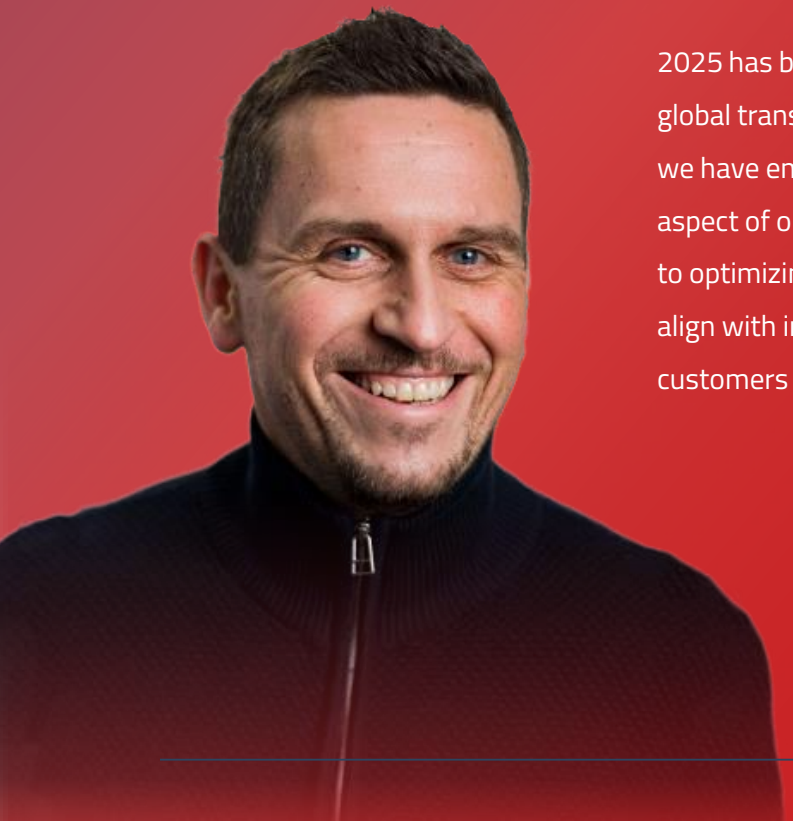
MOMEK GROUP – Sustainability report 2025

Voluntary Standard for non-listed SMEs - VSME

VSME DISCLOSURE INDEX

Standard	VSME datapoint	Page	Omitted	Reason for omission
General Information				
B1 – Basis for preparation	25-25	4-5	No	-
B2 – Practices, policies and future initiatives	26-28	11-12	No	-
C1 – Business Model and sustainability	47	7-10	No	-
C2 – Description of practices, policies and future initiatives	48-49	13-14	No	-
Environmental Metrics				
B3 – Energy and greenhouse gas emissions	29-31	17-20	No	-
B4 – Pollution of air, water and soil	32	25	No	-
B5 – Biodiversity	33-34	N/A	Yes	Deemed N/A after DMA
B6 – Water	35-36	N/A	Yes	Deemed N/A after DMA
B7 – Resource use, circular economy and waste management	37-38	29-30	No	-
C3 – GHG reduction targets and climate transition	50-56	21-24	No	-
C4 – Climate risks	57-58	26-28	No	-
Social Metrics				
B8 – Workforce – General characteristics	39-40	31-33	No	-
B9 – Workforce – Health and safety	41	34	No	-
B10 – Workforce – Remuneration, collective bargaining and training	42	37	No	-
C5 – Additional (general) workforce characteristics	59-60	38	No	-
C6 – Additional own workforce information	61	35-36	No	-
C7 – Severe negative human rights incidents	62	36	No	-
Governance Metrics				
B11 – Convictions and fines for corruption and bribery	43	38	No	-
C8 – Revenues from certain sectors and exclusion from EU reference benchmark	63-64	38	No	-
C9 – Gender diversity ratio in the governance body	65	38	No	-

Letter from the CEO



Dear Stakeholders,

As we reflect on the past year, I am proud to share MOMEK Group's continued commitment to sustainability and responsible growth. Our journey is guided by a clear vision: to deliver world-class industrial solutions while safeguarding the environment, supporting our people, and creating long-term value for society.

2025 has been a year of both challenges and opportunities. The global transition toward low-carbon solutions is accelerating, and we have embraced this shift by integrating sustainability into every aspect of our operations. From reducing emissions in our projects to optimizing resource efficiency, we are taking concrete steps to align with international standards and the expectations of our customers and partners.

Our focus remains on three key pillars:

- Climate Action: We have strengthened our efforts to minimize our carbon footprint through energy-efficient technologies and smarter logistics.
- People and Safety: As an HSE-driven organization, the health and safety of our employees is non-negotiable. We continue to invest in training, well-being, and a culture of zero harm.
- Innovation and Collaboration: Sustainability is not a solo effort. By working closely with clients, suppliers, and local communities, we aim to deliver solutions that are both economically and environmentally sound.

Looking ahead, we recognize that sustainability is a continuous journey. We will keep challenging ourselves to do better, to innovate, and to lead by example in the industrial sector. Thank you for your trust and partnership as we move forward together toward a more sustainable future.

Roger Skatland

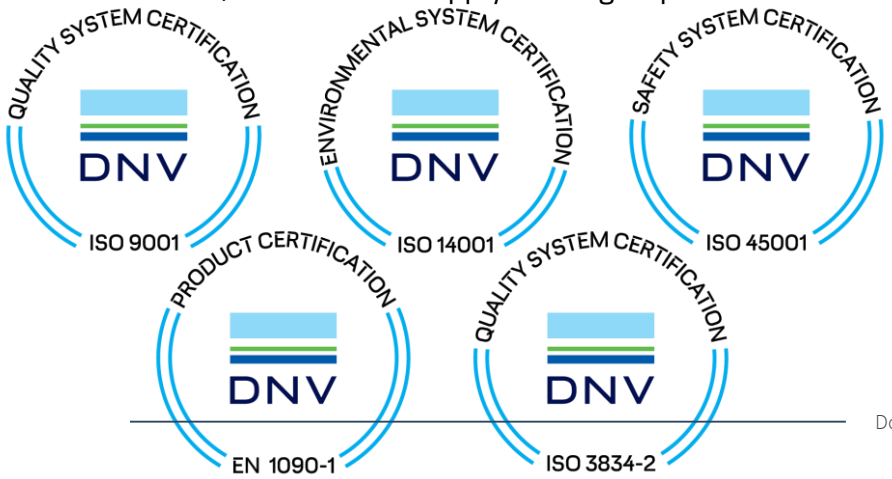
CEO, Momek Group

B1 - GENERAL INFORMATION

This sustainability report covers the calender year **2025** and is prepared in accordance with the **Comprehensive Module** of the **Volutary Sustainability Reporting Standard for SMEs** (**VSME**), published by **EFRAG.** The report is prepared on a **consolidated basis** and covers the combined activities of the following entities:

- MOMEK Group AS
- MOMEK Services AS
- MOMEK Civil AS
- MOMEK Robotics AS
- MOMIN AB

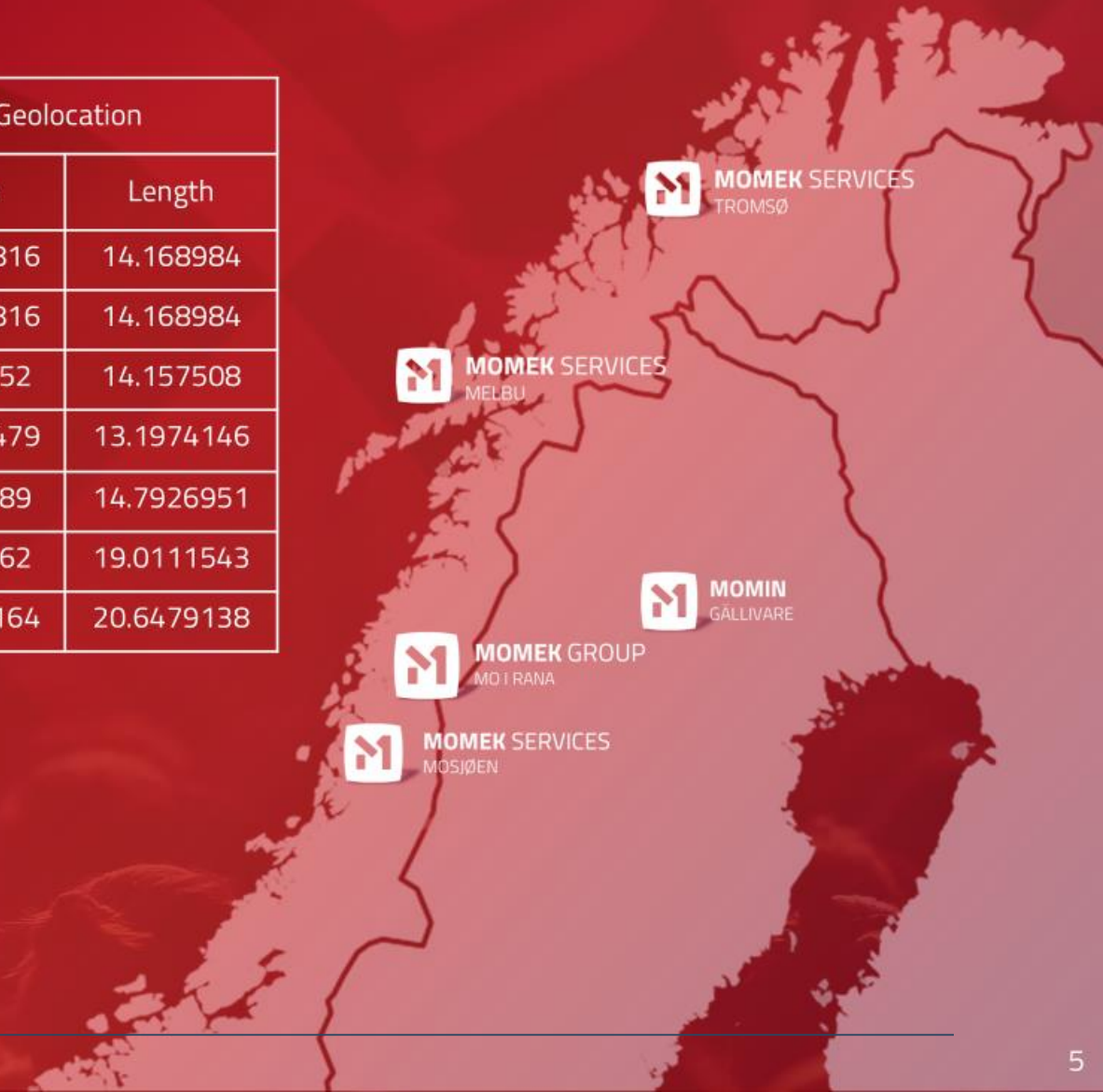
These five legal entities are managed and operated jointly, and unless otherwise stated, all disclosures apply to the group as a whole.



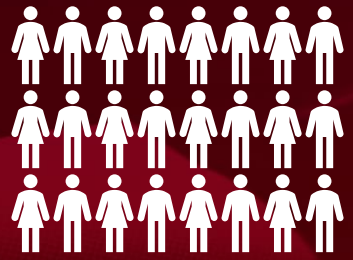
BALANCE SHEET (IN EURO)	65,7M
TURNOVER (IN EURO)	85,5M
NUMBER OF EMPLOYEES	520
COUNTRY OF OPERATIONS	NORWAY & SWEDEN
NACE SECTOR CLASSIFICATION	25.530 – 33.200 – 41.000 – 71.129
UNDERTAKINGS LEGAL FORM	LIMITED LIABILITY COMPANY
TOPICS DEEMED N/A AFTER DMA	B5 – BIODIVERSITY, B6 – WATER

WHERE ARE WE?

Sites	Address	Postal Code	City	Country	Geolocation	
					Width	Length
Momek Group HQ	Mo Industripark	8626	Mo i Rana	Norway	66.3075816	14.168984
Momek Services	Mo Industripark	8626	Mo i Rana	Norway	66.3075816	14.168984
Momek Group Office	Halvor Heyerdahls vei 44	8626	Mo i Rana	Norway	66.313252	14.157508
Momek Services	Mattismoen 3	8656	Mosjøen	Norway	65.8263479	13.1974146
Momek Services	Villaveien 3	8445	Melbu	Norway	68.498489	14.7926951
Momek Services	Håndverkervegen 2B	9018	Tromsø	Norway	69.692462	19.0111543
Momin AB	Metallvägen 6	982 38	Gällivare	Sweden	67.1468164	20.6479138



HIGHLIGHTS FROM 2025



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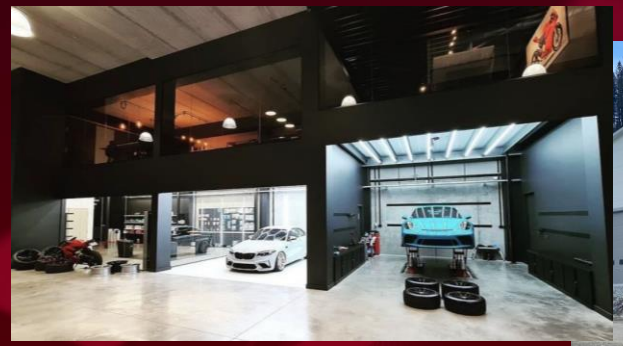
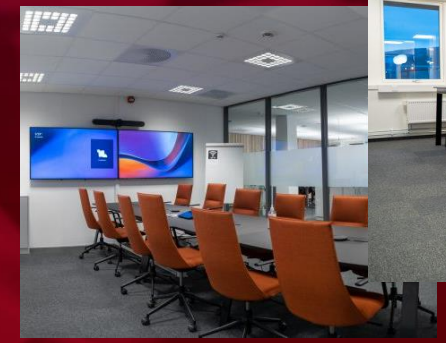
MOMEK HUB



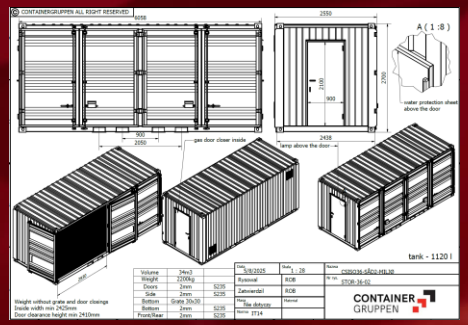
In 2025 Momek finished the construction of the welfare offer - “MOMEK HUB”; a pristine workshop / social gathering point for all employees and aims to create unity, belonging and contribute to MOMEKs recruitment strategy.

NEW OFFICE



MOMEK Group has in 2025 acquired a new and future-oriented office space to co-locate administration, engineering, projects and group-function in one place.

NEW WASTE HANDLING SOLUTION



MOMEK has since 2024 redesigned their entire waste handling solution to create better waste flow, higher sorting rate and to make sorting waste easier for all operators. With the newly procured special waste container Momek makes sure all hazardous waste is removed from production and therefore created a safer work environment for all operators.

LED LIGHTING IN WORKSHOP

As a part of our target, to reduce our electricity cost, MOMEK has invested in brand new LED lighting for the entire Mo workshop. This is estimated to save 200 MWh every year.

ROOF INSULATION

To reduce heating cost MOMEK Group has completed the project of adding an extra layer of insulation on the roof. The project was carried out over 6 months and is estimated to save around 235 MWh every year.

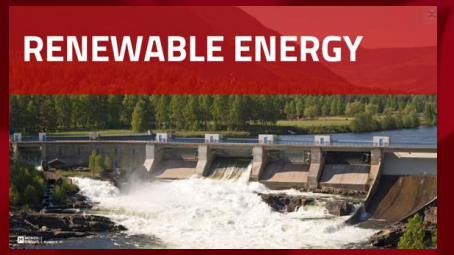
C1 - WHO ARE WE?

Momek Group is a total supplier of service, fabrication and maintenance for both Mining and Process Industry. Subsidiaries like Momek Civil is an experienced total contractor for alle size projects and with missions far of the beaten track. The main product in Momek is its skilled people.

Momek Group is also known as an effective, knowledgeable and solution-oriented supplier in Aquaculture who delivers high quality, efficiency and reliability to a variety of customers along the Norwegian coastline. The Group has also established itself as an experienced partner for the national and international Oil & Gas market.

Renewable Energy is a separate focus area where Momek, in recent times, has established itself as a knowledgeable and experienced partner.

MAIN MARKETS WE OPERATE IN



Services from Momek Group includes, but are not limited to:

Mechanical services:
- Cranes
- Condition monitoring and vibration analysing
- Hydro mechanical equipment
- Industrial climbing
- Industrial piping
- Industrial Service and maintenance
- Machining and CNC
- Pumps and pump systems
- Rotating equipment
- Stainless workshops/subsea
- Vulcanization and conveyor belts

Momek Group products include:
- WelderMate
- TappingMate
- Custom made parts

Civil Services:
- Automation
- Building contractor
- Building Services
- Cleaning Services
- Concrete works and concrete rehabilitation
- Electro
- Manpower
- Rental Service

Design and Engineering:
- 3D scanning
- Engineering
- Condition Monitoring and Vibration Analyzing
- Hydro Mechanical Equipment
- Total Station

C1 – Main business relationships

Key Suppliers

MOMEK Group's upstream value chain consist primarily of suppliers of raw materials, technical components and subcontracted labor that enable its service and fabrication activities. The main supplier categories are:

Steel and raw materials

As a steel fabrication and mechanical service company, MOMEK relies on suppliers of structural steel, stainless steel and associated metals. These are primarily sourced from Nordic and European steel distributors and producers. The company's location within Mo Industrial Park in Mo i Rana provides proximity to steel-intensive industries and facilities local sourcing.

Technical components and equipment

MOMEK procures pumps, piping systems, crane components, conveyor systems and automation hardware from specialized industrial equipment suppliers. International suppliers are also part of the company's partner network, making a mix of Nordic and global procurement.

Subcontracted specialist labor

For large-scale or multi-disciplinary projects, MOMEK supplements its own workforce with specialist subcontractors, particularly for electrical, automation, concrete or welding. Often specialist are sourced internationally.

Services and utilities

Given operations across multiple sites, MOMEK often procures logistics, transport. Energy services are procured locally, with access to renewable energy being a notable feature of Mo Industrial Park.

Distribution

MOMEK Group deliver its services and products directly to industrial clients which is characteristic of B2B industrial services companies. Its delivery model operates through the following channels:

On-site service delivery

The primary channel is deployment of MOMEK personnel and equipment directly to customer industrial sites for maintenance shutdowns, modifications, and construction work. This applies across all main markets.

Workshop-based fabrication and delivery

MOMEK operates workshops in Mo i Rana, Mosjøen, Melbu and Gällivare, from which fabricated components assemblies, and products are delivered to customer facilities.

Project-based EPCI contracts

For larger assignments, MOMEK acts as a total contractor (Engineering, procurement, construction and installation) managing the full delivery chain; from design through commissioning on behalf of the client.

Products

Through MOMEK Robotics, the group is developing and commercializing industrial robotic solutions delivered directly to process industry clients, such as smelters.

Consumers

MOMEK Group serves multiple industries. Customer relationships are long-term and contract-based, often involving recuring maintenance agreements and annual shutdown contracts. The main customer segments are:

Process industry

Clients often engage MOMEK for maintenance shutdown, plant modification and fabrication services.

Mining

MOMEK serves several of Scandinavia's largest mining groups. Mining clients require service, fabrication and maintenance across heavy extraction infrastructure.

Oil & Gas

MOMEK serves the Norwegian and international oil and gas market with fabrication of steel structures, pre-fabricated parts and specialized design equipment.

Aquaculture

A growing segment for MOMEK Group. Recently secured a contract to produce the worlds largest land-based holding tanks for salmon, reflecting the company's expansion into large-scale aquaculture infrastructure.

C1 – Key elements relating to or affecting sustainability issues

Environmental

Energy use and emissions

MOMEK Group operates workshops and field service activities across multiple sites in Norway and Sweden. Energy consumption stems primarily from workshop operations, machinery, heating, and the electrical vehicle fleet. The company uses clean and renewable energy sources in operations. To reduce the impact of energy use and emissions, MOMEK Group uses environmental targets on a group level. Individual subsidiaries may set additional environmental targets on top of these.

Environmental management system

ISO 14001 Environmental Management system are applied throughout MOMEK Group, providing a structured framework for identifying, monitoring and reducing environmental impacts across operations.

Circular economy and waste

MOMEK's sustainability commitments include the use of recycled materials, eco-design principles and the development of products and services that contribute to a circular economy. Specific arear of focus include better waste sorting, use of green-certified inputs in production, and reducing transport-related emissions.

Scope 3 relevance

As a service provider to energy-intensive industries (metals, mining, oil & gas), MOMEK's indirect emissions footprint is substantially shaped by its customers' operation and its upstream procurement of steel and industrial components. These Scope 3 categories are material to a full climate impact picture and represent an area for further data collection.

Social

Workforce health and safety

Safety is MOMEK's most prominent social commitment. A group-level safety target of a zero work related injuries has been established. ISO 45001 Occupational health and safety management system are also applied throughout the group. The company tracks the total recordable injury frequency (TRIF) and reports a long-term positive trend in injury reduction. All employees undergo safety induction training, and the company runs monthly safety campaign across its workforce.

Workforce composition and diversity

With approximately 500 employees, taking care of people and business partners represent one of MOMEK's greatest responsibilities. Gender balance is an acknowledge challenge. Women currently make up only 8% of the workforce. The situation is driven partly by skills distribution in society, and the company recognizes the need to intensify efforts to improve gender balance.

Competence development

Building competence is crucial to MOMEK's capability, flexibility and robustness, with the sustainability of operations seen as hinging on workforce expertise. MOMEK operates an active apprenticeship program and invest heavily in technical training and new equipment for skills development.

Human rights and labor standards

MOMEK annually carries out a due diligence assessment under the Norwegian Transparency Act, seeking to identify existing or potential negative impacts on the environment, human rights, and decent working conditions, covering its own operations, supply chain and other business affiliations. The primary operations is located in the Nordic countries, and are often characterized by strong statutory labor protection. The use of workforce from Polen, Romania and Lithuania introduces cross-border labor supply chains that require ongoing monitoring.

Community impact

Sustainability targets have been chosen based on relevance to risk and improvement opportunities within MOMEK's own business, supply chain, customer operations, and the local communities where MOMEK operates. In Mo i Rana, MOMEK is deeply embedded in the industrial community and is a significant local employer.

Governance

Management systems and certifications

ISO 9001-14001-45001 are applied throughout MOMEK Group, providing a governance framework for quality, environmental performance and HSE. These systems require periodic internal and external audits.

Business ethics

MOMEK has stated its commitment to business ethics as a part of its sustainability initiative. The annual Transparency Act due diligence assessment integrates ethical screening into the supply chain governance process.

Innovation and product responsibility

Innovation is a part of MOMEK's core business, with a stated goal of developing eco-friendly products and introduce solutions that enhance health and safety, address environmental concerns, reduce energy usage. MOMEK Robotics are specifically tasked with developing sustainable industrial products like TappingMate (reducing human exposure in hazardous environments) and WelderMate (robotic welding for improved quality and safety).

C1 – Relevance to financial position

The previously stated key elements relate directly to MOMEK's financial position and performance in the following ways:

- Safety performance is a direct pre-qualification criterion for most industrial maintenance contracts. A deuteriation in TRIF could reduce access to customers and increase insurance cost for the company.

- Growing ESG requirements from large industrial customers (many subject to CSRD) are increasingly passed down to suppliers like MOMEK through supply chain questionnaires and contract requirements.

- The vehicle fleet electrification goal entails capital expenditure but also supports long-term operating cost reduction and compliance with Norwegian emissions standards.

- Customer concentration in energy-intensive sectors (mining, smelting, oil & gas) means that the customers own energy transition trajectories directly affecting demand for MOMEK's maintenance and modification services, creating both transition risk and opportunities as these industries decarbonize.

B2 – Practices, policies and future initiatives

MOMEK Group have established several practices and policies for transitioning towards a more sustainable economy. One of the biggest practices in recent years has been to establish environmental targets and making in part of the company's strategy. The company aims to increase its sorting rate for the group, too at least 85% for all waste generated. The company has also taken significant steps to reduce its energy consumption by retrofitting insulation on the roof of the largest workshop, thus saving an estimated 235 mWh annually (4,18% of total energy consumption). To further reduce energy consumption MOMEK has replaced all lighting in the workshop with LED-light reduce the estimated annual energy consumption by 201 mWh (4,44% of total energy consumption). In total this is estimated to reduce GHG emissions by an estimate of 4 tCO2 annually.

To reduce waste generation and the amount of unsorted waste MOMEK Group has set a clear target of reaching a sorting rate of at least 85% in 2026. In 2025 the group as a whole achieved 82,21%, which is an all-time time. Some department successfully reached the target of 85%. To monitor the target tracking of waste generation/sorting is implemented. Every January a substantial waste report covering the entire group is internally published. The report covers both the group as a whole and gives a status on each company and their achievements. To reach the target the company has revised its waste handling system in 2025, replacing dozens of waste containers, mapping ideal placements and reducing waste in production facilities, with the clear objective of making it easier to sort waste for all operators.

The company has taken significant steps ensure the group lowers its consumption of fossil fuels and set a clear target of turning 50% of the car fleet electric within 2029. This is tracked all year long through MOMEKs environmental dashboard. When replacing or acquiring new cars, an electric alternative shall always be considered the best solution (when it is possible).

MOMEKs environmental dashboard tracks relevant KPIs, such as the development car fleet, sorting rate and energy consumption, thus making easy to keep track of and measure impacts of implemented practices.

In 2025 MOMEK Group revised its environmental policy. There it is now stated that MOMEK should actively work on reducing the environmental impact of the business. This is to be done by reducing waste, ensuring a high sorting rate, reducing energy consumption and establishing environmental targets.

MOMEKs future initiatives in the short run is to establish sustainability training for all its employees. This is expected to be mandatory e-learning for everyone and to be completed in the onboarding period for new employees. MOMEK Group has recently released its own Learning Management System (LMS) and is currently working on creating courses in the system. Once fully implemented, the LMS could reduce travel expenses and GHG emissions from business travel of own workforce. The LMS is expected to replace a significant amount of meetings and physical courses to related to onboarding. The LMS is also expected to reduce the need for administration and resources connected to project specific training.

Establishing targets compliant with Science Based Target Initiative (SBTI) guidelines have been proposed and will be taken into account in the group's strategy process. Having the targets validated by SBTI have also been a discussion on the management team's agenda for 2026. It is expected that the group in 2026 will establish a target that both copes with the guidelines of SBTI, but at the same time does not hinder the possibilities for future economic growth.

POLICY

MOMEK GROUP is committed to fulfill all relevant requirements and to continuously improve a management system in compliance with ISO 9001:2015, ISO 14001:2015, ISO 27001:2023, ISO 45001:2018

Management shall, in collaboration with employees, establish a corporate culture and guidelines that ensures compliance with relevant requirements and a sustainable business development.

HSE

"We shall ensure that all employees are part of a safe and healthy work environment."

Employees are our most important resource, that is why we must have a safety culture and routines to ensure that:

- Eliminating workplace hazards and risks
- Financial dispositions don't compromise HSE
- Confer with employees in HSE-cases

Quality

"Quality is key in all processes and ensure improvement, customer satisfaction and profitable operations."

MOMEK strives to deliver quality in all aspects of our operations by;

- Carry out assignments with modern equipment.
- Develop and optimize supplier network
- Ensure customer requirements/needs are met

Environment

"Environmental responsibility is a fundamental value for operating a future-oriented business."

MOMEK is actively working to reduce our environmental impact by:

- Reducing waste and ensuring a high sorting rate
- Reduce energy consumption and climate footprint
- Establish and follow up environmental targets

Information security

"Information security is vital to protect our operations and maintain trust with customers and employees."

MOMEK maintains information security through good routines that ensure that we:

- Secure information
- Mitigate risk for cyber attacks
- Secure digital resources

Traffic

"Operating in traffic is a risk we shall reduce by establishing a good traffic culture."

MOMEKs traffic culture shall contribute safer travel, we comply with traffic regulations and:

- Stand out as good examples in traffic
- Remove snow and ice from car and windows
- Never use our phones when driving

Drugs and alcohol

"Zero tolerance for use of drugs and alcohol in the workplace."

In MOMEK we work actively with the prevention of substance abuse; this means that we:

- Confer with employee in substance abuse matters
- Got routines for following up on individual cases
- Drug tests in accordance with local legislation

C2 - Implemented practices, policies and future initiatives

	Do you have existing sustainability practices/ policies/ future initiatives that address any of the following sustainability issues? [YES/NO]	Are they publicly available [YES/NO]	Do the policies have any targets? [YES/NO]
Climate change	YES	NO	YES
Pollution	NO	NO	NO
Water and Marine Resources	NO	NO	NO
Biodiversity and Ecosystems	NO	NO	NO
Circular Economy	YES	NO	NO
Own workforce	YES	NO	NO
Workers in the Value Chain	YES	NO	NO
Affected Communities	NO	NO	NO
Consumers and end-users	NO	NO	NO
Business Conduct	YES	NO	NO

C2 - Implemented practices, policies and future initiatives

	If you answered YES to existing practices/policies/future initiatives in disclosure B2, please briefly describe them along with their consequent actions. (in case the practice/ policy/ future initiative covers suppliers or clients, the undertaking shall mention it)	If you answered YES to future initiatives/ targets in disclosure B2, please specify them.	You may indicate the highest senior level in the undertaking accountable for implementing them [if any]
Climate change	MOMEK Group has developed it own sustainability strategy, which describes how ESG should be integrated in all our processes. The strategy describes how sustainable practices are to be part of everyday operation	Strategy shall become an integrated part of the business and aims to reduce the company's environmental and social footprint.	CEO MOMEK Group
Own workforce	MOMEKs Code Of Conduct provides guidelines for expected behavior and standards. It sets the foundation for how people should behave and supports a consistent, professional work culture	-	CEO MOMEK Group
Workers in the Value Chain	MOMEKs supplier Code Of Conduct provides guidelines for expected behavior and standards. It sets the foundation for how suppliers are expected to behave and supports a consistent, professional work culture	-	CEO MOMEK Group
Business Conduct	MOMEK Group has several policies integrated into the companies Code of Conduct, e.g: • Anti-bribery and corruption policy • Conflict of interest policy • Gifts and hospitality policy • Non-retaliation policy	-	CEO MOMEK Group

MOMEK GROUP
Environmental targets

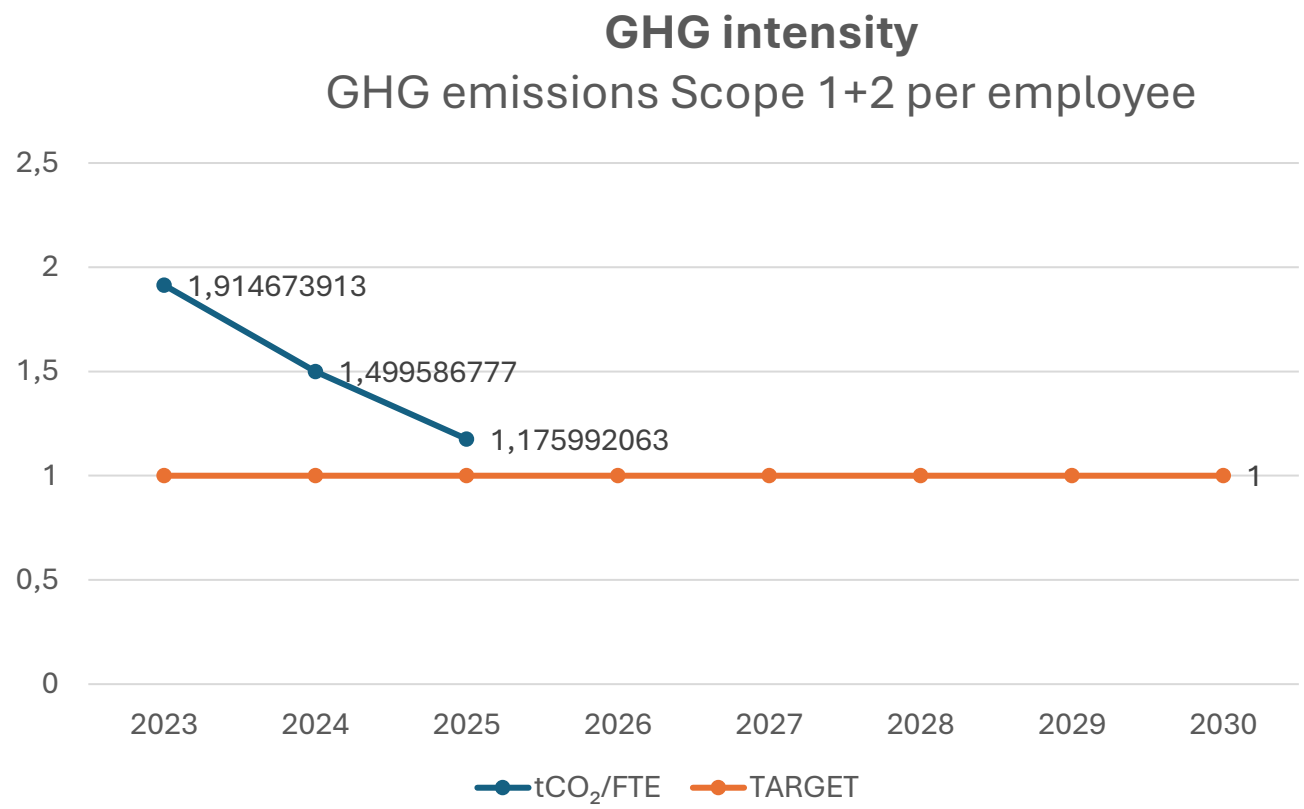
Target 1		Annually certification ISO 14001
Target 2		**50%** of car fleet to be electric by 2029
Target 3		**At least 85%** sorting rate waste
Target 4		GHG emissions (scope 1 & 2) per employee >1 tCO_2 (tCO_2/FTE)

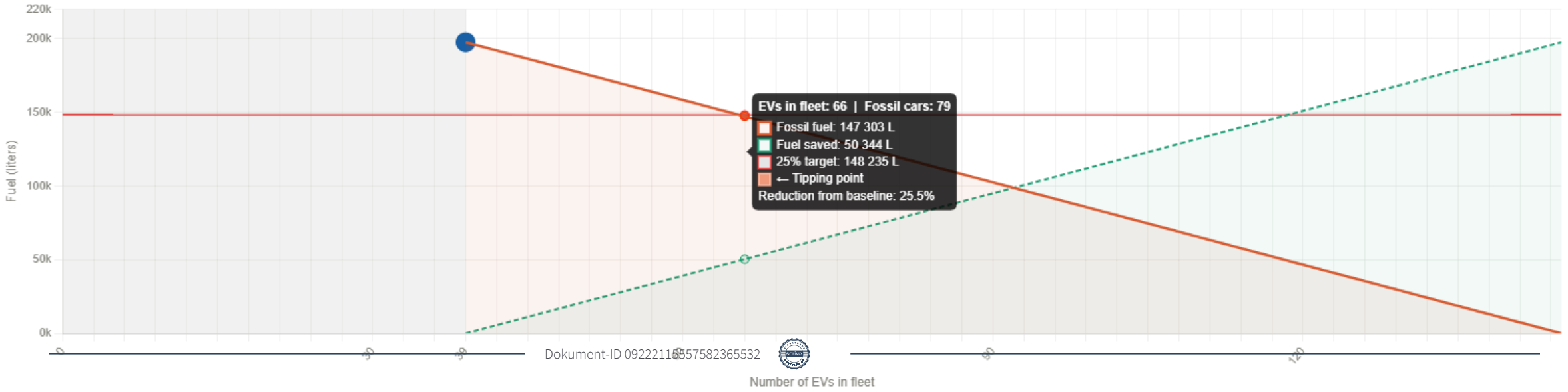
Environmental targets

MOMEK Groups environmental targets reflects the company's ambitions to reducing climate impacts. Environmental target 2 and 4 is documented in the tables on this page and showcase the trajectory on achieving the company's climate ambitions.

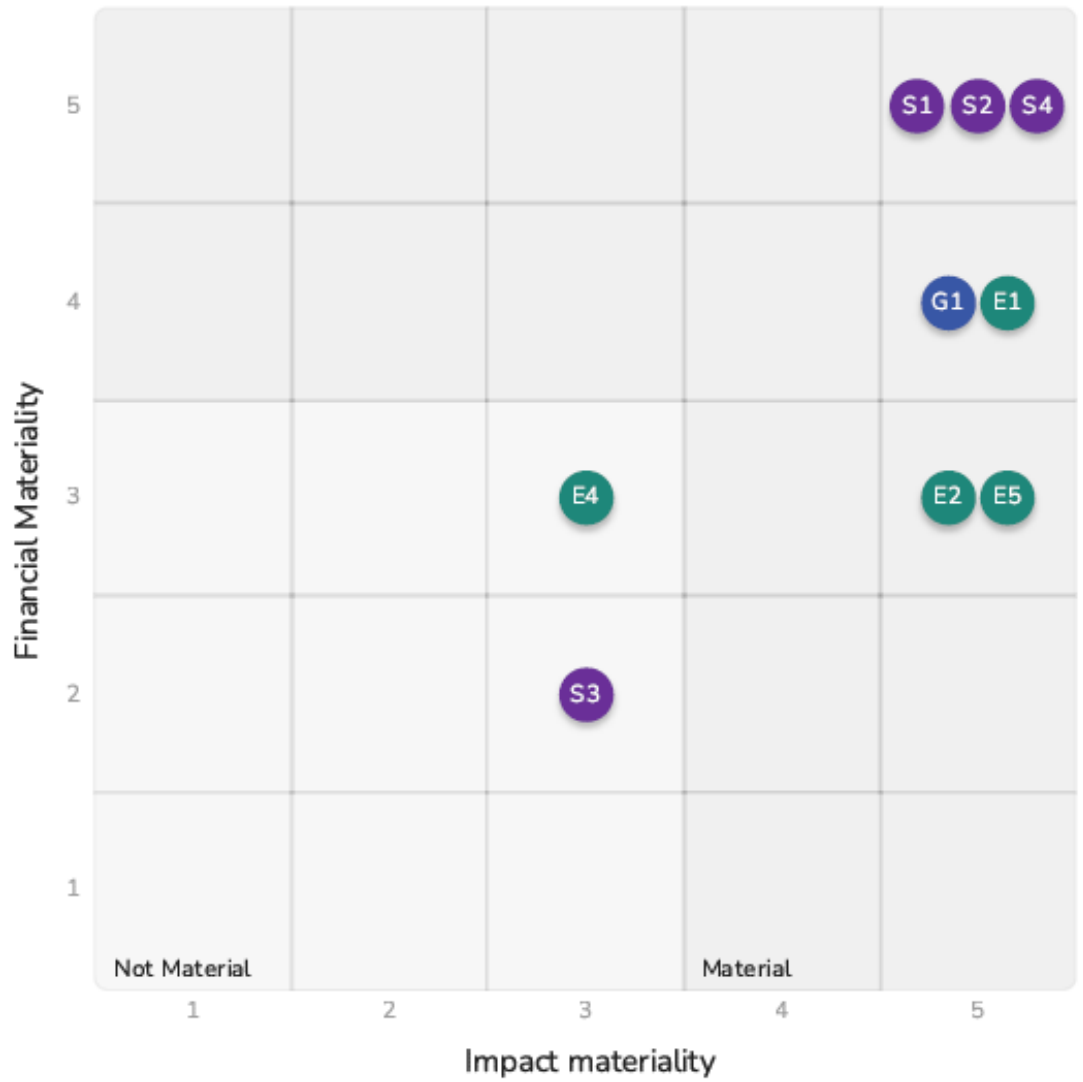
The car fleet is the most substantial factor for reducing scope 1 emissions and to achieve MOMEKs target of reducing scope 1 emissions by 25% the car fleet should consist of at least 66 EVs, by estimations.

This target heavily impacts performance on target 4, which is to have a total GHG emission for both scope 1 & 2 below 1 ton per employee. As seen on the graph the development for scope 1 & 2 emissions have been drastically reduced since 2023. The company expect to reach the target of 1 tCO2 in 2026 and continuously move towards net zero emissions.





Double materiality assessment



ENVIRONMENTAL STANDARDS

E1	Climate change	Material
E2	Pollution	Material
E3	Water and marine resources	Not Material
E4	Biodiversity and ecosystems	Not Material
E5	Resource use and circular economy	Material

SOCIAL STANDARDS

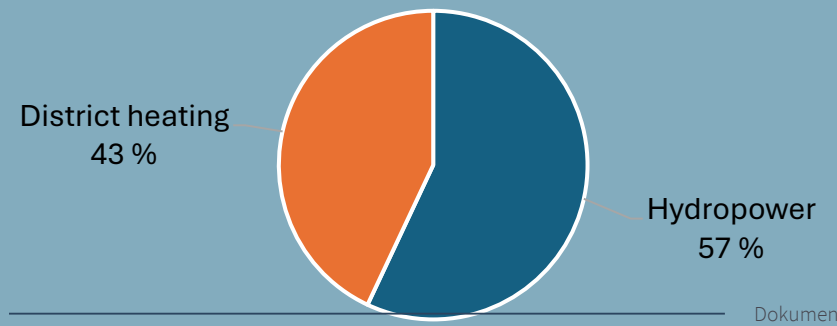
S1	Own workforce	Material
S2	Workers in the value chain	Material
S3	Affected communities	Not Material
S4	Consumers and end-users	Material

GOVERNANCE STANDARDS

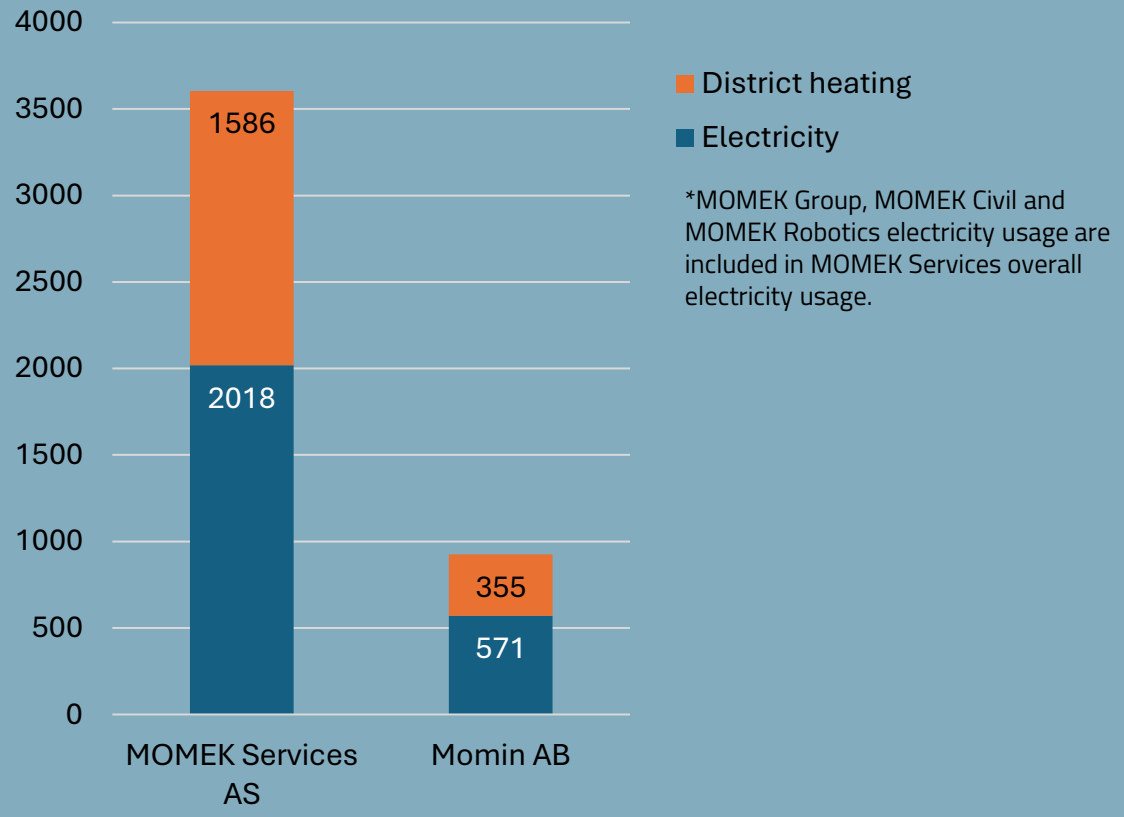
G1	Business conduct	Material

B3 - ENVIRONMENT METRICS

MOMEK Group Electricity mix



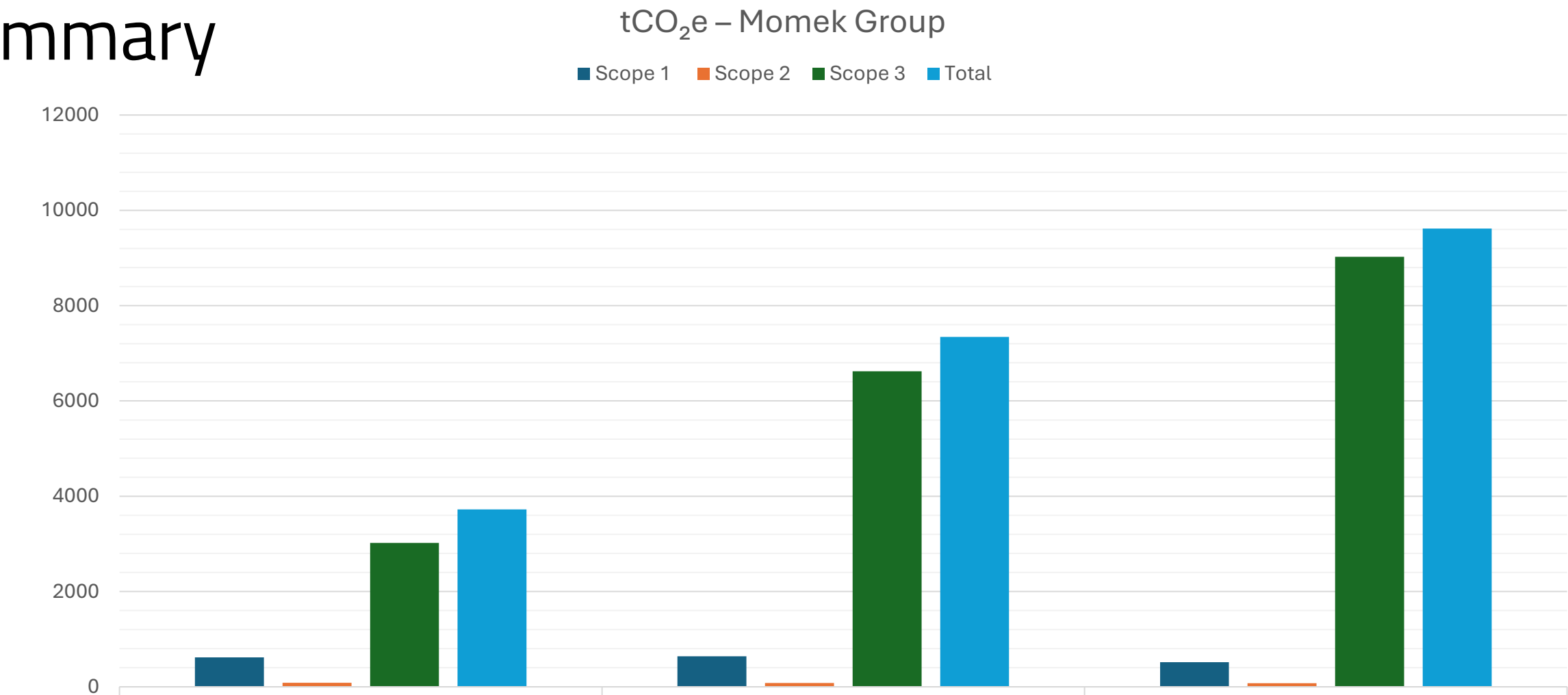
Electricity usage by company



*MOMEK Group, MOMEK Civil and MOMEK Robotics electricity usage are included in MOMEK Services overall electricity usage.

	Renewable Energy consumption (MWh)	Non-renewable Energy consumption (MWh)	Total 2025 Energy Consumption (MWh)
Electricity	2590 MWh	0 MWh	2590 MWh
District heating	0 MWh	1941 MWh	1941 MWh
Fuels	0 MWh	0 MWh	0
Total	2590 MWh	1941 MWh	4531 MWh

B3 – GHG EMISSIONS Summary



	2023	2024	2025
Scope 1	619,9	642,7	515,1
Scope 2	84,7	81,1	77,6
Scope 3	3020,3	6620,7	9025,9
Total	3724,9	7344,5	9618,6

B3 – GHG intensity

MOMEK has assessed its GHG intensity in accordance with the reporting approach recommended for SMEs under the VSME framework. The company's GHG intensity is 0.11 kg CO_2e per euro of revenue, meaning that MOMEK emits 110 grams of CO_2e for each euro generated. This indicator provides a proportional and meaningful way for SMEs to report climate-related performance.

To contextualize this result, we compare it with publicly available European data on economic emissions intensity. Eurostat reports that the European manufacturing sector is among the most emission-intensive parts of the economy due to significant fossil fuel use and process-related emissions. This places many industrial activities at substantially higher emissions per euro of economic output than service-oriented or low-energy business models.

Additional analysis from the Central Statistics Office (CSO) in Ireland, based on Eurostat methodology, shows that industrial sectors in Europe typically record several hundred grams to several kilograms of CO_2e per euro of value created, depending on their energy dependence and production processes. This provides a realistic benchmark for understanding where SMEs in technical and engineering fields may fall relative to heavier industries.

Against this backdrop, MOMEK's result of 0.11 kg CO_2e per euro is significantly lower than what is commonly observed in European industrial sectors. The company's emissions intensity is closer to levels normally associated with low-impact, energy-efficient, and non-process intensive business models. This reflects both the nature of MOMEK's activities and ongoing efforts to manage climate impact responsibly.

GHG intensity

= 0,11 kg CO_2 / €

C3 - GHG EMISSIONS
Key figures

MOMEK Groups GHG emissions is calculated for the group as a whole and thus include all its subsidiaries. The calculation is monitored and is accurately calculated to give a realistic picture of the companies GHG emissions.

The data presented provides an overview of MOMEK Groups greenhouse gas emissions (GHG). Monitoring our GHG emissions is an integrated part of the company's sustainability strategy and our most valuable tool for identifying GHG emission reducing actions. The annual GHG emission report is prepared before MOMEKs management review and enables us to benchmark KPI's and evaluate our progress over time.

After Management review the GHG emission report is distributed to all employees by info screens. The reason MOMEK is distributing the emission report is to create awareness of status quo and the groups performance over the last year.

MOMEK has chosen its base year to be 2025 since this is the year the company has gathered most reliable data. Previous year data acquisition has not been a prioritized area. Looking forward MOMEK will actively try to reduce its emissions compared to base year.

Since our emissions is heavily based on customers activity and projects, the GHG emissions may vary from year to year depending on activity level.

		tCO_2e		
Scope 1	Unit	2023	2024	2025
Stationary combustion	tCO_2	28,9	5,4	6,3
Mobile combustion emission	tCO_2	591	637,3	508,8
Scope 2				
Emissions from purchased energy	tCO_2	84,7	83,1	77,6
Scope 3				
Purchased goods and services	tCO_2	2146,3	5702,9	7894,7
Upstream transportation and distribution	tCO_2	6,9	66,8	43,9
Waste generated in operations	tCO_2	31,2	28,8	8,6
Business travel	tCO_2	766,9	721,7	879,5
Employee commuting	tCO_2	64,9	77	80,1
Upstream leased assets	tCO_2	-	-	96,3
Downstream transportation and distribution	tCO_2	4,1	23,5	21,7
Downstream leased assets	tCO_2	-	-	1,1
Total tCO_2e (scope 1,2 & 3)	tCO_2	3724,9	7346,5	9618,6

* Scope 3 emissions for purchased goods and services is calculated using a spend based model, due to unavailable detailed activity data. The results may be less precise than other calculated emissions.

C3 – GHG EMISSIONS

GHG emissions Scope 1
As seen previously, MOMEK Groups scope 1 emissions account for approximately 5% of its total GHG emissions. The emissions is calculated using a market-based method in accordance with the GHG protocol. This is mostly caused by the company's mobile combustion emissions from fuels.

In MOMEKs daily operations our operators heavily depend on the usages of car for transportation to and from different projects. In the group there is 145 cars, where 71% of these still use fossil fuel as its main source of power.

The management team have addressed this and set a clear target of electrifying the car fleet. The company aims to have a car fleet consisting of at least 50% electric vehicles within 2029. The target is set to reduce one of the company's main source of emissions and is a part of the strategy to become climate neutral.

GHG emissions Scope 2
Energy consumption data in the form of purchased electricity and district heating is calculated using a marked based method for all locations which is under MOMEKS operational control. Emissions is calculated by multiplying the energy consumption with the providers emission factor.

MOMEK has taken significant steps to reduce its scope 2 emissions by both replacing the entire lighting system of its biggest workshop and retrofitting insulation on the existing buildings roof the reduce energy consumption.

GHG emissions Scope 3
Scope 3 emissions include all indirect greenhouse gas emissions across the entire value chain; from suppliers, subcontractors, transportation, to product use, and downstream activities. For a company like MOMEK Group, which operates across mining, oil & gas, aquaculture, renewable energy, infrastructure, and heavy industrial services, these challenges become amplified.
Momek Group operates across a wide range of industrial sectors. These sectors are characterized by global, multi-tiered supply chains, where material and component flows often extend several levels beyond our direct suppliers. Such supply chain complexity is a well-recognized barrier to accurate Scope 3 accounting, as companies frequently lack transparency into upstream activities and emission drivers.

Accurate Scope 3 reporting depends heavily on access to emissions data from suppliers. The absence of supplier-provided emissions information is the most significant hurdle faced by companies, with approximately 70% citing lack of data as the main barrier. This challenge affects MOMEK as well, given our reliance on specialized industrial suppliers and subcontractors across multiple sectors. Without detailed primary data, it becomes difficult to quantify the emissions embedded in purchased materials, equipment, and outsourced services.

Where primary data is unavailable, MOMEK rely on industry averages or generic emission factors and use a spend-based calculation model to give rough estimates on GHG emissions. Using methods like spend-based calculation provides some insights, but they reduce the precision drastically and limit the ability to track year-to-year improvements.

Purchased goods and services
MOMEK Group does not currently have available data to use a marked-based method for calculating emissions for purchased goods and services, therefore GHG emissions are calculated using a spend based method.

In 2023–2025, Scope 3 emissions show a clear upward trend, largely influenced by increased purchasing volumes and project activity. Purchased goods and services consistently make up the dominant share of Scope 3 emissions. Emissions in this category increased substantially from 2,146 tCO_2e in 2023 to 5,703 tCO_2e in 2024, before rising further to 7,895 tCO_2e in 2025. This development reflects a combination of higher material consumption, more complex project deliveries, and a growing share of emissions embedded in the supply chain.

In previous years MOMEK contribution to projects has mainly been to supply skilled labor, and the customer has supplied most of the materials, but in recent years we have seen a development where MOMEK has been more involved in procurement processes and deliverables. Thus, increasing our GHG emissions. This means that value-chain emissions, mainly procurement, are driving MOMEKs climate impact.

It is important to remark that this scope 3 emissions for purchased goods and services contains a certain amount of uncertainty. The data viability may differ a lot from the actual situation.

Waste from operation
Waste generated from operation is significantly reduced in 2025, compared to previous years and almost a 50% reduction compared to the results of 2022. MOMEK also reached an all-time high sorting rate on waste, 82,21%, compared to 2022 which was 65,5%. The company target for 2026 is 85%.

Waste data is calculated using a marked-based method, and the data set is supplied to MOMEK by the waste management suppliers. A complete breakdown of waste is presented on page 29.

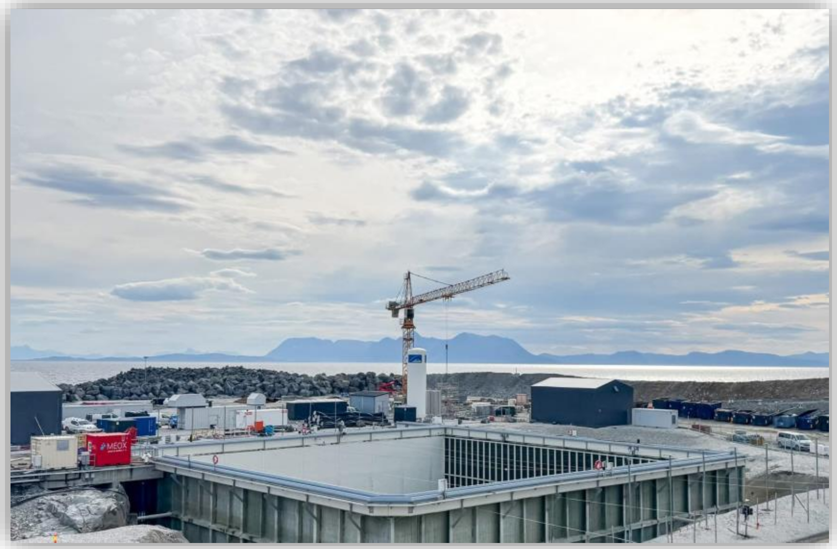
Business travel
Business travel remains a significant contributor within Scope 3, fluctuating between 722 and 880 tCO_2e across the three years. These emissions reflect the travel-intensive nature of MOMEKs operations and underline the importance of continued work on digital collaboration tools and more sustainable travel policies.

C3 – Actions to achieve targets

Scope 1
To achieve the target of reducing scope 1 emissions by 25% within 2030 the company plans to use its environmental management system to optimize its operations. A breakdown of the target and a run through of the company's environmental aspect analysis made it clear that to reduce scope 1 emissions, MOMEK need to prioritize fuel switching. This resulted in MOMEKs environmental target 2; to have at least 50 of the car fleet electric by 2029. By reducing the number of fossil driven cars, the need for fossil fuels is significantly reduced. The graph below indicates that MOMEK will reach is target of 25% reduction in scope 1 emissions compared to base year before it reaches its own target of having a car fleet consisting of at least 50% EV.

Scope 2
To achieve a reduction of 10% in scope 2 emissions MOMEK Group has taken significant steps in 2025, both performing both lighting retrofitting in its largest workshop and optimizing the building efficiency through roof insulation. Through lowering the energy consumption MOMEK will also lower the grid emission and thus reducing its scope 2 emissions.

Scope 3
MOMEK will in 2026 focus on establishing emission reduction targets for scope 3 emissions. To set a consist reduction target it will require collaboration and commitment from stakeholders in the value chain.



	Baseline	Results		Ambitions			
	2025	2025	% vs. baseline	2030	2035	2040	2050
Scope 1 GHG emissions (tCO_2)	515,1	515,1	-	- 25%	-	-	-
Scope 2 GHG emissions (tCO_2)	77,6	77,6	-	- 10%	-	-	-
Scope 3 GHG emissions (tCO_2)	9025,9	9025,9	-	-	-	-	-

C3 – Transition plan

MOMEK Group has not yet adopted a formal climate transition plan for the current reporting period. This reflects the complexity involved in developing a robust and credible plan that is aligned with recognized frameworks. Developing a transition plan of sufficient quality requires a thorough baseline assessment of the groups GHG emissions across all relevant scopes, identification of decarbonization levers across business operation and the value chain, and the establishment of measurable interim targets that are consistent with a pathway to net zero. Ensuring that this work is grounded in accurate data and stakeholder input requires time, and the group has prioritized doing the work properly over meeting the deadline of this report.

MOMEK Group is committed to adopting climate transition plan within the next reporting period. This plan will set out MOMEK Groups long-term decarbonization pathway, define short- and medium-term emission reduction targets, address key transition risks and opportunities, and assign clear organizational responsibility for delivery. MOMEK recognizes that a credible transition plan is not only a reporting obligation, but a strategic necessity in a market where customers, partners, and financiers increasingly expect demonstrable climate ambitions from their suppliers.

Concerns

Scope 1 – Direct emissions

The main concern with scope 1 targets is the capital investment required to actually reduce a significant amount of the emissions. For an industrial service company like MOMEK Group direct emissions typically comes from combustion in owned machinery, vehicles and facilities. As seen previously almost a 99% of MOMEK Groups Scope 1 emissions originates from mobile combustion emissions. Transition this to low- or zero emission alternatives involves a significant upfront cost and is dependent on technology availability and grid infrastructure. Grid infrastructure is still maturing in many parts of northern Norway/Sweden, where MOMEK Group operates.

Scope 2- Indirect Energy Emissions

Scope 2 emissions is generally more manageable in a Norwegian context, given the country's largely renewable electric grid. However, concerns may arise around the choice of accounting methodology (market-based vs. location-based), and emissions from operation in other countries or regions with less clean grids. There is also a risk of over-reliance on scope 2 reductions to offset slower progress on scope 1 and 3.

Scope 3 – Value Chain Emissions

Scope 3 is where the most significant concerns lie:

- **Estimates:** Estimates used in the sustainability statement are prepared on customized models. The assumption on which the estimates are based rely on experience and external sources of information. The estimates and assumptions form the basis for making judgements about amounts and metrics, where these are not available from other sources. Actuals may differ from these estimates.
- **Boundary setting:** Deciding which categories are material and relevant is both technically complex and subject to scrutiny. Including too few categories risks greenwashing accusations, including to many creates an unmanageable reporting burden.
- **Limited direct influence:** a large share of emissions, particularly from the use of sold services or upstream supply chain can not be reduced through MOMEKS own operational decisions alone. Meaningful reduction requires collaboration across the value chain.
- **Customer dependency:** For industrial services companies like MOMEK Group a significant portion of scope 3 emissions relate to activities for clients. This could create a tension between commercial interests and climate commitments that is difficult to resolve through target-setting alone.

B4 – Pollutants to air, water and soil

Environmental Aspect Analysis
As one of the fundamental steps in ISO 14001 – environmental management system certification, the company performs an annual systematic environmental aspect analysis. This process makes the company identify all the ways the organizations activities, products and services impact the environment; and then evaluating which of those impacts are significant enough to require active measures to reduce the impacts. The process forms the basis for setting environmental objectives for future initiatives.

Scope
MOMEK Group has performed an environmental aspect analysis covering all its locations of operation, this meaning the workshops in Mo i Rana, Mosjøen, Melbu and Gällivare.

Significant aspects
The pollutants are similar on all locations, and the significant aspects is evaluated to be:

- Exhaust from vehicles (emission to air)
- Air travel (emission to air)
- General heating (indirect emission to air)
- Use of fossil fuels (emission to air)
- Unsorted waste (emission to soil)

Review
The environmental aspect analysis is reviewed annually and updated whenever new activities, sites or regulatory requirements are introduced.

C4 – Climate-related hazards and transition events

Transition Risks

Risk	Risk reducing measures	Time horizon
Policy and Legal		
Emission reporting obligations	Close monitoring and acquire key competence.	Short-term
Increased compliance cost	Organizational adjustments and close monitoring of compliance requirements.	Medium-term
Stricter EU requirements	Close monitoring and early implementation.	Short-term
Technology		
Transition-cost low emission technology	Gradually invest in new technology to shorten the gap to new low emission technology.	Medium-term
Skill transition risk	Competence mapping and structured training program.	Long-term
Digitalization lag	Upgrade core operational systems to enable better tracking, allocation and reporting.	Short-term
Market		
Increased compliance requirements	Identify/monitor compliance requirements early. Adjust organization accordingly.	Medium-term
Uncertainty in market signals	Foster close relationships with key customers and monitor market trends.	Short-term
Increased cost of raw materials	Diversify supply base and try to forecast demand.	Short-term
Client portfolio shifts	Close monitoring and proactive actions during market volatility.	Long-term
Loss of revenue as sector declines	Diversification into different markets to reduce dependency.	Long-term
Reputation		
Shift in consumer preference	Continuous development of Environmental Management System.	Medium term
Increased stakeholder concern	Foster close relationship and open dialog with key stakeholders.	Short to long-term
Stigmatization of sector and reduced reputation	Strive to promote MOMEK as an employer and collaborate with stakeholders to enhance its sustainability initiatives and uphold compliance requirements.	Medium-term

Physical Risks

Acute		
Climate change-induced avalanches causing disruption in supply / operations	Map supply routes and ensure alternate alternatives to maintain a steady supply chain / operations.	Medium-term
Chronic		
Temperature changes and rising sea levels may increase operational disruption	Reinforcing operational resilience and adopt strategies to protect assets.	Long-term

Time horizon	Definition
Short-term	1-5 year
Medium-term	5-10 years
Long-term	Above 10 years

Climate-related hazards and transition events

	Low impact	Moderate impact	High impact	Critical impact
High likelihood	Emission reporting obligations	Compliance cost	Stricter EU requirements Increased raw material cost	Loss of oil & gas revenue as sector declines
Medium likelihood		Extreme weather events	Fail to adequately adress or report climate related risk Climate related supply chain disruption	Client portfolio shifts Infrastructure affected by changing climate conditions
Low likelihood	Climate related operational disruption	Skill transition risk	Low emission technology	Digitalization lag

Physical hazard Transition risk

C4 – Potential adverse effects of climate risks that may affect its financial performance or business operation

Short-term (1-5 years)

Transition risks – Regulatory and market pressure

MOMEK Groups significant exposure to the oil & gas sector means that tightening emission regulations and carbon pricing mechanisms in Norway and the EU may increase operational costs for key clients, potentially reducing demand for MOMEKs services in this segment. Stricter environmental requirements on industrial suppliers may also require investments in documentation, reporting systems and compliance processes.

Physical risks – Extreme weather events

MOMEKs operations are concentrated in Northern Norway and Northern Sweden. Both regions are increasingly exposed to extreme weather events such as heavy snowfall, storms and flooding. Such events could potentially disrupt operations for MOMEKs locations, delay project deliveries and increase costs related to HSE and logistics.

Medium-term (5-10 years)

Transition risks – Client portfolio shifts

A structural decline in oil & gas investments, driven by energy transition policies could reduce MOMEKs revenue from this market segment. Clients in the process industry and mining sector may also face increased regulatory pressure, affecting maintenance and project volumes.

Physical risks – Supply Chain disruption

Climate related disruptions to raw material supply chains, particularly steel and other industrial inputs could increase procurement costs and lead times, affecting MOMEKs ability to deliver projects on time and within budget.

Workforce and infrastructure risks

Changing climate conditions in Norway and Sweden may affect infrastructure reliability (roads, ports, railway, energy supply) that MOMEKs workshops and logistics depend on, potentially increasing operational costs.

Long-term (10+ years)

Transition risks – Market transformation

The long-term transition away from fossil fuels poses a structural risks to MOMEKs oil & gas revenue stream. However, MOMEKs diversification into renewable energy, aquaculture and mining, as well as investments in robotics and sustainable industrial solutions partly mitigates this risk over time.

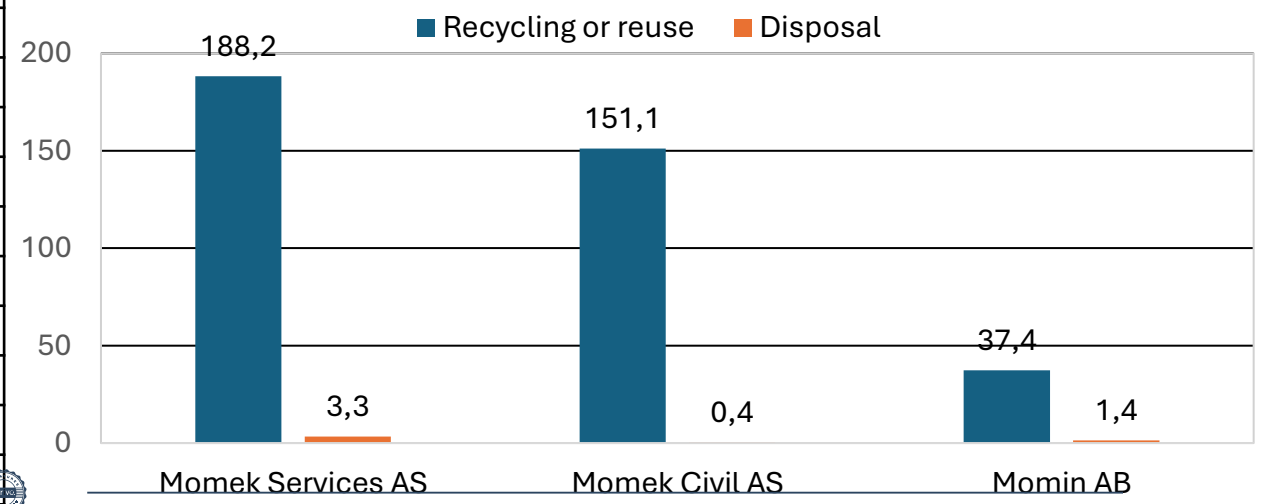
Reputational and financing risks

Failure to adequately address or report climate related risks may affect MOMEKs ability to attract financing, win public tenders and maintain client relationships, particularly as large industrial clients increasingly require climate accountability from their suppliers.

B7	Waste generated (e.g. tonnes)		
	Total waste genereted, of which:		
Nr.	**Non-hazardous waste**	Waste diverted to recycle or reuse	Waste directed to disposal
1	Unsorted combustible waste	84,4 tonnes	
2	Mixed processed wood	75,4 tonnes	
3	Clean magnetic metal	62,6 tonnes	
4	Clean non-magetic metal	4,9 tonnes	
5	Mixed metals	78,9 tonnes	
6	Mixed commercial waste	7,1 tonnes	
7	Concrete without reinforcement steel	13,5 tonnes	
8	Concrete with reinforcement steel	3,6 tonnes	
9	Brown paper	7,6 tonnes	
10	Kitchen and food waste	6,9 tonnes	
11	Mixed paper, cardboard and carton	6,4 tonnes	
12	Office paper	<0,1 tonnes	
13	Mixed electrical and electronic waste	5,8 tonnes	
14	Window glass, non-laminated	0,8 tonnes	
15	Mineral wool		5 tonnes
16	Mixed rubber waste	4,8 tonnes	
17	Drywall (gypsum)	1,7 tonnes	
18	Brick and roof tiles	2,6 tonnes	
19	Ceramics and porcelain	2,2 tonnes	
20	Mixed glass/metal	1,9 tonnes	
21	Hard plastic packaging	<0,1 tonnes	
22	Hard plastic, other	1,7 tonnes	
23	Mix glass	<0,1 tonnes	
24	Mixed soft/hard plastic packaging	0,6 tonnes	
25	Electrotechnical equipment	0,4 tonnes	
26	Expanded and extruded plastic	<0,1 tonnes	

	Waste generated (e.g. tonnes)		
	Total waste genereted, of which:		
Nr.	**Hazardous waste**	Waste diverted to recycle or reuse	Waste directed to disposal
1	Waste oil, eligible for refund	0,9 tonnes	
2	Waste oil, not eligible for refund	1,6 tonnes	
3	Oil and grease waste	0,2 tonnes	
4	Oil-contaminated material	<0,1 tonnes	
5	Oil filters	<0,1 tonnes	
6	Paint and adhesive	0,1 tonnes	
7	Spray cans	0,2 tonnes	
8	Fluorescent tubes and lightbulbs	<0,1 tonnes	
9	Lead-acid batteries	0,1 tonnes	
10	Small batteries, unsorted	<0,1 tonnes	
11	Gases in pressurized containers	<0,1 tonnes	<0,1 tonnes
12	CCA-treated wood	2,6 tonnes	
13	Insulating glass (chloroparaffins)	2,3 tonnes	

Waste by company (e.g. tonnes)



*Waste generated by MOMEK Robotics are included in MOMEK Services registered waste.

B7 – Waste Management System

As seen on the previous model most of MOMEK Groups waste is diverted to recycle or some form of reuse. The Company has taken significant steps to ensure the sorting rate remains high by revising the entire waste handling solution at its biggest workshop and actively trying to minimize waste in production, thus reducing the share of combustible waste as it has a higher amount of GHG emissions compared to other waste categories.

The company has also invested in a hazardous waste container to remove hazardous waste from the operational areas and to avoid contamination and unforeseen emissions.

The company has set a target of reaching at least 85% within 2026. Some of the subsidiaries in the group has already reached this target, but if the group is calculated as a whole, some percentages remain to reach the set target.

It is estimated that the actions taken in 2025 will be fully implemented in Q1 2026 and will give significant results on the GHG emissions for 2026.

B7 – Annual mass-flow

The undertakings does not operate in a sector using significant material flows as the group and subsidiaries operates in multiple markets with a widespread material usage depending on the current project scopes. To identify it as a significant material flow would be a stretch since the materials vary from year to year, and project to project. This data point is seen as not applicable for the undertaking.

B7 – Circular economy principles

MOMEK Group integrates circular-economy principles throughout its operations to reduce environmental impact, extend material lifecycles, and support more resource-efficient industrial value chains. The company actively develops and implements sustainable practices, including the use of recycled materials, application of eco-design principles, and the development of products and services that contribute directly to a circular economy.

A core element in MOMEK's circular-economy approach is the focus on resource efficiency and material recirculation. By incorporating recycled materials into production processes, MOMEK reduces dependence on virgin resources and supports closed-loop material flows.

This commitment is further strengthened through localized manufacturing models, such as the Momek-Løvold partnership, where Nordic steel, optimized product design, and longer service lifespans are used to significantly reduce environmental footprints. Bringing production back to Norway also cuts emissions associated with long-distance transport and enhances supply-chain predictability.

MOMEK applies eco-design principles to develop durable, high-quality industrial solutions that reduce waste and energy consumption across their lifecycle. This includes the creation of innovative technologies and products aimed at improving operational efficiency, such as Momek Robotics projects directed towards industrial production equipment, and also increasing recycling potential, in addition to addressing environmental concerns in client operations.

MOMEK also works to strengthen circularity across its value chain, not only within its own operations but also within its supply chain, client operations, and local communities. This is normally done through qualification processes, frequent audits, including an onsite visit in the suppliers' locations and annual due-diligence assessments conducted under the Norwegian Transparency Act, where the company identifies and mitigates environmental risks and works toward responsible, circular resource management throughout its network.

B8 – SOCIAL METRICS

OUR CORE VALUES

DRIVE

..a desire for work, commitment in your tasks, be hungry for new goals, inspire your colleagues..

COURAGE

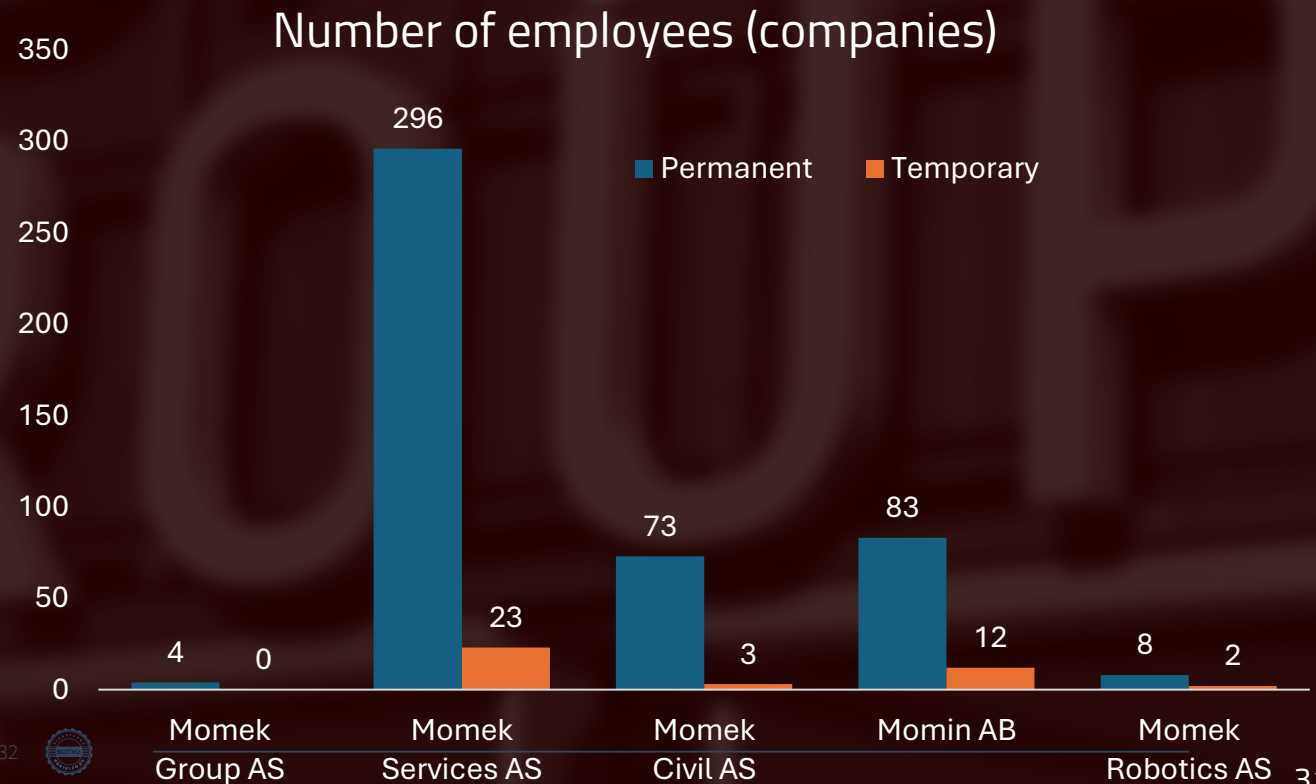
..to speak up and take a stand, to do things our own way, to bet on and work towards what we believe in..

RESPONSIBILITY

..for own tasks and personal development, when things have gone wrong for employees and surroundings..

Contract	Number of employees
Temporary contract	40
Permanent contract	464
Total	504

Country (of employment contract)	Number of employees
Norway	409
Sweden	95
Total employees	504



B8 – SOCIAL METRICS

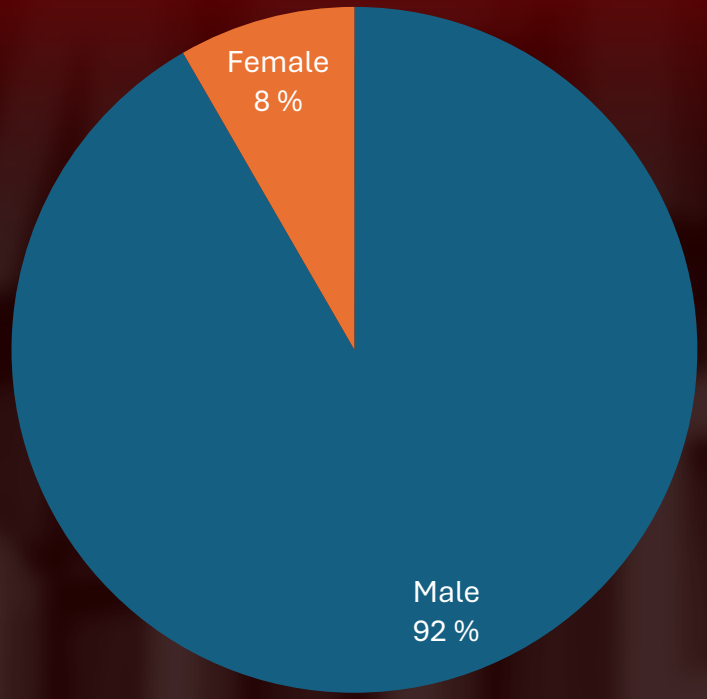
At MOMEK Group, gender diversity is a fundamental part of how we build a stronger, more resilient, and future-oriented organization. As a company rooted in industrial innovation and long-term value creation, we recognize that diverse teams are essential for solving complex challenges, driving operational excellence, and strengthening our safety and collaboration culture.

Our industry has historically been male-dominated, and we acknowledge that achieving gender balance requires deliberate, sustained effort. We continue to work toward widening the talent pipeline, reducing barriers to entry, and ensuring equal opportunities for career development across all levels of the company. This includes strengthening inclusive recruitment practices, supporting internal leadership development, and fostering a work environment where all employees feel respected, heard, and empowered.

“MOMEK Group has initiated several measures to increase the proportion of females in the company. The goal is for females to make up at least 20% of the workforce by 2030.”

As part of the company's broader sustainability efforts, gender diversity also plays a critical role in social responsibility. By promoting equitable representation, we help build a workforce that reflects the society around us; one where competence, safety, and well-being are prioritized for everyone.

Employees by gender



Employee turnover rate

(Number of employees who left during the reporting year/ average number of employees during the reporting year) x 100

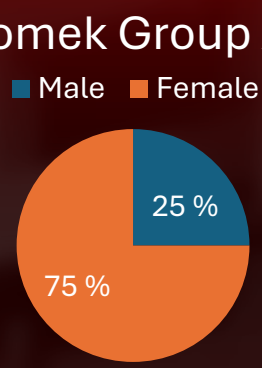
(96/504) x 100 = 19%

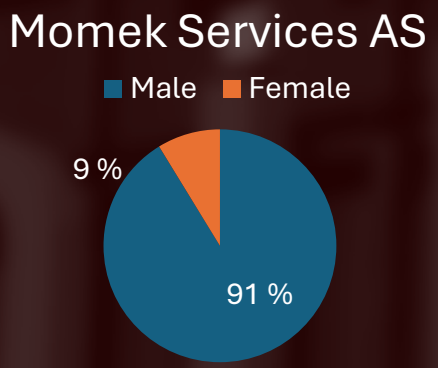
B8 – SOCIAL METRICS

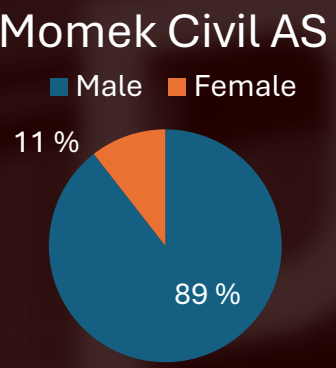
As seen in the graphics to the right MOMEK Groups subsidiaries all have a relatively low amount of female employment, except for the holding company MOMEK Group. This statistic have been presented to the management team and actions have been initiated.

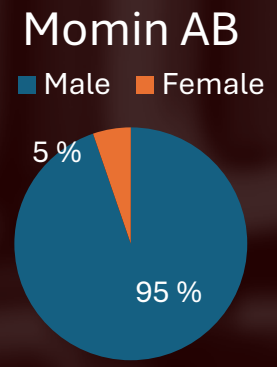
Our gender equality efforts are aligned with UN sustainable development goal 5 - Gender equality, with the target of reaching 20% female employees within the group as the main driver.

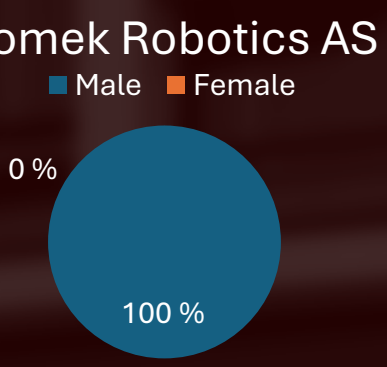
Employee gender rates by company



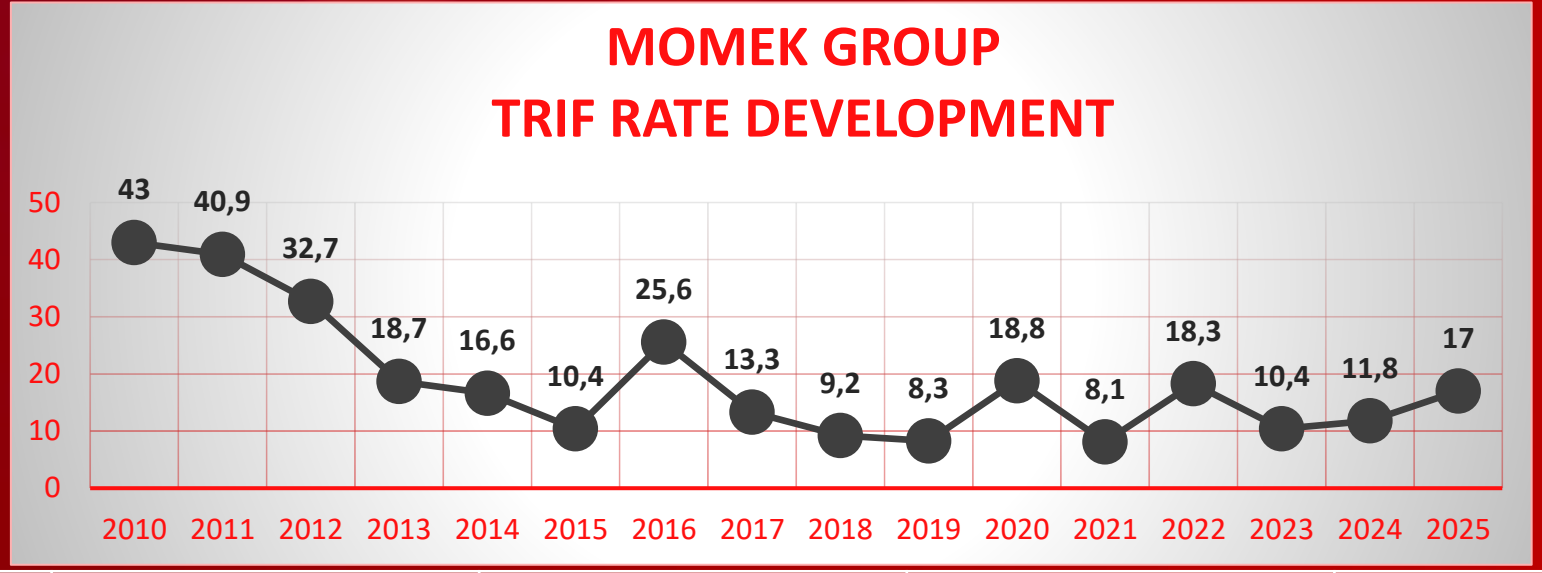








B9 – HSE STATISTICS



	Momek Services AS			Momek Civil AS			Momin AB			Momek Robotics AS			Momek Group AS (Total)		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Fatal accidents	0	0	0	0	0	0	0	0	0	-	-	0	0	0	0
Lost time injury	2	2	2	2	0	0	0	0	2	-	-	0	4	2	4
Medical treatment case	2	6	5	2	1	3	0	1	2	-	-	0	4	8	10
Restricted work case	1	1	0	0	0	0	0	0	0	-	-	0	1	1	0
First aid case	4	4	2	0	2	1	4	0	0	-	-	0	4	6	3
Near miss	0	0	2	0	0	0	2	0	0	-	-	0	2	0	2
TRIF (1 000 000h)	9,3	11,8	13,7	20,4	21,7	15,5	0	4,3	24,3	-	-	0	10,4	11,8	17,0
Total hours worked	393 393	538 135	505 771	146 962	134 019	125 920	176 693	134 229	151 146	-	-	30 695	845 650	847 536	823 842

C6 – Code of Conduct

The ethical guidelines represent our commitment to taking social responsibility and acting ethically. The guidelines apply to all employees at all locations, regardless of position or responsibilities. They also apply to board members, hired personnel, independent contractors, consultants, and others who act on behalf of or represent Momek Group. The ethical guidelines are based on our vision, our values, as well as human rights and the ILO conventions on workers' rights.

MOMEK's vision is "to create great workplaces through significant challenges and customer value through outstanding deliveries." This guides our way of working and is reflected in our values: Drive, Courage and Responsibility. In Momek Group, we prioritize excellent deliveries. To succeed, we must not only focus on what we deliver but also how we deliver it. This involves making good, traceable decisions based on actual conditions and assessed risks. We shall conduct our operations in a manner that safeguards values and assets and creates a fair, healthy, and safe workplace.

We value diversity, inclusion and equal treatment, and promote a workplace where all employees are respected and appreciated. Momek do not tolerate any form for discrimination, child labor, forced labor, human trafficking, corruption, fraud or money laundering, and are proud to say that we do not have any confirmed incidents related to any of this topics.

C6 – Complaints-handling mechanism
Momek Group has in 2025 focused on psychosocial work environment as its theme of the year. That includes establishing a new complaint-handling/whistleblowing system for employees, third parties, stakeholders or any other who has any relation to MOMEK.

Earlier MOMEKs whistleblowing procedures focused on employees only, and it was not possible to submit anonymous complaints. This issue was addressed in MOMEKs working environment committee and the company has recently launched a new procedure and system to cope with this. In this new system, anyone has the possibility to send complaints or notify unacceptable behavior/activities. It is possible to send complaints anonymously or leave contact information.

If anyone wants to receive an answer to the sent complaint the person must leave their contact info, otherwise the complaint will be handled as an internal process.

B10 – Collective bargain agreements
In general, all of MOMEK Groups employees are supposed to be covered by collective bargaining agreements, ever since the salary agreement MOMEK has established together with the unions apply to all employees. The VSME standard opt to disclose the required information in coverage rates. This means that 80-100% of MOMEKS employees is covered by collective bargaining agreements.

The collective bargaining agreement applies for all operators, engineers and administration. This is to value all type of competences and drive a sustainable and fair pay development for all employees.

C7 – Human rights incidents
The undertaking does not have any confirmed incidents in its own workforce related to:

- Child labor
- Forced labor
- Human trafficking
- Discrimination
- Other relating topics

The company is neither aware of any such incidents in the value chain, affected communities, consumers or end users and have not seen or received any evidence of it taking place. To ensure this MOMEK Group has also visited several of its suppliers throughout 2025 and conducted several supplier audits with focus on human rights and preventions.

MOMEK Groups due diligence process also identifies high risk areas to conduct business and is generally avoided.

B10 – Annual training
MOMEK invest heavily in training and development for all employees in the group. This is because the company previously have identified that investing in skills development is rewarded in form of both customer- and employee satisfaction.

The annual average of training hours broken down by gender:

Women:	24 hours / year
Men:	31 hours / year

The training form varies from e-learning and physical courses to practical training with an instructor and tasks. The annual need for training depends heavily on the role of the employee.

B10 - Pay equal or above minimum wage

Norway does not have a statutory general minimum wage. Instead, minimum wages are set through collective agreements. in nine sectors (e.g., construction, hospitality, cleaning, transport), the pay is ranging from roughly NOK 190 to over NOK 270 per hour depending on experience, skill level, and industry.

MOMEK Group has developed its own salary system for its operators. The reason for this is that the company wanted to establish a salary system that supports and values competence and experience to a greater extent than before. The company wants to promote equal opportunities for everyone and believes that the new salary system rewards professional development and extra responsibilities.

The salary system matrix is divided into different professions and categories ranging from unskilled worker to field engineer. Both skilled labor, unskilled labor and entry level pay are equal to or above minimum pay in all categories.

B10 – Pay gap

The majority of employees in MOMEK Group are covered by MOMEKs salary system. This ensures transparency, consistency and fairness in our compensation policy.

An exception from the salary system is made for executives, whose salaries are determined individually based on specific criteria. The company is currently preparing for the implementation of EU Pay Transparency directive, which aims to further reduce the gender pay gap.

The percentages gap in pay between the company's female and male employees is 5,3 %. The calculation is based on the average gross monthly salaries of employees and follows the VSME standard methodology, using the formula:

$$\frac{\text{(Average gross hourly pay level of male employees – average gross hourly pay level of female employees)}}{\text{Average gross hourly pay level of male employees}} \times 100 = 5{,}3\%$$

The reason we see a pay gap between male and female might be linked to the gender ratio shown previously in the report. The gender ratio indicates that the group consist of approximately 92% male and 8% female employees. Then again, we see a significant correlation between males in executive roles in the company and with that an executive salary, which is running up the average salary for the males.

In general, MOMEK Group strive for equal pay for equal work, responsibilities and competence and the salary system reflects just that.

B11 / C5 / C8 / C9 GOVERNANCE METRICS

Strong governance is the foundation for everything we do in Momek. It ensures that we act with integrity, manage risks proactively, and stay accountable, not just in how we deliver for clients, but in how we operate internally.

To ensure structure and momentum in our ESG work, day-to-day coordination is led by our HSEQ-department. This includes reporting, policy development, data management, and supporting client-facing ESG initiatives. We have formalized internal policies covering core governance areas. These are reviewed annually through the company's ISO14001 certification.

MOMEKs current management team consists of 15 members, of which one is female and fourteen are male. This gender distribution is not the result of an intentional preference or exclusion, but rather reflects a combination of structural, historical, and industry-related factors.

The management team has largely been formed through internal recruitment and long-term career progression, where many leaders have advanced from operational and technical positions. Historically, these roles have had a lower proportion of female candidates, which has influenced the composition of leadership over time.

Momek Group has not received any convictions or fines related to anti-corruption or anti-bribery in the reporting period. It is not excluded from any EU reference benchmarks.

C8 - Organization's revenue derived from:	Revenue
Controversial weapons	0 Euro
Cultivation and production of tobacco	0 Euro
Fossil fuel (coal, oil and gas)	0 Euro
Chemical production	0 Euro
Total	0 Euro

Board of directors Momek Group

Board of directors Subsidiaries

Executive Management

LOOKING FORWARD

Boards of directors

MOMEK Group AS

Wiggo Dalmo, CEO, chairman of the board (sign)

MOMEK Services AS

Wiggo Dalmo, chairman of the board (sign)

Tom Engø, board member (sign)

Espen Haaland, board member (sign)

Lisa-Mari Dalmo, board member (sign)

Ane Hiller Fladvad, board member (sign)

Stig-Andre Olsen, employee representative (sign)

Frank Åsheim, employee representative (sign)

Aleksander Johansen, CEO (sign)

MOMEK Civil AS

Roger Skatland, chairman of the board (sign)

Vanja Johansen, board member (sign)

Ronny Ø. Pedersen, board member (sign)

Lisa-Mari Dalmo, board member (sign)

Gøran Nerdal, CEO, board member (sign)

MOMEK Robotics AS

Bjørn Audun Risøy, chairman of the board (sign)

Alexander Johansen, board member (sign)

André Moen Eide, CEO (sign)

MOMIN AB

Roger Skatland, chairman of the board (sign)

Alexander Johansen, board member (sign)

Anders Kristofferson, board member (sign)

Ronny Ø. Pedersen, board member (sign)

Freddy Mulstad, CEO (sign)

Verifikasjon

Dokument-ID 09222115557582365532

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