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Staticus consolidates and grows in 2022 thanks to its resilience and agility



Aušra Vankevičiūtė / Group CEO, Staticus

For the 3rd year in a row, I am starting my letter by writing that this was a year like never before.

After the turbulence of COVID-19 and global supply chain disruption, 2022 saw the outbreak of war and the subsequent crises in energy and material prices. I am immensely proud that, in the face of these challenges, Staticus once again demonstrated its resilience. Our team was agile, tenacious and creative, enabling us to secure our

largest-ever contract, enter new markets, grow our annual revenue, and expand our team. We remain unleveraged and in a healthy financial position, which gives us something hugely valuable in these turbulent times - security. This means safety and stability for our people and our clients, and is the foundation for all of the valuable work we do in R&D and sustainability, and in delivering benchmark-setting projects.

Healthy financial results secure our long-term future

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Our commitment to the long-term and our extremely talented team enabled us to secure consistent growth and profitability in 2022, in line with our 3 year strategy.

Our turnover grew from €62 million to €80 million. This growth was delivered not with a higher volume of projects, but with higher value projects. Indeed, the average value of our projects increased to €15 million, and we secured our highest value project to date, the over €47 million facade for the Landspítali Hospital in Iceland.

The focus of our management team in 2022 was on ensuring stable income and revenue with a high priority on cash flow. I am very proud of our management team, and the fact that our quite conservative approach in uncertain times has yielded a very healthy financial result. We remain unleveraged and have good liquidity ratios.

Prioritising resilience and long-term stability in volatile times

2022 started very positively for us, with the launch of our corporate sustainability strategy and an extensive rebrand (more on those in a moment). Nevertheless, the direction and mood of the year was heavily impacted by Russia's invasion of Ukraine in late February. Along with the personal impact this had on us all, it also represented another major disruption for our operations following COVID-19 and the upheaval in the supply chain that had impacted us in the previous two years.

Initially, it was impossible to tell what the impact of the war would be: how long it would last or what it meant for the geopolitical situation. Furthermore, many of our team were understandably scared and unsettled. Meanwhile, the markets reacted and many developers started to reconsider investments in new projects.

We benefited from the fact that we had taken the strategic decision years before to build our supply chain without using companies from Russia or Belarus.

Nevertheless, material prices, including glass, increased after the onset of war, and the energy crisis followed. Our teams worked exceptionally hard and effectively

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to manage the situation, and I would also like to thank our clients for their cooperation and understanding. We were able to openly share each other's pain points, and to also share costs so that no single party was shouldering all of the costs.

The situation stabilised after two or three months. Some projects were put on hold, others continued, and new projects came up as well. Nevertheless, even with the situation stable, it was necessary to prioritise business resilience and long-term stability in terms of the projects we took on. Therefore, we made a strategic decision to focus more on governmental projects, and ensure all projects we took on had secure cash flow.

As a result of this approach we now have three major hospital projects secured in the Nordic region: the Radiumhospitalet in Oslo, the 118,000m² North Zealand Hospital in Denmark, and most the Landspitali Hospital in Iceland impressively our first project in Iceland and our largest to ever in terms of contract value (€47 million).

These projects, and the many others we have secured and are working on, represented a double victory for our company in 2022. Firstly, these are exciting projects in important markets that keep us at the cutting edge of façade design and technology. Secondly, they ensure our long term resilience and stability thanks to their scale and government backing.

A sustainability strategy rooted in partnership and long-term thinking

2022 saw the publication of our corporate sustainability strategy. In our 3 year strategic cycle formulated in 2020, we committed to becoming leaders in sustainability. We spent 2 years understanding the market's needs, developing an extended view of what our sustainability offering should encompass that goes well beyond simply looking at CO2 emissions or planting trees.

We then cooperated with the Swiss sustainability consultancy, Sustainserv, who guided us through the development of our sustainability strategy and helped us identify 5 focus areas:

- 01 Transparency
- 02 Partnership
- 03 Innovation in Design and Delivery
- 04 Climate Protection
- 05 Being a Sustainable Organisation

Each of these focuses was then broken down into specific elements. For example, included within the Transparency focus area is a commitment to business resilience through risk and cost management. After all, there is no point in having amazing sustainability initiatives if our company is not around for the long-term to deliver on them.

Reevaluating our approach to negotiation

Another of our sustainability focus areas,
Partnership, led us to reconsider the way we
approach negotiation with the help of leading
negotiation strategist Keld Jensen. Our
aim is to be profitable, and for our partners
to be profitable as well, which is especially
important in a sector with low profit margins
like construction.

Working together with Keld Jensen and exploring his Smartnership framework, we looked into ways to find hidden value in negotiations that create win-win situations. Achieving this requires a high level of transparency. Furthermore, both parties need to have a mindset that is oriented around teamwork and delivering the project in the best way possible.

We look forward to launching our corporate negotiation strategy in 2023, which will provide guidelines for our organisation, and we hope will become a benchmark for the industry.

Continuing our Agile journey

In 2022, we decided to change gears in our journey of becoming an Agile organisation. This included developing a new Agile framework, and continuing to listen closely to feedback from the cross-functional project teams that are now using Agile methods.



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Moving from a typical hierarchical structure to a team-based one sounds simple. In fact, it is a complex long-term shift that involves structural changes, and shifts in our mindset. I am very happy that we have open-minded people who are ready to be ambassadors of change.

Progress in major R&D projects

I am proud that in 2022 Staticus still managed to make significant progress in our amazing R&D projects, despite the unpredictable context.

Together with our project partners KTU, SINTEF, and Oslo Met, we conducted extensive research into IoT and digital twins, and worked on developing our hybrid façade product that combines recycled aluminium with timber. While we are keen to bring this solution to market - we see significant demand for it - we are also exercising a careful approach. We are responsible for developing this technology, and therefore need to test it thoroughly in cooperation with researchers and be sure that it meets our quality standard.

Another major step forward in our R&D activities in 2022 was the launch of our own system for designing and creating aluminium profiles, which was already used on the Separatorn 1 project in Stockholm.

Finally, in 2022 we organised the creation of our own testing rig, that will be CWCT and EU compliant. This rig will be a major step forward in terms of our in-house knowledge and Quality Assurance processes, as it will enable us to perform continuous in-house tests. The rig is set to be completed in Q2 of 2023.

A new look and ongoing digitalization

As we take a leading role in areas such as sustainability and Agile working, it is important that we share our ideas and actions with a wide audience. In 2022, we relaunched the Staticus brand with a fresh visual look and fresh perspectives to share as well. We have received very positive feedback, and this rebrand has helped to amplify our voice in the sector.

2022 also saw a focused continuation of the digitalization that is essential for our business. For example, we launched our new 4D tool that enables stakeholders to easily view progress data on a project.



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Key focuses for Staticus in 2023

Building on the success and resilience of 2022, we have a number of important focuses in 2023 that will keep us growing sustainably.

Strategic cycle completion

A 3 year strategic cycle will be completed at the end of 2023. Therefore, one of our main focuses for this year will be to ensure that we have delivered what we committed to 3 years ago. In terms of revenue, we are on track to achieve our goal of EUR100 million annual turnover in 2023. Our market penetration is also on track, and our focus in 2023 will be on maintaining the current number of markets we have, with some slight growth planned. For example, we will look to further expand in the UK market and plan to add to our team there, and we also hope to secure our first projects in the Benelux and Swiss markets.

Naturally, our attention will then turn to the next strategic cycle, which runs from 2024-2027. As usual, we are encouraging all Staticus employees to actively participate in the process of formulating our new strategy. We have already formed a strategic team of employees from different departments. This team was formed based on the insights they provided and their desire to contribute to the development of our strategy. We will once again be enlisting the help of the prestigious Swiss business school IMD with formulating our strategy.

R&D

2023 is set to be another intensive and exciting year in terms of our R&D activities. We will continue with the development of our hybrid facade. This will include building a prototype and then demolishing part of a wall in our facility so we can install the prototype and test how the IoT sensors work in a real environment. We also expect to complete the construction of our testing rig in 2023. We also intend to expand the number of universities and research institutions we cooperate with.

I believe that these activities, and our long term commitment to R&D, are boosting the innovation mindset within Staticus, providing a space similar to a playground where people can test, try and experiment.

Sustainability, talent and transformation

In terms of our sustainability activities, 2023 is all about implementation. We are now in the process of defining the KPIs for each of the focus areas in our Corporate Sustainability strategy, and we are working out how to measure these so we can provide full transparency and clarity on exactly how we are acting sustainably. Additionally, our Sustainability Lead, Anastasiya Popova, will continue her work on the CWCT sustainability workstreams committee for embodied carbon in facades.

Our continued transformation into an Agile organisation will continue, with the ongoing reorganisation of our teams and working practices. In 2023, we will put in place clear descriptions of roles and responsibilities within this new framework.

A company without great people is just a number.

Finally, and very importantly, we will be developing and supporting the talents we already have at Staticus, and will continue to grow our team. After all, a company without great people is just a number.



Yours faithfully, Aušra Vankevičiūtė CEO, Staticus

Putting Staticus Sustainability strategy into action

Through corporate sustainability we create longterm value, focusing on the social, environmental, and economic dimensions of doing business.

Our commitment to sustainability and long-term thinking manifests itself in clear, concrete actions.

In 2021, we concluded Staticus' Corporate Sustainability Strategy for the upcoming years. In 2022, we moved to its implementation phase. Our Corporate Sustainability Strategy consists of 5 key focus areas: transparency, partnerships, innovation in design and delivery, climate protection, and being a sustainable organisation.



01 Transparency



- Establish sustainability reporting on material topics;
- Develop customer-specific reporting.

2. Compliance:

- Monitoring of legislation;
- Labor practice;
- Health & Safety: zero accidents.

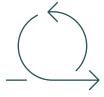
3. Business resilience:

- Risk management;
- Cost management.



02 Partnerships

- Sustainable mindset as a foundation for partnerships.
- 2. Supply chain management:
 - ESG risk analysis of supply chain;
 - Roll-out ESG compliance criteria and monitoring;
 - Use supplier assessment platform for management.
- 3. Cooperation with research and educational institutions.



03 Innovation in design and delivery

- 1. Monitoring of legislation on sustainable construction.
- 2. Low Carbon Systems.
- 3. Long-term engagement.
- 4. Circular Economy:
 - Design for disassembly and reuse;
 - Zero waste:
 - Optimise in-house waste management;Optimise site waste management;
 - Operational efficiency.



04 Climate protection

1. Product carbon footprint

- Establish a platform for projectspecific analysis.
- 2. Value chain analysis of carbon footprint:
- Estimate scope 1, 2, 3 emissions;Development of carbon reduction
 - targets incl. supplier engagement.



05 Sustainable organisation

1. Education and Training.

- Sustainable Mindset;
- Talent development;
- Reskilling.
- 2. Cross Functional teams.
- 3. Diversity and Inclusion.
- 4. Engagement.
 - Employee engagement;
 - Community engagement



In 2022, we took steps forward in the implementation of each sustainability objective according to our 5 sustainability focus areas. The summary below provides highlights of our activities. Our Sustainability Report 2022 gives a comprehensive overview of the current situation in each area.

01 Transparency

At Staticus, we provide transparency through sustainability reporting on material topics. Reporting is a vital component of our sustainability activities, because it ensures we remain accountable and keeps us focused on continual improvement. This year, for the first time, we prepared comprehensive sustainability reporting according to the 5 focus areas of our corporate sustainability strategy.

The Sustainability Report 2022 provides a detailed account of our activities and performance over the year. The progress in each sustainability objective from the 5 sustainability focus areas is thoroughly described with KPIs, statistics and

implemented projects. The goals for the future are outlined with short-term and long-term targets.

02 Partnerships

We build long-term relationships with our clients, partners and suppliers, and the foundation for these is always a mindset focused on being sustainable. With our suppliers, we collaborate closely to not only meet sustainability specifications, but to develop carbon reduction targets that accelerate our progress and exceed industry-wide common practices.

In 2022, we developed a digital sustainability survey. This survey

contains questions about our suppliers' sustainability strategies, which low-carbon products are available, and sustainability documentation such as Environmental Product Declarations. The purpose of the survey is to analyse the sustainability risk of our supply chain and assess the status quo, with the final goal of engaging our suppliers in the development of carbon reduction targets.

03 Innovation in Design and Delivery

We have been building a portfolio of lowcarbon R&D systems that are tailored to meet and exceed the relevant sustainability Corporate Sustainability

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specifications (the R&D section of this report provides more information on these). In 2022, we extended our R&D activities to embed circular economy principles into our façade design.

We conducted a disassembly exercise of a unitized façade system in a sequence based on the component's lifetime. During this exercise we identified critical system components in terms of accessibility and potential for replacement or reuse. Then, in collaboration with the Dutch façade consultants Frontwise, we determined the disassembly rating of a state-of-theart unitized façade system to quantify the impact of design changes on the overall disassembly potential. The results of this exercise are being used to develop the next generation of low-carbon R&D systems that take into consideration disassembly and reuse criteria.

04 Climate Protection

As an end-to-end façade contractor, we are in a strong position to minimise the carbon footprint of our own operations, and of each project we work on. We thoroughly assess the entire life cycle of the products we produce, a process which begins with the purchasing of raw materials and runs all the way to the end-of-life phase of every façade.

In 2022, we estimated our value chain's carbon footprint using the Carbon

Calculator provided by the Supply Chain Sustainability School. This analysis showed that 97% of the company's total carbon emissions originate from materials usage. The remaining 3% come mainly from factory operation and transportation. These results demonstrated the importance of engagement with our suppliers and the availability of low-carbon raw materials in the market to achieve carbon footprint reductions in the end-product.

Additionally, in 2022 we were actively involved in CWCT sustainability workstreams dedicated to establishing industry standards for embodied carbon calculation and using Environmental Product Declarations.

05 Sustainable Organisation

We foster a sustainability mindset within our employees and cascade sustainability objectives into the organisation. In 2022, to accelerate implementation of our sustainability strategy, we formed a Sustainability Committee consisting of 16 members representing each division in the company. This way, each division started to own and report on sustainability objectives to the Sustainability Lead. The Sustainability Committee works in an agile way and meets on a bi-weekly basis to discuss the progress of sustainability-related initiatives, resolve issues and define next steps. The Sustainability Committee is governed by

the Steering Committee that consists of the representatives from the Board of Directors. Consistent financial performance in the past years is the foundation for the Group's sustainable work.

Our revenues have increased significantly over the past year, driven by our successful efforts to expand our customer base and increase sales. In addition, we have carefully managed our expenses and invested in strategic initiatives that have helped us improve our operations and drive further growth.

We are confident that this success will continue into the future for several reasons. First, we have a clear and focused strategy that guides our decision-making and helps us stay aligned with our goals. Second, we have a talented and dedicated team of employees who are committed to delivering high-quality products and services to our customers. Finally, we have a strong financial foundation that allows us to weather market fluctuations and invest in long-term growth.

In summary, we are proud of our consistent financial performance over the past year, and we believe that this success is sustainable due to our clear strategy, talented team, and strong financial foundation. We look forward to continuing to deliver value to our customers and shareholders in the years ahead.

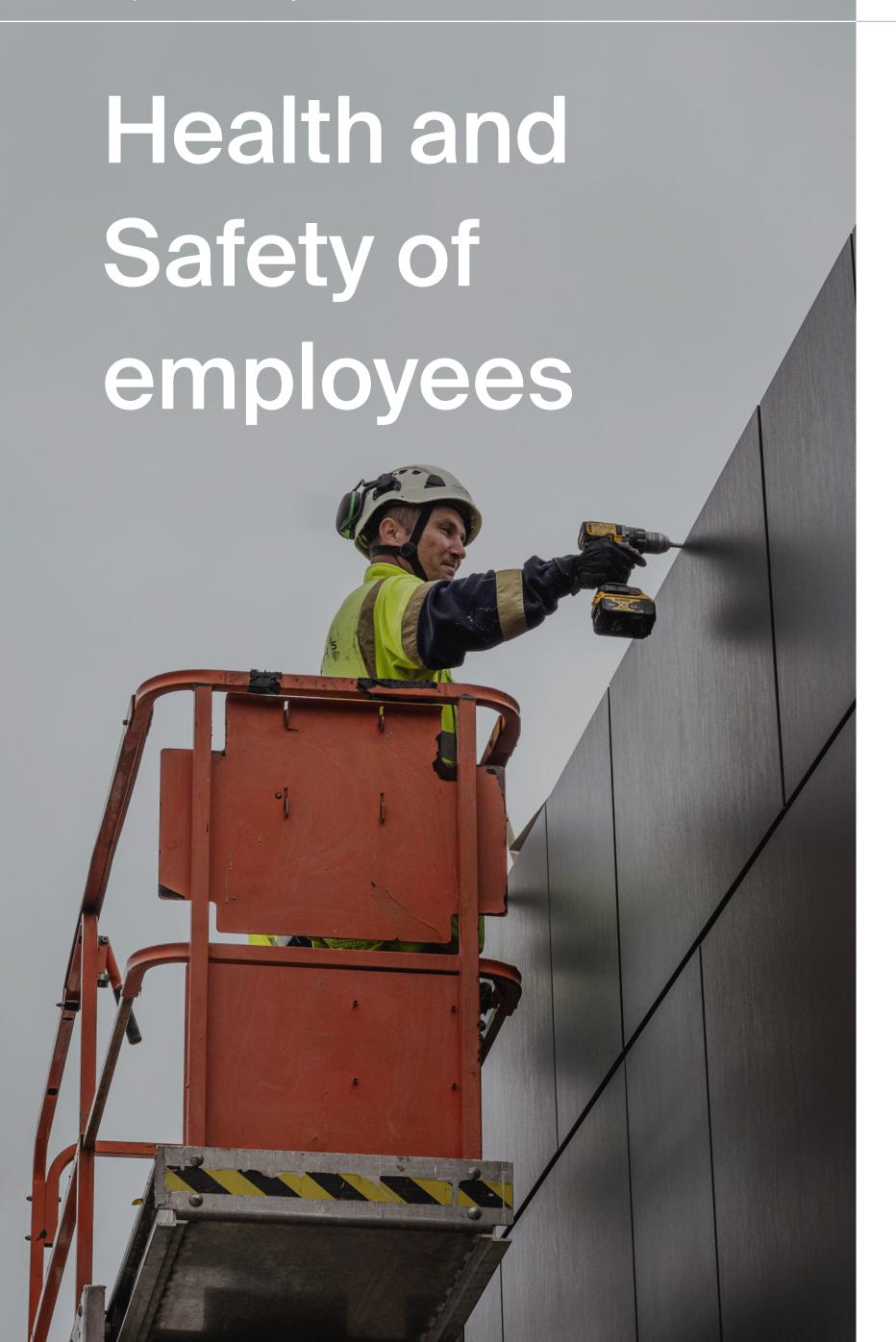


Sustainability Goals 2023

Focus area	Sustainability Objective	North Star	Near-term goal for 2023
Transparency	Reporting / Communication	 Produce annual sustainability reporting on material topics Have automated customer-specific reporting 	 Publish Sustainability Report Extend functionality and use of 4D reporting tool
	Compliance	 Meet and exceed compliance requirements in each market 	 Achieve full compliance with each market requirement Health & Safety: Zero accidents
	Business resilience	 Thoroughly manage risks and costs associated with changes in order to ensure our business operates in a resilient and adaptive way 	 Deploy contract management IT tool for internal coordination, and for the approval and storage of contracts in accordance with harmonised rules Sustain the annual growth ≥15% Ensure liquidity >1.1 Maintain financial performance
Partnerships	A sustainable mindset as a foundation for partnerships	 Build long-term relationships with clients, partners and suppliers who share our sustainable mindset 	 Join partner network of New London Architecture (NLA) to participate in the Net Zero programme Create our negotiation strategy, integrating sustainability criteria, and apply Smartnership with trusted partners on pilot projects

	Supply chain management	 Have a regularly updated, centralised library of suppliers' sustainability data Embed sustainability criteria into procurement decisions Develop carbon reduction targets in collaboration with suppliers 	 With the help of a sustainability survey, collect data on the current sustainability situation from 100% of our tier A and 50% of our tier B suppliers Define the sustainability criteria to be embedded into our procurement process
	Cooperation with universities and research institutions	 Collaborate with high-ranked universities and research institutions to develop R&D solutions, share knowledge, and attract top-level employees 	 Start collaboration with a new research institution to drive the implementation of R&D projects Increase the rate of students employed after internships
Innovation in Design and Delivery	Monitoring of legislation on sustainable construction	 Be up-to-date regarding existing sustainability regulations in each market, and be in position to influence these regulations 	 Full compliance with each market requirement Update library of regulations and client requirements in each market
	Low carbon R&D systems	 Develop and use low-carbon façade systems in at least in 50% of our projects - these systems should satisfy low carbon footprint and high thermal insulation requirements 	 Project that uses our next generation of Hybrid Unitized Façade (HUF) systems is under construction
	Long-term engagement	 Manage the façade lifecycle through value added services, replaceable skins and IoT solutions 	 Develop a façade service model for long-term engagement beyond the warranty and after-warranty period Focus on the integration of real-time data obtained via sensors in the façade into the digital twin
	Circular economy	 Develop façade systems that satisfy the requirements of design for disassembly and reuse, and use these systems in projects Achieve Zero Waste in-house and on-site 	 Calculate and compare the disassembly rating of state-of-the-art unitized façade systems, and identify which design changes are required Zero plastic waste on-site Increase the efficiency of material use by deploying optimization tools in 3D design, and tracking material flow in the ERP system Achieve a 5% reduction of aluminium leftovers with the help of standardised design solutions

Climate Protection	Product carbon footprint	 Have the automated measurement of project-specific CO2 footprints as a standard performance criteria 	 Extend our internal database of Environmental Product Declarations and CO2 emissions Store CO2 emissions data in the internal ERP system Automate embodied carbon assessment at the tender stage
	Value chain carbon footprint analysis	 Annually measure scope 1, 2, and 3 emissions Develop carbon reduction targets 	 Assess scope 1,2, and 3 emissions according to GHG Protocol Define carbon reduction targets and corresponding reduction measures
Sustainable Organisation	Education and training	 Foster a sustainability mindset within our employees Nurture a culture of learning which includes talent development, career promotion and reskilling 	 Organise two Knowledge Club sessions dedicated to sustainability Increase the number of training hours per employee by 40% Increase the ratio of promoted employees by 1%
	Cross-functional teams	 Implement the Agile way of working in commercial projects Achieve a high level of Agile maturity through self-managing teams and a changed role for management 	 Scale our Agile framework, based on Releases, across the organisation Use Agile scoring, as well as client satisfaction and project team satisfaction, to monitor how Agile is being implemented
	Diversity and Inclusion	 Celebrate diversity and practice inclusion by providing equal employment opportunities 	 Maintain equal conditions for employees in the same position, regardless of nationality, cultural background, gender or age
	Engagement	 Maintain and strengthen employee engagement Create meaningful social impact by supporting the community we work in with our charitable activities Increase employee involvement in our philanthropic activities 	 Increase employee engagement by 6% Support 6 disadvantaged families, including the renovation of their homes Support 47 disadvantaged children Increase employee involvement in our charitable activities by 5%



Our aim is always to ensure the overall safety, health and well-being of anyone involved in or affected by the work we do.

This approach is crystalised in our zero injuries goal for all employees and subcontractors. We are committed to achieving a strong health and safety record each year, and work continuously to ensure our activities are in line with industry best practice.

Our Health and Safety record in 2022

We are proud that our efforts in Health and Safety resulted in a very strong record in

0

serious or fatal accidents

2.8

accident frequency per million working hours.

To bolster the safety and well-being of employees, subcontractors, partners, and other stakeholders, we regularly provide theoretical and practical training sessions for our team. In 2022, these sessions focused on a range of topics, including working at heights and rescue actions in the event of a fall, the proper wearing of personal protective equipment, civilian safety, and first aid training for workers in hazardous environments.

A people-first Health and Safety Policy

Our people-first approach to workplace culture rests on two key pillars:

- 01 respect for all stakeholders
- 02 the continuous pursuit of knowledge and excellence.

To ensure this vision is also an everyday reality within our team, we follow our Health and Safety Policy which lays out specific actions that all parties involved can take in order to achieve an injury-free work environment.

Targeted preventive action to reach our 2025 zero accidents goal

2022 was a successful year in terms of achieving zero serious or fatal accidents.

Nevertheless, our goal is to achieve zero work-related accidents of any kind in a calendar year by 2025.

Preventive action will be key to achieving this goal. We will increase the collection of data on near misses - incidents that did not cause damage but could have done. This will enable us to consistently identify unsafe situations and take action to prevent them.

A holistic approach to Health and Safety

Here at Staticus, our zero injuries policy applies to all employees and subcontractors. In fact, it is focused on anyone who is related to or affected by the work we do. Despite the significant challenges faced by the construction and manufacturing industry with regards to workplace safety, we aim to always ensure the overall health and well-being of

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everybody involved.

In addition to safety, the measures Staticus currently has in place also take into account workplace stress, mental health, and long-term health hazards posed by environmental factors like dust, noise, and poor ergonomics.

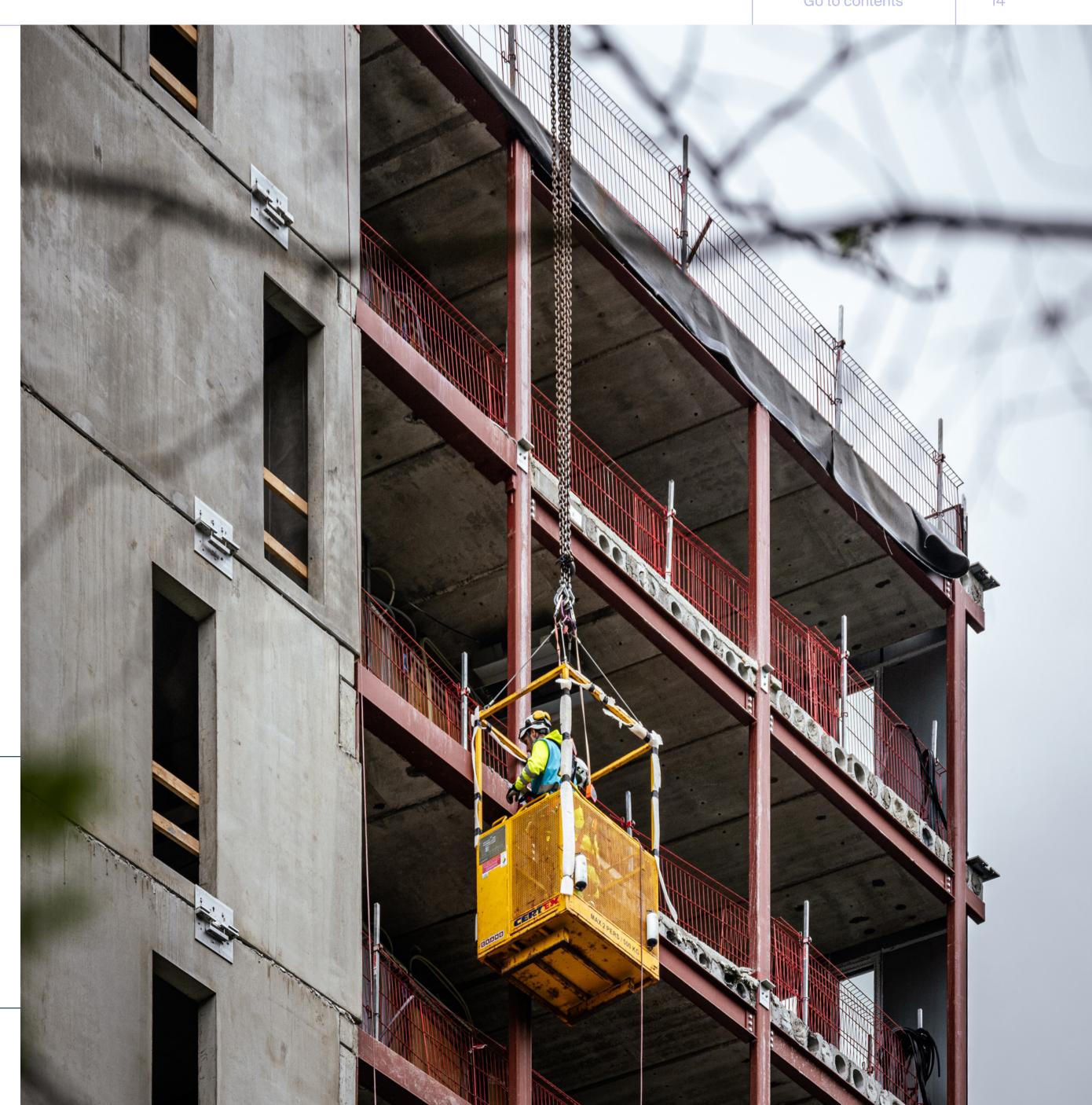
Risk factors like noise, ergonomics, lighting and workplace stress are measured, and we carry out continuous risk assessments.

Health and Safety management and measure

Staticus has adopted a comprehensive set of measures and methods to create a safe working environment that is compliant with all relevant regulations.

- Health and safety management.
 Our dedicated in-house management is supported by specialised health and safety consultants that help us to ensure that all our work is up to standard.
- Health and safety measures to prevent accidents and injuries on construction sites and the factory floor, we have put in place effective measures in the areas of production, storage, transportation, delivery and installation.
- Safe work methods. All our employees are instructed and trained in safe work methods, including lifting technique and working near the edge on open structures that pose an increased fall risk. Additional competence certificates held by Staticus include ISO 14001, ISO 45001, Achilles, CHAS, and Constructionline.

Our aim is to always ensure the overall safety, health and well-being of anyone involved in or affected by the work we do. This approach rests on two key pillars: respect for all stakeholders, and the continuous pursuit of knowledge and excellence.



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Active philanthropy

We take our responsibility to support the societies we

work in very seriously. That is because we understand

that a sustainable future is only possible when society

is supported. As a result, our people-first approach

extends beyond our own team and partners to

include a range of philanthropic activities.

Our charity initiatives



Home renovations

In 2022, we marked the 5 year anniversary of our initiative to take care of disadvantaged families by renovating their homes. This year, we helped a household in the district of Panevėžys by replacing their windows. These were manufactured and installed just before Christmas, and we are continuing to improve this family's home by making sure they have access to clean water at home.

We have now provided 5 families with better living conditions. We also provide annual support for these families, ensuring they can celebrate the biggest holidays of the year with plenty of festive food and presents for their children.

Another important development this year was a new partnership with aid and charity fund Gėrio trupinėlis.



Raguvėlė Children's Day Centre

In 2022, Staticus continued its support for the Raguvėlė Children's Day Centre in Anykščiai. This centre supports more than 20 children, aged between 6 and 17, who come from socio-economically disadvantaged backgrounds. The funds and support we provide ensure the centre has the materials it needs for its learning and extra curricular activities.

This support for the centre has a long history - we have previously contributed funds to help repair the centre after a fire, and we are in regular contact with the centre's founder to see if further support is needed.



Our philanthropic activities in 2023

We are committed to supporting our local communities. In 2023, we will continue to support disadvantaged children and families.



Activities related to the war in Ukraine

We reacted quickly and decisively to help families affected by the war in Ukraine. We provided direct support to families that managed to escape the war.

We partnered with Save the Children to provide urgent aid, and also supplied medical equipment directly to Ukraine. These medical shipments were collected together with our partners.



Gifts for children

On the major holidays of the year, and important events like the first day of school, we send gifts to 45 children. They receive toys, books and tasty treats to bring happiness and joy on these special occasions.



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