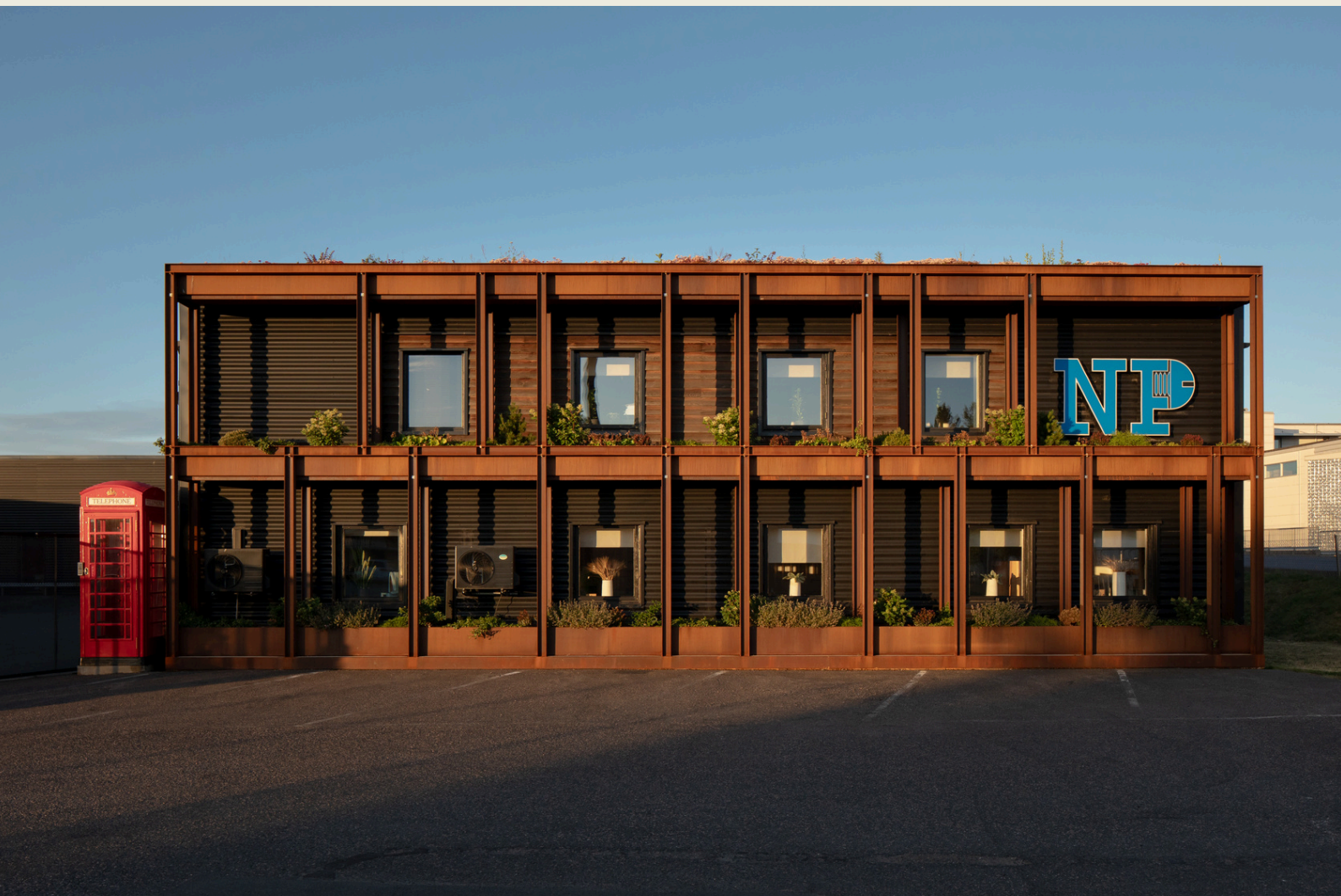




Sustainability Report 2025

NP Produkter



Foreword

Building NP Produkter 2.0 through structure, transparency, and responsibility

At NP Produkter, we are in the early stages of a broader transformation of our business, where sustainability is becoming an increasingly integrated part of how we operate. As part of this development, we are working towards what we internally refer to as "NP Produkter 2.0" – a continued evolution of the company, where structure, transparency, and long-term responsibility are strengthened across our operations.

This sustainability report represents an important step in that journey. Prepared in accordance with the Voluntary Sustainability Reporting Standard for Small and Medium-sized Enterprises (VSME), it provides a structured overview of our current practices, policies, and performance within environmental, social, and governance areas.

During the year, we have continued to integrate sustainability considerations into our daily operations, particularly in areas such as responsible sourcing, compliance, and energy use. As a recognition of these efforts, NP Produkter was awarded a Bronze rating by EcoVadis, reflecting our current level of sustainability performance while also highlighting areas for further development.

We are aware that our sustainability work is still evolving. This report reflects our current position and serves as a foundation for continued improvement. Going forward, we aim to strengthen our processes, improve data availability, and further integrate sustainability into our business model as part of our long-term development.

We see sustainability not as a separate function, but as an integral part of how we build NP Produkter for the future.

Christian Berggren



CEO, NP Produkter



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General Information

About This Report (B1)

This sustainability report presents the sustainability performance of NP Produkter for the financial year 2025. It has been prepared in accordance with the Voluntary Sustainability Reporting Standard for Small and Medium-sized Enterprises (VSME), covering both the Basic and Comprehensive modules.

Where relevant, additional information has been included to provide a more comprehensive and transparent view of the company's sustainability performance. The structure and terminology of the VSME standard have largely been retained, and corresponding disclosure references are included to support clarity and traceability.

The report has been prepared on an individual basis and covers NP Produkter only. All information therefore relates to the company's own activities and performance.

A complete overview of the required disclosures is presented in the VSME index on page 25. Where information has been omitted, this is because it is not applicable to the company in accordance with the provisions of the VSME standard. The reason for each omission is specified in the VSME index.



Company Overview (B1)

NP Produkter is a Swedish distributor of mechanical components and fastening elements, serving industrial and service companies across a wide range of sectors.

The company's operations are built around international sourcing, efficient logistics, and reliable delivery, ensuring high product availability and consistent technical quality. Through close collaboration with suppliers and customers, NP Produkter provides flexible and cost-efficient solutions tailored to industrial needs.

Based in Jönköping, Sweden, the company operates from its headquarters and main site, which serves as the hub for sourcing, warehousing, and distribution activities.

Key company information and operational data for 2025 are presented in the table below.

Overview	
About NP Produkter	
Country of operations	Sweden
Legal form	Private company
NACE sector	46.841
2025 in short	
Turnover (SEK)	70 916 828
Turnover (EUR)	6 640 152
Balance sheet total (EUR)	3 089 887
Number of employees*	15

*Headcount and full-time-equivalents (FTE), end of period.

Headquarters and main site

Dvärggatan 2
55302, Jönköping
Sweden

Coordinates (geolocation)
57.76153, 14.16495



Business Model, Strategy and Core Operations

The company's core operations are centered on cost-efficient sourcing, reliable product availability, and consistent technical quality. Its business model combines international sourcing with structured supplier management, quality control, and efficient logistics and warehousing, enabling flexible and tailored supply solutions for industrial customers.

The offering primarily consists of mechanical fastening elements and related components used in industrial manufacturing, maintenance, and service operations.

Operations are focused on the Swedish market, where NP Produkter serves a broad range of industrial and service companies. Key customer segments include manufacturing industries, maintenance and repair services, construction-related businesses, and technical distributors.

Business Model and Sustainability-Related Initiatives (C1)

NP Produkter's business model is not primarily sustainability-driven; however, sustainability considerations are embedded in its sourcing and supplier management processes. Suppliers are regularly assessed against requirements related to regulatory compliance, material standards, and product quality.

Sustainability is primarily addressed through responsible sourcing, quality assurance, and compliance with environmental and chemical regulations such as RoHS and REACH. In addition, the company emphasizes long-term cooperation with suppliers to reduce supply chain risks and ensure continuity.

While the company's operations are based on international sourcing and distribution, these principles support responsible procurement, legal compliance, and the development of long-term supplier relationships.

Value Chain and Business Relations

NP Produkter sources products from international suppliers, primarily located in Europe and Asia. This enables the company to combine competitive pricing with high product availability and a broad product range.


Long-term relationships with key suppliers form the foundation of the company's sourcing model. On the customer side, NP Produkter works closely with industrial and service companies in Sweden, delivering reliable supply, technical support, and tailored sourcing solutions.

These relationships are complemented by close cooperation with logistics partners and technical distributors, ensuring efficient deliveries and consistently high service levels.

Practices, Policies and Future Initiatives (B2, C2)

To support a structured approach to sustainability, the company has defined a set of policies, current practices and planned initiatives linked to sourcing, compliance and supplier management. The CEO is responsible for ensuring that the company's policies are implemented.

The table on page 7 provides an overview of NP Produkter's policies, practices and future initiatives. All listed policies are publicly available on demand. Further descriptions of the practices and initiatives are provided in subsequent sections following the table on the next page.



Responsible sourcing aligned with RoHS and REACH compliance.



Policies, Practices and Future Initiatives

	Existing sustainability practices addressing the following sustainability issues	Existing sustainability policies addressing the following sustainability issues	Existing sustainability future initiatives addressing the following sustainability issues	Targets related to the policy document	Name of policy document
Climate Change	Yes	Yes	No	No	Code of Conduct
Pollution	Yes	Yes	No	No	Code of Conduct
Water and Marine Resources	Yes	Yes	No	No	Business Policy
Biodiversity and Ecosystems	Yes	Yes	No	No	Business Policy
Circular Economy	Yes	Yes	No	No	Business Policy
Own Workforce	Yes	Yes	No	No	Code of Conduct
Workers in the Value Chain	Partially	Yes	No	No	Code of Conduct
Affected communities	No	Yes	No	N/A	N/A
Consumers and end-users	Yes	Yes	No	No	Business Policy
Business conduct	Yes	Yes	No	No	Code of Conduct



Climate Change

Climate change is addressed through NP Produkter's Business Policy and day-to-day operations. The policy sets out commitments to reduce greenhouse gas emissions, improve energy efficiency, and increase the use of renewable energy.

In practice, this includes the use of renewable electricity, ongoing efficiency measures, and the consolidation of transport flows to reduce logistics-related emissions. Climate-related risks are considered within the company's general risk assessment process (see page 13 for further details).

At present, no formal, time-bound climate targets or transition plans have been established beyond the continuous improvement of existing practices.

Water and Marine Resources

The company's Business Policy includes commitments to reduce water consumption and prevent discharges to wastewater systems and the surrounding environment. In practice, water use is monitored and managed to minimize consumption and reduce the risk of pollution.

Given the nature of the company's operations as a wholesaler, direct impacts on water and marine resources are limited (see page 14 for further details). No additional initiatives related to water or marine resources have been established beyond existing practices.

Biodiversity and Ecosystems

Biodiversity and ecosystems are addressed through the company's Business Policy and a set of practical initiatives implemented at its facilities. These include beekeeping, planted meadow areas, and a living green façade, all designed to support local biodiversity.

The company maintains approximately 50,000 bees on-site, contributing to pollination and supporting the surrounding ecosystem. These initiatives reflect an ambition to create positive environmental value within the company's immediate surroundings.

Given the limited direct impact of the company's operations on biodiversity, these measures are considered proportionate. No additional biodiversity initiatives have been established beyond current practices.

Pollution

Pollution prevention is addressed through the company's Business Policy and Code of Conduct, which set out commitments to minimize environmental impact, prevent emissions to air, water, and soil, and ensure responsible chemical management.

In practice, this includes safe handling and storage of chemicals, access to safety data sheets, substitution of environmentally harmful substances where possible, and waste management in line with applicable legislation. No specific initiatives related to pollution prevention have been established beyond these existing practices.

Circular Economy

Circular economy principles are addressed through the company's Business Policy, which emphasizes efficient use of resources, waste sorting, recycling, and reuse of materials.

In practice, the company sorts its waste in accordance with applicable legislation to ensure recycling and reuse, minimizes material waste, and consolidates transports to reduce resource consumption related to distribution.

At this stage, no specific future circular economy initiatives or redesign projects have been defined beyond existing practices.

Workers in the Value Chain

The Code of Conduct sets expectations regarding human rights, working conditions, and ethical conduct for suppliers and business partners, including prohibitions against child labour, forced labour, and other violations of human rights. These requirements form part of the company's supplier expectations; however, the company has not implemented a formal or systematic due diligence or audit process for workers in the value chain.

No future initiatives related to value chain labour practices have been formally defined.

Consumers and End-Users

The company's Business Policy and Code of Conduct include commitments related to product quality, product safety, and transparent information to customers. In practice, this is reflected through quality control, product compliance with applicable regulations, and the provision of accurate product information to customers and end-users.

No specific future initiatives targeting consumers or end-users have been formally defined beyond existing practices.

Own Workforce

The company's Code of Conduct and Business Policy address responsibility towards its own workforce, including occupational health and safety, fair working conditions, non-discrimination, training, and employee well-being.

In practice, this is implemented through systematic work environment management, risk assessments, employee training, reporting and investigation of incidents, and the availability of a whistleblowing mechanism.

No additional future initiatives related to the workforce have been formally defined beyond existing practices.

Affected Communities

The company does not have a specific policy or formal practices addressing impacts on affected communities. Indirect considerations related to local environmental impact are addressed through general environmental commitments in the Business Policy.

Given the nature of the company's operations, impacts on affected communities are considered limited, and no dedicated initiatives or practices have been established in this area.

Business Conduct

Business conduct is addressed comprehensively through the company's Code of Conduct, which covers ethical behavior, anti-corruption, fair competition, data protection, export control, and reporting of violations. In practice, these principles are supported by internal routines, employee training, and a whistleblowing mechanism that allows concerns to be raised confidentially.

No additional future initiatives related to business conduct have been formally defined.



Environment



Climate

Energy and Greenhouse Gas Emissions (B3)

The table below presents NP Produkter's energy consumption over the past three years. In 2025, total energy consumption increased by 4 per cent compared to 2024, rising from 61.18 MWh to 63.53 MWh. The share of renewable energy also increased, from 65 per cent in 2024 to 68 per cent in 2025.

	Energy consumption (MWh)									
	2023*			2024			2025			% change 2024-2025
	Renewable	Non-renewable	Total	Renewable	Non-renewable	Total	Renewable	Non-renewable	Total	
Electricity**	47,36	0	47,36	39,72	0	39,72	43,21	0	43,21	8,8
Fuels***	0	32,56	32,56	0	21,46	21,46	0	20,32	20,32	-5,1
Total	47,36	32,56	79,92	39,72	21,46	61,18	43,21	20,32	63,53	3,8

*Where relevant, NP Produkter has chosen to include comparative data for selected key performance indicators beyond the requirements of the VSME standard to support transparency and enable year-on-year analysis.

**As reflected in utility billings.

***Calculated based on the energy content of diesel (MJ converted to MWh) from measured fuel volume in liters.

The table below presents NP Produkter's GHG emissions for Scope 1 and Scope 2 over the past three years. In 2025, total emissions decreased by 6 per cent compared to 2024, falling from 0.66 tCO₂e to 0.62 tCO₂e (based on the market-based method).

Greenhouse Gas (GHG) Emissions (tCO ₂ e)				
	2023	2024	2025	% change 2024-2025
Scope 1	0,99	0,66	0,62	-6,1
Scope 2 (location-based)*	6,04	7,2	7,14	-0,8
Scope 2 (market-based)	0	0	0	N/A
Total (location-based)	7,03	7,86	7,76	-1,3
Total (market-based)	0,99	0,66	0,62	-6,1

*Emission factors for district heating are based on supplier-specific data provided by Jönköping Energi for 2025. The reported emission factor reflects measured fossil CO₂ emissions from waste incineration, rather than standard national emission factors. Although the share of fossil fuels in the district heating mix is reported as 0%, residual fossil CO₂ emissions occur due to the fossil content of waste.



The table below presents NP Produkter's GHG emissions intensity for Scope 1 and Scope 2 (location-based), expressed as tCO₂e per kEUR, over the past three years.

GHG Emissions intensity			
	2023	2024	2025
tCO ₂ e/MEUR, Scope 1 and Scope 2 (location-based)	1,07	1,25	1,17

GHG Reduction Targets and Climate Transition (C3)

NP Produkter has not established a specific target year or defined a target level for emissions, and no quantified emissions reduction targets have been formally adopted. The company has, however, identified key focus areas to support improved climate performance. These include energy efficiency, increased use of renewable electricity, consolidation of transport flows, and ongoing monitoring of emissions as part of its general risk and environmental management processes.

Climate Risks (C4)

Process and Method

NP Produkter has not conducted a formal, standalone climate risk assessment. However, climate-related risks are assessed as part of the company's general risk assessment (hereafter referred to as the risk assessment) process. The purpose of assessing climate-related risks is to maintain delivery reliability and reduce vulnerability to weather-related disruptions.

Operational, supply chain, and external risks, including climate-related physical risks, are identified and assessed in the risk assessment. The assessment considers both direct impacts on the company's own operations in Sweden and indirect impacts in the upstream value chain, such as disruptions in logistics and energy supply, as well as suppliers' exposure to extreme weather events.

The assessment is conducted annually as part of the company's structured risk management process and strategic planning cycle. The process, including its results, is reviewed at management level, including the executive management team and employee safety representatives.

Identified risks are evaluated using a qualitative risk matrix, where likelihood and consequence are assessed and combined into a risk score. Defined threshold values are used to determine whether risks require prioritized actions. No formal distinction between short-, medium-, or long-term climate risks has been established at this stage.

Results

The results of the assessment show that climate-related physical risks are overall considered low to medium. This reflects the company's role as a wholesaler, its limited direct exposure to climate-intensive activities, and the nature of the identified risks.

In Sweden, extreme weather events such as heavy snowfall or heavy rainfall may disrupt electricity supply, logistics, and transportation. Globally, several suppliers are located in Southeast Asia, where extreme weather events are more frequent, increasing the risk of supply chain disruptions and delivery delays.

Overall, these events could lead to temporary operational disturbances and reduced delivery reliability.

Resilience in Business Model

The integration of climate-related risks into the company's annual risk assessment process enables the company to identify areas of increased vulnerability and to incorporate climate-related risks into overall operational and strategic decision-making.

Although no formal climate adaptation plan has been adopted, the company has implemented measures that contribute to increased operational resilience. In accordance with the company's business policy, efforts are made to reduce environmental impact from distribution through transport consolidation and efficient resource use, which also supports more robust and reliable operations.

Biodiversity (B5)

NP Produkter's facilities are located in an established industrial area and are not situated in or adjacent to any legally protected or environmentally sensitive areas, such as nature reserves, Natura 2000 sites, or other protected ecosystems.

This conclusion is based on a review of publicly available data on protected areas, including map services provided by the Swedish Environmental Protection Agency.

The table below provides an overview of the company's land use and its potential impact on land.

Land-use: Area (m2)				
Land-use type	2023	2024	2025	% change 2024-2025
Total sealed area	3635	3635	3635	0
Total nature-oriented area on-site	0	0	0	N/A
Total nature-oriented area off-site	0	0	0	N/A
Total use of land	3635	3635	3635	0

Water (B6)

The table below presents NP Produkter's water withdrawal over the past three years. In 2025, total water withdrawal increased by 11.2 per cent compared to 2024, reaching 149 m³.

Water withdrawal and consumption (m3)						
	2023		2024		2025	
	Water withdrawal	Water consumption	Water withdrawal	Water consumption	Water withdrawal	Water consumption
All sites	130	N/A*	134	N/A*	149	N/A*
Sites in areas with water stress	0		0		0	

*NP Produkter's water consumption is assessed to be negligible, as water is only used in offices and similar facilities.

Circular Economy



Resource Use, Circular Economy and Waste Management (B7)

While the company operates primarily as a wholesaler, it actively applies several circular economy principles across its operations, for example:



1. Eliminating waste and pollution

The company minimizes environmental impact through process improvements such as reducing greenhouse gas emissions, using only renewable energy, actively reducing water consumption, minimizing chemical use, and consolidating transport to lower emissions from freight logistics.



2. Circulating products and materials

NP Produkter ensures that materials are sorted according to legislation to maximize reuse and recycling. The company also evaluates suppliers based on their ability to meet environmental expectations, contributing to responsible material handling across the value chain.



3. Regenerating nature

The company contributes to biodiversity by maintaining beekeeping, planted meadow areas, and a living green façade, which supports ecological restoration and local regeneration.



These initiatives demonstrate a commitment to integrating circular and sustainable practices in operations, even though the company is not a manufacturer.

The table below presents NP Produkter's generated waste over the past three years. In 2025, total waste amounted to 31,106 kg, of which 38 per cent was recycled or reused, while the remainder was disposed of. The share of recycled or reused waste increased by 15 per cent compared to 2024.

Waste generated (kg)			
	2023	2024	2025
Waste diverted to recycle or reuse	550	9 550	11 756
Non-hazardous waste	550	9 550	11 756
Soft plastic waste	190	590	730
Metal waste	0	250	190
Corrugated board/paper waste	360	8 710	10 836
Hazardous waste	0	0	0
Waste directed to disposal	32 060	19 470	19 350
Non-hazardous waste	32 060	19 470	19 350
Combustible waste	20 380	8 070	8 330
Wood waste	11 680	11 400	11 020
Hazardous waste	0	0	0
Total	32 610	29 020	31 106

Social



Own Workforce

Workforce - General Characteristics (B8)

The tables below provide an overview of NP Produkter's workforce, including employee distribution by contract type and gender, as well as employee turnover during the year. All employees are permanently employed. The gender distribution is 67 per cent men and 33 per cent women, compared to 63 per cent and 37 per cent respectively in 2024. Employee turnover during the year was 0 per cent.

Number of employees*			
	2023	2024	2025
Employees by contract type			
Temporary	0	0	0
Permanent	14	14	15
Employees by gender			
Male	9	9	10
Female	5	5	5
Other / not reported	0	0	0
Total number of employees	14	14	15

*Headcount and FTE, end of period.

Employee Turnover			
	2023	2024	2025
Number of employees who left the company during the year	0	0	0
Turnover (%)	0	0	0

Workforce - Health and Safety (B9)

The table below presents key indicators related to work-related accidents. No work-related accidents have been recorded over the past three years.

Work-related accidents			
	2023	2024	2025
Number of recordable work-related accidents	0	0	0
Number of hours per employee	1 920	1 920	1 920
Total number of worked hours	26 880	26 880	26 880
Rate of recordable work-related accidents	0	0	0
Fatalities as a result of work-related injuries and work-related ill health	0	0	0



Closing the gender pay gap – down from 14.5% to 7.8% in two years.

Workforce – Remuneration, Collective Bargaining and Training (B10)

The table below presents the gender pay gap within the company over the past three years. In 2025, the pay gap was 7.8 per cent, decreasing by 24 per cent compared to 2024.

Gender pay gap*			
	2023	2024	2025
Gender pay gap (%)	14,5	10,3	7,8

*The gender pay gap is calculated as the difference between the average gross hourly pay of male and female employees, divided by the average pay of male employees and multiplied by 100.

Remuneration, collective bargaining and training	
Share of employees receiving pay equal to or above applicable minimum wage* (%)	100
Share of employees covered by collective bargaining agreements (%)	0
Average number of training hours, all employees**	6–8

*The minimum level refers to the wage floor set by Swedish trade unions for 2025, as Sweden does not have a statutory minimum wage.

**Applies to both female and male employees. The average number of training hours is estimated, as the company does not track training time in a formal reporting system. However, all employees participate in regular internal training sessions covering company policies, environmental aspects, occupational health and safety, social responsibility, and business conduct.

During 2025, internal training sessions were conducted on a quarterly basis for all employees, with 100 per cent participation. The average training time is estimated at approximately 6–8 hours per employee per year. This estimate is based on documented internal training activities covering the Business Policy, Code of Conduct, environmental management, occupational health and safety, whistleblowing procedures, and social responsibility policies.

Additional Own Workforce Information

- Human Rights (C6)

NP Produkter's Code of Conduct includes a commitment to respect internationally recognized human rights, in line with the UN Universal Declaration of Human Rights, the ILO core conventions, and the principles of the UN Global Compact. It also sets out expectations related to labour standards, non-discrimination, fair working conditions, and the prohibition of forced and child labour throughout the value chain.

Mechanisms are in place to enable employees to raise concerns. Issues can be reported confidentially through line management, and a formal whistleblowing channel is available for anonymous reporting of serious misconduct or ethical breaches.

All reported cases are documented, investigated, and handled in accordance with established procedures and applicable regulations.

Code of Conduct coverage Aspects related to own workforce covered in NP Produkter's CoC	
Child labour	Yes
Forced labour	Yes
Human trafficking	Yes
Discrimination	Yes
Accident prevention	Yes

Severe Negative Human Rights Incidents (C7)

In 2025, no confirmed incidents related to child labour, forced labour, human trafficking, discrimination, or similar issues were recorded within NP Produkter's own workforce. No such incidents were identified in relation to workers in the value chain, affected communities, consumers, or end-users.

Governance



Gender Diversity Ratio in the Governance Body (C9)

The governing body refers to the company's highest decision-making authority, which, in the case of NP Produkter, comprises the Board of Directors and the management team.

The table below presents the gender distribution within the governing body.

Gender distribution in governance body				
	Total number of members	Number of female members	Number of male members	Gender diversity ratio*
Board of Directors	3	0	3	0
Management Team	3	1	2	0.5

*Gender diversity ratio is calculated as the number of female members divided by the number of male members.

VSME Index

Module	Topic	Disclosure	Comment
Basic	General information	B1 - Basis for preparation	§ 24 b: Not applicable as NP Produkter has not made use of the option to omit disclosures requested in the VSME on the grounds that they are classified or sensitive information. § 24 d: Not applicable as this report is prepared on an individual basis. § 25: Not applicable as NP Produkter has not obtained any sustainability related certifications.
		B2 - Practices, policies and future initiatives for transitioning towards a more sustainable economy	N/A
	Environment	B3 - Energy and greenhouse gas emissions	§ 50-53: NP Produkter has not calculated its Scope 3 emissions for the reporting period.
		B4 - Pollution of air, water and soil	§ 32: Not applicable as NP Produkter is not required by law or national regulations to report pollutant emissions to competent authorities and does not report such emissions through an Environmental Management System.
		B5 - Biodiversity	N/A
		B6 - Water	§ 36: Not applicable, as the undertaking does not have any production processes.
		B7 - Resource use, circular economy and waste management	§ 38 c: NP operates in a sector using significant material flows. However, the requested data for 2025 is not currently available and has therefore not been included.
	Social	B8 - Workforce - General characteristics	§ 39 c: Not applicable, as NP Produkter operates only in Sweden.
		B9 - Workforce - Health and safety	N/A
		B10 - Workforce - Remuneration, collective bargaining and training	N/A
	Governance	B11 - Convictions and fines for corruption and bribery	§ 43: Not applicable as no convictions or fines related to violations of anti-corruption or anti-bribery laws occurred during the reporting period.
Comprehensive	General information	C1 - Strategy: Business Model and Sustainability - Related Initiatives	N/A
		C2 - Description of practices, policies and future initiatives for transitioning towards a more sustainable economy	N/A
	Environmental	C3 - GHG reduction targets and climate transition	§ 54 a-d: No emission reduction targets have been set; therefore, these disclosures are not applicable.
			§ 54 e: No emission reduction targets have been defined; however, key focus areas that support improved climate performance have been identified.
		C4 - Climate risks	§ 55-56: The company is not active in a high climate impact sector. N/A
	Social	C5 - Additional (general) workforce characteristics	§ 59-60: Not applicable as NP Produkter employs less than 50 employees.
		C6 - Additional own workforce information - Human rights	N/A
		C7 - Severe negative human rights incidents	N/A
	Governance	C8 - Revenues from certain sectors and exclusion from EU reference benchmarks	§ 63 a-d: Not applicable as NP Produkter is not active in any of the sectors covered by the disclosure.
§ 64: The undertaking is not excluded from any EU reference benchmarks aligned with the Paris Agreement.			
C9 - Gender diversity ratio in the governance body	N/A		

Closing Statement

A step towards a more structured and transparent sustainability journey

This report represents a starting point for a more structured and transparent approach to sustainability at NP Produkter. It reflects our current position while setting the direction for how we aim to develop going forward.

Sustainability will continue to be integrated into our daily operations, decision-making, and relationships with suppliers and customers. Our focus will be on strengthening internal processes, improving data quality, and building a clearer understanding of our environmental and social impact over time.

We view this report as part of an ongoing process, where continuous improvement, learning, and long-term thinking are essential.

By taking a gradual and structured approach, we aim to develop our business in a way that is both responsible and resilient over the long term.



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