

ESG report 2025

Igniting the potential of the energy transition



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Introduction

ESG 2025

01

Moving together as one Opoura

This is our third Environmental, Social and Governance (ESG) report – and the first reflecting Opoura as one unified company under our new brand.

2025 has been a year of bringing Opoura together. Following a period of growth and acquisitions, we focused on aligning our teams, capabilities, and ways of working – taking clearer shape as one company. The introduction of our new brand marked an important step in creating a shared identity and a more unified way of operating.

This report reflects that progression: How we continue to grow our impact through the renewable energy assets we support, while strengthening collaboration across teams and aligning through shared standards. As our organization has become more connected, so has the way we understand and report our impact. At the same time, our work force reflects a period of consolidation, with increased tenure and stronger knowledge sharing across teams following the integration of our Romania entity, helping strengthen our in-house foundation across core product lines.

Taken together, these developments reflect a company that is becoming more aligned – in how we operate, collaborate, and create impact as one Opoura.



Letter from the CEO

Building something strong is not only about adding more – it is about making the pieces fit. In 2025, Opoura focused on doing exactly that.

Following a period of growth and acquisitions, we took important steps toward operating as one company with a clearer direction and stronger foundation.

Sustainability is part of this journey. For us, ESG is closely connected to how we support our customers, how we operate, and how we build long-term value. As our role in the energy transition grows, so does our responsibility to understand and manage both our impact and our contribution.

In 2025, we improved our carbon accounting to better understand our emissions across the value chain, particularly Scope 3, and are implementing a multi-year plan to increase supplier-specific data and reduce estimation uncertainty. We also saw increased alignment across the organization, supported by internal mobility and a more stable workforce, alongside continued improvements in safety through a more consistent approach.

This progress also meant continuing to strengthen our organization by welcoming new competencies that support the evolving needs of Opoura. Throughout this journey, our people continued to collaborate across teams and locations, helping shape a more connected company.

Looking ahead, our focus remains on consolidating how we operate and continuing to move forward as one Opoura.

Thomas Bagger



Opoura's global footprint in 2025

We help energy companies **unlock the potential of the energy transition by delivering smart, scalable solutions.** With deep roots in Nordic renewable energy and a strong presence across North America and Europe, we offer decades of specialized knowledge within software, hardware, and consulting to support our customers in connecting, controlling, and commercializing their assets.

238

employees across
Europe & North
America

9

countries with offices

19+

years in business

ESG governance team

Jan Bo Lilliendal
Director IT & Compliance



**ESG governance &
Environment responsible**

Kasia Kandulski Lindegaard
EVP People & Marketing



Social responsible

Christina Aagaard Kjeldsen
Chief Financial Officer



Governance responsible

Environment

Igniting the potential of our planet

02

Igniting the potential of our planet

The energy transition is a collective effort that requires not only more renewable energy, but also smarter ways of enabling and managing it. At Opoura, our purpose is to ignite its potential in a smart way.

Through the assets we support, renewable energy replaces more carbon-intensive sources. As the capacity we help enable grows, so does our contribution to a more sustainable energy system.

Our role is to bring clarity to this contribution – linking what we do with how we measure and report it, from installed capacity to emissions.



Growing our contribution to renewable energy

2025 marked continued growth in both the renewable energy capacity supported by Opoura and the way we measure our environmental impact.

2nd

time reporting Scope 3 emissions, with broader coverage and continued development of our accounting approach

51.2

total GW installed at the year-end of 2025

38

million tonnes of CO₂ emissions estimated to be avoided through renewable energy assets supported by Opoura's solutions

Understanding our emissions footprint

In 2025, our Scope 3 emissions appear higher than in the previous year. The increase is mainly driven by updated estimates and broader data coverage, rather than a structural change in emissions. Enhancing data accuracy across our value chain remains a priority.

Total Greenhouse gas (GHG) emissions in 2025:
647.49 tCO₂-eq (market-based)



scope 1

130.94 tCO₂e



scope 2

Market-based
129.19 tCO₂e

Location-based
65.81 tCO₂e



scope 3

387.36 tCO₂e



GHG emissions per FTE employee

Market-based
2.90 tCO₂e

Understanding GHG emissions per FTE

Our market-based GHG emissions intensity in 2025 was **2.9 tCO₂e** per FTE employee. This metric is calculated based on Opoura's operational Scope 1, 2, and reported Scope 3 emissions divided by the average number of full-time employees during the year.

Tracking emissions intensity helps us better understand how our operational footprint develops as the organization grows and reporting becomes more comprehensive over time.

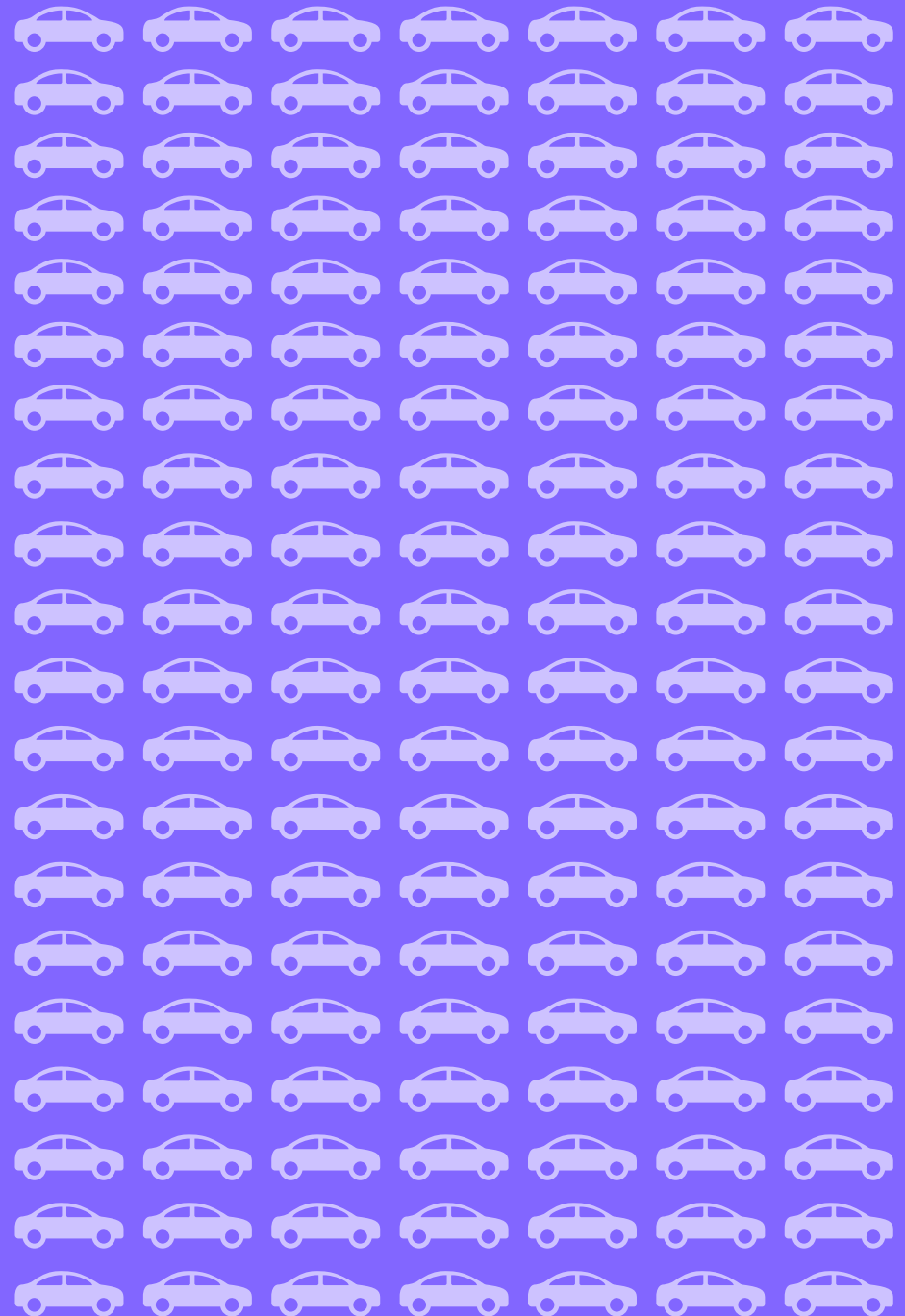
As our Scope 3 accounting continues to evolve, this metric will help provide a more consistent view of emissions relative to company size and activity over time.



Did you know?

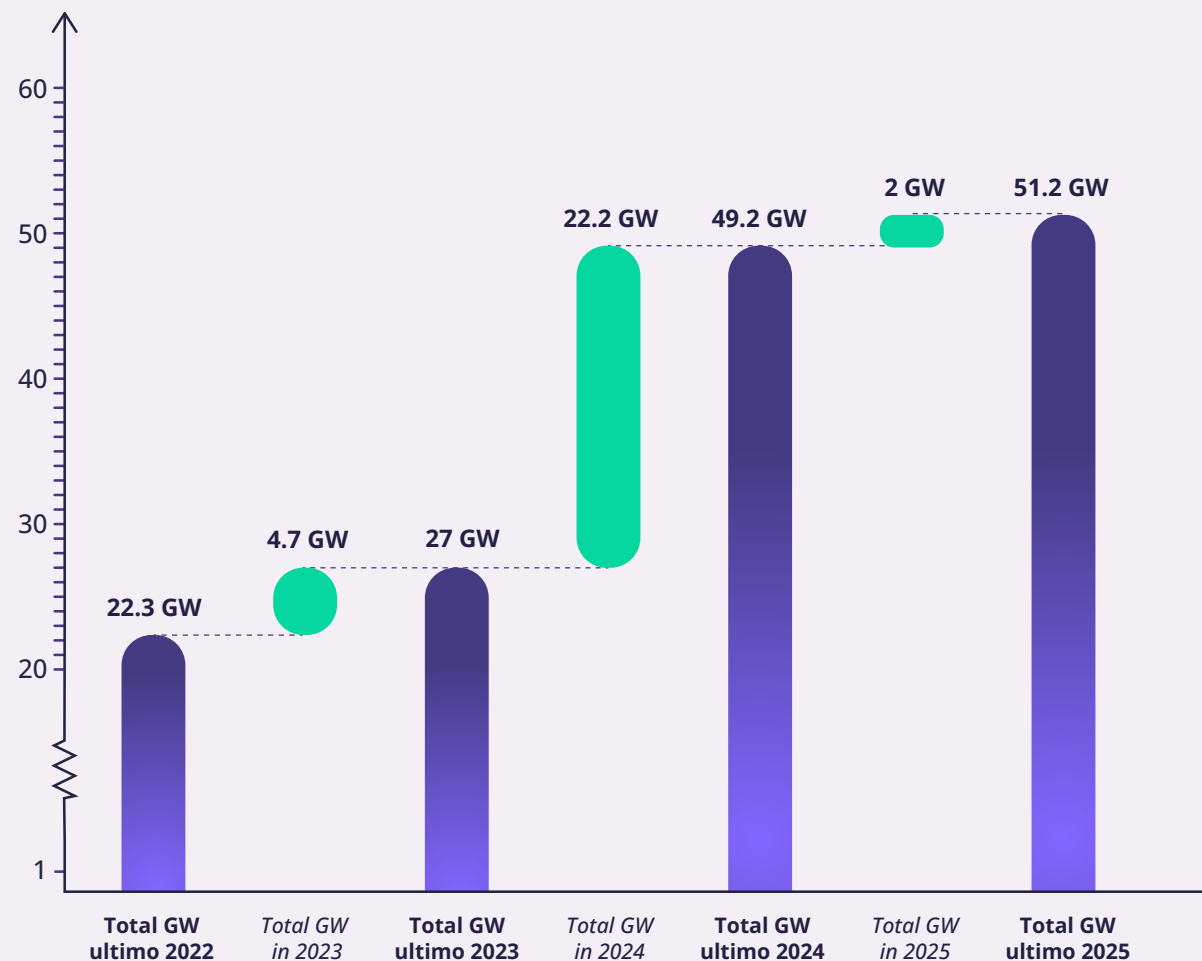
Our total emissions at Opoura in 2025 were 647.49 tCO₂e (market-based), roughly equivalent to the annual emissions of around 140 passenger cars.

To put that into perspective, 140 cars represent a little over half of Opoura's workforce, assuming each employee owned one car.



Growing capacity as one Opoura

In 2025, the total renewable energy capacity supported by our solutions continued to grow, reaching more than 50 GW.



Enabling avoided emissions through our solutions

Through the assets supported by our solutions, renewable energy replaces more carbon-intensive sources, contributing to avoided emissions. Cumulatively, we estimate that these assets have contributed to avoiding **38,241,146** tonnes of CO₂ emissions by the end of 2025.

Assets	Nameplate capacity	Energy production	Emission factor	Avoided emissions
	MW	MWh	tCO ₂ e/MWh	tCO ₂ e
Wind	48,153	110,325,033	0.599	36,890,706
Solar	2,844	2,633,867	0.674	1,041,109
Biogas/Hydro/Other	210	734,857	0.438	309,331
Total	51,206	113,693,757	0.600	38,241,146

Putting our contribution to avoided emissions into perspective

In 2025 alone, our solutions helped avoid an estimated **1,288,973 tCO₂e** – comparable to the annual electricity use of more than 200,000 households.

From 2024 through the end of 2025, cumulative avoided emissions reached **38,241,146 tCO₂e**, equivalent to the electricity consumption of several million households.

Avoided emissions equal to
**the annual electricity
consumption of
more than 200,000
households**

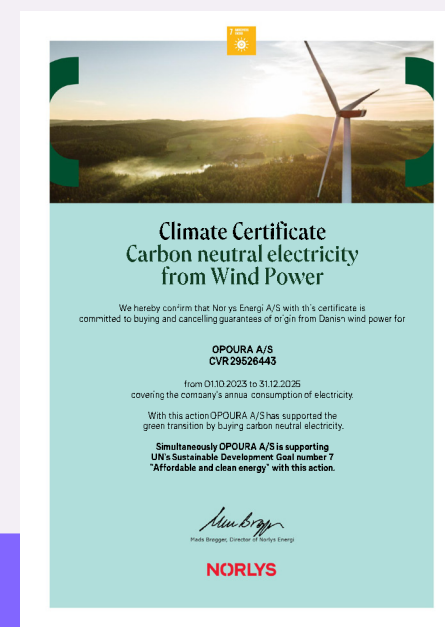


Powered by renewable electricity

In 2025, Opoura continued to source electricity from wind power through certified guarantees of origin. This Climate Certificate confirms that the electricity we use is matched with renewable energy generated from Danish wind.

By choosing renewable electricity, we reduce the carbon footprint of our own operations and support the broader shift towards a more sustainable energy system.

The certificate also recognizes a contribution to the UN Sustainable Development Goal 7 – Affordable and Clean Energy, supporting the increased use of renewable energy and the transition away from fossil-based power.



Social

Igniting the potential of our people

03

Igniting the potential of our people

Our people are at the core of everything we do. In 2025, we focused on creating the conditions for them to grow, collaborate, and contribute as one Opoura.

We continued to bring our organization closer together – building a more consolidated structure, while aligning roles and capabilities. At the same time, we strengthened collaboration across Opoura, connecting knowledge and expertise across teams and product lines to better support the full value chain.

Beyond daily work, we placed equal focus on fostering a sense of connection across locations. Through initiatives such as Geek Brunch sessions, hackathons, and social activities, we created space for collaboration, innovation, and shared experiences.

Together, these efforts reflect how we are building a more connected, collaborative, and unified Opoura.



238
employees



22
nationalities



4/5
employee satisfaction score



8/10
employee engagement score

8%

increase in FTE tenure compared to 2024



Workforce stabilization

As Opoura continues to take shape as one company, 2025 reflects a period of consolidation following growth and integration. While the total number of employees slightly decreased, average tenure increased – indicating a more stable and established organization.

223

FTE
employees

4.21

years employee
tenure

8

employees in the
Senior Management
(reporting to CEO)

Growing Opoura from within

As part of building one Opoura, 2025 included a period of organizational alignment and adjustment – a natural step as we bring together teams, capabilities, and ways of working.

Internal mobility – which we like to call “expert re-routes” – played a key role, enabling several of our employees to move across teams and functions to where their skills create the most value. In a fast-evolving industry like ours, adapting to changing technologies, customer needs, and ways of working often creates new paths for growth within the organization. During 2025, colleagues across Opoura moved from junior to more specialized roles, stepped into leadership positions, changed teams or office locations, and took on broader responsibilities as the company continued to evolve.

This approach allows us to retain and develop competencies, strengthen collaboration, and respond more dynamically to changing business needs. For our people, it opens up more flexible and meaningful career paths; for Opoura, it supports a more connected, capable, and adaptable organization.

Alongside internal mobility, we also welcomed new colleagues whose expertise supports the continued evolution of Opoura. As our portfolio expanded, so did the need for new competencies across the business units. Combined with the experience already within the organization, these additions strengthen our ability to collaborate, share knowledge, and support customers across the value chain.

Together, this reflects how we are strengthening our foundation – aligning our capabilities and continuing to move forward as one Opoura.



“We are an agile company working in an agile market, where yesterday’s solutions rarely fit tomorrow’s challenges. That’s why curiosity matters here. When people bring strong competencies, their expertise isn’t limited to a single task or department – it’s used wherever it creates the most value.”

Kasia Kandulski Lindegaard
EVP People & Marketing

Working across cultures and backgrounds

As a global company, Opoura brings together people from a wide range of backgrounds, nationalities, and experiences. This diversity is a natural part of how we operate and collaborate across teams and locations.

Our approach is reflected in everyday practice and guided by our five core passions. We focus on hiring based on competencies, fostering collaboration across cultures, and creating an environment where different perspectives are valued.

As we continue to grow and take shape as one Opoura, maintaining an inclusive and respectful workplace remains an important part of how we work together.

**26% female
employees**

58 women in the workplace

**25% women in
Senior Management**

2 women in Senior Management

Our people across the world

In 2025, the Opoura team included 238 employees across **26 nationalities**, bringing diverse perspectives and expertise that drive innovation and collaboration.



Building one Opoura closer to our people

In 2025, we took a step toward strengthening Opoura from within by establishing a new entity in Romania. The goal was to build a solid in-house foundation across our core product lines and ensure we have the right expertise where it matters.

Previously, parts of this knowledge sat outside Opoura, limiting how closely we could support our teams and shape their experience. It also made it harder to build a consistent foundation across our product lines.

By bringing these capabilities in-house, we are now closer to both the knowledge and the people behind it. This allows us to better support our teams, respond to their feedback, and create a more unified way of working across locations. At the same time, we continue to collaborate closely with our partners, maintaining flexibility while strengthening our internal foundation.

This step, taken in 2025, reflects how we are taking shape as one Opoura.

"This wasn't just about adding capabilities. It was about bringing knowledge closer to our people, strengthening collaboration, and building a more connected Opoura."

Lars Glintborg
EVP Technology



Understanding how we work as one

In Q4 2025, we ran our Employee Satisfaction Survey (ESS) to understand better how it feels to work at Opoura as we continue coming together as one company.

The feedback gives us a view into everyday work – how teams collaborate, how clear roles are, and how people experience leadership. It also shows how connected people feel to the value they create, both within the company and for our customers.

What stands out is strong collaboration across teams and a supportive environment, where people feel their work matters. At the same time, there is a growing sense of clarity around roles and expectations, reflecting the progress we've made in aligning how we work.

Overall, the results point to a connected and engaged organization – while also helping us see where we can keep improving as we move forward.



4/5

employee overall satisfaction score



4.2/5

employee happiness score



4.5/5

team cooperation score



4.3/5

role and responsibilities clarity

81%

participation rate in ESS 2025



A photograph of a man and a woman in white lab coats sitting at a desk. The man, on the left, is seen from the side, gesturing with his hands while speaking. The woman, on the right, is looking at him attentively. They are both wearing blue lanyards with 'Opoura' logos. On the desk, there is a laptop, a mouse, and a black cup. The background is a plain wall with a whiteboard.

Connecting as one Opoura

In 2025, this meant working more closely across teams, product lines, and capabilities – connecting knowledge and expertise to support the full value chain.

Connecting capabilities across Opoura

We increasingly delivered as one Opoura in 2025 – bringing together capabilities across the organization to provide more connected and relevant solutions to our customers, reflecting the growing complexity of our deliveries within asset optimization and solutions for critical energy infrastructure.

This shift influenced how we engaged with customers throughout the year. By better combining our full portfolio, we supported more complex needs across the value chain, including evolving grid requirements, advanced control technologies, and increasing expectations around cybersecurity and compliance. We stayed involved across longer project cycles and presented Opoura as one company rather than separate capabilities.

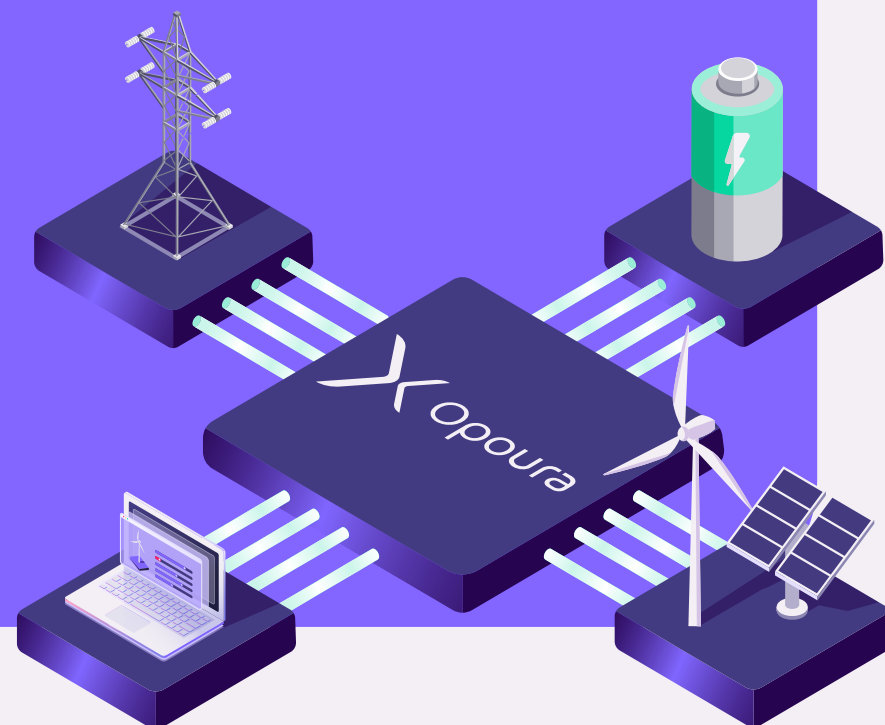
This progress was driven by a more connected way of working that took shape during 2025. As our portfolio expanded and customer needs evolved, it became clear that no single capability could stand alone – particularly as our solutions must operate reliably within regulated environments and align with frameworks such as the NIS2 and KRITIS directives. Teams worked more closely across business units, bringing together expertise from software, hardware, design & engineering, compliance, and digital services to address customer challenges in a more complete and robust way.

In practice, this meant stepping beyond individual roles, building stronger connections across teams, and working with a broader network of colleagues to shape solutions that can handle both technical complexity and regulatory requirements.

This was supported by cross-selling sessions introduced during the year, including a series of dedicated workshops – two focused on technical insight and one on customer dialogue. These created space for colleagues to learn from each other, deepen their understanding of different areas, and see how their expertise connects across the organization, particularly in relation to complex system deliveries.

By building this shared understanding, teams were better equipped to contribute where their knowledge adds the most value – supporting more thoughtful, compliant, and resilient solutions, and encouraging a more dynamic and collaborative way of working.

Internally, this reflects growing organizational maturity. Over the course of 2025, teams became more confident in navigating complexity, including technical, regulatory, and cybersecurity dimensions, connecting capabilities, and contributing to shared outcomes. Cross-selling sessions are planned to continue as a recurring format, supporting ongoing knowledge sharing and helping us stay aligned as both our offerings and external requirements continue to evolve.



Together, driving innovation from within

In 2025, our Technology teams in Hannover and Cluj-Napoca organized internal hackathons focused on turning ideas into practical solutions for everyday work. The sessions addressed areas such as testing and deployment, with the aim of improving productivity and reducing recurring challenges.

Several of the concepts developed are now being explored further at the proof-of-concept stage, with potential to be applied across different product lines. Building on this momentum, the hackathons have continued into 2026, with 2025 serving as an important step in establishing this way of working.



Building a shared safety culture

As we continue to take shape as one Opoura, aligning safety practices across locations remains a key part of how we work together.

By strengthening our proactive safety practices – particularly through regular Safety Walks – we continued to focus on early identification and prevention of risks across our workplaces.

In 2025, this approach is reflected in our results, with 0 major accidents and 2 minor incidents reported.

0

major work-related
accidents

2

minor accidents

A group of people are climbing a wooden staircase in a forest. The staircase is made of light-colored wood and has a metal cable running alongside it. Several people are visible, including a woman in the foreground wearing a white long-sleeved shirt with black chevron patterns and black pants, and another woman in a blue shirt. They are all smiling and looking towards the camera. The background is filled with tall, thin trees and green foliage. A purple text overlay is on the left side of the image.

Together in practice

In 2025, this meant creating space for connection, collaboration, and shared experiences – bringing people together across teams and locations through everyday interactions and initiatives.

What brings us together

Our passions are part of our Opoura DNA – they guide how we work, collaborate, and communicate every day. They act as a shared filter for how we make decisions and interact across Opoura.



Cultivating trust

Providing assurance and reliable data for intelligent and more informed decisions.



Being approachable

Fostering openness and collaboration inside-out.



Driving excellence

Delivering high-quality solutions grounded in our year-long experience and extensive track record.



Embracing knowledge

Connecting specialized skills to succeed in a complex environment.



Staying dynamic

Ensuring flexibility in our work, being agile in our innovation, and leading the energy transition.

Togetherness across Opoura

Working as one Opoura means staying connected across teams, locations, and ways of working. In a global and project-driven setup, we actively create opportunities for our people to connect, collaborate, and feel part of a shared culture.

The Geek Brunch

For colleagues working on-site – especially within OT – daily work often happens away from the office. To maintain connection, Geek Brunch brings teams together regularly to share knowledge, discuss topics, and reconnect. By creating a consistent space for interaction, we strengthen collaboration and ensure that even distributed teams remain closely connected.

Social activities across offices

Across our locations, colleagues come together through informal activities such as laser tag, bowling, and outdoor experiences like tree climbing. These moments create space beyond daily tasks, helping build stronger relationships and a shared sense of belonging across teams.

Running together for a cause

Togetherness also extends beyond the workplace. In 2025, colleagues across Poland, Germany, Ireland, and the United States joined local charity runs – coming together for a shared cause. Initiatives like these reflect how connection at Opoura goes beyond location, bringing people together when it matters and reinforcing a shared sense of purpose.



Growing the team and the forest at the same time

In 2025, our team in Dublin marked the end of the year with a different kind of gift – one that extends beyond the workplace.

In partnership with [HomeTree](#), an organization focused on restoring native forests and habitats in Ireland, the team sponsored 10 trees for each employee. The initiative supports the planting of native species and contributes to long-term ecosystem restoration.

Building on this, the team has committed to sponsoring trees for each new colleague joining the Dublin office. As the team continues to grow, so will this contribution – linking each new start to a shared effort to give something back.

It's a small, tangible action, but one that reflects how sustainability can also take shape through everyday decisions – bringing people together around a shared purpose.



Governance

Igniting the potential of our business

04

Igniting the potential of our business

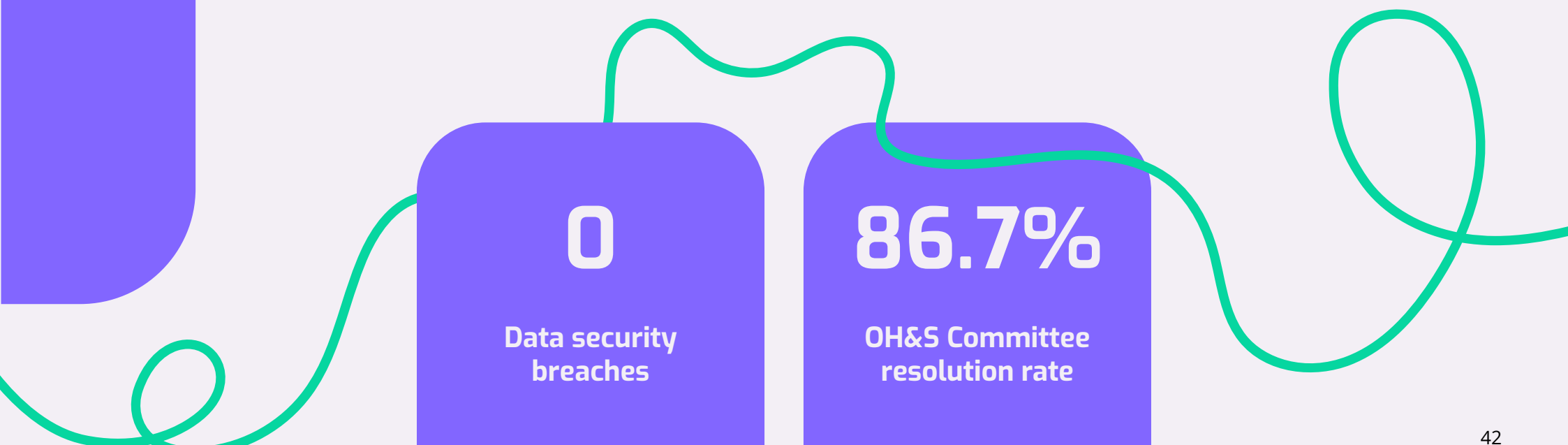
In 2025, we continued to strengthen how we operate as one Opoura – by bringing greater clarity to our structures, aligning standards across locations, and embedding more consistent ways of working throughout the organization.

We reinforced quality, safety, and information security across all locations, while further aligning our organizational setup to support transparency and effective governance. At the same time, we continued to strengthen responsible business practices through clear processes, accountability, and ongoing improvements.

Together, these elements form the foundation that enables us to operate consistently, responsibly, and as one Opoura.

Status overview

In 2025, Opoura continued strengthening how we operate across areas such as cybersecurity, workplace safety, and sustainability governance. These indicators provide a snapshot of key developments and operational progress throughout the year.

A decorative teal line that starts from the left, loops around the first bar, goes up and over the second bar, loops around the second bar, and then extends to the right.

0

Data security
breaches

86.7%

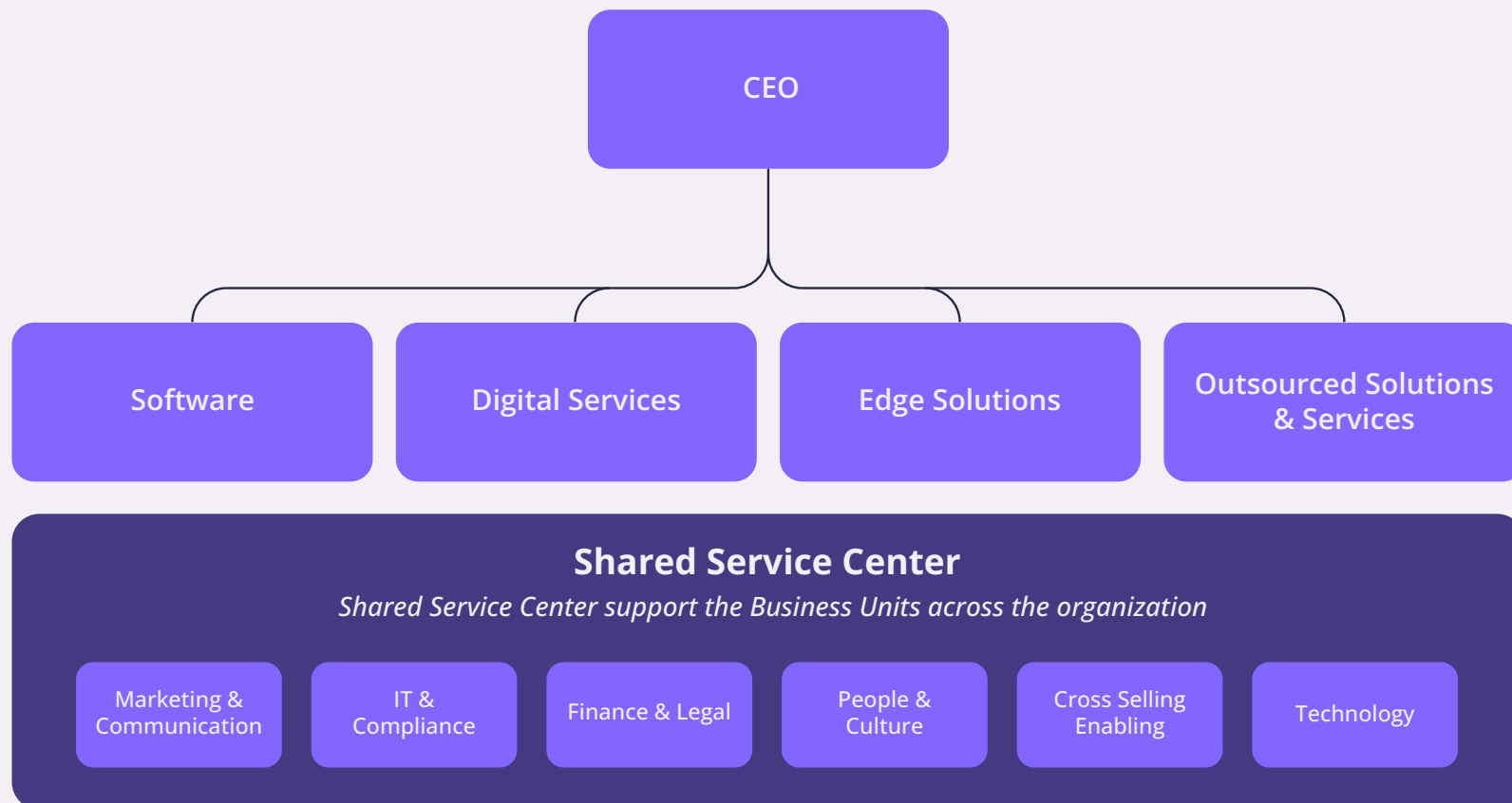
OH&S Committee
resolution rate



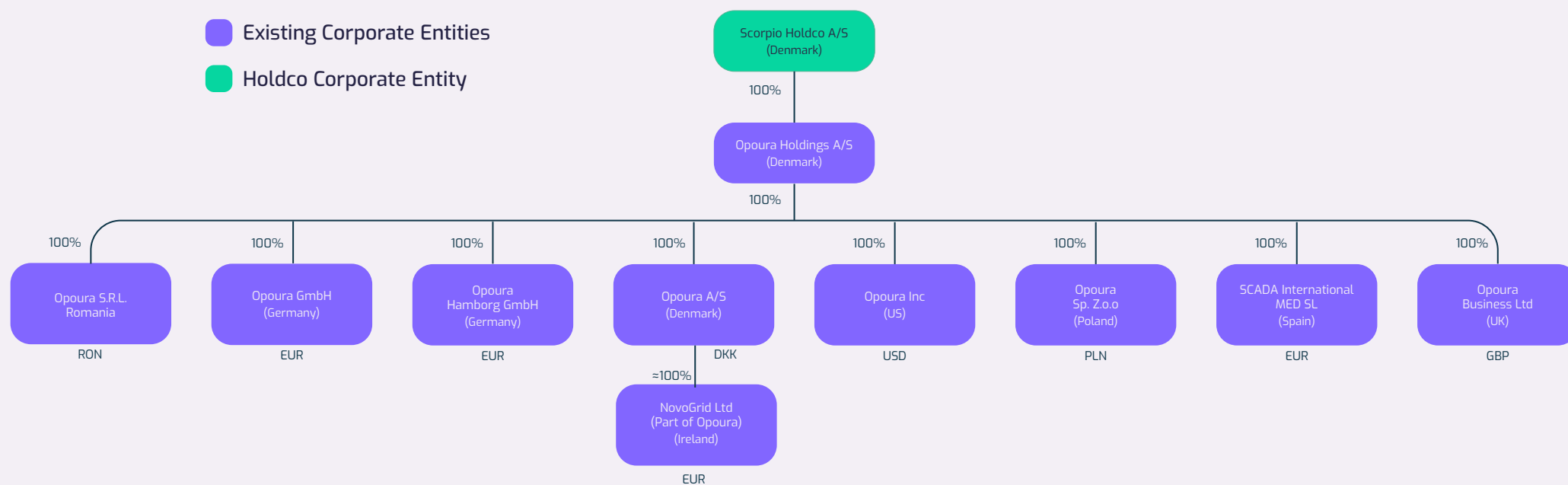
Structured to operate as one

In 2025, we focused on clarifying how Opoura is structured, covering ownership, governance, leadership, and how our organization is set up to operate as one.

Company structure



Company ownership



Board and leadership

Matts Lundgren

Chairman of Board



Ian Jones

Board Member



Alfonso L. V. Caro

Board Member



Thomas V. Bagger

CEO



A photograph of two men walking and smiling in a modern office environment. The man on the left is wearing a light blue button-down shirt, khaki pants, and glasses. The man on the right is wearing a dark blue blazer over a light blue button-down shirt. They are walking towards the right. The background shows a glass-walled office space with a modern ceiling and lighting. A large purple rounded rectangle is overlaid on the left side of the image, containing text.

Aligned through shared standards

In 2025, this meant strengthening consistency across Opoura – through shared standards, certifications, and systems that support quality, safety, and information security across all locations.

Certified to operate as one Opoura

As Opoura continues to take shape as one company, maintaining consistent standards across teams and locations remains a key priority. **Our certifications – ISO 9001, ISO 14001, ISO 27001, and ISO 45001** – provide a shared framework for how we work, ensuring quality, environmental responsibility, information security, and occupational health and safety across the organization.

As we grow, aligning all locations with these standards can be complex. It requires coordination, shared understanding, and commitment across teams.

In 2025, we continued this work through regular audits conducted with Bureau Veritas. The process was supported by strong collaboration from colleagues across the organization, contributing to a consistent and structured approach to compliance.

ISO 9001

Quality
Management System

ISO 14001

Environmental
Management System

ISO 27001

Information
Security Management

ISO 45001

Occupational
Health and Safety

Making incident reporting easier and more accessible

In 2025, we continued improving how employees access and use reporting systems in their daily work.

A key focus during the year was the further development of our incident reporting system, DINO. The system was redesigned to be more user-friendly and easier to access, including quicker entry points directly from the front page of our internal platforms.

By simplifying how incidents and observations can be reported, we aim to support earlier reporting, better visibility of potential risks, and more consistent follow-up across teams and locations.

The improvements also help strengthen a more proactive approach to safety and operational awareness, making it easier for employees to raise concerns, share observations, and contribute to continuous improvement in everyday work.

Recognized for consistent growth by Børsen Gazelle

In 2025, Opoura received the Børsen Gazelle award for the second consecutive year and a third time overall, recognizing sustained growth over time. The Gazelle title is awarded to a small share of Danish companies that demonstrate continuous financial growth across four financial years.

It reflects not only our development as a business, but also the consistent effort, collaboration, and dedication across Opoura – even as we continue to evolve in a changing industry.



"This recognition reflects the steady effort and teamwork across Opoura – and shows we are moving in the right direction."

Thomas Bagger
CEO at Opoura



A photograph of two men in a server room. The man on the left is wearing a grey sweater, blue jeans, and large headphones, and is holding a laptop. The man on the right is wearing a dark blue blazer over a light blue shirt and khaki pants, and is pointing at the laptop screen. They are both smiling and looking at the screen. In the background, there are server racks with various cables (yellow, blue, red) plugged into them. A purple semi-transparent box is overlaid on the left side of the image, containing text.

Operating with integrity and oversight

Operating responsibly requires more than structure – it requires clarity, accountability, and trust in how we act every day. At Opoura, this is supported through clear processes, open reporting channels, and consistent oversight across our operations.



15

Inquiries received



13

Inquiries completed



2

Inquiries in progress



0

Inquiries cancelled

86%

resolution rate of the OH&S Committee



Proactive safety and incident management

A significant share of the inquiries (8 out of 15) were identified through Safety Walks*, reflecting a proactive approach to identifying and addressing potential risks. The remaining cases included one near miss, four hazard observations, and two minor accidents.

This distribution highlights the focus on early identification and prevention, rather than reactive handling of incidents. In 2025, Safety Walks were also introduced in our German offices, supporting a more consistent approach to safety across locations.

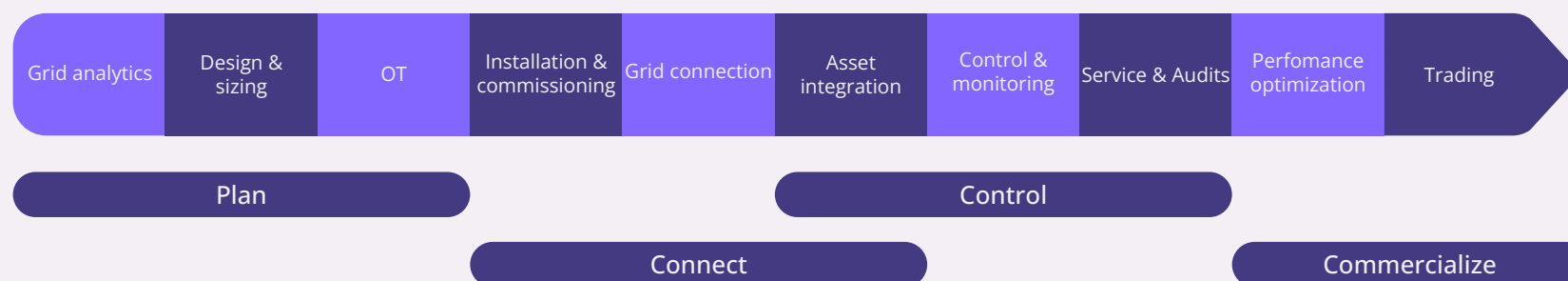
* Safety Walks at Opoura are structured workplace reviews used to identify potential hazards in office and production areas. The walks are guided by a checklist covering key areas to assess and improve workplace safety.

Connecting the value chain as one Opoura

As this report reflects, our progress across environmental, social, and governance areas is closely connected. Strengthening how we work, collaborate, and operate as one company also strengthens how we support the energy transition.

Across the value chain – from planning and grid connection to optimization and commercialization – we continue bringing together capabilities, technologies, and people to support renewable energy systems in a more connected way.

This is how we continue to ignite the potential of the energy transition in a smart way – as one Opoura.



ESG data summary 2025

Moving forward as one – in numbers

05

Company profile

Metric	Data in 2025	Additional comments
Employees (headcount, end of year)	238	At the end of 2025, there were 226 employees registered across Opoura, and an additional 12 employees from the recently acquired Novogrid
Countries with offices	10	Denmark (HQ), Poland, Germany, Portugal, USA, UK, Ireland, Romania, Ukraine
Years in business and industry	19	
ESG governance & environment responsible	Jan Bo Lilliendal, Director IT & Compliance	
Social responsible	Kasia Kandulski Lindegaard, EVP People & Marketing	
Governance responsible	Christina Aagaard Kjeldsen, Chief Financial Officer	

Environmental Data – our footprint

Metric	Data in 2025	Additional comments
Scope 1 emissions	130.94 tCO ₂ e	Some emission categories have been calculated using estimates based on industry-standard emission factors, benchmark data, and mass-based or spend-based assumptions. The GHG Protocol allows estimation where primary data is unavailable. Results should therefore be interpreted as best-available estimates. We are implementing a multi-year data improvement plan to increase supplier-specific data and reduce estimation uncertainty.
Scope 2 (market-based)	129.19 tCO ₂ e	
Scope 2 (location-based)	65.81 tCO ₂ e	
Scope 3 emissions	387.36 tCO ₂ e	
Total emissions (market-based)	647.49 tCO ₂ e	
Total emissions (location-based)	584.11 tCO ₂ e	
Emissions per FTE (market-based)	2.90 tCO ₂ e	Market-based total emissions (647.49 tCO ₂ e) / FTEs number (223) = 2.90 tCO ₂ e per FTE

Environmental Data – our contribution

Metric	Data in 2025	Additional comments
Added capacity	2.6 GW	
Total installed capacity (cumulative)	51.2 GW	
Enabled avoided emissions (2025)	1,288,973 tCO ₂	Avoided emissions are estimated based on renewable energy assets supported by Opoura solutions in 2025
Enabled avoided emissions (cumulative)	38,241,146 tCO ₂	Avoided emissions are estimated based on renewable energy assets supported by Opoura solutions at year-end 2025

Social data

Metric	Data in 2025	Additional comments
Employee headcount	238	At the end of 2025, there were 226 employees registered across Opoura, and an additional 12 employees from the recently acquired Novogrid
Number of FTEs	223	
Number of nationalities	26	Danish (80), Polish (51), Ukrainian (21), American (15), Romanian (16), German (12), Portuguese (6), Irish (6), Greek (3), Indian (3), Spanish (3), English (3), Other (19)
Internal mobility ("expert re-routes")	10 employees (~4.2%)	Of the headcount at the end of 2025.
Average tenure	4.21 years	
Change in FTE tenure compared to 2024	8.23%	This number reflects an increase from 2024.
Number of employees reporting directly to CEO	8	
Number of women in the workplace	58	
Number of women in senior management (reporting to CEO)	2	

Social data

Metric	Data in 2025	Additional comments
Employment engagement score	8/10	
Employment satisfaction score	4/5	
Employee satisfaction survey participation rate	81%	
Employee happiness score	4.2/5	
Team cooperation score	4.5/5	
Role and responsibilities clarity score	4.3/5	
Minor accidents	2	
Major accidents	0	
Safety walk / observations / near misses	15 total	

Governance data

Metric	Data in 2025	Additional comments
OH&S inquiries – received	15	
OH&S inquiries – completed	13	
OH&S inquiries – in progress	2	
OH&S inquiries – cancelled	0	
OH&S Committee resolution rate	86.7%	
Certifications (ISO, etc.)	Maintained	
Data security breaches	0	

Glossary

Metric	Data in 2025
Added capacity	New energy capacity (in GW) enabled during the reporting year.
Avoided emissions	Estimated reduction in greenhouse gas emissions when renewable energy replaces more carbon-intensive sources.
CO ₂ e (Carbon dioxide equivalent)	A unit used to measure greenhouse gas emissions, expressing different gases in terms of their CO ₂ impact.
Cross-functional collaboration	Ways of working where teams combine expertise to address shared challenges or deliver solutions.
Cumulative	The total amount accumulated over time or across a full period, rather than at a single point in time.
ESS (Employee Satisfaction Survey)	A survey used to gather feedback on engagement, well-being, and workplace experience.
Expert re-routes (internal mobility)	Movement of employees across roles or teams to better align skills with business needs.
ESG (Environmental, Social, Governance)	A framework for assessing environmental, social, and governance performance.
FTE (Full-Time Equivalent)	A unit representing employee workload, allowing part-time and full-time roles to be compared.

Glossary

Metric	Data in 2025
GHG emissions	Emissions of gases that contribute to climate change, including CO ₂ and methane.
GRI (Global Reporting Initiative)	An organization providing widely used sustainability reporting standards.
GW (Gigawatt)	A unit of power equal to one billion watts.
IMS (Integrated Management System)	A system combining processes across quality, safety, cybersecurity, and sustainability.
ISO (International Organization for Standardization)	An organization that develops standards to ensure quality, safety, and efficiency.
ISO 26000	A standard providing guidance on social responsibility and ethical business practices.
KRITIS	A German framework ensuring that critical infrastructure operates securely and reliably.
NIS2	An EU directive setting cybersecurity and risk management requirements for essential sectors.
OH&S (Occupational Health & Safety)	Practices aimed at protecting employee health and safety in the workplace.
QHSE (Quality, Health, Safety, and Environment)	An integrated approach to managing quality, safety, and environmental responsibilities.

Glossary

Metric	Data in 2025
Reactive power	Electrical power used to maintain voltage levels; inefficient use can lead to energy losses.
Safety Walks	Proactive workplace walkthroughs to identify risks and improve safety.
Scope 1, 2, and 3 emissions	Categories of emissions: Scope 1 (direct), Scope 2 (purchased energy), Scope 3 (value chain).
tCO ₂ e (tonnes of CO ₂ equivalent)	A metric used to quantify greenhouse gas emissions.
UN Global Compact (UNGC)	A UN initiative promoting responsible business practices.
Value chain	The full range of activities required to deliver a product or service.
Year-end	A snapshot of data at the end of the reporting period.

**We ignite the potential of
the energy transition
– in a smart way.**

Give us a call or send us an email if you have any questions, and we will get back to you.

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