

SUSTAINABILITY REPORT

2022/2023



LETTER FROM THE CEO

At Vestergaard Company, the green agenda has always been at the center of our company values, and we are proud to lead the way in electrification of ground handling equipment. Our ambitious 2025 strategy, "Growing Green," aims to ensure that 75% of the products we sell in 2025 will be electric, and this goal is definitely within reach. At the time of writing, 43% of our products which have been sold*) are hybrids/electrical.

Seeing that our customers have given our hybrid/electrical equipment such a good reception gives us great pleasure. The reception does not only bear witness to the fact that we have hit the mark concerning the development of our electric portfolio but also - and naturally, what is most interesting in the bigger picture - that the world's airports and their operators are conscious of their responsibility of steering the rather "black" aviation industry toward a path focusing on lowering the aviation industry's impact on the environment.

At Vestergaard Company, we continue to develop our product portfolio, and more electrical products are expected to be introduced on the market during the next couple of years. Our production has been restructured significantly to comply with the special precautions that must be taken when dealing with high voltage production. Every relevant employee has attended courses on this type of customized production. It is very important to us that our employees - and later our customers - can work safely with our electrical equipment as well!

In the fall of 2022, Vestergaard Company acquired the full ownership of Kalmar Motor, known world-wide for their aircraft tractors and their extensive work to develop and produce sustainable solutions for airports worldwide. Together, our companies have a strong synergy - especially concerning electrical products. With this collaboration, we look forward to offering our customers an even simpler approach to solutions that can contribute to reducing the environmental impact of ground handling.

We take pleasure in the fact that we have just received the local municipality's "Rummelighedspris" (Inclusivity Award) for our ambitious program for apprentices as well as our efforts to include, employ and retain employees - also from more vulnerable groups in society. It is an important factor in our success that we - despite being busy - are always focusing on having a good and safe work environment as well as good development conditions and opportunities for all employees.

I want to conclude by thanking our customers, partners and employees for their continual support of and commitment to our "Growing Green" mission.



*) Including Kalmar Motors products.

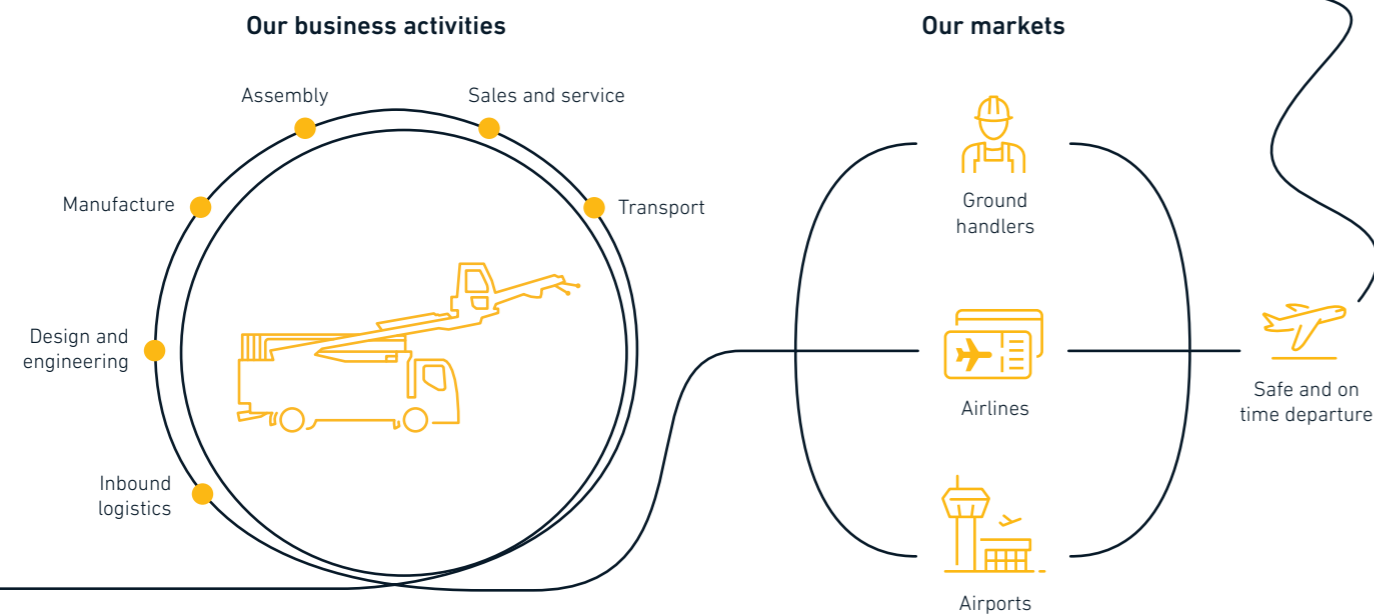
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PROFILE

Vestergaard Company is a leading supplier of ground handling equipment. The company manufactures, supplies and services equipment for the aviation industry worldwide. Today, our product focus is on aircraft deicers, toilet and water servicing units and aircraft washer units. The product line focuses on quality, functionality and durability, and we give high priority to new leading-edge technology to provide our customers with state-of-the-art equipment.

Being a family-owned company, considering the next generation is embedded in our DNA. Therefore, we must have an environmentally friendly approach and be receptive and humble when collaborating with our customers. We offer services and products of a lasting - and preferably sustainable - quality. Godtfred Vestergaard founded Vestergaard Company 60 years ago, and his values and principles are still a core part of the culture and our company.



VESTERGAARD COMPANY'S APPROACH TO SUSTAINABILITY

WE SUPPORT THE UN SUSTAINABLE DEVELOPMENT GOALS

The UN sustainable development goals are part of a collective plan of action for people, planet and prosperity. We believe that these goals may be a catalyst for furthering a sustainable development of the industry.

We have chosen to work with the four sustainable development goals where we believe that we can make the greatest difference; no. 4, 8, 9 and 12. The goals are interdependent, and with our efforts regarding these four areas, we will likely also be able to influence more of the 17 total goals.

This year, we have replaced sustainable development goal 7 with goal 9, as we believe that we can make a greater difference in this area.

Sustainable development goal 9 concerns sustainable industrialization and furthering innovation, among other things. With our development of products both with regard to electrification and automation, we can influence the industry in a more sustainable and innovative direction.



Scan the QR code if you want to read more about our work with the UN sustainable development goals

4 QUALITY EDUCATION

We prioritize regularly educating and providing further training for our employees on sustainable development of our products among other things.

8 DECENT WORK AND ECONOMIC GROWTH

We are focusing on supporting a good and safe work environment both for our customers and for our own employees.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Developing our products innovatively and sustainably, and consequently the aviation industry, is one of our core tasks.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

We strive to develop our production and consumption in the most sustainable direction possible.

SUSTAINABLE KEY AREAS

Vestergaard Company's sustainability efforts are divided into four key areas around which this report is structured:



Vestergaard's mission is the core of our business and our approach to sustainable responsibility. We work within the four key areas that are linked by our slogan, "WE CARE."

We care about our customers and about helping them to a more sustainable future. We care about contributing to sustainable development within our company and our value chain. At the same time, we want to play a significant role in the global sustainable development, which is the objective of the UN Sustainable Development Goals.

Our key areas apply to the organization and make up the general framework for the work with sustainability. These policies are aimed at our employees and stakeholders as well as at business partners and subcontractors who are thus informed about Vestergaard Company's sustainability objectives and strategies.

The responsibility for Vestergaard Company's sustainability work and the implementation lies with the management. Vestergaard Company has a sustainability steering committee that prepares recommendations for the management. The company's CEO is the head of this group. The management is responsible for a result-oriented implementation of the sustainability policies, which have been presented in this report.



SUSTAINABLE PRODUCTS

"The goal of our sustainable products is that they should be easy and safe to use, economically interesting and protecting the environment."

~Lars Barsøe, VP Sales and Marketing



Scan the QR code if you want to read more about our work on circular glycol consumption



PRODUCTS

Objectives

- Fully electric product portfolio
- Semi-automatic deicing operation
- Mapping and, over time, reducing emissions in the value chain (scope 3)
- Promoting a circular perspective on glycol consumption

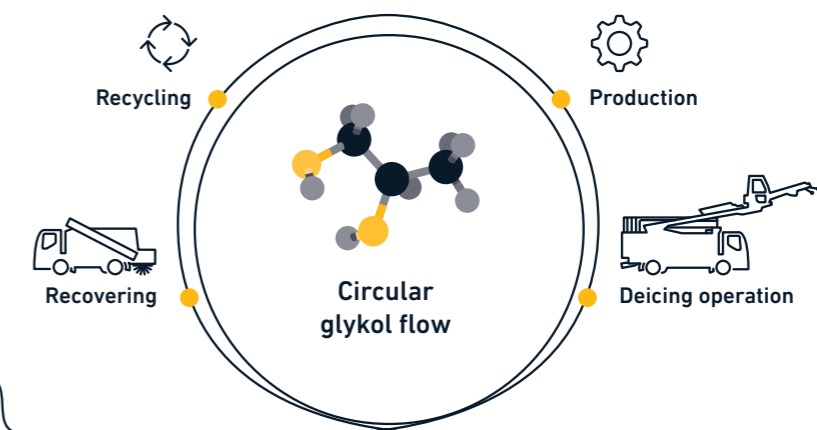
Vestergaard Company's work on developing sustainable products consists of several key areas: Materials/purchasing, product design and use of the product at the customer's.

The path toward sustainable purchasing

Based on the introductory results from the scope 3 calculations, (read more about our carbon footprint report in the section on "Sustainable operations") we have taken the first steps in a project about motivating our biggest suppliers to deliver data for our carbon accounting and to focus on sustainable processes and a possible transition to products with a lower carbon footprint. Similarly, we have a desire to develop a sustainable purchasing policy to ensure that we henceforth prioritize elements such as carbon footprint in our selection of products and suppliers. This is an extensive project that has only just been initiated and it will run for several years.

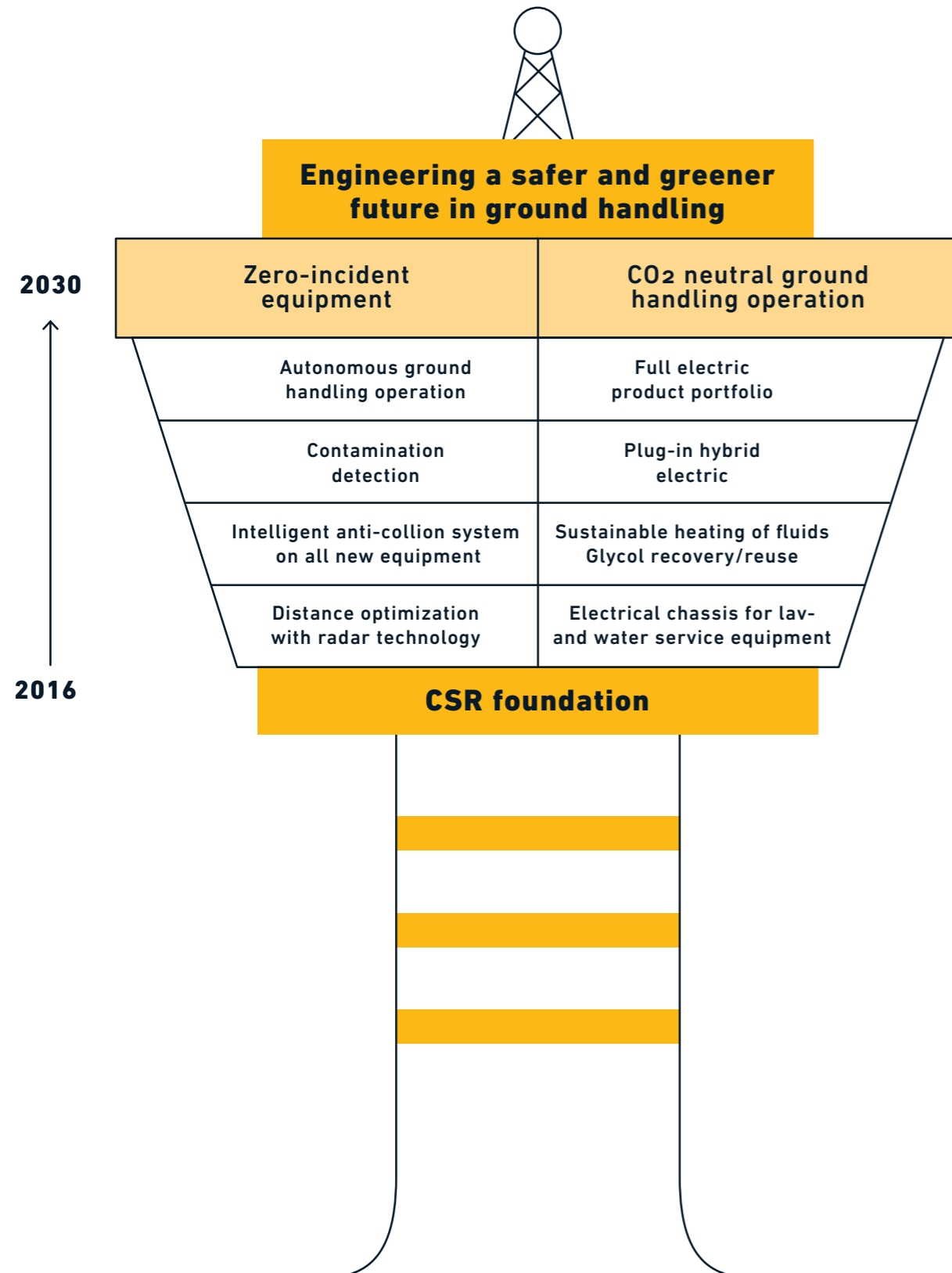
Circular glycol consumption

Deicing fluid, which is used in our deicing units, consists primarily of water and glycol. Glycol's manufacturing and degrading process emits large quantities of CO₂. On average, a deicing operation emits approximately 600 kg of CO₂ solely due to the use of glycol. It corresponds to the emission of a person flying from Copenhagen to Berlin and back again approximately 6 times¹⁾. The manufacturing and degradation of glycol is not part of Vestergaard's scope 3 emissions, but due to the significant carbon footprint, Vestergaard Company wishes to make the material flow of glycol more circular. One of the current solutions is our Glycol Recovery Vehicle (GRV) which collects the glycol after use energy efficiently. Another solution is a system mounted on the deicers, making it possible to mix certified deicing fluid directly in the deicer. We hope to be able to introduce this system to more customers soon. Furthermore, we wish to begin a cooperation with a business partner with the intention of offering our customers a closed circuit of deicing fluid in the airport, and consequently reducing the CO₂ emissions and costs connected to purchasing new fluid significantly. The project of finding a business partner will be initiated in 2023.



¹⁾ SAS Flight Emission Calculator

ROAD MAP



Zero incident equipment

For obvious reasons, safety is the absolute top priority in aviation. Our customers operate our equipment in the proximity of aircraft and people working on the apron. Accidents involving equipment hitting or driving into aircraft have significant consequences for all involved: For passengers who cannot depart, for the airline which cannot use its aircraft, for the operator who may be injured, and for the insurance company that has to pay for the repairs. In addition, each year, we experience accidents where people working on the apron lose their lives. Vestergaard would like to help put a stop to this. Therefore, we will step up our efforts within safety and autonomous operation to guarantee that our equipment will not become involved in an unintended incident or accident after 2030.



Fully electric ground handling

The global climate challenges are undeniable. Airports worldwide are developing climate strategies and setting specific objectives to make the airports sustainable and CO2-neutral within a number of years. This is a huge task, and it calls for massive investments in sustainable energy, infrastructure, new technology, and green equipment on the ground and in the air. Vestergaard wants to be part of the solution to the climate challenges in airports. This is why, by 2030, we want to be able to deliver green versions of all our equipment (electrical or in another sustainable form) so that our customers may perform CO2-neutral ground handling operations. We are developing and investing in a range of various electrical solutions for our equipment while at the same time striving to minimize the operational energy consumption of the equipment.



CSR TIMELINE

CSR ARRIVALS

DESTINATION	ACTIVITY	TIME
CO2	PROPORTIONAL MIX	1988
CO2	INDIRECT HEATING	2000
CO2	2ND GEN HYDROSTAT	2011
SAFETY	ULTRA SOUND SENSORS	2012
CO2	ITM	2016
SAFETY	360 DEG CAMERA	2017
SAFETY	TURNTABLE CABIN	2018
SAFETY	RADAR SENSORS	2019
CO2	ELECTRICAL CHASSIS	2019
CO2	GLYCOL RECOVERY VEHICLE	2019
CO2	HYBRID ELECTRIC BETA	2019
CO2	TOWABLE ELECTRICAL UNIT	2020
CO2	E-MINI MY LITE	2022
CO2	E-MY LITE	2023
CO2	SUSTAINABLE HEATING	2023

CSR DEPARTURES

DESTINATION	ACTIVITY	TIME
CO2	E-BETA	TBA
SAFETY	SEMI-AUTOMATIC DEICING	TBA
CO2	E-GRV	TBA
CO2	TBA	TBA
SAFETY	TBA	TBA
CO2	TBA	TBA
SAFETY	TBA	TBA

CSR work is far from new to Vestergaard Company. For many years, we have been working on initiatives to reduce the environmental impact and increase the safety level of our vehicles. We introduced our first initiative back in 1988, which – besides saving the environment from unnecessary fluid – saved customers a lot of money. At the same time, safety has been significantly improved by employing a wide range of initiatives.

From 1988 to 2022, we have implemented the following measures, and more are in the pipeline:

- Proportional mix: A reduction in glycol consumption by mixing water and glycol directly in the vehicle
- Indirect heating: Gentle method for heating glycol
- 2nd generation hydrostat: New type of gear that leads to further energy efficiency
- Ultrasound sensors: Anti-collision protection at the front and rear of the vehicle
- ITM (In-Truck Manufacturing) system capable of adding additives to the fluid directly in the vehicle, thus reducing the transport of type-1 fluid
- 360-degree camera, improving safety and assisting the operator when the vehicle is operated from the operator’s cabin
- Turnable cabin: A system by which the operator’s cabin can be turned to position the operator in the direction of travel when moving the vehicle over long distances
- Radar sensors: Radar sensors replacing the antennas at the nozzle of the BETA deicer
- Electric chassis, developed by Vestergaard, that can be used in several of our products
- Glycol Recovery Vehicle (GRV): For an efficient collection of used deicing fluid. The collected fluid can be safely and efficiently disposed of or, where the airport has the equipment to do so, be cleaned and reused
- Hybrid electric BETA deicer, which can operate using a minimum of conventional fuel
- Towable electric unit for water and toilet service
- e-Mini MY Lite: A new, fully electric version of our Mini MY Lite deicer
- e-MY Lite: A fully electric version of our MY Lite deicer
- e-BETA: A fully electric version of our BETA deicer
- Sustainable heating - solution for sustainable heating of fluid
- Semi-automation deicing - deicing controlled by radar and camera
- e-GRV: A fully electric version of the known GRV

CASE: AIRPRO WITH POWERFUL GREEN AMBITIONS

Airpro is Finland's biggest ground handling company with operations in 17 Finnish airports, and in 2022, Airpro became the first Nordic customer to introduce electrically operated Elephant® BETA de-icers in Helsinki Vantaa Airport. This is a part of Airpro's vision to be able to deliver emission-free ground handling to their customers. Airpro has calculated that they are able to save 173 kg of CO2 for each turnaround and simultaneously reduce noise and particle pollution with their green fleet of equipment.

Sustainability is one of the company's key values. It is Airpro's vision to focus on the green initiatives already existing in the aviation industry.

As an example, all used workwear is sent to a factory that recycles the fibers in new clothing. It conserves over half a million liters of water as compared to replacing used clothing with new clothing. It also saved the atmosphere from 970 kg of CO2 by not burning old clothing.

With electric vehicles, Airpro can save the environment from significant emissions. Airpro chose to visit a local kindergarten to learn what green initiatives actually mean to those who will benefit from them in the long run and to get the children's view on greener aviation. The 40 children gave their suggestions, and a number of their drawings were transferred to the sides of the new vehicles which are now driving in the airport. The children's motifs were typically the positive aspects of the environment that we know today, which we all want to conserve. It is the objective that the drawings will spark dialogue and reflection about new technology and about the future.

Airpro services a large number of customers, and to most of them, green solutions are very important. In an age focusing on climate change and the consequences of our personal choices, green solutions are both beneficial economically and in terms of image.



CASE: SUSTAINABLE DEVELOPMENT IN MASSIF CENTRAL

The airport in Clermont-Ferrand Auvergne has great ambitions concerning the environment and reducing its carbon emissions. For that reason, they have now bought their first Vestergaard de-icer – the Elephant® e-Mini MY Lite. The airport is a part of the Vinci airports network, where work is being done to develop an integrated environmental policy in the entire network. In 2022, the airport obtained level 2 in ACA (Airport Carbon Accreditation), which is an initiative specifically for measuring emissions in airports.

The airport has reached a reduction of 7.2% in recent years by replacing the light sources in their buildings and going from using petrol/diesel-powered vehicles exclusively to now having electric vehicles as well. In 2022, the airport was the first to introduce Vestergaard Company's fully electric Elephant® e-Mini MY Lite to the airport.

Clermont-Ferrand Auvergne has chosen the model with electric heating of the fluid, which means that there is no emission from the vehicle at all. This type of de-icer fits perfectly in Vinci Airports as their goal is to reduce carbon emissions and to be CO2 neutral by 2050. The airport now works purposefully to attain ACA level 3; a goal which can only be attained by collaborating with all operators in the airport. Vestergaard Company's great focus on making the aviation industry more sustainable by developing more sustainable vehicles for handling airplanes. This sustainable focus is well aligned with Clermont-Ferrand Auvergne's goal to follow a sustainable path in the future.

With the e-Mini MY Lite's 40 kWh battery, 8-10 de-icings and 40-75 km per charging, it has been developed to work precisely in an airport this size with less traffic and typically single-aisle aircraft types. Massif Central, which is located in the center of France, generally has a mild and tempered climate, but in December/January/February, there is frost and some days with snow, so they must be prepared.



SUSTAINABLE OPERATIONS

"We consider sustainable initiatives in our own operations as a crucial part of our efforts toward ground handling work with less environmental impact."

~Stefan Vestergaard, Managing director



Scan the QR code if you want to read more about our work on carbon accounting

Objective

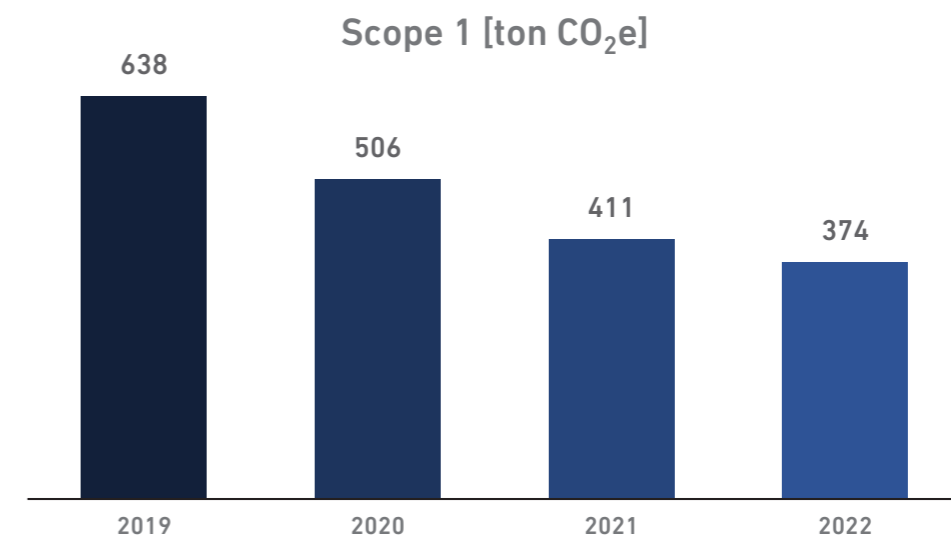
- 70% reduction of direct emissions in 2025

Vestergaard Company's activities affect the environment and the climate through the company's daily operations. Focused work is being done to reduce these effects. In recent years, we have focused especially on lowering our consumption of energy, fossil fuel, water and waste in regard to the operations, and on mapping our scope 3 emissions.

Carbon accounting

With an ambitious objective of reducing our direct emissions by 70% in 2025 as compared to the base year 2019, we are already well on our way with various initiatives, which will be described on the following pages. Currently, the result of these initiatives is a 40% reduction of our direct emissions as compared to the base year 2019. A part of this reduction is, however, caused by a lower level of activity during the covid pandemic.

This year, we have made the first rough calculations of our scope 3 emissions which turn out to constitute more than 99% of our total emissions. Scope 3 emissions originate from sources we do not control ourselves, and reducing these emissions can consequently be a challenge. Nevertheless, the majority of our emissions originate from scope 3, and we are consequently intent on reducing these emissions. The two main areas of scope 3 emissions are purchasing of materials and diesel consumption when using our products. Read more about our work on these areas in the section "Sustainable products."



Energy

Our goal is to be completely free from natural gas and to replace the heating from the four original natural gas boilers on site with a more sustainable energy source. As early as 2020, we switched off the first natural gas boiler and in 2022, we turned off two additional gas boilers as planned. They have been replaced by a geothermal heating system and surplus heat from process water.

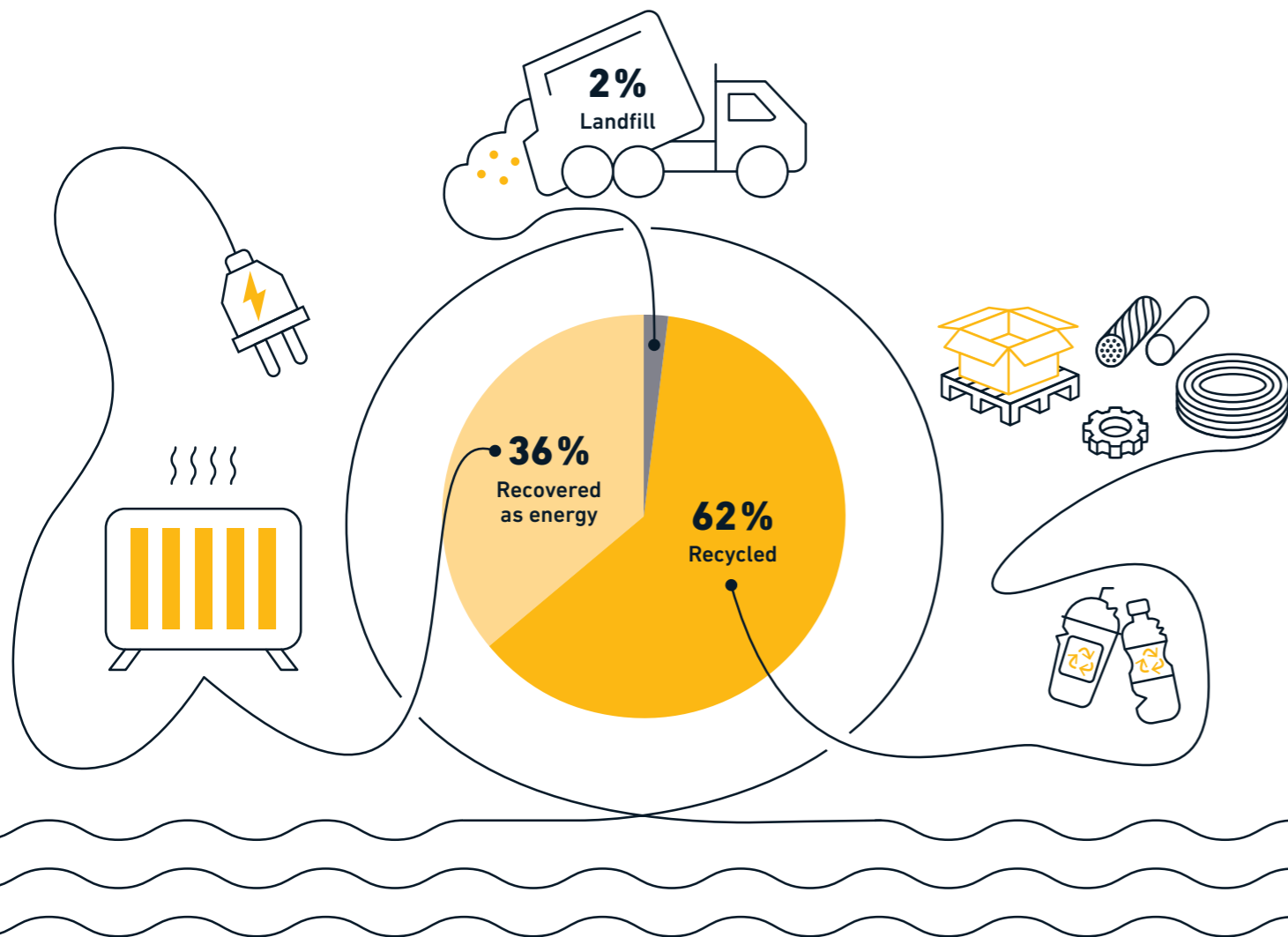
We are working on replacing the fourth and final natural gas boiler and a fuel oil furnace with another more environmentally friendly heating source.

Water

In the latter half of 2022, we could begin to utilize the surplus heat from the process water and at the beginning of 2023, the final tests of the water quality were completed, and the recycling of process water began. We consequently expect to see a considerable reduction in water consumption in 2023.

Waste

In 2022/2023, we started sorting plastic and organic waste and have now reached 45 total waste fractions. Our recycling rate has been increased from 55% last year to 62% this year due to initiatives such as waste separation. Combined with an energy utilization of 36%, we have reached a total waste recovery rate of 98%.



WE HAVE ALWAYS WORKED TO CREATE A MORE SUSTAINABLE PRODUCTION.

This roadmap shows our path towards a more sustainable future; from the improvements we already have made, to the plans we have for the future.



UNTIL NOW WE HAVE:



Electricity

- Installed a 200 kWp solar power system
- Set up 8 charging stations for employee vehicles
- Replaced all light sources with LED



Heating

- Installed two geothermal power system of respectively 100 kW and 270 kW
- Turned of 3 gas furnaces
- Installed a system to utilize the heat from the process water



Fuel

- Reduced our use of diesel fuel in the test phase
- Purchased an electrical van



Water

- Reduced the water usage in the test phase
- Installed a system to collect and reuse rain- and process water



Reporting

- Reported on scope 1 and 2 since 2014
- Set specific and ambitious targets to reduce our direct emissions (scope 1)
- Initiated a full mapping of our entire value chain (scope 3)



Waste

- Obtained a waste recovery rate of 98%
- Continuously increased the number of recycling fractions (currently 45 fraction)



IN THE FUTURE WE WANT TO:



Electricity

- Cover 25-30 % of our electricity consumption with electricity from our solar cell plant
- Include scope 2 in our emission targets



Heating

- Reduce our direct emissions (scope 1) with 70 % by 2025 compared to 2019
- Turn of the last remaining natural gas furnace by 2025
- Replace the last remaining oil-fired boilers by 2023 (Gevninge) and 2024 (Kornerup)



Fuel

- Reduce our use of diesel fuel in our test phase by electrifying products and optimizing procedures



Water

- Reduce our water usage with 60% in 2023 compared to 2019



Reporting

- Map and report on our entire value chain (scope 3) by 2024
- Set a target to reduce scope 3 emissions by 2024
- Expand our greenhouse gas reporting to our foreign subsidiaries by 2024



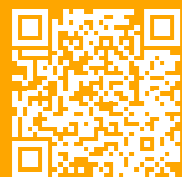
Waste

- Engage with suppliers to reduce the packaging of goods (2023+)
- Keep evaluating and optimizing the production in order to minimize the amount of waste generated

SUSTAINABLE WORKPLACE

"At Vestergaard, no one can do everything. Everybody can do something - and together, we can do it all! It is within our DNA. We believe that by focusing on inclusion, education, motivation and commitment, it is beneficial to safety, productivity, community and mental health."

~Peter Røest-Hansen, Production manager



Scan the QR code to read about our focus on apprentices



WORK ENVIRONMENT

Objectives

Our objectives are to integrate focus on a good work environment as a natural part of daily life in the entire organization. We wish to strengthen the prevention culture, secure high work satisfaction and good mental health, strengthen the community among colleagues, improve recruitment efforts and offer high-quality education for apprentices and trainees.

Vestergaard Company emphasizes the importance of creating a safe and healthy work environment for all employees, to improve the physical and mental work environment through local activities and to develop and support the work environment through our well-functioning joint committees that work across our company.

Safety

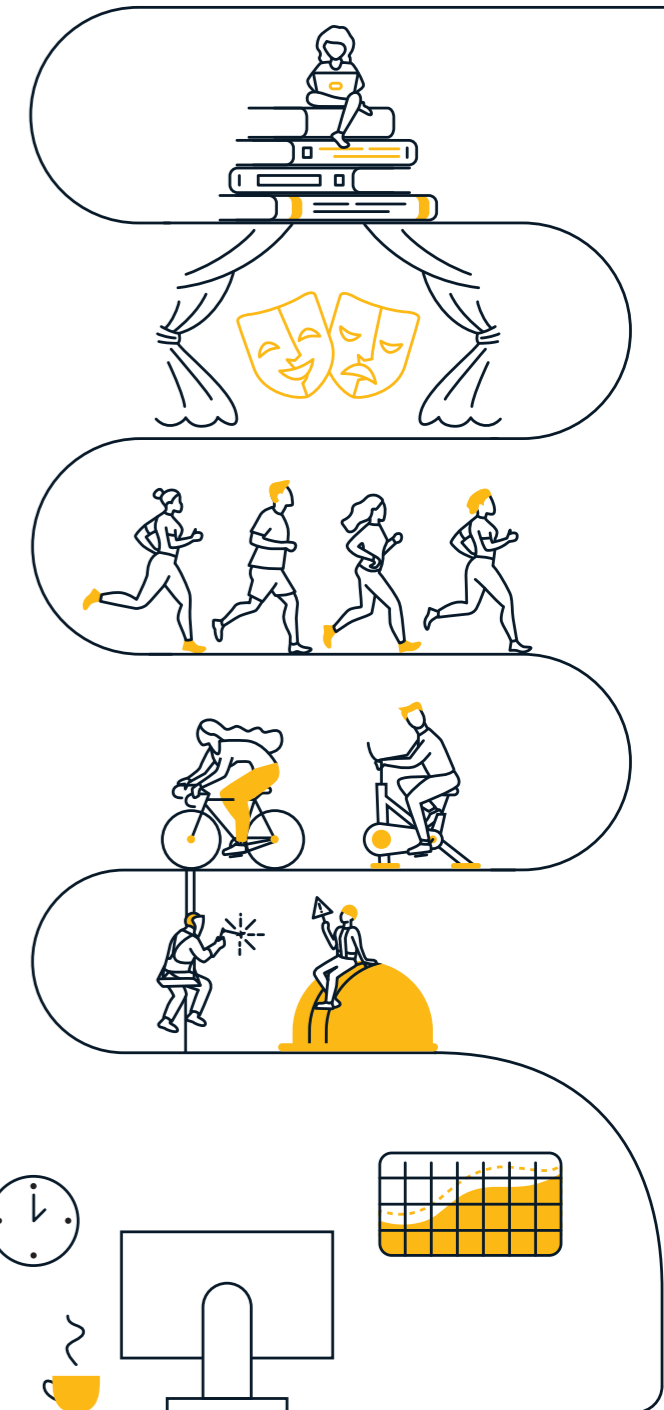
Safety is a top priority at Vestergaard, and we are regularly developing our safety instructions in line with the growing focus on electrically powered products. The company wishes to strengthen the prevention culture by focusing on recording dangerous situations and taking proactive action, such as regular safety evaluations, which can prevent accidents.

Education and welfare

Work satisfaction is high on the agenda at Vestergaard, and we conduct job satisfaction surveys several times a year to monitor and increase work satisfaction regularly. Vestergaard Company also offers good opportunities for personal and professional development by conducting internal courses and offering continued education for all types of employees.

Health

Vestergaard offers different health-promoting initiatives to employees, which take place throughout the year, and all employees are offered an optional health check every other year.



SUSTAINABLE BUSINESS

"In Vestergaard Company, we view our obligation to further human rights and diversity both internally and in the society as a whole with gravity. We strive to be a responsible and active partner working toward a more equal and inclusive future."

~Tine Knarreborg, CFO



Scan the QR code to read the account of inclusivity at Vestergaard



HUMAN RIGHTS AND DIVERSITY

Objectives

Our objective is to support and respect the protection of internationally declared human rights, practice social responsibility toward our employees, business partners and stakeholders; continue our collaboration with the municipality to support vulnerable groups and increase the proportion of female board members from 25% to 40% by the end of 2023.



Human rights

Vestergaard Company does not tolerate discrimination against employees based on gender, race, sexual orientation, or religion. Child and forced labor and social dumping are not permitted, and work is ongoing with customers, suppliers and subcontractors to ensure that the company's code of conduct is complied with.

We are aware that in some countries that we collaborate with, fundamental human and employee rights are not as well incorporated as in Denmark. Therefore, our presence in these countries increases our risk. We are consequently monitoring the development in subsidiaries and at business partners to secure optimal conditions. All Vestergaard Company employees have the right to organize freely in trade unions, conduct collective bargaining, and take strike action according to applicable law.

Diversity

Vestergaard Company wishes to offer the same opportunities to all employees. We take responsibility for supporting vulnerable groups in society and collaborate closely with the municipality on offering flexible and light-duty jobs, work test assessment and employment of refugees and asylum seekers.

As a production company with many trained craftsmen, Vestergaard has a history as a male-dominated workplace. This means that men have also dominated our internal recruitment base for leadership positions. We have consequently decided to supplement internal recruitment with external recruitment to ensure that more women are given the opportunity to apply for leadership positions in the company. In our job advertisements, it has also become standard that we encourage all interested people to apply for the position - regardless of gender, age, cultural background or disability.

We know that we must make efforts earlier at primary and vocational school levels to attract more female apprentices to join our company and consequently create a wider basis for internal recruitment in future.

GOOD BUSINESS BEHAVIOR

Objectives

We will continue to expand our compliance system to include all current and future agents and distributors. All new agents will automatically be subject to the same due diligence process as our existing partners. We believe that by maintaining high standards for business behavior, we can build long-term relationships with our stakeholders based on trust, integrity and transparency.



Vestergaard Company strongly disassociates itself from all kinds of corruption, including blackmail and bribery. To ensure that all distributors and chosen business partners adhere to our Code of Conduct, we have implemented a compliance system that is regularly monitored and updated. The system builds on annual due diligence, which assesses the risks matching the collaborator's environment.

We acknowledge that information about a business partner is, to a large extent, not publicly available, which is why we are dependent on the partner supplying us with the necessary documentation. The documentation is subsequently approved by Vestergaard Company's CEO and Compliance Officer. In connection with the compliance system, we conducted an internal risk assessment, focusing on industry risks in countries where our business partners operate. Based on this assessment, the risks have been categorized as ranging from low to medium, depending on the geographical location.

Vestergaard Company has implemented a whistle-blower policy and harassment policy cf. current legal requirements.

Vestergaard Company respects and protects the right to privacy and personal data. We have implemented current legislation on GDPR and have informed all employees about the rules in force, and concluded training of all managers handling personal data. We perform an annual internal GDPR audit to secure compliance.



RISK ANALYSIS

VALUE CHAIN	IDENTIFIED RISKS	MANAGEMENT
CURRENCY	Part of the company's revenue is invoiced in foreign currencies. This means that result, cash flows and equity are subject to exchange rate movements in several currencies	We do not enter into speculative currency positions The company has had a fiscal policy securing significant exposures
COMPLIANCE	Agents and distributors representing Vestergaard in other countries	We employ a compliance system to ensure that the company's agents and distributors act in accordance with our Code of Conduct. This includes annual due diligence and risk assessment approved by Vestergaard's CEO and CSO
INDUSTRY	The marketability of Vestergaard's products to industries other than the aviation industry is limited. The company is thus dependent on the industry's economic development	Focus on consolidation during times of growth
SUPPLIERS	The suppliers' financial situation Vestergaard's dependency on few suppliers Gift policy	Business agreements concluded with the 20 largest suppliers with a review of their financial situation before signing the contracts. In addition, we have more than 400 different suppliers All supplier gifts are included in the annual Christmas lottery for our employees
SAFETY	Accidents are one of the most significant risk factors within the aviation industry and GSE. Most accidents in the GSE industry occur in connection with ground handling services taking place in the proximity of the aircraft (in other words at the apron)	Vestergaard provides customers with thorough direct training in the application of our products Participation in industry associations and trendsetting forums, such as SAE G-12, and advocating high standards and safety
WORKFORCE	Cyclical fluctuations mean that Vestergaard employees may be subject to increased work pressure and uncertainty during recession	In 2018, we launched quarterly job satisfaction surveys, which helped raise awareness of stress risks and exposed employees We conduct follow-ups continuously
CUSTOMERS	The North American market generates a significant part of our revenue A blend of public and private customers	Global sales, focus on a diversified customer portfolio which consists not only of a few major customers but also of numerous large and small customers distributed geographically across North America, Europe, and Asia Our customers are distributed with approx. 70 % private and 30% public customers. The trend is an increase in private customers. Vestergaard is aware of the risk associated with public projects and procurement, and we always consider the specific situation

KPI CHART

INDICATOR	Unit	2019	2020	2021	2022
ENERGY					
Energy consumption per unit	mWh	16,6	18,5	37,0	32,3
Own production of energy	mWh			159	171
% of total consumption of electricity	%			20%	19%
EMISSION¹					
Scope 1 ¹	tonnes	638	506	411	374
Scope 2	tonnes	118	83	74	88
Total emissions	tonnes	755	589	485	463
WASTE					
Recycling	tonnes	115	98	51	76
Exploitation*	tonnes	119	104	40	45
Disposal	tonnes	5	4	2	3
Recovery rate	%	98%	98%	97%	98%
WATER					
Water consumption per unit	m ³	39	40	52	59
COMPLIANCE					
Compliance reviews completed	number	75%	77%	91%	80%
WORKING ENVIRONMENT					
Accidents at work ²	number	3	1	2	4
Lost time injury frequency ³	number	9	7,7	13,0	18,2
EMPLOYEES					
Number of employees ⁴	number	326	272	249	269
Sickness absenteeism ⁵	%	2,9%	2,4%	1,7%	2,8%
Staff turnover ⁶	%	7,1%	31,3%	10,0%	10,0%
Health score	number	176 (58%)	n/a	150 (60%)	n/a
Satisfaction score	scale	High	High	High	High

¹) VCAS uses the "Klimakompasset" to calculate emission scopes 1-2. The comparison years 2019-2021 have been recalculated.

²) Number of accidents at work with sickness absenteeism reported to the systems of the Danish Labour Market Insurance and Working Environment Authority (Da: Arbejdsmarkedets Erhvervssikrings og Arbejdstilsynet (EASY)).

³) Number of accidents per 1,000,000 hours worked.

⁴) Number of employees end December.

⁵) Total absence due to sickness for VCAS, incl. long-term absence due to illness, excl. child's first sick day.

⁶) Number of employees who have left VCAS irrespective of reason/average number of employees throughout the year