



**ZETA
DISPLAY**

A EUROPEAN LEADER IN DIGITAL SIGNAGE



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A European leader in Digital Signage

ZetaDisplay enables the digital experience in physical environments through communication solutions and services on a scalable software platform. Our digital solutions enhance the customer and visitor experience, increase sales, enable news distribution and also contribute to increased loyalty and commitment through digital visualization of information. Our solutions are known as Digital Signage.



ZetaDisplay is a leading Digital Signage partner in Europe where our solutions create visible value around the clock for a global customer base in more than 50 countries.

ZetaDisplay in brief

1. THE OFFER

ZetaDisplay enables digital activation in physical environments through communication solutions and services on a scalable software platform. Our comprehensive solutions, mainly in Digital Signage, enhance the visitor and customer experience and increase sales in retail, service trade, restaurants and cafes, enable wayfinding, news distribution and advertising experience in public environments as well as contribute to increased loyalty and commitment in workplaces through visualization.

2. THE BUSINESS MODEL

ZetaDisplay has a business model consisting of SaaS, project and consulting revenues. Customer agreements are generally long-term and ZetaDisplay delivers attractive gross margins. The group's SaaS revenues account for 37% of sales and are steadily increasing.

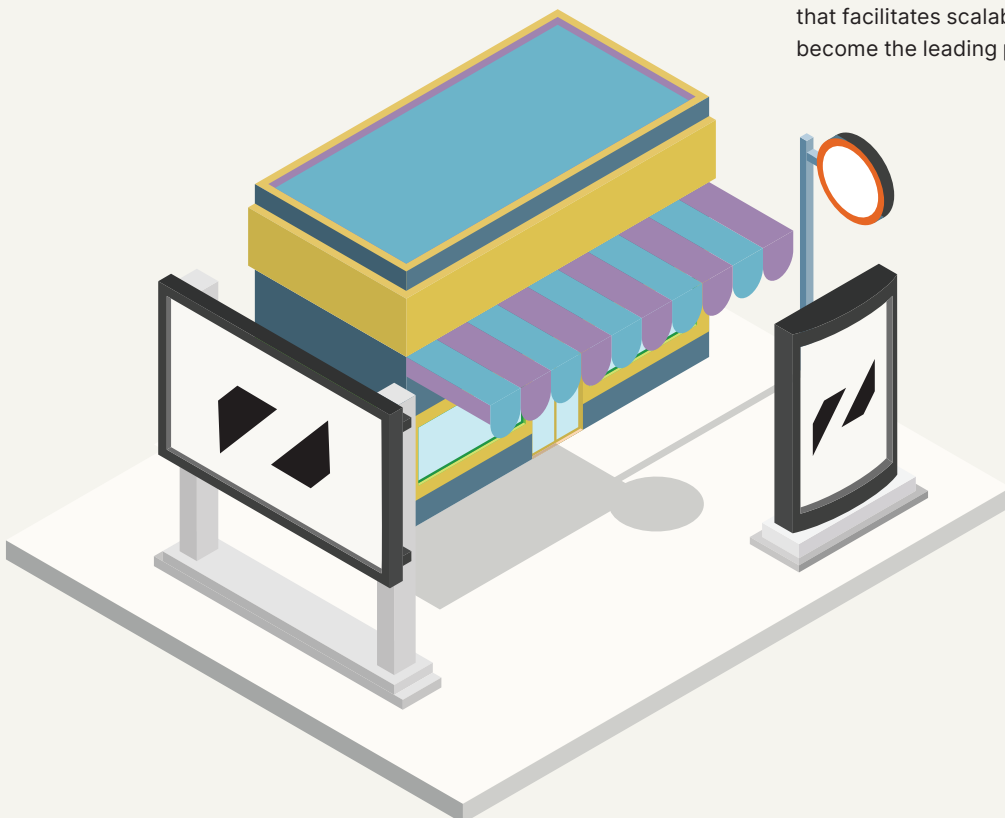
3. MARKET

ZetaDisplay operates in a long-term growth market in Digital Signage solutions, software platforms, content services, project planning, service and maintenance. Growth factors are:

- Continued high demand for digitalization and modern visualization in retail, public environments, restaurants and work environments.
- Relatively low penetration rate in large international markets and key customer segments.
- Increased maturity among enterprise customers, which favors Digital Signage partners with international reach and high in-house technical capacity that can handle long-term complex multinational assignments.

4. DIRECTION

ZetaDisplay is the leading player in the Nordic region and one of the largest in Europe. We have the operational and technical ability to lead the European industry development and the financial strength to drive the consolidation of the market both through organic growth and through further acquisitions. The company has an integrated organizational model that facilitates scalable growth and the ambition to become the leading player in Europe and beyond.





2003
FOUNDED

+85,000
INSTALLATIONS

+50
MARKETS

45.8
EBITDA 2022 (MSEK)

534.5
NET SALES 2022 (MSEK)

197.7
ARR (ANNUAL RECURRING
REVENUE) (MSEK)

+200
CO-WORKERS
Sweden, Denmark, Norway, Finland,
Netherlands and Germany

COMMENT FROM THE CEO

Investments for international growth and customer focus

The 2022 financial year was characterized by continued Group strategic investments for the future with a view to long-term international growth. The structural changes in 2021 with a new owner and the completion of acquisitions in Germany strengthened the Group's organizational and product capabilities with increased competitiveness. The focus going forward is on creating the fundamentals for accelerated international growth in both the short and long term. In addition, continued key investments are being made to take further advantage of new business opportunities in the enterprise customer segment and through continued geographical expansion.

Net sales in 2022 increased significantly and at the same time the share of SaaS revenues continued to rise as a result of the Group's strategic business focus. A stable customer base, new business combined with a good financial position and effective cost control provide the necessary conditions for continued investments in strategic priorities during 2023. For the full year, ZetaDisplay reports a turnover of SEK 534.5 (420.5) million, an increase of 27.1% compared to the previous year. In addition a growth in SaaS revenue of 11.1% to 192.3 (173.1) MSEK is reported. EBITDA amounted to 45.8 (50.1) MSEK. Adjusted for non-recurring items, EBITDA amounted to SEK 72.0 (72.4) million. Operating profit amounted to SEK 7.2 (14.5) million.



Digital
Signage
Awards

2023
INNOVATION
AWARDS



During the year, the international rollout and customer implementation of our consolidated software platform, Engage Suite, continued as part of the streamlining and development of our overall software portfolio. The platform facilitates continued investments in product development, increases the attractiveness of our offerings and services, creates conditions for scalable international growth, and meets customers' increasingly high demands for integrated and secure technical solutions.

During the year, we have continued to build organizational capacity to meet the opportunities and needs of an increasingly bigger organization with a view to accelerating growth. ZetaDisplay has taken important steps towards establishing new harmonized working methods in a functional internal organizational model. Positive effects of the harmonization are now visible through organizational scalability and an increased ability to deliver consistently good quality and service both internationally and locally. Customer value and competitiveness are increased through better access to the Group's collective expertise for deliveries in an increasingly qualified and complex value chain in Digital Signage solutions. There is now a common focus throughout the Group on continuing to grow internationally and for us as a company to be at the forefront of processes, products and customer offerings.

In 2022, we have continued to implement several strategic initiatives with our owner, Hanover Investors. The goal is to strengthen the company's long-term ability to create further growth, profitability and, in particular, customer value. Our ability to deliver technically innovative solutions of the highest class has also been demonstrated in 2022 when our work was again rewarded with several prestigious placements in international industry awards.

ORGANIZATION AND DEVELOPMENT

The continued implementation of an organizational model with international delivery capacity has been ongoing throughout 2022. Our evolved Group-wide working methods are having positive effects in the form of improved uniform delivery capacity. Customer value is strengthened through broader access for customers and partners to our entire expertise within the Group. An organizational consolidation gives us more economies of scale in an increasingly qualified and complex delivery. The Group's subsidiaries are gradually being gathered under ZetaDisplay's uniform brand and in 2022 the Norwegian operations have been transferred to the common brand. We now see more group-wide customer business between our successful Norwegian operations and the rest of the group as a direct result.

Our position as full service provider continues to offer competitive advantages in the market. A combination of high-quality project management, creative delivery capacity, harmonized technical platform with the possibility of advanced systems integrations and competitive services and SaaS solutions gives us good conditions to continue to grow with existing customers and increase our market share through new business.

During the year, we have further focused on developing the customer perspective with the goal that satisfied customers drive our growth. Through a closer partnership with our largest customers and more customer-specific collaborations on the development of our products and services, we are now actively investing in meeting customers' needs in the short and long term with solutions and services that fully support their business goals and needs.

As our technology platform evolves, business-critical information technology is being built directly into customers' digital ecosystems. The increasing

demand from customers and the market for advanced end-to-end digital experiences creates new opportunities for us as a leading partner. The development where Digital Signage contributes with business strategy values opens up for more international collaborations thanks to our scalable technology platform.

As we build a multinational organization, we are also investing in better joint working methods. Establishment of improved governance models, group-wide processes, harmonized operational organization and development of the sales organizations are some priority areas.

Sustainability is a significant commitment for Zeta-Display and has become increasingly business critical during the year due to high energy prices and our international customers' high ambitions in this area. Through significantly more solutions in Green Signage, active energy management and solutions for reduced energy consumption and improved climate footprint, we see many new business opportunities. With our membership in the UN Global Compact, we commit to take active responsibility. Responsible management of the environment, respect for human and labor rights and control of our business relationships permeate our strategy and business.

MARKET, TECHNOLOGY DEVELOPMENT AND INTERNATIONALIZATION

After a 2021 that continued to be affected by the pandemic, the market in 2022 was characterized by technology development, market recovery, growth and macro-related issues. However, for ZetaDisplay as a whole, the macro impact has been limited with continued good growth as a result. Most of the customers in our three main areas Retail, Corporate and Public have to a large extent conducted normal operations, which gives us continued growth opportunities. The need for platform technology development has increased in combination with the market's rising demand for integration with other digital ecosystems. This creates good growth opportunities that we are well prepared to meet with investments and our competent employees in product development.

We now see more examples in the market where technically separate solutions in Digital Signage are gathered for advertising, DOOH and touch solutions in common multifunctional software platforms. Completely in line with ZetaDisplay's ongoing technical choices and current product development strategy. Through continued investments and further development of our software platform, we meet customer demand for more complex and future-proof solutions with high security requirements. Our previous and continued investments are now having a good effect and match the picture that is gradually emerging in the market for Digital Signage.

Overall, in the short and medium term, the European and global market in Digital Signage is expected to continue to grow in the coming years with a rising market share for large turnkey suppliers, a greater degree of

internationalization, higher demands for advanced technical capacity and demands for qualified delivery capacity.

The assessment is that we are now well positioned to continue to grow our market share and strengthen our position as a leading player in the European market. Mainly driven by our ability to deliver complete concepts, our technical capacity for advanced digital integration, our developed product platform and an international operational reach. Together with our owner, Hanover Investors, the direction of the market and the needs of our customers also give us good conditions to continue to drive market consolidation through acquisitions in combination with organic growth.

OUTLOOK

Although 2023 is still characterized by continued geopolitical turmoil and a difficult-to-interpret macro-economic outlook, our assessment is that we as a group still operate in a market with good growth opportunities. Industry consolidation is expected to accelerate both in the Nordic region and in the rest of Europe. The importance of being a larger partner that can offer stability, international capacity with technical expertise and high quality has increased, which benefits the entire Group. At the same time, we continue to monitor developments closely and are prepared to act if necessary.

Currently, we see how new and renegotiated key framework agreements for 2023 contribute to our international expansion. The implementation of the Group's strategic initiatives is proceeding according to plan and is strengthening capabilities within the organization and towards customers. As a result, we see good opportunities for continued growth in both the short and long term and more new business opportunities in the international enterprise account segment. Our deepened partnerships with leading industry suppliers and improved efficiency coordination within the Group ensure delivery capability and build structure and processes for growth, strong margins and customer satisfaction.

In 2023, we plan further investments to be at the forefront of products, people and offerings that pave the way for continued scalable profitable growth. With all our ongoing initiatives and strong strategic plans, I am convinced that in 2023 we will take decisive steps towards becoming the leading player in Digital Signage.

I would also like to especially thank all our fantastic employees for their strong performance and tireless commitment in 2022 and thank our customers for their trust.

Per Mandorf
PRESIDENT AND CEO





Business and direction

BUSINESS IDEA

ZetaDisplay's business concept is to influence, inspire and guide the target group's behavior through digital communication in a physical environment, i.e. to reach out with the right message to the right stakeholder at the right time. The Group's cloud-based communication solutions are mainly aimed at the following customer segments:

- Retail
- Public environments & Transportation
- Corporate communication
- QSR – Quick Service Restaurants

ZetaDisplay offers a market-leading turnkey solution that includes concept and software development, installation and after-market including monitoring, operation and support. Internationally, our industry is called Digital Signage.

VISION

ZetaDisplay's vision is to be the leading global partner for influencing behavior and commitment with visualisation through Digital Signage.

OVERALL GOALS

ZetaDisplay's strategic goals are:

- to develop the group through harmonization of existing resources, customer centricity and scalable software and service solutions.
- to improve financial performance driven by high customer satisfaction and continuously growing share of SaaS revenue.
- to be the natural partner in our prioritized customer segments - Retail, Public environments & Transport, Corporate communication and QSR – Quick Service Restaurants.
- to expand our leading international market position through continued organic growth and complementary acquisitions.

THE GROUP'S PURPOSE

ZetaDisplay is a service and software company that creates and supports visualization of information towards the end user in a physical environment. The Group is at the center of the digital transformation in physical environments and actively contributes to streamlining and optimizing processes and resource efforts through innovative concepts and digital experiences that create meaningful target group meetings.

THE GROUP'S VALUE CHAIN

Since the start in 2003, ZetaDisplay has continuously refined its role as a comprehensive partner and developed the value chain in concepts, software, implementation, management, service, support and aftermarket. Increased functional integration in the value chain is an important success factor for the company and for long-term customer benefit. Conscious product investments and technical development create tangible competitive advantages against competitors who only specialize in parts of the value chain.

A complete offering

Concept

- Customer insight
- Developing consumer journey
- Content management
- Creative development

Software

- Digital Signage software suite
- Future proof software platform
- Optimizing customers' digital eco system

Deployment

- Project management
- Hardware expertise
- Installation
- Training & knowledge transfer

Services

- Software licensing
- Monitoring
- Channel management
- Services & support
- Administration and development services

RETAIL

In today's retail environment, digital signage help increase number of visitors and footfall, create an inspiring customer experience and grow purchases from existing customers. We deliver customized solutions for value-creating customer experiences in all retail environments. Our award winning digital signage concepts today solve a variety of business goals and challenges in increasingly digitally integrated retail environments.



PUBLIC ENVIRONMENT

In public environments, there are often particularly high demands on reliability. Today, we deliver solutions and concepts for all types of public needs. Everything from stadiums, digital advertising billboards, info screens on airports, train transport, real estate, shopping malls, infrastructure and other public places often with extraordinary requirements for operational reliability and adaptation. Projects generally involve long-term service contracts and technical developments at all levels of complexity.



eth

October 27
4:59 PM
Åimhvit
06:00 - 09:00
Social Media
A bedroom is like a dark
cave, a space where
dreams can be
created. Put the bed in
the room to help you
relax.



Välkommen

Meeting Rooms

Conference Rooms

ROOM NAME (ENG) IS Available	ROOM NAME (ENG) IS Available
ROOM NAME (ENG) IS Available	ROOM NAME (ENG) IS Available
ROOM NAME (ENG) IS Available	ROOM NAME (ENG) IS Available
ROOM NAME (ENG) IS Available	ROOM NAME (ENG) IS Available

Huddle Rooms

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ROOM NAME (ENG) IS Available	ROOM NAME (ENG) IS Available
ROOM NAME (ENG) IS Available	ROOM NAME (ENG) IS Available

Traveltime

Destination 1	45 min
Destination 2	46 min
Destination 3	47 min
Destination 4	48 min
Destination 5	49 min

Weather

NOW 75° A 85%

08. SEPT 65° A 75%
09. SEPT 65° A 75%
10. SEPT 65° A 75%

CORPORATE COMMUNICATION

Modern corporate communication today is about dialogue, everyday conversations, online integration and smart screens. With our award-winning portfolio of solutions for employees and guests – company culture, engagement and dialogue are effectively evolved. Corporate Digital Signage is used today in companies' various hubs and social zones as well as externally for guests, for culture-building brand experience, relevant real-time information or extended target group engagement.

QSR – QUICK SERVICE RESTAURANTS

The right product at the right time is crucial in QSR. Our solutions, including dynamic content for updated menu screens, ensure less waste and are now a business-critical part of the overall restaurant experience. Adaptive visualization can reduce everything from perceived waiting time to positively impact customer satisfaction and willingness to pay. In combination with technical analysis tools, we offer digital signage infrastructure solutions from software and screens to ordering kiosks that handle the industry's complete visualization needs both towards customers, visitors and staff.



DRIVING MARKET FACTORS

Digital signage is an industry where the boundaries are now blurring with other digital ecosystems. Some players operate across the entire value chain, while others are limited to delivering only software, hardware or concepts. The trend is towards more complex solutions and installations where integrations and cloud-based dynamic content enable real-time messaging, which increases customer, consumer and employee benefits.

ZetaDisplay has a strategically attractive overall offer that ranges from software development, concept

and content development to integration, operation and maintenance (see figure page 11). The overall offer enables a long-term and close customer relationships that drive business development, favors additional business and reduces the exchange risk. Major international installation projects outside our geographies are carried out with the help of validated subcontractors.

Although the end product, Digital Signage, is often about technical competence, our conceptual and commercial ability to understand and solve the customer's needs is the decisive factor in winning and implementing successful projects.

DEVELOPMENT OF PRODUCTS AND SERVICES

ZetaDisplay works continuously with software and product development, where the company's software platform ensures long-term competitiveness. In 2022, our product and service catalog was further developed to be able to support customers even better in the digitization journey. Continued investment in a consolidated software platform increases the scalability of the product and service offering. Technology development is rapid and operations in six countries coordinate development activities to ensure resource efficiency and innovative solutions.

ZetaDisplay is increasingly moving towards standardization of its offering. This harmonization allows us to maximize our return on investment. Our standard product is at the forefront and responds well to the market's increased demands for system integration, innovation and functionality. The ability to build standardized and reliable APIs to customers' digital ecosystems is a success factor behind recent international customer contracts.

At the same time as the use of our software is standardized, concept, service and product development is also moving in the same direction. Increased uniformity facilitates more effective customization needs. The degree of maturity among customers is generally increasing, which supports packaging of services, solutions and concepts. A higher degree of standardization is expected to have a positive effect on the margin structure.

ORGANIZATION FOR CONTINUED EXPANSION

ZetaDisplay's organization is built for expansion and to take advantage of economies of scale as the Group grows. The division of responsibilities between Product (concept and software development), Commercial (sales), Marketing and Operations has continued in 2022. The Group now has an organization that enables international expansion, high quality and efficient delivery of complex projects.

A greater degree of knowledge transfer and internal functional cooperation across borders improves our offer, work processes, development and clarifies unified strategies. Our organization creates opportunities for resource optimization and more efficient cooperation and delivery across borders, improved customer orientation and optimization of investments. It also enables completely new international career opportunities within the company. In parallel, our central support functions in Human Resources, M&A, Finance, Legal, IT and Marketing Communications are being strengthened and developed.



ACQUISITIONS

The company's stated strategy is to grow organically and through acquisitions. From an initial focus on a strong market position in the Nordic region, the Group has in recent years prioritized geographical expansion in Europe. Dutch Qyn was acquired in 2017 and in 2019 ZetaDisplay made an add-on acquisition with Gauddi B.V., the second largest player in the Netherlands after ZetaDisplay. In March 2021, ZetaDisplay entered the German market through the acquisition of NORDLAND systems GmbH, a leading player in Europe's largest Digital Signage market.

ZetaDisplay continuously evaluates potential acquisition candidates that can add geographical expansion, new expertise or an expanded customer base. Important criteria in addition to a strong market position or strategic fit are good profitability and a sizeable proportion of SaaS revenues. Product and service competence, international customer base and matching corporate culture are also valued. Together with our owner, Hanover Investors, the direction of the market and customer needs give us good grounds to keep driving market consolidation through acquisitions combined with organic growth.

SUSTAINABILITY

Sustainability is a significant commitment for ZetaDisplay and business critical as our customers have high ambitions in this area. With our membership in the UN Global Compact, we take active responsibility. Responsible management of the environment, respect for human and labor rights and good control of our business relationships permeate our strategy and business. Sustainability and ESG issues are an integral part of the company's operations and are reported separately in the sustainability report.

Sustainability Report

Sustainable solutions in Digital Signage

As a European leader¹ in digital signage, we aim to lead our industry in a more sustainable direction. ZetaDisplay plans to increase its investments in, and initiatives with, green products that help our customers take social and environmental responsibility. We are also simultaneously striving to ensure our own sustainability.

Our digital communication solution consists of our proprietary software, purchased screens and other hardware, along with advice in system use. Support of operations and maintenance, concept and installation are managed both by ZetaDisplay itself and via external partners. Our customers are primarily larger companies and stakeholders based in Europe, with operations worldwide. They use our solutions to communicate with consumers, employees and in public environments. ZetaDisplay has more than 85,000 active installations in more than 50 countries.

Digital signage, as a communication solution, contributes to a sustainable society in a variety of ways. In many places, it is a solution that has replaced less sustainable ways of communicating. As an information channel, it is used by critical functions in society to communicate in times of crisis. Furthermore, in stores and within the public transport system, it helps people make good environmental choices on consumption and travel.

Long-term sustainable development in our industry is good for both society and ZetaDisplay alike. As an industry leader, our ambition is to drive digital signage in a sustainable direction via our collaboration partners and the ways that our communication solutions are used. We must also run our own business responsibly in order to create trust and credibility.

ZETADISPLAY'S GREEN SOLUTIONS IN DIGITAL SIGNAGE

The main climate footprint from digital signage comes from the manufacturing and use of screens. We are helping our industry lower its environmental impact through our green offerings.

Energy Reducing LED displays – Energy consumption during the lifetime of the hardware is responsible for the biggest portion of the climate footprint² from digital signage. Rising energy prices is also fuelling the demand from European customers for energy-efficient solutions. Our advice on what hardware to buy can significantly lower customer costs and climate footprint during the product lifetime, even though new technology initially has a higher investment cost. Replacing older LCD screens with more energy-efficient LED screens results in energy savings of between 75-80%³.

Smart sensors – Motion sensors are used to activate the screen only when needed, which minimises energy consumption. Many of our installations have been programmed for reduced brightness when in stand-by mode. As soon as someone is nearby however, they automatically return to full viewing brightness.

Software with energy-saving functions – Automatic use of energy-efficient hardware functions with complex access have been integrated into ZetaDisplay's software. They are functions that customers would otherwise seldom use and include such things as automatically shutting off screens during the night and optimising colours and brightness based on where the screen has been set up.

Prolong EoL (End of Life) – Hardware manufacturing, transports to customers and disposal have a significant environmental impact, which could be reduced by lengthening the lifetime from its current average of five years. Our advice and software can extend the lifetime of screens.

Remote Content Management – ZetaDisplay offers special software for remote system maintenance, which is an alternative to having technicians make site



¹ Invidis Digital Signage and DOOH Yearbook 2022 confirm ZetaDisplay's position as a European leader.

² According to calculations from LG Electronics and Invidis, more than 80% of climate emissions from the hardware are associated with the energy consumption of screens when they are used by customers. Of course though, it is also affected by the energy choices of users.

³ Calculation by Expromo.

visits. It reduces the climate emissions that would otherwise arise from the service visits of technicians.

Please read more about our environmental efforts on page 23.

SUSTAINABILITY MANAGEMENT

Societal requirements

ZetaDisplay is committed to the UN Global Compact, and we report our progress in accordance with those requirements. We neither participate in projects/ assignments, nor collaborate with suppliers, where there is a risk of violating the 10 principles of the Global Compact. We also support the work of achieving the 17 Sustainable Development Goals by 2030. Furthermore, we monitor our compliance with local/ international legislation and regulations, as well as various international conventions and principles, such as the ILO Declaration on Fundamental Principles and Rights at Work, the OECD guidelines for multinational companies and others.

ZetaDisplay's own sustainability framework

At the core of our sustainability efforts is the desire to steer our industry in a more sustainable direction. The work is also governed by a variety of internal policies and processes, as well as having delegated responsi-

bilities within the organisation. Additionally, we have established clear goals for ZetaDisplay's material sustainability topics, which we follow up on via KPIs in an annual sustainability report.



ORGANISATIONAL RESPONSIBILITY

The Board	establishes the overall sustainability strategy and the targets for material sustainability topics, as well as the Code of Conduct. It also monitors sustainability efforts and conducts risk analyses on sustainability issues. Each year, the Board summarizes its follow-up on sustainability efforts in the Sustainability Report.
The CEO	has ultimate responsibility for ensuring that sustainability work is part of the overall business strategy, along with managing the sustainability risks and approach for implementing, communicating and integrating sustainability in the business.
Group management	is responsible for ensuring that the work is progressing as planned, along with monitoring and compiling the results, which are submitted to the Board of Directors

SUSTAINABILITY POLICIES	CONTENTS
Code of Conduct	The overall principles for ZetaDisplay's conduct in the areas of business ethics and its treatment of people, including human rights, labour standards and the environment, are based on, for example, the Global Compact. It applies to ZetaDisplay itself, as well as its partners, suppliers and others with ties to the company and its products.
Information & Insider Policy	Ensures that information is disseminated in a way that complies with insider laws and listing requirements of the marketplace.
Group Communication Policy	Principles on internal and external dissemination of information.
GDPR Global Policy	Principles for managing personal data, internal responsibility and how to report any violations of the policy.
Personal Data Policy	Applies to how personal data is dealt with on the website.
Group Health and Safety Policy	ZetaDisplay's responsibilities for offering its employees a safe and healthy work environment, the delegation of responsibilities for the work environment and how efforts in this area are monitored.
People Policy	ZetaDisplay's principles on diversity, anti-discrimination, respect for human rights and labour standards, decisions on recruitment and remuneration, as well as how to report any suspected violations or misconduct.
Travel and Expense Policy	Principles on business travel aimed at reducing the carbon footprint from this.

STAKEHOLDERS AND OUR MATERIAL SUSTAINABILITY TOPICS

Our starting point is that we take responsibility for ZetaDisplay’s own environmental, social and business ethics impact, along with the impact arising from our business dealings with suppliers, partners, customers and the use of our solution. We have thus identified the stakeholders throughout the entire value chain who are most affected by our business. Their viewpoints and expectations on the environment, social issues, business ethics and corruption are covered during our

engagement with them and we consider that, along with our own industry and customer knowledge, in the analysis for identifying where our most significant sustainability impact occurs. Other input used in the analysis is external obligations, such as those stipulated in international frameworks, rules and regulations. Each year, we review our material sustainability topics to ensure that they are aligned with our stakeholders’ viewpoints and expectations. ZetaDisplay conducted its first materiality analysis in 2020.

ZetaDisplay’s stakeholders and their expectations

STAKEHOLDER GROUP	MATERIAL TOPICS	ENGAGEMENT OPPORTUNITIES
Customers	Business ethics, counteract corruption. Lower energy/resource consumption and climate impact. Social responsibility of subcontractors. Operational security. Data integrity.	Business dealings Trade shows Delivery, advice Ongoing customer engagement Customer surveys
Employees	Opportunities for skill development. Equal opportunities Job satisfaction, health. Stable, long-term employer.	Performance appraisals Ongoing employee engagement
Owners	Good management of sustainability topics. Transparency.	AGM, reports Ongoing owner engagement
Society	Business ethics, counteract corruption. Social responsibility concerning the working conditions of subcontractors, impact on human rights Lower energy/resource consumption and climate impact.	Media Debates

Based on our analyses, ZetaDisplay’s most significant sustainability impact occurs in three areas: Environment and climate, Sustainable business and business ethics and Employees.





ZetaDisplay’s material sustainability topics and the places in the value chain where ZetaDisplay actively pursues sustainability efforts

	SUB-SUPPLIERS	SUPPLIERS OF HARDWARE AND SERVICE	ZetaDisplay	CUSTOMERS	END RECIPIENTS OF INFORMATION
Sustainability area: ENVIRONMENT AND CLIMATE	Carbon footprint				
			Energy efficiency		
	Natural resources and a circular economy				
Sustainability area: SUSTAINABLE BUSINESS AND BUSINESS ETHICS	Business ethics including counteracting corruption and regulatory compliance				
			Data integrity		
	Human rights				
Sustainability area: EMPLOYEES			Diversity and equality		
			Expertise, development, health		

Sustainability area:

ENVIRONMENT AND CLIMATE

The best return on our environmental work comes from reducing the environmental impact of our customers. Our green customer offering reduces the environmental impact of digital screens from energy consumption, manufacturing and transport. The environmental efforts that we carry out at our offices and on business trips reflect our desire to change the industry.

MATERIAL SUSTAINABILITY TOPIC	CARBON FOOTPRINT	ENERGY EFFICIENCY	NATURAL RESOURCES AND A CIRCULAR ECONOMY
Results in 2022	Number of installed LED screens with customers: 2022: 34 2021: 43 2020: 20 Total energy consumption ⁴ at ZetaDisplay: 2022: 278 MWh, of which 99% renewable 2021: 450 MWh, of which 98% renewable 2020: 401 MWh Number of business trips ⁵ : 2022: 509 2021: 474 2020: 292		100% of customer agreements contain local recycling requirements.
SASB ⁶	TC-SI-130a.1		
Our contribution to the UN Global Compact and SDGs	We are driving digital signage in a more environmentally friendly direction by developing our green offering, which reduces the environmental footprint of customers. We also collaborate with hardware manufacturers to help lower the consumption of natural resources (such as via optimal packaging).		
The SDGs we can impact the most	 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	 12.2 Sustainable management and efficient use of natural resources	 12.5 Substantially reduce waste generation
Global Compact principles	 Principles 7-9		

CLIMATE FOOTPRINT, ENERGY CONSUMPTION

Customer installations with energy-efficient LED screens continued in 2022, but they still only account for a small percentage of the total number of installed screens. The advice we give to customers on the substantial cost savings and climate benefits of LED screens over their product lifetime are expected to have an impact with customers over time.

ZetaDisplay continuously updates its software with energy-saving driver routines and functions. Testing, development and marketing on additional green functions is continuously being done.

To lower the climate footprint of service visits and the travel associated with that, ZetaDisplay offers a software solution that enables remote troubleshooting and upgrades. When on-site service and maintenance is required however, we strive to make it as climate-smart as possible. In Germany, a booking system is used that prioritises assigning service technicians at the closest distance to the customer. It has reduced the travel distances by more than 5% per year. Increasing the percentage of electric service vehicles has also helped.

For ZetaDisplay's own operations, energy consumption at our offices and business travel are the biggest sources of our environmental impact. However, 99% of energy consumption at

ZetaDisplay's offices comes from green energy sources. ZetaDisplay's travel policy stipulates that, to the extent possible, digital meetings should be used instead of physical meetings. However, our international business dealings require a certain amount of air travel, as does our participation in trade shows. To the extent possible, domestic travel should be by public transport. In 2022, the number of business trips increased somewhat compared to 2021.

COLLABORATION FOR A CIRCULAR ECONOMY

We collaborate with hardware manufacturers so that there will be the lowest possible climate footprint from manufacturing and transports. One example of this is optimal packaging and excluding non-essential consumables. ZetaDisplay's installation of SoC (System on Chip) hardware means that several hardware devices can be replaced by just one. The ongoing advice we give to customers, and regular updates to our software, aim to lengthen the product lifetime of screens.

In most countries, the recycling of electronics is regulated. The recycling regulations for each specific country are always included as an attachment to customer agreements. We also have local circularity initiatives in place. In Norway, for example, we offer recycling management of customer screens.

⁴ Comparison figures for energy consumption do not include Denmark, Germany of the Netherlands.







⁵ This is the business travel of our employees at offices in Sweden, Norway and Germany. It does not include employees in Finland, Denmark or the Netherlands.

⁶ ZetaDisplay does not report in accordance with the SASB Standards. It refers to the applicable indicators of the framework instead.

Sustainability area:

SUSTAINABLE BUSINESS AND BUSINESS ETHICS

ZetaDisplay's reputation and credibility as a business partner, industry leader and employer are impacted by our approach to business ethics and regulations, along with the demands we place on our partners. Our conduct is a role model for the rest of the industry.

MATERIAL SUSTAINABILITY TOPIC	BUSINESS ETHICS, ANTI-CORRUPTION, REGULATORY COMPLIANCE	HUMAN RIGHTS	DATA INTEGRITY
Results in 2022	Number of identified incidents of corruption: zero Number of violations in personal data management: zero	In 2022, two of our most important hardware suppliers were evaluated, and together, they account for 70% of our purchases. Based on their codes of conduct, their approach to working conditions and human rights meets ZetaDisplay's requirements.	Number of cases of malicious data breaches.
SASB ⁶			TC-SI-230a.1
Our contribution to the UN Global Compact and SDGs	Our zero tolerance for corruption helps reduce all forms of corruption and bribery in business life.	We have developed and implemented a clear process for due diligence on the human rights and business ethics of the most important hardware suppliers that we collaborate with. We pursue ethical issues with the aim of ensuring respect for human rights and labour standards in the business.	
The SDGs we can impact the most	 16.5 Reducing corruption and bribery	 8.7 Eradicating forced labour, human trafficking and child labour	
Global Compact principles	 Principle 1  Principle 10	 Principles 1-2  Principles 3-5	

BUSINESS ETHICS, COUNTERACT CORRUPTION

Our Code of Conduct specifies the guiding principles on how ZetaDisplay does business. Our conduct should be characterised by honesty, high integrity and regulatory compliance. All financial transactions are reported openly and reliably, and in accordance with generally accepted accounting principles, which is made clear in the Communication Policy. ZetaDisplay has zero tolerance for corruption, which includes bribery and other abuse of powers aimed at obtaining unfair advantages. Any suspicions of regulatory breaches or other deviations from our ethical principles that occur within the organisation should be reported to the employee's immediate manager or that person's manager. There were no suspected or confirmed cases of corruption or serious internal violation of rules requiring further investigation. The principles in the Code of Conduct reflect our leadership style and they have been communicated and made available to the entire organisation.

SUPPLIERS AND PARTNERS

Our principles on high business ethics, respect for human rights, labour standards and the environment also apply to our suppliers. ZetaDisplay has a limited number of select suppliers for its own business. On behalf of customers however, we collaborate with hardware suppliers of screens and service suppliers for system maintenance and installation. The only hardware suppliers we collaborate with are recognised and internationally leading companies. We take care in ensuring that their principles on business ethics, the environment and human rights are aligned with ours, as stated in our Code of Conduct. Other suppliers who are contracted by ZetaDisplay must ensure that they comply with the principles stated in our Code of Conduct. Service providers that are engaged are either the customer's existing suppliers or local, well-established large companies with an excellent reputation. If a breach to the Code is discovered, the first course of action is engagement with the supplier and if that proves to be unsuccessful, the collaboration

is terminated. In 2022, ZetaDisplay evaluated two of its most important hardware suppliers based on our Code of Conduct. Together, they represent 70% of our hardware purchases.

HUMAN RIGHTS

In order to maintain its good reputation and stakeholders’ confidence in us, it is crucial that all of our employees and others in the value chain have decent working conditions, with respect for personal freedom and human rights. Child labour is not tolerated, and violations of labour standards are opposed. Legislation on the work environment in northern Europe guarantees that labour standards for our employees are respected.

However, there is a risk of violations to human rights in conjunction with the manufacturing of some of the input materials and sub-components for screens, such as with mining operations. It is therefore essential that we monitor our partners’ approach to human rights and labour standards. ZetaDisplay is developing a clear due diligence process that will be implemented during the first half of 2023 in order to, among other things, meet the reporting requirements of the Norwegian Transparency Act. ZetaDisplay’s Code of Conduct clarifies that respect for human rights and business ethics must be followed.

It has been assessed that the use of our communication solution in a way that violates privacy and infringes upon human rights is a minor risk and examples of this would be unethical measuring of target audience behaviour or offensive communication content. ZetaDisplay does not actively monitor its customers’ communication content. However, we do raise ethical issues in various forums within our industry, advise customers on privacy legislation and participate in academic research projects on commercial marketing. Our customers are primarily based in Europe, although they use our communication solution worldwide.



DATA INTEGRITY

For all processing of customer and personal data, it is essential to always maintain confidentiality and privacy. We develop our software in-house and maintain a high level of security for both infrastructure and system processes. Communication content is stored with the customer and in the software’s secure cloud-based archive. When remote system updates or maintenance is done, there is no transfer of data from the customer to ZetaDisplay. In 2022, there were no cases of malicious system attacks via ZetaDisplay’s software that affected customers.

Sustainability area:

EMPLOYEES

Our 200 employees embody innovation and ZetaDisplay’s ability to push the industry in a more sustainable direction. ZetaDisplay’s ability to recruit and retain talent is crucial to its future success.

MATERIAL SUSTAINABILITY TOPIC	DIVERSITY AND EQUALITY	EXPERTISE, SKILL DEVELOPMENT, HEALTH
Results in 2022	Gender distribution, employees 2022: 20% women, 80% men 2021: 17% women, 83% men Gender distribution, executive management 2022: 29% women, 71% men 2021: 25% women, 75% men Age distribution of employees 2022: <30 years: 25%. 30-50 years: 58%. >50 years: 17%	Education: One hour per employee on average in 2022 ⁷ Absence due to illness ⁷ 2022: 2% 2021: 3.2% Cases of discrimination: Zero. Work-related injuries: Two.
SASB ⁶	TC-SI-330a.1 TC-SI-330a.3	TC-SI-330a.2
Our contribution to the UN Global Compact and SDGs	Zero tolerance for discrimination during recruitment and within the organisation, along with its acknowledgement of workers’ organisations supports Principles 3 and 6. Our work towards creating a more even gender balance among employees of the group ensures women’s full participation and equal opportunities in the business world.	
The SDGs we can impact the most	 5.5 Ensure women’s full and effective participation and equal opportunities for leadership	
Global Compact principles	 Principles 3 and 6	

⁷ Covers all of ZetaDisplay’s employees except for in the offices of Denmark and the Netherlands.

ORGANISATION

The number of employees increased in 2022 by 19 due to the company’s growth.

DIVERSITY, EQUALITY

ZetaDisplay is an international company with employees of many different nationalities working in the organisation. It is important that there is collaboration between employees and countries, respect for different experiences and backgrounds and an inclusive business culture, all of which fuels innovation and creativity, thereby offering us insights that enable us to better understand our customers and the world around us. To promote diversity and in accordance with our Code of Conduct and People Policy, we are striving for a more even gender balance throughout the entire organisation. ZetaDisplay also has various mentorship activities to support the career development of our younger employees and help promote more women into leadership roles. Gender balance should permeate recruitment processes, promotions, training and remuneration levels.

AVERAGE NUMBER OF EMPLOYEES IN 2022	
Sweden	20
Denmark	5
Norway	39
Finland	35
Netherlands	46
Germany	39
Group-wide	16
Total for the Group	200

EXPERTISE, SKILL DEVELOPMENT, HEALTH

Our organisation offers employees opportunities for pursuing an international career and during annual performance reviews, there is always a discussion on development opportunities. Performance reviews were held with all employees in Norway, Finland and Germany. Each employee had an average of one hour of training in 2022⁷.

ZetaDisplay becomes stronger when employees have a high level of job satisfaction and growth opportunities. Because a well-functioning private life and job results go hand-in-hand, we strive to ensure that all employees have the flexibility they need to maintain balance between work and home life. When there is a work environment of respect between individuals, it puts the prerequisites in place for healthy employees and a sound work culture. There is zero tolerance for discrimination at ZetaDisplay and all discrimination based on gender, age, ethnicity, political views, etc. are counteracted. Managers at all levels are responsible for promoting a good work environment for their employees. Absence due to illness amounted to 2% in 2022. Employees are offered competitive wages, sick pay and other terms that are aligned with collective agreements and legislation, along with other benefits adapted to the local conditions, such as wellness subsidies, healthcare insurance, etc.

There will be more work with employee and organisational issues in 2023. A global Head of HR position was created at the start of the year and the person in that strategic role is responsible for ensuring that the company has the expertise it needs, along with further developing our HR processes to improve our competitiveness.



Replacing older LCD screens with more energy-efficient LED screens results in energy savings of between 75-80%.

Key figures

Consolidated income statement

TSEK

	2022	2021
Net sales	534,500	420,478
Capitalized work on own account	16,329	15,713
Other income	2,671	4,896
Total income	553,500	441,087
<i>Operating expenses</i>		
Goods for resale	-237,780	-162,283
Other external expenses	-97,395	-79,300
Personnel expenses	-172,543	-149,387
Depreciation and amortisation	-38,592	-35,654
Operating profit	7,190	14,463
Financial income	9,685	4,881
Financial expenses	-25,830	-17,915
Profit/loss after financial items	-8,955	1,429
Tax	2,081	-7,521
Net profit/loss	-6,874	-6,092
Profit of the year attributable to:		
Parent company shareholders	-6,874	-6,092
Profit for the year	-6,874	-6,092

Consolidated statement of comprehensive income

TSEK

	2022	2021
Profit for the year	-6,874	-6,092
<i>Items that may later be transferred to profit/loss for the period</i>		
Translations differences	32,064	16,570
Comprehensive income for the period	25,190	10,478
Attributable to shareholders in the Parent Company	25,190	10,478

Statement of financial position - Group

TSEK

ASSETS	2022-12-31	2021-12-31
Non-current assets		
<i>Intangible assets</i>		
Goodwill	437,076	407,867
Customer relations	66,636	73,413
Trademarks	2,630	2,550
Capitalised development cost	52,689	46,328
Other intangible assets	4,676	3,615
<i>Tangible assets</i>		
Right of use assets	16,087	18,480
Equipment	4,662	4,792
Leasehold improvements	7,590	3,434
Deferred tax	1,205	1,112
Non-current receivables	130	130
Total non-current assets	593,380	561,721
Current assets		
<i>Inventories</i>		
Finished goods	12,940	9,238
Total inventories	12,940	9,238
<i>Current receivables</i>		
Trade accounts receivables	121,060	63,690
Tax assets	309	205
Other receivables	10,119	3,977
Prepaid expenses and accrued income	25,154	19,118
Total current receivables	156,642	86,990
Cash and cash equivalents	59,224	93,472
Total current assets	228,806	189,700
Total assets	822,185	751,421

Statement of financial position - Group

TSEK

EQUITY AND LIABILITIES	2022-12-31	2021-12-31
Equity		
Share capital	27,862	27,862
Other contributed capital	277,600	277,600
Translation reserve	39,079	6,070
Profit brought forward	-61,342	-54,468
Total equity attributable to Parent Company shareholder	283,199	257,064
Non-current liabilities		
<i>Interest-bearing liabilities</i>		
Debenture loan	0	297,898
Leasing liabilities	9,816	9,326
<i>Non-interest bearing liabilities</i>		
Additional consideration	0	9,736
Other liabilities	106	1,542
Deferred tax liability	17,447	18,689
Total non-current liabilities	27,369	337,191
Current liabilities		
<i>Interest bearing liabilities</i>		
Liabilities to credit institutions	3,601	5,667
Debenture loan	299,609	5,667
Leasing liabilities	6,253	8,822
<i>Non-interest bearing liabilities</i>		
Trade accounts payable	52,082	29,660
Additional consideration	9,990	18,899
Tax payable	811	4,366
Other liabilities	29,751	19,067
Accrued expenses and prepaid income	109,521	70,685
Total current liabilities	511,617	157,166
Total equity and liabilities	822,185	751,421

Statement of changes in equity - Summary

TSEK

GROUP	Capital stock	Additional paid-in capital	Translation reserves	Accumulated results	Total equity
					Attributable to shareholders in the parent company
Opening balance 2021-01-01	27,284	268,454	-10,500	-48,376	236,862
Changes in equity					
2021-01-01 - 2021-12-31					
Profit for the year				-6,092	10,478
Other comprehensive income for the period			16,570		
<i>Transactions with shareholders:</i>					
Stock issue	578	9,146			9,723
Closing balance 2021-12-31	27,862	277,600	6,070	-54,468	257,064
Changes in equity					
2022-01-01 - 2022-12-31					
Profit for the year				-6,874	-6,874
Other comprehensive income for the period			33,009		33,009
Closing balance 2022-12-31	27,862	277,600	39,079	-61,342	283,199

Consolidated cash flow statement - Group

TSEK

	2022	2021
Operating activities		
Operating profit	7,190	14,463
Adjustments for depreciation and amortisation	38,592	35,654
Interest received	3,939	106
Interest paid	-18,810	-16,081
Adjustment for items not included in cash flow	-4,322	1,215
Income tax paid	-3,412	-5,751
Cash flow from operating activities before changes in working capital	23,177	29,607
Change in working capital		
Change in inventories	-2,849	877
Change in trade accounts receivables	-61,401	2,099
Change in other receivables	885	10,512
Change in current liabilities	42,509	-8,850
Total change in working capital	-20,856	4,638
Cash flow from operating activities	2,321	34,245
Investment activities		
Acquisition of subsidiaries	-5,107	-34,051
Paid contingent consideration for acquisition of subsidiaries	0	0
Acquisition of intangible assets	-20,930	-22,161
Acquisition of tangible assets	-914	-915
Cash flow from investment activities	-26,951	-57,127
Financing activities		
Stock issue	0	9,723
Subscription warrants	0	0
Amortisation of debt	0	-14,281
Amortisation of lease debt	-11,006	-9,394
Change in factoring debt	-2,283	2,350
Cash flow from financing activities	-13,289	-11,602
Cash flow for the period	-37,919	-34,484
Cash and cash equivalents at start of period	93,472	125,671
Exchange rate difference	3,671	2,285
Cash and cash equivalents at end of period	59,225	93,472
Adjustment for items not included in cash flow above comprises:		
Provisions	0	-90
Exchange rate differences	759	1,305
Total	759	1,215

Board of Directors

Matthew Peacock born 1961

Matthew Peacock founded Hanover Investors in 2002.

In his early career he ran International M&A in London for Barclays BZW, following work in NY and London for CSFB. Over the 1990s he led a series of successful private transactions as a lead shareholder and CEO.

Since then, Matthew has led multiple PLC boards including 4imprint, Fairpoint, Elementis & Regeneris.

Matthew has deep industry experience across the outsourced services, industrial and financial sectors.

He holds an LLM in Law from Cambridge University and was one of the founding Trustees of Charity Technology Trust.

Michael Comish born 1965

Michael joined Hanover in September 2020 as Operating Partner having spent 15 years starting, scaling and selling Technology businesses.

Michael was previously a Director in the Operations group at TPG, working primarily on TPG's digital businesses in Europe and North America.

Prior to TPG, Michael co-founded AirTV in Germany (acquired by Freenet) and blinkbox in the UK (acquired by Tesco) where he also served as Tesco's Chief Digital officer. The early part of his career was spent in consulting where he was a Partner at Mercer Management.

Michael graduated from the University of Western Ontario and holds an MBA from INSEAD.

Nick Greatorex born 1968

Nick Greatorex has been Portfolio Company Chairman / Non-Executive Director at Hanover Investors since 2019 having spent much of his career at Capita plc where he joined in 2006. During his time at Capita plc he has held several senior finance roles including Managing Director and CFO. He was also interim Group CEO for almost a year.

Earlier in his career Nick was CFO of Liberata plc, he has also held several senior roles in Corporate Development. Nick also became a qualified accountant in 1992 at Ernst & Young where he worked in both the UK and USA for 10 years.

Ashkan Senobari born 1988

Ashkan Senobari joined Hanover in 2018 where he focuses on M&A transactions in the Nordics. He has previously worked at a Private Equity firm in Stockholm, EQT Partners. Ashkan started his career as an Investment Associate in the M&A department at J.P. Morgan in London.

Ashkan holds a BSc in Business Administration and an MSc in Finance, Hedge Funds & Private Equity from the International University of Monaco.

Fred Lundqvist born 1984

Fred Lundqvist has worked at Hanover since 2006 as an investment analyst and became a partner in 2011. Until 2021, Fred has had a leading role in the implementation of acquisitions in both the private and public sector in markets such as the UK, Europe, Latin America and India. Fred's current role involves providing financial analysis and advice to the investment team. He has also served on the board of portfolio companies such as ClearStar and Escher.

Fred holds a degree in Economics and Management from the University of Oxford.

Per Mandorf born 1973

Per Mandorf has been ZetaDisplay's President & CEO since September 2019. He has extensive experience from executive positions within the Visma Group and international software companies such as ExtendaRetail. He also has a solid industry knowledge and broad international background in the retail sector, including from the role of Nordic retail manager for NilsonGroup and others.

He has a degree as a Market Economist and MBA.

Management Team

Per Mandorf born 1973

CEO & President from September 2019.
Degree as Market economist and MBA

Experience: Managing Director of Retail Tech and Software company Visma Retail AB. Commercial Director for retail tech and Software company ExtendaRetail. VP/Sales Director Visma Retail AB. Nordic Retail Manager Nilson-Group, and several leading positions in Nordic retail companies.

Michael van Straten born 1976

Chief Financial Officer since October 2022. Bachelor of Accounting from the University of Stellenbosch and Bachelor of Commerce from the University of KwaZulu-Natal in South Africa.

Experience: Auditor at Grant Thornton in Cape Town, South Africa. Group Finance Controller at MAERSK International in Denmark. Finance Manager and CFO roles for Nordic and European markets at various MedTech and IT/SaaS companies.

Laila Hede Jensen born 1980

Chief Commercial Officer since March 2020. Bachelor in Business and Marketing at Copenhagen University and Business studies at the University of California.

Experience: Vice President Unilumin EMEA, Vice President SiliconCore (Silicon Valley based company), Samsung Europe.

Robert Bryhn born 1971

Chief Marketing Officer and Head of Communications since September 2021. Bachelor of Business Administration from Stockholm University and Executive Education at Harvard Business School.

Experience: Leading roles at international agencies with a focus on digital media (Country Manager McCann, Managing Director Ogilvy, Nordic Director Saatchi Saatchi). Robert has also been the CEO at a Nordic Digital Signage/DOOH media company.

Andreas Pankow born 1973

Country Manager Germany and CEO of NORDLAND systems GmbH since 1998.

Experience: Helped build manage and develop NORDLAND into a leading Digital Signage Integrator in the German market.

Member of Group management since april 2021 when NORDLAND was acquired by ZetaDisplay.

Ola Sæverås born 1975

Business Area Manager for Norway since 2017. Bachelor's degree in Economics from BI Norwegian Business School.

Experience: Founder of ProntoTV in 2002 and leading innovator in Nordic digital signage. Prior to that, he held several technical roles in the Norwegian defense technology sector for 7 years.

Johanna Webb born 1984

Chief Product Officer since March 2020, member of Group management since 2017. Bachelor of Business Administration from Macquarie University, Sydney, Australia.

Experience: Vice President Media for ZetaDisplay's media department. Managing Director at Meltwater Customer Relations and a part of the Nordic management group. Head of Business Development at Nationalencyklopedin.

Johan Husberger born 1967

Chief Operating Officer and member of the management group since August 2022. Bachelor's degree in Business Administration and Economics, Lund University, Sweden.

Experience: Group CEO of MultiQ International, Business Area Manager and Head of Sales at MultiQ Systems, Sales Manager Large Enterprise Sales Tele2 Sweden and Managing Director IT at Scandinavia Exhibitions.



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