



2023 Sustainability Report

We exist to accelerate
an open and sustainable future

nordomatic.com



nordomatic[®]
Change today. Impact tomorrow.

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Design och produktion: Roxx Communication Group
 Tryck: Ätta.45 Tryckeri.





About Nordomatic

Nordomatic has more than 50 years of experience in building automation. We are the leading integrator, combining iBMS with iBOS software to optimize property well-being and indoor performance while reducing carbon emissions and meeting environmental goals.

Headquartered in Stockholm, Nordomatic operates over 31 areas in Scandinavia, the UK, and Benelux, with around 1 000 employees. We have embarked on an expansion journey for the past decade, making 13 acquisitions to strengthen the value proposition and gain market shares.







CEO Corner

Looking back at 2023, we have demonstrated a holistic approach towards customers and their environmental goals by complementing our BMS offering by enhancing our software solutions. It has become very clear that the battlefield of the future is Smart Building software solutions. Therefore, we have invested heavily in our software business and application services to secure our place at the forefront of this revolution. This transition is aligned with our vision to become Global Impact Pioneers, and it will differentiate us from our competitors.

We have grown organically and acquisitive by finalizing the acquisition of Pillinger Controls and MRC. We grew our business in the UK and Benelux, and we continued to strengthen our market position in Europe. We might explore other markets for future enhancements in BMS.

Last year, we grew our staff by 14%, and our ambitious business plan puts much focus on the

ability to attract, retain, and develop our employees. We have invested time and resources in our People & Culture and appointed a Head of People & Culture to lead the way. During the past year, we showed dedication to getting insights into what makes a great workplace (Employee Value Proposition), where employees request development, management, and flexibility. As a result, leadership training and employee development have become cornerstones in Nordomatic's strategy. In the second half of 2023, we launched a leadership training program for Nordomatic leaders and managers, continuing into 2024. In spring 2024, we kicked off Grow Dialogues with all employees, emphasizing strengths, obstacles, goals, milestones, and managerial support for reaching their full potential.

We have integrated Environmental, Social, and Governance (ESG) into our business plan together with our majority shareholder Trill Impact. We have set clear and ambitious impact KPI targets for 2025 and 2030. By committing to ESG, companies signal their dedication to mitigating risks associated with climate change, fostering sustainable practices, and promoting social equity. Embracing ESG principles is a strategic move, ensuring long-term relevance and attractiveness to investors by showcasing our commitment to the future and success in the market.

We are committed to our targets, and during the past years, we initiated a shift in our car fleet. Nordomatic has integrated electric vehicles into the company fleet, marking a significant step towards sustainability and environmental responsibility. By adopting electric company vehicles, we reduce carbon emissions, mitigate air pollution, and promote cleaner, healthier communities. This transition also supports the global effort to combat climate change, showcasing our commitment to environmentally conscious practices. Beyond environmental benefits, adopting electric

vehicles sets a precedent for responsible corporate citizenship; we want to inspire others to embrace cleaner technologies.

Energy efficiency optimization using modern technology is a great way for property owners to save costs and reduce their carbon footprint. In 2023, Nordomatic's core business streams directly contributed to 197,296 tonnes of CO2 emissions avoided by our customers. In another context, that would be the equivalent of the emissions from approximately 43,200 cars for a year or approximately 42,500 flights from New York to Los Angeles. Impressive! By 2030, our goal is to reduce emissions to 300.000 tonnes of CO2. The more business Nordomatic does, the better for the planet! The more we change today, the more we impact tomorrow.

Starting 2024, we will deepen our commitment to the 'One Company, One Culture' mission. Nordomatic has gotten a refreshed face while renaming our previously acquired companies, Demma, iBess, Y-Con, MRC, and Pillinger Controls. We are enhancing our visual presentation to match our approach to providing a sustainable and holistic life cycle as a global, diverse, dynamic, and ever-changing company.

We are The Brain of The Building. By combining our vast experience in system integration with visionary and smart software solutions, we are the Global Impact Pioneer spearheading the necessary change, digitalizing the BMS industry.

Toke Juul
President & CEO

We are Nordomatic

Who we are

We exist to accelerate an open and sustainable future.

Nordomatic is unwaveringly committed to shaping a smarter and more sustainable future for everyone. We are The Brain of The Building, and by combining our vast experience in system integration with visionary and smart software solutions, we are the Global Impact Pioneer spearheading the necessary change, digitalizing the BMS industry.

Our solutions are intelligent and proven to let customers and end-users increase and optimize well-being and performance – they deliver profitability plus valid data insight while decreasing energy consumption and running costs. We believe that the more we change today, the more we impact tomorrow.

We are a decentralized and global company with a one-company, one-culture approach. Together, we're guided by our 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.

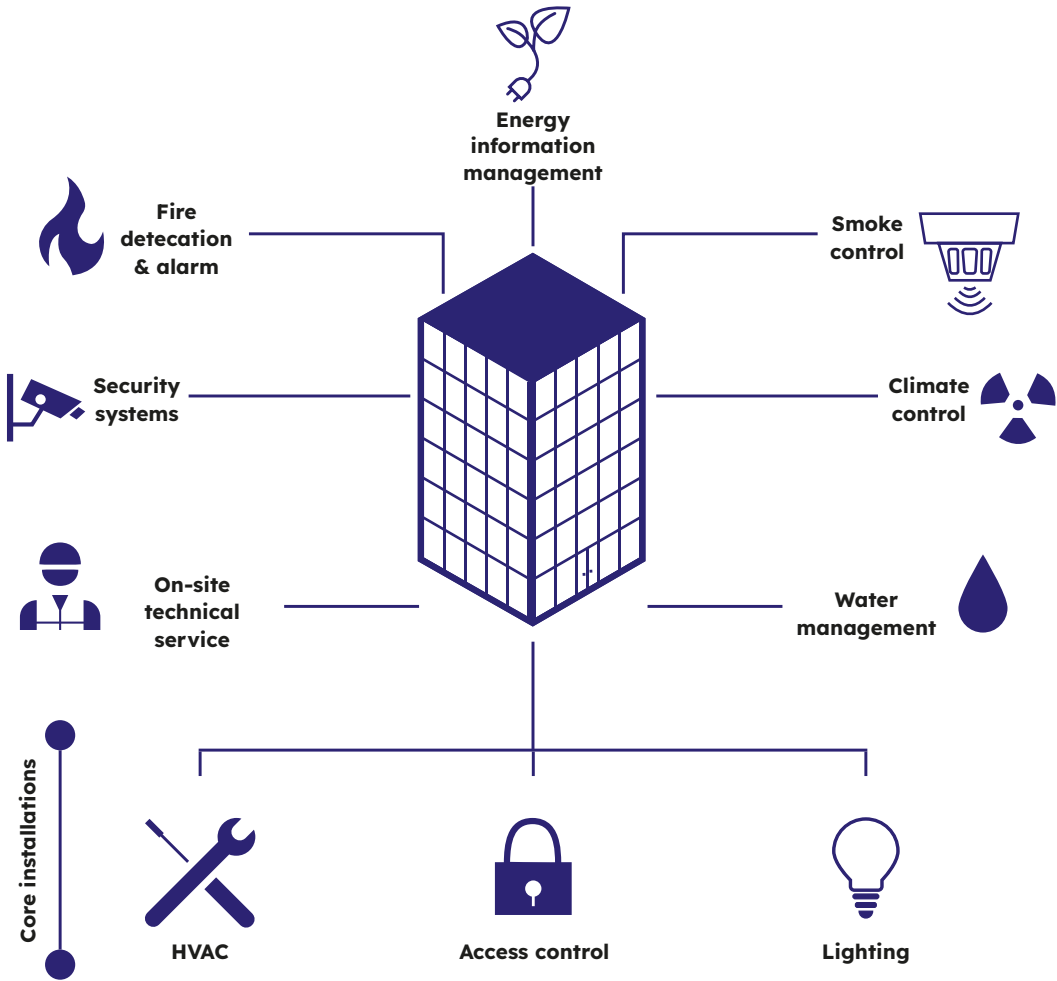
We are Nordomatic

What we do

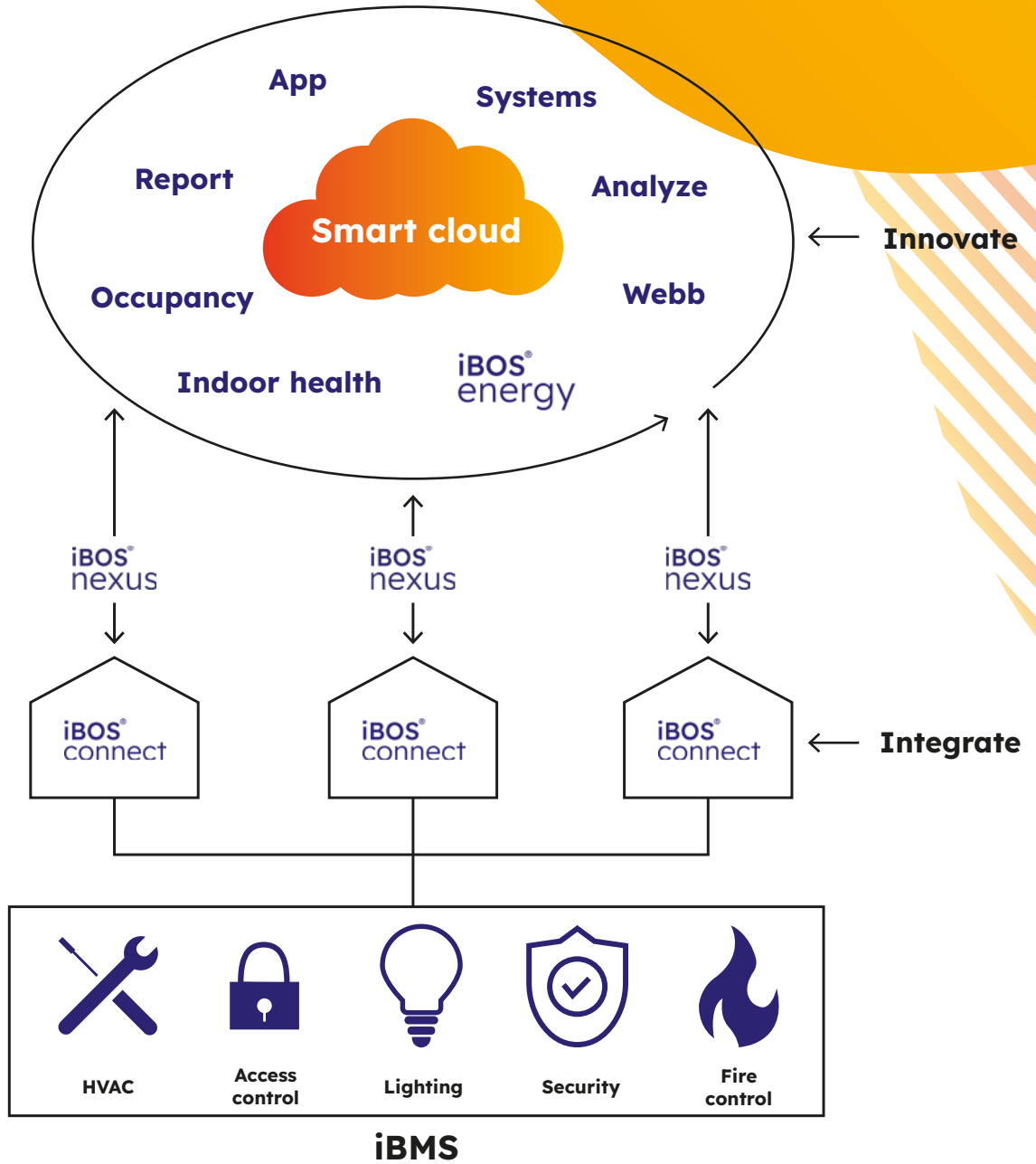
Nordomatic offers iBMS Integration, Service and Upgrade, and iBOS Software to ensure systems are optimized, perform efficiently, and deliver long-term value for occupants, facility managers, and the environment.

This is how a intelligent building management system (iBMS) functions.

Modern buildings contain a complex set of technical installations



The iBMS (Building Management System) monitors and controls one or several buildings' technical installations



- Modern buildings contain a large number of technical installations, sensors and equipment from various suppliers.
- For the building's systems to function optimally, they need to be interconnected, centrally monitored and controlled.
 - If not, different systems may counteract each other, e.g. heating and air-conditioning running simultaneously.

- iBMS are computer-based control systems installed in buildings to monitor and control the technical installations ensuring optimal functionality efficiently.
- iBMS are critical for managing energy usage and are most common in larger buildings with extensive technical installations.

Our solutions



iBMS Integration

iBMS Integration, or Intelligent Building Management System Integration, is a complete method to provide properties with state-of-the-art solutions that ensure that multiple systems work in harmony, contributing to more sustainable and streamlined operations for the indoor environment.

The Building Management System (BMS) acts as the brain of a building, seamlessly connecting and coordinating various elements such as HVAC, lighting, security, and more into a centralized control system. iBMS integration allows for real-time monitoring, control, and optimization of these systems to create a smart and responsive indoor environment.

The upgraded systems are programmable, allowing for tailored functionalities, and they provide accessibility for everyone, locally and remotely. Remote upgrades are particularly efficient, especially in larger sites where the SCADA platform is on-site, ensuring seamless and convenient updates to meet evolving requirements.

iBMS Integration & Upgrade presents opportunities for connecting existing systems to iBOS software solutions, ensuring a cohesive and intelligent infrastructure and providing enhanced energy optimization, security, and total control of the facilities under your portfolio.

iBMS Upgrade

iBMS Upgrade is a complete enhancement of existing control units. The service involves a retrofit approach, where the old control systems are replaced with advanced cutting-edge systems that prevent interruption and ensure continuous operation. The primary approach is to upgrade outdated systems to a new standard optimized for energy efficiency and IT security.

iBMS Service

Maintenance and future-proofing facilities are a cornerstone for uninterrupted operations. Nordomatic's service contracts grant access to our solution-oriented Service Excellence Center and seasoned experts who deliver preventive measures and swift response call-outs, minimizing environmental impact.

iBOS nexus

iBOS nexus is the secure edge gateway that enables the safe operation of smart applications within your building. It facilitates secure access to both old and new assets without exposing them to the internet. Once installed, iBOS nexus connects you to iBOS connect, a secure and adaptable hub for managing your building and portfolio.

iBOS connect

iBOS connect is the intuitive and secure solution designed to elevate your existing BMS into an intelligent and smart ecosystem.

iBOS connect securely connects your local building control system, giving you a new level of visibility and control across your portfolio and opening access to current and future applications that deliver intelligence to your Building Management System (BMS). The software also allows users to remotely link and tailor new or existing BMS, units, and systems to applications based on their needs and wants.



iBOS energy

iBOS energy is a iBMS Application that calculates the energy balance and auto-adjusts setpoints for HVAC equipment, producing ongoing energy and CO2 savings and improving the indoor climate. iBOS energy delivers minute-by-minute automated intelligent control of your heating, ventilation, and cooling systems, ensuring they work together, dramatically reducing energy usage and preventing expensive misconfiguration. With the energy analysis tool, a facility team can monitor real-time impact with a 24/7 online dashboard to improve the efficiency of existing BMS and review historical data to identify savings being made.

We are Nordomatic

Reference cases

Atea Oslo, Norway

As one of Europe's leading smart buildings, the Atea building offers solutions that allow employees to manage lighting, access, and various features for enhanced convenience. At the heart of this transformation is a customized data platform meticulously designed for the building. The platform seamlessly manages data from all technical systems and sensors while efficiently operating ventilation, energy consumption, and more. The facility has a floor area of 18.000 m², 6000 sensors installed, and 1000 smart workplaces.

Nordomatic is the driving force behind the building's ventilation and local energy automation. Our seamless integration of sensors and technical installations into the building management system ensures complete control over the room environment.



Site Zero Motala, Sweden

The facility is around 60.000 m² and plays a pivotal role in creating a more sustainable world. It is the world's largest and most efficient sorting facility for post-consumer plastic packaging, enabling high-quality plastic packaging recycling from Swedish and Finnish households.

Nordomatic implemented ventilation and heat in the facility. Our products and solutions work towards the process systems for recovering excess heat and adjusting pressure conditions within the premises to maintain a predetermined pressure balance between different parts of the premises. This is done to create sanitary zones and, with pressure conditions, ensure that the contaminated zones are kept separate from the sanitary ones.

DOKK1

Aarhus, Denmark

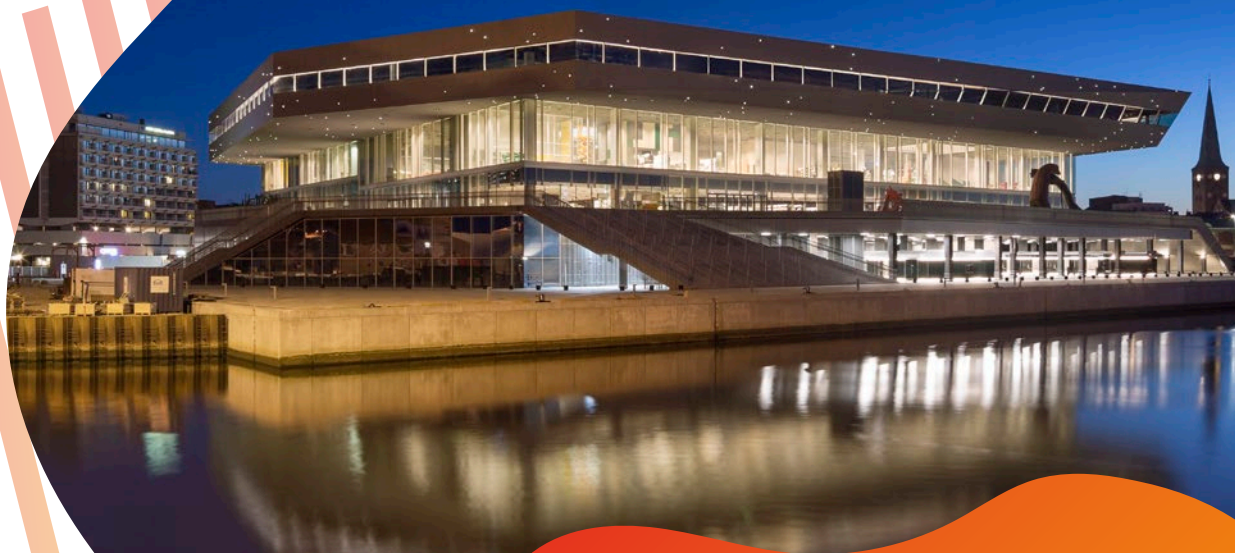
DOKK1 is home to the Aarhus Main Library, the municipal public services department, theater spaces, businesses, and a substantial automated underground parking facility. It has four floors and contains 40,000 m². The facility has been constructed and designed with a strong emphasis on low energy consumption and sustainability.

Nordomatic was selected as the supplier due to our ability to meet the customer's specific requirements. The customer needed a supplier capable of handling various systems, including BMS, IBI (including lighting), control of cooling plants, HVAC, and access control to the building (the latter being handled by a subcontractor to Nordomatic). Nordomatic delivered a comprehensive solution for this project using Honeywell technology to control all the mentioned systems.

The project was finalized in 2015. The building represents a state-of-the-art facility for controlling and integrating systems for a public building. Since then,

Nordomatic has continued to provide maintenance services, and in the latest project, we are updating the SCADA platform to ensure continued efficiency and effectiveness.

Overall, the project's outcome has been remarkable, showcasing significant advancements in energy management and system integration for public infrastructure.







nonbomate

Sustainability Report

More than 197 000 reasons to be proud



We depend on access to green financing to accomplish our growth journey, and we work continually to achieve an open and sustainable future.

Achieving an open and sustainable future requires a collective ambition to accelerate technology, climate, and social sustainability. We credit our success to you, our skilled team of employees, energy-efficient alternatives, and innovative technology.

We are proud of our commitment to lessening the carbon footprint. **In 2023, more than 197,000 tons of CO2 emissions could be avoided because of our services.** Over 1,000 buildings are connected to iBOS Energy, our advanced, AI-powered energy optimization application service. We aim to become an effective leader and contribute to a healthier, more sustainable future by creating energy-efficient alternatives that meet our customers' needs.



Our Value Creation Model

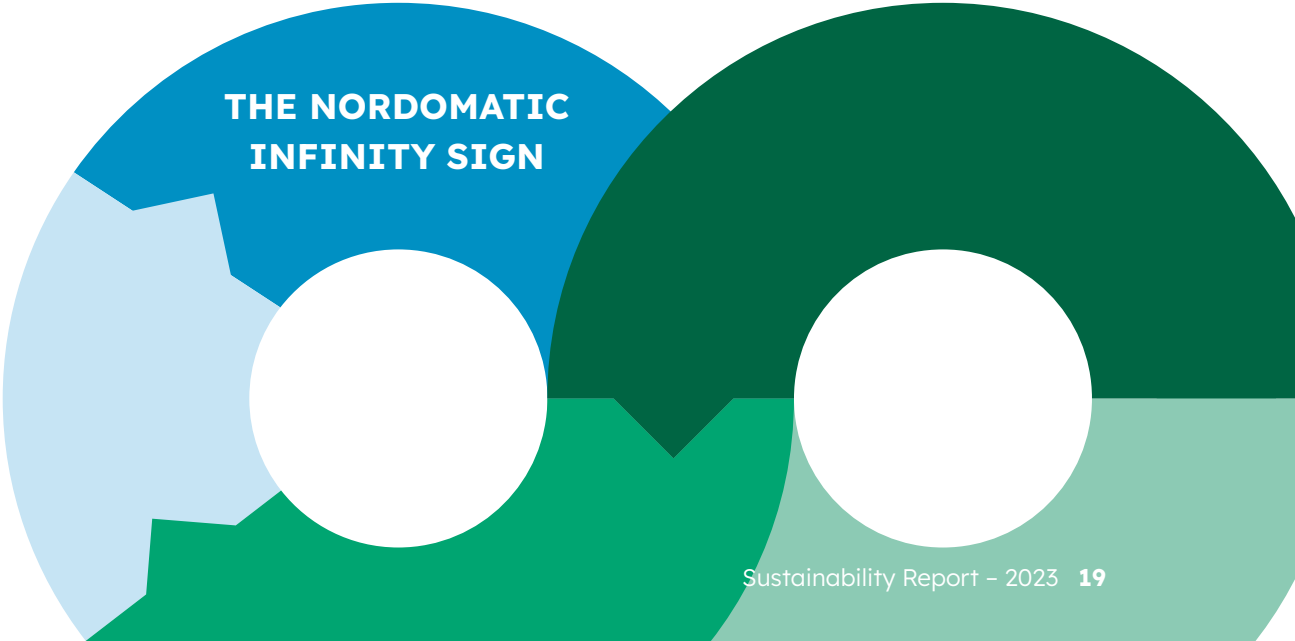
Nordomatic presents its value creation model in an infinity sign, representing a holistic cycle that continuously develops. To create value, Nordomatic constantly monitors and manages several important inputs.

The availability of skilled employees is crucial for our success. Nordomatic’s strong confidence in our employees and our willingness to learn and develop is our proposition to create long-term value. We take **action**, deliver **value**, and build **trust** within our organization through honest and respectful communication. We have established the Nordomatic Academy to encourage our employees to continue learning and developing.

Nordomatic depends on access to green financing to execute our growth strategy. We have chosen to work with strong impact-committed investors and banks to secure financial capital. Further, Nordomatic depends on good relationships with customers and suppliers as we strive to be a trusted partner and an enabler in reaching environmental goals. Lastly, we carefully select and train our managers and leaders to be growth-oriented and committed to the long-term goals of Nordomatic.

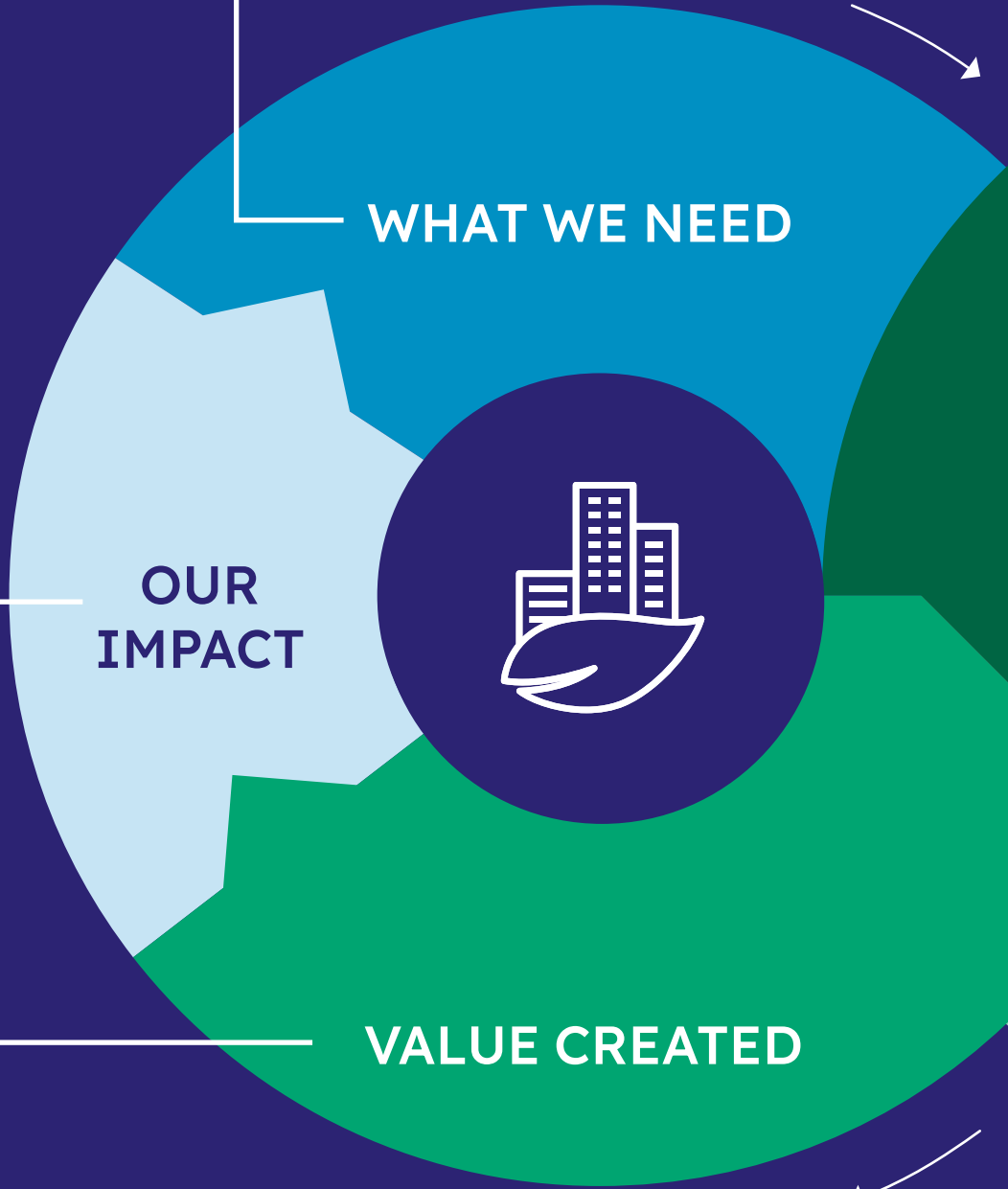
With these inputs, Nordomatic takes pride in having a straightforward delivery model. It’s the Nordomatic Way to analyze the customer’s needs and design a holistic and sustainable technical solution according to demand. Together with sub-contractors, we deliver a solution that performs optimization for many years. Sometimes, it is a new building or a total refurbishment, and then we call the delivery iBMS Integration. This represents approximately 36% of our total business. Sometimes, it is a matter of upgrading or servicing an existing building, such as iBMS Upgrade & Service, which represents 59% of our business. To connect buildings and provide a managed iBMS Service, we offer software solutions to complement our BMS offering. Our Smart Cloud business represents 5% of Nordomatic’s revenue.

Nordomatic provides a lot of value to our different stakeholders. In addition to financial opportunities, there are values like meaningful career development, productivity gains, wellness in buildings, reduced CO2 emissions, etc. Also, these values are quite easily translated into impacts, represented by the UN’s Sustainable Development Goals. Hopefully, you will be able to follow the cycle in our graphical Value Creation Model below.





- Skilled and motivated employees
- Long-term customer relations
- BMS and IT know-how
- Growth-oriented management
- Access to green financing from banks and owners
- Trusted suppliers of sustainable products and services



Customers

- Energy savings
- Cost and resource optimization
- Tenant comfort and wellness
- Property data aggregation

Employees

- Individual development
- Meaningful career

Owners

- Real return, lasting impact
- Continuous reinvestment based on sustainable growth

Society

- Reduced CO₂ emissions
- Green jobs
- Increased innovation & digitalization

THE NORDOMATIC VALUE CREATION MODEL

- iBMS Integration
- iBMS Upgrade
- iBMS Service
- iBOS nexus
- iBOS connect
- iBOS energy



WHAT WE OFFER



WHAT WE DO

1. Customer analysis
2. Design of technical solution
3. Project management
4. Commissioning and Connecting
5. Service and Optimization





Sustainability Governance and Strategy

The Executive Management Team ('EMT') is overall responsible for pursuing a long-term and sustainable business and deciding on strategy, objectives, and relevant policies to support this. As sustainability is about value creation and risk management, the entire organization must be aware of the financial significance of sustainability and that it is an integrated part of Nordomatic's strategy to become the Global Impact Pioneer 2025.

For example, by growing our business, we further accelerate the positive impact on the planet our solutions contribute to, but we also need to consider any negative effect our resource utilization has, e.g. the emissions from company cars.

We have developed a model for our strategic sustainability work divided into three focus areas. These are inspired by and aligned with the triple bottom-line effect of positive contributions to the Planet, People, and Profits.

Through the three focus areas, we cover everything from our daily decisions to how we collaborate with our customers and suppliers and our impact on the environment and society:

- **Open innovation within Smart Buildings**
- **Practicing responsibility throughout our value chain, and**
- **Be the most attractive employer**

Within each focus area, we have launched initiatives with measurable annual targets. Learn more about how we engage with each focus area by exploring the following sections.

Sustainable Development Goals

Focus areas

Material aspects



Open innovation within Smart buildings

1. Reduce energy consumption for property owners
2. Innovative solutions provide effective property management
3. Efficient monitoring help minimize waste



Practicing responsibility throughout our value chain

4. Human rights & Material sourcing
5. Business ethics
6. Customer Privacy & Security
7. Reduce Nordomatic's own carbon footprint



Be the most attractive employer

8. Development and training of our employees
9. Increase the share of Women
10. Employee Health & Safety
11. Diversity & Inclusion

Targets 2025

Targets 2030

KPIs

150,000 tonnes of CO₂ emissions avoided by customers

300,000 tonnes of CO₂ avoided by customers

CO₂ emissions avoided by our customers

450,000 connected Smart assets

900,000 connected Smart assets

Number of Smart connected assets

25% reduction in CO₂ emissions /FTE vs. 2020

Be perceived as the most sustainable alternative in our business

Own CO₂ emissions

100% of employees aware and act in line with Code of Conduct

50 overall eNPS score

By 2030 have the highest eNPS score in our industry

Overall eNPS score

50 SHE Index score

SHE Index

Our certified management system “The Nordomatic Way”, is an overall tool for continuous improvement. An essential foundation of “The Nordomatic Way” is the set of corporate policies reviewed and decided by the Board of Directors annually. The policies cover critical operational areas:

- **Safety**
- **Sustainability**
- **Environment**
- **Work environment and**
- **Quality**

Further, the Board of Directors also reviews and decides on the corporate Code of Conduct, which applies to all employees within the Nordomatic Group and is used as an essential tool for our governance. The code includes instructions for responsible operations where we describe how we create business relationships and follow codes of conduct for how we communicate with employees, customers, partners, and suppliers. The Code also includes clear guidelines regarding human rights, diversity, and equality. So far, Nordomatic has focused on improving equality in the BMS industry and in the company, aligning with the SHE index KPI. We have a one-company approach, meaning we operate according to our values, policies, and principles in all areas. The Code and the other policies are introduced to all employees, and managers are responsible for compliance. Also, compliance is supported by our internal audits that are carried out several times yearly.

Generally, wherever we do business, we shall comply with and, when relevant, go beyond the requirements of national legislation and regulations. We understand that the Code cannot cover every practical situation, but we trust employees to use their judgment to determine the best course of action, always concerning our ethics, local laws, and regulations.

Since 2022, Nordomatic has had an anti-bribery policy, which includes training for executive management, country directors, and business area managers.

Our Stakeholders

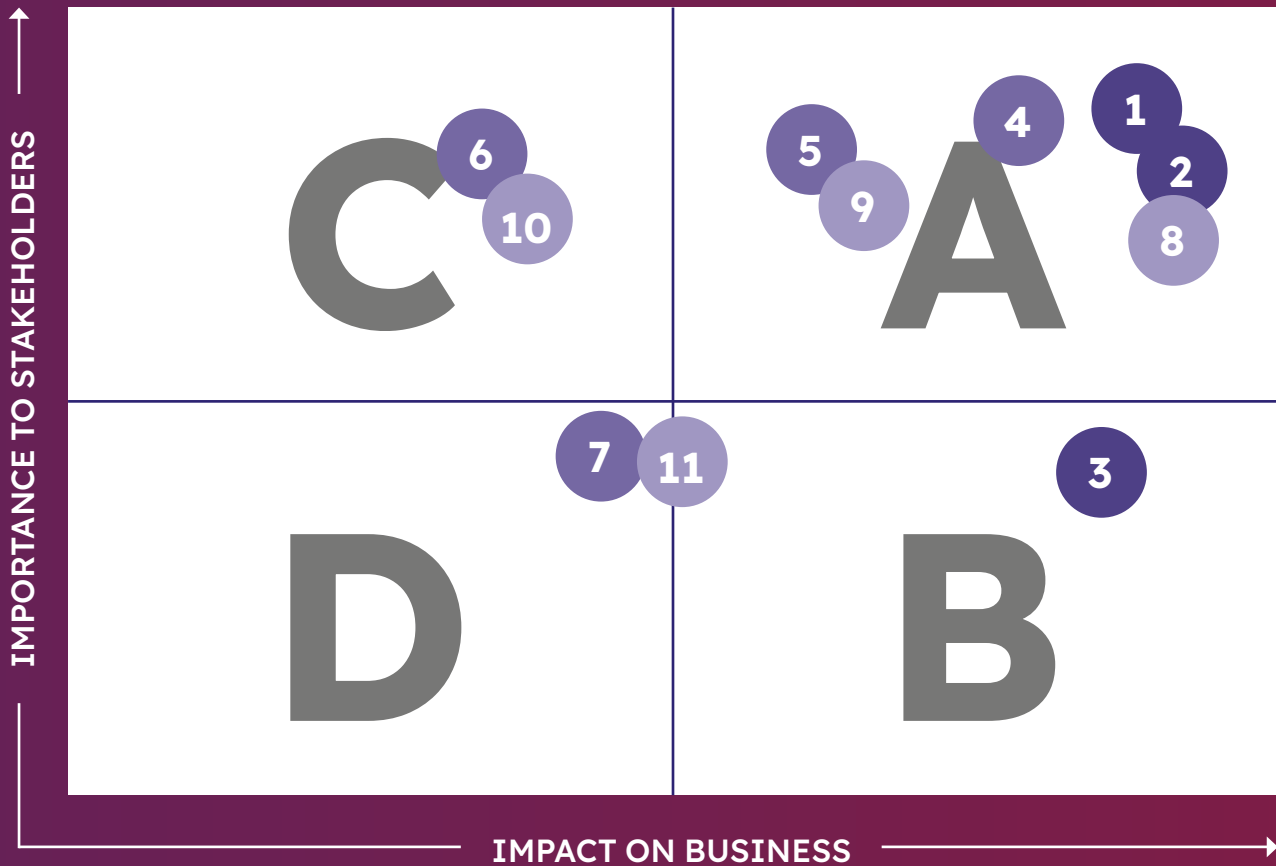
Nordomatic interacts with various stakeholder groups who either influence our operations or are impacted by our business. Our primary stakeholders include customers, employees, suppliers, and shareholders.

We employ diverse dialogue methods with various stakeholders, including employee interviews, customer meetings, supplier surveys, and ongoing discussions. Since August 2020, we have appreciated robust support and continuous engagement with Trill Impact, our new majority shareholder. Trill Impact distinguishes itself as an impact investor, with sustainability deeply ingrained in its model, aligning closely with our values and objectives.

Materiality Analysis

To be able to work strategically with sustainability in the short, medium, and long term, we have conducted a materiality analysis. Our basic starting point is to maximize the opportunities that our sustainable business enables and minimize the negative effects of our business. Nordomatic’s ambition is for all employees to have ownership of sustainability topics that are close to their position and are expected to integrate sustainable business into operations. The materiality analysis has been based on risks and opportunities related to sustainable business and how we affect our stakeholders. Overall areas that have been considered are the environment, social conditions and social aspects, business model and innovation, and governance. The most important sustainability aspects have been identified, and these are weighted based on how important the aspect is for our stakeholders and the extent of the impact. All areas in the matrix are important, but prioritization has been done based on risk, which means that the lower aspects prioritized were already handled well. Prioritization of identified risks is managed through active risk management, maintenance of risk, and risk monitoring. The following pages explain more about how we work with each topic.

Materiality matrix



A Focus and develop

C Sustain and Communicate

B Continue managing

D Monitor and comply

1

Open innovation within Smart buildings

2

Practicing responsibility throughout our value chain

3

Be the most attractive employer

1

Reduce energy consumption for property owners

4

Human rights and material sourcing

8

Development and training of our employees

2

Innovative solutions provide effective property management

5

Business Ethics

9

Increase the share of Women

3

Efficient monitoring help minimize waste

6

Customer Privacy & Security

10

Employee Health & Safety

7

Reduce Nordomatic's own Carbon Footprint

11

Diversity & Inclusion

1

Open innovation within Smart Buildings

Our business provides positive environmental and societal impact because of our solutions, services, and how we conduct and develop our business. Nordomatic recognizes that the most significant environmental impact is achieved by the positive contribution from our customer offering.

Our vision is to become the Global Impact Leader of Smart Buildings by developing and delivering smart, efficient, and sustainable solutions that align with our business goals and foster a more sustainable future.

1. Reduce energy consumption for property owners

Nordomatic’s core business actively mitigates climate change through energy-saving solutions and related services, enabling customers to do their part in achieving the goals of the Paris Agreement. Nordomatic shall continue to develop and scale its solutions and services to increase customers’ energy efficiency and productivity and reduce their carbon footprint. We have set the ambition to more than double the energy savings and CO2 avoided by our customers by 2025 compared to the baseline of 2020.

Reduced energy consumption is quarterly measured via the Key Performance Indicator “CO2 emissions avoided by our customers.” In 2023, CO2 emissions avoided by customers summed up to 197.296 tonnes, an increase of 51% and above our target for 2025.

2. Innovative solutions provide effective property management

More advanced and connected BMS systems will give customers better and more effective property management. This reduces energy consumption and other resources and improves the indoor climate for tenants and end-users. Our offering includes additional Smart BMS applications that make buildings healthier. Nordomatic will continue to make buildings smarter through new and innovative solutions where units are connected, thereby providing more effective property management.

The KPI is measured quarterly to track growth. In 2023, we increased the number of Smart connected assets by 39%. In 2022, we reached our target for 2030; however, we continue to develop innovative solutions to provide effective property management.

3. Efficient monitoring help minimize waste

Nordomatic’s solutions provide an efficient overview and control of a property or a portfolio of properties. Efficient monitoring and continuous improvements in managing technical sub-systems allow the property owner to minimize the waste of time and resources. Customer surveys are used to measure and ensure we deliver on our value proposition.

KPI	2020	2021	2022	2023	Target 2025	Target 2030
CO ₂ emissions in ton avoided by our customers	69,222	82 681	130 239	197 296	150 000	300 000
Number of Smart connected assets	314,371	402 150	1 108 724	1 537 503	450 000	900 000

2

Practicing responsibility throughout our value chain

Nordomatic’s dealings with customers, subcontractors, suppliers, and other stakeholders, must be based on a high ethical standard. All business is done within the framework of laws, regulations, and international conventions in all countries where we operate, and we do not accept corruption or abuse of power. Nordomatic’s employees shall not participate in activities that may lead to a conflict of interest or exploit business relationships for their gain and must keep information and trade secrets confidential.

4. Business Ethics

Nordomatic operates a zero-tolerance policy concerning bribery and corruption and shall never accept, facilitate, or support activities involving money laundering. The company and its employees may never provide gifts, benefits, or other unauthorized compensation in relation to customers, suppliers, authorities, or other decision-makers to obtain or retain business. We have an independent whistle-blower system where employees can raise alerts directly to representatives from the Board of Directors. All alerts from the whistle-blower system are subject to a thorough investigation with confidentiality and protection of the individual.

Employee surveys are used to measure our employees’ level of awareness and confidence in our business ethics principles.

5. Customer Privacy & Security

Nordomatic places a high priority on privacy and information protection, ensuring the secure handling of data from connected customers, products, and solutions. We exercise rigorous caution in managing data belonging to others and implement dedicated compliance controls and programs in accordance with the General Data Protection Regulation (GDPR) and other relevant rules and regulations. Given the rise of cloud-based solutions and the heightened significance of cybersecurity, we are proactively adopting a security-by-design approach.

6. Reduce Nordomatic’s own Carbon Footprint

We are growing our business, and at the same time, we have decided to reduce our emissions across the value chain in line with many of our customers’ ambitions. Nordomatic has set ambitious targets for 2025 and 2030 to reduce CO2 emissions and a related action plan. The targets are inspired by the Science Based Targets initiative, aligned with the Paris Agreement and reduction pathways for limiting global temperature rise to well below 2 C. Nordomatic has adjusted the KPI to be measured based on CO2 emissions per Full-time employee (FTE). The target is to reduce the total CO2 per FTE emissions by 12.5% until 2025 vs. the 2020 baseline for Scopes 1 and 2.

Since 2022, Nordomatic has also measured emissions per Scope 3.

In 2023, the total reduction of CO2 emissions per FTE in Scopes 1, 2, and 3 was 7%.

KPI	2020	2021	2022	2023	Target 2025	Target 2030
Own CO2 emissions in tonnes, Scope 1 and 2	1,5	1,1	1,0	1,0	1,3	1,1
Scope 3	-	-	12,4	11,5	11,5	9,8

3

Be the most attractive employer

Nordomatic’s strong confidence in its employees and their willingness to learn and develop is the company’s proposition to create long-term value. The company’s growth plan will allow employees to build a fulfilling career. We have the basic view of the equal and inalienable rights of all and that we have a fair relationship between individuals and groups.

7. Increase the share of Women

Gender equality is a priority across the entire company, from the Board of Directors to managers and employees. Nordomatic has signed up for the SHE index (<https://www.sheindex.com/se>) and has defined related targets to monitor annually, including gender pay disparities. Improving gender balance is systematically considered when promoting and recruiting candidates for top management positions. Nordomatic requires a diverse pool of candidates from our recruiters to maximize the chance of building high-performance teams.

9. Diversity & Inclusion

Nordomatic recognizes diversity as a strength. Discrimination or harassment against any covered party in respect of race, ethnic background, gender, disability, sexual orientation, religion,

political opinion, maternity, social origin, or similar characteristics is strictly prohibited. Nordomatic does not tolerate any physical, psychological, sexual, or verbal harassment or any illegal threats against any colleague or business partner.

9. Development and training of our employees

Attracting and keeping great employees is vital for Nordomatic. We believe in training and developing our staff continuously. That’s why we’ve set up the Nordomatic Academy for everyone in the organization. This helps us improve everything we do, including making our business more sustainable.



KPI	2020	2021	2022	2023	Target 2025	Target 2030
Overall eNPS	32	48	34	39	45	>50
SHE Index	10	33	29	37	50	>50

A semi-annual employee survey is used to track employee satisfaction and to identify- and address material issues.

Our most recent employee survey, conducted in 2023, indicates a significant improvement compared to 2020, with an overall score of 39.

Moving forward, we are committed to improve our score further.

SHE index is measured annually to measure gender equality. There is further work to be done within this area, for example, in 2023 we hired more women in management positions.

Strategic fit with seven of the UN's 17 Sustainable Development Goals

Nordomatic's strategic path and activities fit nicely into several of the UN's Sustainable Development Goals 2030. Goals 5, 7, 8, 9, 12, 13, and 16 are especially important and the most applicable to our business.

We influence goal 7 of affordable and clean energy, goal 9 of industry, innovation, and infrastructure, and goal 13 of climate action by providing innovative, sustainable solutions to our customers that reduce and visualize energy savings and continuously developing new smart solutions and applications. Goal 12 of responsible consumption and production is applicable through the commitment to reduce our carbon footprint by 25% until 2025 and how we measure and execute our impact agenda. Goal 5 of Gender Equality, goal 8 of decent work and economic growth, and goal 16 of peace, justice, and strong institutions are influenced by providing career opportunities and great work conditions for our employees, internships, and other co-operations with schools and active work with gender equality within Nordomatic.



THE GLOBAL GOALS



Photo: © Ralf Roletschek.

Turning Torso, Malmö, Sweden. Nordomatic has installed an advanced steering system for heat, water and sanitation. The building is also connected to Nordomatic's cloud based BMS-system, for remote monitoring and managing.



Corporate Governance Report

Proper corporate governance ensures that Nordomatic's business is managed as efficiently, responsibly, and sustainably as possible.

Shareholders

Nordomatic Group's parent company, Building Automation Nordic AB, is 100% owned by Building Automation Nordic Holding AB. Building Automation Nordic Holding AB's largest shareholder is Trill Impact, a growth-oriented private equity firm with a strong focus on sustainability. Trill Impact holds 96% of the voting rights and 75% of the capital in Building Automation Nordic Holding AB through Aceso Holdco S.à.r.l. The remaining shares are held by employees in the Nordomatic Group.

General Meeting

The shareholders exercise their influence at the General Meeting. Decisions that are taken during the Annual General Meeting include the adoption of the Articles of Association, the election of members of the Board, and the election of auditors.

Auditors

The auditors perform an independent audit of Nordomatic's financial statements and a review of the Board's and CEO's management of the business. BDO was re-elected as the external

auditors at the Annual General Meeting in 2023, with Markus Håkansson as the Auditor in Charge. BDO has been the Group's auditor since 2022.

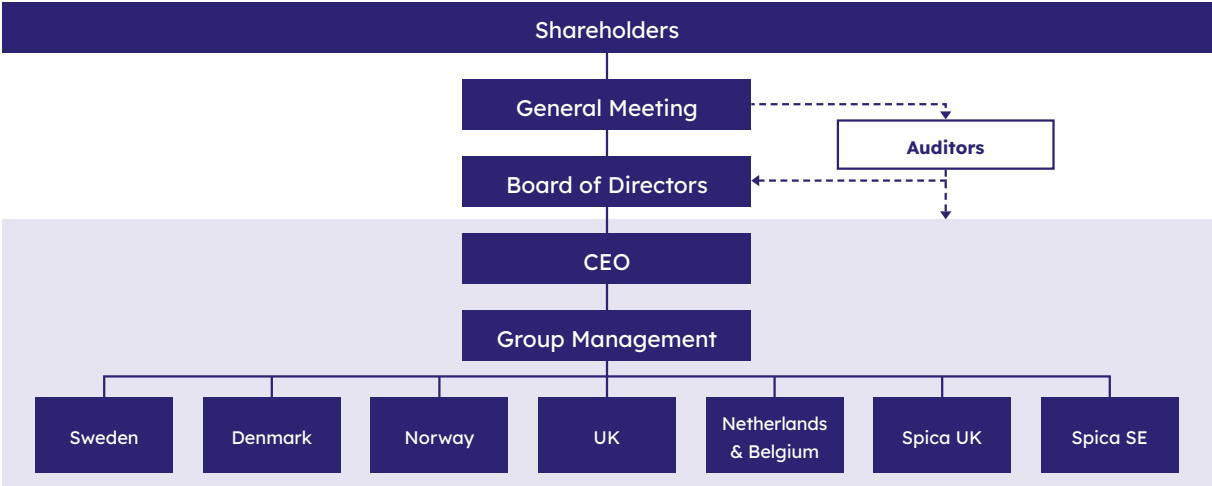
Board of Directors

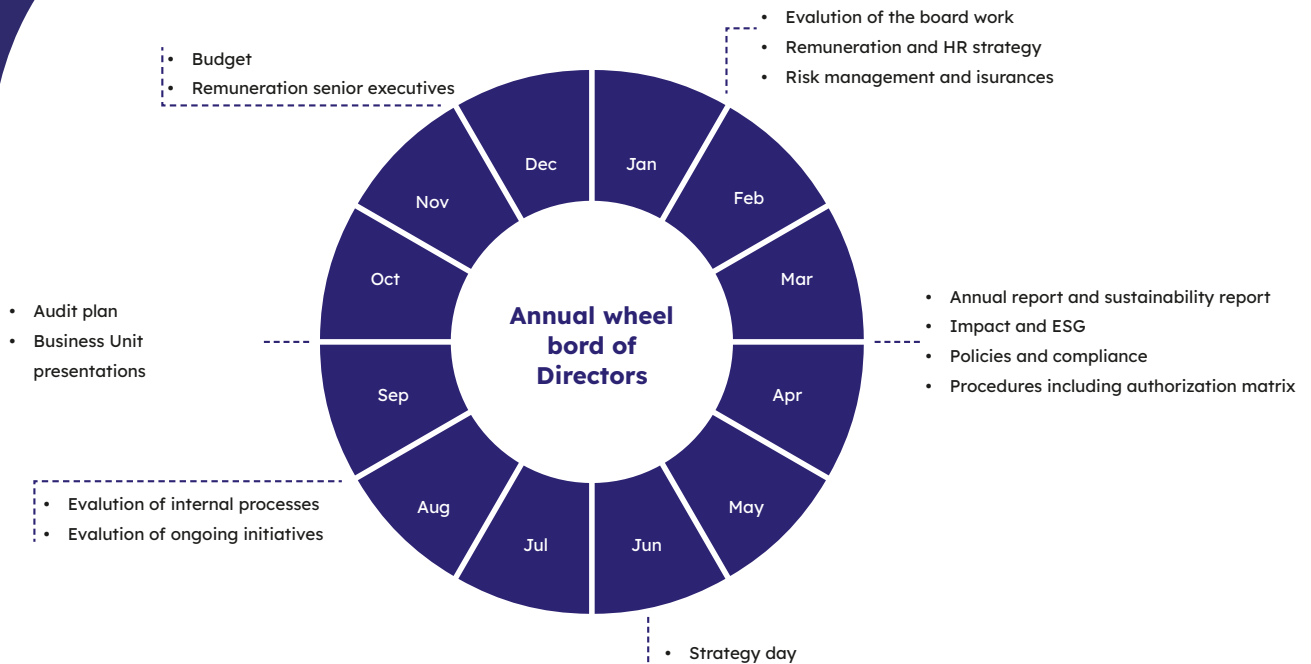
The Board of Directors is responsible for the organization and the management of Nordomatic's business. The Board of Directors is continuously evaluating Nordomatic's financial results and the financial position, as well as approving a five-year strategic plan and the budget for the coming year. Recurring items addressed at the board meetings throughout the year include strategic initiatives, business development, acquisitions, sustainability, and related goals.

The Board of Directors appoints the CEO. They also establish the Rules of Procedures for the Board and the CEO Instructions, where the respective responsibilities and commitments are defined. In addition to this, several governing documents regulating the business' operating activities, as well as a code of conduct, are annually reviewed and decided on.



Corporate Governance





Policies

Our certified management system “The Nordomatic Way”, serves as an overall tool for our continuous control and improvement. An important foundation of “The Nordomatic Way” is the set of corporate policies reviewed and decided by the Board of Directors every year. The policies cover important operational areas:

- **Safety**
- **Sustainability**
- **Environment**
- **Work environment and**
- **Quality**

Further, the Board of Directors also reviews and decides on the corporate Code of Conduct, which applies to all employees within the Nordomatic Group and is used as an important tool for governance and compliance.

CEO and Group Management

The CEO is responsible for Nordomatic’s operating management. The CEO, including the CDO, CCO, CFO, Group Head of Business Operations, and

Group Head of People & Culture, forms the Group Management Team. The Group Management Team meets regularly to discuss and evaluate the Group’s operative, strategic, and financial performance.

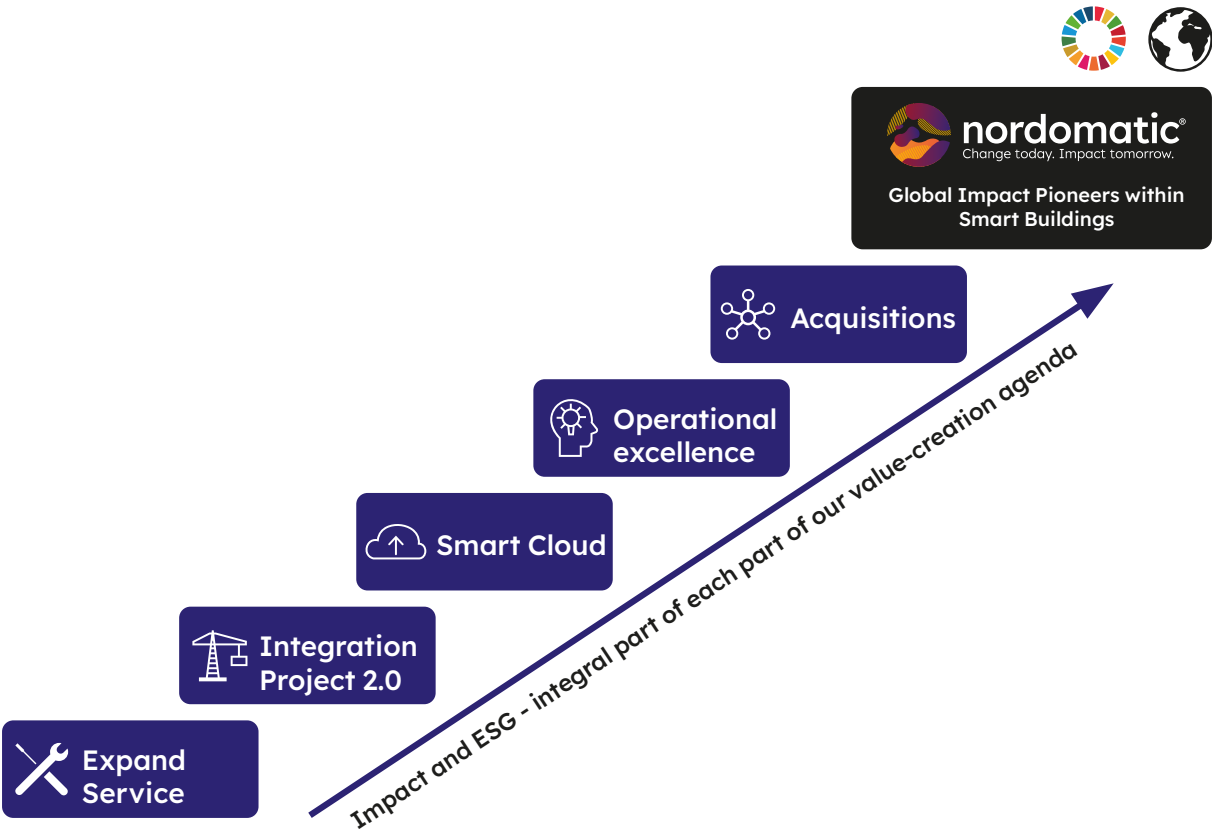
Group Management performs quarterly reviews with the operating units four times per year. A common template and scorecard, including the most important goals and activity KPIs, are discussed. Financial performance, employee Net Promoter Score, customer Net Promoter Score, and ESG (Environmental, Social and Governance) Impact KPIs are discussed.

Operating units

Nordomatic is a decentralized group that enables fast decision-making and decisions close to the business. Each business area has a Business Area Manager with local ownership of customer relations, personnel, business risks, revenue, profit, and cash flow. Review meetings are held quarterly with each business area, where topics such as financial results, order intake, project review, organizational matters, and outlook for the coming periods are discussed.



Value Creation Program – Global Impact Pioneer 2025





Global Impact Pioneer of Smart Buildings

With the confidence of more than 10 years of strong growth, Nordomatic has developed a strategic initiative named Value Creation Program 2025 (VCP 2025). The initiative is a structured approach to systematic improvements and is based on five pillars: Expand Service, Integration 2.0, APP Services, Operational Excellence, and Acquisitions. The areas create value in terms of growth, improved margins, improved EBITA, more competitive offerings, reduced risk, and improved resilience.

The program is managed by the CEO, who hosts biweekly VCP Townhall sessions with leaders and managers in the Nordomatic Group. Each Townhall session is structured around Nordomatic’s Strategy House framework, focusing on key objectives termed ”Must Win Battles”. Nordomatic’s strategy framework has five MWBs, which team members of Group Management manage. During the Townhall sessions, each responsible MWB team member organizes speakers from their respective teams to discuss relevant topics, aiming to provide employees with insights and understanding about the company’s strategy and the Nordomatic Way.

Examples of activities in the VCP 2025 are:

- Value-over-volume criteria for fixed-priced integration project sales,
- marketing and sales of service agreements,
- weekly follow-up and improvement of customer value ratio (utilization),
- development of APP Services that reduces energy consumption,
- implementation of a common ERP system,
- development of Nordomatic Academy training program, etc.

The strategic goal is to double Nordomatic’s size within 5 years while improving sustainability, competitiveness, attractiveness, profitability, and resilience.



We exist to accelerate an open and sustainable future. We reach our goals together by enabling a strong culture, developing people and skills and building valuable relationships – and in all that we do, we believe, that the more we change today, the more we impact tomorrow.





Read more about us at
www.nordomatic.com and follow us on LinkedIn

