



2025 Sustainability Report

We exist to accelerate
an open and sustainable future

nordomatic.com



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Change today. Impact tomorrow.

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Reporting Basis

This Sustainability Report has been prepared in accordance with the Voluntary Sustainability Reporting Standard for Small and Medium Enterprises (VSME), developed by the European Financial Reporting Advisory Group (EFRAG). Nordomatic reports in accordance with Option B, encompassing both the Basic and Comprehensive modules of the VSME framework. In addition, a Double Materiality Assessment (DMA) has been conducted to evaluate both the Group's impact on society and the environment, as well as associated financial risks and opportunities. Selected European Sustainability Reporting Standards (ESRS) datapoints are reported based on the findings of this assessment.

The Sustainability Report is prepared on a consolidated basis, covering the Nordomatic Group.

The information presented reflects the Group's overall sustainability performance, governance, and impact across all entities and operations.

Company Overview

Nordomatic is a private limited liability company owned by Trill Impact, an impact investment firm classified as an Article 9 fund under the EU Sustainable Finance Disclosure Regulation (SFDR). The Group operates primarily within NACE classifications 74.90 (Other Professional, Scientific and Technical Activities) and 81 (Services to Buildings and Landscape Activities), reflecting Nordomatic's core activities, which encompass the delivery of technical expertise, building automation solutions, and services that support the operation and performance of buildings.

The complete VSME report is available on the Nordomatic website, published under the Sustainability page.



About Nordomatic

Nordomatic has more than 50 years of experience in building automation. As a leading system integrator, we design, implement, and service intelligent control systems for HVAC, energy management, lighting, and security in buildings. Our iBMS (Intelligent Building Management System) represents the next generation of traditional building management

systems. The "i" reflects a software-first approach, whereby different building systems are integrated and connected through the iBOS platform. This enables buildings to operate as data-driven environments that continuously monitor, learn, and optimize performance.



ABOUT NORDOMATIC

By connecting and managing building systems in this manner, we help reduce energy consumption, carbon emissions, and operational costs, while supporting healthy indoor environments and contributing to our customers' environmental and sustainability goals.

We operate in the B2B market, delivering smart building solutions across more than 30 offices in Scandinavia, the United Kingdom, Latvia, the

Netherlands, Belgium, India, and the United States. Headquartered in Stockholm, we had approximately 1,033 full-time equivalents (FTE) at year-end 2025, generated turnover of MSEK 2,971, and reported a balance sheet total of MSEK 3,915.

We operate through a decentralized structure, while maintaining a shared culture and governance framework across all markets. Our operations are guided by three core values:

Our Core Values

1 We build on **TRUST**
and long-term relationships.

2 We take **ACTION**
on both opportunities and challenges.

3 We deliver **VALUE**
using our experience and our expertise.

ABOUT NORDOMATIC





Purpose Drives Performance

Strong Values. Global Culture. Measurable Impact.

We sat down with CEO Toke Kjær Juul to reflect on the past year and to discuss Nordomatic's direction, particularly in relation to our sustainability efforts and results.

From the outset, one thing is clear: for Toke, purpose is not a statement. It is a way of working. He describes how strong organizations and strong results are built on a clear and meaningful purpose, supported by values that are actively lived across the business. For him, this is the foundation for building a strong global culture and, ultimately, for delivering on Nordomatic's long-term ambitions.

Strong Results Across Markets & Mindsets

Looking back at 2025, Toke highlights the progress Nordomatic has made together with customers across markets. The adoption seen in new markets reflects a growing interest in more data-driven and energy-efficient building operations.

"We are seeing strong interest in our approach, where we take a holistic view of how buildings are monitored and optimized. Our competencies, products, and services are gaining traction across the markets we have entered," he explains.

At the same time, he points to increasing alignment internally across the organization.

"In markets like the US, we see teams taking local ownership of the green agenda. For example, by introducing hybrid vehicles into their operations. That shows that sustainability is not only driven centrally but also embedded locally."

For Toke, engagement and ownership among employees are essential.

"Getting people to truly engage with our purpose and take ownership of it is key."

Changing the Market Conversation

As Nordomatic expands into new markets, one of the key tasks has been to challenge existing assumptions about energy optimization. Historically, energy efficiency has often been seen as a trade-off, something that could come at the expense of indoor climate or building performance. According to Toke, this perception does not reflect reality.

"We often encounter the belief that reducing energy consumption means sacrificing indoor comfort. In many cases, the opposite is true. With the right data and intelligent optimization, we can improve indoor climate while reducing energy consumption."

This is where Nordomatic's growing software and data capabilities play a central role. Solutions such as iBOS Energy provide deeper insight into how buildings perform and enable continuous optimization.

"With better data, we gain a much clearer understanding of how buildings operate. That allows us to optimize performance more precisely, improving indoor climate, reducing energy consumption, and strengthening operational efficiency at the same time."

For Toke, this also changes how sustainability is understood in the market.

"In many markets, sustainability has traditionally been seen as a cost. What we demonstrate is that when buildings are operated more intelligently, you reduce energy consumption, lower operational costs, and reduce CO₂ emissions simultaneously. In many cases, it simply makes sense, both financially and environmentally."

This combined perspective is gaining traction, particularly in markets where cost efficiency is a strong driver.

"In markets like the US and the UK, customers clearly see the economic benefits while also moving in a more sustainable direction. That combination is important."

At the same time, Toke emphasizes that Nordomatic's ambition goes beyond individual buildings. We aim to contribute to more sustainable societies and workplaces where technology, behavior, and mindset work together.

Ownership, Culture & the Road Ahead

As the conversation turns to the future, Toke highlights the role of people in delivering Nordomatic's ambitions.

"We must take ownership of what we say and what we do."

For him, this mindset must be present throughout the organization. Employees need to believe in the purpose, take responsibility, and actively contribute to the impact Nordomatic aims to create. At the same time, continued growth places new demands on the organization.

As Nordomatic expands and integrates new companies, aligning culture and ways of working remains essential. This work starts early in acquisition processes and continues through onboarding and training, including through Nordomatic Academy. Reflecting on the past year, Toke highlights the progress made across the organization.

"2025 has been a strong year. What I am particularly proud of is how people across the organization have taken ownership and contributed to moving our ambitions forward."

Today, Nordomatic operates as a global organization and the world's largest independent supplier of BMS solutions. According to Toke, we have taken important steps in turning strategy into tangible results.

"What gives me confidence going forward is the collaboration we see across countries and cultures. Knowledge sharing and value creation are happening every day across the organization."

Looking ahead, he believes that both businesses and societies need to take energy consumption in buildings even more seriously.

"It is good for the economy and essential for the climate, and the two must go hand in hand."

Toke Kjær Juul
President & CEO



Scan the QR code and hear what Toke has to say.



From Numbers to Real Impact

A conversation with Impact Controller Tina R. Andersen.

In connection with the development of Nordomatic's annual sustainability report, we sat down with Tina R. Andersen, Impact Controller at Nordomatic. Tina is responsible for coordinating Nordomatic's overall sustainability and impact efforts and has played a central role in the development of this year's report.

Rather than focusing solely on the numbers presented in the report, the ambition of this conversation was to gain insight into the reflections, experiences, and observations of someone who works closely with Nordomatic's strategic and operational sustainability efforts every day.

Tina herself has followed Nordomatic for several years. Even before joining the company, she wrote her thesis on Nordomatic's potential within the BMS industry, exploring whether companies that actively work with sustainability and climate impact can create value beyond traditional financial metrics. Now, one year into her role as Impact Controller, she has an even clearer perspective on Nordomatic's impact.

"What fascinated me when I first studied Nordomatic, and what still fascinates me today, is that the work we do actually creates measurable value on several levels at the same time," Tina explains.

"Of course, companies need to deliver financial results. But what we can also demonstrate is

that the solutions we deliver help reduce energy consumption, improve indoor climate, and lower CO₂ emissions in buildings around the world. That means the work our colleagues do every day contributes to something much bigger than just business performance."

For Tina, the people within the organization are the real driving force behind that impact.

"We have incredibly skilled colleagues across Nordomatic, including engineers, technicians, and specialists who have dedicated their professional lives to making buildings smarter and more energy efficient. When you think about the scale of the global building stock and the emissions it represents, the work they do every day really matters. They are helping move things in the right direction, both for society today and for future generations."

This sense of purpose is also reflected in what Tina describes as a strong sense of professional pride across the organization.

"There is a remarkable level of professional pride at Nordomatic. You see it at every level of the organization. People genuinely care about delivering high-quality work and applying their expertise in the best possible way. It creates a culture where professionalism, curiosity, and responsibility go hand in hand."



When asked which areas of Nordomatic's sustainability work she personally finds most encouraging, Tina highlights the company's ability to combine business performance with a broader responsibility toward people and the planet.

"One of the things I am most proud of is that we are actively working to redefine what business as usual looks like. Yes, we are a commercial company, and we must deliver financial results. But at the same time, we are very clear about our broader responsibility. Our work is guided by the balance between people, planet, and profit."

This perspective is visible across several parts of Nordomatic's organization, from our energy optimization solutions to initiatives within people and culture.

"We have initiatives that focus on including people who might otherwise struggle to enter the workforce. Helping people either enter the workforce for the first time, or return to it, is something I personally find very meaningful. It shows that sustainability is not just about environmental metrics. It is also about how we build responsible organizations and communities."

Tina also emphasizes the transparency that characterizes Nordomatic's approach to sustainability.

"We are a very transparent organization. There is clarity around sustainability responsibilities and expectations from owners and leadership all the way to partners and suppliers. That openness creates a strong foundation for collaboration and shared development."

Finally, when asked why someone should consider joining Nordomatic, Tina does not hesitate.

"If you want to be part of something meaningful, Nordomatic is a very special place to work. There is a strong sense of autonomy with accountability, and people are encouraged to use their skills and talents to make a real difference. You are not just moving products from one place to another. You are actively contributing to making buildings smarter, reducing emissions, and helping create a better world."

And for Tina, that combination of professional excellence and purpose is exactly what defines Nordomatic.



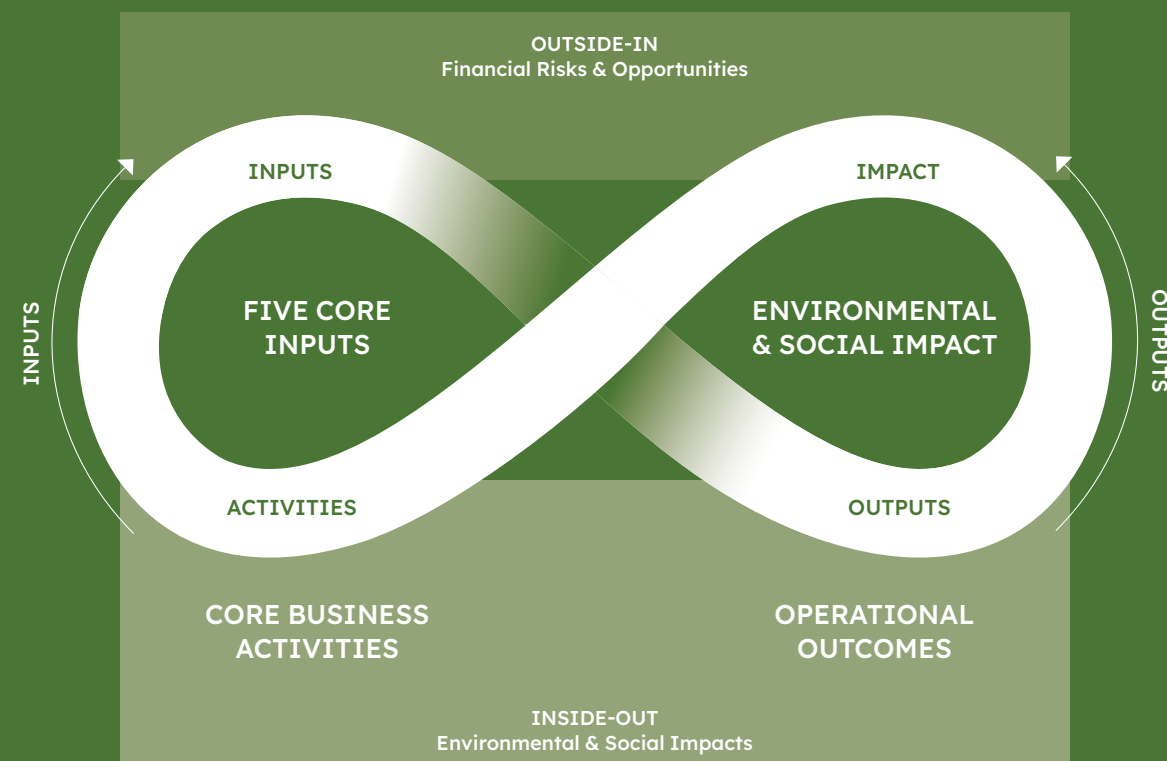
Scan the QR code and hear what Tina has to say.

Value Creation & Impact Model

Creating long-term value at Nordomatic means integrating operational excellence, digital innovation, and sustainability into every stage of our business model. Our value creation approach is grounded in the principle of double materiality, ensuring that we manage both:

- **How sustainability factors, including climate change, regulation, customer demand, and supply chain conditions, influence our financial performance (outside-in).**
- **How our activities and solutions impact customers, climate, society, and the value chain, including enabling energy and CO₂ reductions in buildings (inside-out).**

The Double Materiality Assessment (DMA), presented on **page 24**, identifies the sustainability topics most significant to our strategy, risk management, and long-term value creation. Across our value chain, climate-related impacts are managed in alignment with our commitment to the Science Based Targets initiative (SBTi). This approach integrates governance, digital solutions, and the ongoing development of lifecycle management and responsible value chain practices into a coherent framework.



Business Model Overview

Nordomatic designs, integrates, upgrades, and services intelligent building management systems (iBMS) and digital optimization platforms (iBOS), enabling the integration and coordinated management of technical building systems such as HVAC, lighting, access control, and energy systems.

Through this integrated approach, Nordomatic supports customers throughout the entire building lifecycle, from system design and implementation to upgrades, monitoring, and ongoing service, with the objective of improving energy performance, operational efficiency, and indoor environmental quality.

Value is generated through:

- **System integration and modernization projects.**
- **Recurring service and maintenance agreements.**
- **Digital energy optimization and software-based solutions.**
- **Retrofit and lifecycle extension services**

The model combines project-based income with recurring service and software revenues, creating operational resilience while enabling measurable climate impact.

Inputs

Our ability to create sustainable value depends on five core inputs. These inputs represent the resources, capabilities, and relationships that enable us to deliver intelligent building solutions, drive climate impact, and build long-term resilience across our business.

Human Capital

Our people are the foundation of everything we deliver. Across Nordomatic, skilled engineers, technicians, software specialists, and experienced leadership drive operational excellence and continuous innovation.

Technology & Digital Infrastructure

We develop and deploy advanced iBMS systems and iBOS energy optimization software, supported by cloud-based analytics, cybersecurity architecture, and smart asset connectivity, to deliver intelligent and reliable building solutions.

Responsible Supply Chain

We hold our suppliers to high standards. Components and products used in our solutions are subject to ESG due diligence, clearly defined supplier requirements, and Scope 3 mapping to identify and reduce environmental and social risk across the value chain.

Financial & Strategic Relations

Our business is built on long-term customer relationships and strong stakeholder alignment. A shared commitment to sustainable growth and climate transition guides how we develop and invest in our business over time.

Governance & Control Systems

Sound governance underpins our ability to deliver on our commitments. This includes board oversight, executive accountability, ISO 14001-certified environmental management systems, robust internal controls, and the full integration of ESG considerations into our reporting structures.

Activities

Using these inputs, Nordomatic creates value across the entire building lifecycle. Our activities span from initial system design and integration through to ongoing monitoring, optimization, and end-of-life upgrades, ensuring that buildings perform efficiently at every stage.

System Integration & Upgrade

We design, install, and modernize intelligent building management systems tailored to each customer's

needs. By replacing outdated infrastructure with advanced iBMS solutions, we enable buildings to operate more efficiently, safely, and sustainably from day one.

Digital Energy Optimization

Through continuous monitoring, predictive analytics, and automated control, we identify inefficiencies and optimize building performance in real time. This allows us to reduce energy consumption, lower operational costs, and improve indoor climate without disrupting day-to-day building operations.

Lifecycle Extension & Circularity

Rather than replacing systems prematurely, we extend the operational lifetime of existing building infrastructure through targeted upgrades, retrofits, and repair-based maintenance. This approach reduces waste, lowers capital expenditure for our customers, and supports a more circular approach to building management.

Platform Monitoring & Service

Through remote monitoring, structured service agreements, and continuous performance optimization, we ensure that buildings maintain and improve their performance over time. Our digital platforms provide real-time visibility into building operations, enabling proactive intervention before issues affect efficiency or comfort.

Responsible Value Chain Management

Through active supplier engagement, risk-based due diligence, and expanded transparency into our indirect emissions (Scope 3), we work to reduce environmental and social risk beyond our own operations and promote responsible practices across our entire value chain.

Impact

The impacts identified through Nordomatic's Double Materiality Assessment (DMA) occur across upstream activities, own operations, and the downstream use of our solutions.

Upstream: Responsible Supply Chain

The majority of Nordomatic's greenhouse gas emissions are reported in Scope 3, with purchased goods and services representing the largest

contribution. Fuel and energy-related activities, business travel, upstream transportation, and operational waste represent smaller shares of our overall value chain footprint. As these emissions are closely linked to supplier activities and purchased equipment, responsible supply chain management is a central element of our climate and sustainability approach.

These impacts are addressed through:

- **Supplier ESG requirements and contractual obligations.**
- **Human rights and labor standards expectations.**
- **Progressive strengthening of risk-based supplier due diligence, with particular focus on suppliers with higher environmental and social impact.**
- **Ongoing Scope 3 mapping and improved emissions transparency across the supply chain.**

Addressing upstream impacts helps reduce regulatory exposure, strengthen supply chain resilience, and mitigate long-term financial risks.

Outputs

Our activities generate measurable operational outcomes across buildings, operations, and the value chain, including:

- **Increased number of connected smart buildings through iBMS integration and digital platform deployment.**
- **Reduced operational energy consumption in customer buildings through improved system integration, monitoring, and digital energy optimization.**
- **Extended lifetime of building technical installations through service, upgrades, and lifecycle optimization.**
- **Improved indoor climate and building performance through intelligent system control and monitoring.**
- **Reduced material waste and equipment replacement through repair, upgrades, and circular lifecycle management.**

- **Lower Scope 1 emissions (direct emissions from our own operations) and Scope 2 emissions (indirect emissions from purchased energy) through improved energy management and operational efficiency.**
- **Improved transparency and engagement with suppliers, supporting responsible sourcing and Scope 3 emissions management.**

Own Operations – Scope 1 and Scope 2 Management

Nordomatic manages Scope 1 and Scope 2 emissions through electrification initiatives, energy efficiency improvements, and certified environmental management systems. We are committed to align our climate targets with the Science Based Targets initiative (SBTi).

While business expansion may influence absolute emission levels, efficiency improvements and electrification initiatives contribute to reductions in emission intensity over time. Climate considerations are embedded in operational decision-making and performance monitoring processes.

Downstream: Primary Positive Climate Contribution

Nordomatic's most significant positive climate impact arises from energy optimization in customer buildings. Through improved system integration, digital monitoring, and predictive energy management, our solutions enable customers to reduce energy consumption and associated greenhouse gas emissions. These reductions primarily occur within customers' Scope 1 and Scope 2 inventories.

From Nordomatic's perspective:

- **Emissions associated with the use of our products and services form part of downstream Scope 3 emissions.**
- **The resulting energy savings represent avoided emissions within the broader energy system.**

Avoided emissions are not included in Nordomatic's own greenhouse gas inventory but illustrate the system-level climate contribution of our solutions.

We are significantly expanding our analysis of downstream Scope 3 emissions in line with the requirements of the Science Based Targets initiative (SBTi). This work improves transparency regarding the use-phase emissions associated with our solutions and strengthens our understanding of our full value chain climate footprint. The enhanced analysis supports the development of science-based reduction targets and enables more informed decision-making to reduce emissions across the building lifecycle.

The results of Scope 1, Scope 2, and Scope 3 emissions are presented in the chapter Climate & Environmental Performance on page 26.

Contribution to the United Nations Sustainable Development Goals

Through the integration of intelligent building management systems, digital energy optimization, and lifecycle upgrades, Nordomatic contributes to several of the United Nations Sustainable Development Goals (SDGs). In particular, our solutions support SDG 7 – Affordable and Clean Energy, SDG 9 – Industry, Innovation and Infrastructure, SDG 11 – Sustainable Cities and Communities, SDG 12 – Responsible Consumption and Production, and SDG 13 – Climate Action.



By improving energy efficiency in buildings, extending the lifetime of technical installations, and enabling data-driven building performance optimization, Nordomatic helps reduce energy consumption and greenhouse gas emissions while supporting the transition toward more sustainable and resilient urban infrastructure.

Climate Transition as a Strategic Opportunity

The transition towards more energy-efficient and low-carbon buildings represents a key priority for policymakers, regulators, and the broader society.

Nordomatic's integrated digital and service-based building management model supports this transition by enabling improved energy performance, lifecycle optimization, and data-driven building operations. Increasing regulatory requirements, rising energy costs, and evolving customer expectations are driving demand for:

- **Digital energy optimization.**
- **Building decarbonization.**
- **Lifecycle upgrades instead of full replacement.**
- **Energy performance transparency and ESG documentation.**

This development aligns with Nordomatic's core capabilities and strengthens the relevance of our solutions in the transition toward more sustainable and resilient buildings. Climate mitigation is

therefore both an impact priority and a factor influencing our long-term development, including:

- **Strengthened customer relationships.**
- **Growth in service-based solutions.**
- **Increased demand for energy efficiency and optimization.**
- **Enhanced positioning in a changing regulatory environment.**

The value creation model reflects this dual perspective, linking environmental and social impact with long-term business resilience.

CLIMATE TRANSITION AS A STRATEGIC OPPORTUNITY



Sustainability is central to our business. It's part of who we are. While our customers rely on us for BMS installations, we see our role as going beyond that. We proactively consolidate and monitor your building data, detecting disruptions, documenting system performance, and giving customers the visibility they need to drive energy efficiency, optimize operations, and deliver long-term value.

This means that when our customers need more than just installations, whether it's actionable insights, energy optimization, or data for future ESG reporting, we're ready to support them. Our goal is to be a trusted partner, helping customers operate smarter, more sustainable buildings today while preparing them for the reporting and regulatory requirements of tomorrow.

Kristoffer Skoglund, CCO,
Nordomatic



One Company – One Culture

A conversation with Glebs Kiselovs, Founder and CEO of Echoo Group, acquired by Nordomatic in September 2025.

As we continue to grow across multiple markets and integrate new companies into the Group, maintaining a strong shared culture is becoming increasingly important.

One of the companies that joined us in 2025 is Echoo, a leading BMS specialist in the Baltic region founded by entrepreneur Glebs Kiselovs. For the Sustainability Report, we spoke with Glebs about his experience during the first months as part of Nordomatic.

According to Glebs, the transition has been both intense and highly positive.

“To be honest, it is something I could talk about for hours,” Glebs says with a smile. “The first months after the acquisition were extremely busy. We joined the Group close to year-end, so there were budgets to prepare, audits to complete, and a full transition into Nordomatic systems and processes. Throughout the entire process, we received strong support from organization.”

Looking back, he describes the first months as centered around three key themes: integration into Nordomatic’s systems, learning to operate even more strongly as a BMS company, and getting to know our organization and culture.

It is our culture that has surprised him the most.

“During the acquisition process, Toke spoke a lot about Nordomatic’s culture. I expected it to be

strong, but after joining Nordomatic, I realized it is even stronger than I expected. It is not just something written in a strategy or value statement, it is something people genuinely live by every day.”

One moment that particularly stood out was attending our leadership conference in London earlier this year.

“It was the first time I met many of the leaders in person. What struck me was how aligned everyone was in mindset and attitude. There is a shared ambition to build the world’s strongest BMS organization, and that spirit is very real.”

This shared mindset is also reflected in the way people collaborate across the Group.

“In many organizations, responsibility needs to be assigned before anything moves forward. At Nordomatic, people naturally step forward and take ownership. That creates a very positive energy in projects and discussions.”

Integrating a company into a larger international organization is never simple, Glebs notes, but he emphasizes that our structure and support have made the process smoother.

“Integration is complex, and we are continuously learning how to improve it. But from day one there was a clear structure with people responsible for guiding us through areas such as finance, IT, and sales. Some parts are straightforward, while others

require more work, but the support is there, and that makes a big difference.”

Becoming part of Nordomatic has also influenced how Echoo frames the value of its work.

“What we do at Echoo has not fundamentally changed. We have always believed in the value of BMS systems and their role in improving buildings. However, Nordomatic encourages us to see the bigger picture.”

He explains that our strong focus on sustainability adds an important dimension.

“Instead of only talking about indoor climate or energy savings, we now talk much more about overall impact. We are contributing to reduced emissions and helping buildings operate more sustainably. That adds a deeper meaning to the work we do.”

For Echoo, joining Nordomatic has also created new opportunities in its home market.

“The Latvian BMS market is still relatively young compared to markets such as Denmark and Sweden. There is still a significant need for education around the true value of BMS systems.”

Access to Nordomatic’s tools, platforms, and expertise has therefore created new momentum. “Even though Echoo is already the leading BMS company in Latvia, we realized that Nordomatic

operates several steps ahead in certain areas. Access to tools such as iBOS and our service platforms enables us to deliver significantly more value to the local market.”

For Glebs, collaboration within our leadership team has also strengthened his confidence in the partnership.

“Every leader I have met is someone you genuinely want to work with. People take ownership and want Nordomatic to succeed. The alignment between the leadership team, the Board, and our owners at Trill Impact creates a very strong foundation.”

Looking ahead, Glebs sees significant potential for Echoo within Nordomatic.

“Seeing how we can build the largest and strongest BMS company in Eastern Europe has become much clearer to me since joining Nordomatic,” he says.

“We are starting with the Baltic states and Poland and from there the possibilities are huge. What excites me most is that this is no longer just an idea. We now know how we can actually make it happen.”



Sustainability Governance & Strategy

Our Sustainability Ambition

Sustainability is integrated into Nordomatic's overall business strategy and long-term value creation model. Our ambition is to accelerate the transition toward energy-efficient and low-carbon buildings through smart digital building management solutions, positioning the Group as a leading integrator of intelligent building solutions that contribute to measurable emission reductions and improved building performance across markets. This ambition extends beyond regulatory compliance and shapes how we operate, invest, and grow.

Our strategy focuses on:

- 1. Reducing energy consumption and carbon emissions in customer buildings through iBMS and iBOS solutions.**
- 2. Reducing our own operational emissions across Scope 1, 2, and relevant Scope 3 categories.**
- 3. Strengthening responsible practices throughout the value chain.**
- 4. Integrating sustainability into operational decision-making and performance management.**

Sustainability Governance

Sustainability oversight is integrated into Nordomatic's governance structure and strategic decision-making processes. Climate considerations are embedded into strategic planning, risk management, and performance evaluation, and sustainability-related KPIs form part of management

objectives, with selected climate-related indicators integrated into remuneration structures.

Overall accountability for sustainability strategy and climate-related initiatives rests with the Group CFO, who oversees ESG reporting and implementation. The Board of Directors oversees and approves sustainability-related policies and the Group's strategic direction, while the Executive Management Team ensures that sustainability considerations are embedded in operational planning, risk management, and performance monitoring.

Our sustainability work is further strengthened through close collaboration with our majority owner, Trill Impact, a growth-oriented investment firm with a strong focus on sustainable value creation and impact investing. Through this partnership, we benefit from structured impact frameworks and shared expertise that support the development of our sustainability agenda. As part of this collaboration, impact-related KPIs have been developed jointly with Trill Impact to monitor and document our environmental and societal contributions, including energy and emissions reductions enabled through smart building technologies.

Our Impact Controller coordinates sustainability reporting, data collection, and the implementation of sustainability initiatives across the organization. Results are regularly reviewed through management reporting and strategic performance evaluations. The Group's ESG and Impact functions oversee the operational implementation of sustainability initiatives and reporting processes, while supporting data management, reporting quality, and alignment with evolving sustainability standards.

Climate Commitment & Targets

We are committed to aligning our climate ambitions with the Science Based Targets initiative (SBTi) and the objectives of the Paris Agreement to limit global warming to 1.5°C. Near-term science-based greenhouse gas reduction targets covering Scope 1, Scope 2, and relevant Scope 3 emissions categories are currently being developed and prepared for SBTi validation. These targets will support our long-term transition toward lower-carbon operations and value chains and will be integrated into our climate strategy and performance monitoring processes. Further detail on our climate commitments is provided in the **Climate & Environmental Performance** chapter on **page 30**.

Management Systems & Certifications

Our sustainability and operational performance are supported by established management systems and certifications across key markets, providing structured processes for environmental management, quality assurance, and information security.

Environmental Management: Operations in Sweden, Denmark, and the United Kingdom are certified under ISO 14001, supporting systematic environmental management and continuous improvement. In Norway, operations follow the Miljøfyrtårn framework, which is aligned with ISO 14001 principles.

Quality Management: Operations in Sweden, Denmark, Norway, and the United Kingdom are certified under ISO 9001, ensuring consistent quality management practices across projects, services, and operational processes.

Information Security: Operations in Norway are certified under ISO 27001, supporting robust information security management and the protection of digital infrastructure. Other regions are progressively implementing information security practices aligned with the ISO 27001 framework.

Statement from Trill Impact:

We are pleased to see Nordomatic's impact and ESG practices continuing to mature alongside their growth in scale and geographic footprint. We also see potential for increased cross-market alignment and more systematic sharing of best practices.



Double Materiality Assessment

To ensure that sustainability efforts focus on the areas that matter most, we have conducted a structured Double Materiality Assessment (DMA). The assessment identifies where Nordomatic has the greatest impact on the environment and society, as well as where sustainability-related risks and opportunities may influence long-term value creation and financial performance.

The assessment was conducted in accordance with the VSME framework and informed by the principles of ERS 2 and the EFRAG Materiality Assessment Implementation Guidance.

Methodology & Process

The DMA was carried out through a structured process designed to reflect our business reality and value chain.

The starting point was a mapping of the business model, stakeholder landscape, and value chain activities to identify relevant sustainability matters across upstream, own operations, and downstream activities.

Based on this mapping, actual and potential impacts, risks, and opportunities (IROs) were identified using internal data, stakeholder input, and regulatory developments.

Each IRO was then assessed from two perspectives. Impact materiality was evaluated based on severity, scope, and likelihood, while financial materiality considered the potential magnitude and probability of financial effects. The assessment also considered short, medium, and long-term time horizons.

Applying defined scoring thresholds enabled the prioritization of material IROs, which were consolidated into the material sustainability topics forming the structure of this report.

Material Impacts

The following material topics were identified:

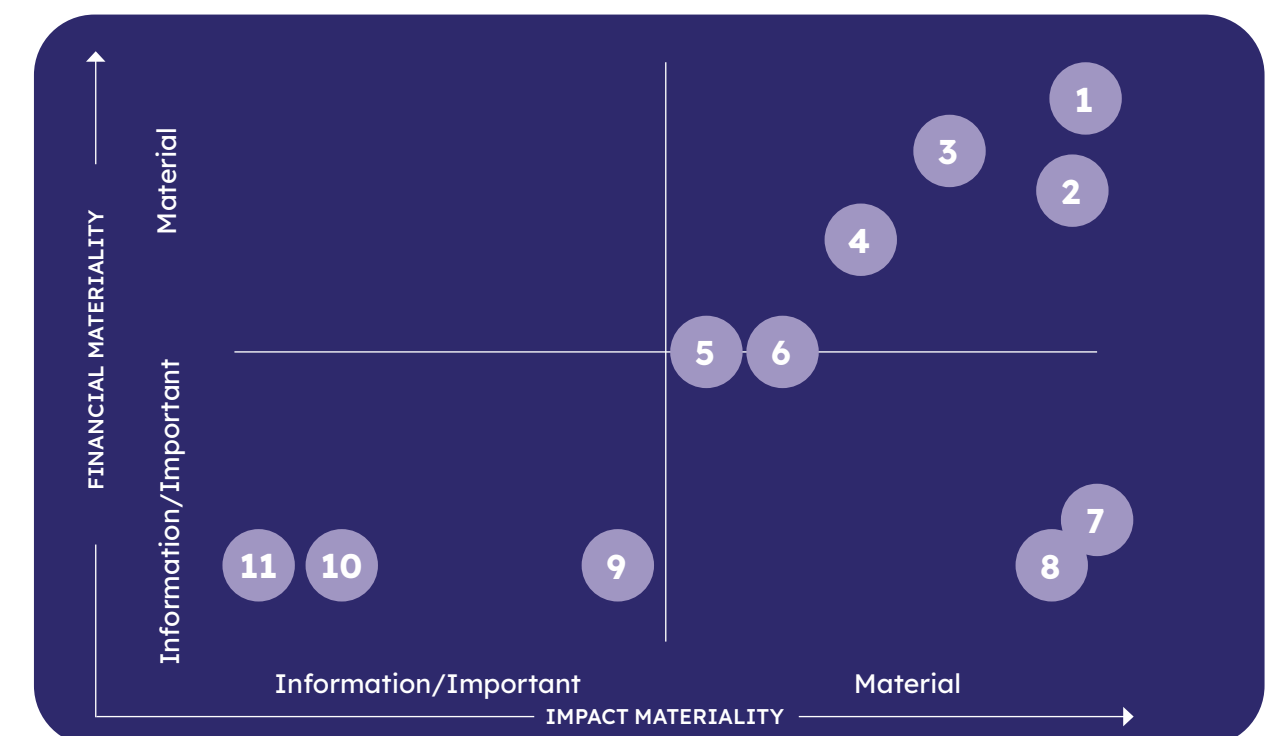
- **Climate change (E1).**
- **Pollution (E2).**
- **Resource use and circular economy (E5).**
- **Own workforce (S1).**
- **Workers in the value chain (S2).**
- **Consumers and end-users (S4).**
- **Business conduct (G1).**



DOUBLE MATERIALITY ASSESSMENT

The most significant negative environmental impact relates to greenhouse gas emissions, primarily arising in Scope 3 across the value chain. At the same time, Nordomatic generates positive environmental impact

through our building management solutions, which reduce energy consumption and enable avoided emissions in customer buildings.



- | | | | |
|---------------------|---------------------------|-------------------------------|--------------------------------|
| 1. Climate Change | 4. Supply Chain | 7. Waste and Resources | 10. Local Community |
| 2. Own Workers | 5. Workers in value chain | 8. End-users | 11. Biodiversity and Ecosystem |
| 3. Business conduct | 6. Pollution | 9. Water and Marine Resources | |



Material Risks & Opportunities

Material financial risks include regulatory developments, cybersecurity risks, supply chain disruptions, corruption and misconduct risks, and potential talent shortages.

Material financial opportunities arise from increasing demand for energy-efficient and digital building solutions, climate adaptation services, improved supply chain transparency, and enhanced governance positioning.

Governance & Integration

The DMA is coordinated by the Impact Controller and integrated into Nordomatic's overall risk management and strategic planning processes. The results were reviewed by Executive Management and are overseen by the Board of Directors. The assessment is reviewed

annually and updated to reflect changes in regulation, market conditions, and operational developments such as updates to Nordomatic's geographical footprint.

The material topics identified through the assessment are illustrated in the matrix on previous page, presenting both the impact materiality and financial materiality dimensions.

Findings Identified

The matrix shows that Climate Change, Own Workforce, and Business Conduct are material from both an impact and financial perspective. Pollution and Workers in the Value Chain are also assessed as material. Topics such as Biodiversity and Local Community were assessed as currently not material but remain monitored as part of ongoing risk management.

Our Focus Areas

Nordomatic’s sustainability work is structured around three focus areas that reflect the topics identified as most material through its double materiality assessment.

These focus areas align with the environmental, social, and governance (ESG) dimensions and reflect Nordomatic’s role in improving building energy performance, promoting responsible operations across the value chain, and fostering an engaging workplace.

Together, the focus areas guide Nordomatic’s strategic priorities, operational initiatives, and performance monitoring across the organization.

Climate & Energy Efficiency

Strategic Focus

Energy consumption in buildings is a major contributor to global greenhouse gas emissions. Through intelligent building management systems and digital optimization solutions, Nordomatic supports the transition towards more energy efficient and low carbon buildings.

At the same time, we work to manage emissions from our own operations and across our value chain, while continuously strengthening transparency related to Scope 1, Scope 2, and Scope 3 greenhouse gas emissions.

Actions

Key initiatives include:

1. **Integration of intelligent building management systems (iBMS).**
2. **Digital monitoring and optimization of building performance through iBOS.**

3. **Lifecycle upgrades and retrofits that extend the useful life of building systems.**

4. **Alignment of climate ambitions with the Science Based Targets initiative (SBTi).**

5. **Expanded analysis of Scope 3 emissions across the value chain.**

Progress

During the year, we continued strengthening transparency around our climate impact. Work on Scope 3 emissions analysis progressed further, supporting the ongoing development of science-based climate targets and improving our understanding of value chain emissions.

The number of connected building systems monitored through Nordomatic’s digital platforms also continued to expand, strengthening our ability to support energy optimization and improved building performance for customers.

Detailed emissions results and climate performance indicators are presented in the **Climate & Environmental Performance** section.



People & Workplace

Strategic Focus

Our employees are central to delivering innovative building solutions and supporting long-term business success. We therefore prioritize a safe, inclusive, and engaging workplace where employees can develop their skills and contribute to our growth.

Actions

Key initiatives include:

1. **Maintaining strong health and safety practices across operations.**
2. **Supporting professional development and continuous learning.**
3. **Promoting diversity, inclusion, and equal opportunities.**
4. **Strengthening employee engagement and organizational culture.**

Progress

We continue to monitor employee engagement and organizational development through internal surveys and key workforce indicators. Initiatives focused on leadership development, collaboration, and workplace culture are supported by ongoing engagement across the organization. Further information on workforce initiatives and performance indicators, including employee engagement metrics, is presented in the **Being the Most Attractive Employer** section.

Consumer & End-users

Our solutions are designed to improve energy efficiency, indoor climate, and operational performance in buildings, contributing to both environmental and user-related benefits.

Through intelligent building management systems and digital optimization, we support reduced energy consumption, improved comfort, and more efficient building operations for customers and end-users.



Responsible Value Chain

Strategic Focus

We work to ensure responsible business practices throughout our value chain, including relationships with suppliers, subcontractors, and business partners. Responsible sourcing and transparency across the value chain are essential for managing environmental and social risks.

Actions

Key initiatives include:

1. **Supplier requirements aligned with Nordomatic’s Code of Conduct.**
2. **Contractual expectations related to environmental and social standards.**
3. **Risk-aware supplier engagement and dialogue.**
4. **Strengthening transparency of Scope 3 emissions linked to purchased goods and services.**

Progress

During the year, we continued to strengthen the collaboration with suppliers to improve sustainability transparency and address environmental and social considerations across the supply chain. Particular attention is given to emissions associated with purchased goods and services, which represent an important share of Nordomatic’s value chain climate footprint. Further information on supplier responsibility and value chain management is presented in the **Practicing Responsibility Throughout the Value Chain** section.

We also maintain a strong focus on quality, reliability, and safety in our solutions, supported by established quality management systems and certifications, including ISO 9001.

At this stage, we do not systematically track quantitative metrics related to customer satisfaction. We maintain ongoing dialogue with customers and are evaluating opportunities to further strengthen data collection in this area.

Climate & Environmental Performance

Climate change and energy efficiency are key sustainability priorities for Nordomatic. Through intelligent building management systems and digital optimization solutions, we support reduced energy consumption and improved operational efficiency in buildings.

At the same time, we work to reduce greenhouse gas emissions from our own operations and across our value chain, while strengthening transparency related to Scope 1, Scope 2, and Scope 3 emissions. Climate management is embedded in our governance structures, operational processes, and strategic decision making. We are working toward submitting our greenhouse gas reduction targets for SBTi validation.

Climate change and energy efficiency have been identified as material sustainability topics through our Double Materiality Assessment, reflecting both the environmental impacts associated with energy use in buildings and the financial opportunities associated with energy optimization solutions.

Key Climate Indicators

We monitor the following key indicators to assess climate performance and progress:

1. **Own Emissions: Scope 1, 2 & 3.**
2. **Smart Connected Assets.**
3. **Energy Savings.**

Climate Governance

Climate-related risks, opportunities, and performance are managed within Nordomatic's broader sustainability governance framework.

The Board of Directors oversees the development and implementation of the sustainability strategy, including climate-related priorities and long-term emission reduction ambitions. Operational responsibility for climate performance and reporting rests with the Group CFO, ensuring alignment between sustainability objectives, financial performance, and risk management.

Climate considerations are integrated into enterprise risk management processes, operational

planning, and strategic decision making. Emissions data and climate-related indicators are monitored annually as part of sustainability reporting and performance management processes.

Climate Risks

Climate-related risks are assessed as part of the Double Materiality Assessment and integrated into the enterprise risk management processes.

Physical climate risks may arise from extreme weather events that can affect building operations, infrastructure reliability, and supply chain continuity.

Transition risks primarily relate to evolving regulatory requirements, increasing expectations for energy efficiency in buildings, and changing market demand for low carbon solutions.

At the same time, the transition towards more energy efficient buildings presents significant opportunities for our digital optimization solutions and building management services.

Climate-related risks may also materialize through broader operational, financial, and reputational risk categories, depending on how physical and transition-related impacts affect our activities.

Greenhouse Gas Emissions 2025

Nordomatic reports greenhouse gas emissions in accordance with the GHG Protocol, covering Scope 1, Scope 2, and relevant Scope 3 categories.

Scope 1: 378 tCO₂e

Direct emissions from owned or controlled sources (e.g., company vehicles).

Scope 1 emissions decreased by 48% compared to previous year, primarily as a result of the ongoing transition to an electric vehicle fleet.

Scope 2: 302 tCO₂e

Indirect emissions from the consumption of purchased electricity and energy.

The ongoing transition to an electric vehicle fleet drove a 20% increase in Scope 2 emissions through higher electricity consumption, the impact of which has been partially offset by increased sourcing of renewable electricity.

Scope 3: 12,098 tCO₂e

Emissions from Nordomatic's upstream value chain, including emissions from the following Scope 3 categories:

- **Purchased goods and services.**
- **Capital goods.**
- **Fuel- and energy-related activities.**
- **Operational waste.**
- **Upstream transportation and distribution.**
- **Business travel.**

Scope 3 emissions have remained stable compared with the previous year, despite continued business growth in 2025 driven by both organic expansion and acquisitions. Also, for the 2025 results, the underlying spend data from suppliers used to calculate the majority of emissions has been categorized more granularly to the relevant spend categories which has improved the accuracy of the calculations.

Smart Connected Assets

In 2025, our KPI "Smart Connected Assets" reached 1,614,044.

This reflects significant progress and positions us well to achieve our 2030 target ahead of schedule. This growth is driven by the increasing adoption of our smart and connected solutions, which enable enhanced monitoring, optimization, and improved energy efficiency across building portfolios. It highlights our contribution to more sustainable and intelligent built environments.

Energy Savings

For 2025, Nordomatic reports on both CO₂ emissions avoided and energy savings. Previously, our reporting focused solely on CO₂ emissions avoided, which remains an important indicator of our contribution to decarbonization. During 2025, energy savings kept increasing but we nevertheless observed continued declines in CO₂ avoided, mainly due to the increased share of renewable energy in the energy mix in our markets. The resulting reduction in CO₂ emission factors for energy used in buildings led to lower reported CO₂ avoided outcomes.

To provide a more accurate and meaningful picture of our contribution to society and the planet, we are therefore complementing CO₂ emissions avoided with energy savings. Energy savings are directly linked to the cost efficiencies we create for our customers and serve as a stable, widely understood measure of efficiency improvements. More broadly, improved resource efficiency supports more resilient societies, while CO₂ emissions avoided reflect the broader climate impact within the energy system.

By presenting both metrics, we aim to enhance transparency and provide a fuller view of our progress. **During the year, we supported our customers in achieving energy savings of**

approximately 1,010 GWh, which corresponded to CO₂ emissions avoided of 208,257 tons CO₂e.

Climate Targets

We are committed to aligning our climate ambitions with the Science Based Targets initiative (SBTi) and the Paris Agreement objective of limiting global warming to 1.5°C.

In line with this commitment, we are developing near term science-based greenhouse gas reduction targets covering Scope 1, Scope 2, and relevant Scope 3 emissions across our value chain.

A significant share of our climate footprint is attributable to Scope 3 emissions, primarily linked to purchased goods and services as well as the use phase of products installed in our customers’ buildings. As part of the target setting process, we are therefore strengthening our analysis of value chain emissions, including improved mapping of downstream emissions associated with our building management systems and digital optimization solutions.

Improving the measurement and transparency of downstream emissions is an important step in establishing robust science-based targets and identifying effective decarbonization actions across the building lifecycle.

These targets will guide our climate transition strategy by supporting emission reductions across both our operations and the broader value chain. Progress will be monitored and reported annually as part of our sustainability reporting.

Environmental Topics

Pollution

The most relevant environmental impact relates to greenhouse gas emissions, which are addressed earlier in the report in the section about Greenhouse Gas Emissions 2025, through Scope 1, Scope 2, and Scope 3 reporting.

Indirect impacts may arise from upstream activities in the value chain and are managed through supplier requirements and ongoing efforts to increase Scope 3 transparency.

Based on the DMA, pollution has been identified as a material topic, primarily driven by positive opportunities related to our solutions and, to a lesser extent, impacts from our own operations. Overall, Nordomatic’s direct pollution footprint is considered limited.

Resource Use & Circular Economy

We promote resource efficiency and circularity by extending the lifecycle of building systems through upgrades, retrofits, and a repair-before-replace approach.

These activities reduce the need for new equipment, lower material consumption, and help decrease lifecycle emissions in customer buildings.

Due to our service-based business model, direct resource use and waste generation in our own operations are relatively limited. Our primary impacts related to resource use therefore arise indirectly through purchased goods, materials, and equipment in the supply chain.

We address these impacts through supplier engagement, responsible procurement practices, and ongoing Scope 3 emissions analysis.

Based on the DMA, Resource Use and Circular Economy are considered a material topic from an impact perspective and is monitored as part of our sustainability strategy.



We focus on sustainability initiatives that are directly linked to our core business, energy efficiency, smart buildings, and reduced climate impact. By offering solutions that both lower our customers’ energy costs and support their climate goals, we create clear business value. Our strategy is built on the belief that sustainability should be a driver of differentiation, increased customer loyalty, and stronger long-term profitability.

Johan Rönström, CFO,
Nordomatic

The Nordomatic Way

Responsible business conduct is fundamental to Nordomatic's operations and long-term value creation. The Nordomatic Way reflects our values and defines the expected standards of behavior for all employees and business partners in their daily work.

Through clear principles, internal policies, and a culture of accountability, we work to ensure ethical behavior, transparency, and responsible decision making across all activities.

Our commitment to responsible business conduct is further supported by our close collaboration with Trill Impact, whose focus on measurable impact and responsible value creation strengthens our governance approach and sustainability ambitions.

Acting with Integrity

Nordomatic expects employees and business partners to act with integrity and professionalism in all interactions. Our Code of Conduct defines the principles guiding ethical behavior, legal compliance, respect for human rights, and responsible environmental practices. These principles are supported by internal policies, including the Anti Bribery and Corruption Policy, which together form the framework for responsible business conduct.

These principles apply across Nordomatic's operations and form the foundation for responsible relationships with customers, suppliers, and other stakeholders.

Responsible Business Practices

Nordomatic's operations are supported by internal policies and procedures that guide responsible business practices. These include policies addressing:

- **Anti-corruption and anti-bribery**
- **Data protection and information security**
- **Health and safety**
- **Diversity and inclusion**
- **Environmental responsibility**

Together, these policies and procedures form a governance framework that supports the consistent implementation of responsible business practices across the organization and helps ensure compliance with applicable laws and regulations.

Ethics, Compliance & Reporting

We promote a culture of openness and accountability. Employees and external stakeholders have access to a confidential whistleblowing channel for reporting concerns related to unethical behavior, policy violations, or non-compliance with applicable laws and regulations.

The reporting mechanism supports the early identification and resolution of potential issues and forms an important part of our compliance and risk management framework.



Practicing Responsibility Throughout Our Value Chain

Our value chain includes suppliers of building components, digital solutions, and technical services that support the delivery of intelligent building management systems. Responsible management of supplier relationships is therefore an important part of our sustainability approach.

We work to ensure that our suppliers and business partners operate in accordance with ethical, environmental, and social standards aligned with our Code of Conduct.

Responsible Supplier Relationships

At Nordomatic, we aim to maintain long-term relationships with suppliers and subcontractors across our markets. We expect suppliers and other relevant stakeholders to comply with the principles outlined in our Code of Conduct and to adhere to our internal policies.

Suppliers are also expected to provide relevant information regarding manufacturing processes, product composition, and other data necessary to support transparency and responsible sourcing.

These expectations include requirements related to ethical behavior, legal compliance, anti-corruption, human rights, safe working conditions, environmental responsibility, and data protection.

Human Rights & Labor Standards

Respect for human rights and fair working conditions is an integral part of our responsible business practices. We expect our suppliers and business partners to comply with applicable labor laws and internationally recognized human rights standards.

This includes expectations relating to:

1. **Safe and healthy working conditions.**
2. **Prohibition of forced or child labor.**
3. **Non-discrimination and equal opportunity.**
4. **Fair remuneration and working hours.**

We work to strengthen transparency and sustainability performance across our value chain through ongoing dialogue with suppliers and partners. Supplier relationships are managed through contractual agreements, supplier engagement, and monitoring of compliance with our Code of Conduct. Suppliers are expected to adhere to relevant environmental, social, and governance requirements, and we apply a risk-based approach to supplier management.

We place particular attention on environmental and social risks in the supply chain, including emissions associated with purchased goods and services. As a significant share of our climate impact is linked to these activities, collaboration with suppliers plays an important role in improving emissions transparency and supporting long-

PRACTICING RESPONSIBILITY THROUGHOUT OUR VALUE CHAIN



term decarbonization across the value chain. We continue to enhance data quality and strengthen partnerships to support responsible sourcing and emissions reductions.

As part of our work to set science-based targets in alignment with the SBTi, we are further strengthening our focus on supply chain data and value chain impacts. This includes expanding our Scope 3 downstream inventory to include Category 11 (use of products sold) and Category 12 (end-of-life treatment of products sold).

While the direct energy consumption associated with the use of our products is relatively limited, these categories are important as they provide a more complete understanding of product lifecycle impacts. In particular, they help us assess how our solutions interact with broader systems, identify opportunities to support energy efficiency at a system level, and better understand downstream environmental impacts related to product lifetime, maintenance, and disposal.

By increasing visibility into these lifecycle stages, we can identify opportunities to improve product design, durability, and end-of-life handling, including reuse and recycling. This supports our ambition to contribute to energy efficiency and decarbonization while strengthening our ability

to make informed, strategic decisions and drive meaningful sustainability improvements across our value chain and industry.

Workers in Value Chain

We work to ensure responsible working conditions across our value chain through our Code of Conduct, contractual requirements, and ongoing supplier engagement.

These requirements include expectations related to human rights, fair working conditions, non-discrimination, and compliance with applicable labor standards.

At this stage, we do not systematically track quantitative metrics related to workers in the value chain, such as the share of suppliers assessed or identified incidents. We apply a risk-based approach to supplier due diligence and are working to strengthen transparency and data availability in this area over time.

Being the Most Attractive Employer

Nordomatic's employees are central to delivering innovative and energy-efficient building solutions. We strive to be an attractive employer by providing a safe, inclusive, and engaging work environment that supports professional development and long-term well-being.

Through strong workplace practices and employee engagement initiatives, we aim to attract, develop, and retain skilled professionals across our markets. Our people's strategy focuses on employee engagement, professional development, diversity and inclusion, and safe working conditions. These priorities support both employee well-being and our long-term ability to deliver innovative and sustainable building solutions.

Workforce Overview

We employ specialists across building automation, digital solutions, engineering, project management, and service operations. In 2025, we had approximately 1,033 full-time (FTE) employees, corresponding to 1,150 headcounts across our markets.

Our workforce is distributed across multiple countries and functions, reflecting our international operations and broad technical expertise.

We monitor selected workforce indicators to support employee engagement, development, and organizational performance.

Workforce metrics, including employee turnover and diversity indicators, are an ongoing focus. We continue to strengthen consistency and further develop data collection in these areas as part of our ongoing sustainability efforts.

Health, Safety & Well-being

Providing a safe and healthy working environment is a fundamental priority for us. We aim to prevent

workplace accidents, protect employee well-being, and ensure that all employees can perform their work safely and responsibly.

Our Health and Safety framework is supported by group policies and local procedures across all operating countries. Operational responsibility for health and safety is coordinated by the Group Head of People and Culture, while local work environment groups or representatives monitor working conditions, follow up on incidents, and ensure compliance with national regulations.

We conduct regular health and safety inspections and review procedures to maintain safe working conditions across our operations. We aim to prevent serious workplace incidents and continuously strengthen our safety culture across the organization.

We did not identify any major workplace incidents during the reporting period. Health and safety KPIs, including injury rates, are monitored at the regional level, and we are continuously strengthening our approach to monitoring and reporting in this area.

Employees receive training in safe working practices and are required to follow established safety procedures and use appropriate protective equipment where necessary. All employees are encouraged to report hazards, incidents, and near misses to support continuous improvement in workplace safety.



Employee Engagement & Development

We place strong emphasis on employee engagement and professional development. Regular employee engagement surveys provide insight into workplace satisfaction and organizational culture.

Employee engagement is measured using the Employee Net Promoter Score (eNPS), which provides insight into employee experience and helps identify areas for improvement.

In 2025, Nordomatic achieved an average eNPS of 43, in line with the target set for this KPI. The results are based on input from all markets, where some variation remains, and we continue to focus on understanding local drivers and supporting continuous improvement.

Learning and development initiatives support continuous skill development, enabling employees to maintain the technical expertise required in a rapidly evolving building technology sector. In 2025, we further developed our internal academy, Nordomatic Academy, to strengthen employee engagement in key topics and support ongoing technical development.

KPI	2020	2021	2022	2023	2024	2025
Overall eNPS	32	48	34	39	36	43
SHE Index	10	33	29	37	52	51

Diversity & Inclusion

We are committed to fostering a diverse and inclusive workplace where employees are treated with respect and provided equal opportunities for development. We promote non-discrimination and inclusive workplace practices across all operations.

Diversity and inclusion principles are supported through internal policies and organizational practices that encourage collaboration, innovation, and equal opportunity.

Employees are encouraged to raise concerns through established internal channels, including management dialogue, HR contact points, and our confidential whistleblowing mechanism.

We also monitor progress on gender equality through participation in the SHE Index, which tracks initiatives related to gender balance, equal pay, and female representation within the organization.





Where Ambition Meets Opportunity

A conversation with Peter Dalgaard, Business Area Manager in Aalborg, Denmark.

In many organizations, employee development is something that is talked about in strategy documents. At Nordomatic, it is something that is lived in practice.

One example is Peter Dalgaard, who today works as Business Area Manager. Peter has been part of Nordomatic for almost 15 years, and during that time his career has developed alongside the growth of the organization itself.

"I actually joined Nordomatic back when it was still Dominus," Peter recalls. "Toke was part of the hiring process when I started. Back then it felt very much like a family business. Nordomatic was smaller, but the feeling of being part of something close-knit and dynamic was already there."

While Nordomatic has grown significantly since then, Peter believes one important thing has remained the same.

"We have kept a very flat organization. There is not a long distance to the people who make decisions, and that creates a lot of energy. Things move forward quickly, and you feel that you are part of a company that is constantly developing."

For Peter, that combination of trust, speed, and purpose has been a key reason for staying with Nordomatic for so many years.

"It is motivating to be part of a company that keeps moving forward. At the same time, you feel that the work we do actually makes a difference, both for our customers and for the buildings we help optimize."

Nordomatic is also a company where many employees choose to stay for a long time. According to Peter, that is closely connected to a culture of trust and opportunity.

"If you have the ambition and the energy, you are given the opportunity to develop. But at the same time, it is also respected if someone prefers to stay in the role they already have. That balance is important."

He explains that our values are not just something written on paper.

"There is a strong level of trust between colleagues and management. People take responsibility and move things forward. We often act quickly and make decisions faster than many other companies in the industry. Sometimes we adjust along the way, but the important thing is that we keep moving."

Peter's own journey within Nordomatic reflects exactly that mindset. When he joined in 2012, he had no prior experience with BMS systems.

"I started as a technician and honestly knew nothing about BMS at the time. Fortunately, I had a fantastic

mentor who took me under his wing and taught me everything from programming to implementation."

For the first seven years, Peter worked hands-on as a technician. In 2019, he moved into a new role as project manager, taking on greater responsibility for planning, coordination, and budgets.

"It was a big shift. Suddenly I was less involved in the technical work on site and more focused on managing projects and people."

After some time, however, he realized that he missed the technical side of the business. That opportunity came when Nordomatic started working with Smart Clouds, which allowed him to move closer to technology again and take responsibility for that part of the business.

"I really enjoyed returning to the technical domain."

In 2022, another opportunity arose when Nordomatic entered the iBOS platform ecosystem. Peter became Area Manager for Application Services, focusing on the digital layer that sits on top of traditional BMS systems.

"Today I work with the applications and services that are built on top of the BMS infrastructure. It is a fascinating area because it connects technology, data, and customer value."

Throughout his journey, Peter highlights one factor that has played a particularly important role: trust.

"I have always felt that Nordomatic believed in me and trusted me to grow. That means a lot. When someone shows that kind of confidence in you, it motivates you to take responsibility and develop further."

Nordomatic's internal development framework has also supported that journey.

"In our GROW conversations we have very open discussions about ambitions and development. Those conversations create valuable sparring, and because we follow up two or three times a year, it becomes something that actually leads to real progress."

Equally important, Peter says, is the collaboration across the organization.

"Having discussions with colleagues and leaders across Nordomatic gives you new perspectives and helps you see challenges from different angles and develop as a leader."

Looking ahead, Peter is motivated by the continued technological development of the industry.

"I feel that I am in a really good place right now, but I am especially interested in the future of digitalization and applications. Exploring new technologies and helping develop solutions that create real value for customers is something I find incredibly exciting."

For Peter, his career at Nordomatic ultimately reflects a broader culture within the organization.

"If you are willing to take responsibility, show initiative, and keep learning, there are real opportunities to grow here. That is something I have experienced personally and something I believe many colleagues experience as well."



Governance & Risk

Governance Structure

Nordomatic's corporate governance is based on a clear division of responsibilities between shareholders, the Board of Directors, Executive Management, and operational business units.

Shareholders exercise their influence through the Annual General Meeting, where key decisions are made, including the election of the Board of Directors and external auditors.

The Board of Directors is responsible for the overall organization and strategic direction of the Group. The Board monitors financial performance, evaluates long-term strategy, and approves key policies and initiatives, including sustainability and governance frameworks.

The CEO is responsible for the day-to-day management of the Group. Together with the Executive Management Team, the CEO ensures that strategy, operational performance, and sustainability objectives are implemented across the organization. The Executive Management Team meets regularly to review operational, financial, and sustainability performance, and quarterly reviews with operating units providing oversight of business performance, risk exposure, and key performance indicators.

The Group operates through a decentralized structure, where Business Area Managers are responsible for local operations, customer relationships, person-

nel, and financial performance, while adhering to group-wide governance principles.

Nordomatic's external financial statements are audited by independent auditors appointed by the Annual General Meeting. Deloitte serves as the Group's external auditor.

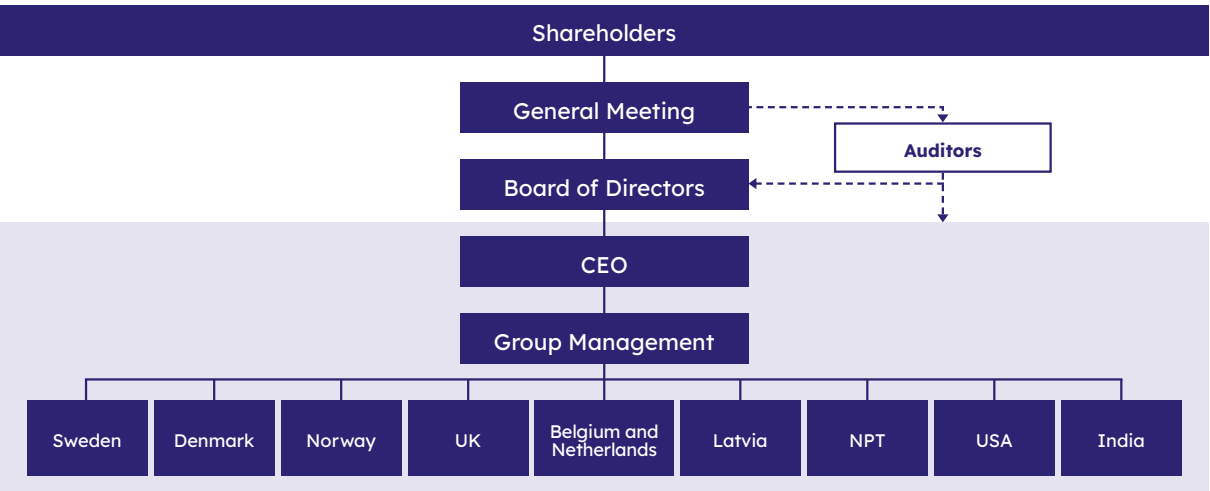
Governance Framework & Policies

Nordomatic's governance framework is supported by a set of group-wide policies and internal procedures that guide ethical conduct, compliance, and responsible business practices across the organization. These policies define expectations for employees and management and support consistent risk management, regulatory compliance, and responsible decision-making throughout the Group. The framework is reinforced through internal training, management oversight, and regular review processes to ensure that policies remain effective and aligned with regulatory requirements and business priorities.

Business Conduct & Ethics

Nordomatic is committed to maintaining high standards of integrity, transparency, and responsible business conduct. Our Code of Conduct sets expectations for ethical behavior in all business interactions and applies to employees, contractors, and business partners. Anti-corruption and anti-bribery measures are implemented through internal policies, training programs, and compliance procedures.

Corporate Governance



Employees and stakeholders have access to a confidential whistleblower channel for reporting concerns regarding misconduct, legal violations, or breaches of company policies. All reported cases are handled in accordance with established procedures and the principle of non-retaliation.

In the reporting period, Nordomatic recorded zero convictions and zero fines related to corruption or bribery. These results reflect our commitment to responsible and ethical business practices.

Sustainability Governance

Sustainability oversight is integrated into Nordomatic's governance structure and strategic decision-making processes. The Board of Directors provides oversight of sustainability strategy and monitors progress on sustainability-related objectives, while the Executive Management Team ensures that sustainability considerations are integrated into operational planning, risk management, and performance monitoring. Operational implementation and reporting of sustainability initiatives are coordinated by the Group's ESG and Impact functions, which support data management, reporting, and alignment with evolving sustainability standards.

Nordomatic's sustainability work is further strengthened through our close collaboration with Trill Impact, our majority owner and a growth-oriented investment firm with a strong focus on sustainable value creation and impact investing. Through this partnership, Nordomatic benefits from structured impact frameworks and shared expertise that support the development of our sustainability agenda.

As part of this collaboration, impact-related KPIs have been developed jointly with Trill Impact to monitor and document Nordomatic's environmental and societal contributions. These indicators measure the tangible outcomes of our solutions and operational practices, including energy and emissions reductions enabled through smart building

technologies. The results are regularly reviewed as part of management reporting and strategic performance evaluation, providing a structured way to track progress, support transparent reporting, and demonstrate how sustainability initiatives contribute to both environmental impact and long-term business value.

Risk Management

Nordomatic manages risks through an integrated enterprise risk management framework. Risks are identified and assessed through structured processes that evaluate potential impacts on financial performance, operations, employees, and sustainability objectives. Sustainability-related risks and opportunities are informed by our Double Materiality Assessment, which supports the identification and prioritization of material ESG topics. Risk monitoring includes regular management reviews, operational reporting, and Board oversight.

Key risk categories include:

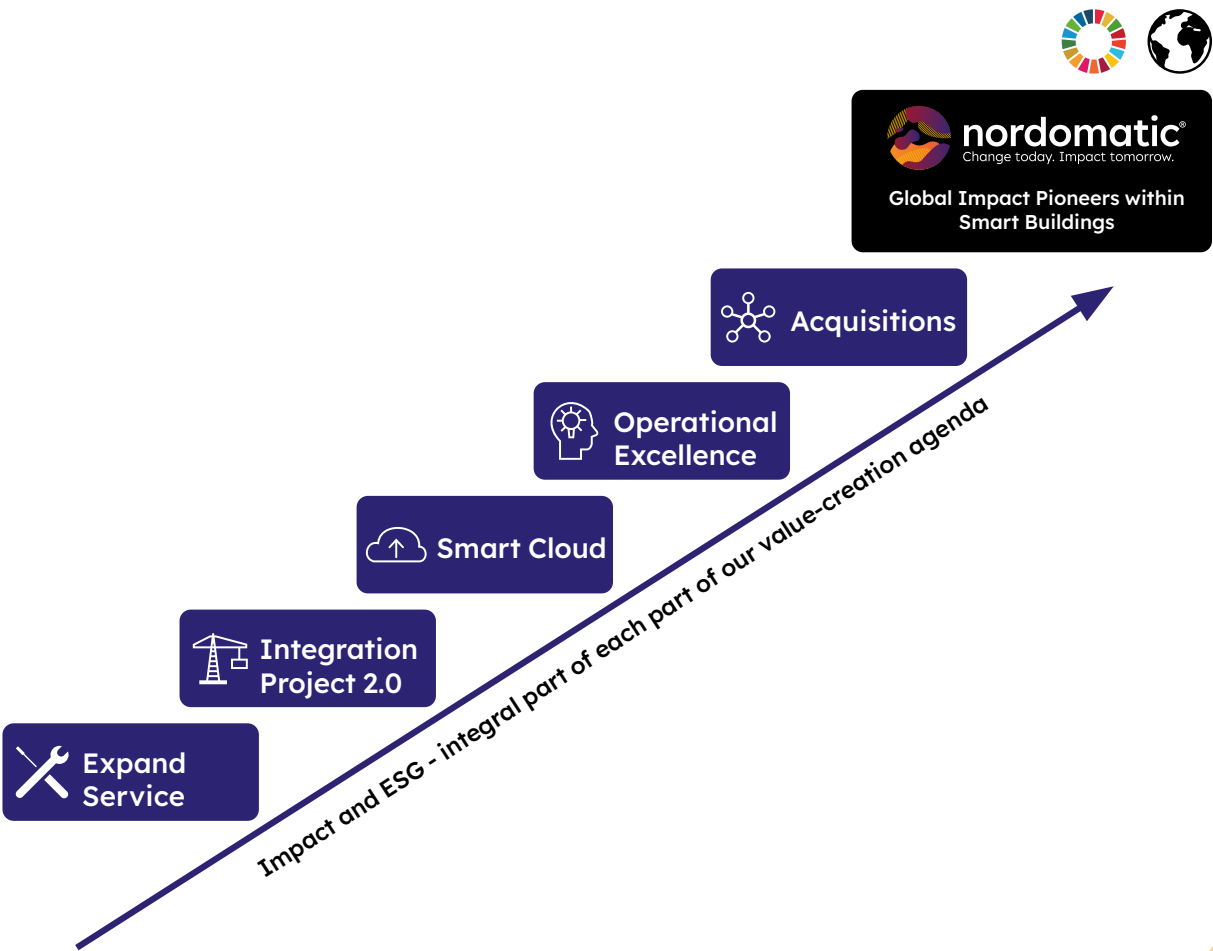
- 1. Operational risks related to project delivery and service operations.**
- 2. Supply chain disruptions and component availability.**
- 3. Regulatory developments and compliance requirements.**
- 4. Cybersecurity and data protection risks.**
- 5. Workforce-related risks, including talent availability, employee health and safety, and skills development.**
- 6. Climate-related risks affecting operations and supply chains.**

These risks are monitored continuously and addressed through mitigation measures, internal controls, and strategic planning.





Value Creation Program – Global Impact Pioneer 2025



We are Nordomatic



Timeline

2025

Nordomatic enters the Baltic region with acquisition in Latvia

2023

Group Leadership training

2021

NPT/Software

2018

One company, One culture

Purpose Vision Mission

2010

Sobro invests

1967

Nordomatic is founded in Sweden by Olle Nord

2026

We are the Global Impact Pioneer - Fighting for the Future of our Planet

2024

Nordomatic updates visual identity

Nordomatic enters USA and Indian market

2022

Nordomatic enters Benelux and UK market

2020

Trill Impact invests

2016

Nordomatic enters DK and NO market

Adelis invests

2004

Reglerpojkarna buys Nordomatic

Our Core Offering

iBMS Integration

iBMS Integration, or Intelligent Building Management System Integration, serves as the brain of a building, seamlessly connecting and coordinating building systems such as HVAC, lighting, and security into a centralized control platform. By integrating these systems, iBMS enables real-time monitoring, control, and optimization, creating a smart and responsive indoor environment that supports more sustainable and efficient building operations.

iBMS Upgrade

iBMS Upgrade is an enhancement of existing building control systems. Outdated control systems are replaced with advanced technology that prevents interruption, ensures continuous operation, and optimizes performance for energy efficiency and IT security. The upgraded systems are programmable, allowing for tailored functionalities, and provide accessibility both locally and remotely. Remote upgrades are particularly efficient in larger sites where the SCADA platform is on-site, ensuring seamless and convenient updates that meet evolving requirements. iBMS Integration & Upgrade connects existing systems to iBOS

software solutions, creating a cohesive and intelligent infrastructure with enhanced energy optimization, security, and full control of the facilities within your portfolio.

iBMS Service

Maintenance and future-proofing of facilities are cornerstones of uninterrupted operations. Nordomatic's service contracts provide access to our solution-oriented Service Excellence Center and experienced experts who deliver preventive measures and swift response callouts, ensuring high performance while minimizing environmental impact.



Modern Buildings Contain a Complex Set of Technical Installations

Nordomatic provides intelligent building management solutions designed to optimize performance across all of a building's systems, from HVAC and access control to lighting and energy management. Our offerings span the entire building lifecycle, from new construction to existing properties requiring modernization, through four core service areas: iBMS Integration, iBMS Upgrade, iBMS Service, and iBOS Software.

Central to our approach is a software-first mindset. By connecting all building systems through our iBOS platform, we turn buildings into intelligent, data-driven environments that continuously learn, adapt, and optimize, delivering lasting value for tenants, facility managers, and owners alike.

Nordomatic Property Technologies

Nordomatic Property Technologies (NPT) is a wholly owned subsidiary of Nordomatic that specializes in software and products that digitalize, optimize and automate building management. Through our flagship iBOS product suite, we provide secure and seamless access to data and services across connected buildings, enabling smarter operations at scale.

Headquartered in Stockholm, Sweden, NPT brings together a global network of team members and partners, with iBOS solutions deployed worldwide. We combine local expertise with international reach to meet the evolving demands of modern property management.

At NPT, we share Nordomatic's deep commitment to building a smarter and more sustainable future. Our solutions are designed with this purpose at their core: reducing energy consumption, minimizing unnecessary travel through remote management capabilities and improving indoor climate quality and service standards. The result is lasting, measurable value for property owners, tenants and the environment alike.



iBOS nexus is a secure edge gateway that enables safe access to smart applications within your building without exposure to the internet. Once iBOS nexus is installed, your building is reachable via iBOS connect.



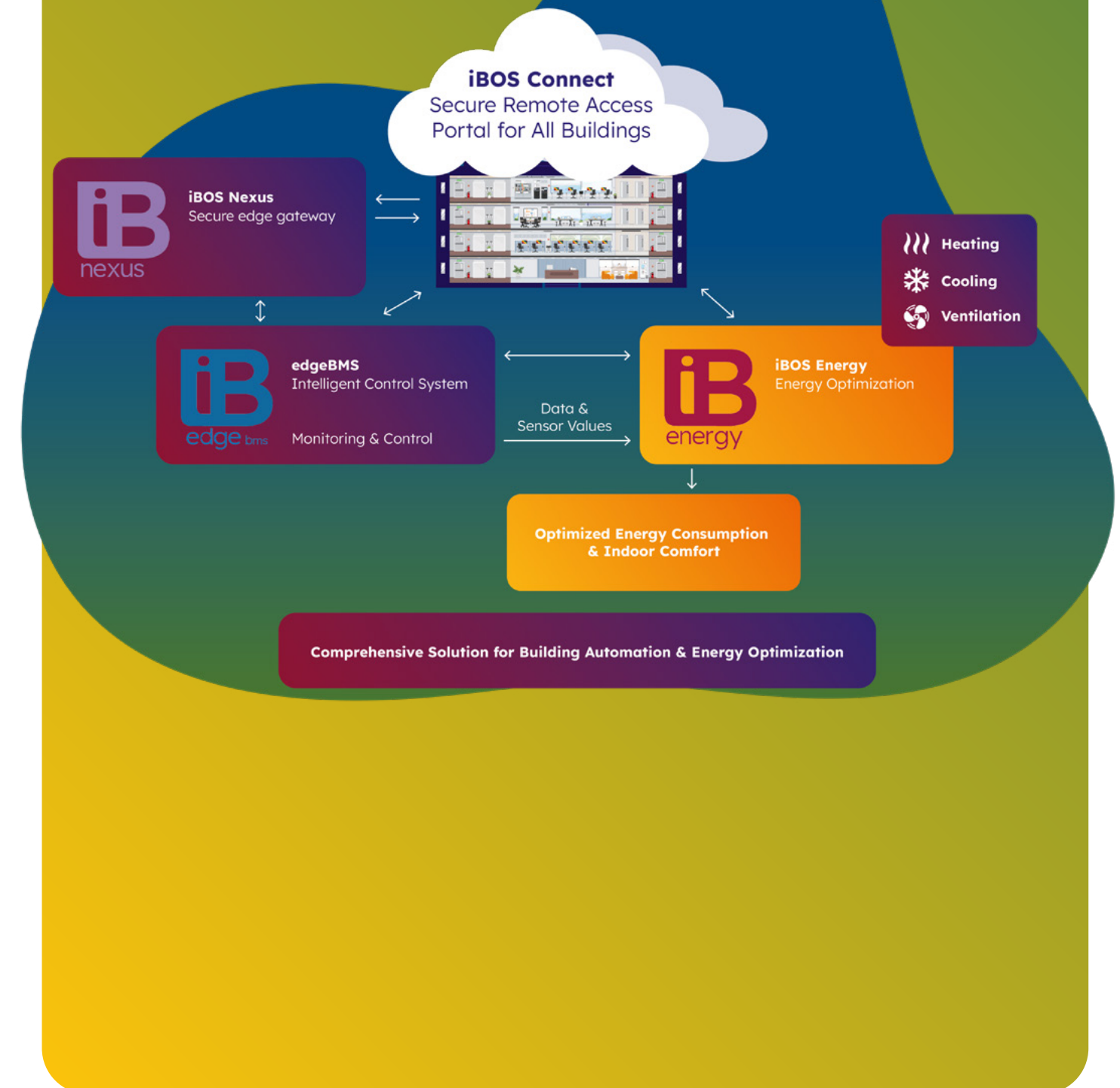
iBOS connect delivers remote visibility and control across entire property portfolios. With secure tunnels, it links your building and its systems to the cloud and an intuitive web interface. As a powerful standalone solution, iBOS connect facilitates digitizing and automating building operations. With the Nexus and Connect in your building, you are one small step away from adding smart services like iBOS energy and future digital solutions to your building.



iBOS energy is a cutting-edge energy optimization software that integrates seamlessly with existing or new HVAC systems, helping property owners significantly reduce energy consumption, while maintaining optimal indoor comfort. By combining self-learning algorithms, predictive weather analysis, and thermal mass modelling, iBOS energy has been proven to deliver consistent energy savings, reaching as high as 40%.



iBOS edgeBMS is the buildings smart assistant and connectivity hub. It helps teams monitor, steer and control the buildings systems from one interface. It supports standard building protocols and works with iBOS connect and iBOS energy when you need remote access, connectivity or added optimization.



Country Highlights: Business & Impact

Belgium

In 2025, Nordomatic Belgium strengthened its presence across multiple sectors by expanding both maintenance and smart building solutions. Long-standing contracts with SAD Diest, BEWEL Limburg, and Bank Delen were renewed, reflecting continued customer trust and satisfaction.

Our rapidly growing service department added several new maintenance contracts, including Ekselaar Residential Care Center in Deurne, Perrehof Residential Care Center in Peer, and full Priva building management systems for the city of Bruges,

the University of Leuven, and the Welfare Campus in Genk. iBOS solutions were implemented across dozens of installations, giving customers real-time insight and control over building performance.

Overall, we delivered around 20 new projects, providing end-to-end solutions that ensure future-proof facilities and optimized operational performance for our customers. A key improvement was the introduction of a single point of contact, which streamlined project delivery and enhanced the overall customer experience.

Denmark

In 2025, demand increased for replacement and preventive maintenance of BMS systems, reflecting customers' focus on reliable, safe, and energy-efficient building operations. Several major projects were successfully completed, including the upgrade phase at Copenhagen City Hall, the Tower Plinth project in Copenhagen, and major renovation projects at Aarhus and Copenhagen University.

Nordomatic Denmark completed ISO 9001 re-certification with no non-conformities and achieved ISO 14001:2015 certification, strengthening its commitment to quality and sustainability. Social responsibility remained a priority, with apprentices representing 15% of the workforce at year-end.

During the year, Nordomatic Denmark also took an important step forward in its sustainability journey. For several years, the Danish offices have supported their energy needs through green certificates, and in 2025 they advanced further by entering into a Power Purchase Agreement (PPA) with a wind farm.

Financially, 2025 marked the best result in our history, further recognized with a Gazelle award. The strong performance reflects skilled employees, solid

project execution, high service quality, and close customer and partner relationships. Management considers the year highly satisfactory.

Social sustainability remained a focus in 2025. Nordomatic Denmark, together with FC Midtjylland, continued its support of Herning Fedeste Frikvarter, inviting local children and young people to MCH Arena for matchday experiences. The initiative provides transport, tickets, food vouchers, and the opportunity to meet a player, creating positive experiences and strengthening inclusion and community in the Herning area.



Netherlands

In the Netherlands, 2025 was defined by strong customer partnerships, long-term trust, and technically advanced environments where reliability is critical.

One of our long-standing hospital customers continues to be a cornerstone relationship. After many years of delivering service and ensuring stable operations, we initiated and completed a major upgrade project during 2025, modernizing key parts of the facility. The project reflects both the customer's continued confidence in us and our ability to move from service partner to upgrade and modernization specialist when needs evolve.

At Naturalis Biodiversity Center, the second phase of the renovation was launched in 2025. This phase focuses on the tower housing the biodiversity collections and laboratory facilities, where precise temperature and climate control are essential to protect sensitive research materials. Our role in safeguarding these critical conditions underlines our expertise in technically demanding and knowledge-intensive buildings.

We have also continued our long-term involvement in a major semiconductor facility in the Netherlands, one of the most resource-intensive and business-defining projects Nordomatic Netherlands has carried for several years. This is a highly critical infrastructure environment where stability, air

quality, and exact climate conditions are decisive for production success, and where even the smallest deviation can have major consequences. In 2025, we reached a significant milestone by entering the delivery phase, supplying handcrafted, custom-built control cabinets with DDC controllers alongside full installation of Honeywell equipment, marking the culmination of years of deep technical commitment. At the same time, we obtained VCA certification, covering health, safety, and environmental standards in both operations and the workplace, reinforcing our commitment to quality and responsible execution.

The fact that 95% of our customers renewed their contracts during 2025 is a clear testament to the trust we have built and to our role as a reliable, long-term partner in critical and complex environments.

Overall, alongside our technical and operational progress, we have strengthened our focus on social sustainability. We actively support local community initiatives, including contributions to KWF, the Dutch Cancer Society, helping to fund research and support for people affected by cancer. We also work closely with local municipalities to create opportunities for apprentices and people who are distanced from the labor market, providing training, practical experience, and a pathway into both the industry and working life.



Latvia

In October, Nordomatic Group expanded into the Baltic region through the acquisition of the Latvia based Echoo Group. Becoming part of Nordomatic marks an important step for us, opening new opportunities for collaboration, knowledge sharing, and long-term growth. At the same time, it strengthens the foundation for continuing to deliver smart and sustainable building solutions that contribute to more energy efficient and future ready environments.

During 2025, Echoo Group experienced strong development, with revenue doubling compared to 2024. This growth reflects both strong market demand and the dedication of the team.

In January 2025, Echoo signed the largest contract in its history: the delivery of building automation solutions for an air traffic control tower. As a 24/7 operational and critical infrastructure facility, reliability and precision are essential. The project

includes advanced solutions for both office and operational spaces, ensuring stable performance and a high-quality indoor climate in an environment where downtime is not an option.

During the year, Echoo also delivered its second largest project to date for a university in Riga. The project focuses on indoor climate and energy efficiency, with detailed implementation planning and a clearly defined timeline to ensure smooth and efficient delivery that supports both sustainability ambitions and improved learning environments.

Echoo Group also contributes to long-term sustainability by investing in future competence. Through apprenticeships and opportunities for young professionals, we provide hands-on experience in real projects while supporting the development of the next generation of specialists in sustainable building technologies.

Norway

In 2025, two of our projects, Hydro Building BA2 and Construction City, were nominated for Building of the Year. These nominations reflect our ability to deliver ambitious and forward-looking projects and confirm our role in setting the standard for complex building solutions in Norway.

Our deliveries to Stavanger University Hospital, Akershus University Hospital, and the new Norwegian National Forensic Psychiatry Facility further strengthen our position in technically demanding and socially critical environments. Healthcare and security buildings are now a core part of our portfolio, built on precision, compliance, and operational reliability.

The acquisition of Omicron in Trondheim marks an important step in building a truly national platform. With a stronger presence in Mid Norway, we are

better positioned to compete in a region with significant development activity.

The Skøyen Station contract, signed in partnership with Skanska, stands out as one of the year's most important achievements. The project highlights our growing role in large scale urban development and reflects the trust placed in our technical capabilities.

We have also secured framework agreements with Statsbygg in the West and South regions, strengthening our position in the public sector and enabling long-term collaboration on complex government buildings.

We successfully renewed our ISO 27001 and Miljøfyrtårn certifications, while maintaining ISO 9001, reaffirming our commitment to information security, sustainability, and a strong culture of quality.

At the same time, we continue to strengthen long-term service partnerships, with a focus on stability, uptime, and the migration of legacy systems to the Niagara Framework as our preferred building management platform. This ensures that customers benefit from modern, scalable, and future ready solutions.

Alongside our project and business achievements, we also contribute to society through initiatives that support education, inclusion, and charitable giving. Nordomatic currently has 12 apprentices, supporting the development of the next generation

of professionals in our industry. In 2025, we also welcomed two employees through a national welfare employment program, supporting inclusive employment.

In addition, we donate recycling deposits from bottles and cans to the Norwegian Childhood Cancer Association, and employees have the option to donate part or all of their Christmas gift value to charity each year. These initiatives reflect our commitment to supporting communities and creating opportunities for people.



Sweden

For an extended period, Nordomatic Sweden has been working closely with Västerås Hospital, and we are now in the delivery phase. At the same time, during the year we signed a multi-million project in Mariestad, a new geographical area for us where we do not traditionally operate. The project, owned by Specialfastigheter, is one of the more complex assignments we are undertaking and places high demands on detailed planning, advanced logistics, and technical integration.

The fact that we are one of only a few players in Sweden capable of delivering at this level clearly demonstrates our competitiveness and expertise in large and complex projects.

At the same time, we see more customers embarking on a digitalization journey together with us. This

results in more smart buildings, increased energy efficiency, and a more proactive way of working where data, analytics, and connected systems create long term value.

A clear example is the development of Sturegallerian, one of Stockholm's most central and well-known city blocks. The project includes the modernization and careful renovation of older buildings, new offices and residential units, expanded public spaces, and a new connection to the Östermalmstorg metro station. The ambition is for the entire project to achieve the highest sustainability certification, LEED Platinum. Here, we contribute with our combined expertise in smart control systems, energy optimization, and digital solutions.

Another example is our collaboration with Areim in the development of the Sweco building in Stockholm. Here, we are delivering a comprehensive solution covering most of our offerings, including Styrportalen, iBOS connect, iBOS energy, as well as SaaS and service agreements, demonstrating both our range and our ability to combine traditional services with modern digital solutions.

The same digital strength is evident in our long-term municipal partnerships. In Markaryd Municipality in southern Sweden, we have worked closely with the municipality for several years. In 2025, the municipality chose to take the next step in its digital transformation by implementing iBOS energy in 15 properties, including schools, preschools, a swimming hall, a fire station, and care homes. The solution enables continuous energy optimization and annual performance follow up, creating both financial and sustainability value over time.

Nordomatic Sweden is also strongly invested in the next generation and the development of a young workforce. We collaborate with schools across the country, participate in education initiatives, and regularly welcome apprentices and students to our offices. By offering hands on experience and mentorship, we aim to inspire future technicians and engineers while contributing to a stronger and more sustainable industry in the long term.

Together, these projects and initiatives demonstrate how Nordomatic continues to strengthen its position through technical excellence, digital innovation, and the ability to deliver across complex infrastructure projects, commercial real estate, and community critical environments throughout the country.



United Kingdom

In 2025, Nordomatic UK supported customers across multiple sectors in improving building performance through data driven energy management and intelligent building systems.

Our long-standing partnership with the Football Association at St George's Park demonstrates the impact of this approach. By integrating a Trend Building Management System with the eSight energy management platform, the site gained full visibility of energy and water use. In 2025, the system was further expanded to monitor and control multiple systems across the facility, including under pitch heating, swimming pools, gym facilities, irrigation, and utilities. With hundreds of meters connected, smart scheduling and continuous monitoring help ensure resources are used only when needed, while quickly identifying issues such as leaks or equipment faults.

Nordomatic UK also supported Greencore in strengthening operational efficiency across its production portfolio. Using the eSight energy management platform across 33 sites and more than 1,000 connected meters, Greencore gained centralized visibility of utility consumption and environmental performance. Real time data enables rapid identification of changes in processes or equipment, helping teams prevent unnecessary energy use, reduce carbon impact, and share best practices across sites.

At our London office, we continued our long-standing relationship with law firm Bryan Cave Leighton Paisner (BCLP) to drive sustainable

building performance. Through targeted operational improvements and proactive energy management, the building has achieved a 60 percent reduction in energy consumption, demonstrating how intelligent building management systems can significantly improve the environmental performance of existing buildings.

Together, these collaborations illustrate how data insight, advanced building technology, and close customer partnerships help organizations reduce energy consumption, improve operational efficiency, and move towards more sustainable building operations.

In addition to supporting our customers, we are making our own operations more sustainable while reducing costs. Our Birmingham office now runs on 100 percent renewable electricity, saving over £2,000 annually, while national contracts for facilities, PPE, and training help streamline supply chains and reduce our environmental footprint.

Alongside supporting Cancer Research UK nationally, we strengthened our social sustainability through meaningful community partnerships and local engagement. In 2025, our North region sponsored Trafford Football Club Youth Under 15s, demonstrating our commitment to supporting local talent.

USA

In 2025, AME Inc (Nordomatic USA) acquired Conexus to further strengthen our presence in the Northeast and sharpen our focus on the Philadelphia market. We also opened a new office in Dallas to enter a high growth market with strong demand for our solutions. This expands our national footprint and creates new long-term partnership opportunities.

In the data center segment, we initiated phase 1 of a large hyperscale data center project in Texas. As digital infrastructure continues to expand, improving the energy performance and operational efficiency of these facilities is increasingly important. Being invited to compete for phase 2 reflects our ability to deliver reliable, high performance building solutions that help optimize resource use in energy intensive environments.

During 2025, we also completed a new facility for Roche Diagnostics in New Jersey. The project includes the largest geothermal installation in the Northeast and supports critical pharmaceutical infrastructure. By integrating energy efficient building solutions, the facility is designed to reduce environmental impact while supporting resilient and efficient operations in a highly regulated environment.

In Manhattan, we were awarded 80 Clarkson Street, a landmark 650,000 square foot mixed use

development. This reinforces our position in complex and high-profile urban projects.

We have also moved into our new 15,000 square foot US headquarters, featuring a dedicated customer training center that enhances collaboration and long-term client value.

At the Museum of Modern Art (MoMA) in New York City, we completed a comprehensive modernization across more than 700,000 square feet while the museum remained fully operational. AME Inc (Nordomatic USA) delivered a turnkey building management system upgrade and retrofit for the entire campus, ensuring seamless execution with no disruption to daily operations.

Alongside our operational achievements, we remain committed to supporting our communities. Each year, our teams participate in food drives with a collective goal to donate nonperishable food items to local homeless shelters. We also contribute to several charitable foundations supporting student scholarships, hunger relief initiatives, and programs assisting underprivileged families.

Together, these milestones reflect a focused year of expansion, execution, and strengthened customer trust, positioning AME Inc (Nordomatic USA) as a leading partner for advanced building automation and critical infrastructure solutions.



India

2025 was a year of continued development for Nordomatic India, with a strengthened role as a delivery and engineering hub within the Nordomatic Group. The increased footprint through the acquisition of shares in ICT Solutions Private Limited further expanded local capacity and improved the ability to support larger and more complex international assignments.

AICT continued to support Nordomatic US projects as part of a cross regional delivery model, contributing engineering capacity and development resources across multiple project streams. This setup enabled more flexible resourcing and faster response to project demands across time zones.

During the year, the team was involved in a range of international projects across data centers,

pharmaceuticals, residential, and cultural buildings, with a focus on supporting execution capacity and delivery needs. In several cases, the team responded to compressed timelines and changing client requirements, including rapid development work for large multi building residential portfolios in New York.

The work in 2025 further consolidated Nordomatic India's role in supporting critical infrastructure and complex building systems projects in the United States, particularly in environments requiring coordination across multiple stakeholders and delivery teams.

In addition, the entire team participated in the annual Christmas initiative, with contributions donated to a local school for blind children.



Read more about Nordomatic and our ambition
to change today, impact tomorrow, at

www.nordomatic.com

- and follow us on LinkedIn

Additional information, including detailed disclosures in accordance with the EU VSME framework, as well as methodologies and data tables, is available in the Sustainability Data Appendix 2025. This appendix can be found on our website under the dedicated Sustainability page.

