Norvestor

Norvestor Sustainability Report 2023

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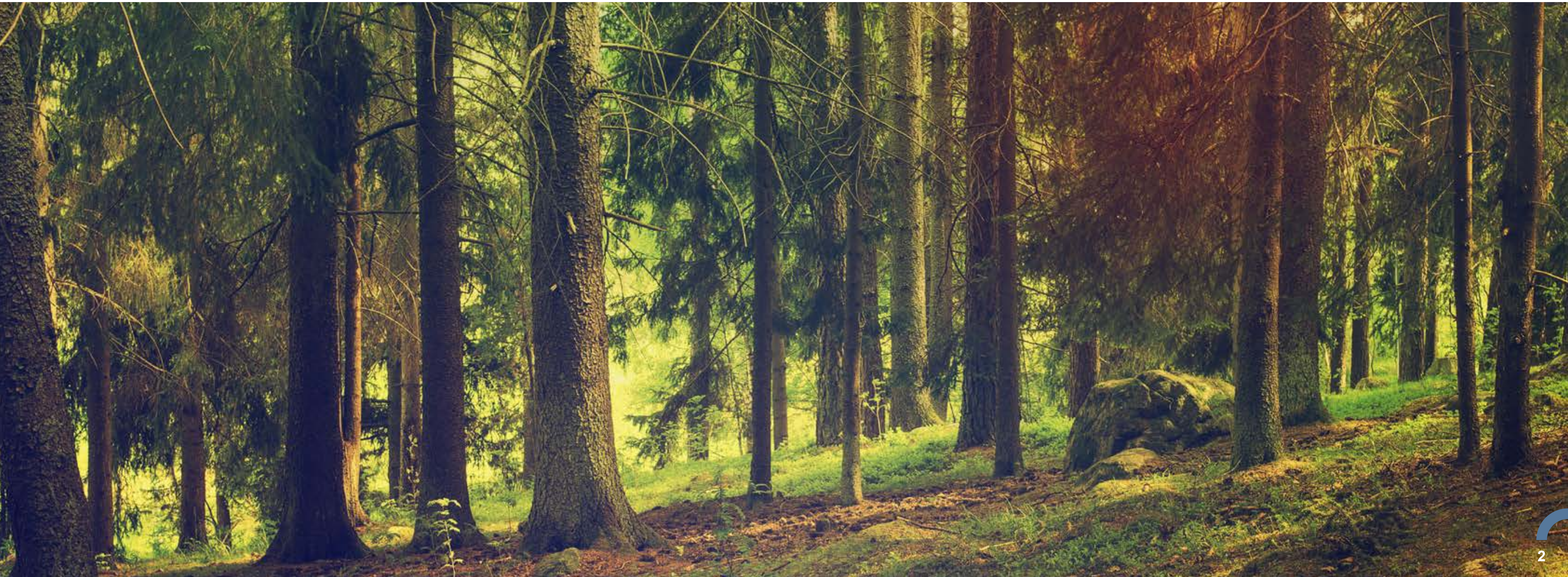


Letter from the Team

Over the past year, we have witnessed global geopolitical and economic turmoil, including the continuing war and humanitarian crisis in Ukraine and interconnected problems such as energy supply, inflation, climate change and biodiversity loss.

At Norvestor, we view collaboration as essential for resolving challenges, and we channel this outlook in the way we work with our portfolio companies as we help them enhance their positive influence on the world and society. We do this by providing them with assistance in implementing comprehensive governance policies, working towards sustainability targets and reporting on their positive and negative impact.

This report, the fifth edition of our annual Sustainability Report, highlights the considerable impact generated by our collaboration with our portfolio companies, which have, over the past year, advanced considerably in quantifying the impacts of their products and services, furthering their understanding of their value chain impacts and developing sustainable propositions for their customers. We wish to take this opportunity to thank them for their hard work and congratulate them for their progress and dedication to sustainability.

Meanwhile, for Norvestor, contributing to a sustainable industry transformation serves as a fundamental perspective through which we evaluate current and potential investments, and we have taken this opportunity to demonstrate our own performance along with the initiatives we have undertaken at the fund level.

Our recognition and motivation to go further

In 2022, we were both delighted and honoured to be bestowed with the prestigious title of "Best Sustainable Equity Investor Nordics" by CFI for the third consecutive year. We were also awarded the esteemed "Best Nordic LBO Fund" at the Private Equity Exchange Awards. We humbly embrace this international recognition and remain steadfast in our commitment to exert our utmost efforts to maintain our leading position within the industry.

Throughout this report, you will find further details on the progress made by our portfolio companies in quantifying the impacts of their products and services, their value chains and the sustainable solutions they have created. It is with great pride that we pledge our ongoing support to these businesses in their growth as sustainable and resilient organisations, and we look forward to opportunities yet to come.

A brief conversation with Norvestor's Sustainability Manager, Angelina Jönsson G.

Q: Can you tell us about one of Norvestor’s greatest sustainability-related achievements/milestones over the last year?

A: We conducted our first full scope 3 carbon footprint assessment across all our investments to gain better visibility of the emissions of our portfolio and a step towards further reduction of value chain emissions. In addition, we also developed the way we view climate related risks and opportunities, looking at different climate scenarios to understand how the portfolio can be affected.

Q: What were the outcomes of this initiative?

A: The scenario analysis identified several physical risks in the short- and long term – from rising air temperatures to chronic heat stress for supply chain locations. However, the portfolio is mainly located in Northern Europe and the exposure to such physical risk appears low and unlikely to carry high financial consequences. We remain focused on reducing carbon emissions and mitigating climate-related risks across the portfolio. With this aim, we have been increasingly employing digital tools for data collection and conducting more in-depth workshops with our portfolio companies.

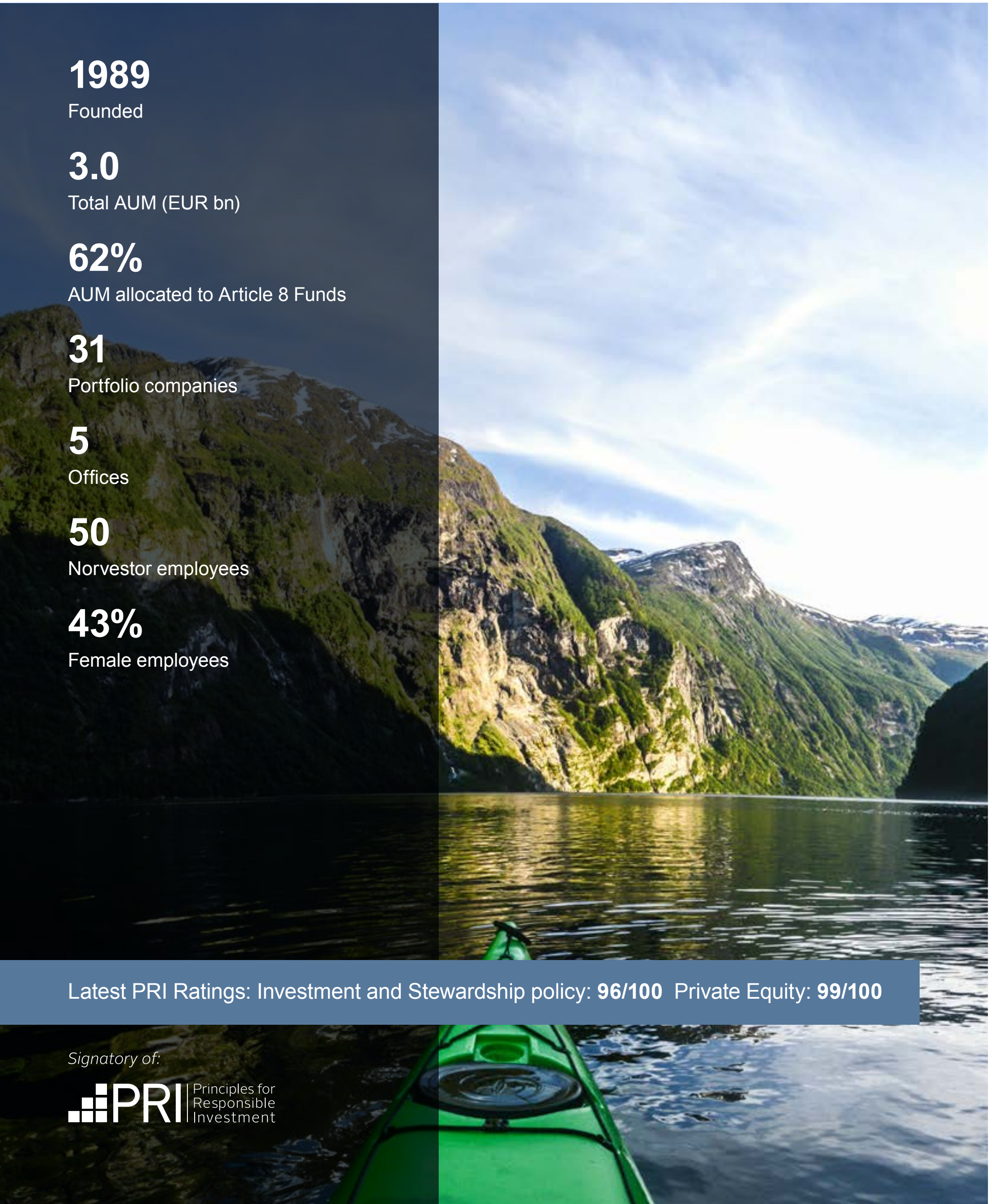
Q: In 2022, you observed a higher carbon footprint for Norvestor’s portfolio. Why?

A: This is true, and the emissions increased in absolute terms and relative to business activity looking at revenue. The higher number year-on-year was mainly due to several acquisitions and to the broader scope of our emissions monitoring. Nevertheless, the portfolio’s carbon emissions relative to revenue are 18% below our 2019 baseline showing that the process we have in place has a positive impact.

Q: How has the portfolio measured up regarding social factors including diversity, equity and inclusion?

A: We maintain a clear focus on social factors and people throughout the investment process, which we see as key to the growth of our portfolio companies. We are committed to fostering a diverse and inclusive workforce and creating safe and appealing workplaces. We have for the fifth year in a row increased the number of female board members in our portfolio companies, today at 24% females.

This is Norvestor



1989
Founded

3.0
Total AUM (EUR bn)

62%
AUM allocated to Article 8 Funds

31
Portfolio companies

5
Offices

50
Norvestor employees

43%
Female employees

Latest PRI Ratings: Investment and Stewardship policy: **96/100** Private Equity: **99/100**

Signatory of:

PRI Principles for Responsible Investment

Norvestor is a private equity firm that has been helping build Nordic businesses for more than three decades. We are passionate about supporting companies in their development and growth, and we aim to position ourselves as a preferred partner to founders and management.

Norvestor funds typically invest in companies providing services, often where digitalisation and available technology can be utilised to make sustainable efficiency gains and create real value for clients and the society. The businesses we look for have ambitious and experienced management teams at the helm and aim to become leaders in their markets. Key to our approach is forging a partnership with the managers and co-owners.

The Norvestor partnership approach is founded on three building blocks:

- Buy and build to acquire new capabilities, increase scale and create attractive strategic positions, often becoming “Nordic Champions”
- Digital leadership, ensuring enhanced value propositions and scalable business models
- Environmental, social and governance (ESG) integration as a competitive advantage and growth driver

Norvestor funds invest in medium-sized Nordic companies with revenues typically in the range of EUR 20-300 million. While we consider opportunities in many different industries, we tend to focus on areas with good underlying growth based on our investment theses and in which our team has experience and strong networks, mainly within services and solutions. We aim to grow portfolio companies substantially during the holding period, which usually spans four to seven years.

Progress and achievements in the past year

- Closed Norvestor SPV II at EUR 730m
- Initiated fundraising for our next flagship fund which promotes environmental and social characteristics (Art.8)
- 3 new platform investments
- 70 add-on aquisitions
- 6 divestments
- 35% revenue growth last tweleve months as of May 2023
- Awarded Best Sustainable Equity Investor Nordics by CFI for the third year in a row
- Awarded Best Nordic LBO Fund by Private Equity Exchange Awards
- Hosted Sustainability Summit for second year in a row
- Recruited 9 employees, 6 of which are female, including a female partner
- Formally implemented a Diversity and Inclusion policy

ESG performance and developments across the portfolio

30.8%
taxonomy eligible activities

4.5%
taxonomy aligned activities

Low (1.3/10)
physical climate risk score

247,781
total financed carbon emissions (tCO_2e)

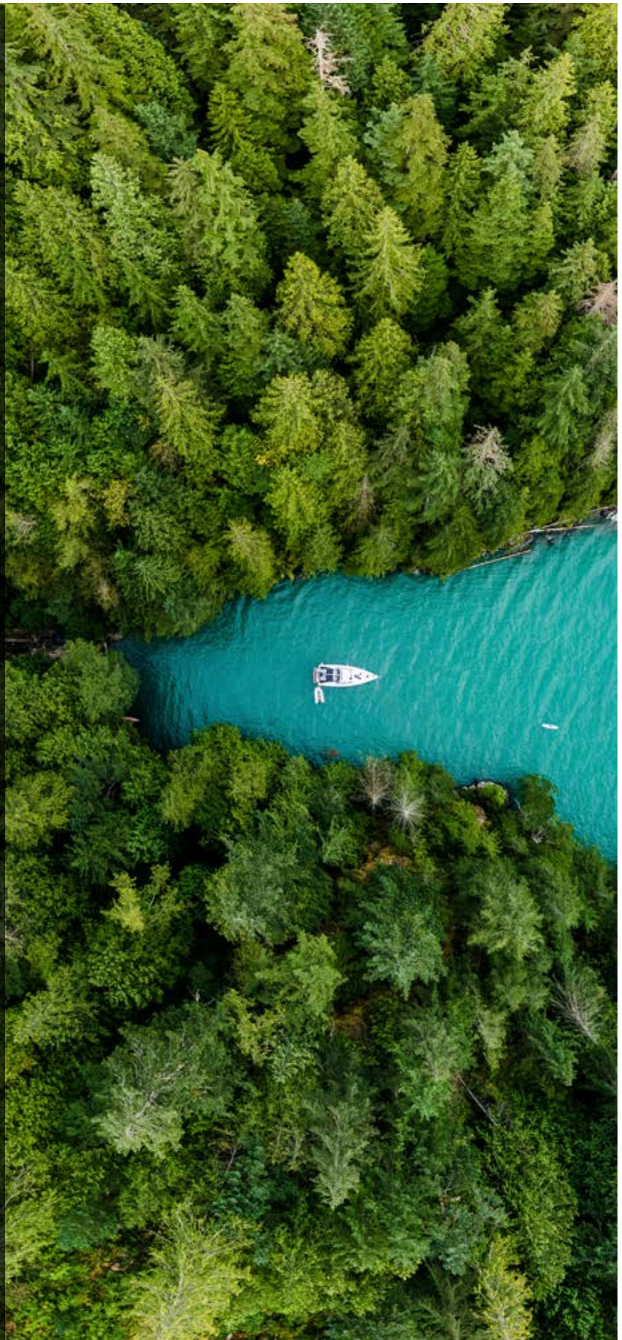
9.6
carbon intensity (tCO2e per EURm revenue)

20,673
employees (headcount)

2,297
organic net new hires

24%
female directors in portfolio companies board of directors

5.9%
absenteeism rate



Norvestor has observed good engagement on the ESG objectives set across the portfolio. Among other developments in 2022, portfolio companies initiated steps to quantify the impacts of their products and services to understand the value chain impacts better and develop sustainable propositions for their customers using the Impact Management Project as a guiding framework. Understanding portfolio companies' indirect value chain carbon emissions have always been a key topic but in 2022, Norvestor conducted a full Scope 3 assessment of its portfolio. This allows for a more accurate evaluation of companies' environmental impact, including a better understanding of potential supply chain disruptions, changes in consumer preferences and shifts in market demand for low-carbon products and services.

As part of the increased regulatory requirements, an EU taxonomy assessment has been conducted of all companies in Article 8 Funds (Norvestor VIII SCSp and SPV II SCSp). And finally, we have further improved the climate related risk assessments, looking at different temperature increase scenarios.

Portfolio Industry Split (NACE)

M – Professional, Scientific and Technical Activities (25%)
HydraWell
Smartvatten
Globeteam
Pinja
Position Green
VENI Energy Group
NoA

I – Accomondation and Food Service Activities (18%)
4Service
CIC
First Camp

N – Administrative and Support Service Activities (15%)
PHM Group
Tyro Group

G – Wholesale and Retail Trade (12%)
Future Production
Preservation Holding
Foxway
Growers Group

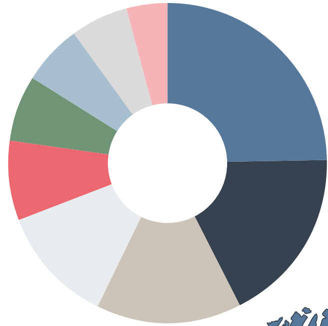
J – Information and Communication (8%)
Pearl
Upheads
NetNordic

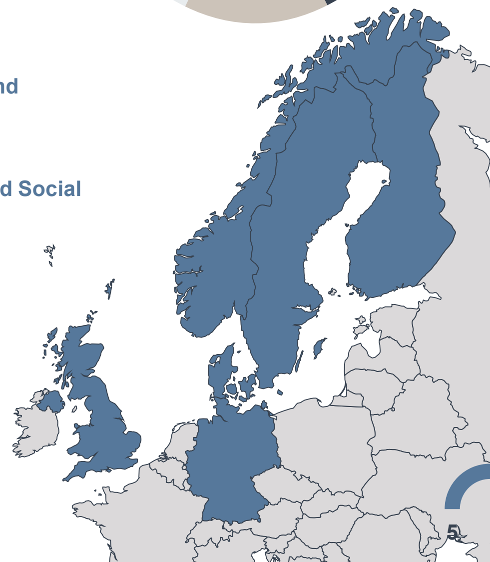
C – Manufacturing (7%)
EnFlow
Sperre Compressors

F – Construction (6%)
Roadworks
BST

H – Transportation and Storage (6%)
Smart Retur

Q – Human Health and Social Work Activities (4%)
Avonova





Enhancing sustainable camping through ESG and digitalisation

Since Norvestor's involvement in 2016, First Camp has expanded through acquisitions to grow fivefold from 14 original sites in Sweden. It is now the largest camping site operator in the Nordics, with 70 destinations located in Sweden, Denmark and Norway. A core value-creation focus throughout the growth of FirstCamp has been to protect and enhance the essential elements of Scandinavian camping culture – connecting with people and nature.

Norvestor's strong investment in asset improvement since 2016 has been complemented by a drive to improve customer experience through digitisation. An ambitious ESG programme has ensured that camping holidays continue to set the benchmark for low carbon and low impact. Over 70% of FirstCamp's sites are certified to the internationally recognised Green Key certification, with a goal to achieve 100% certification. Green Key provides legitimate verification that the camping sites have effectively addressed key environmental impact areas such as energy use, waste and water-use while conserving and regenerating the significant natural areas they occupy. As well as generating their solar energy on some sites, nearly all of First Camp's energy is now sourced from certified renewable sources.

Meeting the demand for affordable family holidays that are rich in social and outdoor experiences is key to First Camp's value proposition. With almost 2,500 passionate and engaged staff, clear ESG goals and a sustainable growth mindset, First Camp is well-positioned to continue creating memorable holidays for future generations.

First Camp's investments in more sustainable operations goes hand in hand with investing in the company's digital capabilities that enhance user experience in booking and check-in. The investments have also allowed the company to connect with the large and increasing share of clients that find sustainability an important part of their travel arrangements.

Norvestor ESG Framework

Responsible investment is an essential driver of value creation and cannot be viewed in isolation from either fiduciary duty or investment philosophy. Norvestor wants the portfolio companies to be positive for society and the environment - not just because we believe acting responsibly leads to superior results and allows us to attract the best talent, but also because we are convinced it is the right thing to do.

Norvestor is committed to promoting sound environmental, social and governance (ESG) principles throughout the entire value chain. The principles are embedded into how we do business, drive investments, and guide our responsibility as business owners to build long-term value. As a signatory to the Principles for Responsible Investment (PRI), we are committed to implementing the six principles outlined below. Norvestor will:

1. Incorporate ESG issues into investment analysis and decision-making processes
2. Be active owners and incorporate ESG issues into our ownership policies and practices
3. Seek appropriate disclosure on ESG issues by the entities in which we invest
4. Promote acceptance and implementation of the principles within the investment industry
5. Work together to enhance our effectiveness in implementing the principles
6. Report on our activities and progress towards implementing the principles

ESG considerations are integrated into all stages of Norvestor's investment process, from initial deal sourcing, pre-screening, due diligence, and throughout the ownership period. We emphasise measurement and disclosure, ensuring that the proper measures are used to drive progress. The ESG framework is inspired to adhere to the leading industry standards, including, but not limited to, the Global Reporting Initiative (GRI), Sustainable Accounting Standards Board (SASB), OECD Guidelines for Multinational Enterprises, Impact Management Project and IRIS+. We continue to update the Norvestor framework with the latest recommendations and guidelines.

Our methodology is built on double materiality, meaning we establish the degree to which a particular ESG theme can impact a company's operational and financial performance and the degree to which a company's operations and value chains affect people and the environment. These ESG themes are assessed each year in the annual ESG review process. They are used as the basis for setting short-, medium- and long-term action plans, defined through priority projects in each company's sustainability report.

Environmental

At Norvestor, we recognise that incorporating environmental considerations into our investment operations is a matter of responsibility, risk mitigation and long-term value creation. By proactively assessing and integrating environmental aspects into our investment decisions, we aim to identify opportunities that align with the transition to a low-carbon, resource-efficient economy. This approach enables us to generate long-term returns while contributing to positive environmental outcomes. Norvestor's portfolio-wide environmental objectives have a strong climate focus with annual monitoring of indicators for climate footprint, climate intensity and climate-related risks and opportunities.

Social

Social factors are considered throughout the investment process, as we believe that businesses cannot operate and grow successfully without attention from the people involved. We carefully acknowledge portfolio companies' social 'license to operate'; relationship with stakeholders through the value chain of economic activity is therefore carefully analysed. Key themes include gender diversity, employee well-being, health and safety, talent management, labour conditions at suppliers, and the impact on local communities in which the portfolio company and its suppliers operate.

Governance

The structure of the rules, practices, and processes of how a company operates and aligns the interests of its stakeholders has a tremendous impact on the risk and sustainable growth of a company. Governance starts with the 'tone at the top' and, at Norvestor, this means creating a culture of transparency that reduces risk, improves operational processes and ensures accountability for actions. Norvestor focuses on embedding good governance throughout its portfolio of companies, with every employee understanding their roles and responsibilities.

ESG in the Investment Process

1 Investment strategy

Norvestor seeks to invest in companies that share our view that ESG is an important growth and value-creation source. Many of the companies held in Norvestor funds are pioneers in circular business models, companies with innovative solutions to global challenges and companies with disruptive, resource-efficient value propositions.

A cornerstone of our investment strategy is a preferred partner approach, in which we seek to contribute to the portfolio companies actively. We see ESG as a key building block in our investment strategy and our contribution as a partner and active owner.

2 Pre-investment screening

Norvestor screens c. 200 platform investment opportunities per year on average and performs a pre-investment screening on all potential investments. Using an exclusion policy, an investment will be rejected if it generates a significant portion of its revenue from excluded industries or products or will in the future (find the exclusion list in the Norvestor Responsible Investment Policy)

Norvestor also avoids companies with questionable ethical foundations where outlooks are negativly impacted by climate related risks and other sustainability factors and companies that are likely to struggle to shift to sustainable business models in the future.

3 Due diligence

Norvestor conducts comprehensive ESG due diligence to assess the sustainability of the target business, considering the entire value chain of business activities. This involves assessing how the company's industry is aligned with a sustainable future, its key material ESG themes from a double materiality perspective , and its performance on those themes. By determining the material ESG impacts, risks and opportunities in commercial, financial, legal and ESG due diligence, Norvestor gains a sense of how these could affect the growth prospects and financial performance of the company, whether the risks are deemed manageable, and what the company's significant impacts on environment and society are.

The ESG due diligence also includes a high-level assessment of sustainable activities set out in the EU taxonomy and mapping of potential positive contributions to the UN's Sustainable Development Goals.

4 Onboarding

When onboarding a new company, a sustainability baseline is established together with company management. The baseline is based on findings from the due diligence complemented by the company management's and the investment team's views on the company's most important sustainability impacts, risks, and opportunities. Through the ESG onboarding a new portfolio company becomes part of a Norvestor family of businesses, collaborating to reduce negative impact and supporting each other to leverage ESG as a competitive advantage and growth driver.

5 Engagement and reporting

An annual ESG review using external consultants is conducted for all portfolio companies. This does not only take into consideration the fund's key objectives but also looks at materiality across the following ESG themes: climate and energy; material circularity; ecosystem impact; employee wellbeing; customer impact; corporate citizenship; corporate governance; supply chain management; business resilience; and sustainable principles.

A tailored ESG questionnaire is prepared for each company, based on the material ESG themes identified in due diligence, to assess each portfolio company's performance against them. Based on these assessments, we engage with the company to create a roadmap covering short- and long-term goals.

6 Exit

Norvestor's aim is for the companies in our funds to grow substantially during and beyond the funds' holding period, typically between four and seven years. We support companies in various ways, including strengthening their management teams, entering new geographies, acquiring complementary businesses and creating digital strategies.

In addition, Norvestor aims to assist companies in developing a self-sustaining ESG management approach, where the portfolio company independently manages ESG risks and opportunities in their value chains. Norvestor believes this can support sustainable and profitable growth beyond the ownership period of a Norvestor fund and that transparency on ESG performance and a corporate strategy integrating ESG may contribute to a higher multiple at exit.

Annual Engagement and Reporting

Data gathering

Data is obtained directly from portfolio companies (at least) annually using an online ESG data gathering platform. Data is then processed and assessed by an external ESG advisor and validated by each portfolio company and Norvestor's ESG team. Where applicable, company data are measured against benchmark data from established sources, e.g., national statistics. Estimations may be used where there is a lack of available data and will aim to reflect the true economic reality as closely as possible.

Strategic workshops and action plan review

In our annual review of portfolio companies, we assess their ESG performance based on collected data and information. This assessment is then discussed with portfolio companies in strategic workshops with management. As a result of the review and workshop discussions, action plans are reviewed and updated with identified priority projects on both short and long-term:

The annual engagement discussions are focused on questions such as:

- How can ESG be integrated better into the overall business plan?
- How has ESG risks for the company developed during the year, and how can it be expected to develop?
- What are the main trends in the sector?
- Is the company working towards a future-proof industry? If not, how can we make sure to align to it?
- How well is the company working with the Norvestor playbook and value drivers?

Implementation

Departing from the annual review and updated action plans, portfolio companies work during the year to implement improvement actions related to their ESG impacts, risks, and opportunities. Norvestor also initiates initiatives for deep dives related to relevant ESG frameworks that can help portfolio companies further drive ESG related value creation, ongoing initiatives are related to:

- EU Sustainable Development Goals (SDGs)
- Value chain emissions assessment (Scope 3)
- Climate risk assessment (TCFD)
- EU taxonomy assessment
- Principal adverse impact on sustainability factors (SFDR)

Portfolio-wide Objectives

Environmental

Reduce carbon emissions

Reducing the carbon footprint of all portfolio companies is a core objective for Norvestor, and all portfolio companies are required to report underlying data for their carbon emissions (scope 1,2 and 3) and other detailed information on their environmental footprint annually regardless of whether this is material for the companies or not. Read more on pages 12-13.

Reduce climate-related risks and capture opportunities

The portfolio's exposure to climate risks is low and are not expected to carry high financial consequences for the portfolio companies, but Norvestor has committed to continuously measuring climate-related risks and opportunity of all companies at least annually. Norvestor follows the recommendations set out by the Task Force on Climate-related Financial Disclosures (TCFD). Read more on page 14.

Social

Ensure a diverse and inclusive workforce

Norvestor is committed to equal opportunities ensuring that management acknowledges employees' needs and that their perspectives are considered. We support companies in implementing policies and practices and fostering diverse cultures at all levels of the organisation, that always respect human rights. Read more on page 15.

Create safe and attractive workplaces

Norvestor aims to ensure the health, safety and well-being of all employees to create attractive workplaces where employees feel valued and where they can bring out the best in themselves. Read more on page 15.

Governance

Reduce non-compliance risk

Norvestor aims to ensure well-defined and established compliance processes and practices in all portfolio companies. Norvestor have formed a policy package to offer companies templates for policies and procedures that go beyond compliance with the latest regulations and standards. Read more on page 16.

Transparency and reporting

Norvestor support all portfolio companies to foster a culture of transparency and accountability on ESG notably providing regular reporting on sustainability. Find a summary of company performance starting on page 22.

Identify positive contribution to SDGs

The SDGs present a clear opportunity for businesses to align their products and services to address the world's biggest sustainable development challenges. This allows Norvestor to help companies identify how they can help achieve these goals, both by limiting the negative impact as well as identifying the positive impacts. Read more on pages 17-18.

Incorporating ESG throughout the entire investment process

Permascand has supplied electrodes with catalytic coatings to the electrochemical industry for more than 50 years. In 2015, Norvestor invested in Permascand after reviewing the company's ESG metrics and implementing a plan on further monitoring. Norvestor considers ESG factors during screening, portfolio management and at the investment exit.

As a key player in the electrochemical industry, Permascand has transformed its offering of products and services to reflect the need for sustainable alternatives in the energy sector. The company now offers deep knowledge and technology for green hydrogen production, alongside water treatment and electrochemical applications. With Norvestor's support, the company has incorporated ESG practices, such as refurbishing existing plants with a heat and energy efficiency focus, raising competence and employee wellbeing, as well as engaging with the Swedish communities in which it operates. The company is committed to meeting the principles of the UN Global Compact and the UN-backed Principles for Responsible Investment (UN PRI), and ensures that all employees and management follow all aspects of their ESG policies.

In 2021, Permascand underwent an IPO. One of the key value drivers of the company has been its offering of services like green hydrogen that promote sustainability and provide better organisational resilience in tackling global issues such as climate change. In the last phase of the investment cycle, as is the case for most of its investment projects, Norvestor ensured that ESG considerations, such as responsible sourcing and the protection of human rights, remained a focal point.

> Permascand has transformed its offer of products and services to reflect the need for sustainable alternatives in the energy sector

Environmental Sustainability

Environmental risks such as climate change, resource scarcity and regulatory shifts pose significant challenges to businesses. By integrating environmental aspects, we enhance our ability to identify and mitigate potential risks, making our investment portfolio more resilient to climate-related disruptions and regulatory changes. It is our responsibility to protect and grow the value of our investments while adapting to a rapidly evolving business landscape.

Norvestor's portfolio-wide environmental objectives have a strong climate focus with annual monitoring on indicators for carbon footprint, carbon intensity and climate-related risks and opportunities.

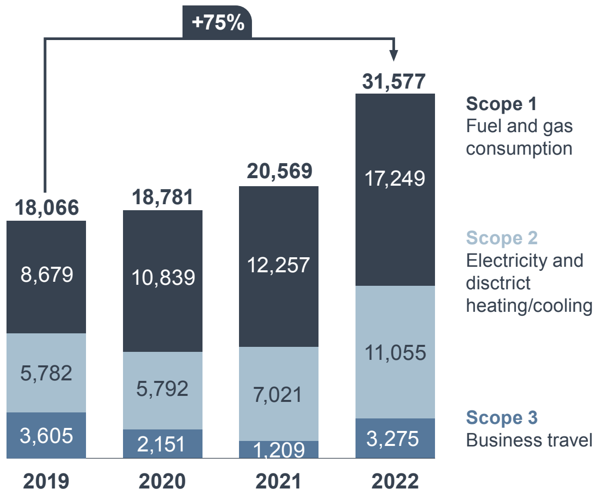
The portfolio has seen good progress since carbon footprint was first measured in 2019. Companies that have been in the portfolio since then have together decreased their carbon footprint by 18% relative to revenue, and 24% relative to current value of all investments. Fund VII alone have reduced its Scope 2 intensity by 82% since 2019. VENI, Avonova and NoA are the main contributers by switching to renewable energy, increasing the use of digital meetings, and limiting business travel by air etc.

Some companies continue to increase their carbon emissions, driving up the total carbon footprint for the portfolio, mainly PHM, First Camp and 4Service. This is primarily due to the high acquisition activity of less mature entities in their environmental management. These companies have together acquired 116 companies as of May 2023.

Five companies contributes to 81% of total carbon footprint in 2022: PHM (42%), Tyro (15%) First Camp (12%), 4Service (7%) and Sperre Comepressors (5%).

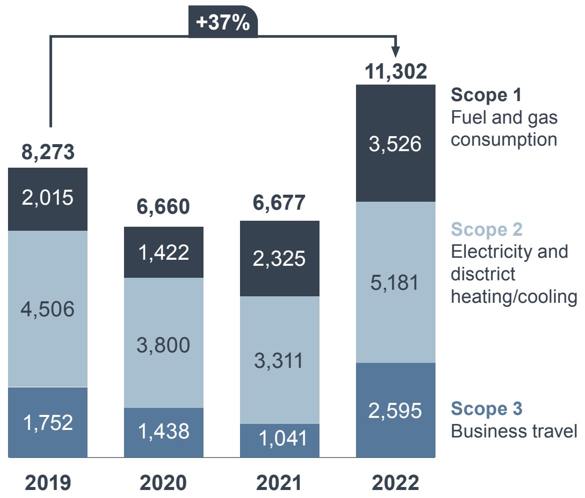
Total carbon footprint (total portfolio)

tCO_2e incl. Scope 1, 2 and 3 (business travel)



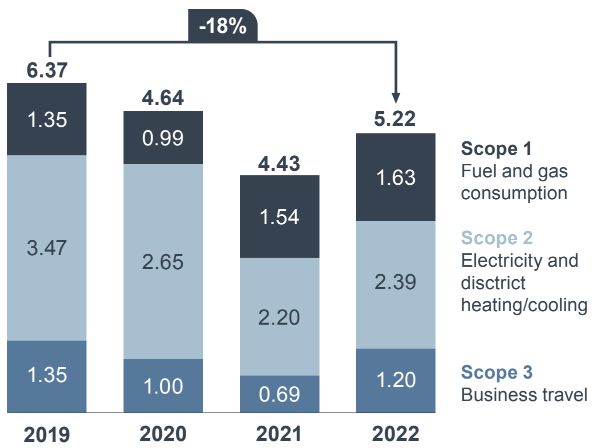
Total carbon footprint (like-for-like)

tCO_2e all companies that reported data 2019-2022



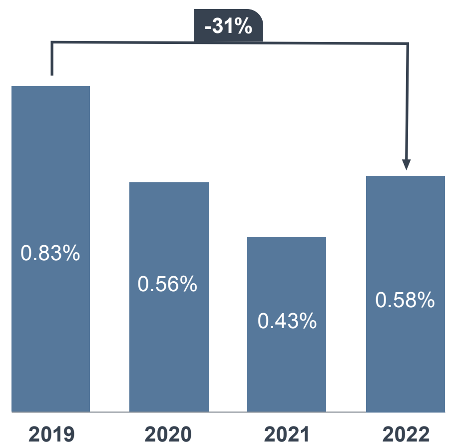
Carbon intensity (like-for-like)

tCO_2e / EURm revenue



Carbon exposure at end of year (like-for-like)

tCO_2e * 100.34 EUR per tCO_2e) / EBITDA all companies



Like-for-like refers to companies owned since 2019 (12 companies in Fund VI, VII and SPV II). Estimated financial carbon exposure is 0.58% assuming a all time high carbon price of EUR 100.34 (ETS, February 2023), meaning that if we had to pay for carbon, this would only impact 0.58% of the portfolios total EBITDA.

Value chain emissions

Scope 3 emissions, despite being the largest global source of emissions, are often underreported. Norvestor, for the first time, is now able to provide a comprehensive report on the complete Scope 3 emissions of nearly all our portfolio companies for 2022. We recognise the importance of accurate and transparent greenhouse gas (GHG) reporting to reduce emissions and establish measurable targets and assess outcomes. The baseline set in 2022 allows Norvestor to adopt a structured approach towards decarbonising the portfolio. This process of assessing Scope 3 emissions has actively engaged our portfolio companies, increasing awareness of the impact that value chain decisions have on a company's emissions.

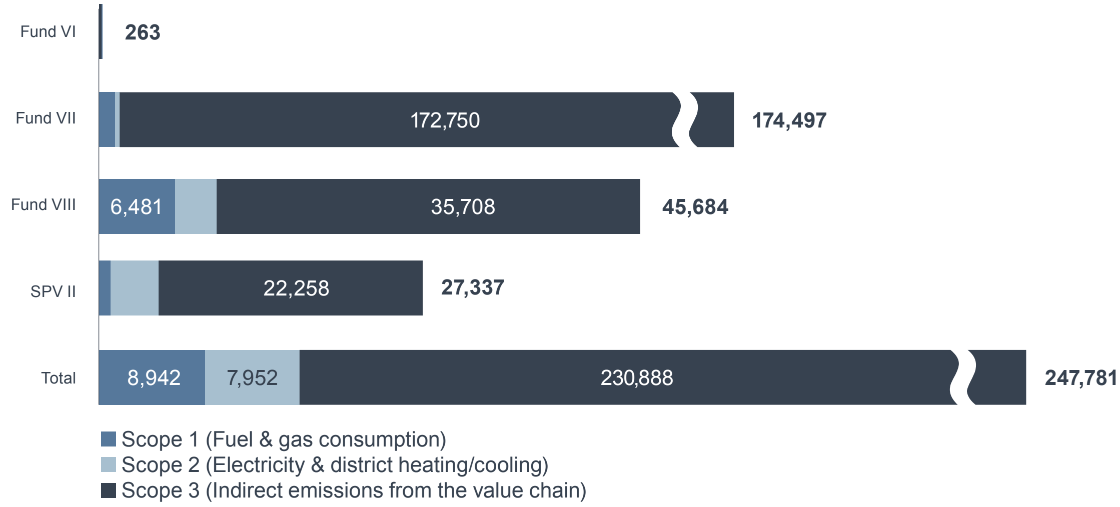
Norvestor has thoroughly evaluated emissions within the portfolio companies, revealing that 84% of total Scope 3 emissions comes from four companies: Foxway (76%), First Camp (4%), Smart Retur (3%), and Growers Group (3%). This can be attributed to industry and company size variations, as larger manufacturing and distribution companies like Foxway and Growers Group tend to have higher value chain emissions compared to service-providing counterparts such as Pinja.

The procurement of 'capital goods' constitutes 47% of the absolute Scope 3 emissions, primarily driven by Foxway's acquisition of electronic equipment. 'Purchased goods and services' account for the second most significant category, contributing 21% of companies scope 3 emissions, mainly due to trucks and air freight utilised by Foxway and SmartRetur. 'Upstream transportation and distribution' account for 17% of all emissions, with BST, 4Service, and Growers Group as the primary contributors.

No material emissions have been identified related to the following categories: Upstream leased assets, Processing of sold goods, Downstream leased assets, Franchises or Investment.leased assets, Processing of sold goods, Dowstream leased assets, Franchises or Investment.

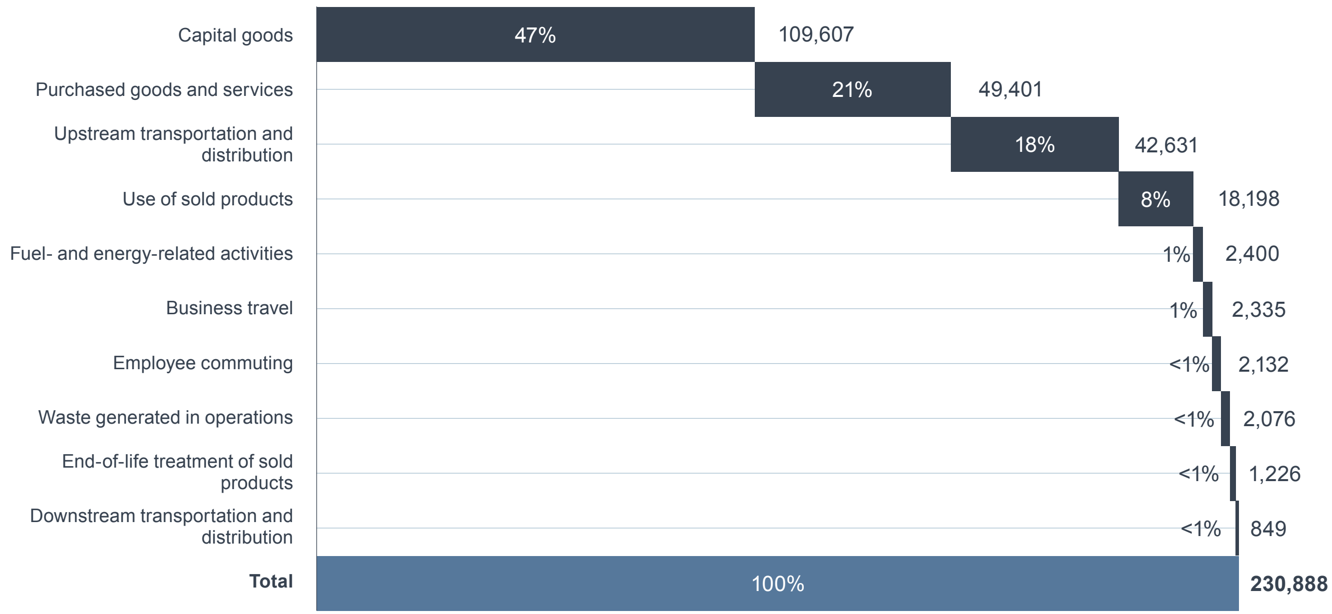
Total financed emissions per fund, 2022

Norvestor Funds equity share per portfolio company * total portfolio company emissions (tCO_2e)



Financed Scope 3 emissions per category, 2022

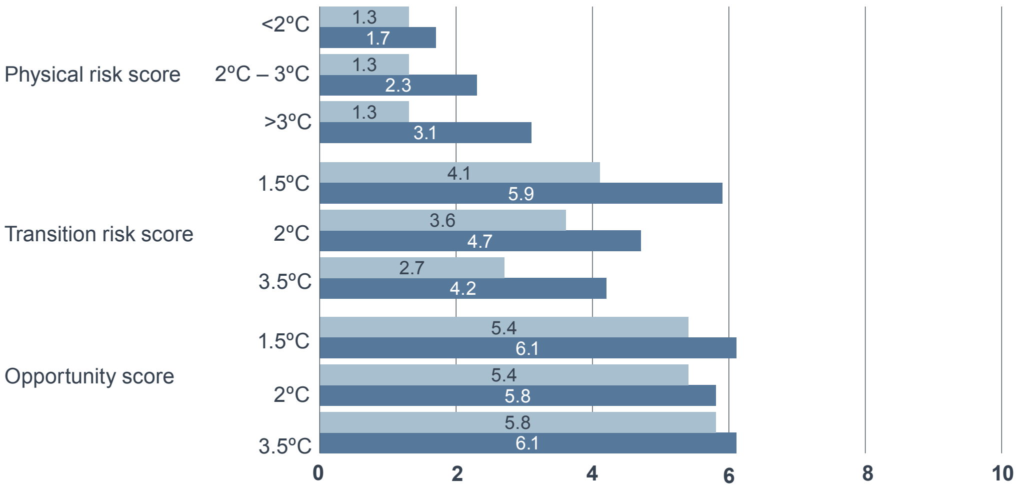
Norvestor Funds equity share per portfolio company * total portfolio company emissions (tCO_2e)



Climate-related Risks and Opportunities in the value chain

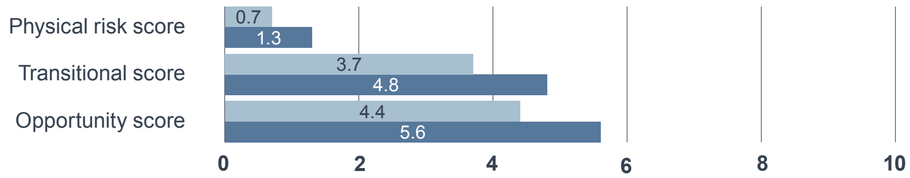
Portfolio company (operations)

Temperature scenarios for different timeframes ■ 2025 scenario ■ 2050 scenario



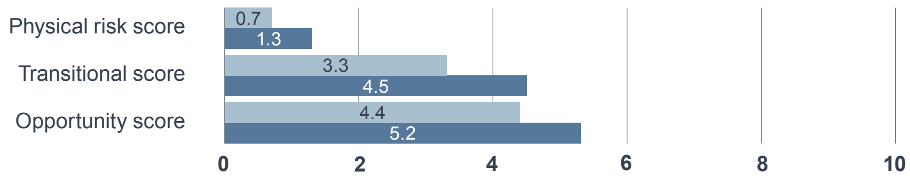
Upstream (portfolio company suppliers)

■ 2025 scenario ■ 2050 scenario



Downstream (portfolio company customers)

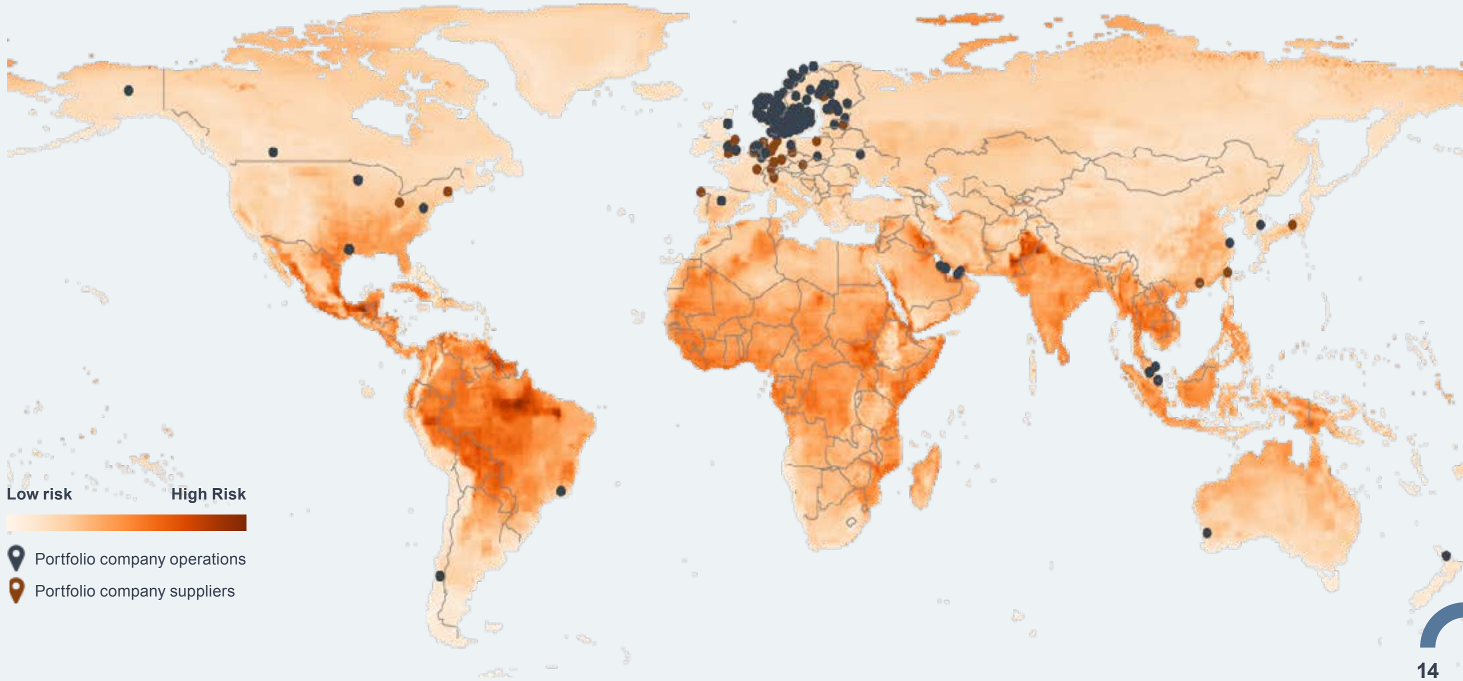
■ 2025 scenario ■ 2050 scenario



Risk and opportunity scores for all companies in the Norvestor portfolio, assessed on a scale of 0 to 10, with a score of 10 denoting the highest long-term global risk or opportunity. These assessments encompass three climate scenarios that project future climate conditions, considering the evolution of factors such as greenhouse gas emissions, socio-economic developments, and policy measures. The evaluation encompasses two time horizons, taking into account both short-term (2025) and long-term (2050) outlooks.

Climate-related risks can have a potential significant financial impact on the performance of portfolio companies. Increasingly frequent extreme weather events, such as hurricanes, floods, or droughts, can disrupt supply chains, damage physical assets, and increase business costs. By understanding and mitigating these risks, our portfolio companies' firms can form more resilient operations value chains. Companies proactively addressing climate risks can also capitalise on opportunities and gain a competitive advantage by developing innovative clean technologies, energy-efficient solutions, or sustainable business models.

Norvestor's portfolio is predominantly located in Northern Europe, with offices in Asia, the Americas, and Oceania. As shown in the heat map, this generally means lower climate-related risks than other parts of the world. The most pertinent physical risks in the short-term and long-term are rising air temperatures, changes in wind patterns, and cyclones, particularly relevant to locations in the Nordics in the long term (2050). Supply chain locations are more prone to chronic heat stress, acute heat waves, and changes in wind speed. Overall, the portfolio's exposure to physical risk appears low; moreover, the above-identified risks are not expected to carry high financial consequences for the portfolio.



Social Sustainability

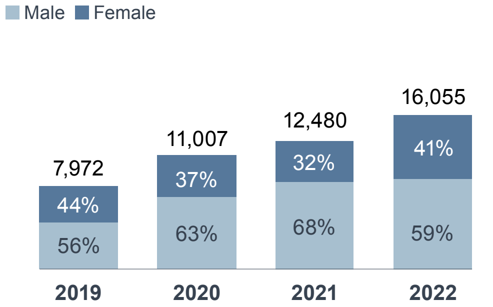
Norvestor believes in the value of diversity of thought and in creating equal opportunities regardless of background. We strive for diversity and gender balance on the boards and in the executive management of our portfolio companies. We measure gender diversity, employee turnover, absenteeism and satisfaction rates to facilitate and build cultures of trust and inclusivity. Norvestor supports establishing such processes and provides human resources teams in the portfolio companies with opportunities to share experiences and best practices.

Key themes include employee well-being, health and safety, talent management, labour conditions at suppliers, and the impact on local communities in which the portfolio company and its suppliers operate.

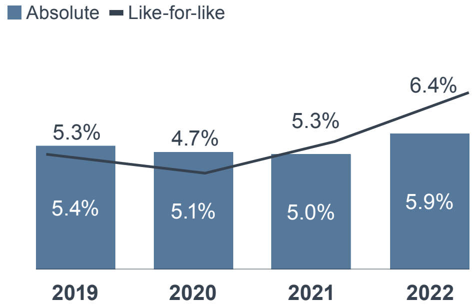
To monitor the development related to our key themes, we follow up on KPIs for gender diversity and health & safety. Accident rates throughout the portfolio have decreased by 60% from 10.9 to 4.4 per 1,000 FTEs for companies we have had in the portfolio since 2019. For gender diversity, there has been an increase of female board members in total in the portfolio companies, up from 3% in 2018 to 24% by the end of 2022. This positive development follows our target set in 2018 to have both genders represented on each board. Norvestor has seen an increase in absenteeism after covid due to underreporting and remote working the past two years.

Norvestor also follows the OECD Responsible Business Conduct (RBC) for Institutional Investors throughout the entire investment cycle and supports portfolio companies to adhere to applicable national and internationally recognized laws and conventions and abide by principles, including the United Nations Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises and the UN Global Compact's Ten Principles.

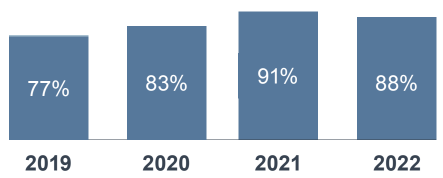
Portfolio-wide gender diversity (Absolute FTEs)



Absenteeism rate

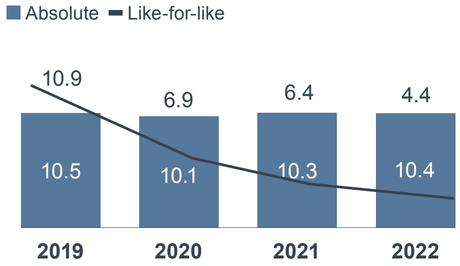


Companies with both genders represented on the board of directors



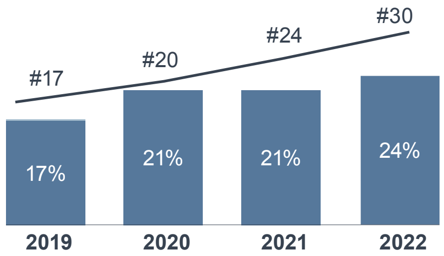
Accident rate

Number of accidents with >3 days of leave/1,000 FTEs



Females on the board of directors

Total number (#) and share of total (%)



Culture critical to success

At Norvestor, we believe culture is a key driver of long-term performance resulting from many factors, including the 'tone at the top', a compelling corporate vision and sound human resources policies. We want our portfolio companies to be employers of choice, which means creating an open and inclusive work environment where all employees feel valued and have opportunities to grow their careers. In addition, we track data on absenteeism rates and employee turnover, which are good proxies for cultural health. We also encourage human resources teams in the portfolio companies to share best practices, for instance, during Norvestor conferences or through the collaborative online platform to which all portfolio companies have access.

Employee satisfaction score

77%	74%
2021	2022

Reducing non-compliance risk

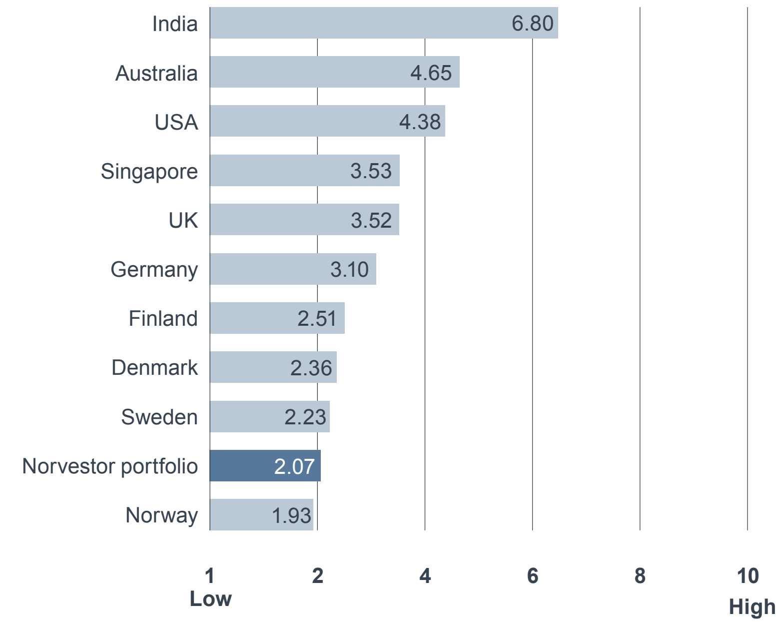
The structure of the rules, practices, and processes of how a company operates and aligns the interests of its stakeholders has a tremendous impact on the risk and sustainable growth of a company. Governance starts with the 'tone at the top' and, at Norvestor, this means creating a culture of transparency that reduces risk, improves operational processes and ensures accountability for actions. Norvestor focuses on embedding good governance throughout its portfolio of companies, with every employee understanding their roles and responsibilities. We require the implementation of a code of conduct that describes expectations on compliance and ethical behaviour of employees in portfolio companies.

Our comprehensive set of governance policies further help portfolio companies adhere to the highest standards of good governance and compliance in critical areas, such as anti-corruption, anti-money laundering, anti-trust, sanctions, export control and whistleblowing. There are currently 12 such policies, typically implemented within the first 100 days of Norvestor ownership.

Norvestor funds invest in companies with solid management teams. Very often, these include the founders of the business, who continue as co-owners in a partnership with Norvestor. We believe good governance and efficient dialogue between owners and management are essential to a successful partnership. We strive to act as an advisor and sounding board to management, without diluting their accountability and introducing unnecessary bureaucracy.

Corporate governance is a broad-reaching term that encompasses how companies operate, how they are controlled and their responsibilities to stakeholders, including employees, customers, shareholders, and the communities they serve. It is difficult to overstate the importance of good governance. For Norvestor, governance goes beyond meeting the minimum requirements; it is about creating a culture of accountability and transparency in everything we do.

Geographical risk score
MSCI country risk score



The geographical risk score captures a country's performance in managing the exposure to a wide variety of ESG-related risks, including, but not limited to, water stress, fragile ecosystems, privacy and corruption. A low geographical risk score indicates that risks are being managed effectively in the country in question, while a high-risk rating suggests that there are significant gaps in the management of ESG risks. The geographical risk score of Norvestors portfolio 2.07 out of 10, which is significantly lower than the score of many other European nations.

Norvestor onboarding policy package

The current set of policies and guidelines include:

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data privacy / IT security policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Limit negative impact on the UN SDGs

Limiting negative impacts is a crucial aspect of responsible corporate citizenship. It ensures that companies do not undermine progress towards achieving the Sustainable Development Goals (SDGs) but rather contribute positively to their realisation. To limit a company's negative impact on the SDGs, it is essential to take proactive measures to minimise any adverse effects that its operations, products, or services may have on achieving the SDGs. The SDG Compass, developed by the Global Reporting Initiative (GRI), the United Nations Global Compact and the World Business Council for Sustainable Development, guides how companies can align their strategies with the SDGs and avoid contributing to adverse outcomes.

Norvestor emphasises helping companies conduct thorough assessments of their activities, products and value chains. We utilise the SDG Compass as a guiding framework for our methodology, which assists in identifying potential negative impacts that companies might have on the SDGs. By leveraging the SDGs, we ensure that our portfolio companies align their strategies and actively work to avoid any adverse effects.

Norvestor helps limit the negative impact its portfolio companies have on the below SDGs

8 DECENT WORK AND ECONOMIC GROWTH

Norvestor is committed to promoting health, safety and well-being within its portfolio companies by fostering cultures of trust and inclusivity. We provide guidance and opportunities for sharing experiences and best practices, supporting the establishment of robust processes that prioritise the overall wellbeing of employees. Through our efforts, Norvestor contributes to the achievement of this goal. (SDG target 8.5)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

The outcome of the annual engagement with the portfolio companies is formally presented in a company-specific sustainability report. Companies are encouraged to use the report to engage with clients, suppliers, and employees. Through workshops conducted with the companies, comprehensive action plans are developed in the form of priority projects, encompassing both short- and long-term objectives. These plans may include employee retention and attraction strategies, decarbonisation roadmaps, targeted investments to enhance overall ESG maturity and other initiatives. (SDG target 12.6).

13 CLIMATE ACTION

Norvestor assists portfolio companies in understanding and addressing their carbon footprints. We provide guidance and support to calculate carbon footprints by requesting and analysing underlying data, helping companies comprehensively understand their greenhouse gas emissions. By facilitating this process, we enable portfolio companies to make informed decisions and take action to reduce their carbon footprints, contributing to global climate change mitigation efforts. (SDG targets 13.2 and 13.3)

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Our comprehensive set of governance policies further help portfolio companies adhere to the highest standards of good governance and compliance in critical areas, such as anti-corruption, anti-money laundering, anti-trust, sanctions, export control and whistleblowing. There are currently 12 such policies, typically implemented within the first 100 days of Norvestor ownership.

Positive contribution to the UN SDGs

SDG	Companies	Example contribution (SDG target)
2 ZERO HUNGER	Growers Group	By championing the adoption of LED-lighting in greenhouses and deploying cutting-edge systems that enhance water and nutrient utilization, Growers Group empower growers to maximise their productivity and sustainability. (SDG target 2.4)
3 GOOD HEALTH AND WELL-BEING	Avonova	As the largest occupational health provider in the Nordic region, Avonova facilitates health and well-being through preventative health care, and its customers benefit from holistic health support and a healthy work environment. (SDG target 3.8)
4 QUALITY EDUCATION	Avonova	Avonova provides training directed towards managers, HR staff, safety representatives and employees on HSE, management health and lifestyle, and working environments contributing to the knowledge and education on sustainable lifestyle, safety, and health. (SDG target 4.7)
6 CLEAN WATER AND SANITATION	Smartvatten	Help increase water efficiency through water monitoring, measuring and analysis services. Smartvatten helped customers save 1.7 million m3 of water, equal to 6,000 tCO_2e in 2022. (SDG target 6.4)
7 AFFORDABLE AND CLEAN ENERGY	VENI Energy Group	Supporting clients in their sustainable energy transition by providing clients with certified renewable energy. (SDG target 7.2)
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Globeteam Presservation Holding Sperre Compressors	Sperre Compressors promote green energy carriers (ammonia and hydrogen) for a future-proof application to support decarbonisation in the maritime industry. (SDG target 9.4)
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	4Service, CIC Hospitality, Foxway, Position Green, Smart Retur, Sperre	Position Green helps their clients form sustainable strategies and source and publish sustainability information, creating awareness and building knowledge on a wide range of ESG issues for different industries. (SDG target 12.6)
13 CLIMATE ACTION	Foxway SmartVatten Upheads	Foxway utilises reused or repurposed hardware components and refurbishes old products to reduce e-waste and prolong product lifetime. In 2022, Foxway repaired, reused and redeployed over 1.4 million products, reducing their client's carbon footprint (avoided emissions). (SDG target 13.2)
14 LIFE BELOW WATER	Preservation Holding	Preservation Holding protects marine life from pollutants by using biodegradable products, particularly for offshore structures, promoting healthy marine ecosystems. (SDG target 14.1)
15 LIFE ON LAND	First Camp	First Camp aims to make the camping industry sustainable by certifying 100% of camps to the sustainable industry-standard Green Key, which set out strict rules on the preservation of biodiversity, waste- and water management (SDG target 15.1)

To actively contribute to sustainable development, companies can follow a structured approach that encompasses mapping, prioritisation, impact assessment, mitigation strategies, and monitoring and reporting. By aligning their operations, products and services with the specific SDGs and targets, companies can identify potential adverse effects and develop mitigation strategies. Additionally, utilising the framework 'Global Impact Investing Network's IRIS+' and the 'Impact Management Project' helps us map positive contributions to the SDGs.

- **Mapping:** Companies should map their operations, products, and services to the specific SDGs and targets, identifying any potential adverse effects on social, economic, and environmental aspects.
- **Prioritisation:** Based on the mapping exercise, companies should prioritise the SDGs and targets that are most relevant to their businesses.
- **Assessment:** Assessment to identify specific activities or practices that could undermine the achievement of the SDGs or result in negative outcomes, as well as the impact, using Impact Management Project.
- **Monitoring and reporting:** It is essential to track and communicate the positive contributions to the SDGs and their targets. Using IRIS+, relevant KPIs can be identified to help with this.

SmartVatten's Impact Mapping

Activity

Increasing water efficiency, saving customers water and carbon footprint

What

Smartvatten improves clients' water efficiency by monitoring, measuring and analysing their water consumption, helping clients to optimise their water use via its *Main and Submeter Services*.

How much

Smartvatten's clients have saved an aggregated total of 1.7 million cubic meters of water through use of water saving meters, reading devices, monitoring solutions and identification of leaks.

Who

Smartvatten benefit local communities through conservation of water resources, local ecosystems through easing pressure on water resources and Smartvatten's clients through cost savings.

Contribution

The contribution of improved water efficiency and water saving can be significant for the individual client and for the SmartVatten user community. A wider societal contribution is dependent on a more extensive roll-out of the products in several geographical markets.

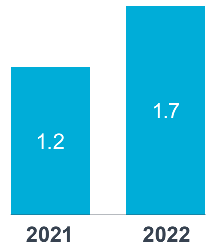
Risk

Considerations need to be taken on the circularity of the water saving hardware, including resources and materials used in production, as well as associated carbon emissions and substances of concern.

SDG Contribution

SDG target 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater.

Water saved from products sold (million m³)
IRIS+ (PD5786)



Taxonomy assessment 2022

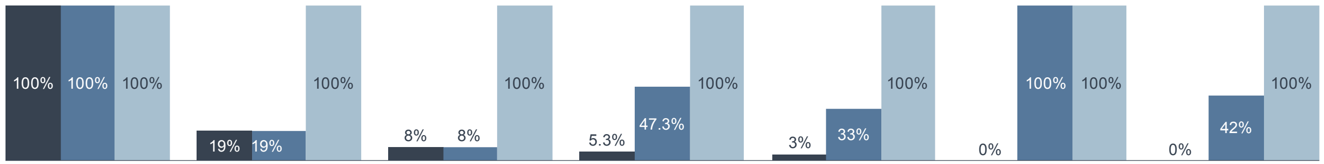
Assessment all Article 8 Funds combined
Taxonomy eligibility 30.8%
Taxonomy alignment 4.5%

The EU Taxonomy is a comprehensive framework under development by the European Union to facilitate sustainable investments and promote greener economies, driving the development of sustainable solutions and technologies that address pressing environmental challenges. The framework sets out a standardised classification system that defines sustainable economic activities across various sectors. With the Taxonomy, investors can easily identify and allocate capital to projects and companies that align with the criteria, contributing to the transition to a low-carbon future. Companies can obtain a competitive advantage by demonstrating their commitments and enhancing their long-term resilience. Norvestor currently has two funds that promote social and environmental characteristics and has assessed both funds against the Taxonomy.

All companies in Norvestor VIII and SPV II have been assessed against the EU Taxonomy, evaluating their eligible and aligned activities across all six environmental objectives outlined in the Delegated Acts, published on 4 June 2021. The delegated acts governing the respective four environmental objectives has yet to be implemented. As such, our assessment is based on the draft regulatory framework for these four environmental objectives, comprising of (i) sustainable use and protection of water and marine resources, (ii) transition to a circular economy, (iii) pollution prevention and control, and (iv) protection and restoration of biodiversity and ecosystems. Notably, 6.4% of the two Fund's portfolio is aligned with the Taxonomy, with a 31.8% eligibility. While eight companies did not have any activities addressed in the Taxonomy, seven companies had one or more activities that fell into scope. For companies that have not yet achieved full alignment, an action plan has been developed, outlining the necessary steps to achieve the criterias By diligently adhering to the EU Taxonomy and striving for maximum alignment, Norvestor aims for its funds to solidify their position as investment vehicles that not only deliver strong financial returns but also contribute to a sustainable and environmentally conscious future.

Taxonomy objectives and activities per company based on revenue, Norvestor VIII

Revenue alignment · Revenue eligibility (potential alignment) · Total revenue



Smartvatten
Water
E.4: Provision of IT/OT data-driven solutions that provide a substantial contribution to the use and protection of water and marine resources

UPHEADS
Climate change mitigation
8.1: Data processing, hosting and related activities

GROWERS GROUP
Climate change mitigation
7.3: Installation, maintenance, and repair of energy efficiency equipment

SmartRetur
Climate change mitigation
5.8: Collection and transport of non-hazardous waste in source segregated fractions

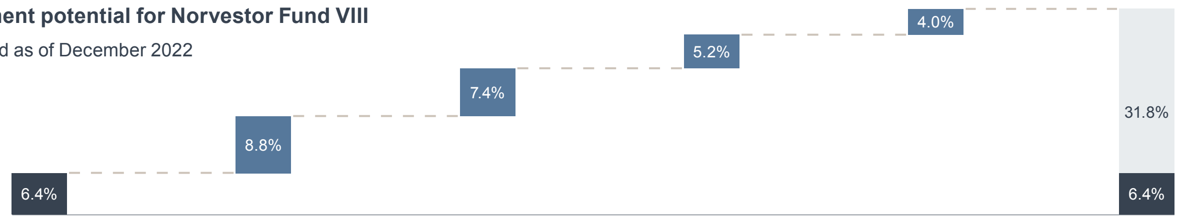
phm
Climate change mitigation
7.3: Installation, maintenance, and repair of energy efficiency equipment

CIC Hospitality
Biodiversity
8.5: Operating of hotels
Climate change mitigation
7.7: Ownership and acquisition of buildings

PINJA
Circular economy
E.2: Provision of IT/OT data-driven solutions and software that contribute to a circular economy

Alignment potential for Norvestor Fund VIII

Weigthed as of December 2022



Taxonomy alignment 2022 · phm · SmartRetur · PINJA · CIC Hospitality · **Potential future alignment 2022**

Key measures to increase alignment:

phm:
- Conduct lifecycle-assessments for renovation work
- Verify that correct contracts are used for maintenance work and persistent organic pollutants are not used

SmartRetur:
- Verify that sales contract comply with requirements set out in Directive 2019/771 (certain aspects concerning contracts for the sale of goods)

PINJA:
- Conduct environmental impact assessment in accordance with Directive 2011/92
- Verify software systems alignment with requirements set out in the Taxonomy

CIC Hospitality:
- Ensure energy performance of buildings
- Obtain environmental standards for hotels with >50 employees.
- Conduct environmental impact assessment in accordance with Directive 2011/92

Annual Sustainability Summit

Members of the Norvestor family of portfolio companies are invited at least once a year to share experiences and ideas through formal and informal networks, supported by workshops, seminars and webinars. In September 2022, all CEOs and ESG responsible in our portfolio companies were invited to join us in Stockholm for our annual Sustainability Summit. It was an educational day that raised awareness on sustainability trends and emerging regulations. Keynote speakers included portfolio company sustainability managers, investors of Norvestor Funds and subject matter experts.

By hosting summits like this, Norvestor believes it fosters knowledge sharing, collaboration, innovation and alignment to our key ESG objectives. Next Sustainability will be hosted in October 2023 over a two-day event in Copenhagen, giving ESG professionals more time for collaboration.

2022 awards to portfolio companies

In 2022, the Norvestor Sustainability awards were handed out to four portfolio companies that showed extraordinary performance during 2021 and we aim to continute with this. The following topics were awarded:

- **Employee engagement, diversity and inclusion**
  Aimed at companies that showcase leadership on employee engagement, diversity and inclusion.
- **Driving force (team or individual)**
  Aimed at the person or team who goes the extra mile for embedding sustainability within the organisation. From putting it on the agenda, to executing the ground-level implementation.
- **Energy and climate action**
  Aimed at companies that help us move towards a low-carbon economy (e.g., through carbon reduction initiatives), act on implications of climate change (e.g., exposure to end markets), or develop products that help customers reduce emissions.
- **Business Development**
  This award goes to the company(ies) that have embedded sustainability and ESG into their sales strategy, business offerings, and/or strategy.

Portfolio company overview

4Service

Sector: Business Services
HQ: Norway
Fund: Norvestor VII
Acquisition date: January 2016
Revenue (EURm): 340.24
FTEs: 2,115.5

4Service, headquartered in Oslo, is a Norwegian provider of contract catering, cleaning, front-desk support, and other soft facility-management services. The company has gradually developed strong market positions in its three business areas: cleaning and maintenance, food and facilities, and accommodations. 4Service staff prepare and serve more than 100,000 meals on a typical day.

4Service aims to further solidify its position as a sustainability leader within its field. The company is currently working on understanding the value chain carbon emissions (Scope 3) implications of its food offerings and is working to reduce these emissions by sourcing locally, reducing meat consumption and increasing the share of vegetarian meals. These projects have the opportunity to further reduce 4Service's environmental impact and facilitate a community shift away from meat consumption.

Investment rationale and key developments

4Service is a well-positioned company within an attractive industry. The company's growth ambition is to continue to increase its customer base by ensuring high customer satisfaction, competitive pricing, and flexible operational concepts. 4Service aims to grow organically, with the potential for acquisitive expansion.

- 16 add-on acquisitions to date following Norvestor becoming the majority shareholder
- Developed an app-based facility management solution for property owners, tenants and building users – spun off as a separate company named IZY in 2021
- Strengthened the management team with several key recruitments, including, CFO and Head of Sustainability

Highlighting 2022

9% food waste reduction

5% carbon intensity reduction

600 organic net new hires

73 FTEs hired from Norwegian Welfare & Labour Administration

Positive contribution to SDGs

Ensuring responsible food consumption and production is a focus area by sourcing nutritious and responsible food (e.g. locally and certified) and reducing food waste.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.2: By 2030, achieve the sustainable management and efficient use of natural resource

KPI: % vegetarian meals of total food served

IRIS+ OI3757

2020	2021	2022
17%	20%	22%

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including port-harvest losses.

KPI: Total food waste, tonnes

IRIS+ OI6709

2020	2021	2022
136	261	238

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	2,182
2021	1,595
2020	1,482
2019	720

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	6.4
2021	6.7
2020	7.3
2019	3.1

Physical climate risk

2-3°C scenario (short term 2025 / long term 2050)

0 — 0.2 / 1.1 — 10

LOW | MEDIUM | HIGH

Social

Employees

FTEs

2022	2,116
2021	2,115
2020	2,243
2019	2,027

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	12
2021	12
2020	11
2019	22

Absenteeism rate

Short and long-term

2022	9.2%
2021	7.6%
2020	5.9%
2019	6.6%

Gender representations

	Women	Men
Employees	60%	40%
Management	28%	72%
Board	20%	80%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10 — HIGH / MEDIUM / LOW — 1.93 — 0

Key material ESG themes

- **Energy and carbon management:** Emissions result from logistics and business travel. Insufficient management can expose firms to reputational and litigation risks, given the pressure to align with climate agreements.
- **Resource efficiency and waste:** Relates to reducing food loss and waste across the value chain by developing metrics, setting targets and pioneering innovative new practices and technologies.
- **Responsible food proposition:** Investing in redesigned food product portfolios to reduce environmental externalities, provide healthier options, and maximize positive impacts on people and planet is key to sustain the license to grow
- **Employee health and safety:** Due to the physical nature of service operations, employees can be exposed to health & safety risks – in turn, exposing companies to reputational damage and lower revenues.
- **Supply-chain control:** With the complexities of supply chains, having good insights both in material sourcing and labour conditions can ensure companies reduce exposure to reputational, operational and litigation risks.
- **Governance and ESG strategy:** Integrating ESG and sustainability knowledge and establishing best practices throughout the company, enables ESG and value creation to coincide.

Priority projects and targets

Carbon reduction strategy

Aim to become carbon neutral by 2030 and work towards net zero, which requires a reduction in carbon emissions across scopes 1, 2 and 3.

To achieve this, 4Service aims to improve data quality, reduce meat consumption, follow the Norwegian government's nutritional advice, and to explore possibility to align with the SBTi. (1-2 years)

Sustainability proposition

Further develop sustainability profile and marketing by defining a clear ESG narrative, backed by a sustainability vision and mission. (1-2 years)

Stakeholder engagement

Provide ESG-focused trainings and workshops for employees, chefs, and customer and work with chefs to improve selection of plant-based options in canteens. (1-2 years)

Avonova

Sector: Business Services
HQ: Norway and Sweden
Fund: Norvestor VII
Acquisition date: January 2019
Revenue (EURm): 154.25
FTEs: 1,779

Avonova is a leading provider of occupational healthcare services in the Nordics, servicing more than 1 million people with more than 1,200 specialists in occupational health services. They provides solutions relating to work environment, health, and lifestyle development, such as medical checks, workplace risk assessments, certifications and organisational development in over 140 locations.

The company's products and services contribute to safer workplaces, better health and quality of life and increased productivity for employers and its employees. Avonova help businesses improve productivity and reduce costs by working systematically and preventively with work environment, sustainable health, leadership, employee relations, harmful use and, if necessary, rehabilitation or crisis management.

Avonova is firmly committed to lowering its carbon footprint of the 170+ medical offices with targets echoing those of national governments. From 2021 to 2022, its total greenhouse gas emissions have decreased by 65% due to reduced travel and reduction in energy consumption.

Investment rationale and key developments

The value creation plan of Avonova is centred on strengthening the company's position as the leading Nordic provider of occupational healthcare services by broadening its value proposition to include health services provided for individual employees and insurance products relevant to employers. The company plans to execute on a digital and business model transformation in a traditional industry.

- Established a new business division focused on selling a fee-for-services offering to the underserved SMB market
- Continued support for customers in healthcare services to reduce employee-related sick-leaves

Highlighting 2022

319
net new hires

65%
absolute carbon reduction

40%
increase in digital meetings

100%
increase in training budget for employees

Positive contribution to SDGs

Avonova is the largest occupational health providers in the Nordic region. Occupational health services are offered to large and small businesses across Sweden and Norway, and help to ensure healthy lives and well-being of all ages.

3 GOOD HEALTH AND WELL-BEING

3.8: Achieve universal health care coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

KPI: Total number of custmers

IRIS+ PI9327

2020	2021	2022
15,000	18,000	18,000

Environment

Absolute carbon footprint
tCO_2e, Scope 1,2 and 3 (business travel only)

2022	261
2021	750
2020	556
2019	1,784

Absolute carbon intensity
tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	1.7
2021	5.0
2020	4.4
2019	13.1

Physical climate risk
2-3°C scenario (short 2025/long term 2050)

0 0.6 / 1.1 10

LOW MEDIUM HIGH

Social

Employees
FTEs

2022	1,279
2021	1,091
2020	968
2019	1,115

Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	0
2021	1.8
2020	0
2019	0

Absenteeism rate
Short and long-term

2022	5.7%
2021	4.4%
2020	6.2%
2019	5.2%

Gender representations

	Employees	Management	Board
Women	74%	60%	50%
Men	26%	40%	50%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10 HIGH

MEDIUM

1.93 LOW

0

avonova

Key material ESG themes

- **Employee health and safety:** Ensuring physical and mental health of employees and employees of uts customers to create a sustainable working environment for all.
- **Impact on product and services:** Avonova's service proposition is aimed at creating impact by helping clients achieve their health and wellness goals. Through tracking and measurement, this value may understood and showcased over time.
- **Data security and privacy:** Managing data security and privacy due to customer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).
- **Supply-chain control:** Reputational damage may arise if the organisation or suppliers perform poorly on environmental and/or social issues, e.g. material use and selection, fair labour conditions etc.
- **Sustainability principles:** Integrating ESG and sustainability knowledge and establishing best practices throughout the company, enables ESG and value creation to coincide.

Priority projects and targets

Employee satisfaction
Employees are Avonova's biggest asset. Avonova will conduct employee engagement surveys on an annual basis, and team workshops with relevant focus areas will be conducted. Based on the workshops, action plans will be created and followed up with a PULS survey. The aim is to reach the global benchmark on all measured indexes; Engagement, Leadership, Team effectiveness and Working environment. (1-2 years)

Recruitment and retention
Avonova will prioritise retaining and attracting talent by communicating their Employee Value Proposition (EVP) and conduct Employer Branding activities that support the EVP. Avonova aims to live to their core values, ensure professional development related to the company's mandate, and strive for fair compensation to retain and attract employees. (1-2 years)

Training and education
The HR department will implement a Learning Management System that will help structure the approach to learning and provide employees with digital training, including preboarding and onboarding. By making training easily accessible, learning and development is further strengthened. (1 year)

BST Group

Sector: Business Services
HQ: Sweden
Fund: Norvestor VIII
Acquisition date: December 2021
Revenue (EURm): 148.17
FTEs: 650

BST is a market leading Nordic full-service provider of active fire protection services with a market-leading position in Sweden. The company's offerings include fire engineering and consultancy services, installation of fire protection systems and aftermarket and refurbishment services.

Inherent to its products and services, BST has a positive impact on the entire society, including protecting people and vital functions through fire engineering and consultancy services, fire protection system installation, and aftermarket/refurbishment services. Their work contributes to people's well-being, safety, and asset/business protection. Fire safety measures also help reduce environmental impacts by preventing the release of greenhouse gases and toxic substances into the atmosphere and minimizing the need for new materials. BST aims to quantify this positive contribution (e.g., remote monitoring of fire protection installations) to increase the quality of monitoring and strengthen the sustainability narrative. Similarly, the company aims to embed ESG within operations and ensure a centralised reporting system is in place to track sustainability performance.

Investment rationale and key developments

BST is a fast-growing fire protection company with a unique offering encompassing installation, service, consultancy, and design. The company has the ambition to build capabilities to service clients across the entire Nordic region.

- 12 add-on acquisitions to date (June 2023)
- Developed ESG initiatives to contribute to safe and sustainable cities and to create new sustainable products and services to its customers
- Aiming to become a frontrunner in digitalising the active fire protection industry

Highlighting 2022

0 accidents	22% energy intensity reduction
195 net new hires	0 product quality errors

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	978
2021	417
2020	n/a
2019	n/a

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	6.6
2021	4.4
2020	n/a
2019	n/a

Physical climate risk

2-3°C scenario (short 2025 / long term 2050)

0 0.6 / 1.0 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	650
2021	452
2020	288
2019	193

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	0
2019	n/a

Absenteeism rate

Short and long-term

2022	3.12%
2021	3.17%
2020	3.4%
2019	n/a

Gender representations

Women Men

	Employees	Management	Board
Women	9%	17%	17%
Men	91%	83%	83%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

2.23

LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result from company operations and business travel. Inadequate attention can expose firms to reputational and litigation risks given the pressure to align with climate agreements.
- **Employee health and safety**: Relates to a company's ability to maintain a safe and healthy workplace environment. Companies should provide adequate safety measures and personal protection equipment to reduce risk to employees.
- **Product quality and safety**: Ensuring safety and quality of the service offering is critical for a license to operate. Ensuring best-in-class quality of product sold and installed can support long-term customer retention and business growth.
- **Supply chain control**: With the complexities of supply chains, having insight into both material sourcing and labour conditions can reduce potential exposure to reputational, operational and litigation risks.
- **Governance and ESG strategy:** Integrating ESG and sustainability knowledge and establishing best practices throughout the company, enables ESG and value creation to coincide.

Priority projects and targets

Sustainability mission

Build a sustainability webpage with commitments and performance indicators and explore how ESG can be further embedded into operations and plans. (1-2 years)

Supplier engagement

Reduce emissions associated with procurement of steel and formalise policies governing supplier relationships.
Engage with key steel and battery suppliers on their CO2e footprint, material sourcing and working conditions. (1-2 years)

PFAS foam replacement

BST recognises clients' growing need for solutions to replace legacy foam systems. BST has established a working group focused on developing a responsible solution that sets it apart from competitors. (1-2 years)

CIC Hospitality

Sector: Consumer Services
HQ: Norway
Fund: Norvestor VIII
Acquisition date: December 2021
Revenue (EURm): 19.47
FTEs: 72

CIC Hospitality (CIC), founded in 2018 is a fast-growing independent owner and operator of price-friendly hotels in the Nordics, operating both its own properties and externally owned hotels. With a fast-paced, cost-competitive, and digitalised business model, supported by sustainable constructions, CIC's hotels provide convenient accommodation at price-friendly rates.

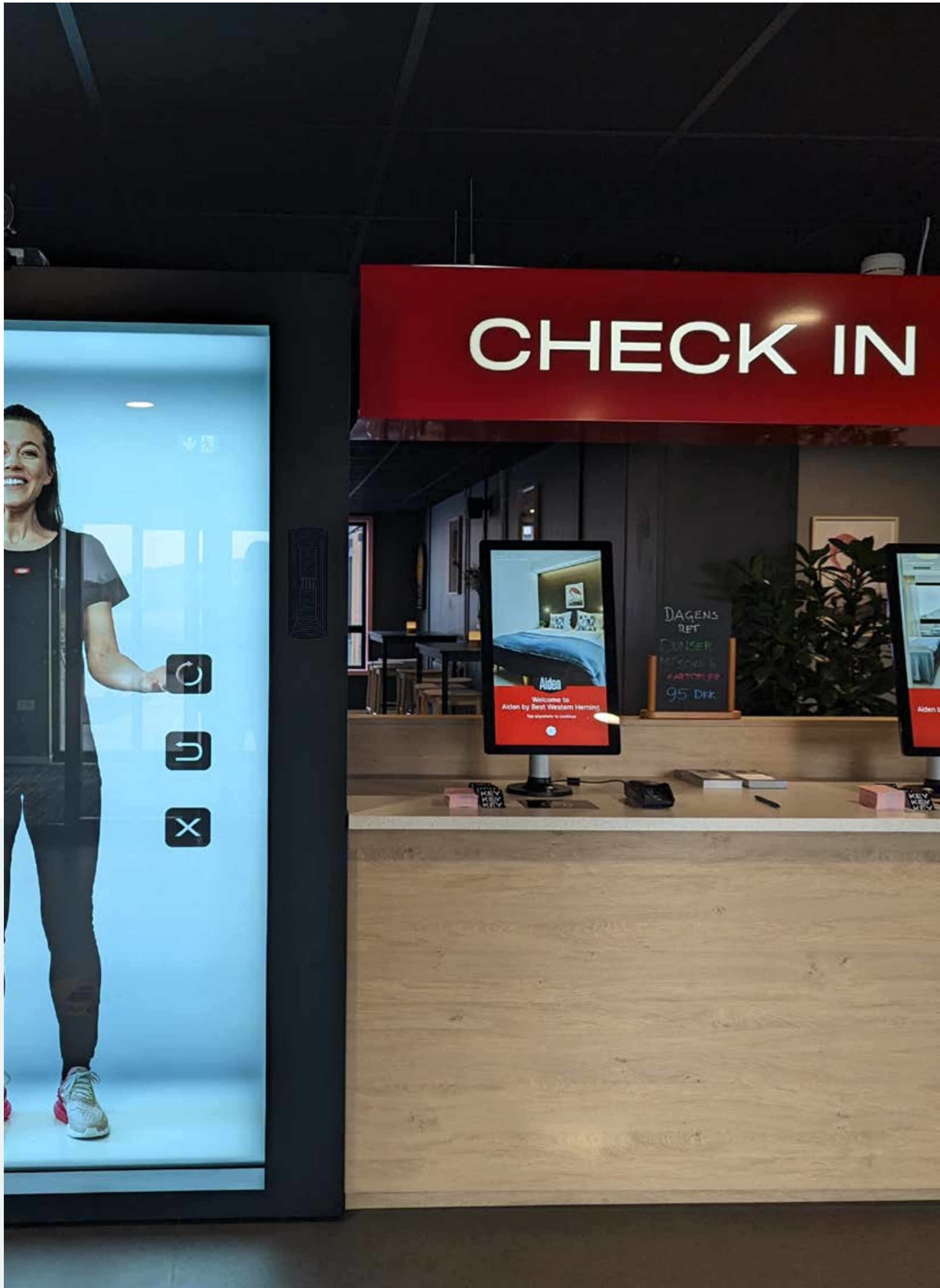
ESG is a pillar of CIC's corporate strategy and mission, as the company aims to limit the carbon footprint of its accommodation and to be a responsible employer with positive ripple effects in the communities in which it operates. By using modules, the hotels can be built for up to c. 50% lower cost with less than 50% of the construction time compared to peers, which also translates to lower emissions than the average newly built hotel. The company's carbon intensity in operations dropped by 98.7% from 2019 to 2022, mainly due to the procurement of 100% renewable electricity and thermal water-supplied heating, and other company-wide initiatives such as reducing food waste and certifying all hotels with the Norwegian Eco-lighthouse standards.

As hotel consumers are also a big driver behind the company's sustainability agenda, the management has introduced initiatives for setting hotel food and beverage plans that include the environmental footprint of ingredients and products.

Investment rationale and key developments

CIC has established an attractive position in its niche, with an innovative business model delivering a high level of customer satisfaction and dynamic growth opportunities.

- Increased hotels owned and under management from 12 to 18 and employees (headcount) from 94 to 149 (per June 2023)
- Strengthened management team (including hiring a new CFO) and organisational platforms on IT and administrative capabilities
- Finished construction and opened the Herning Hotel in Denmark, and started planning for several additional construction projects
- Acquired two hotels (both property and operations), one in Denmark and one in Norway
- Launched new digital tools and systems to improve operational efficiency, including hologram-based receptionists



CIC Hospitality
Caring Inspiring Creative

Highlighting 2022

25% carbon intensity reduction

100% eco lighthouse certified (or in process)

100% taxonomy eligible

47% water intensity reduction

Positive contribution to SDGs

When constructing new hotel sites, sustainability is top of mind at CIC. By carefully selecting and managing natural resources used in the construction process (in collaboration with the contractor), the company aims to showcase sustainable consumption and resource management.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.2: By 2030, achieve the sustainable management and efficient use of natural resources.

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	40
2021	24
2020	750
2019	509

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	2.1
2021	2.8
2020	226.5
2019	218.2

Physical climate risk

2-3°C scenario (short 2025 / long term 2050)

0 0.6 / 1.1 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	72
2021	49
2020	72
2019	50

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	0
2019	0

Absenteeism rate

Short and long-term

2022	5.9%
2021	3.4%
2020	1.8%
2019	0.9%

Gender representations

Women / Men

	Women	Men
Employees	65%	35%
Management	25%	75%
Board	17%	83%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT security policy
- Dawn raid
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle blowing

Geographical risk score

10 HIGH

MEDIUM

1.93 LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result from facility use (e.g. district heating). Insufficient management can expose firms to reputational and litigation risks, given the pressure to align with climate agreements.
- **Material efficiency and waste**: Relates to reducing food loss and general waste across the value chain by developing metrics, setting targets and pioneering innovative new practices and technologies.
- **Employee health and safety:** Due to the physical nature of service operations, employees can be exposed to health & safety risks – in turn, exposing companies to reputational damage and lower revenues.
- **Service quality:** Investing in optimal service to reduce social externalities and maximise positive impacts on people and planet is key to sustain the license to grow for hotel operators.
- **Supply-chain control:** With the complexities of supply chains, having good insights both in material sourcing and labour conditions can ensure companies reduce exposure to reputational, operational and litigation risks.
- **Governance and ESG Strategy:** Integrating ESG and sustainability knowledge and establishing best practices throughout the company, enables ESG and value creation to coincide.

Priority projects and targets

Carbon reduction strategy

Aim to be net zero by 2025 by reducing carbon emissions across scopes 1, 2, and 3. To reach this goal, CIC will establish a concrete carbon reduction roadmap, improve data quality, and consider aligning with the SBTi. (1-2 years)

People and culture

CIC is developing an employee knowledge-sharing and development platform, including a chat function, news feed, manuals, etc. Increase number of junior employees through a structured internship programme with 10-15 interns each calendar year. (1 year)

Sustainable Food and beverage

Collaborate with a third party to reduce the environmental impact of the food proposition and consider repurposing used meals and waste – e.g. compost or fuel. (1-2 years)

EnFlow

Sector: Industrial Solutions and Services
HQ: Norway
Fund: Norvestor VI
Acquisition date: November 2014
Revenue (EURm): 72.20
FTEs: 160

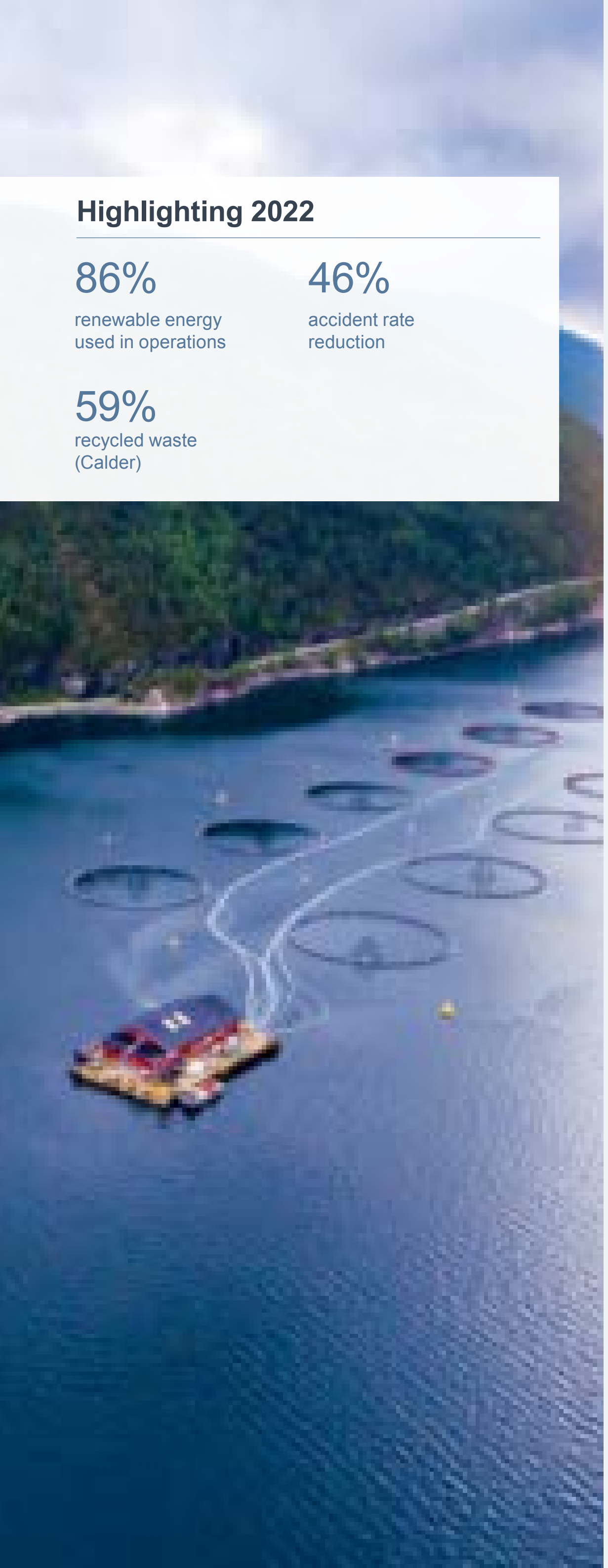
EnFlow is the holding company for two operating businesses: Cflow and Calder (UK). Cflow, headquartered in Ålesund, Norway, is the main asset of the group following the sale of PG Flow Solutions in 2022.

Cflow's products are designed to efficiently handle aquatic resources while ensuring animal welfare. Cflow combine top-level engineering skills with in-house biologists' knowledge to reduce their environmental impact. Cflow is actively working on quantifying their clients' carbon emissions to help them improve sustainability and operational efficiency. They provide safe and durable solutions with low ecological impact and promote circularity by improving product lifecycle and using fish digitalization software to enhance fish welfare and process efficiency while reducing water and energy usage.

Investment rationale and key developments

The EnFlow investment started out with PG Flow Solutions as a platform investment in 2014 – a leading low-pressure pump and flow solutions provider to the offshore oil & gas industry. PG later acquired Calder (UK) to complement PG with high-pressure solutions and to strengthen its exposure to the industrial segment. Following the downturn in the oil & gas market, the group shifted focus and acquired fish handling specialist Cflow and later reorganised the group with Cflow as the primary asset. PG was sold to the founding family in 2022

- Recent developments in Cflow include; Significant strengthening of the management team
- Outsourcing of production to low-cost country to reduce fixed cost base and improve margin
- Reestablishment in Chile being a key growth market for the aquaculture industry
- Development of a product- and solution range for land-based aquaculture



Highlighting 2022

86%
renewable energy used in operations

46%
accident rate reduction

59%
recycled waste (Calder)

EnFlow
Enabling sustainable flow solutions

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	359
2021	237
2020	214
2019	223

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	4.97
2021	3.16
2020	3.16
2019	3.40

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.6 / 1.0 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	160
2021	165
2020	150
2019	131

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	6
2021	12
2020	33
2019	61

Absenteeism rate

Short and long-term

2022	3.9%
2021	3.8%
2020	6.3%
2019	5.2%

Gender representations

Women Men

	Employees	Management	Board
Women	16%	20%	0%
Men	84%	80%	100%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Data/Privacy IT securiy policy
- ESG policy
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

1.93

LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result from production and logistics. Insufficient management can expose firms to reputational/litigation risks, given the pressure to align with climate agreements.
- **Material efficiency and waste:** Materials can have a negative environmental impact in the end of life phase Integrating circularity into material management prolongs lifetime and enhances efficiency.
- **Impact of products and services:** Relates to the ambition to have a positive impact on society by actively working towards existing environmental and societal challenges. This impact is measured with set targets and is publicly marketed.
- **Fish welfare:** Ensuring animal welfare by mitigating supply chain risks, implementing a responsible fishery strategy helps companies to avoid reputational and regulatory risks.
- **Employee health and safety:** Providing adequate training and safeguarding the health and well-being of employees is key to ensuring safety. Such provisions help avoid reputational damage.
- **Integration of sustainability principles:** Integrating ESG throughout the organisation can bring about several benefits, e.g. revenue growth, new market opportunities, and reduced reputational and regulatory risks.

Priority projects and targets

Expand lifespan of wellboats

Ambition to extend the lifespan of Cflow wellboats, where retrofitting movable bulkheads could extend the vessels' lifetimes by 5 or more years. Design, implement and install new bulkheads. (1-3 years)

The futre of aquaculture

Together with 'Andefjord Salmon', Cflow aim to contribute to a responsible, efficient, and environmentally friendly acquaculture industry. The companies are joining to share the future for a sustainable and biologically safe acquaculture industry. By combining technology and expertise, the aim to establish the groundwork for a safe and sustainable production of fish.

First Camp

Sector: Consumer Services
HQ: Sweden
Fund: SPV II
Acquisition date: August 2022
Revenue (EURm): 108.36
FTEs: 640

First Camp is one of Europe's largest camping site operators. At 70 destinations across the Nordics, guests can rent cabins or camping spaces and enjoy recreational activities, shops, and restaurants. First Camp's growth strategy is to acquire new sites and to make existing sites more sustainable and enjoyable for guests.

First Camp has continued to grow with seven new campsites in 2022. To guide sustainability best practices on campsites, First Camp wants to align to the internationally recognised 'Green Key' certification programme which helps to maintain and protect the environment, ensuring that its destinations are preserved for future generations. At the end of 2022, 86% of First Camp's campsites owned more than 24 months were awarded the certification, as it targets 100%. Oil and gas heating is being switched out to district heating and heat pumps and electricity consumption is being switched to 100% renewable sources. This brings down the high carbon footprint the company brought on itself through the acquisition of new campsites in 2022. EV charging stations were piloted at some destinations in 2022 and will be further expanded if successful. The acquisition of new campsites with pools and water parks led to water and waste increases in 2022. However, this is expected to be partially reduced as the sustainability level of acquired destinations will improve.

Investment rationale and key developments

First Camp represents an interesting investment opportunity because of its ability to expand capacity at existing campsites while consolidating the Nordic market, and potentially beyond.

- Number of campsites increased from 14 to 70 (per June 2023)
- Entered Denmark through the acquisition of First Camp in 2019, and Norway through the acquisition of Nordsjø Ferieland in 2022
- Digitalised booking and check-in, offering convenience to guests

Highlighting 2022

1 sustainability linked bond	100% taxonomy eligible
7 acquired campsites	28% water intensity reduction

Positive contribution to SDGs

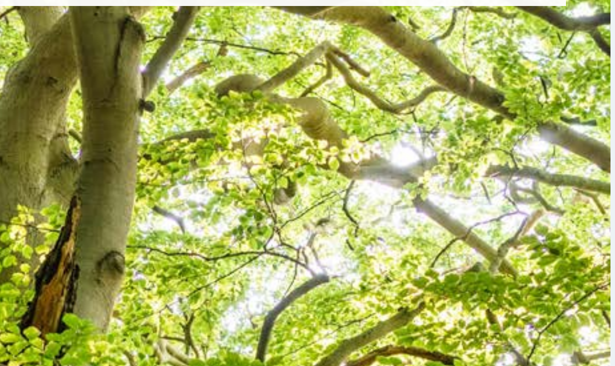
First Camp has 57% Green Key certified campsites (86% if you account for sites owned longer than 2 years), and actively certifies newly acquired campsites. Operation in accordance with Green Key requirements positively impacts life on land compared with regular campsite operations, because of enhanced preservation of the biodiversity of the local environment.

15.1: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

KPI: Green Key certified campsites (%) (like-for-like)

IRIS+ n/a

2020	2021	2022
73%	61%	58% (83%)



Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	3,735
2021	775
2020	410
2019	394

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	34.5
2021	9.9
2020	6.7
2019	9.3

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.6 / 1.0 10

LOW MEDIUM HIGH

Social

Employees

Headcount (including seasonal employees)

2022	2,454
2021	1,423
2020	847
2019	103

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	3.7
2021	3.1
2020	3.2
2019	27.2

Absenteeism rate

Short and long-term

2022	2.6%
2021	3.1%
2020	1.6%
2019	0.8%

Gender representations

	Women	Men
Employees	59%	41%
Management	34%	66%
Board	20%	80%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Social media guidelines
- Whistle-blowing policy

Geographical risk score

10 – 0

HIGH

MEDIUM

LOW

2.23

First Camp

Key material ESG themes

- **Energy and carbon management:** Carbon emissions stem from electricity and heating at facilities for operations and guests. The geographically spread nature of the business makes corporate travel a contributing factor.
- **Environmental management:** Operating in a way that minimises the impact on the local environment is a key operational factor. In the provided housing, environmental impact stems from waste and cleaning detergents. In recreational facilities, waste is also generated and managed.
- **Water and wastewater:** Wastewater stems from housing and recreational facilities and are managed to lessen the environmental impact through reduction initiatives.
- **Employee health and safety:** First Camp employs nearly 500 FTEs and strives to be a diverse and inclusive employer. Recruiting, training and coaching of seasonal staff is a key success factor in providing a safe and fair working environment.
- **Customer safety and satisfaction:** Customer safety is a top priority with nearly 6 million night-guests in 2022. Providing safe destinations spans a wide range of areas such as cleaning, fire safety, food safety and local regulations.
- **Governance and ESG strategy:** Efficient data gathering, monitoring and analysis is an important area to ensure continuous development. A key theme for First Camp is to raise the ESG standards of acquired campsites to group level.

Priority projects and targets

Environmental management certification

Continue to implement processes for ESG topics and achieve Green Key certifications in 2023. (Ongoing)

During 2022, First Camp has added another 7 destinations, of which three in Denmark and two in Norway. None of the added destinations had Green Key certifications at the time of the acquisition. Implementing First Camp's processes for ESG topics in general and Green Key in particular is a priority.

Phasing out fossile heating

At a handful of destinations, fossile energy sources (natural gas, heating oil) is used for heating primarily of pools. First Camp are initiating project to, over the next couple of years, replace these fossile heating solutions with non fossile heating. For 2023, First Camp targets phasing out fossile heating at at least three destinations.

Foxway

Sector: Technology-enabled Services
HQ: Sweden
Fund: Norvestor VII
Acquisition date: January 2019
Revenue (EURm): 695.30
FTEs: 1,077

Foxway is a leading European tech company, providing circular tech services to large corporations, schools, and other public sector organisations through its IT equipment lifecycle management solutions. Headquartered in Stockholm with over 1,300 employees across Europe.

Foxway's goal is to drive a fundamental shift in the industry and society as a whole towards a more sustainable and mindful approach to technology. Through their cost-efficient management of mobile phones, computers, and other devices, Foxway not only benefits their partners, financial institutions, resellers, and the sharing economy, but also works towards creating a positive impact on the planet. Their AI-driven tools and insightful data predictions allow Foxway to make informed decisions that maximize the lifetime and value of tech devices, moving the needle towards increased circularity.

Foxway's strategy is built upon three key pillars: adopting a new consumption model (paying for usage, instead of owning the devices), maximising the lifetime of devices, and reducing digital inequality through making high-quality technology accessible for all. In 2022, Foxway's dedication to circularity resulted in over 1 million products being given a second life, leading to an avoidance of 120,948 tons of CO2e emissions. These achievements highlight the tangible impact that can be made through responsible and sustainable practices.

By promoting transparency and actively addressing the challenges of circularity and sustainability, Foxway aims to inspire others and contribute to a more sustainable future for everyone.

Investment rationale and key developments

The company occupies a strong position in a growing market with potential to develop its circular offering in the Nordic region. There are also opportunities to grow outside the region through new partnerships and M&A.

- 8 add-on acquisitions to date
- Sustainability team established in 2021 and developed further in 2022, consisting of 5 people
- ESG has been integrated further including ESG metrics that are central to Foxway's value preposition
- Strategy developed to become net zero – application sent in to the Science Based Target Initiative (SBTi)

Highlighting 2022

>1m repaired, rescued and/or redeployed products

120,978 tCO_2e avoided

12% energy intensity reduction

146,000 components harvested

Positive contribution to SDGs

Foxway utilises reused or repurposed hardware components where possible and refurbishes old products (e.g., laptops, tablets etc.), to reduce e-waste. Circular IT solutions help reduce businesses environmental impact, and reducing e-waste reduces the need for virgin materials and prevent further environmental damage through irresponsible waste disposal.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.5: Ensure sustainable consumption and production patterns.

KPI: Number of repaired, reused and redeployed products

IRIS+ OI7920

2020	2021	2022
646,249	816,008	1,082,230

13 CLIMATE ACTION

13.2: Integrate climate change measures into policies, strategies and planning.

KPI: Carbon emissions avoided or reduced (tCO_2e)

IRIS+ OI1479

2020	2021	2022
59,425	87,078	120,948

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	823
2021	331
2020	545
2019	400

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	1.2
2021	0.9
2020	1.1
2019	1.4

Physical climate risk

2-3°C scenario (short 2025 / long term 2050)

0 0.7 / 1.2 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	1,077
2021	891
2020	636
2019	578

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	2.8
2021	5.6
2020	9.4
2019	1.7

Absenteeism rate

Short and long-term

2022	8.1%
2021	3.7%
2020	0.9%
2019	3.5%

Gender representations

Women / Men

	Employees	Management	Board
Women	30%	22%	40%
Men	70%	78%	60%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Data/Privacy IT securiy policy
- ESG policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

LOW

1.93

0

Key material ESG themes

- **Energy and carbon management:** Foxway has the policy to minimise all CO_2 emissions where possible. Environmental management processes are in place to explore and use fossil-free alternatives where available. Within operations, incentives are taken to reduce the logistics footprint.
- **Product life cycle:** Circularity is inherent to Foxways business model. Technology lifetime is maximised by contributing to all cycles of a products life.
- **Material use:** Foxway focuses on the sustainable and ethical management of electronic materials and aims to reduce the need for raw, virgin natural resources. Foxway aims to have zero e-waste and landfill, and less than 0.05% of all waste ended up in landfills in 2022.
- **Employee health and safety:** Health and safety of employees are high on the agenda and ISO 45001 certified management systems are in place. Biannual employee engagement surveys are conducted to ensure social factors, and yearly training is provided to drive employee competence.
- **Data security and privacy:** Managing data securely and privately is highly important. Policies and procedures are aligned with GDPR requirements and ISO 27001 certification standards. Current efforts are devoted to creating a group-wide information security management system, and employees receive training on information and security awareness to reduce the vulnerability of data security incidents.

Priority projects and targets

Reporting portal and 'My Sustainable Choice'

Finalising a self-managed reporting portal. The portal enables the user to obtain data such as scope 3 footprint, avoidance data, waste management and other relevant data.

Create an API interface, enabling partners and customers to present sustainability data to end-users when ordering tech devices. (1 year)

Carbon emissions reduction

Implement strict travel policies. Exchange all non-renewable electricity contracts. Present viable plans to replace all fossil fuel heating. (1 year)

Employee ESG engagement

Offer training for all employees. Improve and evolve the training to a version 2. Start to develop a sustainability course for our partners and clients. (1 year)

Future Production

Sector: Industrial Solutions and Services
HQ: Norway
Fund: Norvestor VI
Acquisition date: July 2013
Revenue (EURm): 6.80
FTEs: 30

Future Production is a multidisciplinary supplier of innovative solutions and equipment to the renewable energy industry and the offshore rig industry. The main product suite includes products typically required for the handling of equipment in the hydropower industry or in the offshore rig industry, e.g. on the drill floor, pipe deck and the moonpool area. Services include complete project management; from feasibility studies, through design and installation, to the final commissioning of the equipment. Manufacturing is outsourced, and key suppliers are located in Estonia, Poland, UK and Norway.

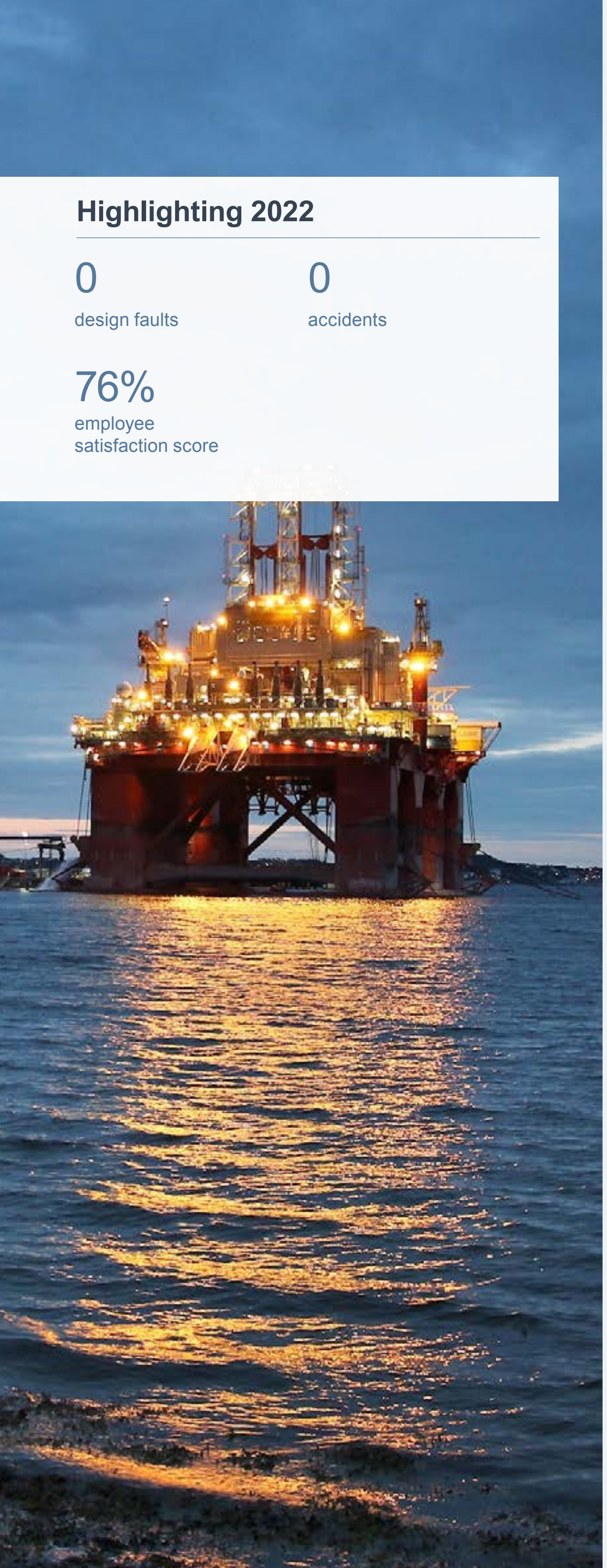
Future Production has delivered equipment to the offshore industry for over 20 years and has a large installed base on more than 100 drilling rigs, drill ships, semi-submersibles, jack ups and fixed installations. Deliveries for two hydropower companies are in progress. The products are recognized to significantly reduce the downtime of operations while minimising operational health risks.

Future Production's operations have a positive impact due to their innovative product designs; they conserve resources and reduce emissions throughout the supply chain by eliminating the need for contingency liners or casing strings in wells. Secondly, the company's technology greatly reduces non-productive time, leading to a significant decrease in the carbon footprint from drilling and the achievement around 95% of well objectives. The company offers a hands-free system which enhances the safety of offshore work environments by eliminating the requirement for manual work over the open sea.

Investment rationale and key developments

After several years of investments in infrastructure and resources, Future Production has grown both its capacity and capability within its core business. It has a strong customer base and product leadership within attractive segments of the maritime, offshore oil and gas markets and have established itself as a supplier to the hydropower industry. The company will serve as a platform for organic expansion, and we will evaluate potential add-ons to boost growth.

- Drilling contractors continued to limit spending in 2021 and 2022 due to the COVID-19 pandemic and weak market conditions in general. This had negative effects on the company's order intake
- Developed multiple innovative solutions that increase efficiency and safety by removing manual work on offshore drilling rigs – safety is a key element embedded in the design philosophy
- In the first half of 2023, the Company has experienced a significant increase in order intake and turnover
- Expanded to new industry vertical: developed new solutions to the hydropower market. The solutions are expected to be applicable for more hydropower installations



Highlighting 2022

0
design faults

0
accidents

76%
employee satisfaction score

Environment

Absolute carbon footprint
tCO_2e, Scope 1,2 and 3 (business travel only)

2022	37
2021	14
2020	28
2019	79

Absolute carbon intensity
tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	5.4
2021	2.4
2020	3.6
2019	4.1

Physical climate risk
2-3°C scenario (short 2025/long term 2050)

0 0.7 / 1.2 10

LOW MEDIUM HIGH

Social

Employees
FTEs

2022	30
2021	31
2020	33
2019	34

Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	0
2021	32
2020	0
2019	0

Absenteeism rate
Short and long-term

2022	4.5%
2021	3.7%
2020	4.5%
2019	5.8%

Gender representations
Women Men

	Employees	Management	Board
Women	13%	0%	20%
Men	77%	100%	80%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10 HIGH MEDIUM LOW 1.93 0

Key material ESG themes

- **Energy and carbon management:** Emissions result from production and logistics. Insufficient management can expose firms to reputational/litigation risks, given the pressure to align with climate agreements.
- **Product design:** Moving away from a linear economy and embedding policies and practices that aalign with a circular economy helps companies reduce the lifecycle impacts of products and optimise what they own.
- **Employee health and safety:** Providing adequate training and safeguarding the health and well-being of employees is key to ensuring safety. Such provisions help avoid reputational damage.
- **Product quality and safety:** Ensuring safety and responding in a timely manner when defects are identified can protect companies from regulatory action whilst increasing market competitiveness.
- **Integration of Sustainability principles:** Integrating ESG throughout the organisation can bring about several benefits, e.g. revenue growth, new market opportunities, and reduced reputational and regulatory risks.

Priority projects and targets

Internal communication and knowledge sharing
Future Production understands the value of communication and knowledge-sharing between employees. To address this, an Intranet site is being established during 2023.

Health and wellbeing
Future Production recognises the importance of providing employees with a safe and healthy working environment, to improve employee well-being and talent retention. To address this, Future Production is working to increase the focus on the working environment throughout operations.

Globeteam

Sector: Technology-enabled Services
HQ: Denmark
Fund: Norvestor VIII
Acquisition date: July 2021
Revenue (EURm): 44.87
FTEs: 226

Globeteam is a Danish IT services provider that facilitates end-to-end digital transformation and helps its customers through the identification of IT needs and the development of IT solutions. Its broad service offering and close relationship with its clients allows the company to advise and deliver on a customer's whole IT setup, often in the role of a trusted advisor. Globeteam consultants are self-employed but collaborate to service Globeteam clients. The company has 14 full time employees and more than 170 independent consultants across Denmark and Vietnam, with 50% of them women.

Globeteam's environmental footprint is relatively low, at 43 tCO_2e, and decreased by 28% in 2022. The key drivers of emissions are the office and activities of full-time employees. Emissions resulting from electricity will be switched to renewable sources, resulting in a reduction of 26 tCO_2e (from 2022 baseline). The IT infrastructure is a significant driver of the company's Scope 3 emissions, and further initiatives in resource efficiency and carbon savings have been introduced by looking at green data centres.

Investment rationale and key developments

Globeteam is well-positioned to grow in line with, or to outgrow, the dynamic market for end-to-end digital transformation. The company is known in the market for highly skilled and dedicated consultants.

- During 2023, Globeteam has branched out into Norway with the former chair now spearheading the Norwegian setup. The company has strengthened the platform by adding a new Head of Legal and Head of IT and new sales resources, and has continued to grow its customer base with a number of new framework agreements and other tenders being won
- The company is ready to accelerate growth by adding new services and expanding into new geographies
- Significant increase in recruitment pipeline and continually evaluating acquisition targets
- Strengthened network of industrial advisors supporting the ambitious growth plans, including the appointment of a new board chair

Highlighting 2022

1
female director appointed to the board of directors

45
contracted consultants in Vietnam

19%
energy intensity reduction

24%
Absolute carbon emissions reduction

Positive contribution to SDGs

Globeteam hires and train consultants in Vietnam on specialised IT applications and provide them with an IT equipped office space, thus supporting talent development and innovation in Vietnams IT sector.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

9.x: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

KPI: Vietnam IT consultants hired, #

IRIS+ n/a

2020	2021	2022
45	50	47

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	45
2021	59
2020	n/a
2019	n/a

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	1.0
2021	1.4
2020	n/a
2019	n/a

Physical climate risk

2-3°C scenario (short 2025 / long term 2050)

0 0.5 / 1.0 10

LOW MEDIUM HIGH

Social

Employees

FTEs (incl. consultants)

2022	226
2021	188
2020	n/a
2019	n/a

Note: numbers include consultants

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	n/a
2019	n/a

Absenteeism rate

Short and long-term

2022	2.2%
2021	1.5%
2020	n/a
2019	n/a

Gender representations

Women Men

	Employees	Management	Board
Women	5%	20%	20%
Men	95%	80%	80%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

2.36

LOW

0

GLOBETEAM

Key material ESG themes

- **Energy and carbon management:** Emissions result from cloud computing and business travel. Insufficient management can expose firms to reputational/litigation risks, given the pressure to align with climate agreements.
- **Talent management & Retention:** The challenge to recruit and retain a diverse pool of talent can restrain growth. Onboarding, personal development and inclusive work environments are key to managing and retaining talent.
- **Service quality:** Ensuring high service quality can, if managed appropriately, strengthen a firm's ability to help attract and retain customers. Upholding quality service strengthens a company's operational abilities.
- **Data security and customer privacy**: Managing data security and privacy avoids lower revenues due to lost consumer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).

Priority projects and targets

Employee satisfaction and onboarding process

Improve talent management and retention; improve employee satisfaction and enhance the onboarding/offboarding processes of employees. A 'staff manual' is on the agenda to promote benefits and social gatherings, and drive cohesion. (1-2 years)

Customer engagement and feedback

Engage with customers to receive feedback on satisfaction and benefits of the services provided. Launch satisfaction survey. Results to be evaluated and followed-up on. (1-2 years)

Governance and transparency

Develop best practice governance policies and practices. Establish baseline for policies and review current policies periodically. (1-2 years)

Growers Group

Sector: Business Services and Consumer Markets
HQ: Sweden
Fund: Norvestor VIII
Acquisition date: July 2021
Revenue (EURm): 52.20
FTEs: 94

Growers Group is a leading Nordic supplier of seeds, gardening and horticulture products as well as related services. The company operates both a business-to-business ('B2B') and a business-to-consumer ('B2C') segment. The B2C segment sells seeds and related gardening equipment to consumers via a highly scalable online direct-to-consumer model, mainly through the brand Impecta, and also through the online web shop Hageglede. The B2B segment supplies agriculture products and technical equipment to the Norwegian professional gardener market, increasingly also including landscape entrepreneurs and specialty retailers.

Growers Group's products and focus support a sustainable future, e.g. through facilitating an increasing demand for locally grown foods with no harmful pesticides or genetic modification, rendering a reduction in carbon footprint. As a core of its product offering, the company contributes to the mental wellbeing of its customers through providing seeds and gardening products that encourage outdoor leisure and environmentally friendly activities. Growers Group is also contributing to preservation of biodiversity, evidenced by its focus on organic and climate-resilient seeds, coupled with the sale of environmentally-friendly cultivation equipment (e.g. solar-powered irrigation). Group-wide targets have been set to focus on the production of recyclable packaging for its products.

Investment rationale and key developments

Growers Group has a strong market position within the Nordic B2B and B2C market of seeds, gardening equipment and horticulture. In addition, the company has a driven and entrepreneurial management team with significant shareholdings alongside the Fund. Growers Group is well equipped to leverage market opportunities, and there are both attractive organic opportunities, e.g. expansion and geographic roll-out, as well as accretive consolidation opportunities.

- Created Growers Group by combining the three companies LOG, Hageglede and Impecta
- Strengthened the organization, including recruited a new CFO and CEO
- Opened a new B2C distribution center
- Launched Impecta in Norway, Denmark, and Finland
- Expanded B2B presence within agricultural technology products (i.e., LED lights and irrigation systems)

Highlighting 2022

113
new seed varieties introduced

86.4
GWh from LED lights vs standard HPS

8%
taxonomy aligned activities

55%
recycled waste

Positive contribution to SDGs

Growers Group provides efficient horticulture equipment to professional crop growers and has developed a variety of seeds, facilitating the increase in demand for locally grown foods that are pesticide free and non-GMO. These foods benefit the natural environment by lessening the number of pollutants leeched from agricultural practices.

2.4: Ensure sustainable food production and implement resilient agricultural practices.

Environment

Absolute carbon footprint
tCO_2e, Scope 1,2 and 3 (business travel only)

2022	180
2021	136
2020	31
2019	33

Absolute carbon intensity
tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	3.4
2021	2.8
2020	0.8
2019	n/a

Physical climate risk
2-3°C scenario (short 2025 / long term 2050)

0 0.6 / 1.0 10

LOW MEDIUM HIGH

Social

Employees
FTEs

2022	94
2021	80
2020	74
2019	63

Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	10.7
2021	0
2020	0
2019	n/a

Absenteeism rate
Short and long-term

2022	5.7%
2021	1.6%
2020	5.5%
2019	2.6%

Gender representations

Women Men

	Women	Men
Employees	51%	49%
Management	40%	60%
Board	17%	83%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10
HIGH
MEDIUM
2.23
LOW
0

Key material ESG themes

- **Energy and carbon management:** Through Growers Group's operations, carbon emissions are generated through energy consumption and fuel use. Having initiatives and management systems in place can reduce the Group's emissions and climate change contribution.
- **Impact of products and services:** Relates to the ambition of a company to have a positive impact on society by actively working towards existing societal challenges. This impact is measured with set targets, with the positive impact publicly marketed.
- **Employee health and safety:** The process of warehouse management and equipment logistics may result in occupational hazards for employees. It is important to have appropriate procedures and policies to mitigate these risks.
- **Product quality and safety:** Growers Group provides seeds and agricultural equipment, it is important that products and machines are properly labelled, tested and safe for handling and meet customer expectations.
- **Supply chain control:** Growers Group sources from different suppliers to further develop its offering, which renders supply chain control important to mitigate human rights violation risks.

Priority projects and targets

Green delivery
Enhance carbon reduction initiatives through exploring green shipping options. Carbon-neutral or 'green' shipping options, such as use of EV vehicles, package carbon offsetting or 'slower' shipping, may be considered as a 'premium service' to be offered to customers. Engage with third-party delivery companies to understand options available. (1-2 years)

Peat replacement and reduction
Explore new technologies for peat replacement within agriculture to contribute to the reduction of its usage among customers.

Research into new products (in progress). Trial products with customers, collecting feedback and consider next steps in the low-peat journey. (1-2 years

Consumer education
Impecta is in a position to benefit communities through being a 'knowledge hub' for growers. Aim to build on its information provided to the public. Ideas may include: creating a 'growing library' online by growing category, providing clearly labelled information on 'greener' gardening, and videos of growing techniques or treating difficult issues. (1-2 years)

HydraWell

Sector: Industrial Solutions and Services
HQ: Norway
Fund: Norvestor VII
Acquisition date: April 2016
Revenue (EURm): 19.98
FTEs: 74

HydraWell Holding is a niche provider of solutions for safe, cost-efficient and environmentally responsible oil well deconstruction, offering a less disruptive and material-intensive alternative to traditional well-plugging. Its tools and technology are designed to secure the wellbore from its surrounding environment in a time-efficient way with minimum waste and reduced carbon footprint compared to peers.

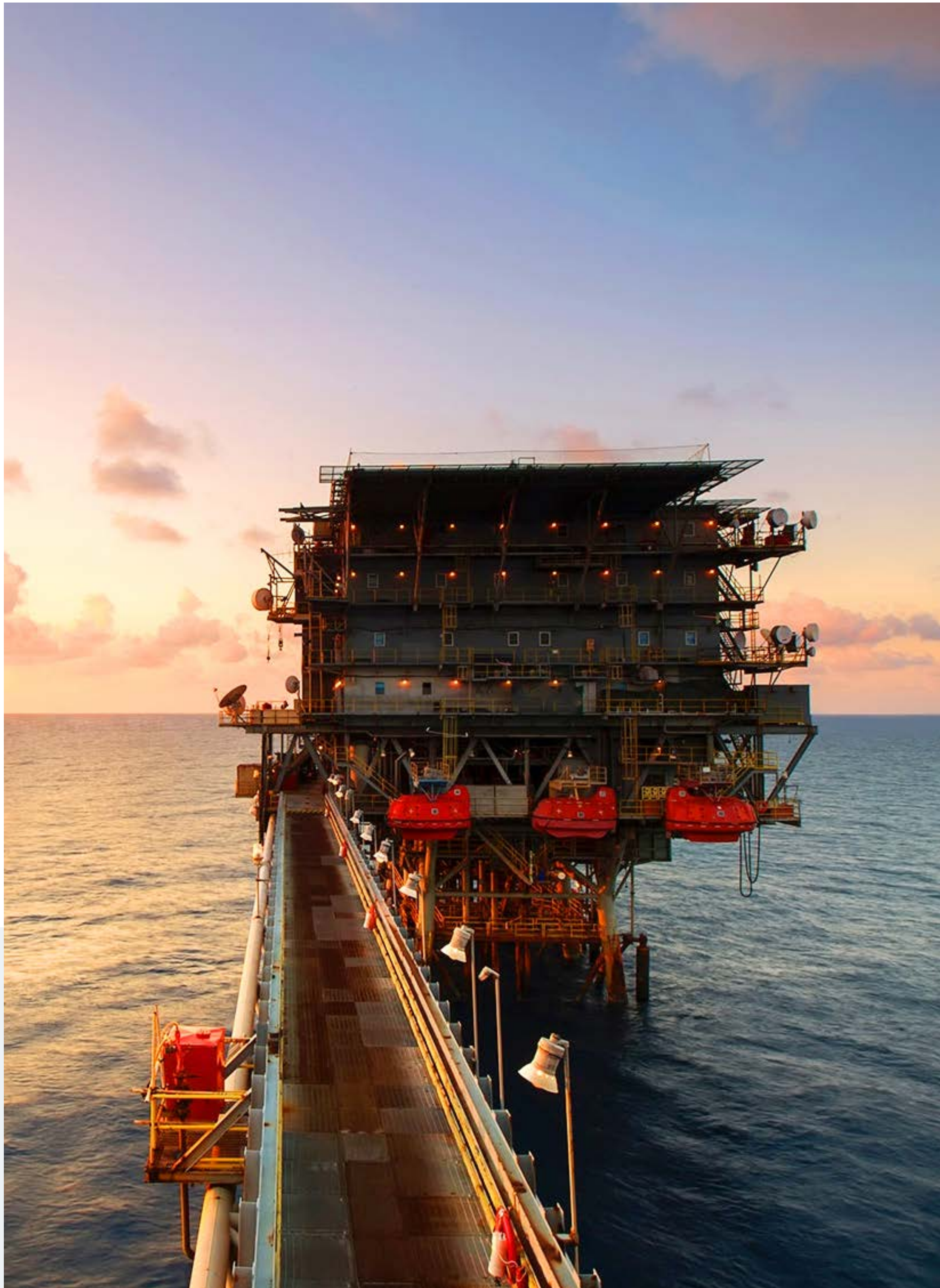
HydraWell contributes to the sustainable transformation of the energy sector And offers measurement, data analysis, engineering and installation of barriers in oil wells to prevent long-term environmental harm. While traditional well deconstruction can involve significant CO_2 emissions and the generation of large volumes of hazardous waste, HydraWell enables savings of up to 700 tonnes of CO_2, equivalent to 16 million kilometres of car travel, and up to 4 tonnes of contaminated metal waste per operation. The company has so far installed over 450 leak-preventing well barriers (72 in 2022 alone), which are known for having a significant environmental impact. With the significant growth of the business in 2022, its total carbon footprint has risen; however, HydraWell will continue to bring the metric and its carbon intensity down through various initiatives, e.g., reducing wellsite personnel by office based remote operations. In parallel continue evolving its technology to reduce customer carbon emissions.

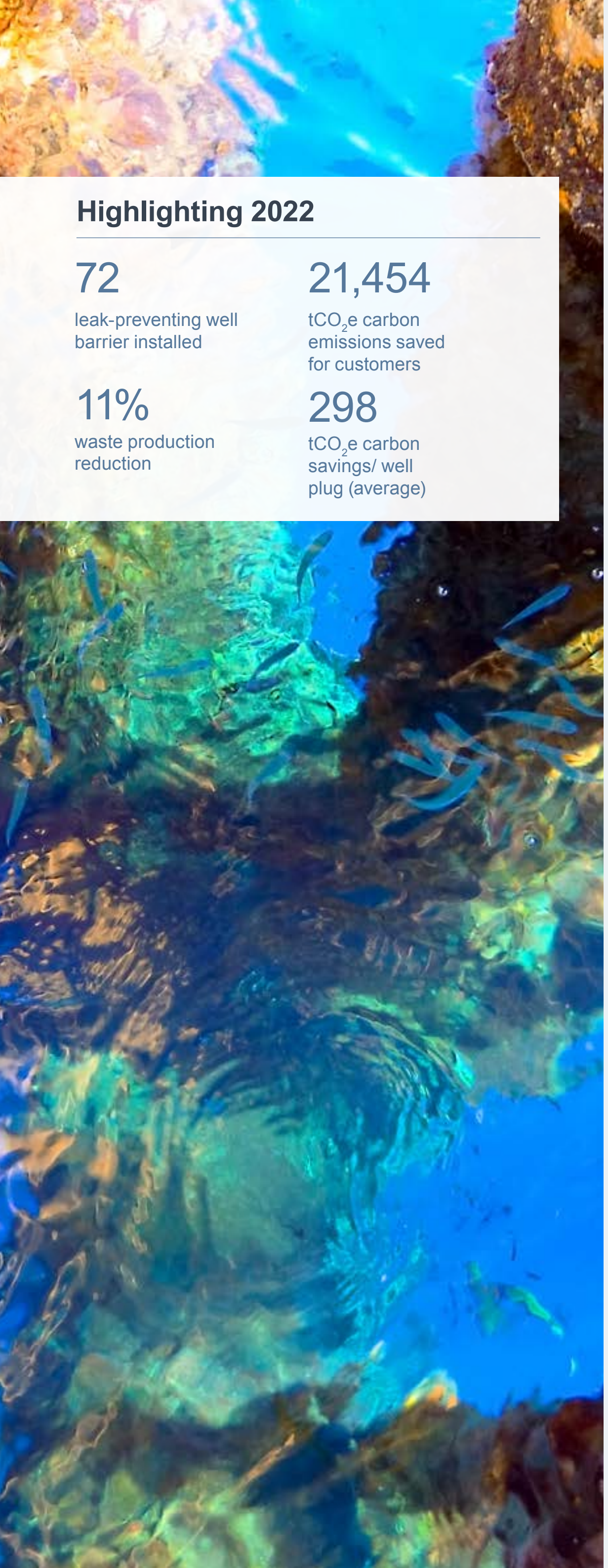
HydraWell's solutions are based on proprietary methods and technology, and it has spent significant resources to develop and protect its intellectual property, holding 177 patents across 23 patent families. Despite HydraWell's overall elevated exposure to health and safety risk, no accidents resulted in leave in 2022, which is a reflection of a strong HSE culture and implementation of an ISO certified management system.

Investment rationale and key developments

HydraWell represents an attractive investment opportunity as a solidly positioned, fast-growing and scalable company within an attractive industry. The company's growth ambition is to continue growing its international revenues through increased sales efforts and the establishment of a local presence.

- The merger with READ completed and a new group financing in place
- 2022 was another record year for number of PWC operations with 72 plugs (66 in 2021)
- Outlook for 2023 impacted by temporary reduction of work on key PWC client (ConocoPhillips) which is party offset with work for new clients and new geographies





HydraWell

Highlighting 2022

72
leak-preventing well barrier installed

21,454
tCO_2e carbon emissions saved for customers

11%
waste production reduction

298
tCO_2e carbon savings/ well plug (average)

Environment

Absolute carbon footprint
tCO_2e, Scope 1,2 and 3 (business travel only)

2022	575
2021	283
2020	403
2019	443

Absolute carbon intensity
tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	28.75
2021	17.21
2020	25.81
2019	21.56

Physical climate risk
2-3°C scenario (short 2025 / long term 2050)

0 0.6 / 1.2 10

LOW MEDIUM HIGH

Social

Employees
FTEs

2022	74
2021	67
2020	68
2019	71

Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	0
2021	15
2020	0
2019	14.1

Absenteeism rate
Short and long-term

2022	1.6%
2021	0.6%
2020	1.0%
2019	0.5%

Gender representations
Women Men

	Employees	Management	Board
Women	23%	14%	17%
Men	77%	86%	83%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

1.93

LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result from company operations and business travel. Inadequate attention can expose firms to reputational and litigation risks given the pressure to align with climate agreements.
- **Impact of products and services:** Outlines the drive for products/services to reduce the environmental impact and carbon footprint of client operations, working towards having a positive contribution to society.
- **Waste management:** Relates to ensuring the proper disposal of different types of waste in order to lessen potential environmental impacts and simultaneously reduce material costs through increasing the circularity of materials.
- **Employee health and safety:** Relates to a company's ability to maintain a safe and healthy workplace environment. Companies should provide adequate safety measures and personal protection equipment to reduce risk to employees.
- **Data security and customer privacy:** Managing data security and privacy avoids lower revenues due to lost consumer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).
- **Supply chain control:** With the complexities of supply chains, having good insights both in material sourcing and labour conditions can ensure companies reduce exposure to reputational, operational and litigation risks.

Priority projects and targets

Joint sustainability narrative
Develop a new combined website for Hydrawell's three distinct businesses with a new sustainability narrative combining the businesses ambitions and contributions. (1-2 years)

Carbon management
HydraWell is aware of the carbon emissions produced from operations, and will develop a carbon management plan to identify areas to focus on and put measures in place to reduce carbon emissions and integrate the plan across the group. Building on this, Hydrawell can utilise their insights to set Net Zero targets in the near future. (1-2 years)

NetNordic

Sector: Business Services
HQ: Norway
Fund: SPV II
Acquisition date: August 2022
Revenue (EURm): 212.87
FTEs: 491

NetNordic is an independent system integrator, providing specialised solutions and services for networks, security and collaboration. Its clients include large and medium-sized enterprises, government agencies and municipalities in Norway, Sweden, Denmark and Finland.

Reducing business travel due to videoconferencing, increasing collaboration via bespoke platforms and protecting critical infrastructure and mission critical services from cyber threats, NetNordic can help clients optimise their IT systems while bringing tangible improvements in ESG performance. The company is working towards establishing a methodology to quantify the positive ESG impact of NetNordic's offerings. Data security and privacy stand at the core of operations, and group level targets have been set to obtain the ISO 27001 certification for the data management system.

Investment rationale and key developments

NetNordic is well-positioned in a favourable market, enabling cloud transition and driving digital transformation. The company's growth ambition is to continue to increase its customer base through growing partnership sales, high customer satisfaction, managed services and competitive pricing. In addition to organic growth, the company anticipates continued opportunities for selective acquisitions and has identified several potential add-on opportunities.

- Completed 14 since Norvestor initial entry in 2017 expanding and adding new capabilities and capacity
- Positioned towards larger customer projects and a broader service offering
- Awarded several milestone customer projects serving as both testimony of its capabilities and door opener for new customer relationships
- Specific focus in developing security services offering, including Security Operations Centre; won the EMEA Boss of the SOC event in 2023 testing the ability of 354 companies to detect and respond to security threats in a simulated live environment

Highlighting 2022

80% employee satisfaction

11% taxonomy alignment

0 data breaches

19% energy intensity reduction

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	756
2021	476
2020	514
2019	687

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	3.6
2021	2.5
2020	3.1
2019	3.9

Physical climate risk

2-3°C scenario (short 2025 / long term 2050)

0 0.6 / 1.0 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	491
2021	477
2020	450
2019	363

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	0
2019	0

Absenteeism rate

Short and long-term

2022	2.3%
2021	2.4%
2020	2.5%
2019	2.9%

Gender representations

	Women	Men
Employees	19%	81%
Management	14%	86%
Board	25%	75%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10 HIGH MEDIUM LOW 1.93 0

Key material ESG themes

- **Energy and carbon management:** Emissions result from cloud computing and business travel. Insufficient management can expose firms to reputational / litigation risks, given the pressure to align with climate agreements.
- **Talent management and retention:** The challenge to recruit and retain a diverse pool of talent can restrain growth. Onboarding, personal development, and inclusive work environments are key to managing and retaining talent.
- **Impact of products and services:** Relates to the ambition to have a positive impact on society by actively working towards existing societal challenges. This impact is measured with set targets, with the impact publicly marketed
- **Data security and privacy:** Managing data security and privacy avoids lower revenues due to lost consumer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).

Priority projects and targets

Carbon impact

Reduce energy consumption and carbon footprint across the value chain. Set a baseline for scope 3 emissions across the value chain and identify prioritised next steps. (1-2 years)

Sustainability transparency

Build a sustainability profile by publicly reporting on ESG and sustainability, and stating ambitions and targets, on material ESG themes. Provide stakeholders with information on how sustainability is embedded into operations and offerings. (1-2 years)

NoA

Sector: Technology-enabled Services
HQ: Norway
Fund: Norvestor VII
Acquisition date: July 2018
Revenue (EURm): 291.52
FTEs: 1,295

NoA is a leading Nordic creative-tech services group, offering services within advertising, design, branding, data-driven sales and marketing, digital innovations and development of digital touchpoints (typically customer-facing web and app platforms and integration towards back-end systems). Founded in 2014, the company has over 1,200 employees across offices in Norway, Denmark, Sweden, Finland and Poland.

NoA, is a globally recognised leader in customer-driven growth with a unique ability to combine the impact of creativity with the power of data and technology. Always with the clients and their challenges at heart. Driven by a belief in the power of creative problem-solving, a can-do entrepreneurial spirit, and a collaborative culture, NoA is on a quest to make a positive impact on the future.

NoA's full range of capabilities covers all levels of strategic transformation and helps connect the entire customer journey through business consulting, advertising and communications, digital products and platforms, brand experiences, and data-driven marketing.

Investment rationale and key developments

- Strengthened the integrated offering through increasing cross-agency collaboration
- Launched the data driven sales & marketing offering (i.e., NoA Connect), and management consulting offering (i.e., NoA Consulting)
- Established a broad management and key employee investment program
- 12 add-on acquisitions to date, mainly in tech, following Norvestor becoming the majority shareholder
- Expansion to Finland through acquisitions of DK&A and Bob the Robot

Highlighting 2022

1,609
'sustainable' projects

12
projects with positive impacts

44%
women in management

471
total net new hires

Environment

Absolute carbon footprint
tCO_2e, Scope 1,2 and 3 (business travel only)

2022	615
2021	596
2020	498
2019	1,153

Absolute carbon intensity
tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	2.1
2021	3.0
2020	3.2
2019	7.1

Physical climate risk
2-3°C scenario (short 2025 / long term 2050)

0 0.6 / 1.1 10

LOW MEDIUM HIGH

Social

Employees
FTEs

2022	1,295
2021	1,057
2020	773
2019	799

Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	0
2019	0

Absenteeism rate
Short and long-term

2022	6.2%
2021	6.1%
2020	3.6%
2019	6.1%

Gender representations
Women Men

	Employees	Management	Board
Women	58%	44%	0%
Men	42%	66%	100%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Crisis management procedures
- Data/Privacy IT securiy policy
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Whistle-blowing policy

Geographical risk score

10
HIGH
MEDIUM
1.93
LOW
0

NOA

Key material ESG themes

- **Digital energy use (energy consumption):** Energy consumption resulting from digital services and data storage. As a company providing digital solutions, NoA has a considerable digital and related energy footprint, while also having the ability to significantly influence the energy efficiency of the digital solutions it develops for its clients.
- **Product innovation:** Contribution to avoided emissions and growing the low-carbon economy through digital product innovation. NoA has considerable expertise and experience in the development of innovative digital solutions which contribute to GHG emission reductions for its clients. Given the nature of NoA's business services and its focus on sustainable solutions for its clients, this make product innovation a highly material topic*.
- **Talent management and retention:** Impacts on employee well-being and mental health (e.g. staff turnover, sickness absence due to debilitating depression, burnout and exhaustion, decreased motivation and lost productivity). As a fast-paced, client-focused services company, NoA employees work in a relatively dynamic and high-pressure environment. This makes employee wellbeing, in particular mental wellness a material topic for NoA.
- **Diversity and inclusion:** Impacts on equality, inclusion and diversity for work force in terms of age, gender, sexual orientation, disability, race, nationality, political opinions, religion, or ethnic background. To be successful, a modern company has to meet societal and market expectations for the provision of a diverse and inclusive workplace. Employee and wider stakeholder opinion supports this, making it a material topic for NoA.
- **Sustainability competence:** Sustainability competence, awareness raising, and knowledge building among employees. To be able to deliver on NoA's core value proposition and enable ESG value creation, the development of a learning organisational culture is required. Building specific sustainability competencies is therefor a material topic for NoA

Priority projects and targets

Mentoring program
End of 2022, NoA mentoring program was launched to asking senior leaders, managers, and experts to give back and share valuable learnings and experiences with more junior colleagues across the group.

Over 200 employees signed up and after a matching process 90 mentor/ mentee couples were successfully paired. This is about personal growth but also about expanding your network within NoA. The program will be an annual accourance.

Sustainability competences
Translate the Sustainability Action Team's knowledge into a NoA Sustainability crash course to lift the competency level of employees. Launch the course in the autumn. Track participation and adjustments to the course over the following year. (1-2 years)

Pearl Group

Sector: Technology-enabled Services
HQ: Norway
Fund: Norvestor VIII
Acquisition date: January 2021
Revenue (EURm): 56.68
FTEs: 324

Pearl provides a complete IT solutions and operations offering to Nordic and Baltic corporations. Specialised in SAP, a software for business process management, Pearl delivers leading cloud capabilities with certification from both AWS and Microsoft Azure.

Pearl aims to embed ESG principles within its operations and across its value chain. The company has set group-level ESG targets, including an absenteeism rate below industry average and zero data security breaches or hacking incidents. Pearl aims to lower its carbon footprint and has set initiatives to do so, including procurement of renewable electricity and exploring the possibility to offset emissions.

As companies become integrated into the digital ecosystem, concerns may arise as regulators, businesses, and civil society become aware of growing digital behaviours and associated risks. Such (ethical) concerns may include lack of oversight, misuse of information and responsible adoption of disruptive tech. Additionally, with the competitiveness of talent in the IT industry, ensuring that diversity, equity, inclusion, and belonging are incorporated into operations to provide an enjoyable working environment for staff. Through its SAP-based software solution, Pearl can help customers improve their resource efficiency and the digitalisation of operations, both having a positive impact through the mitigation of carbon emissions.

Investment rationale and key developments

Pearl is continually winning market share in the fast-growing market for outsourced IT services in Norway. Its services deliver clear customer value-add and feature high switching costs. The recurring revenue model combined with the template-based approach to development supports an attractive financial profile and foundation for further growth. There are several opportunities to accelerate growth beyond maintaining market share, both organically and through M&A.

- Strengthened the Board with industry experts with geographical reach (Sweden) and expertise (e-commerce)
- Acquired three companies; Zuite in 2021, changed name to Pearl Sweden adding consultancy resources in Sweden and Convert in Q1 2022, a Norwegian e-commerce/digital commerce service provider focused on UX/UI/front-end development Won the two largest contracts in the Company's history, one strongly enabled by the acquisition of Zuite
- Cross Application Consulting, a SAP partner with highly specialised consultants acquired in Q1 2023

Highlighting 2022

95
net new hires

13%
energy intensity reduction

6%
total carbon intensity reduction

0
data security breaches.

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	186
2021	147
2020	n/a
2019	n/a

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	3.3
2021	3.1
2020	n/a
2019	n/a

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.7 / 1.2 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	324
2021	252
2020	n/a
2019	n/a

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	n/a
2019	n/a

Absenteeism rate

Short and long-term

2022	3.4%
2021	1.5%
2020	n/a
2019	n/a

Gender representations

Women Men

	Employees	Management	Board
Women	28%	14%	40%
Men	72%	86%	60%

Governance

Policies in place

- Anti-corruption policy
- Code of Conduct and ethical guidelines
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Social media guidelines
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

1.93 LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result from company operations and business travel. Good management can protect firms from reputational and litigation risks given the pressure to align with climate agreements.
- **Talent management and retention:** Recruiting and retaining a diverse pool of talent is required to facilitate growth. Onboarding, personal development, and inclusive work environments are key to managing and retaining talent.
- **Service quality:** Ensuring high service quality can strengthen a firm's ability to help attract and retain customers. Upholding quality service strengthens a company's operational abilities.
- **Data security and privacy:** Managing data security and privacy protects consumer confidence and revenue loss due to churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).

Priority projects and targets

Sustainability narrative

Explore internal ambitions and how ESG can be embedded into operations. Begin disclosing ESG management on company website. (6-12 months)

Sustainability offering

Create a new sustainability-linked service offering. (1-2 years)

PHM Group

Sector: Business Services
HQ: Finland
Fund: Norvestor VIII
Acquisition date: April 2020
Revenue (EURm): 555.53
FTEs: 6,794

PHM Group is a property services provider that operates in the Nordics and Germany, taking care of the homes of more than a million people. The company consists of the best local enterprises which all share the same values: entrepreneurship, fairness, and responsibility. PHM offers local services with big resources.

The company's main impact areas include the support and provision of services that preserv the value of its customers' properties and extending the technical life-cycle (e.g. through snow removal and gritting, services relating to heating, ventalation and air-conditioning, plumping etc.). PHM has the opportunity to lead the way in employee health, safety and satisfaction through being a responsible employer for its 6,800+ employees, and, as it grows larger, it can influence more companies to improve their ESG integration.

The company's carbon footprint grew, as expected, in 2022 mainly due to the very active M&A strategy (34 add-on acquisitions in 2022). This leads to the challenge of collecting all the data needed to formulate a coordinated approach across the group. With a fleet of approximately 6,000 cars, PHM is currently the Norvestor portfolio company with the highest carbon footprint. When acquiring new companies, PHM immediately integrates them into its management system and common procurement process to optimise operational efficiency. PHM have a target to become carbon neutral by 2035, with short-term emphasis on fleet optimisation.

Investment rationale and key developments

PHM's strategy is to consolidate the Nordic and German residential property services market, broaden its offerings and develop digital services to gain operational efficiencies and create competitive advantages.

- 83 add-on acquisitions as of May 2023
- Entered Norway in 2020, Denmark in 2021, and Germany in 2022
- In 2021, the company completed the integration of 80 property maintenance companies in Finland, Sweden, Norway and Denmark, creating PHM Group
- Head of ESG hired in 2021 who has significantly developed PHM's ESG integration and helped the company to launch its new corporate responsibility strategy in 2022, which includes a target to achieve climate neutrality by 2035.

Highlighting 2022

34
add-on acquisitions

33%
taxonomy eligible activities

3%
taxonomy alignment

Environment

Absolute carbon footprint
tCO_2e, Scope 1 and 2 (Finland and Sweden only)

2022	13,186
2021	9,057
2020	5,116
2019	n/a

Absolute carbon intensity
tCO_2e/EURm revenue (Scope 1 and 2)

2022	23.7
2021	21.6
2020	13.6
2019	n/a

Physical climate risk
2-3°C scenario (short 2025/long term 2050)

0 0.7 / 1.0 10

LOW MEDIUM HIGH

Social

Employees
FTEs

2022	5,615
2021	4,138
2020	1,410
2019	n/a

Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	21
2021	17
2020	45
2019	n/a

Absenteeism rate
Short and long-term

2022	6.2%
2021	4.7%
2020	5.6%
2019	n/a

Gender representations
Women Men

	Employees	Management	Board
Women	34%	24%	17%
Men	66%	76%	83%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Social media guidelines
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

2.51

LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result predominantly from business travel and fuel consumption from employee-operated vehicles. Companies should align carbon emission strategies with international climate goals
- **Material and waste management:** Property management generates waste through the course of normal operations (e.g. salt, detergents, environmental debris). Through management, companies may reduce input costs, protect the environment and their reputation.
- **Employee health and safety:** Due to the physical nature of service operations, employees can be exposed to health & safety risks – in turn, exposing companies to reputational damage and lower revenues.
- **Customer safety and satisfaction:** Companies that focus on providing excellent services and optimising the well-being of their customers can improve their competitive positioning, and reduce reputational, regulatory, and litigation risk.
- **Data security and privacy:** Managing data security and privacy avoids lower revenues due to lost customer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).

Priority projects and targets

Good governance
Ensure that all PHM employees have completed training on the Code of Conduct, with emphasis on top management, unit heads and middle management who undergo additional training on e.g. anti-corruption and bribery, privacy, competition law, and anti-discrimination.

Carbon footprint target setting
Become climate-neutral by 2035 with short-term emphasis on updating fleet policies and revisiting climate targets in accordance with CSRD and the Science-Based Targets Initiative.

A safe and fiverse workplace
Decrease the number of occupational accidents by 50% each year, compared to the previous year, in accordance with PHM Group's safety strategy.

Pinja

Sector: Technology-enabled services
HQ: Finland
Fund: Norvestor VIII
Acquisition date: February 2022
Revenue (EURm): 50.6
FTEs: 495

Pinja is a digital transformation partner, providing vertically specialised software, related services and digitalisation consulting. Its core markets include manufacturing and industrial services, bioenergy, recycling, forestry, digital society and the healthcare sector. Headquartered in Finland with international services in 30 countries remotely.

The company differentiates itself with a combination of expertise and technological understanding across its markets. More than 70% of Pinja's revenues comes from its own software products and services. The remaining comes from custom software development and business intelligence services. Both streams' proprietary software contributes to improving clients' resource efficiency and circularity, which results in carbon emission reduction.

As energy used for data storage is one of the key emission drivers for Pinja, green data centres have been introduced to enable a low-carbon service for its clients. Furthermore, as the industry in which the company operates is very competitive in terms of talent retention, the company enforces a safe, inclusive and engaged working environment and supports employee wellbeing on a continuous basis.

Investment rationale and key developments

Pinja is an attractive opportunity with a scalable, high share of recurring and re-occuring revenue in a rapidly growing, and still emerging industrial digitalisation market. Pinja is well positioned to capture trends such as cloud transfer, connectivity, effectiveness, transparency, and sustainability.

- Strengthen board with industry and internationalisation experience
- Strengthen the management team with new CFO (Q4 2022)
- Develop a structured expansion plan for Nordic and other North European countries
- Strengthen cybersecurity capabilities and offering
- Acquisitions of Oiwa Solutions Oy (a business intelligence, data warehouse and AI specialist) and Jubic Oy (a software development company specialized in the manufacturing industry) in Finland 2022

PINJA

Highlighting 2022

42%
taxonomy eligible activites

100%
employees recieved data security training

4.1/5
employee satisfaction score

100%
harware recycled

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	167
2021	n/a
2020	n/a
2019	n/a

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	3.3
2021	n/a
2020	n/a
2019	n/a

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.8 / 1.0 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	495
2021	n/a
2020	n/a
2019	n/a

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	n/a
2020	n/a
2019	n/a

Absenteeism rate

Short and long-term

2022	3.9%
2021	n/a
2020	n/a
2019	n/a

Gender representations

Women Men

	Employees	Management	Board
Women	16%	8%	34%
Men	84%	92%	66%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Crisis management procedures
- Data/Privacy IT securiy policy
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

2.51

LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result from cloud computing and business travel. Insufficient management can expose firms to reputational and litigation risks, given the pressure to align with climate agreements.
- **Talent management and retention:** The challenge to recruit and retain a diverse pool of talent can restrain growth. Onboarding, personal development and inclusive work environments are key to managing and retaining talent.
- **Impact of products and services:** Relates to the ambition of a company to have a positive impact on society by actively working towards existing societal challenges. This impact is measured with set targets, with the positive impact publicly marketed.
- **Data Security and Customer Privacy:** Managing data security and privacy avoids lower revenues due to lost consumer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).
- **Ethics and Compliance:** Companies which adhere to ethical principles and regulation through robust internal controls are better positioned to build trust with clients and employees, minimising losses incurred due to legal proceedings.

Priority projects and targets

Culture of sustainability

Build the best possible employee experience and have a positive impact on customers, the environment and society. Ensure work supports wellbeing and learning for tomorrow. Action plan: map stages of employee life cycle, conduct a gap analysis with trends and employee needs, improve training programme, follow-up afterwards. (1 year).

Sustainability reporting

Improve sustainability profile and marketing by integrating upcoming regulations and stating ambitions and targets on material ESG themes. Provide stakeholders with information on how sustainability is embedded into operations and offerings. (1-2 years)

Position Green

Sector: Technology-enabled services & Business services
HQ: Norway
Fund: Norvestor VIII
Acquisition date: April 2022
Revenue (EURm): 11.38
FTEs: 154

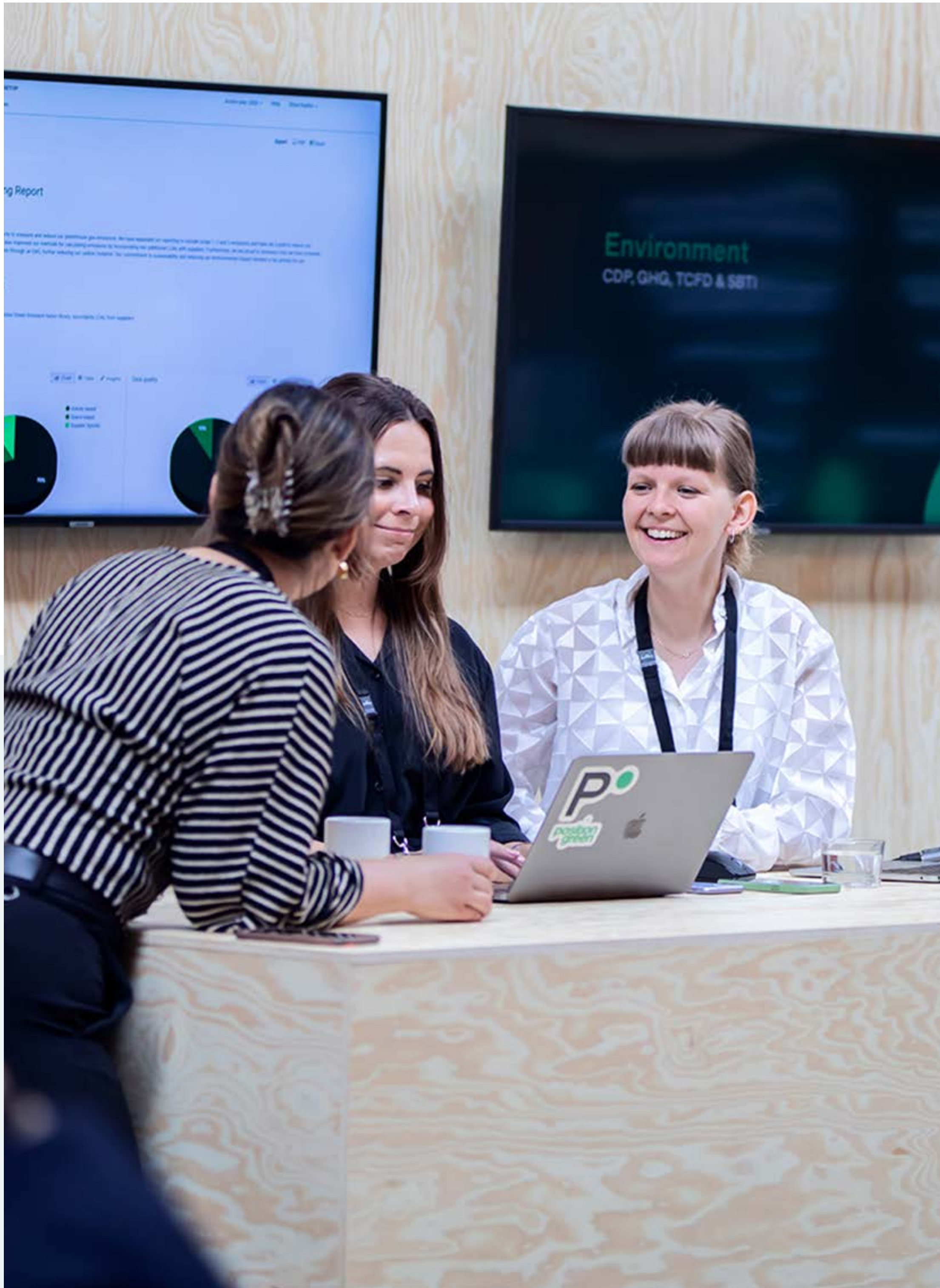
Position Green (PG) is an integrated ESG solutions and consulting services provider. Bringing together experts within ESG business advisory with ESG reporting software to over 500 clients worldwide, the company helps build resilient and sustainable organisations.

PG's integrated offering spans across environmental, social and governance aspects of businesses, and encompasses strategy consulting, data management, reporting, e-learning, and assurance services. The company is helping its clients navigate the complex ESG landscape, unlock value-creation opportunities and ensure compliance with regulatory requirements. The demand for ESG advisory and ESG reporting platform solutions is growing in line with global ESG regulations and awareness, and PG is continuing to develop its software platform, expanding its consulting footprint, and ramping up sales as well as recruitment across the Nordics.

Investment rationale and key developments

The company's scalable software-as-a-service (SaaS) business model combined with project and retainer-based consulting services give PG an opportunity to establish itself as a Nordic sustainability champion in an attractive and growing market for ESG services. The company is growing through organic expansion and acquisition of best-of-breed players.

- Acquired the Danish ESG advisory firms Klinkby Enge and Velocity
- Launched common brand, established group functions (including systems and processes), as well as launched the integrated offering
- Expanded organically to new markets, including UK (London) and US (New York and Houston)
- Launched new service offerings, including academy (i.e., ESG e-learning solutions), assurance (e.g., third party opinions on green bonds and other frameworks) and human rights due diligence services
- Strengthened management team through recruitment of a Chief Financial Officer and a Chief Product Officer
- Launched broad EIP (>90 employee shareholders to date)



Highlighting 2022

123
new customers to software platform

709
ESG related e-courses completed

45
employee net promoter score

+30
lectures, webinars, and universities presentation held

Positive contribution to SDGs

Position Green help their clients navigate the sustainability and ESG landscape in order to meet stakeholder, regulatory and societal expectations. Through its services and software solutions, PG enables the sustainability transition of companies and the improvement of associated KPIs, sustainability reporting and corporate strategies.

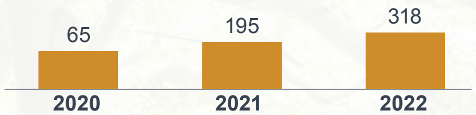
12.6: Number of companies publishing sustainability report

KPI: Total number of clients

IRIS+ n/a

KPI: Number of clients using ESG software service

IRIS+ n/a



Environment

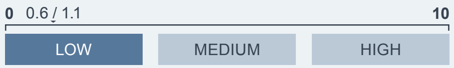
Absolute carbon footprint
tCO$_2$e, Scope 1,2 and 3 (business travel only)

2022	62
2021	n/a
2020	n/a
2019	n/a

Absolute carbon intensity
tCO$_2$e/EURm revenue (Scope 1,2,3 business travel)

2022	5.2
2021	n/a
2020	n/a
2019	n/a

Physical climate risk
2-3°C scenario (short 2025 / long term 2050)



Social

Employees
FTEs

2022	154
2021	n/a
2020	n/a
2019	n/a

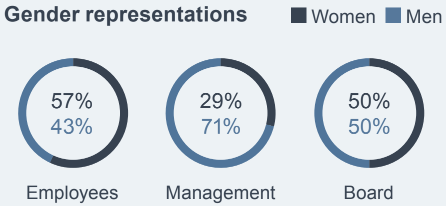
Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	0
2021	n/a
2020	n/a
2019	n/a

Absenteeism rate
Short and long-term

2022	3.45%
2021	n/a
2020	n/a
2019	n/a

Gender representations

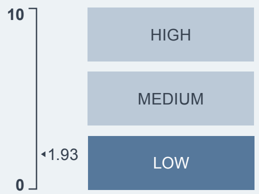


Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score



Key material ESG themes

- **Energy and carbon management:** Enabling sustainable transformation for clients through advisory projects and sustainability data software solutions.
- **Data security and privacy:** Protection of customer data and security of the digital infrastructure, while in the same time enabling sustainability data transparency for customers.
- **Talent management and retention:** Ensuring best talent acquisition and retention practices and supporting employee wellbeing.
- **Diversity and inclusion:** Ensuring diversity, equity and inclusion for all employees and prevention of discrimination incidents.
- **Training and development:** Building knowledge within the organization and enabling employees to tap into the resources they need to upskill and deliver value to clients.

Priority projects and targets

Impact on products and services
Assess the impact the company software has through its customers on the environment and society. Calculate specific KPIs to evaluate the width and depth of impact, as well as the effect of combining software license with advisory services to support businesses' transformation.

Environmental management system
Develop a climate strategy to tackle each of the relevant Scope 3 categories to reach a net zero in 2030. Roll out a Group-wide environmental management system that will be scalable with the rapidly growing number of offices and employees.

Talent management and retention
Develop a consistent appraisal and development programme for all employees with obligatory e-learning, incorporate feedback from the latest employee satisfaction survey.

Data security and privacy
Achieve a SOC2 certification by the end of 2023

Preservation Holding

Sector: Industrials Solutions and Services
HQ: Norway
Fund: Norvestor VII
Acquisition date: November 2016
Revenue (EURm): 32.41
FTEs: 114

Preservation Holding consists of Presserv and Monti, which specialises in preservation and corrosion protection services for the energy, shipping, and storage tank industries. The company offers cost-efficient, sustainable solutions by using new technologies and methods.

With innovative methods for preserving assets and continuous research, the company is working to ensure its products and services offerings limit the industry's negative impact on the environment. The main area of focus identified is developing closed-cycle solutions. Preservation Holding also offers groundbreaking solutions that positively impact health and safety, such as coating surfaces as an alternative to sand-blasting.

Presserv is committed to reducing industries' impact on the oceans' health. To achieve this, Presserv is a signatory and aligns its operations to the UN Global Compact Sustainable Ocean Principles. It aligns its operations through assessment of freight and supply chains; marketing environmentally friendly products to the market; cooperating with its customers to offer environmentally friendly versions of its products to reduce customers carbon emissions; reporting on the usage of products to local authorities; complying with the 'Working Environment Act' to secure all the human-, labour- and indigenous peoples' rights both for employees and suppliers; and transparent reporting on business activities.

Investment rationale and key developments

Preservation Holding has a scalable business model and opportunities for growth including new and improved methods for preserving and surface treating steel materials for multiple industries.

- 3 add-on acquisitions
- The service part of the company became carbon neutral in 2020 through reducing travel,changing to electrical vehicles and offsetting the last emissions with golden standard carbon credits.
- The product part installed solar panels in 2020, producing 50% of the power need for the plant
- The service part signed its first sizable order for non-oil and gas, a milestone in the company's strategy to diversify
- In the process of changing the methods for protecting steal to using visco elastic tape, vastly reducing the carbon footprint (92-97%) of the process and removing release of hazardous material to the environment.

Highlighting 2022

959
kg biodegratable products sold

145
structures corrosion protected

>99%
waste reduction per m2 treated

22%
reduction in hazardous chemicals used

Positive contribution to SDGs

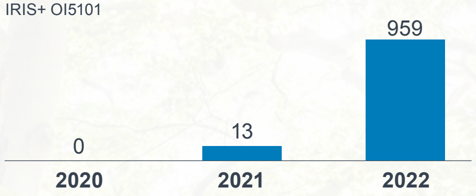
Presserv provides environmentally friendly solutions technologies for the preservation and lifetime extension of steel structures, which delays the need for mining, transporting and constructing new structures from raw materials, avoiding CO_2 emissions.

9.4: By 2023, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean adoption of clean and environmentally sound technologies and industrial processes.

KPI: Number of protected structures
IRIS+ n/a

14.1: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution..

KPI: Biodegratable materials, tonnes
IRIS+ OI5101



Environment

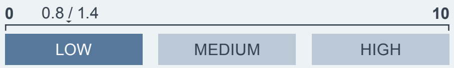
Absolute carbon footprint
tCO_2e, Scope 1,2 and 3 (business travel only)

2022	272
2021	216
2020	336
2019	189

Absolute carbon intensity
tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	8.39
2021	7.17
2020	11.33
2019	5.64

Physical climate risk
2-3°C scenario (short 2025 / long term 2050)



Social

Employees
FTEs

2022	114
2021	110
2020	95
2019	95

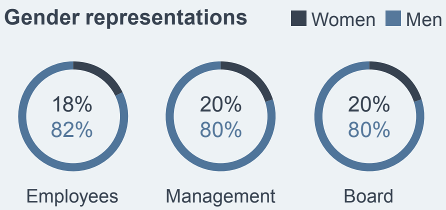
Accident rate
Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	0
2019	0

Absenteeism rate
Short and long-term

2022	11.7%
2021	6.8%
2020	4.4%
2019	2.3%

Gender representations



Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
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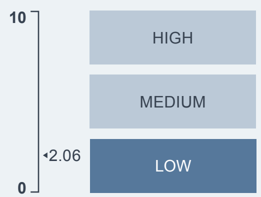
- Social media guidelines
- Whistle-blowing policy

Geographical risk score



Key material ESG themes

- **Energy and carbon management:** Emissions result predominantly from production and international business travel. Insufficient management can expose firms to reputational and litigation risks, given the pressure to align with climate agreements.
- **Material use:** The group utilises a number of input materials that can, butare not always, managed in line with circular economy principles. This includes the sourcing of steel components, packaging, plastics and the end of life of products and their materials (e.g. recycling, reuse or responsible disposal).
- **Impact of product and services:** Preservation Holding companies have the potential to improve and promote positive impact through alternatives tocurrent anti-corrosion products and services. This impact should be measured with set targets.
- **Employee health and safety:** Due to the physical nature of operations, employees can be exposed to health & safety risks. This may hurt employee's wellbeing and livelihoods over the long-term, whilst also exposing companies to reputational damage.
- **Product quality and safety:** Ensuring products are of a high-quality is core to both businesses. Embedding processes and policies that ensure the highest standards of quality & safety protects company revenues over the long term.
- **Supply-chain control:** Reputational damage may arise if the organisation's suppliers perform poorly on environmental/social issues, e.g. material use and selection, fair labour conditions.

Priority projects and targets

Sustainability narrative
Monti to create more powerful messaging, including by: tailoring communication to different stakeholders, aligning communication channels on messaging, and considering additional media in relation to becoming 'the most human company'. (1-2 years)

User engagement
MontiPower to engage with users of its products. Consider the following actions: conduct a survey of customers; launch a forum or network for bristleblaster operators; conduct a demo with sandblast operators (in US), focusing on safety and company support; leverage social media to promote safety and address concerns. (1-2 years)

Diversity
Pursue several initiatives to enhance diversity in MontiPower's workforce. Examples include: mentorship and apprentice programmes, networking events focused on supporting the needs of specific groups, working arrangements (e.g. flexible working arrangements), and revising hiring procedures (e.g. blind hiring). (1-2 years)

Smart Retur

Sector: Business Services
HQ: Norway
Fund: Norvestor VIII
Acquisition date: September 2020
Revenue (EURm): 107.05
FTEs: 142

Smart Retur is a Nordic player within reverse logistics, specialising in reusable packaging. The company provides physical handling and digital inventory management of wooden pallets for a diverse customer base including grocery chains, breweries, carriers, manufacturers, and construction companies. The service offering is founded on warehouse infrastructure with a digital platform enabling real-time overview and control by clients. The company promotes the circular economy while helping customers save costs and reduce their environmental footprint.

Smart Retur was built to reduce waste. 99% of wood pallets were reused and recycling rate ended at 100% 2022. The company is observing the industry trend of drifting away from wood towards a completely circular model using 100% recyclable plastic, and will be innovating its operations to respond to customer demands. In addition, the company has a focus on route optimisation to drive efficiency and reduce emissions. In 2022, its digital software system implemented a carbon emissions tracking system which is used by logistics partners to keep track of associated emissions.

Investment rationale and key developments

Smart Retur has an unrivalled Nordic offering in an immature and fragmented market with significant scale advantages. SmartRetur's services are an example of a circular economy in practice and, as such, the company is leveraging on the sustainability megatrend. Smart Retur has the potential for significant continued growth, combined with relatively low downside risk.

- Three add-on acquisitions, strengthening presence in Denmark and Sweden
- Hired Sustainability Manager
- Piloting durable and more sustainable plastic pallets with an expected lifespan of 15+ years longer than wooden pallets (18 moths average lifespan)

Highlighting 2022

44% carbon footprint reduction

47.3% EU taxonomy eligible activities

100% recycled waste

99% reused wood pallets

Positive contribution to SDGs

Smart Retur provides a circular cycle solution for pallets, improving the recycling of pallets across the Nordics, and repairing to prolong their lifetime and reduce use of raw materials. Smart Retur are exploring options of providing sustainable plastic pallet solutions. By providing integrated solutions from pickup to end-of-life recycling, Smart Retur promotes logistical efficiency and helps clients reduce their environmental footprint, while they also promote reuse and recycling.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.5: Ensure sustainable consumption and production patterns.

KPI: Reused pallets sold, millions

IRIS+ n/a

2020	2021	2022
12.2	12.9	15.5

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	379
2021	675
2020	833
2019	840

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	3.5
2021	10.2
2020	15.0
2019	19.6

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.6 / 1.1 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	142
2021	123
2020	135
2019	86

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	42 (6)
2021	10 (1)
2020	8 (1)
2019	0

Absenteeism rate

Short and long-term

2022	3.7%
2021	0.6%
2020	2.5%
2019	5.7%

Gender representations

Women Men

	Employees	Management	Board
Women	8%	8%	20%
Men	92%	92%	80%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10 HIGH MEDIUM 1.93 LOW 0

Key material ESG themes

- **Energy and carbon management:** Logistics of pallets is the biggest contributor to Smart Retur's climate impact Companies should align carbon emission strategies with international climate goals.
- **Resource efficiency and waste management:** Pallet provision and collection produce a large amount of waste due to pallets breaking or going out of use. Therefore, it is important to manage resources efficiently and treat waste correctly.
- **Employee health and safety:** Alongside ensuring health and safety while working with hazardous chemicals, employee satisfaction and wellbeing is an important driver of success.
- **Supply chain control:** Smart Retur engages with a multitude of suppliers and business partners (incl. pallet providers, rented workforce, transportation, etc), which may pose human rights and environmental violation risks.
- **Governance and ESG Strategy integration:** ESG and sustainability knowledge and establishing best practices throughout the company, enables ESG and value creation to coincide.

Priority projects and targets

Employee health and safety

Develop a more structured approach to reporting work-related accidents, including standardising definitions across locations and warehouses. (1-2 years)

Carbon reduction efforts

Shift towards renewable electricity throughout operations and establish a fleet of non-fossil fuel vehicles to reduce emissions. (1-2 years) .

Develop sustainable marketing

Re-evaluate how the sustainability marketing proposition is organised. Establish a plan. Finalise and release Smart Retur's carbon calculator to customers, marketing it through the website. (1 year)

Green Point certification pursuit

Looking at increasing the re-use and volume of pallets obtained from recycling stations in Norway, working with the Gruner Punkt Foundation. Goal is to structure and 'professionalise' operations moving forward.

From waste to reuse in the construction industry

Smart Retur will strengthen its collaboration with players in the construction industry to set up solutions that will take large volume of materials that are now treated as waste to reusable products/ packaging.

Smartvatten

Sector: Technology-enabled Services
HQ: Finland
Fund: Norvestor VIII
Acquisition date: February 2021
Revenue (EURm): 12.02
FTEs: 100

Smartvatten provides a hardware-enabled software solution, offering remote water consumption monitoring solutions to institutional real estate investors, housing companies and public entities. Their system have been installed in over 21,000 facilities across 22 countries

The world's supply of fresh water is threatened by pollution at the same time as there is rising demand for water to supply agriculture, industry and cities. To avoid a water crisis, countries must conserve water, manage supply and demand, pollute less and reduce the environmental impacts of population growth.

Smartvatten's solution help reduce water consumption, assisting its customers in saving money and in return, helping the environment. Their offering is based on a software analytics platform complemented by an optical recognition device which provides access to real-time water consumption data for monitoring, reporting and analysis to detect leakages using algorithms.

In 2022, Smartvatten estimated its solution saved over 1.7 million cubic meters of water, or 6,000 tCO_2e, mainly through greater efficiency in the use of heated water. As part of its sustainability proposition, the company ensures that circularity and recyclability are considered in the design phase of its products to minimise waste.

Investment rationale and key developments

Smartvatten is capturing a large and underpenetrated addressable market that is supported by increasing sustainability awareness and regulation, including the EU taxonomy for sustainable activities. A pioneer in its industry, Smartvatten's ambition is to become the undisputed 'water champion' in the Northern European market are considered in the design phase of its products to minimise waste.

- Growing international presence within Nordics, Benelux and Germany
- Strategic shift from single property to multi-property customers (from single family dwelling to multi apartment)
- Continue exploiting direct access to proprietary data to enhance the sustainability related software and analytics offering to lock in customers and create entry barriers
- Strengthened, and more internationally diversified, management team
- Two acquisitions, including acquiring sub-metering capabilities and offering for utilities (2022)

Highlighting 2022

61% energy intensity reduction

6000 tCO_2e saved for customers

66,500 leakages detected

100% EU taxonomy alignment

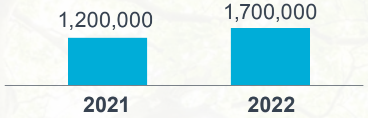
Positive contribution to SDGs

Smartvatten provides solutions to monitor, measure and analyse water consumption. Aggregated, Smartvatten contributes to saving water through use of water saving meters, reading devices, monitoring solutions and identification of leaks.

6.4: Ensure availability and sustainable management of water and sanitation for all.

KPI: Cubic meter (m3) water saved (from products sold)
Client emissions mitigated, tCO_2e

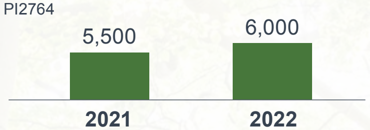
IRIS+ OI7920



13.2: Take urgent action to combat climate change and its impact.

KPI: Client emissions mitigated, tCO_2e

IRIS+ PI2764



Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	205
2021	27
2020	n/a
2019	n/a

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	17.1
2021	5.7
2020	n/a
2019	n/a

Physical climate risk

2-3°C scenario (short term 2025 / long term 2050)

0 — 0.7 / 1.1 — 10

LOW | MEDIUM | HIGH

Social

Employees

FTEs

2022	100
2021	43
2020	n/a
2019	n/a

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	20
2021	23
2020	n/a
2019	n/a

Absenteeism rate

Short and long-term

2022	2.0%
2021	0.0%
2020	n/a
2019	n/a

Gender representations

Women / Men

	Employees	Management	Board
Women	31%	0%	33%
Men	69%	100%	66%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10 — HIGH

MEDIUM

2.51 — LOW

0

Smartvatten

Key material ESG themes

- **Energy and carbon management:** result from cloud computing and business travel. Insufficient management can expose firms to reputational and litigation risks, given the pressure to align with climate agreements.
- **Product lifecycle & design:** Relates to the maximisation of product lifetime and minimisation of product life cycle impact through refurbishment or modularity, mitigating risks from consumers and increased regulatory pressure.
- **Impact of products & services:** Relates to the ambition of a company to have a positive impact on society by actively working towards existing societal challenges. This impact is measured with set targets, with the positive impact publicly marketed.
- **Talent management & retention:** The challenge to recruit and retain a diverse pool of talent can restrain growth. Onboarding, personal development and inclusive work environments are key to managing and retaining talent.
- **Data security and customer privacy:** Managing data security and privacy avoids lower revenues due to lost consumer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).
- **Supply-chain control:** With the complexities of supply chains, having good insights both in material sourcing and labour conditions can ensure companies reduce exposure to reputational, operational and litigation risks.

Priority projects and targets

Reduce carbon of own operations

Monitor and reduce carbon emissions from company operations. Formulate an action plan, taking learnings from company's scope 3 assessment and key impact areas identified in its ESG report. Explore option of setting up a green team responsible for managing internal initiatives. Gain a better insight into shared offices' energy consumption. (1-2 years)

Sustainability proposition

Continue to improve methodology behind company's water savings/ emission reduction calculator and explore options to improve user experience. (Ongoing)

Sperre Compressors

Sector: Industrial Solutions and Services
HQ: Norway
Fund: SPV II
Acquisition date: July 2022
Revenue (EURm): 47.15
FTEs: 103.8

Sperre,is a global maritime tech company specialises in developing, producing, delivering and servicing compressed air systems. With over 85 years of experience, Sperre compressors are designed to last. The average lifespan of Sperre's piston air compressors is 30 years. For screw compressors, we estimate a lifespan of at least 20 years and the company offers preventive maintenance, spare part kits and innovative digital solutions to ensure reliable air power throughout the lifetime of vessels or plants. Sperre's solutions can be found on approximately one in every five ships worldwide.

Sperre prioritises ensuring the long lifespan of its compressors for the benefit of the company, its customers and the environment. It has developed service intervals and spare part kits with detailed instructions to promote a sustainable and economically viable product life. Sperre offers a comprehensive life-cycle concept that includes 24/7 service, 30 years of spare part availability and additional value offerings for lifecycle support.

Sperre is also actively working to reduce its operational impact by, for example, switching from diesel trucks to electric trucks and from oil heating systems to electrical heating. In 2022, the headquarters became to 100% electric started working on being compliant with the ISO 50001 certification. Two new warehouses were established in 2022 to be closer to customers, reducing lead time and carbon emissions.

Investment rationale and key developments

Sperre is a solidly positioned, steadily growing, high-margin company with excellent brand recognition. The company's growth ambition is to continue to increase its lifecycle revenues through growth in its installed base of compressors. Additionally, Sperre has ambitions to grow within adjacent compressed air segments.

- Significantly grown the business organically through refinement of the business model and customer acquisition strategy
- Successful introduction of Sperre screw compressors significantly expanding the addressable market for the company
- Taken a proactive role in the green fuel transition for maritime transportation through close collaboration with customers and other industrial players

Highlighting 2022

10,000 spare parts orders

57% of suppliers audited on ESG criterias

97% input materials were recycled

4.7% carbon intensity reduction

Positive contribution to SDGs

Sperre continuously engages in flagship projects to promote sustainable maritime cooperation, currently twelve projects focused on employing green technologies such as ammonia and hydrogen. Decarbonisation of marine industries is one of the greatest challenging in reducing global emissions and contributing to the growth of sustainable fuel industries is crucial.

9.4: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

KPI: Number of flagship projects

IRIS+: n/a

2020	2021	2022
0	12	12

12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

KPI: Share of recycled waste (of total)

IRIS+ OI2535

2020	2021	2022
82%	92%	94%

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	1,543
2021	1,326
2020	1,423
2019	1,789

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	32.7
2021	34.3
2020	40.4
2019	43.6

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.6 / 1.2 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	104
2021	92
2020	96
2019	95

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	22
2020	21
2019	11

Absenteeism rate

Short and long-term

2022	4.4%
2021	1.7%
2020	3.0%
2019	4.1%

Gender representations

Women Men

	Employees	Management	Board
Women	23%	20%	39%
Men	77%	80%	61%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

1.93 LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result predominantly from production energy use. Through management taking steps to reduce emissions, reputational and litigation risks can be reduced.
- **Material use:** Materials used, including steel, plastics, packaging and other metal components, can have a negative environmental impact. Integrating circularity into material management prolongs lifetime and enhances efficiency.
- **Product life cycle:** x During the end-of-life phase, in particular, products may have a negative impact on the planet. Recovery and modularity principles are key to lower the lifecycle impact of products.
- **Employee health and safety:** x Due to the physical nature of operations, employees can be exposed to health & safety risks – in turn, exposing companies to reputational damage and lower revenues.
- **Supply-chain control:** Ensuring products and components delivered are of high quality is core to Sperre. Embedding processes and policies that ensure the highest standards of quality & safety protects company revenues over the long term.

Priority projects and targets

Energy management - Sperre Air Power

Implement more energy meters and become compliant with ISO 50001 in 2023. (6 months)

Simplified logistics through bonded zones

Management of several warehouses and quality documentation and product certificates. Calculation of CO2 footprint before and after to measure impact.

Competence management system

Ensure implementation of HRM system at Sperre Air Power, including compliance mapping, role descriptions and training plans. Structure and strategy for Sperre academy.

Vendor Insight and compliance

Ensure sustainable sourcing through commercial assessment, ESG compliance and assessment (including scope 3), and information security.

ISO 27001 (information security) certification

Sperre is working towards certifying the business durign 2023.

Tyro Group

Sector: Business service
HQ: Norway
Fund: Norvestor VIII
Acquisition date: June 2022
Revenue (EURm): 45.8
FTEs: 537

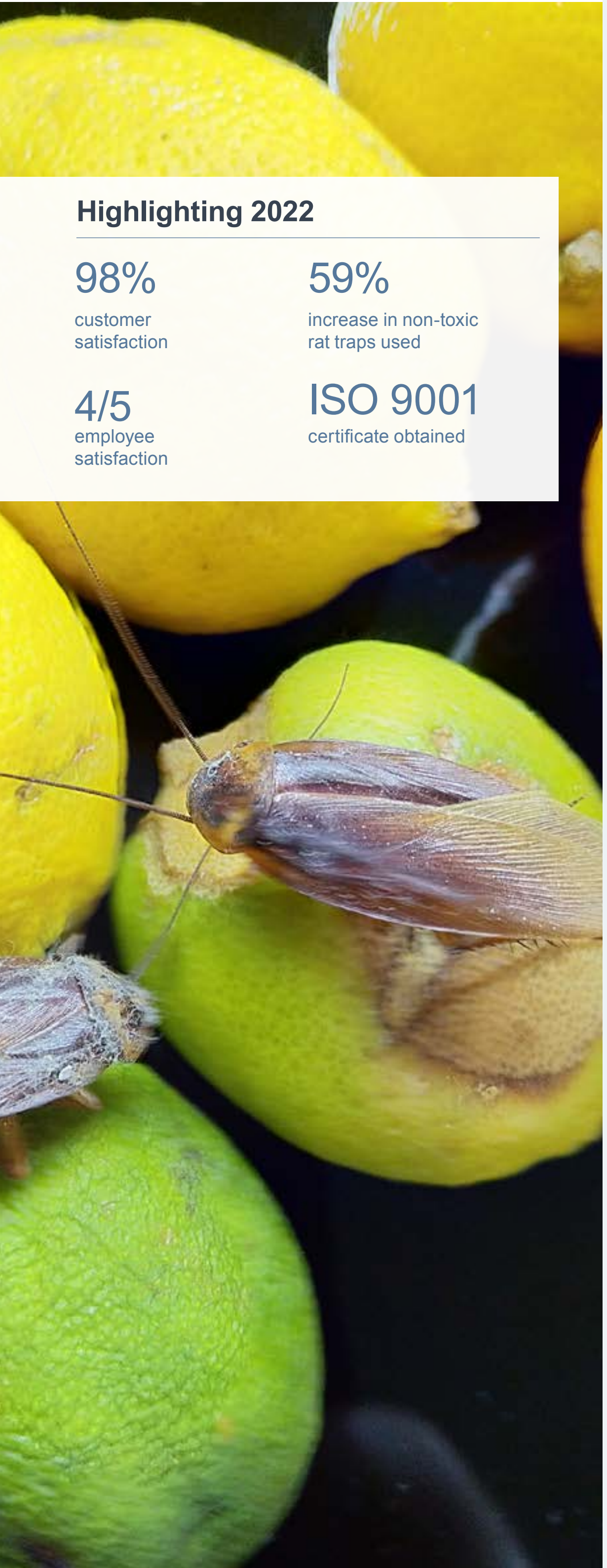
Tyro Group is a prominent northern European pest control provider, consisting of Vergo in the UK and Pelias in Norway. The company provides a full-service pest control offering, including removal of different types of pests, proactive preparation of facilities to mitigate pest infestations, food safety, and building decontamination and hygiene services.

The market is growing on the back of increasing regulation, increasing pest prevalence, a surge in awareness and greater demands on quality control. Tyro Group is experiencing steady growth in its pest control business and sees a healthy underlying demand for its services. The company is aware of the potential negative impacts of poor management of hazardous waste in its business as well as chemical handling, which can pose environmental and social risks. It is therefore aiming to improve its ESG performance and is increasing its focus on providing a “green pest control offering” (a poison-free solution and operations which render low/no impact on the environment) and preventive measures enabled by digital solutions.

Investment rationale and key developments

Tyro Group is well positioned to capture a prominent position in the fragmented European pest control market. There are ample opportunities for the company to grow organically (e.g. launch digital pest control offerings), improve margins (e.g. through optimisation of field operations), and to grow through M&A in the UK and Northern Europe.

- 5 acquisitions to date in the UK
- Launched new offerings, e.g., AI based rodent identification (using third party systems)
- Reorganised elements within operations and organisation to improve efficiency in both Norway and the UK
- Rebranded Terminix UK into Vergo
- Started investigation of expansion into new geographic markets
- Launched new digital tools for internal efficiency (e.g. route optimisation software)



Highlighting 2022

98%
customer satisfaction

59%
increase in non-toxic rat traps used

4/5
employee satisfaction

ISO 9001
certificate obtained

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	4,756
2021	n/a
2020	n/a
2019	n/a

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	99.7
2021	n/a
2020	n/a
2019	n/a

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.5 / 1.2 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	537
2021	n/a
2020	n/a
2019	n/a

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	17
2021	n/a
2020	n/a
2019	n/a

Absenteeism rate

Short and long-term

2022	2.8%
2021	n/a
2020	n/a
2019	n/a

Gender representations

Women Men

	Employees	Management	Board
Women	14%	15%	0%
Men	86%	85%	100%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- ESG policy
- Social media guidelines
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

1.93 LOW

0

Key material ESG themes

- **Energy and carbon management:** Companies should align carbon emission strategies with international climate goals. The fleet is the biggest contributor to the Group's climate impact.
- **Hazardous material management:** Hazardous substances present in pesticides should be carefully managed to prevent negative environmental and health & safety impacts.
- **Employee health and safety:** Alongside ensuring health and safety while working with hazardous chemicals, employee satisfaction and wellbeing is an important driver of success.
- **Product quality and safety:** Ensuring safety and quality of the service offering is critical for companies to ensure long-term customer retention and business growth.
- **Governance and ESG strategy:** Integrating ESG and sustainability knowledge and establishing best practices throughout the company, enables ESG and value creation to coincide.

Priority projects and targets

Route optimisation system

Integrate route-efficiency software into IPM to reduce carbon footprint of vehicles (Vergo). Pursue route planning software (OptimoRoute) and integrate into IPM platform to increase the efficiency and reduce the cost / carbon footprint of operations. Currently trialling this in the UK with aims to implement company-wide. (6-18 months)

Smart pest technology

The implementation of smart pest control software will reduce the amount of traveling for technicians from site to site (therefore reducing carbon emissions) and the amount of chemicals used to treat pests. Smart pest control software will alert technicians as soon as the first signs of pests are detected (through sensors). This gives technicians the opportunity to treat pests at an early stage, requiring less spraying. (6 months)

Charitable and in-kind services

Tyro Group to continue to demonstrate its commitment to local communities, to improve its CSR standing, and support its branding through the delivery of in-kind services and engaging with communities. (6-18 months)

UpHeads

Sector: Tech-enabled service
HQ: Norway
Fund: Norvestor VIII
Acquisition date: March 2022
Revenue (EURm): 32.44
FTEs: 144

Upheads is an IT services provider tailored for SMEs, with a particular focus on cloud services, security and software development based on Microsoft solutions and services. By combining a full-service IT offering with a close and personal customer journey, Upheads has achieved best-in class customer satisfaction across its 2,000+ customers in Norway.

The business model entails migrating customers' IT operations to Upheads' cloud platform, and thereafter serving their ongoing IT needs. Once a customer is onboarded and migrated, the relationship is very sticky and scalable. High-margin, value-adding digitalisation services and software development projects are offered on top. This creates a unique position and selling point in the SME market. Upheads has started to accelerate its growth both through an organic and inorganic means in the aim to become a SME-focused Nordic champion within its key growth segments of cloud migration, IT maintenance services and cybersecurity. The company's strategy is to meet the growing demand for IT services with its offering for SMEs and its unique delivery model which emphasises efficient, yet personal, service.

Investment rationale and key developments

Create a leading Nordic IT services provider targeting the SME segment, combining a local go-to-market model with an enterprise-level service offering based on Microsoft solutions and services. Upheads is a natural consolidator in the segment on the back of combining market-leading growth and margins with a proven M&A track record.

- Strengthened board with industry and internationalisation experience
- Strengthened management team via new Group CFO and Head of Human Capital to support the further growth
- Continued rapid organic growth through significant new sales wins and parallel scaling up the organization
- Completed two add-ons to date, extensive further pipeline
- Currently in advanced stages of evaluating new Nordic market entries

Highlighting 2022

100%
electronic hardware recycled

93%
employee satisfaction score

19%
EU taxonomy alignment

100%
employees trained on data security

Positive contribution to SDGs

Upheads uses green data centres that are powered by 100% renewable power, reducing the emissions related to their IT activities. As Upheads expands, they are looking to move over all new acquired datacentres to Green Mountain, contributing to the increase in demand for green data centres.

13 CLIMATE ACTION

13.2: Integrate climate change measures into policies, strategies and planning.

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	105
2021	n/a
2020	n/a
2019	n/a

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	3.1
2021	n/a
2020	n/a
2019	n/a

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.6 / 1.1 10

LOW MEDIUM HIGH

Social

Employees

FTEs

2022	144
2021	n/a
2020	n/a
2019	n/a

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	n/a
2020	n/a
2019	n/a

Absenteeism rate

Short and long-term

2022	6.0%
2021	n/a
2020	n/a
2019	n/a

Gender representations

Women Men

	Employees	Management	Board
Women	17%	44%	20%
Men	83%	56%	80%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10 HIGH

MEDIUM

1.93 LOW

0

UPHEADS

Key material ESG themes

- **Energy and carbon management:** Emissions result from cloud computing and business travel. Insufficient management can expose firms to reputational and litigation risks, given the pressure to align with climate agreements.
- **Talent management and retention:** The challenge to recruit and retain a diverse pool of talent can restrain growth. Onboarding, personal development and inclusive work environments are key to managing and retaining talent.
- **Service quality:** Ensuring high service quality can, if managed appropriately, strengthen a firm's ability to help attract and retain customers. Upholding quality service strengthens a company's operational abilities.
- **Impact of products and services:** Relates to the ambition of a company to have a positive impact on society by actively working towards existing societal challenges. This impact is measured with set targets, with the positive impact publicly marketed.
- **Data security and customer privacy:** Managing data security and privacy avoids lower revenues due to lost consumer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).

Priority projects and targets

Competence development

Improve competence development programme to enhance or strengthen learning opportunities. Examples include: to map the stages of the employee life cycle and initiatives, undertake an employee satisfaction survey, conduct a gap analysis with employee needs and improve the Upheads academy programme. (1-2 years)

Sustainability profile and marketing

Build profile and marketing on sustainability by publicly reporting, and stating ambitions and targets, on material ESG themes, such as lowering carbon emissions. Provide stakeholders with information on how sustainability is embedded into operations and offerings. (1-2 years)

VENI Energy Group

Sector: Business Services
HQ: Norway
Fund: SPV II
Acquisition date: July 2022
Revenue (EURm): 185.2
FTEs: 263

VENI Energy Group (VENI) is a leading provider of environmentally-conscious energy services in the Nordic region, and actively helps small- and medium-sized businesses to transition to renewable power sources. The company provides energy audit, energy sourcing and metering management services, and operates three proprietary call centres. VENI serves over 48,000 SME clients across several industries, real estate companies, governmental and agriculture sectors. The company is headquartered in Drammen (Norway) with additional offices across Norway, Sweden, and Finland.

Energy services play a crucial role in transitioning to a greener and more efficient energy system. Providing environmentally friendly energy is a condition for the sustainable management of natural resources. This is considered a key focus area for VENI, with 88% (2022) of its customers buying energy that is certified as renewable, targeting 90% by 2027 and 100% by 2030.

In addition to helping clients procure environmentally friendly energy, the company's metering management business allows clients to monitor, manage and reduce their power consumption, while its energy advisory services play a crucial role in further assisting clients in transitioning to green and efficient energy systems. VENI is continually working on growing its share of renewable energy offered, while keeping its own carbon footprint monitored and acted upon

Investment rationale and key developments

VENI has proven growth potential, based on a solid market position in a large and fragmented market. The company's growth ambition is to continue to increase its customer base in order to share scale economy advantages with its clients. The company will serve as a platform for organic growth, with the potential for acquisitive expansion.

- Led M&A agenda together with mgmt.
- Became number one player in Finland through greenfield establishment in 2016 and two add-on acqusition in 2017, followed up with another acquisition in 2021
- Transformed business model of companies acquired
- Invested and upgraded IT systems. Upgraded processes, systems, market surveillance and reporting as basis for hedging operations. Developed proactive and informative customer communication.
- Built market price database

VENI
Energy Group

Highlighting 2022

29%
carbon intensity reduction

67%
energy intensity reduction

Positive contribution to SDGs

VENI makes renewable energy contracts available for small- and medium sized businesses, thus increasing the demand for renewable energy. VENI continuously works to increase the share of renewable energy in their portfolio.

7 AFFORDABLE AND CLEAN ENERGY

7.2: By 2030, increase substantially the share of renewable energy in the global energy mix.

KPI: Clients procuring renewable energy (% of total clients)

IRIS+ PI5843

2020	2021	2022
67%	88%	83%

KPI: Renewable energy supplied (% of total GWh)

IRIS+ PI5842

2020	2021	2022
46%	56%	66%

Environment

Absolute carbon footprint

tCO_2e, Scope 1,2 and 3 (business travel only)

2022	145
2021	80
2020	249
2019	411

Absolute carbon intensity

tCO_2e/EURm revenue (Scope 1,2,3 business travel)

2022	0.5
2021	0.7
2020	3.6
2019	4.6

Physical climate risk

2-3°C scenario (short 2025/long term 2050)

0 0.7 / 1.0 10

LOW MEDIUM HIGH

Social

Employees

FTEs (headcount)

2022	263 (283)
2021	205 (226)
2020	241 (260)
2019	119 (263)

Accident rate

Accidents resulting in leave per 1,000 FTEs

2022	0
2021	0
2020	0
2019	0

Absenteeism rate

Short and long-term

2022	4.6%
2021	5.8%
2020	6.5%
2019	6.4%

Gender representations

Women Men

	Employees	Management	Board
Women	27%	20%	25%
Men	63%	80%	75%

Governance

Policies in place

- Anti-corruption policy
- Anti-trust policy
- Code of Conduct and ethical guidelines
- Compliance programme
- Crisis management procedures
- Data/Privacy IT securiy policy
- Dawn raid guidelines
- ESG policy
- Sanctions and export control policy
- Social media guidelines
- Third-party risk management procedure
- Whistle-blowing policy

Geographical risk score

10

HIGH

MEDIUM

1.93

LOW

0

Key material ESG themes

- **Energy and carbon management:** Emissions result predominantly from business travel. Insufficient management can expose firms to reputational and litigation risks, given the pressure to align with climate agreements.
- **Supply of environmentally friendly energy:** Relates to ambition of a company to have a positive impact on the planet and society by actively working to supply 100% environmentally friendly energy. This impact is measured with set targets.
- **Employee health and safety:** Employees can be exposed to health & safety risks, including mental health and stress related health concerns. Companies should consider safety and wellbeing to support retention and avoid reputational damage.
- **Data security and customer privacy:** Managing data security and privacy avoids lower revenues due to lost customer confidence and churn, preventing financial impacts stemming from legal exposures (e.g., GDPR).
- **Sustainability priniples:** Integrating ESG and sustainability knowledge and establishing best practices throughout the company, enables ESG and value creation to coincide.

Priority projects and targets

100% renewable energy for all clients by 2030

VENI's mission is to convert businesses from fossil fuels to sustainable, environmentally-friendly energy. The company has embedded this project into the business plan. Action plan: negotiate with suppliers to increase share of renewable energy, sell renewables to clients, achieving target by 2023 (90% by 2027)

Solar panel installation

Install solar panels on the rooftop of the office in Drammen. The goal is to generate and procure renewable energy from Veni's own solar-PV by the end of 2023. To do so, the landlord needs to agree to the plan. (6 months)

Signing up to the Science Based Target Initiative

During 2023, VENI will work together with external experts on defining a decarbonisation roadmap that works with the Science Based Target initiative (SBTi) and send in its application.

KPI Index

	Scope 1 *tCO_2e*	Scope 2 *tCO_2e*	Scope 3 *tCO_2e*	Total Carbon Footprint *tCO_2e*	Carbon Intensity *tCO_2e / EURm revenue*	Energy Consumption *MWh*	Share renewable energy	FTEs	Accident rate *per 1,000 FTEs*	Absenteeism	Turnover	Gender pay gap	Share female FTEs	Share females in management	Share females on the board of directors
Future Production	8	0	29	37	5.40	179	100%	30	0.0	4.5%	20%	35%	13%	0%	20%
EnFlow	98	33	228	359	4.97	989	86%	160	6.3	3.9%	16%	14%	16%	20%	0%
Total Norvestor VI	**106**	**33**	**257**	**396**	**5.01**	**1,168**	**88%**	**190**	**5.3**	**4.0%**	**17%**	**17%**	**17%**	**10%**	**10%**
4Service	1,683	6	12,551	14,240	6.41	957	51%	2,116	11.8	9.2%	-	12%	60%	28%	20%
Hydrawell	117	108	1,868	2,093	28.75	807	0%	74	0.0	1.6%	4%	0%	23%	14%	17%
Preservation Holding	63	101	1,581	1,745	8.39	383	37%	114	0.0	11.7%	14%	8%	18%	20%	20%
NoA	30	124	6,237	6,391	2.11	981	0%	1,295	0.0	6.2%	16%	-	58%	44%	0%
Avonova	119	77	65	261	1.69	1,138	66%	1,279	0.0	5.7%	16%	5%	74%	55%	40%
Foxway	295	289	341,228	341,812	1.18	3,853	77%	1,077	2.8	8.1%	29%	18%	30%	22%	40%
Total Norvestor VII	2,308	704	363,530	366,542	3.08	8,118	54%	5,955	4.7	7.3%	12%	9%	63%	31%	23%
PHM Group	10,559	2,627	-	13,186	23.74	14,803	0%	5,615	20.7	6.2%	20%	14%	34%	24%	17%
Smart Retur	53	178	13,417	13,648	3.54	3,674	73%	142	42.3	3.7%	0%	16%	8%	8%	20%
Pearl Group	23	103	494	619	3.29	471	0%	324	0.0	3.4%	6%	0%	28%	14%	40%
Smartvatten	20	21	4,715	4,756	17.09	86	0%	100	20.0	2.0%	19%	20%	31%	0%	33%
Globeteam	17	26	845	888	1.00	152	0%	226	0.0	2.2%	0%	53%	5%	20%	20%
Growers Group	6	150	16,954	17,109	3.45	701	0%	94	10.7	2.1%	9%	53%	51%	40%	17%
BST	933	26	14,272	15,231	6.60	1,151	0%	650	0.0	3.1%	-	-	9%	17%	17%
CIC	0	40	1,817	1,857	2.08	9,654	100%	72	0.0	5.9%	4%	-	65%	25%	17%
Pinja	0	138	297	435	3.29	802	15%	452	0.0	3.9%	17%	9%	16%	8%	34%
Position Green	0	16	50	66	4.24	178	50%	154	0.0	3.5%	0%	73%	57%	29%	50%
Upheads	1	64	298	363	3.23	771	39%	144	0.0	6.0%	18%	105%	17%	44%	20%
Tyro Group	2,111	2,486	5,016	9,613	103.84	7,493	0%	537	16.8	2.8%	31%	33%	14%	15%	0%
Total Norvestor VIII	13,723	5,874	58,175	77,771	17.85	39,936	32%	8,510	15.7	5.4%	17%	17%	29%	20%	24%
Veni Energy Group	36	-	962	997	0.78	483	84%	263	0.0	4.6%	27%	26%	27%	20%	25%
First Camp	913	2,804	15,784	19,501	34.47	1,457,820	3%	2,454	3.7	2.6%	27%	13%	59%	34%	20%
NetNordic	27	406	2,071	2,505	3.55	1,000	0%	491	0.0	2.3%	0%	15%	19%	14%	25%
Sperre	136	1,233	5,768	7,138	32.74	3,467	0%	104	0.0	4.4%	5%	14%	23%	20%	39%
Total SPVII	1,112	4,443	24,585	30,140	11.16	1,462,769	3%	1,401	2.9	3.0%	16%	16%	19%	22%	27%
Total all funds	**17,249**	**11,055**	**446,546**	**474,849**	**9.56**	**1,511,992**	**4%**	**16,055**	**10.4**	**5.9%**	**15%**	**14%**	**41%**	**21%**	**24%**

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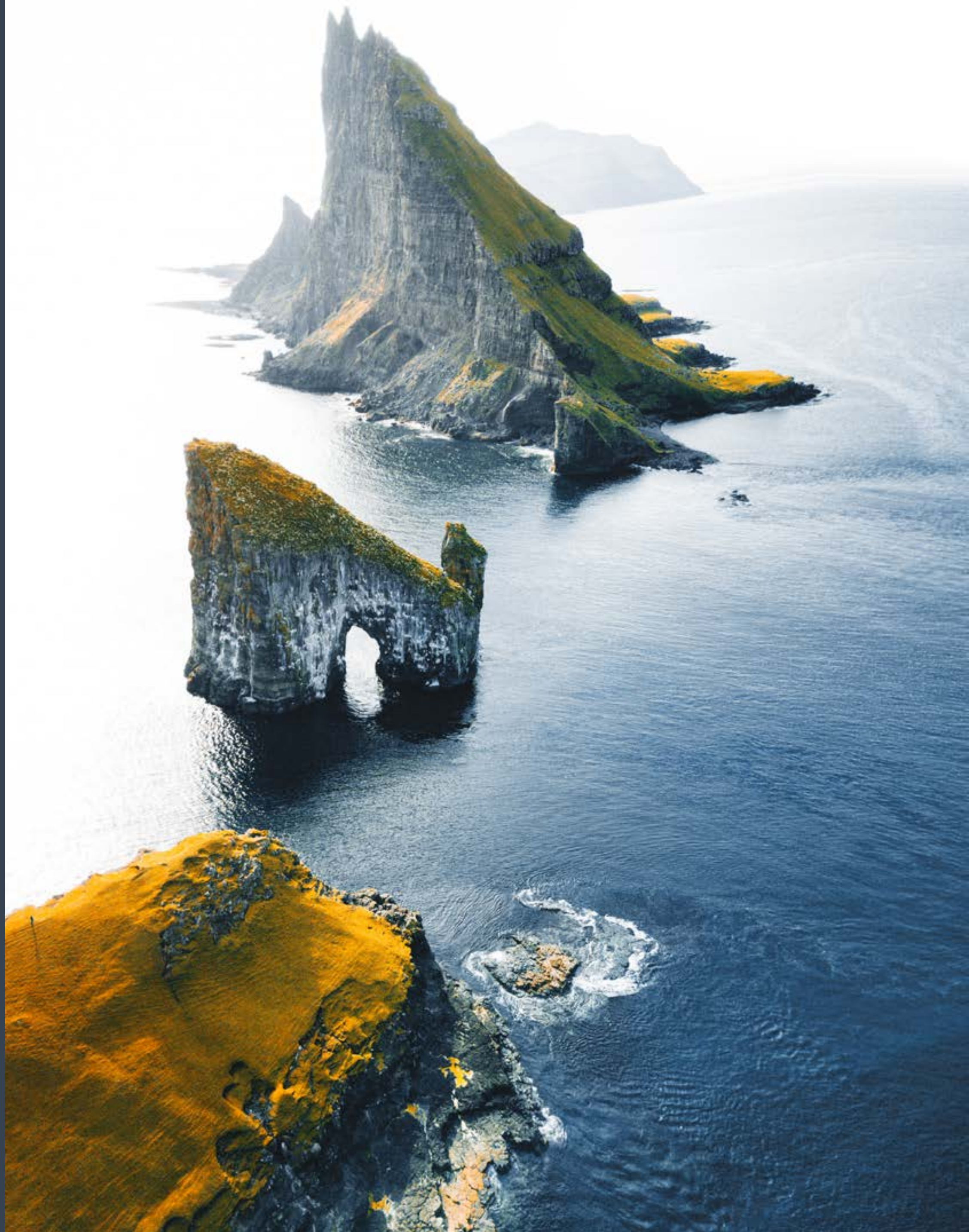

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