Risskov Teknik & Solar

ENVIRONMENTAL · SOCIAL · GOVERNANCE

ESG Report 2025

Our second voluntary report — and the first time we can place 2025 next to 2024 and show, with numbers rather than intentions, where we have moved.

For the 2025 calendar year • Prepared under the VSME standard · Basic + Comprehensive

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FOREWORD

A few words

Our promise, our legacy

The people behind the report — the same team, a year more mature.

At Risskov Teknik & Solar, we may be small in size, but our ambitions reach far beyond our office walls. In the heart of Risskov, our team of engineers and business professionals shares a simple but powerful belief: do good — and do it properly.

We don't always get it right. But every misstep is met with reflection, learning, and a renewed commitment to improve. What drives us is not perfection, but the desire to leave behind something meaningful for the generations that follow.

This is our second voluntary ESG report. Last year we published our first because it felt right — not because anyone asked us to. This year we do something a first report cannot: we compare. For the first time we can place 2025 next to 2024 and show, with numbers rather than intentions, where we have moved.

2025 was our second year in our transformation journey; it felt like a fast-forward year — although our major asset, our team, has remained not only solid but more mature. If there is one single thing we can confirm, it is that our core team has grown and is handling more complex tasks and requirements — but the people behind are the same.

> *"No one asked us to make this report — we did it because it felt right. A second year lets us be held to what we said the first. That is the point of reporting: not a snapshot, but a track record."*
>
> — Maria del Carmen Riccio-Kjærgaard, CEO, and Mikael Kjærgaard, Technical Director

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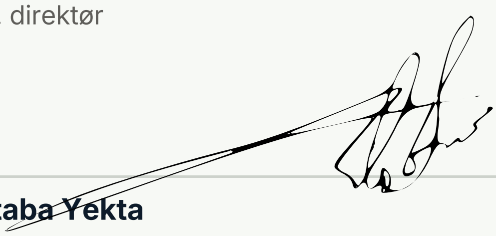
Maria del Carmen Riccio-Kjærgaard
Adm. direktør

Mikael Kjærgaard
Teknisk direktør & stifter



Mojtaba Yekta
Senior Software Ingeniør

Dhasu Prasanna
Ingeniør

Mathias Slemming
Ingeniør

SECTION 01

About this ESG report

This is our second official sustainability report — and our first with a prior year to compare against. It covers our activities and impact throughout the 2025 calendar year, aligned with our financial year.

> **PUBLICATION CADENCE**
>
> We publish an updated report for the prior year every summer. This v2 is published by **1 July 2026** and corresponds to **1 January – 31 December 2025**.

Our reporting philosophy

We approached this process with a dual focus: compliance with the VSME standard, and a commitment to meaningful transparency. We have gone beyond the minimum requirements, including supplementary data where it adds value and insight. At the same time, we are honest about our limitations. As a small company, our capacity for data collection is naturally constrained — as is our capacity to tackle more projects while still learning and growing. Therefore, with full transparency, we can also say that we did not achieve all we hoped for.

One principle guides us: radical transparency. We believe trust is earned through honesty, and that sustainability must be communicated with clarity — not hype. We follow the Consumer Ombudsman's guidelines on environmental marketing: we never exaggerate our environmental impact, every claim is backed by verifiable data, and stakeholders receive honest, reliable information.

> *"We say to our clients what it is and what it is not. When a client asks for a project we know is not a good investment for them, we simply say so. We do not want to sell and regret later that our customer made a bad investment — and we knew about it."*

What changed in the standard since our first report

When we published our 2024 report, we reported against the VSME framework as it then stood. Since then the standard has been finalised: the European Commission adopted the VSME by Recommendation (EU) 2025/1710 on 30 July 2025. The Basic and Comprehensive module structure remains correct, and our datapoint codes (B1–B11, C1–C9) carry over unchanged. Three practical consequences for this edition: prior-year comparatives are now expected from the second year of reporting and appear throughout; we add disclosure C9 (gender diversity of the governance body), which we did not report last year; and under the EU Omnibus simplification, larger clients bound by the CSRD may not ask us for sustainability data beyond what the VSME specifies.

How we chose what to report

Our category selection follows the same simple double-materiality view we used in 2024 — how our business affects people and the planet, and how those issues affect our business in return. The VSME no longer requires a formal materiality assessment; it applies an "if applicable" principle, under which a disclosure that does not apply to us is simply omitted. Our excluded topics (pollution, biodiversity, most water) remain not applicable to an office-based rooftop installer, and we say so rather than leaving a silent gap.

When data was missing

Where primary data was not available, we used standardised emission factors and sector averages to produce reliable estimates, and we state clearly where we have done so. We use consistent definitions year to year so our benchmarks remain comparable. Where a calculation method changed at national level between 2024 and 2025, we disclose the change and restate the prior year on a like-for-like basis (see Methodology note).

SECTION 02

Our company

Risskov Teknik & Solar isn't just a company — it's a family legacy. Founded by Mikael Kjærgaard and now led by his wife, CEO Maria del Carmen Riccio-Kjærgaard, RTS is rooted in a shared vision: to deliver operational excellence while creating long-term value for our community and our planet.

We specialise in tailored rooftop solar solutions designed around each customer's needs — for homeowners, businesses, and public institutions across Central Jutland, Funen, and Zealand. Our core team brings deep technical expertise, and we work hand-in-hand with a trusted network of partners and suppliers, many of whom have been with us since 2012.

Our team at the end of 2025

At the end of the 2024 financial year our team consisted of 7 full-time employees, 4 students, one intern, and two full-time remote workers (freelancers). During 2025 the team changed. Our core team remained unchanged in the key and critical areas: engineering, software development, and management. Today we are **5 full-time employees and two remote freelancers**, and we keep welcoming students from Danish and international programmes for mandatory and voluntary internships.

We have also opened recently for collaboration with local young professionals looking for a place where they can learn while contributing — gaining experience while leaving their mark behind. We are proud to help young professionals take the first steps in their career, when others see perhaps too large a challenge.

COMPANY SNAPSHOT

METRIC	UNIT	2024	2025
Revenue	1000 DKK	850	**1,453**
Balance sheet total	1000 DKK	5,707	**3,995**
Full-time equivalent	FTE	8	**7**
Headcount	number	12	**9**

ORIGIN STORY

How it all began

RTS was founded in 2012 by Mikael Kjærgaard, driven by a clear mission: to inspire the shift to clean energy. In the early years growth was hands-on and personal — Mikael led installations himself, learning every detail from the ground up. Between 2012 and 2021, a focus on excellence and collaboration fuelled rapid annual growth, and we earned three Gazelle awards.

Often alone, sometimes in the rain — the unglamorous work that built the company.

That growth was tested almost immediately. When Denmark's solar subsidies were withdrawn, the market that had boomed collapsed and company after company closed — many of them businesses that had come for the subsidy rather than the cause. Mikael kept installing, often alone, sometimes in the rain, sometimes arriving to find a project cancelled or a shipment delayed. There is a Danish word for what carried the company through those years — *sejhed*: a quiet, unglamorous endurance. It is, to this day, one of the traits we hire for.

By 2018 that persistence had become a reputation. Public and private clients — Aarhus Kommune among them — increasingly chose RTS not because we were the cheapest, but because our designs harvested the most energy from the same roof. When the pandemic later froze supply chains, we kept working, installing more than 200 systems while much of the world stood still.

> *"Trust, we learned, is built in the storms rather than the sunshine."*

In 2022, RTS entered a new phase. Maria del Carmen joined formally, aligning her leadership with Mikael's vision. Together they defined a strategy built on three pillars: digital solutions, service excellence, and a sustainable culture.

Smart setup

Our lean core team in Risskov is backed by a nationwide network of skilled electricians and installers we have trained over the years. We build the team with intention: strategic diversity across key roles, long-term partnerships with trusted collaborators, and fresh thinking from students and interns at Aarhus and Aalborg universities.

Certifications

We hold no standard ISO certifications. This is deliberate — we believe paper doesn't make us better; people and actions do. We are an authorised installer and service partner for Sonnen and Fronius, and members of local networks such as Erhverv Aarhus and Dansk Industri.

THE YEAR IN NUMBERS

2025 in review

Where our first report introduced four strategic decisions taken in 2024 — consolidating into one location, strengthening the team, investing in our digital future (Epicore), and committing to B2B growth — this section reports what those decisions produced in 2025, written to be read against last year.

2025 was the second year of a deliberate transformation: a choice to invest through the market downturn rather than contract through it. The financial result, taken alone, is again unsatisfactory. Taken in context, it is the second instalment of the cost of completing a strategic shift from residential solar installation into commercial and industrial B2B.

The position we set out to build now exists. The losses that funded it are visible in the public record. This report is part of the account of what those losses bought, what 2025 delivered, what it did not, and what we commit to in 2026: (1) Epicore is operational and earning subscription revenue from residential customers across Denmark, with a commercial pilot in place; (2) outsourced pre-sales to compress the B2B cycle; (3) hold cost discipline; (4) core team maturing moving into autonomous and more individual decision making.

Highlights at a glance

0 Workplace accidents — held at zero, two years running	**29%** Employee turnover — down from **38%** in 2024	**100%** Share of revenue from renewable energy
50% Gender diversity, governance body · **new C9**	**80** Training hours per FTE — **105** in 2024; 2025 pending	**3,510** Total CO_2e, location-based (restated 125%) — pending

A short, quantified summary — the numbers fill from the Social, Environment, and Governance sections once final.

MODULAR SECTION

Our two-year journey · 2024–2025

Our first report described 2024 as a transformative year — a series of deliberate investments (a consolidated site, a larger then right-sized team, the build of Epicore, and a pivot to B2B) that we knew would depress short-term results in exchange for long-term resilience. A single year could only show the cost of those choices. Two years begins to show their return.

Read as a pair, 2024 was the year of investment and 2025 the year of consolidation: holding the team steady after a necessary contraction, carrying Epicore from launch toward live operation, and letting the longer B2B sales cycles mature. We are deliberately cautious about claiming success — some of these bets are still playing out — but the two-year view is the honest unit of measurement for a company that thinks in 25-year system lifetimes.

TOTAL DELIBERATE INVESTMENT, 2024–2025

DKK 6,4 million

1,5 M DKK	1,8 M DKK	0,8 M DKK	0,7 M DKK
Building Epicore, our smart-charging platform	A team able to run many projects in parallel	Operational systems that keep complex work simple	Developing our B2B pipeline

These were foundation costs — they depressed short-term results on purpose, in exchange for resilience we expect to draw on for years. We include them not as a financial statement but as the context for why two years, not one, is the honest unit by which to measure us.

SECTION 03

Business model

While each of us in the core team has become a more sophisticated professional, handling more complex tasks than last year, our business model has remained simple.

Clean solar energy, from design to 30 years and beyond. We believe that supporting the green transition benefits everyone — customers, partners, and us — and so it should not end when we commission a project. Business clients receive detailed plans covering technical specifications, financial impact, and sustainability gains. Our lifecycle runs from system design and documentation, through purchasing, installation, and commissioning, to 30 years and beyond, and on to recycling and responsible waste disposal.

Beyond installation we offer advisory services in technology, finance, and ESG, and we round out our solutions with our own digital platform, Epicore. Our goal is not only to provide today's system design and build it, but also the receipt — via Epicore — that the system will perform and bring clean, solar energy, every day.

Products, services, markets & customers

We specialise in rooftop solar — no solar parks. It is a values-based choice: we believe Denmark's green spaces should be protected, not paved over, so we generate clean energy where people already live and work. We design and install custom rooftop systems (panels, inverters, and batteries when needed), each tailored to the customer's energy needs, budget, and sustainability goals, and we offer service and aftercare even for systems we did not originally install.

B2C	B2B	B2I
Private homes	Commercial buildings	Institutions

Our strategy shifts toward B2B in manufacturing, real estate and housing, and agriculture. Our digital tools — the Epicore app (B2C) and the Epicore dashboard (B2B) — are brand-independent and work with all major suppliers.

New in 2025 — large storage batteries

Our market keeps evolving and we with it. 2025 has been a year where one key technology add-on entered our portfolio: large storage batteries. Large storage batteries are proving to be a contributor to electrification and grid balancing — but it all starts with what we call "the floor": they are an excellent companion to a solar system that prioritises self-consumption, maximising benefits for our customers while reducing the pain on the grid. It is because they check our boxes that we offer them today.

> *"We are not moved by hype. We are moved by proving that the new add-on makes sense for the planet, for our society, and for our customers. If it does not, we simply do not add it to our portfolio."*

Network, suppliers & distribution

RTS operates with a direct-to-customer model, with only rare long-term distributor partnerships. We support a trusted network of small installers with materials and guidance, based on long-standing relationships. Our suppliers span Asia, Europe, and the Americas; we meet regularly and collaborate on sustainability, though EPD documentation remains a shared challenge.

Value chain

Our value chain runs from raw materials and production through to end-of-life recycling under WEEE. We report on what we own and control (Scope 1 & 2); Scope 3 remains on our roadmap rather than in our figures.

UPSTREAM · SCOPE 3 (ROADMAP)

Raw materials · Production · Shipment · Delivery · Transport

OUR OPERATIONS · SCOPE 1 & 2 (REPORTED)

System design · Warehousing · Commissioning & installation · Customer service

DOWNSTREAM · SCOPE 3 (ROADMAP)

Waste disposal & recycling under WEEE at end of life (customer side)

Scope 3 reporting is not required in the VSME Basic module, and the Comprehensive module treats it as a consideration where relevant. We continue to build toward it without publishing incomplete numbers.

SIGNATURE GRAPHIC

Simple double materiality assessment

We selected our ESG focus areas through a simple double-materiality view, based on two questions: how our business impacts people and the planet, and how those issues impact our business in return. The evaluation is internal, not a full stakeholder analysis, but it is a strong foundation for future refinement.

As in 2024, we combine B1 & C1 and B2 & C2, as they build naturally on each other. Points B4–B6 (pollution, biodiversity, water beyond office use) are excluded: under the VSME's "if applicable" principle, omission means the topic is not applicable to an office-based rooftop installer.

As a small company, many topics have a high impact on our financials, making us more sensitive to change — but also quick to adapt.

VALUES IN ACTION

Practices & policies

As RTS grows, we have formalised our values in a Staff Manual and Code of Conduct, shared with every team member. It guides daily decisions, team behaviour, and external interactions — these aren't just policies, they are practised and visible in how we lead and collaborate.

Maria and Mikael take direct responsibility for ensuring our values shape daily decisions. We connect values with action through the X-matrix, which links sustainability to our business goals. New team members are introduced to the handbook on day one; our culture is built on flexibility, honesty, diversity, and collaboration; and we foster open dialogue through regular feedback and 1-on-1 sessions. We commit to reviewing our Staff Manual every two years.

Values are practised in the room, not just written in the manual.

BELONG — an external view of our inclusion

In 2026 we joined BELONG, an externally facilitated programme on the well-being and inclusion of international employees, run with other participating companies and financed through public funds. Across its cycle it combines well-being surveys, a focus group for our international colleagues, facilitated workshops, and guided self-driven work, with results benchmarked against the other companies. We took part for a simple reason: a large share of our team is international, and we wanted an outside, structured view of whether our day-to-day inclusion actually works — rather than relying on our own impression of it.

The value runs both ways. Our people gain a confidential channel and a structured space to name what works and what does not; we gain data and an external maturity assessment we could not produce on our own, pointing us to where to focus before problems arise rather than after. It also confirms how we already operate — hiring for skills and values rather than background, using English as our common working language, and treating cultural differences as something to discuss openly. The headline findings are reported in the Social section.

PILLAR 01 · ENVIRONMENT

Environment

Sustainability is in our daily operations — from rooftop safety and responsible sourcing to transparent emissions tracking — because we believe real change starts with how we work, every day.

B3

Energy consumption & emissions

Operational excellence includes how we manage our own energy. By measuring and reporting consumption precisely, we lay the foundation for future efficiency. Scope 1 covers direct emissions from sources we own or control — primarily our company vehicles. Scope 2 covers indirect emissions from purchased energy — mainly electricity and heating for our office and warehouse. Scope 3 covers all other indirect emissions across our value chain and remains on our roadmap.

This is our first year with a true prior-year comparison. The 2024 column reproduces our published 2024 figures; where a national method changed, a restated 2024 figure is shown for like-for-like comparison and explained in the Methodology note.

GREENHOUSE GAS EMISSIONS

GHG CATEGORY	UNIT	2024	2025
CO_2e, Scope 1	ton	1,76	**2,62**
CO_2e, Scope 2 (location, as published)	ton	1,54	**0,882**
CO_2e, Scope 2 (location, restated 125%)	ton	~1,37	**0,882**
CO_2e, Scope 2 (market-based)	ton	3,70	**2,588**
Total CO_2e (location, restated 125%)	ton	**3,31**	**3,51**
Total CO_2e (market-based)	ton	5,46	**5,25**
Energy consumption	GJ	185,19	**185,2**
Share of renewable energy (market)	%	0	0
GHG intensity (relative to revenue)	gCO_2e/EUR	2,15	**4,08**

Reading the two electricity figures

Location-based reflects the average energy mix of the local grid (Aarhus municipal level), giving a realistic view of our consumption. Market-based reflects our specific electricity purchases, based on Guarantees of Origin (GOs). As in 2024, we bought no GOs in 2025, so our market-based renewable share is 0%; the market-based emission factor is correspondingly high and does not differ company-to-company unless GOs are purchased.

Three honest movements

Our emission factors moved for three different reasons this year, and we keep them separate rather than presenting a single headline:

Electricity, location-based. Most of the apparent reduction comes from a national change in accounting method (200% → 125%), not a greener grid. We restate 2024 onto the new basis so the real, smaller change is visible. An accounting change, not a real one.

Electricity, market-based. The figure fell because the European residual mix genuinely cleaned up. A real change — we restate nothing.

District heating. The figure fell because our supplier (Kredsløb, Aarhus) genuinely decarbonised, reaching a high renewable share with no coal. A real change, on a consistent basis both years.

We have remained very concious about the usage of heating and lights at the office. We use them when need it; we turn them off when we are not there.

B6 · B7

Water consumption & waste

Water is used exclusively in our office facilities. Small but effective measures — reusing leftover water for plants, avoiding disposable cups, keeping boiled water warm in thermos flasks — reflect our commitment to resource-conscious operation even in the smallest details.

Most components in our industry are produced outside Denmark and arrive with extensive packaging, so our primary waste sources are supplier packaging: wooden pallets, cardboard boxes, and plastic wrapping, plus installation foam and small metal pieces. To estimate our recyclable share we use household data from the industry association Cirkulær, scaled to our workplace footprint. We continue to move from estimate toward measured data where we can.

CATEGORY	UNIT	2024	2025
Total water consumption	m^3	39,83	**39,83**
Total waste	kg	1634,8	**1504**
— Pallets	kg	1132	**1016,92**
— Cardboard	kg	319,8	**397,3**
— Plastic	kg	32	**65,25**
— Metal	kg	0	**25**
Share of hazardous waste	%	0	**-**
Share of recycled waste	%	36	**36**

Waste handling & WEEE

100% reuse of pallet waste. A neighbour collects our wooden pallets every month at no cost — simple, and good for the community we live in.

When our service vehicle reaches capacity, we sort and transport packaging waste to the local recycling centre. Cardboard and plastic are sorted on-site; installation foam and metal are returned to our warehouse for sorting. For remote projects, teams handle local sorting with disposal fees negotiated into their contracts.

We take responsibility for the entire lifecycle of our products. RTS is part of a registered WEEE scheme, paying a fee for every panel and electronic component we place on the market, so that at end-of-life they are collected and responsibly processed by certified facilities. Our partner in this scheme is Recipo.

Climate targets & risks

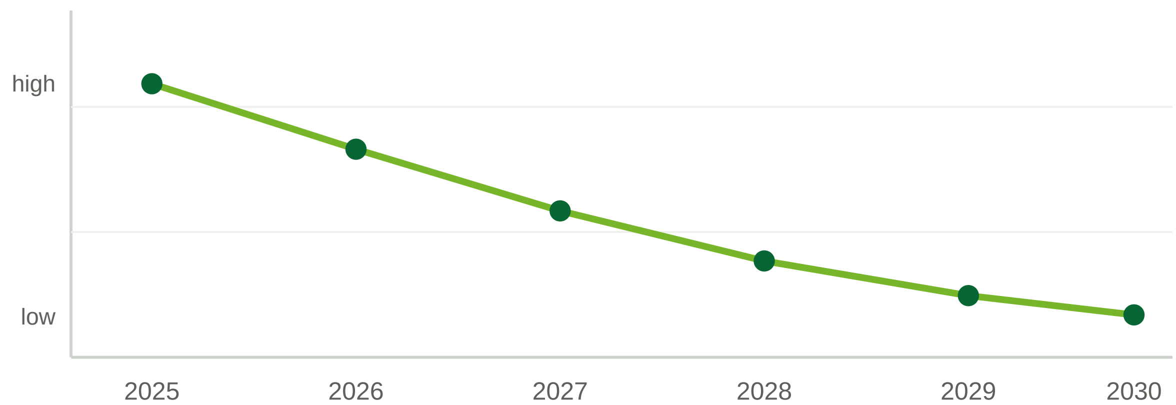
As a company in the renewable energy sector, we are fundamentally committed to reducing greenhouse gas emissions — both through the solutions we deliver and in our own operations. We avoid fossil fuels for heating; our office uses electricity for heating and cooling.

GHG reduction targets

With two years of data and a corrected, consistent factor basis, we can now set 2024 as the base year for our reduction targets. The official Danish projection for the West Denmark (DK1) grid shows the location-based electricity factor falling steeply through 2030 — a clear, externally-anchored trajectory against which to set and track our own targets.

DK1 GRID EMISSION FACTOR — PROJECTED TRAJECTORY

Indicative shape · Energistyrelsen El-emissionsfaktoren 2025–2035 (RAMSES projection)



Our major CO_2 contributor is our service vehicle which runs with diesel. We are planning to change it to EV in two-years time that will be in 2027.

SCOPE	GOAL	DEADLINE	NOTE
Scope 1	Avoid direct fossil-fuel use in operations	Ongoing	Requires dialogue with partners in 2027
Scope 2	Reduction in office energy use (per FTE)	Next ESG report	We aim to reduce 10% of our electricity, water & waste compare 2024 baseline
Scope 3	Engage top 3 suppliers to obtain EPDs	Q2 2026	First step toward indirect-emissions tracking

Climate risks

We consider both physical and transitional climate risks. Physically, we face increasing frequency of extreme weather in Denmark — strong winds and heavy rainfall — which can delay installation schedules, raise operational costs, and limit material availability; supply-chain disruption in production regions or along shipping routes can cause material shortages and extended timelines. We are not directly exposed to floods or droughts at our own sites.

We mitigate through robust installation and material standards (EU and Danish standards, durable components such as $LiFePO_4$ batteries), a "learn before you implement" approach to new solutions, flexible project planning that accommodates weather delays, and pausing work when conditions are unsafe.

PILLAR 02 · SOCIAL

Social

Our workplace is built on trust, diversity, and continuous learning — people are empowered to grow, speak up, and contribute to something meaningful together.

B8

Our team

Our approach to recruitment and our working environment are direct reflections of our Code of Conduct: offer equal opportunities for all, and treat one another with respect and dignity. We do not hire based on background — we hire based on skills, potential, and a values-based match. Our team includes colleagues from Denmark, Slovakia, Iran, India, and Peru, working fluently in Danish and English.

Five nationalities, one working language, one team.

A note on year-on-year team figures. At the end of 2024 our team was larger — it included three more employees and student workers who departed across that year, which is why our 2024 turnover was 38%. Those colleagues had left by the end of 2024. Our 2025 figures therefore reflect a smaller, stable team, and turnover is reported on that basis.

38% → 29% turnover. After a necessary contraction in 2024, the 2025 core team held steady — measured, not promised.

SOCIAL DATA	UNIT	2024	2025
Employees	number	12	**9**
FTE-equivalent	number	8	**7**
Gender diversity (workforce)	%	38%	**43%**
Gender diversity (management)	%	50%	**50%**
Employee turnover	%	38%	**29%**

Onboarding & contracts

We maintain a core team of full-time employees, supported by a flexible workforce — student workers, interns (typically 5-month programmes), project-based contractors, and freelancers — that can respond to seasonal peaks and specialised needs. We promote a flexible, respectful environment: equal opportunity as a core principle, safety training for all, goal-oriented (not time-based) work within legal working-hour rules, the option to work from home, and a dedicated onboarding period for every new hire.

In 2025 we updated all our employment contracts to follow Danish standards, based on Dansk Industri templates. This has meant a homogenisation of our contracts but also a simplification that lets us update and comply with any change in the law in an easier, more transparent, and faster way.

B9

Health & safety

We take a proactive approach to safety, especially in fieldwork involving electrical installations, rooftop work, and the transport of heavy components. Employees may not visit sites unless properly identified with yellow vests; they must follow all safety requirements, never cross marked rooftop boundaries, and office staff may never be alone on rooftops. We do not operate a formalised safety management system, but safety is embedded in daily routines: mandatory PPE at all installation sites, and safety checks and team briefings.

Zero accidents. Zero near misses.

Held across both 2024 and 2025 — and here is why.

We remain at zero accidents because we ensure office- and on-site review of safety practices. Every person — even students — who may visit a site is given a safety briefing covering: (1) accessories to wear, e.g. a helmet; (2) the always-to-be-worn safety vest, which makes us visible and easy to identify at the sites; and (3) regular safety explanations such as where to step, and where not, when on a roof.

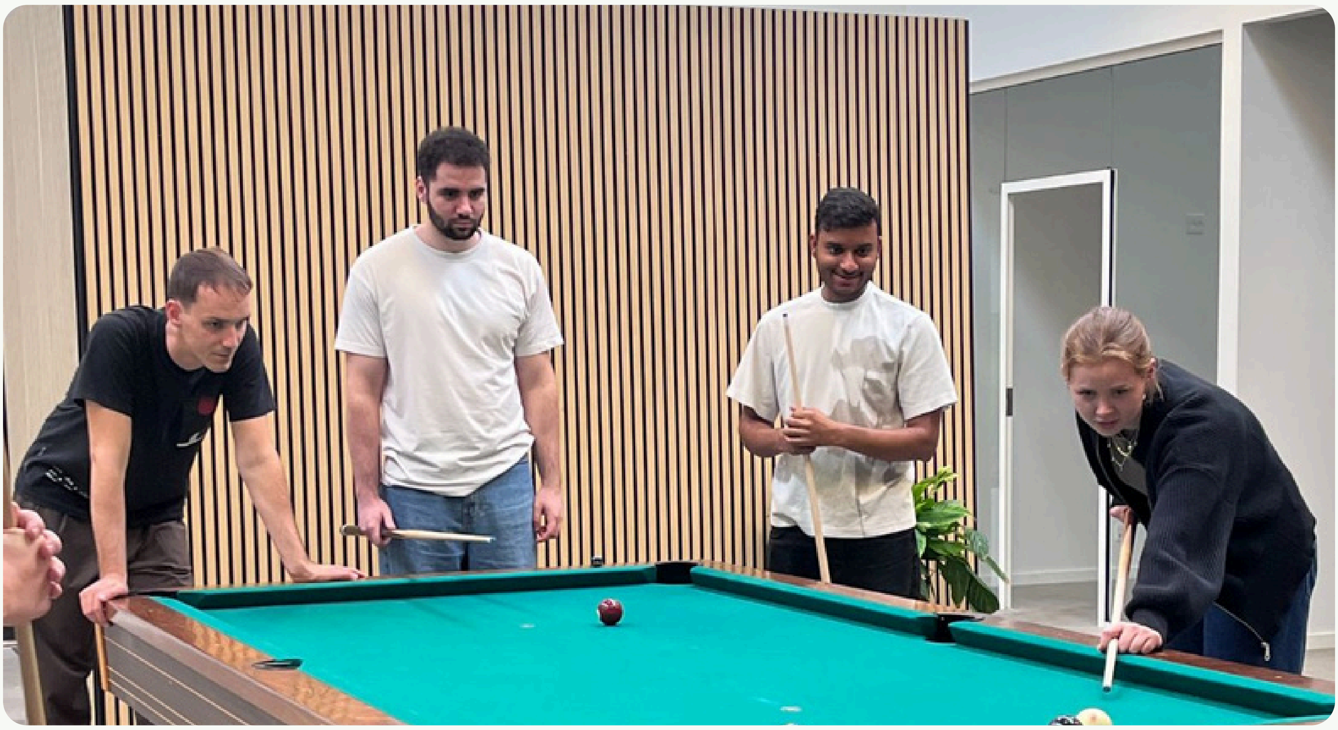
SAFETY	2024	2025
Workplace accidents	0	**0**
Near misses	0	**0**

B10

Training & workshops

We see continuous learning as a cornerstone of employee growth and a key driver of innovation. We focus on team-based learning — structured workshops, expert-led masterclasses, and internal sessions where we learn from each other — supplemented by individual sessions with suppliers and consultants on new products or emerging techniques. We have improved our onboarding twice, with structured 1-on-1 sessions and regular pulse checks.

In 2025 we decided to invest fewer training hours, simply because the team has grown and no longer needs as many. Instead we focused more on time to work, with self-driven breaks and fewer meetings. As the team moved from "must-learn" to "choose-to-learn," we could reduce the hours needed.



A culture where it is safe to take the shot — and safe to miss it.

In onboarding, we improved the intern experience substantially — with direct feedback from the two teams that were part of 2025. Their feedback on what worked and what did not has been applied to tools, systems, meetings, material, and workshops, including a day-by-day onboarding calendar made by one of the last interns of 2025.

How we learn is as deliberate as what we learn. In a 2026 team workshop we put language to a practice we had lived for years: we separate the failures worth preventing from the ones worth pursuing. Routine, preventable mistakes we fix at the level of process; genuinely new, hypothesis-driven attempts — kept deliberately small — we treat as intelligent experiments and encourage, even when they do not work. The same workshop framed our ambition in "10x" terms: for the questions that matter, we ask what a tenfold improvement would take rather than a marginal one.

> *"We hold a regular, low-stakes round where we share what went wrong — internally we call it the kvajebajer review — so that admitting a mistake is normal rather than risky."*

This only works if people feel safe to speak. We did not want to take our own word for whether that culture is real, which is part of why we joined the BELONG programme. Its 2026 well-being survey gave us external confirmation.

In our team, we all participate equally of the external activities; whether they are a workshop, a tour or a fun driving racing cars.

BELONG WELL-BEING SURVEY · 2026 . BASED ON 2025

7 respondents · scale 1–10

Reported in full — the strong scores and the lower ones at equal weight.

WHERE WE SCORED HIGH

9,4 Work contributes to the company's overall goals	**9,3** Courage to suggest new ideas	**9,1** Personal & company values aligned
9,1 Being part of the community	**8,7** Able to disagree with colleagues	**8,3** Speak up after making a mistake

WHERE WE SCORED LOWER — REPORTED PLAINLY

6,7 Pay reflects effort & responsibility	**7,7** Security about future tasks, in a year of consolidation

The survey was conducted in early 2026 and reflects the 2025 team and year.

The scores highest on courage to suggest ideas (9.3), disagreeing with colleagues (8.7), and speaking up after a mistake (8.3) are the practical markers of psychological safety. The one inclusion item that stood apart was the difficulty international colleagues can face navigating Danish-language and administrative systems — an area BELONG's facilitated work over 2026–2027 is intended to help us improve.

TRAINING HOURS PER FTE	UNIT	2024	2025
Workshops (quarterly; two strategy days)	h	48	**60**
Reading club	h	10	**2**
Other (masterclasses, lessons-learned, supplier sessions)	h	~47	**18**
Total training hours per FTE	h	**105**	**80**

Note on collective bargaining: the share of employees covered by collective bargaining agreements is part of B10. We report it for completeness.

Human rights

We are committed to upholding and protecting human rights throughout our operations and supply chain — reflected in our internal practices, our interactions with partners and suppliers, and our Personnel Manual (under development). We maintain direct communication with key suppliers and request written documentation of their human-rights policies during onboarding; we prioritise suppliers aligned with the UN Global Compact and have ended relationships with suppliers operating in a "grey zone." Our complaints mechanism runs primarily through regular, confidential 1-on-1 meetings with management, offering a direct channel without fear of retaliation.

HUMAN RIGHTS	UNIT	2024 → 2025
Severe human-rights violations	number	0 → 0
Formal complaints or whistleblower reports	number	0 → 0
Lawsuits related to human-rights violations	number	0 → 0

PILLAR 03 · GOVERNANCE

Governance

We lead with integrity and transparency, upholding clear ethical standards across all relationships and decisions — and staying true to our values, even when no one is watching.

B11

Anti-corruption & anti-bribery

Risskov Teknik & Solar maintains a clear and uncompromising stance against corruption and bribery. We do not tolerate any form of bribery, corruption, or unethical influence — whether involving customers, suppliers, partners, or public authorities. We have never been involved in allegations or legal proceedings related to corruption or bribery; there have been no fines, no incidents, and no grey areas.

We do not accept gifts or advantages from suppliers, partners, or customers; if a gesture is offered it must be declared and approved by ownership, in accordance with Danish legal and tax regulations. These expectations are communicated during onboarding and one-on-one with partners.

GOVERNANCE DATA	2024	2025
Convictions & fines for corruption and bribery	0	0

C8

Sector revenues & EU benchmark exclusion

We operate exclusively within the renewable energy sector, with a dedicated focus on solar solutions for private homes, commercial buildings, and institutional clients. None of our revenues originate from sectors identified for exclusion or mandatory disclosure under the EU's Reference Benchmark Regulation. We are aligned with both the EU Paris-Aligned Benchmarks and the EU Climate Transition Benchmarks. Our strategic choices — not developing solar parks on greenfields, prioritising rooftop systems — reflect a deep commitment to sustainable land use, biodiversity, and climate goals.

100% renewable energy. Zero revenue from weapons, tobacco, fossil fuels, or agrochemicals.

SECTOR	RTS REVENUE SHARE
Renewable energy	**100%**
Weapons industry	0%
Tobacco	0%
Fossil fuels (any category)	0%
Pesticides / agrochemicals	0%

NEW DISCLOSURE · C9

Gender diversity of the governance body

New in this edition. The finalised VSME standard requires an undertaking with a governance body to disclose its gender-diversity ratio (paragraph 65). As a company with a governing body — our two owner-directors — this applies to us, and we report it for the first time. There is no employee-size threshold for this disclosure. This is the SFDR board-diversity indicator that banks and investors look for.

50%

Female members / total members — 2024 and 2025

A balanced two-person governance body: one female director (CEO) and one male director (Technical Director).

Our overall ESG perspective

For us, ESG is not just a compliance exercise — it is a natural extension of our business philosophy. We believe our size gives us a unique advantage: the ability to quickly integrate sustainable and ethical principles into daily operations, from leadership decisions to the smallest details. True sustainability starts from within, anchored in how we act every single day. By sharing our experiences — now with a second year that lets us be measured against the first — we hope to inspire our partners, suppliers, and fellow SMEs to take similar steps.

IN CLOSING

Thank you

This report could not have happened without our team, who read, gave feedback, and kept us grounded and real; without Dhasu, who deep-dived on sustainability topics and provided facts to the extent possible, Mathias and Mikael who were reviewing Danish translation of this report; and without the networks and people who encouraged us to be brave and do it.

THIS REPORT EXISTS IN ENGLISH AND DANISH. THE ORIGINAL AND PREVAILING VERSION IS ENGLISH.

Methodology note: emission factors & the 2024–2025 comparison

Because this is our first report with a prior-year comparison, we set out plainly how our emission factors are sourced and why one of our 2024 figures is restated. Our aim is a like-for-like comparison and a transparent audit trail — not a flattering headline.

Two allocation methods, each from its own official declaration

Danish energy carriers are declared on different official bases, and we use each carrier's own declaration rather than forcing a single method. Electricity follows Energinet / Energistyrelsen, on the 125% method. District heating follows our supplier Kredsløb, on the 200% method (the Dansk Fjernvarme industry standard). We disclose both, and we keep each carrier consistent across years.

Why our 2024 electricity figure is restated

In 2025 the national allocation method for electricity changed from 200% to 125%. Our published 2024 location-based electricity factor was on the 200% method; the 2025 factor is on 125%. Compared directly, this would show a large fall that is mostly an accounting change, not a greener grid. We therefore restate the 2024 location-based electricity figure onto the 125% basis for comparison, so the real (smaller) change is what the reader sees. Our originally published 2024 figures remain valid and are shown alongside for traceability. District heating needs no restatement — it is on the 200% basis in both years — and the market-based electricity figure needs no restatement, as its change reflects a real shift in the European residual mix.

SOURCES

FACTOR	OFFICIAL SOURCE
Electricity, location-based (Aarhus, 125%)	Energinet Miljødeklaration, annual average per municipality (Aarhus, no. 751)
Electricity, market-based (residual mix)	Energinet Generelle Eldeklaration 2025
District heating (Aarhus, 200%)	Kredsløb fjernvarmedeklaration 2025 (kredslob.dk)
Diesel & petrol	Erhvervsstyrelsen / Klimakompasset emission-factor database
Grid trajectory (for C3 targets)	Energistyrelsen El-emissionsfaktoren 2025–2035 (RAMSES projection)

Note on the 2025 electricity factor. Where the final actual Energinet declaration for 2025 is available it is used; otherwise the official projection is used as an interim and labelled as such. Electricity factors are combustion-only (they do not include upstream / well-to-tank emissions).

REFERENCE

Accounting practice

ENVIRONMENTAL DATA

METRIC	UNIT	CALCULATION METHOD
CO_2e, Scope 1	Tons	Activities × emission factors per the Danish Business Authority's CO_2e guidelines
CO_2e, Scope 2 (location)	Tons	Activities × location-based factors (Energinet declaration); 125% method from 2025, 2024 restated
CO_2e, Scope 2 (market)	Tons	Activities × market-based factors (Energinet general declaration / residual mix)
Total CO_2e (location / market)	Tons	Scope 1 + Scope 2 (respective method)
Energy consumption	GJ	Electricity (incl. renewable) + district-heating consumption
Share of renewable energy (market)	%	Renewable energy consumption / total energy consumption × 100
GHG intensity	gCO_2e/EUR	Total CO_2e (location-based) / revenue (€)
Total water withdrawal	m^3	Total water consumption
Total waste volume	kg	Waste generated from average daily operations
Share of hazardous waste	%	Share of total waste classified as hazardous per national regulations
Share of recycled waste	%	Recycled waste / total waste volume × 100

SOCIAL DATA

METRIC	UNIT	CALCULATION METHOD
Number of employees	Number	Total employees, full-time and part-time
Full-time equivalent	FTE	Sum of employee working hours / 1924; max 1 FTE per person
Gender diversity (workforce)	%	Female FTEs / total FTEs × 100
Gender diversity (management)	%	Female managers / total managers × 100
Employee turnover	%	(Voluntarily + involuntarily resigned FTEs) / total FTEs × 100
Workplace accidents	Frequency	Accidents / total working hours in fiscal year × 200,000

GOVERNANCE DATA

METRIC	UNIT	CALCULATION METHOD
Convictions and fines	Number	Count of convictions and fines for corruption and bribery
Sector revenue shares	%	Revenue from each sector / total revenue × 100
Gender diversity of governance body	%	Female members / total members × 100

APPENDIX A

Staff Manual & Code of Conduct

Our handbook sets the shared expectations behind how we work. In brief:

- **What we stand for:** respect and fairness, learning from mistakes together, team spirit, open communication, purpose-driven work, compliance and care, and diversity as a success anchor — working in both Danish and English so everyone is included.
- **These are expectations, not slogans:** where they aren't met, we address it together, which can include development plans, warnings and, in rare cases, dismissal.
- **Communication:** we talk to each other first — messages never replace conversation; email for the outside world (customers, suppliers, partners); Teams for simple internal notes (not for files or sensitive documents); SMS only for trivial customer coordination, never contractual terms.
- **Coordination & records:** keep the shared MIRO calendar current, store all business files in the shared OneDrive (not local drives), and register hours, sick days and holidays in Danløn by the 26th of each month.
- **Learning & development:** trainings, book clubs, lessons-learned and peer teaching happen in working hours; preparation is expected on your own interest time, balanced against daily responsibilities.
- **Workplace conduct:** keep shared spaces tidy and considerate; phones and laptops stay outside meetings to support real listening; last person out locks up, closes windows and switches off lights.
- **Sick leave & absence:** call your manager by 08:00 and register in Danløn (no medical details); defined rules cover long-term illness, planned surgery, child's first sick day, and illness around holidays.
- **Privacy:** limited personal data is held only to fulfil your contract, payroll and legal duties, handled under GDPR with strictly limited access.
- **Media & storytelling:** we love featuring the team, but participation is voluntary — opt out anytime — and company/product mentions are checked for consistency.
- **Equipment & environment:** tools and furniture are treated under circular-economy principles — meant to last and be reused.
- **Flexibility & remote work:** supported when genuinely needed, requested a week ahead; presence in the office is the norm, and no-shows are not "flexibility."
- **External networks:** we are members of Erhverv Aarhus; participation is encouraged and, when of high business interest, may be requested as work.
- **Sustainability:** publishing our voluntary ESG report every year is a whole-team effort — everyone is expected to support it, know its content, and deliver on our commitments.

Full policy: RISSKOV_TEKNIK_Handbook_v1-122025.pdf

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Second voluntary ESG report · Prepared under the VSME standard (Basic + Comprehensive)

Covering 1 Jan – 31 Dec 2025