroundings at sea that make passengers, crew and workers long back the second they leave.

As a full turnkey provider, we offer all catering and interior living areas and lifecycle service solutions to owners and shipyards in the marine and offshore industries worldwide. We take pride in

managing large-scale turnkey projects while *making it look easy*. Our customers can lean back and leave the hassle to us. We offer total lifecycle support of the complete product line for newbuilding, modernization, refurbishment, maintenance, digital solutions, equipment and spare parts within each customer segment. ■



OUR OFFERING

TURNKEY DELIVERY AND LIFECYCLE SERVICE OF ALL SHIP HOTEL AREAS

THE ONBOARD AREAS THAT WE BUILD AND SERVE



WE PROVIDE FULL TURNKEY PROJECTS



OUR LIFECYCLE SERVICES SUPPORT THE SHIPS IN OPERATION



PURPOSE & COMPANY VALUES

ALMACO's mission and vision define the purpose of the company's existence while the values describe how and with what mindset the company aims to reach its targets. "Sustainable profitability" is one of ALMACO's core values that describe the company's aim to build a healthy and sustainable company that takes responsibility for the environment, people and the community.

OUR MISSION



To provide Accommodation and Catering solutions that enhance our customers' business.

OUR VISION



To be the most valued business partner for our customers in the marine and offshore industry.

OUR COMPANY VALUES

CUSTOMER FOCUS

Our customers rely on us to solve challenges, offer alternatives and make their lives easier when building and operating their units—and the importance of getting it right is critical. We put our customers first. You are our priority.

INNOVATIVE SOLUTIONS

Innovation is at the core of what we do. By applying our ingenuity and creativity, as well as listening to our customers' needs, we innovate to find solutions to some of the most complex and challenging problems for our customers.

CONTINUOUS IMPROVEMENT

The constant advancement of technology, increasingly complex design work and ever-changing guest and regulatory requirements drive us to rely on advanced technology and performance metrics to optimize our products and systems for the benefit of our customers.

SUSTAINABLE PROFITABILITY

Environmental and social responsibility are of great importance to ALMACO, and together with a solid sustainable financial growth strategy for the company, we generate superior value for the organization, for the customer, and our society as a whole.

WINNING TOGETHER

ALMACO is one of the most respected global engineering, construction, and project management companies in the industry. Together with our customers, we deliver projects that create value to owners and unforgettable experiences for the users.

SUSTAINABILITY STRATEGY AND GOALS

ALMACO Group Oy’s sustainability strategy and goals are based on its vision, mission and the information provided by local and international regulatory instances and organizations, market research as well as customer feedback and supplier innovations. The company’s sustainability strategy is to provide catering and accommodation solutions that are ecologically, socially, and economically responsible.

ALMACO Group has a set of key performance indicators (KPIs) to measure and monitor its progress and performance towards its sustainability goals. The company also aligns its sustainability strategy with other companies and regulatory instances in the maritime industry as well as take part in cross-organizational collaboration projects in order to develop and enhance sustainable innovations and practices within the industry.

ALMACO Group’s sustainability strategy and goals are reviewed and updated annually by the Board of Directors, the Group Management Team, and the Green Team. The company also engages with its employees and other stakeholders to solicit their feedback and input on its sustainability strategy, goals and tools. ALMACO strives to achieve continuous improvement in its sustainability performance and reporting.

In 2025, ALMACO carried out a Double Materiality Assessment together with KPMG, demonstrating the company’s strong commitment to responsibility and sustainable development. Although ALMACO does not exceed the Omnibus initiative’s threshold of 1,000 employees and is therefore not obliged to publish an official sustainability report, the company is determined to be a leader in its sector.

ALMACO offers its customers the opportunity to make responsibility a strategic competitive advantage through transparent ESG work and digital systems. The company is committed to openly sharing its ESG progress and supporting customers in the ongoing management of responsibility. ALMACO continues to advance its digital systems to enhance sustainability reporting efficiency and support businesses in progressing toward a sustainable future. ■

ALMACO GROUP’S SUSTAINABILITY GOALS ARE TO:

Reduce its environmental impact by improving energy efficiency and waste management & lowering greenhouse gas emissions.

Enhance its social impact by ensuring its employee health and safety, customer satisfaction, supplier responsibility, and community engagement.

Increase its economic impact by achieving sustainable profitability, innovation, digitalization, and operational excellence.

Secure zero LTIs and environmental accidents through training and HSEQ processes in all our projects.

OUR VISION

To create a sustainable maritime industry.

SUSTAINABLE LIFECYCLE

Lengthen the lifecycle of cruise ship hotel areas by designing long-life products for newbuilding and refurbishment projects utilizing digitalized maintenance and sustainable modernization.

SUSTAINABLE PARTNERSHIPS

Work with partners who share the same values as ALMACO. Networking through projects and events.

SUSTAINABLE SOLUTIONS

Provide the industry with the best sustainable solutions that enhance our customers’ business.

TRANSPARENCY & ACCOUNTABILITY

Measure, report and disclose environmental and social impacts.

PEOPLE

Best experts, environmental mindset, health and safety, social responsibility.

CIRCULAR ECONOMY

Efficiency, minimized waste, sustainable engineering, recyclability.

DIGITALIZATION

Efficiency, continuous improvement, automation.

OUR MISSION

To minimize environmental footprint by utilizing innovative solutions, resource efficiency and actively promote conservation of natural resources.

PEOPLE AND SOCIAL SUSTAINABILITY

All ALMACO Group's stakeholders, meaning people involved in or associated with ALMACO's business in any way, and their engagement is a key aspect of ALMACO's sustainability strategy. The company believes that engaging with all its stakeholders helps to understand their needs, expectations, and concerns, as well as IDENTIFYING and ADDRESSING the issues that affect its business and society. ALMACO Group values stakeholder feedback, encouraging input to enhance its performance and reporting.

MAIN STAKEHOLDER GROUPS

EMPLOYEES

ALMACO considers its employees its most important asset and strives to provide them with a rewarding and supportive professional environment that supports their work and development.

The company communicates with its employees through intranet, webinars, surveys, meetings, trainings, and other events. The company also encourages its employees to share their ideas, suggestions, and feedback through the ALMACO Intranet feedback form, the ALMACO Barometer Survey, Personal Development Discussions and various workshops and meetings.

CUSTOMERS

ALMACO aims to build long-term and mutually beneficial relationships with its customers by delivering high-quality and efficient solutions that exceed their expectations. The company communicates with its customers through regular meetings, visits, calls, exhibitions, emails, and surveys. The customers are also regularly invited to participate in customer satisfaction surveys, trainings, workshops and other ALMACO customer events.

PARTNERS & SUPPLIERS

ALMACO engages with a network of partners and suppliers who align with its standards for quality, safety, ethics, and sustainability. The company maintains communication with these partners and suppliers through contracts, calls, meetings, visits, audits, assessments, and feedback forms.

COMMUNITIES

ALMACO recognizes its responsibility to contribute to the social and economic development of the communities where it operates and where its employees live. The company communicates with its communities through local media, social media, website, and annual reports and magazines. The company also supports various community causes and initiatives that align with its values and purpose, such as education, environment and sports.

INVESTORS AND OWNERS

ALMACO seeks to create sustainable value for its investors and owners by pursuing profitable growth and innovation. The company communicates with financial instances through annual reports, financial statements, press releases, and meetings. The company also discloses relevant information about its strategy, performance, risks, opportunities, and governance in a transparent and timely manner. ■

ALMACO REPORTING CHANNEL



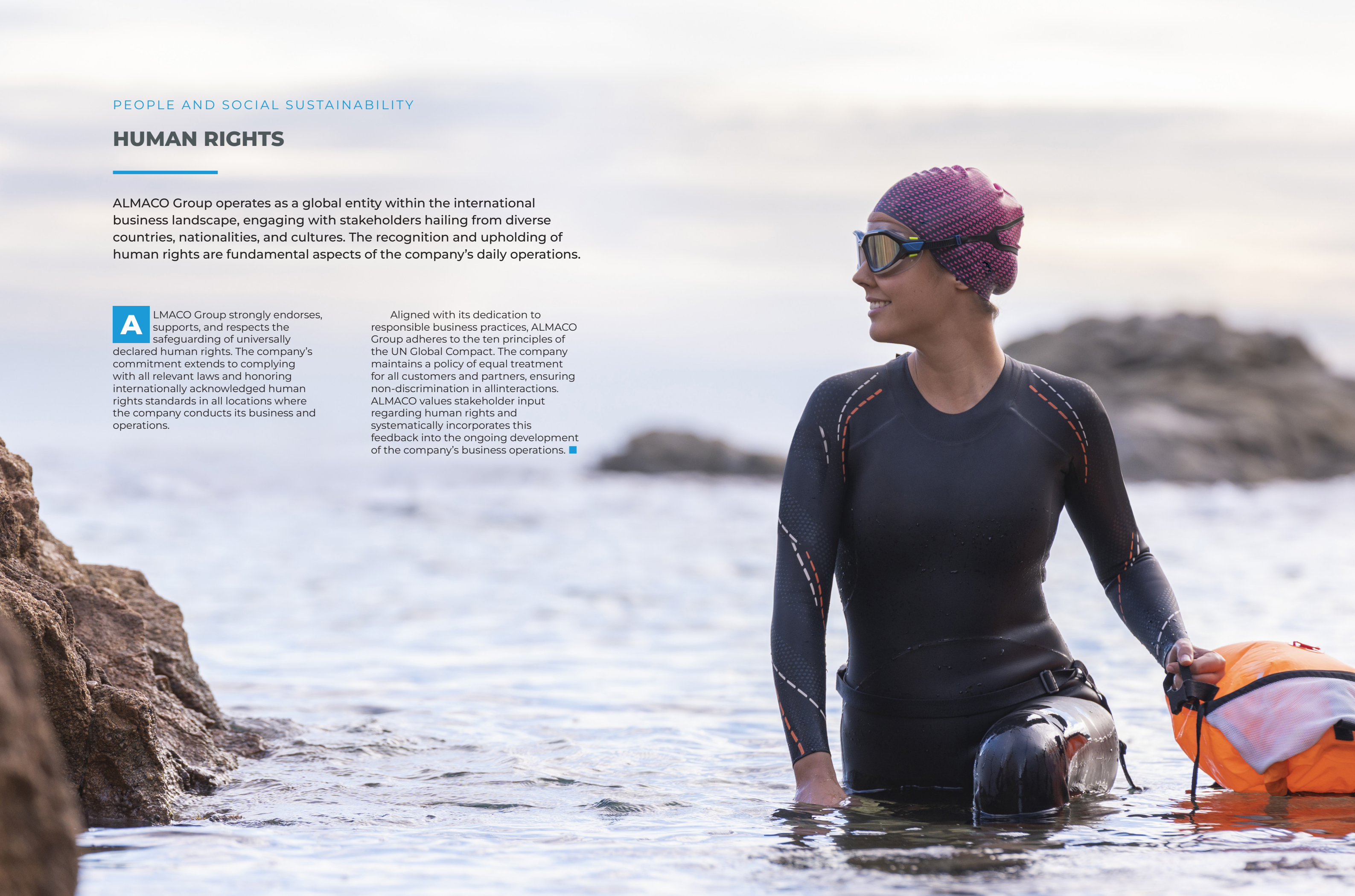
ALMACO promotes responsible business methods and fosters an ethical way of acting. We take all illegal, unethical or any acts that go against our code of conduct and other guidelines seriously. We encourage everybody to bring these to our attention every time there is a suspicion of misconduct. The fully anonymous reporting channel can be found on our website.

HUMAN RIGHTS

ALMACO Group operates as a global entity within the international business landscape, engaging with stakeholders hailing from diverse countries, nationalities, and cultures. The recognition and upholding of human rights are fundamental aspects of the company’s daily operations.

ALMACO Group strongly endorses, supports, and respects the safeguarding of universally declared human rights. The company’s commitment extends to complying with all relevant laws and honoring internationally acknowledged human rights standards in all locations where the company conducts its business and operations.

Aligned with its dedication to responsible business practices, ALMACO Group adheres to the ten principles of the UN Global Compact. The company maintains a policy of equal treatment for all customers and partners, ensuring non-discrimination in all interactions. ALMACO values stakeholder input regarding human rights and systematically incorporates this feedback into the ongoing development of the company’s business operations. ■



RESPONSIBLE EMPLOYMENT

ALMACO Group is committed to upholding responsible employment practices. The company fully supports and adheres to fundamental labor rights as defined by the International Labour Organization, while maintaining compliance with national labor laws.

Discrimination in any form related to work is unequivocally rejected by ALMACO Group. Every individual within our organization is treated with equality, fostering an environment where all employees, irrespective of ethnic or national background, race, religion, gender or gender identity, sexual orientation, age, disability, or political beliefs, have equal opportunities.

The company's dedication extends to providing meaningful and motivating work experiences for each member of their workforce, coupled with a commitment to supporting their professional development. ALMACO

Group prioritizes the creation of a safe work environment in accordance with applicable laws and statutes, concurrently offering occupational health and well-being benefits for our employees.

Within its corporate culture, ALMACO Group adamantly opposes any form of physical or mental punishment, threats thereof, workplace harassment or bullying, forced labor, and other involuntary work practices. The company's commitment to ethical employment practices underscores its dedication to fostering a positive and inclusive work environment for everybody. ■



RESPONSIBLE COMMUNICATION & CONDUCT

ALMACO Group pledges to uphold responsibility in all communication endeavors. As a steadfast and reliable partner for its stakeholders, the company ensures equal treatment of customers, business partners, suppliers, and others. The information that ALMACO disseminates is accurate and grounded in verifiable facts within the bounds of its authority.

ALMACO follows a strict protocol for handling data, information, and knowledge that may be classified or confidential. The company promotes the use of digitally secure work methods across all operations and with external partners when applicable.

All employees at ALMACO Group are mandated to uphold confidentiality, protecting any data, information, or knowledge deemed confidential that they encounter in the course of their duties.

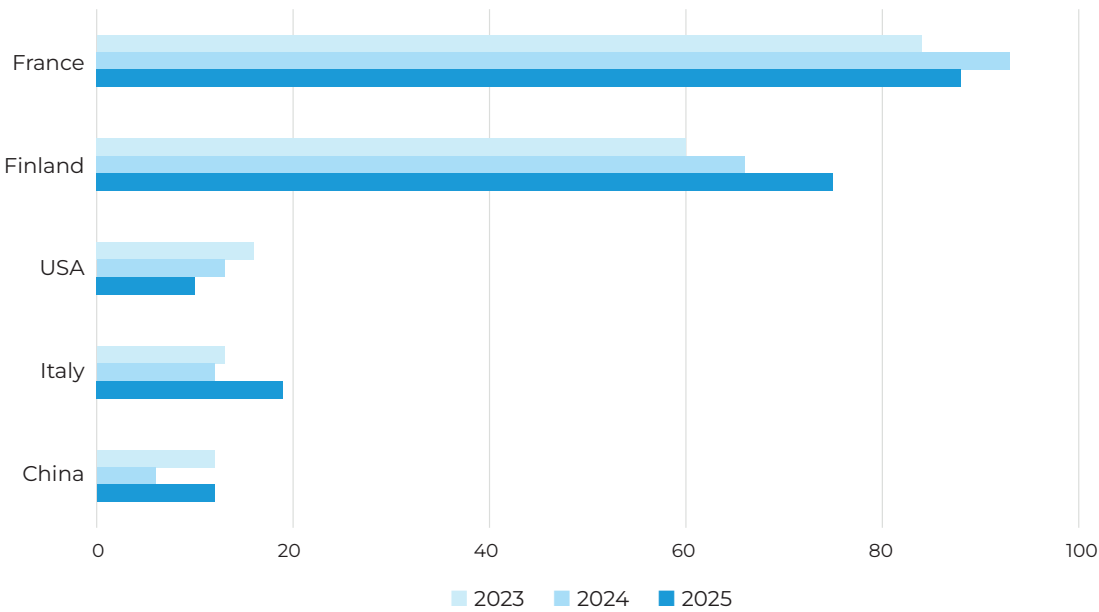
ALMACO Group staunchly opposes corruption, bribery, and extortion in any manifestation. Illegal payments are categorically rejected, and employees are prohibited from receiving benefits, favors, or gifts that could be construed as bribes or perceived to influence decision-making. Our commitment to ethical conduct underscores our dedication to maintaining trust and integrity in all interactions. ■



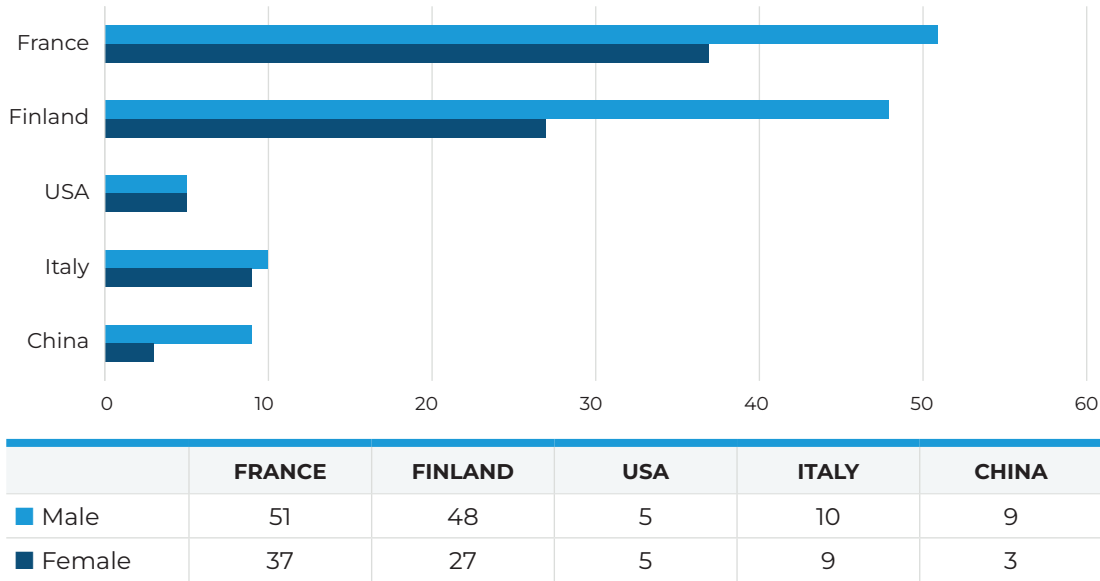
ORGANIZATION & EMPLOYMENT

ALMACO Group has reported the following results regarding the number of employees in its offices.

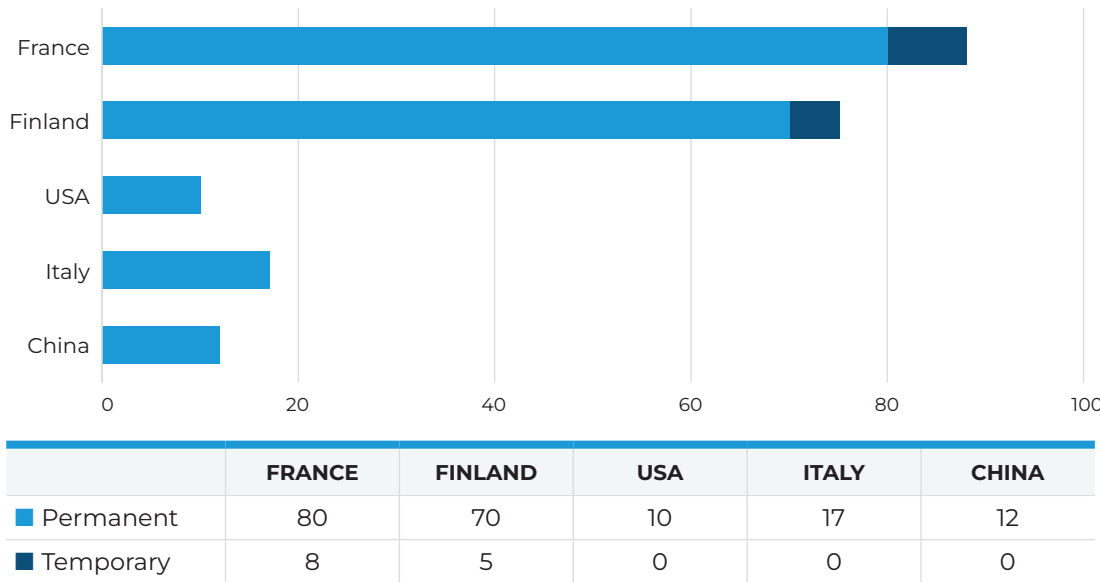
OFFICE	AVERAGE NUMBER OF EMPLOYEES		
	2023	2024	2025
France	84	93	88
Finland	60	66	75
USA	16	13	10
Italy	13	12	19
China	12	6	12



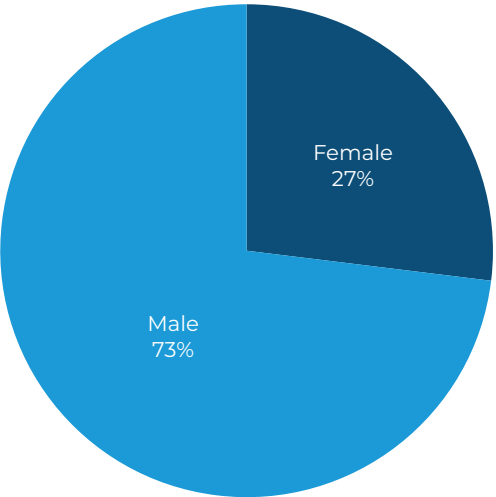
Organizational structure by gender on Dec 31, 2025



Organizational structure by employment type on Dec 31, 2025

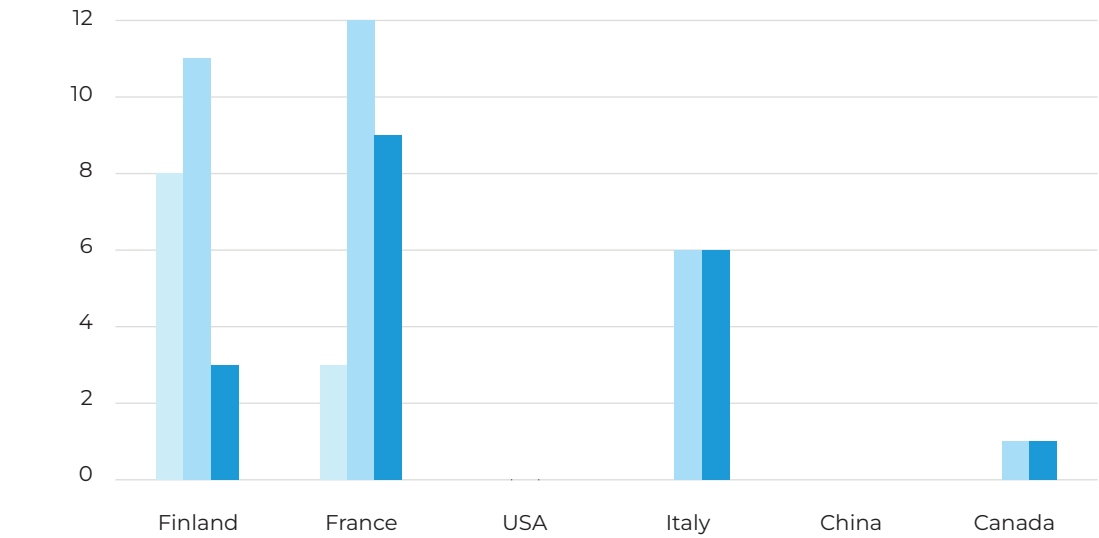


New hires in 2025



Total amount of hires: 30

Employee turnover 2025

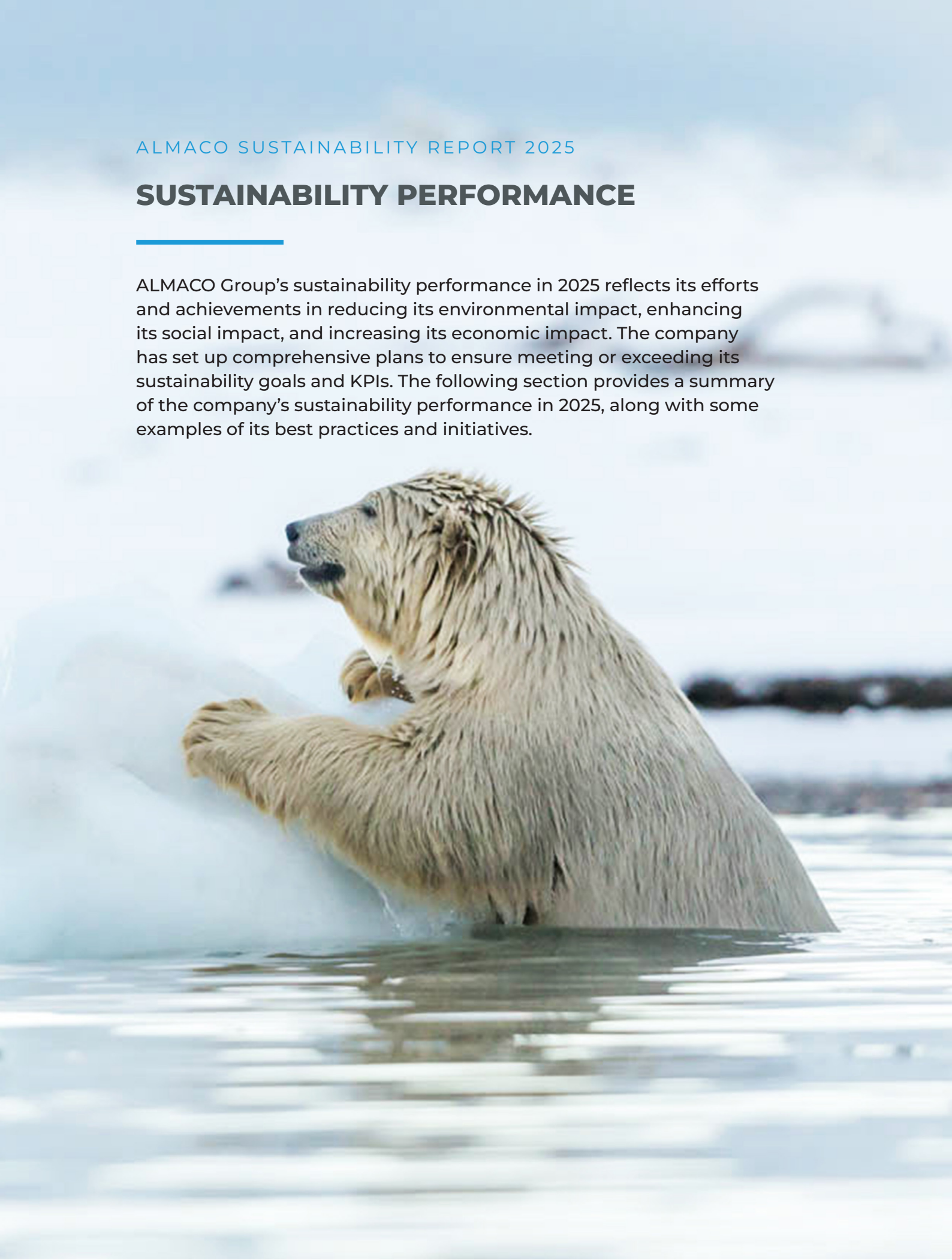


	FIN	FRA	USA	ITA	CHI	CAN
Exits	8	3	0	0	0	0
New hires	11	12	0	6	0	1
Employee turnover net	3	9	0	6	0	1

ALMACO SUSTAINABILITY REPORT 2025

SUSTAINABILITY PERFORMANCE

ALMACO Group's sustainability performance in 2025 reflects its efforts and achievements in reducing its environmental impact, enhancing its social impact, and increasing its economic impact. The company has set up comprehensive plans to ensure meeting or exceeding its sustainability goals and KPIs. The following section provides a summary of the company's sustainability performance in 2025, along with some examples of its best practices and initiatives.



ENVIRONMENTAL PERFORMANCE

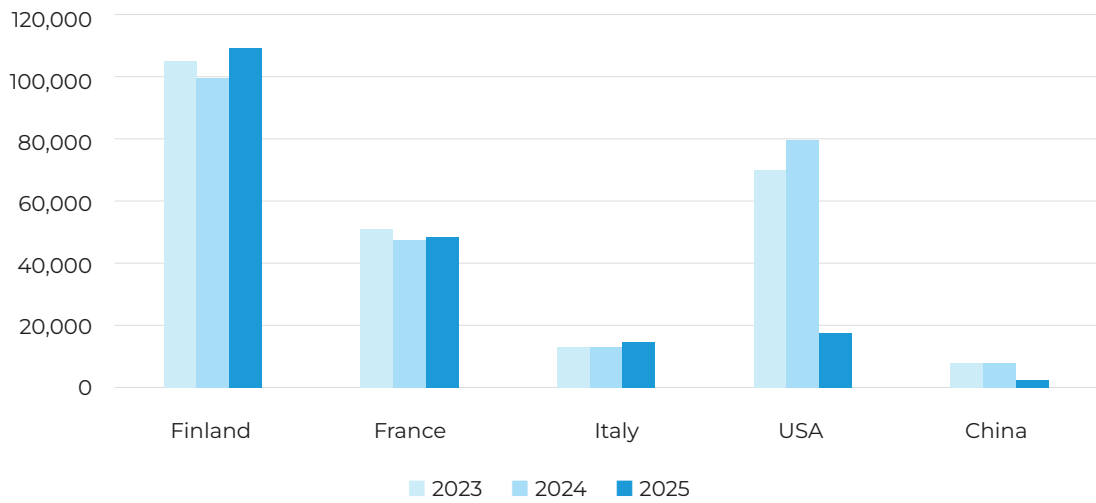
As a certified WWF Green Office organization, ALMACO Group Oy has implemented a system for measuring and reporting its environmental impact, such as energy efficiency, greenhouse gas emissions, waste management, and water usage. Currently also ALMACO Nantes, France office is applying for the Green Office certificate. 100% of ALMACO’s own employees are covered by the company’s Health and Safety Management System.

ENERGY CONSUMPTION

In Finland, investments made in late 2024 significantly lowered oil consumption, while electricity use saw only a slight increase—and all the electricity comes from entirely renewable sources. The USA office was relocated in 2025; however, the reported consumption figures are based on estimates due to the absence of actual consumption data. Also, the consumption in Italy showed slight increase in energy consumption, which is partly related to increased personnel. At the same time the consumption of natural gas has come down ~17,6%.

ALMACO Group reported energy consumption as follows [kwh]:

OFFICE	2023	2024	2025
Finland	105,000	99,473	109,201
France	51,000	47,310	48,526
Italy	13,000	13,183	14,695
USA	70,000	79,703	17,604
China	8,000	8,000	2,417



OIL & GAS CONSUMPTION

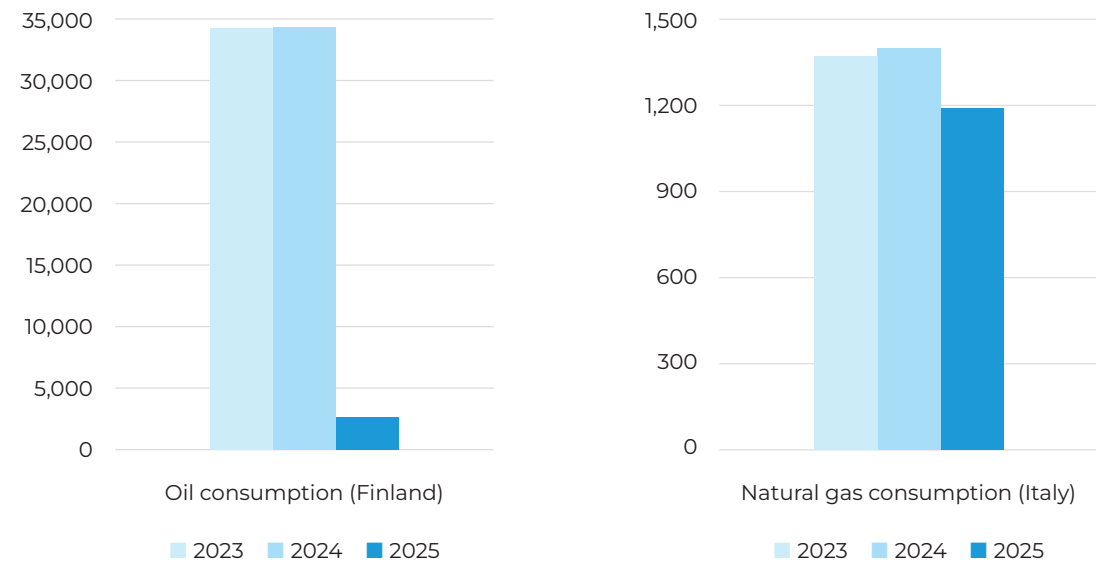
ALMACO’s office in Finland uses oil for heating. Together with the landlord, the company has installed three air-to-water heat pumps (ASHPs) at the end of 2024 targeting 50% reduction on oil consumption. 2025 results show that target was exceeded significantly. ALMACO’s office in Italy uses natural gas for heating.

ALMACO Group’s oil consumption [l]:

OFFICE	2023	2024	2025
Finland	34,220	34,313	2,652

ALMACO Group’s natural gas consumption [m³]:

OFFICE	2023	2024	2025
Italy	1,372	1,398	1,188



GREENHOUSE GAS EMISSIONS

From 2024 onward ALMACO has calculated its emissions by calculating all Office Emissions and adding all Emissions from projects delivered during the reporting year (Office Emissions + Delivered Projects Emissions = Total Annual Emissions). This means that emissions from projects, which last for longer than a year, are reported for the year when the project has been delivered.

Carbon Footprint for all ALMACO divisions combined over the years [tCO2e]:

SCOPE	2023	2024	2025
1	96	97	0
2	121	57	26
3	248,249	212,538	387,107

A significant majority of the Scope 3 emissions consisted of the lifetime energy usage of supplied products by ALMACO. Other, more minor factors were materials, project-related travel, disposal of supplied items and commuting.

Division based emissions for 2025 [tCO2e]:

SCOPE	EPC*	CAT**	LCS***
1	0	0	0
2	4	12	10
3	20,183	270,549	96,375

* EPC includes FIN office emissions.
** CAT includes FRA, ITA and CHI office emissions.
*** LCS includes USA office emissions. Scope 3 use of sold products has been estimated based on 2023 accurate calculations and comparing that to division's turnover between 2023 and 2025.

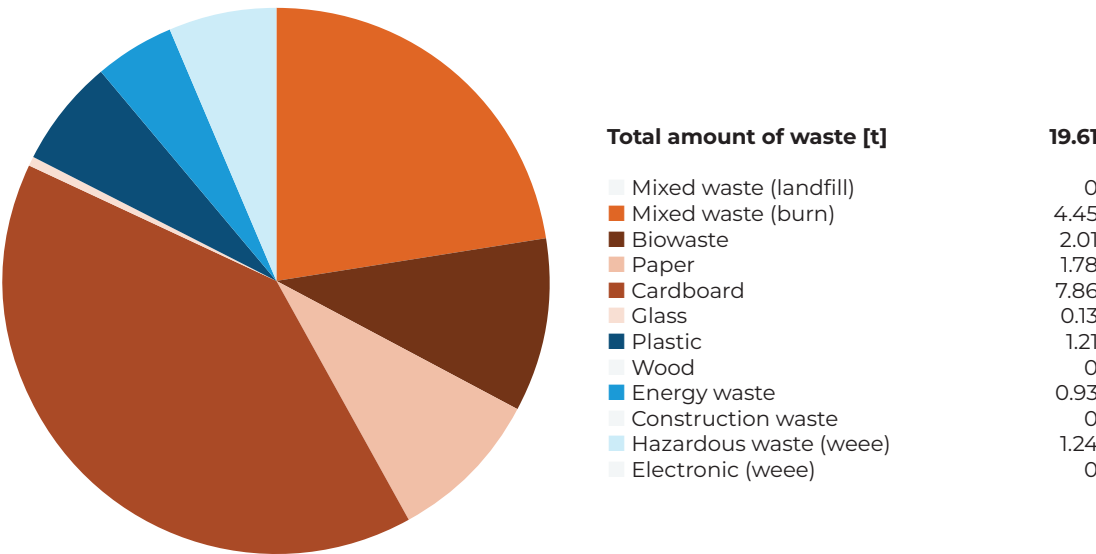
It should also be noted that the scope 3 emissions between years are not comparable. It is fully dependent how many and what kind of projects have been delivered each year. Big galley deliveries have by far the biggest impact on Scope 3 emissions because the equipment consumes the most electricity during its lifetime. EPC delivers mainly cabin and public areas where the electricity consumption is significantly smaller consisting mostly from lighting.

WASTE GENERATION

ALMACO sorts its waste in all offices as well as sites where possible. Since ALMACO has no manufacturing in its offices, the amount of generated waste is low. Waste generated in ALMACO's projects is handled and reported by the Client thus it's not visible in ALMACO's waste reporting. The company is also making efforts to minimize packaging materials, eliminating single use plastics and increasing recycling rates.

ALMACO Group's waste generation [t]:

YEAR	MIXED WASTE (LANDFILL)	MIXED WASTE (BURN)	BIOWASTE	PAPER	CARDBOARD	GLASS	PLASTIC	WOOD	ENERGY WASTE	CONSTRUCTION WASTE	HAZARDOUS WASTE	ELECTRONIC (WEEE)
2024	0	32.36	1.48	6.62	7.70	0.41	0.70	0.05	14.10	0.42	0	0.06
2025	0	4.45	2.01	1.78	7.86	0.13	1.21	0	0.93	0	1.24	0

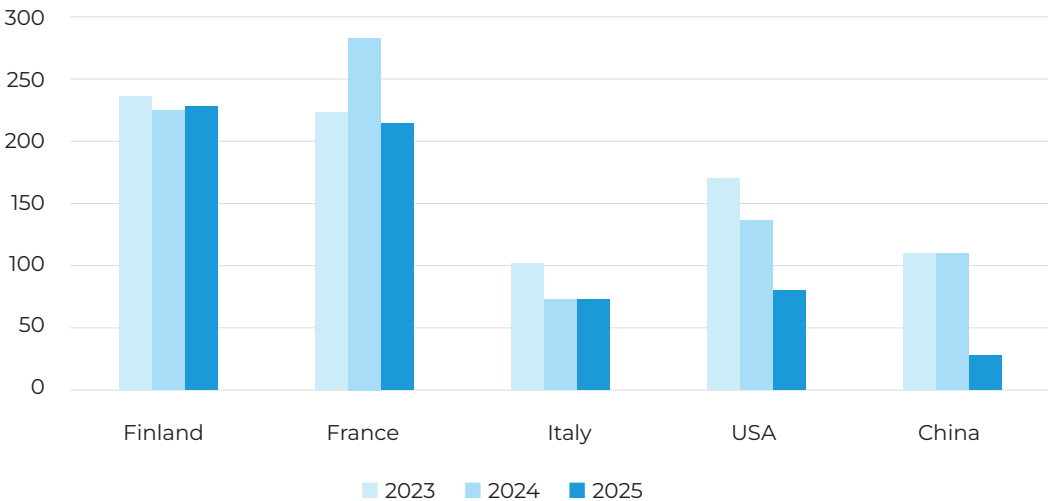


WATER CONSUMPTION

ALMACO has access to information about actual water consumption in the offices in Finland, Italy and France. The USA and China offices' water consumption was estimated based on general water consumption per capita in the local regions and amount of working days per year.

ALMACO Group has reported the water consumption as follows [m³]:

OFFICE	2023	2024	2025
Finland	236	225	228
France	223	283	214
Italy	102	73	73
USA	170	136	80
China	110	110	28



TRAVEL RELATED EMISSIONS

ALMACO closely monitors travel-related emissions and utilizes remote meetings where applicable.

2023 Flight related emissions (UK BEIS with RF and without WTT):

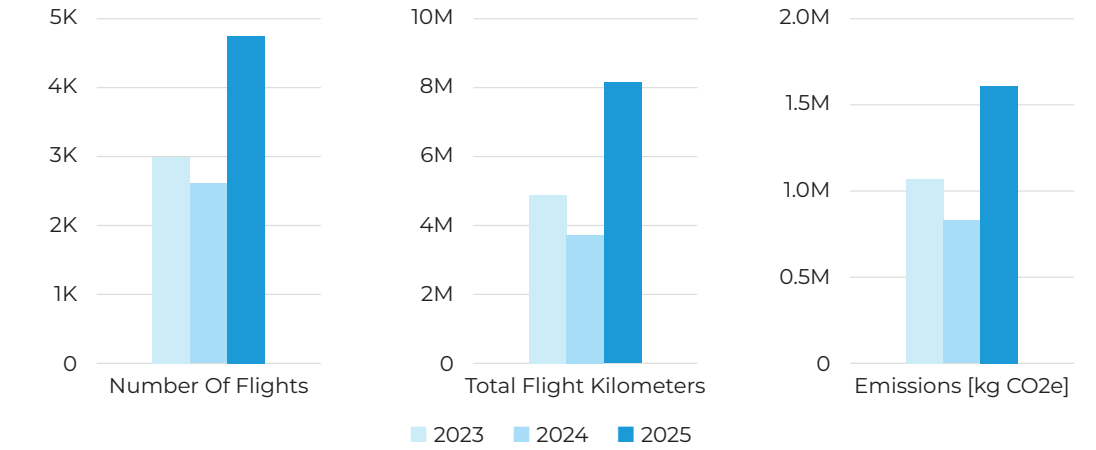
FLIGHT REGION	NUMBER OF FLIGHTS	TOTAL FLIGHT KILOMETERS	EMISSIONS [kg CO2e]
Domestic	21	6,149	1,539
Continental	2,361	2,617,067	540,728
International	616	2,267,871	528,724
TOTAL	2,998	4,891,088	1,070,991

2024 Flight related emissions (UK BEIS with RF and without WTT):

FLIGHT REGION	NUMBER OF FLIGHTS	TOTAL FLIGHT KILOMETERS	EMISSIONS [kg CO2e]
Domestic	66	9,330	2,538
Continental	2,044	1,870,297	387,425
International	500	1,838,216	439,258
TOTAL	2,610	3,717,844	829,220

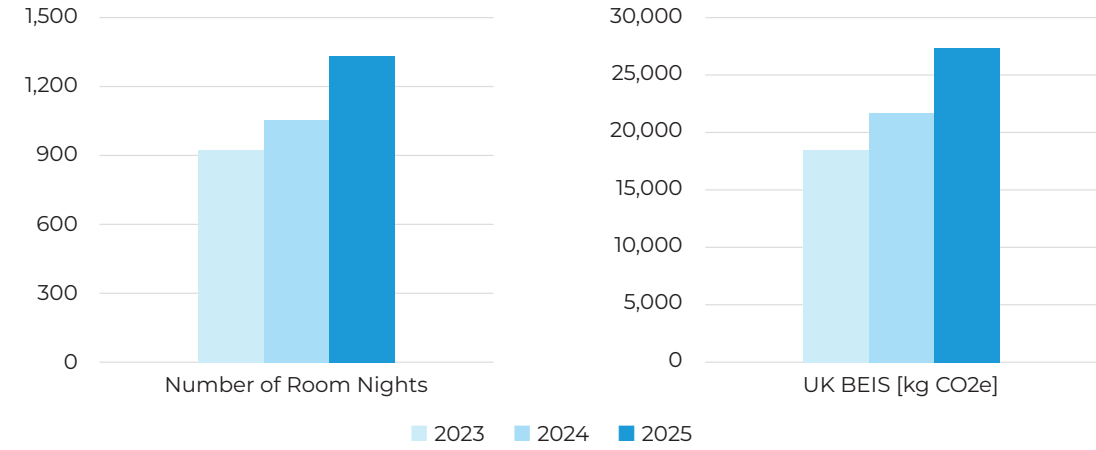
2025 Flight related emissions (UK BEIS with RF and without WTT):

FLIGHT REGION	NUMBER OF FLIGHTS	TOTAL FLIGHT KILOMETERS	EMISSIONS [kg CO2e]
Domestic	37	5,357	1,447
Continental	3,688	4,216,167	790,329
International	1,021	3,926,343	817,870
TOTAL	4,746	8,147,868	1,609,645



Accumulated CO2 from hotel nights spent by ALMACO employees:

YEAR	NUMBER OF ROOM NIGHTS	UK BEIS [kg CO2e]
2023	923	18,472
2024	1,055	21,697
2025	1,333	27,369



SOME EXAMPLES OF THE COMPANY’S
BEST PRACTICES AND INITIATIVES IN THIS AREA ARE:

SUSTAINABLE
VALUE ENGINEERING

ALMACO diligently evaluates and recommends sustainable options for clients’ initial equipment selections. The aim is to enhance value by presenting alternative solutions that prioritize environmental considerations. Ultimately, the final product decision rests with the client.

To achieve this, ALMACO conducts comprehensive assessments that take into account factors such as energy efficiency, long-term durability, recycling potential, and the sourcing of eco-friendly materials. By closely collaborating with clients, the team provides thorough analyses that weigh both short-term costs and long-term benefits. These recommendations are tailored to each project's unique requirements, enabling clients to make informed choices that align with their sustainability goals. Through this value engineering approach, ALMACO empowers stakeholders to choose products that maximize operational efficiency while minimizing ecological impact. The process fosters innovative thinking and encourages responsible practices across all stages of equipment selection and implementation.

ALMACO GALLEY CONCEPT

The company delivers advanced galley systems that support sustainable operations by integrating energy-efficient equipment, water-saving devices, intelligent technologies and weight savings. These innovations are designed to optimize resource consumption and extend the lifespan of onboard equipment.

Central to this approach is the careful planning of galley layouts and equipment based on actual usage and operational needs. By prioritizing workflow efficiency and tailoring solutions to real-world conditions, the company improves crew productivity while optimizing the amount of

equipment required and minimizing the physical footprint of the galley space.

ALMACO actively trains customers to identify the most effective working methods for their newbuilding concepts and provides support through technical analyses and training sessions that introduce the latest ecological solutions available on the market.

MORE ECO-FRIENDLY PRODUCTS

The company aims to develop and supply environmentally friendly products that have lower environmental footprints than conventional systems. Sustainable Solutions for the refrigeration machinery meaning replacing harmful refrigerants into CO2 solutions which allow a CWP value of 1. Additionally the company’s modular cabins, pantries and other modular construction methods ensure logistics and material usage can be optimized..

SUSTAINABLE SOURCING

Sustainability plays a major role in ALMACO’s validation process of material and product suppliers. The company is building a set of requirements for its suppliers to reach greener products in way of emission reduction and longevity.

ALMACO also supplies sustainable products such as durable galley & laundry equipment with low energy consumption and water and energy saving wet area solutions for galleys and cabins.

ENVIRONMENTAL CERTIFICATIONS

The company has obtained various environmental certifications that demonstrate its commitment and performance in this area. For example, the company has maintained the ISO 14001 certification for its environmental management system. The company has also achieved the WWF Green Office certifications for its Finland and France based offices. ■

SUSTAINABILITY PERFORMANCE

SOCIAL PERFORMANCE

ALMACO Group Oy has enhanced its social impact by ensuring its employees’ health and safety, customer satisfaction, supplier responsibility, and community engagement. The company achieved the following results in 2025.

EMPLOYEE & SUBCONTRACTOR
HEALTH AND SAFETY INCIDENTS

The Engineering Procurement Construction (EPC) Division, which has ISO 14001 and ISO 45001 certificates, is closely controlling and monitoring the safety related incidents with Lagging and Leading indicators. Leading indicators measure how much effort has been put to minimize the risk of safety incidents, such as the number of safety trainings, safety walks, near misses, observations, job hazard analysis (JHAs), etc. Lagging indicators measure factors such as incidents requiring first aid, environmental accidents, lost time incidents etc. During 2025, ALMACO EPC division provided around 1200h safety-related training for its site personnel, 5 HSE audits for different sites and a large number of safety walks.

ALMACO’s Lost Time Incidents:

DIVISION	2023	2024	2025
Group	1	0	1
EPC	0	1	1
CAT	0	0	2
LCS	0	0	0
TOTAL	1	1	4

In 2025, there was a rise in LTI cases, leading to a total loss of 12 workdays. Each incident involved cuts to fingers or arms. Each case was thoroughly investigated, and corrective measures—including adjustments to working methods—were adopted to enhance operational safety.

COMPANY’S PARTNER AND
SUBCONTRACTOR NETWORK

ALMACO’s network of partners and subcontractors is a fundamental part of its business model. This flexible structure enables the company to adapt efficiently to the fluctuating workloads that are typical in project-based operations. Partners and subcontractors play a key role in every major project ALMACO delivers, contributing to both capacity and expertise.

The company performs HSEQ audits for all its major partners, subcontractors, and suppliers, ensuring that they operate in alignment with our standards for safety, quality, environmental responsibility, and ethical business conduct. These audits help verify that our collaborators maintain transparent operations, uphold human rights, follow fair labor practices, and deliver services and products that meet our quality expectations.

PARTNERS

At ALMACO, we engage partners in our offices and projects through ongoing contracts rather than fixed-term agreements. While these partners are not direct employees of ALMACO, they are treated equally and regarded as part of our team. These collaborations are built on long-term, trusted relationships that reflect our commitment to mutual respect and shared success.

Amount of Company’s
collaboration partners:

DIVISION	2023	2024	2025
EPC	5	10	12
CAT	1	4	5
LCS	0	0	5
TOTAL	6	14	22

SUBCONTRACTORS

The majority of manual installation work in ALMACO's projects is carried out by trusted subcontractors. Most of the blue-collar workforce on our sites are employees of long-term partners with whom we have established reliable relationships. Work supervision is typically managed by ALMACO employees or dedicated partners, ensuring consistent quality and alignment with our standards.

Amount of ALMACO's Subcontractors (companies):

DIVISION	2023	2024	2025
EPC	15	20	15
CAT	20	25	20
LCS	2	2	5
TOTAL	37	47	40

Estimated amount of ALMACO's Subcontractors (workers):

DIVISION	2023	2024	2025
EPC	200	350	400
CAT	250	300	275
LCS	5	10	15
TOTAL	255	660	690

EMPLOYEE TRAINING HOURS

The company has increased the number of internal trainings and encouraged its employees to participate in external trainings, such as Di-Isocyanate, Ex/Atex, Electric work safety and Occupational safety. Also, due to increased activity in offshore sector the company has

obtained Bosiet training for multiple employees. ALMACO continues to consider the competence of its employees on all levels and this functions as one of the main pillars in its strategy.

ALMACO emphasizes proper onboarding for both new hires and internal career development as part of its training focus.

CUSTOMER SATISFACTION

The company has maintained a high customer satisfaction score with an average NPS (Net Promoter Score) of 61 across all products and divisions in 2025. This is mainly due to the delivery of successful projects and lifecycle services that exceed the expectations of ALMACO's customers.

EMPLOYEE WELLNESS PROGRAM

The company offers employees a health and wellness program that promotes their physical, mental, and emotional well-being. The program includes various benefits and services such as health insurance, fitness facilities, counseling services, flexible work arrangements, as well as vouchers for culture, sports and dining.

SUPPLIER DEVELOPMENT SUPPORT

The company offers its suppliers support by helping them to improve their sustainability performance and competitiveness. The support includes various activities such as market intel and general advice on how to comply with and exceed customer expectations. ALMACO aims to audit its critical suppliers to ensure that it's partners work ethically and sustainably. ■

SUSTAINABILITY PERFORMANCE

ECONOMIC PERFORMANCE

ALMACO Group Oy has increased its economic impact by achieving sustainable profitability, innovation, digitalization, and operational excellence. The financial key numbers are reported separately in the company's Annual Report. In 2025, ALMACO Group focused on the following development topics to achieve economic sustainability.

CUSTOMER-CENTRIC SOLUTIONS

ALMACO Group delivers tailored projects using a consultative approach that identifies customer needs and provides value-adding solutions.

Building on strong client partnerships, ALMACO conducts in-depth assessments to fully understand individual ship requirements. From initial discussions through implementation and full lifecycle support, the company ensures clear and frequent communication as well as adaptability and flexibility. This strong focus on the clients' need help deliver not only the right products, but also long-term value and close co-operation across all customer segments.

INNOVATION CULTURE

At ALMACO, we foster a culture of creativity and collaboration through integrated platforms such as customer pilots, the ALMACO Radar Platform, The Green Team, and cross-divisional R&D workshops. These initiatives help bridge the gap between early ideas and successful implementation.

The Test & Play Lab, launched in 2024, remains a cornerstone of our internal innovation. In 2025, the program expanded to our French office, enabling more colleagues to explore emerging tools and technologies first-hand. By offering a structured environment for experimentation and continuous learning, we ensure our teams stay ahead of the curve.

As part of ALMACO's 2026–2029 strategy, AI adoption plays a central role. To lead this shift, we are forming a dedicated AI Task Force in early 2026 to guide high-value use cases while

ensuring strong ethical standards, data security, and operational efficiency. Our aim is to leverage AI to automate routine tasks so our people can focus on scaling the business, innovation, and the unique value of human expertise and reasoning.

We further encourage employees to propose new concepts and experiment with disruptive technologies through innovation sprints and regular brainstorming sessions. This open-minded environment is strengthened by customer and supplier feedback loops, ensuring we continuously refine our offerings and accelerate the development of impactful solutions..

DIGITAL TRANSFORMATION

ALMACO Group strategically invests in digital innovation and expertise to improve business performance and customer experience, with notable advancements made in 2024.

ALMACO has continued to develop digital tools and services designed to support customers throughout the entire lifecycle of their assets and operational needs. These solutions are tailored to enhance ship performance, add inventory transparency, streamline maintenance, and improve efficiency for our customers.

Recent achievements include the integration of advanced analytics into operational processes and the expansion of digital training programs for staff. Projects leveraging artificial intelligence and automation have streamlined workflows and enhanced data-driven decision-making. These efforts underline ALMACO's commitment to staying ahead in a rapidly evolving technological landscape while maintaining its high standards of excellence and service. ■

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