

SUSTAINABILITY REPORT 2025

Monitor ERP Group

This is a condensed English version of Monitor ERP Group's 2025 Sustainability Report.



About Monitor ERP Group AB

Company registration number 556783-1739

NACE (corresponding SNI) code 00009 main business activity unknown

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Adoption:

The Board of Directors of Monitor ERP Group AB approves the Sustainability Report 2025 for the period 1 January 2025 to 31 December 2025 through the signing of the Annual Report.

About sustainability reporting 2025:

This report is a condensed English version of Monitor ERP Group's 2025 Sustainability Report.

The full version, available in Swedish, has been prepared with inspiration from the requirements of the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG). It can be accessed here:

<https://www.monitorerp.com/sv/>

Guidance for reading

Unless otherwise stated, references in this report to "Monitor", "the Group", "the company", or "we" refer to Monitor ERP Group AB.

For questions regarding the sustainability reporting, please contact Monica Verardi, Sustainability Coordinator at Monitor ERP Group.

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Letter from the CEO

Our origin is our guiding principle for the future. This belief has shaped Monitor since its foundation and has been especially important in 2025, as we navigated a complex geopolitical environment with strong adaptability and a long-term perspective.

In 2025, we achieved revenue of SEK 942 million and growth of 15% (excluding securities). Including securities, total revenue amounted to SEK 1,454 million, representing growth of 76.8%.

Key investments included the expansion of data centres, enhancing security and reliability while supporting our transition to cloud-based solutions. We also advanced our shift to Software as a Service (SaaS) through our web-based client, the GoCloud concept, and technologies such as MAiA (Monitor's AI assistant) and PostgreSQL. We also strengthened our presence in new markets, including the United Kingdom and Slovenia.

Prior to 2025, we invested in improving energy efficiency and reducing our climate impact across our operations. By installing geothermal heat pumps and a large-scale solar system at our headquarters in Hudiksvall, we now cover approximately 30% of our energy needs with self-generated solar power. These initiatives not only reduce our environmental impact and reliance on external energy sources but also represent financially sustainable long-term investments.

We integrate sustainability into our offering through solutions such as Sustainability by Monitor and Monitor Market, helping customers improve their environmental performance. At the same time, we prioritise data security and cybersecurity across all products and operations.

Our employees are our most valuable resource. With an employee Net Promoter Score (eNPS) of 56, we see strong engagement, supported by continuous learning initiatives such as Monitor University. We also maintain an active role in society by supporting around 100 organisations.

Looking ahead, we remain committed to sustainable growth, continued investment, and strengthening our market position. Our heritage remains both our foundation and our direction.

Morgan Persson

CEO, Monitor ERP Group AB



About Monitor ERP Group AB



We are a Swedish software company specialising in enterprise resource planning (ERP) solutions for manufacturing businesses.

Monitor's business model is centred on delivering standardised, scalable digital solutions that improve operational efficiency, competitiveness, and long-term sustainability for manufacturing companies.

Group results 2025	Revenue including securities	Revenue excluding securities	Employees	Language support	Daily users
	1,454 MSEK	942 MSEK	+550	15 languages	+400,000
Customer segments and industries	EBIT including securities	EBIT excluding securities	eNPS	Customers in	NPS (Sweden)
Our primary target group consists of small and medium-sized manufacturing companies, particularly within the metal, electronics, machinery, plastics, automotive, furniture and interior design, textile, food, and surface treatment industries.	588 MSEK (40%)	223 MSEK (23,7%)	56	+50 countries	40
We also support corporate groups and larger customers requiring scalable solutions through our add-ons and integrations.	Growth including securities	Growth excluding securities	Customer Churn	Customers worldwide	Community sponsorship
We focus on businesses with a need for cost-effective digitalisation and improved production efficiency.	76,8%	15%	1%	+6,500	About 100



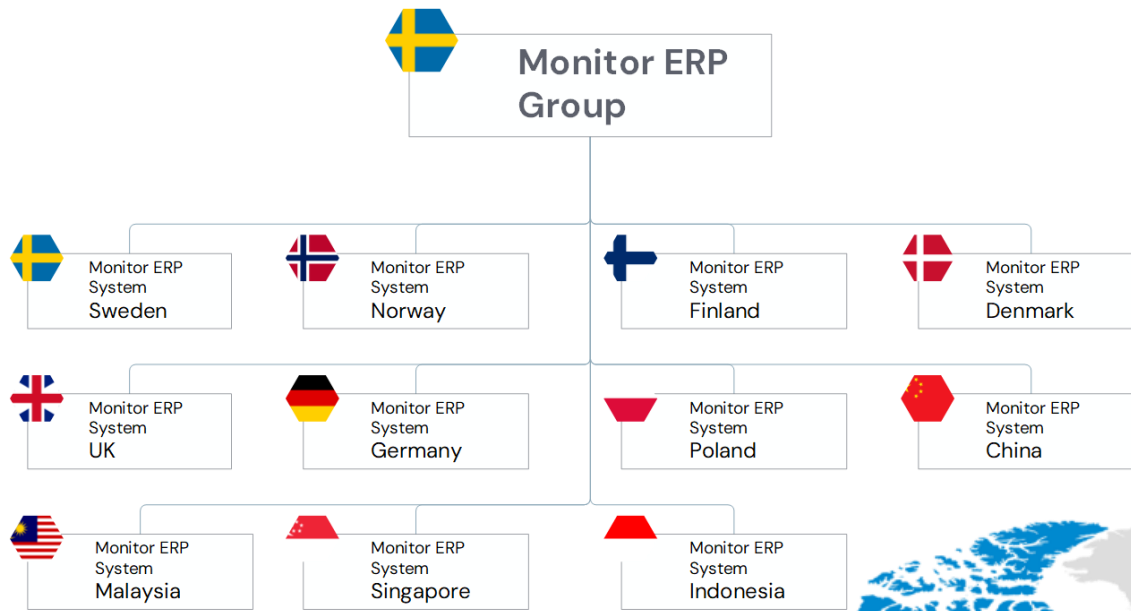
Our story

Founded in 1974 and headquartered in Hudiksvall, Sweden, we have grown from a local initiative into an international company driven by innovation and a long-term commitment.

Over the years, we have developed strong partnerships, expanded our expertise, and continuously adapted to meet the evolving needs of our customers.

Our journey is defined by reliability, quality, and a clear focus on sustainable growth.

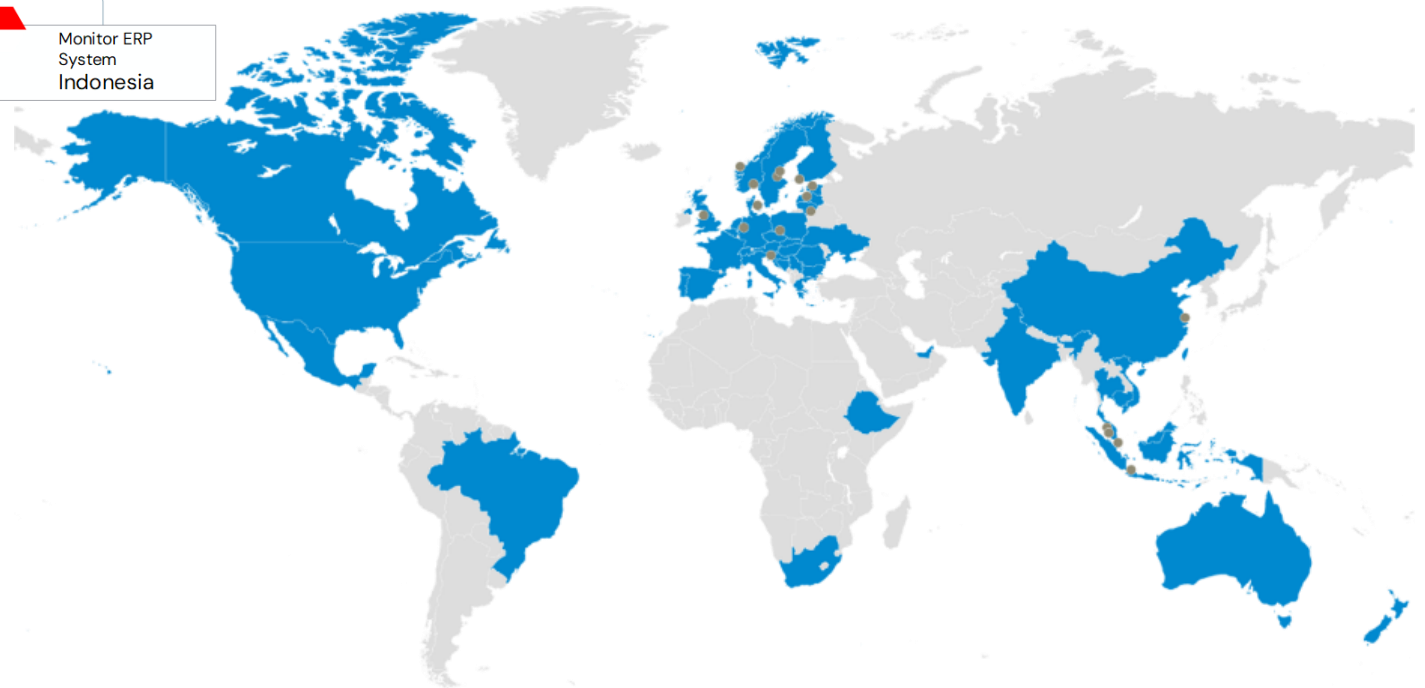
Global presence and organization structure



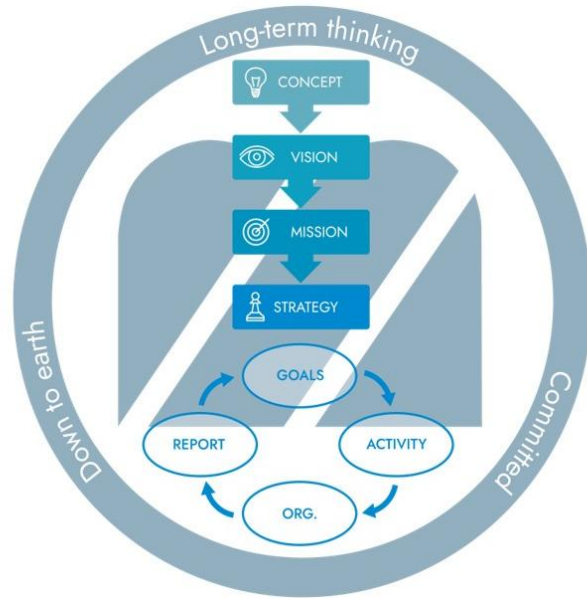
Monitor has a strong presence in Europe, with subsidiaries and partners across several countries.

Outside Europe, we operate in Malaysia, Singapore, Indonesia, and China, supporting our long-term global growth. We also have strong partnerships in Estonia, Latvia, and Slovenia.

By combining local expertise with our global standards, we ensure consistent quality and close collaboration with customers across regions.



Our purpose and strategy



Sustainability is embedded in Monitor’s strategy, operations, and product development.

Our objective is to ensure long-term value creation for customers, employees, and society, while supporting responsible and efficient industrial development.

Business idea

Monitor ERP System offers a standardized ERP-system solution optimized for manufacturing companies.

Vision

We are the choice ERP system solution for the manufacturing industry.

Mission

We exist to make manufacturing companies more efficient, competitive and profitable.

Values

- Down to earth.
- Long-term thinking.
- Committed.

The Monitor Way

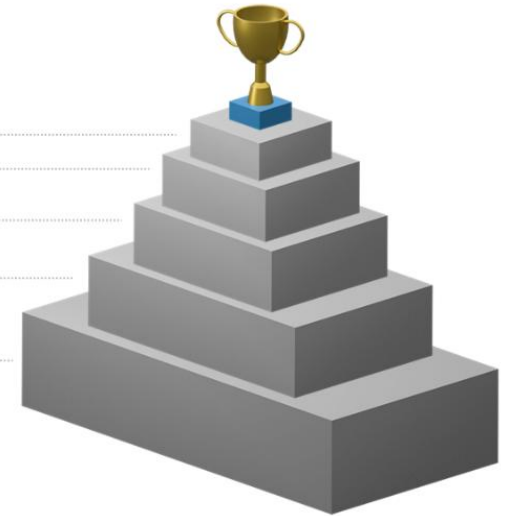
Methods/Processes

Business model

Strategies

Concept

Values



Sustainability strategy

We develop and offer an ERP system that promotes energy efficiency, reduces resource consumption, and helps our customers minimize their environmental footprint.

We offer consulting services to clients, helping them assess and improve their sustainability practices through our ERP.

We invest in energy-efficient technologies and practices within data centers, offices, and IT infrastructure.

We conduct our business with strong business ethics and a code of conduct to promote long-term sustainability and trust among our stakeholders.

We are an attractive and sustainable employer, with a focus on employees well-being and opportunities for continuous competence development.

We stride to create a sustainable and vibrant community through strong local engagement and support.



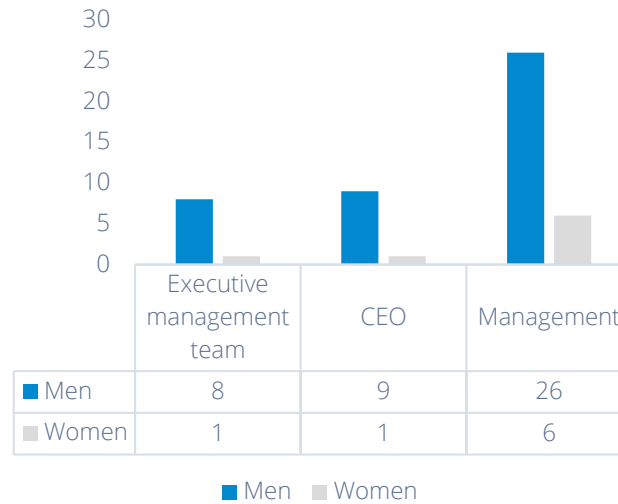
Monitor’s board of directors

BOARD OF DIRECTORS	ROLE
Morgan Persson	Chief Executive Officer and Board Member
Jan Carlsson	Non-executive Chair
Mikael Lindblom	Non-executive Board Member
Jörgen Persson	Non-executive Board Member
Pär-Ola Gustavsson	Alternate Director

Monitor’s management team

Executive management team	ROLE
Jörgen Persson	Owner
Morgan Persson	CEO - Group
Adrian Aptowitz	CEO - Sweden
Daniel Häggmark	CEO - Malaysia, Singapore, Indonesia
Beverly Law	CEO – United Kingdom
Pär-Ola Gustavsson	Chief Financial Officer
Johan Holmsten	Sales & Marketing Director
Stefan Olsson	Chief Technology Officer
Jonas Persson	Business Development Director

Gender distribution within the group



Business ethics and integrity policies

Monitor has adopted a set of policies and external commitments to ensure responsible, transparent, and ethical business conduct. These frameworks support anti-corruption efforts, regulatory compliance, and sound corporate governance.

Anti-bribery and anti-corruption policy

Applies a zero-tolerance approach to bribery and corruption and reflects a strong commitment to maintaining high ethical standards. It sets clear rules for all employees and partners, prohibiting any form of improper influence, including conflicts of interest and unethical practices. Guidelines on gifts, hospitality, and business conduct are supported by training, communication, risk assessments, and internal control processes.

Quality policy

Promotes a long-term, customer-focused approach, combining the development of future-proof ERP solutions with the continuous improvement of processes and products. Value creation is supported through clear objectives, an effective management system, employee development, and a safe working environment.

External code of conduct

Defines ethical, social, and environmental standards for suppliers and business partners across the value chain. It requires compliance with laws, respect for human rights, fair working conditions, environmental responsibility, and high standards of business ethics. Monitoring and reporting mechanisms are in place, with the possibility to terminate relationships in the case of serious or repeated breaches.

Crisis management plan

Provides a structured framework to handle critical incidents, with defined roles, procedures, and communication measures aimed at minimising risks to people, operations, and the company’s reputation.

International standards

Monitor applies recognised international standards to support continuous improvement across its operations, including:

- **Information Security Management Systems – Requirements (ISO/IEC 27001:2022, IDT)** – applied by Monitor Cloud.
- **Quality Management Systems – Requirements (ISO 9001:2015)** – applied by Monitor ERP System Sweden, Monitor Cloud and Monitor ERP System China.
- **Cyber Essentials – BUREAU VERITAS Certification** – applied by Monitor ERP System Singapore.

Key products and services

Monitor ERP is a modular enterprise resource planning system covering the entire value chain of manufacturing companies. The standardised Monitor ERP system not only reduces implementation time but also lowers costs by delivering best practices from day one. The system has been developed based on insights from thousands of productions, process and executive managers, helping end users optimise their operations, increase returns and stay ahead of competitors.

The **six core modules** that make up the ERP system include functionality for production, purchasing, inventory management, accounting, time reporting and sales.

The core modules also include **Sustainability by Monitor**. Sustainability by Monitor is a fully integrated solution within Monitor ERP that enables the collection, management and reporting of sustainability data without manual processes or external tools. Companies can calculate their carbon footprint and analyse the environmental impact of their products based on real data from across the value chain.

We offer several services that complement our core ERP solution. Our main services include **consulting, Monitor Cloud, and support**.

Our consulting services help customers implement and further develop their ERP processes with expert guidance tailored to their business needs.

Monitor Cloud provides a secure, cloud-based hosting solution where we manage operations, updates, and data backups, ensuring a reliable and scalable system environment.

Our support services offer fast, knowledgeable assistance, training, and continuous guidance to help customers get the most out of their ERP system.

In addition, we provide solutions such as Monitor BI (Monitor Business Intelligence), myMonitor, Monitor Mobile, Monitor Academy, MAiA (Monitor’s AI assistant), as well as integrations and add-ons.

Monitor Market is a platform that promotes a circular economy by enabling companies to exchange inventory, components, unsold products, and factors of production—such as unused machinery—within our customer network. The platform helps reduce waste and resource use while supporting a more efficient and sustainable industrial model.

In addition, our customers can choose from a range of **integrations and add-ons** that enable them to optimise their operations, work more efficiently and reduce their environmental footprint. Examples of solutions to streamline production include Nesting, Shipping, e-Invoice and WMS (Warehouse Management System), among others.

Product portfolio



Value chain



Actors	Priority	Level
Suppliers of systems and services	Critical	1
External data centre providers	Critical	1
Energy suppliers	Critical	1
Internet providers	Critical	1
Suppliers of technical components	High	1
SaaS services	High	1
Property owners	Medium	1
Suppliers of consumables	Medium	1
Developers of white-label products	Medium	1
Water suppliers	Medium	1
Consulting services	Medium	1
IT equipment suppliers	Medium	1
Integration service developers	Medium	1
Sales partners	Medium	1
Car manufacturers	High	2
Manufacturers of technical components	Medium	2
Educational institutions	Low	2

Core activities	Priority	Level
Data centres - product	Critical	1
Data centres - internal IT	Critical	1
Support	High	1
Consulting	High	1
Sales	High	1
Owned properties	High	1
Development of Monitor ERP	High	1

Priority:
Refers to how far from the core business the activity takes place.
Level:
Refers to how far from the core business the activity takes place.

Actor	Priority	Level
Customer system - Cloud	Critical	1
Implementation partners	Medium	1
Customer systems - On-prem	Medium	1
Sponsorship of associations and organisations	Medium	2
Media	Low	2
Authorities	Low	3

Stakeholder engagement

External stakeholders		
High interest	Other suppliers Local suppliers Associations Schools and academia	Customers External consultants Partners Critical suppliers Competitors
	Media Local communities	Government and authorities
Low interest	Low influence	High influence

Internal stakeholders		
High interest		Employees Board of Directors Each subsidiary Owners
Low interest		
	Low influence	High influence

The Group maintains continuous and structured dialogue with its external stakeholders through various channels, tailored to each group and coordinated by relevant functions within the organisation. These interactions aim to capture needs, ensure quality, strengthen partnerships, and meet regulatory and societal expectations.

The insights gathered are systematically integrated into Monitor's operations, influencing product development, implementation models, supplier management, compliance processes, and communication strategies, thereby supporting continuous improvement and long-term value creation.

The Group engages regularly with internal stakeholders through structured dialogue channels managed by HR, management, and leadership functions. These interactions aim to ensure effective governance, employee well-being, competence development, and alignment across subsidiaries and ownership structures.

The outcomes of these dialogues are integrated into strategic and operational decision-making, influencing HR strategies, investments, regional adaptations, and the long-term business direction.



Double Materiality Assessment (DMA)

TOPIC	Impact				Value chain Upstream Own operations Downstream	Time horizons Short term Medium term Long term	Risks	Value chain Upstream Own operations Downstream	Time horizons Short term Medium term Long term	Opportunities	Value chain Upstream Own operations Downstream	Time horizons Short term Medium term Long term
	Actual negative	Potential negative	Actual positive	Potential positive								
E1 Climate change	●			●	U-O-D	S-M-L		U-O-D			U-O-D	
E5 Resource use and circular economy				●	D	S-M-L		D		●	D	M-L
S1 Own workforce			●	●	O	S-M-L		O			O	
S3 Affected communities Sponsorship		●	●	●	D	S-M-L		D			D	
ES1 - Entity Specific Data protection and cybersecurity		●	●	●	U-O-D	S-M-L	●	U-O-D	S-M-L	●	K-N	M-L

Process for identifying material matters

Monitor has identified material matters by applying the double materiality principle, assessing both impacts on the environment and people (impact materiality) and the financial implications for the undertaking (financial materiality).

The assessment was based on a structured methodology considering the severity, scale, irremediability, and likelihood of impacts, as well as potential financial effects.

The process included the identification of key impacts, risks, and opportunities across the undertaking’s own operations and its value chain, with a particular focus on areas of higher exposure.

The assessments were conducted through internal workshops and the involvement of relevant functions, supported by both qualitative and quantitative analyses.

The results enabled the prioritisation of the most material sustainability matters, supporting their integration into the risk management system and informing disclosure requirements.

We used a scale from 0 to 10 to assess the magnitude of impacts, risks and opportunities.

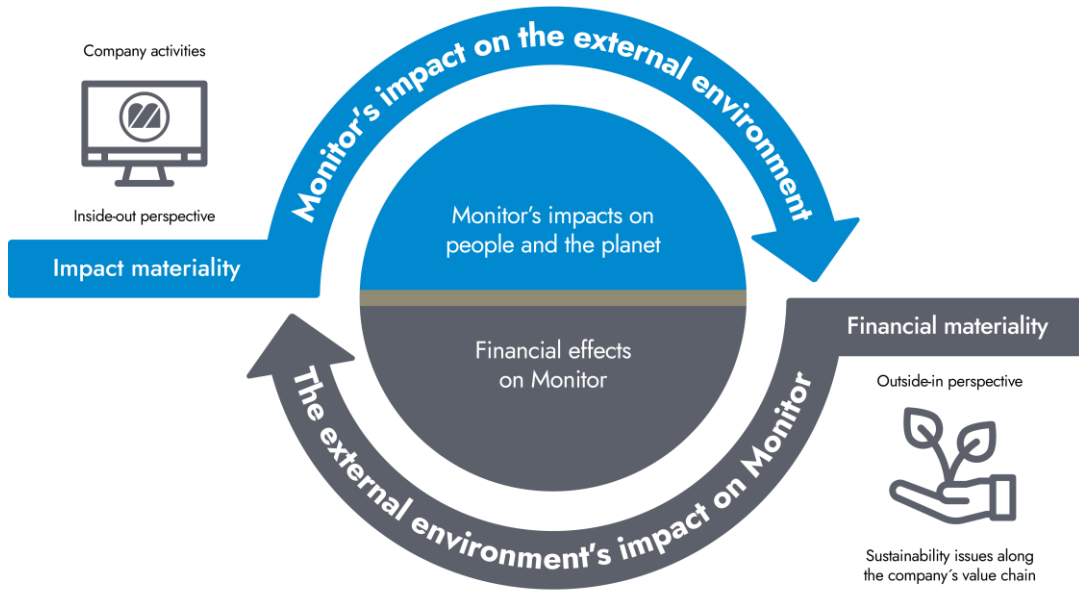
The time horizon was defined as follows:

- Short-term: < 1 year
- Medium-term: 1–5 years
- Long-term: > 5 years

For financial materiality, a ten-point impact scale linked to economic impact was used:

- Level 9–10: > 50 MSEK
- Level 6–8: 10–50 MSEK
- Level 3–5: 1–10 MSEK
- Level 1–2: < 1 MSEK

Understanding the double materiality assessment



Key findings from the double materiality assessment

<p>Financially Material</p>	<p>Double Material</p> <ul style="list-style-type: none"> E5 Resource use and circular economy ES1 Data protection and cybersecurity
<p>Non Material</p> <ul style="list-style-type: none"> G1 Business conduct S2 Workers in the value chain S4 Consumers and end-users 	<p>Impact Material</p> <ul style="list-style-type: none"> E1 Climate change S1 Own workforce S3 Affected communities: sponsorship

Sustainable Development Goals (SDGs)

At Monitor, we are aware that every decision and every activity we undertake has an impact—both within the organisation and on the society and environment in which we operate.



In 2025, we therefore conducted a workshop focused on analysing our material topics, with the aim of deepening our

understanding of how these relate to the SDGs.

This process enables a more conscious integration of a sustainability perspective into our decision-making. For each action, we assess how we can enhance positive impacts while reducing negative ones.

In this way, we contribute more effectively to the implementation of Agenda 2030 and strengthen our commitment to sustainable and responsible development.

Monitor’s material topics	Sustainable Development Goals
Energy-intensive IT operations, cloud services (Monitor Cloud), data centres, facilities, and business travel.	  
Electronic waste recycling, green office operations, circularity (Monitor Market), and Sustainability by Monitor.	  
Large workforce across multiple countries.	    
Sponsorship and proximity sourcing.	 
Data protection and cybersecurity.	  

The background of the slide is a photograph of a pier or dock structure. Several dark, weathered wooden posts are visible, extending from the top of the frame down into the water. The water is a deep blue-green color with some ripples. In the middle ground, there are some yellowish-brown cylindrical objects, possibly buoys or floats, floating on the water. The overall scene is outdoors and appears to be a coastal or harbor area.

E1 – Climate change

Climate change represents a material topic for Monitor, particularly in relation to the energy consumption associated with IT operations, cloud services, data centres, facilities, and business travel.

During the reporting period, we conducted, for the first time, a measurement of these impacts to better understand our contribution to greenhouse gas emissions and to define targeted reduction measures. The measurement will help us set future emission reduction goals.

The following sections present data on energy consumption and greenhouse gas emissions, in line with the scopes defined by the GHG Protocol.

Energy consumption and energy mix

Our energy mix consists of 69.2% energy from renewable sources, reflecting the company's commitment to the transition towards a more sustainable, low-emission energy model.

Energy use and energy mix	Year 2025 (MWh)	%
Share from fossil sources	483.93	25.4%
Share from nuclear sources	102.42	5.4%
Share from renewable sources – purchased or acquired electricity and heat	1,316.24	69.2%
Total energy consumption	1,902.59	

Scope 1, 2 and 3

The table presents Monitor's greenhouse gas emissions, broken down by scopes 1, 2 and 3, in line with the Greenhouse Gas (GHG) Protocol.

Scope 1 emissions amount to 340.17 tonnes carbon dioxide equivalent (CO₂e) and represent direct emissions from sources owned or controlled by the company (typically fuel).

Scope 2 emissions amount to 367.77 tonnes CO₂e according to the market-based method and represent indirect emissions from purchased electricity and heating consumed by the company. Both the location-based and market-based methods are applied, and emissions are presented in the table below.

Scope 3 emissions amount to 976.25 tonnes CO₂e, representing the largest share of the Group's emissions. These include all other indirect emissions resulting from Monitor's operations but originating from sources not owned or controlled by the company, such as food, insurance, and furniture.

Total greenhouse gas emissions by scope 1, 2 and 3

Scope/Category	Total (tonnes CO ₂ e)	%
Scope 1		
Location-based emissions	340.17	21.4%
Scope 2		
Location-based emissions	273.52	17.2%
Market-based emissions	367.77	21.8%
Scope 3		
3-1 Purchased goods and services	444.94	
3-2 Capital goods	128.99	
3-3 Fuel- and energy-related activities	112.05	
3-4 Upstream transportation and distribution	1.73	
3-5 Waste generated in operations	0.28	
3-6 Business travel	236.63	
3-8 Upstream leased assets	51.63	
Total Scope 3	976.25	61.4%
Total greenhouse gas emissions		
Location-based emissions	1,589.94	
Market-based emissions	1,684.19	

E5 – Resource use and circular economy



Monitor does not generate significant environmental impacts through its own operations; however, it plays an important role in promoting material circularity and efficient design from the outset through its sustainability-supporting solutions.

The main impact is therefore indirect: through our solutions and platforms, we help customers reduce waste, improve resource efficiency, and implement circular processes, particularly through Sustainability by Monitor and Monitor Market.

In addition, Monitor BI (Monitor Business Intelligence) transforms data into valuable insights by providing the tools needed to analyse information easily and efficiently, enabling smarter decision-making and improved operational efficiency.

Sustainability by Monitor



Sustainability by Monitor is an ERP solution with a fully integrated sustainability module, enabling companies to analyse their processes, identify key impact areas, and take measures to reduce emissions and resource consumption. The system plays a central role in supporting

circularity, as a large share of a product's environmental impact is already determined at the design stage.

The module calculates each product's carbon footprint directly in the ERP system using real production data, including materials, energy use, transport, and suppliers. This produces a CO₂e value per product, providing a reliable basis for analysis and targeted action in design, procurement, and production.

Once calculations are complete, companies can easily identify the main sources of emissions, such as materials, suppliers, or energy-intensive processes, thereby gaining clear decision support. All data is integrated into Monitor ERP, enabling efficient tracking, reporting, and continuous improvement.

During the year, six webinars on Sustainability by Monitor were held, reaching 1,029 participants globally. They focused on how digital tools can support a structured, data-driven approach to sustainability.

The sessions demonstrated how companies can easily collect sustainability data, calculate their carbon footprint, and translate sustainability requirements into practical actions.

Monitor Market

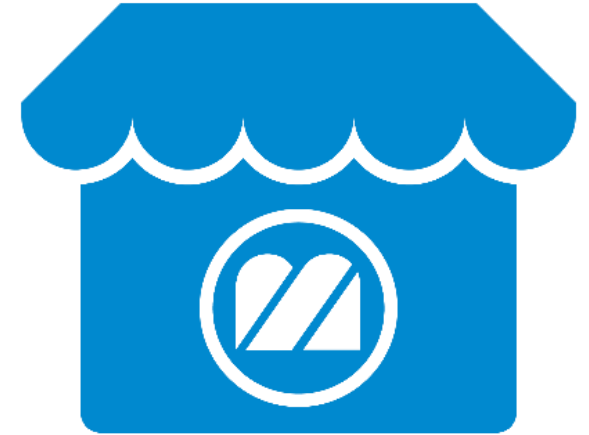
Monitor Market is our digital B2B platform that enables manufacturing companies to buy and sell resources such as materials, machinery, and unused production capacity.

By connecting companies within the Monitor network, it promotes the reuse of resources, reducing waste and improving efficiency.

Initially, the platform will be active in Sweden, where all our Swedish customers will gain access to a network connecting approximately 4,800 companies.

The initiative aims to support a more sustainable value chain by increasing reuse, improving capacity utilisation, and creating new business opportunities. The platform also supports sustainability requirements and facilitates access to suppliers, materials, and collaborations.

Developed in 2025 and launching in 2026, Monitor Market contributes to reducing environmental impact and strengthening cooperation between companies within the network.





S1 – Own workforce

Our people at the core of sustainable growth

At Monitor, our workforce is a key driver of long-term value creation and sustainable growth. We place strong emphasis on investing in our people by fostering a supportive, inclusive, and engaging work environment where everyone can develop and contribute.

We actively promote continuous learning and skills development, ensure open dialogue and listen to employee feedback, and work systematically to strengthen inclusion, well-being, and equal opportunities across the organisation. Through structured processes, policies, and regular engagement, we aim to create a safe, respectful, and motivating workplace where employees feel valued and empowered.

Workforce policies and ethical framework

Monitor has established a comprehensive set of policies to support ethical conduct, equal treatment, and employee well-being across the organisation.

Code of conduct (Internal)

Defines expected behaviours, including responsible communication, confidentiality, and a strong customer focus.

Discrimination policy

Ensures equal rights and promotes an inclusive and respectful workplace, with zero tolerance for discrimination and harassment.

Whistleblowing policy

Enables secure and confidential reporting of misconduct, supported by clear reporting channels, including an anonymous system, to ensure transparency and compliance.

Work environment policy

Promotes a safe and healthy workplace, ensures compliance with legal requirements, and supports continuous improvement through systematic health and safety management, employee involvement, and leadership commitment.

Remote work policy

Provides flexibility while ensuring alignment with business needs, confidentiality requirements, and a safe working environment, with remote work subject to managerial approval and defined conditions.

Together, these policies create a structured framework for responsible business conduct, employee well-being, and a fair, inclusive workplace.

Employee engagement and dialogue

Monitor ensures that employee perspectives are actively incorporated into decisions and actions related to impact management through established dialogue and feedback mechanisms.

Key tools include an annual employee survey, whose results are shared across the organisation and used to identify improvement priorities, as well as regular development discussions to capture individual needs and feedback. Ongoing dialogue is further supported by monthly “Speakers Corner” meetings, where management shares updates and employees can raise questions and perspectives. In addition, suggestions can be submitted at any time via a dedicated email channel for workplace and process improvements.

Through these structured practices, Monitor identifies areas for improvement each year, contributing to the ongoing enhancement of both the physical and psychosocial work environment while strengthening employee involvement.

Employee well-being and workforce management

Monitor continuously addresses risks and impacts related to its workforce through structured HR and occupational health and safety processes. Actions focus on preventing and mitigating negative effects on working conditions, health and well-being, and include regular development dialogues, employee surveys, business planning, competence development, flexible working arrangements and health promotion initiatives.

The Group supports work-life balance through flexible work models adapted to local conditions and invests in employee well-being through health allowances, medical check-ups and access to occupational health services. Measures to ensure an ergonomic work environment and preventive health initiatives further contribute to overall employee welfare.

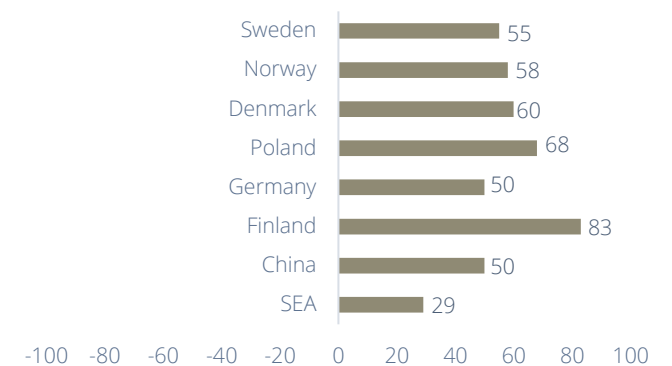
A positive and inclusive workplace culture is promoted through team activities and social initiatives, while regular surveys address topics such as work environment and psychosocial risks. Clear communication, ongoing competence development and a safe working environment support engagement and satisfaction.

These efforts contribute to lower employee turnover, improved health, reduced absenteeism and increased productivity, while strengthening organisational stability, reducing risk-related costs and enhancing long-term competitiveness.

Workforce targets and performance

To address the most material impacts, risks and opportunities, Monitor set a clear and measurable group-wide target in 2025 of achieving an eNPS above 50 to strengthen employee engagement, well-being and long-term organisational sustainability. The results exceeded expectations, with the overall group average above the target and most entities meeting or surpassing it, confirming a strong employee experience across the group.

eNPS (employee Net Promoter Score) 2025



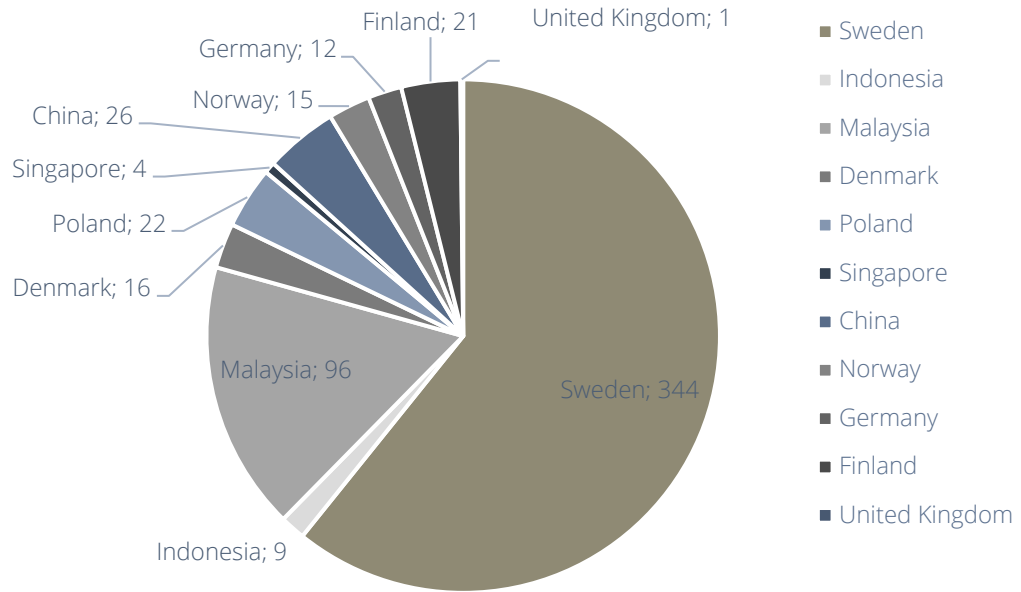
The company also aimed to maintain total sick leave at 3%. While full data was not available across all subsidiaries, several units reported positive outcomes. Actions to support this target included promoting healthy lifestyles, offering preventive health measures such as vaccinations, monitoring absenteeism and introducing flexible working arrangements to reduce stress.

As the organisation continued to grow internationally, the need for more harmonised HR structures increased. As a result, additional group-wide targets will be implemented from 2026 to ensure a more consistent and coordinated approach to workforce management across all entities.

These results are supported by structured processes, policies, KPIs and continuous follow-up, enabling ongoing improvements and strengthening Monitor’s ability to manage risks and opportunities related to a growing global workforce. This systematic approach contributes to long-term competitiveness and supports the development of a sustainable and attractive workplace.

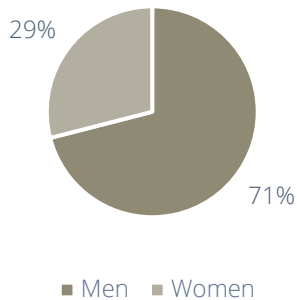
Our workforce (31 December 2025)

Employees by geographical area

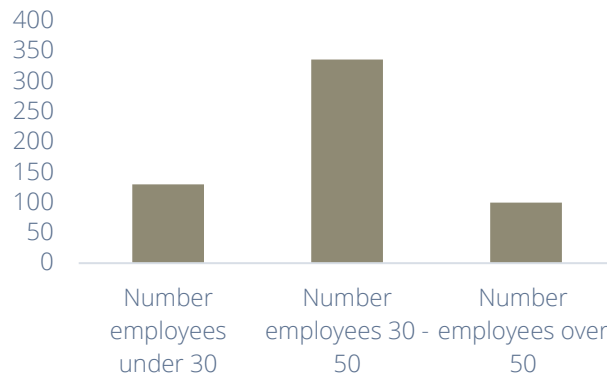


Workforce distribution by gender

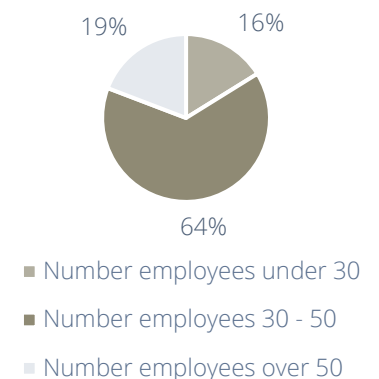
GENDER	NUMBER OF EMPLOYEES
Men	404
Women	162
Total	566



Employees by age group



% of employees by age group



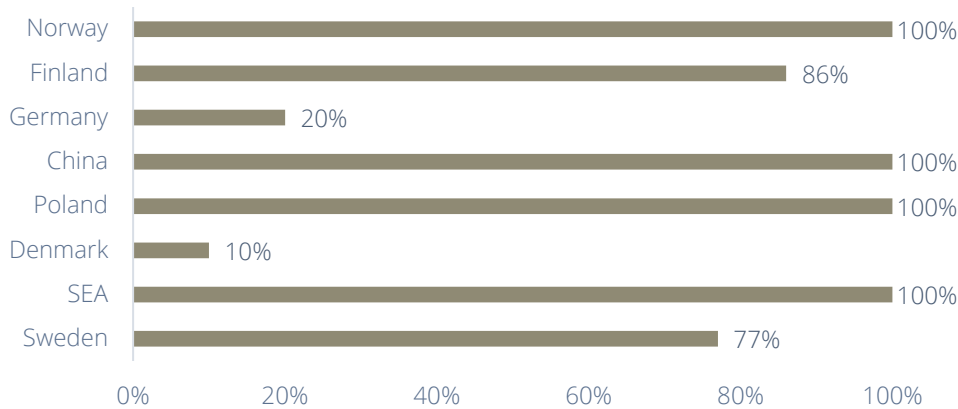
Fair wages and comprehensive social protection

All employees receive wages that meet or exceed applicable adequate wage benchmarks, ensuring that no employee is paid below the defined threshold.

Employees are covered by social protection systems in line with national legislation and local social security schemes. This protection includes events such as illness, work-related injury, unemployment, parental leave, and retirement. While coverage and eligibility criteria vary by country, no subsidiaries have been identified where employees lack social protection against loss of income.

Education and skills development

Employees participating in performance and career development reviews (%)



AVERAGE TRAINING HOURS					
Sweden	Indonesia	Malaysia	Denmark	Poland	Singapore
27	45	39	52	22,5	33
China	Norway	Germany	Finland	Average	
59,5	44	52	46	42	



Through **Monitor University**, our internal training programme, we ensure continuous development, enabling employees to deepen their knowledge of Monitor ERP and our ways of working. Through regular development reviews and internal career paths, we create the conditions for long-term learning, engagement and skills development. Many employees grow within the organisation and take on new roles across the Group, which we are proud of.

Family-related leave

Employees' right to family-related leave is governed by national legislation in each country of operation and applies to all employees across the Group in accordance with local labour law requirements.

Gender pay structure and equality

Monitor applies an individual salary-setting approach across all subsidiaries, based on objective and gender-neutral criteria such as role, responsibilities, experience, education, market conditions, and performance.

At Group level, the average salary amounts to SEK 40,062 for men and SEK 33,085 for women, corresponding to an overall difference of approximately 17.4%. This gap is influenced by factors such as role distribution, levels of responsibility and geographical differences, and should therefore be interpreted as a descriptive metric rather than an indicator of unequal pay.

In Sweden, regular pay equity analyses are conducted in line with national legislation to identify and address any unjustified differences. Subsidiaries in other countries follow applicable local regulations and apply consistent principles to ensure fair and objective salary setting.

Incidents related to human rights

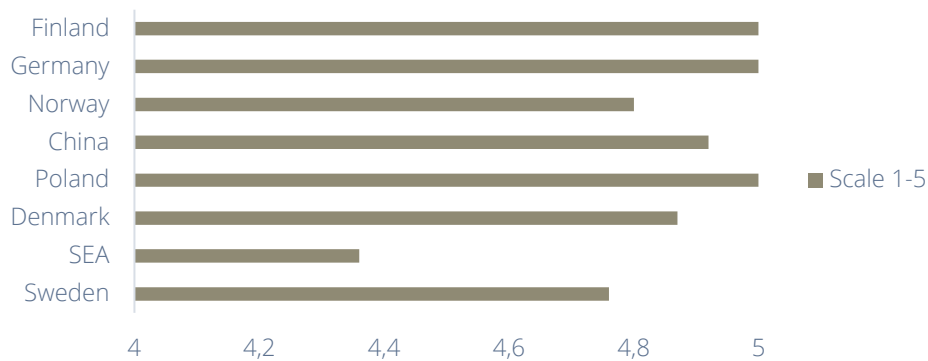
18 out of 347 respondents answered "yes" to the question: "I have personally experienced unwanted behaviour from colleagues during the past year (e.g. sexual harassment, bullying, discrimination, racism, aggression, or violence)" in 2024. The survey was conducted in April 2025.

One case of age discrimination was addressed during a recruitment process; however, it was found to have no factual basis.

The results of the employee survey conducted in September 2025 for the statement *“My workplace is free from unwanted behaviour such as sexual harassment, bullying, or discrimination”* show the following average scores on a five-point scale across our subsidiaries:

decision-making, and follow-up actions within the company’s occupational health and safety and sustainability activities.

“My workplace is free from unwanted behaviour such as sexual harassment, bullying, or discrimination.”



Complaints and actions (social/human rights)

To enable systematic monitoring of work-related complaints, incidents, and issues related to social factors and human rights, the company collects data through several established and recurring processes. No reports were received through the whistleblowing channel during the reporting period.

An annual employee survey is conducted, focusing on the work environment, leadership, employee well-being, and the occurrence of unwanted behaviour, providing an overall view of employees’ experiences and identified risks in both the physical and psychosocial work environment. In addition, targeted surveys on inappropriate behaviour are carried out when needed, most recently in Q1 2025, with a focus on harassment, discrimination, and other forms of misconduct.

Qualitative information is also collected through annual development reviews, where employees are given the opportunity to share feedback and raise any work environment-related concerns. Together, these data sources provide a comprehensive basis for analysis,

S3 – Effected communities: sponsorship

We are committed to contributing positively to the communities in which we operate and actively support local cultural and sports initiatives and associations. Through these efforts, we aim to foster social development and promote inclusion and participation.

Our engagement goes beyond financial contributions. We strive to take an active and present role in the communities we support, building meaningful relationships and contributing to the creation of shared value at the local level.

During the current reporting period, we supported 100 local organisations through sponsorships, including 82 in Sweden, with a total value of approximately TSEK 10,419.

These figures serve as an initial indicator of our presence and positive contribution to the communities in which we operate. In the next reporting cycle, we plan to develop a more structured methodology to define metrics, targets, and performance indicators related to our engagement in local communities.

Country	Amount 2025 (TSEK)	Number of sponsored organisations
Sweden	10,037	82
Denmark	44	2
Finland	16	4
Malaysia, Indonesia, Singapore	175	7
Poland	0	0
Germany	0	0
Norway	25	2
China	122	3
Total	10,419	100

To illustrate our commitment, we engage in a range of partnerships that reflect our support for both sports and cultural initiatives, as well as our dedication to strengthening local communities:

- **Swedish Biathlon Federation – Main partner.**
Monitor ERP System has been the main partner of the Swedish Biathlon Federation since the 2022/23 season.
- **Viktor Axelsen – Strategic partnership.**
Monitor ERP and badminton champion Viktor Axelsen have entered into a strategic and groundbreaking partnership.
- **Brynäs IF – Main partner.**
- **Several local sports and cultural associations – a long-term commitment.**



ES1 – Data protection and cybersecurity

Data protection and cybersecurity are fundamental elements for the Group, as an ERP company that develops and manages business-critical systems and services for customers globally. The ability to ensure the security, integrity and availability of information is essential to operational continuity, regulatory compliance, and maintaining stakeholder trust.

In this context, we adopt a structured and proactive approach, based on continuous investments in technology, processes, and skills, with the aim of preventing incidents, managing emerging risks, and strengthening the organisation's digital resilience. A robust security framework not only reduces operational and reputational risks but also contributes to value creation by enhancing competitiveness and supporting service development and the overall business strategy.



Protection of Monitor’s and customers’ data

Integrity policy

Describes how Monitor collects, stores, organises, uses, and deletes personal data in accordance with the General Data Protection Regulation (GDPR). It also outlines the rights of data subjects and how these can be exercised. Processing is carried out lawfully, fairly, and transparently, supported by appropriate technical and organisational measures to safeguard data confidentiality.

Handling of customer data (Policy)

Outlines the principles governing the management of customer data, including its use for activities such as troubleshooting, data migrations, software development, and testing. It ensures that data is handled securely, appropriately, and in the best interest of stakeholders.

Monitor information security policy

Focuses on safeguarding the confidentiality, integrity, and availability of company and customer data, while ensuring compliance with legal, contractual, and security requirements. Employees and suppliers play an active role in maintaining a strong security culture through continuous improvement, risk management, and information classification.

IT policy

Defines guidelines to protect the IT environment and company information, while maintaining operational reliability and continuity. A stable and secure infrastructure is supported through preventive measures, continuous monitoring, and effective incident management.

High Availability in Monitor’s Hosting Services

Physical security guideline

Monitor protects data centres and facilities through strict physical security measures, including access control, surveillance, and monitoring of sensitive areas. Access is restricted to authorised personnel, supported by alarm systems and continuous monitoring to prevent unauthorised entry and maintain a safe and reliable operating environment.

Secure IT guideline

Monitor applies an IT security policy to safeguard company information and systems. The policy includes requirements for strong encryption, strict control of administrative accounts through limited and monitored access, and regular backup procedures to ensure data integrity and enable rapid recovery in the event of incidents. These measures support a high and robust level of IT security.

Information security and service availability

Monitor has implemented an integrated approach to protecting internal information assets and customer data, supported by clear policies, defined roles, and technical controls embedded in daily operations.

Key measures include regular risk assessments, strong authentication methods such as MFA (Multi-Factor Authentication) and SSO (Single Sign-On), encryption of data at rest and in transit, and access management based on the principle of least privilege. Continuous monitoring through SIEM (Security Information and Event Management) systems and external SOC (Security Operations Center) support enables early threat detection, while established incident management processes ensure timely response, recovery, and continuous improvement. Supplier risks are managed through defined security requirements and regular evaluations, and employees receive ongoing training,

including phishing simulations, to reduce human-related risks.

In 2025, Monitor reported zero major information security incidents and continues to strengthen its security framework through ongoing improvements, testing, and training, with the aim of maintaining high levels of protection and stakeholder trust.

At the same time, Monitor ensures high service availability, with a long-term ambition of achieving 99.9% uptime for customer systems. This is supported by a geographically distributed and redundant infrastructure, combined with 24/7 monitoring, automated alerts, and structured incident handling.

Additional measures include regular backup and recovery testing, business continuity planning, and planned maintenance with proactive customer communication. The platform is designed to manage disruptions effectively and is continuously enhanced through increased automation and failover capabilities. Transparency is ensured through availability and performance reporting, while ongoing improvements further strengthen operational resilience.

Overall, these initiatives reduce operational risks, improve service reliability, and support long-term stability, while reinforcing trust among customers and partners.

Targets and outcomes 2025	
Target for customer system availability	99.9%
Uptime of Monitor’s hosting services 2025	99,98 %

MONITOR YOUR FUTURE