Sustainability Report 2024

BOREAL

Boreal Norge AS
v1.0

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Boreal is a leading provider of public transportation in Norway and Northern Sweden, operating within bus, sea, rail, and commercial travel services. Our goal is to be a driving force for green mobility and sustainable solutions in the public transportation sector.

Key Figures 2024

- Revenue: NOK 4.64 billion
- Employees: 2,849
- Passengers: 28.4 million
- Electric buses: 25% (up from 16%)
- Electric vessels: 28%
- Total emissions: 347,513 tonnes CO_2eq (Scope 1–3)

Sustainability Goals and Strategy

Boreal has set ambitious targets:

- Net zero emissions by 2040
- 60% absolute emissions reduction by 2030 (from 2020 levels)
- Focus on green mobility, decent working conditions, and zero tolerance for corruption

Environment and Climate

- The first year where Scope 3 emissions is included in the greenhouse gas inventory
- Scope 3 accounts for 64% of total emissions, primarily from the use of sold fossil fuel
- Increased electrification of busses
- Green Energy team focuses on:
    - Reuse of ferry batteries
    - Energy Management Systems (EMS)
    - Charging infrastructure
    - Renewable fuels (ammonia, methanol)

Social Sustainability

- Established a committee for equality and diversity
- Employee satisfaction: 77% response rate in employee survey
- Turnover: 12%
- Health and safety: 26 injuries, 0 employee fatalities
- Serious bus incident resulting in the death of three passengers

Governance and Ethics

- Zero tolerance for corruption and bribery
- Well-established code of ethics and whistleblowing procedures
- Improved gender balance ensured across the boards

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CEO’s Statement

The Boreal-group is young, yet it has deep roots. From Helgelandske Dampskibsselskap in 1867 until today’s nationwide mobility provider which operates buses, ferries, and rail, our mission has always been the same: to transport people safely and efficiently — now with an ever-stronger focus on sustainability.

2024 has been a year marked by both progress and reflection. We have taken significant steps in the green transition, while also facing challenging events that remind us of the critical importance of safety and human care in our operations.

Three people lost their lives in a tragic accident involving one of our scheduled buses in Hadsel on December 26th. The incident has deeply affected us, and our thoughts and heartfelt condolences go out to the bereaved and all those impacted. An external investigation is still ongoing, and we are cooperating fully with all relevant authorities. We also adhere to our internal procedures to ensure that we learn from this tragic event.

At the same time, we have reached important milestones. Boreal received a Medium Green rating (the second-highest level) from S&P Global Ratings in early 2024. Boreal is the first mobility company in Europe to receive a Medium Green rating following the implementation of the EU Taxonomy in 2020. The rating is based on our strategy, a framework for green investments, a transition plan and our ambitious targets for reducing GHG emissions – developed in 2023.

In Agder, we launched a new bus contract where the majority of operations are electric — a clear sign that the electrification of public transport is accelerating. In the summer of 2024, we also launched Norway’s first electric express bus route. Our long-term goal is full electrification of our bus fleet.

In Trondheim, we celebrated a historic event in 2024: the 100th anniversary of Gråkallbanen — the city’s tram line, which has been electric since its inception. This means that the people of Trondheim have had access to emission-free, sustainable tram transport for a century — a model for the future of mobility.

Another key milestone in 2024 was the development of a group-wide greenhouse gas inventory, including Scope 3 emissions. This provides a much stronger foundation for understanding and reducing our total impact — and demonstrates that we take responsibility for our entire value chain.

In 2024, Boreal underwent a reorganization to strengthen our execution capacity and improve collaboration across the group. We also intensified our efforts on equality and diversity, establishing a dedicated committee to lead this work.

Our vision remains: *Let’s go together*. It is a reminder that we cannot reach our goals alone. Together with our employees, owners, clients, and partners, we will continue to develop solutions that make sustainable choices easier — and bring us closer to a greener future.

Nikolai Utheim
CEO, Boreal

About Boreal

Boreal is a provider of public transportation services within bus, ferry, and rail. We also own several properties for both internal use and lease to external tenants. We operate our business nationwide. In 2021 and 2022, we expanded by acquiring existing bus and taxi operations in northern Sweden. Boreal supplies fuel for internal use and for external sales, through one of its departments, Minol.

Transportation is one of the largest sources of greenhouse gas emissions in Norway, accounting for around one-third of the country's total emissions. According to the Climate Change Act, Norway must reduce its greenhouse gas emissions by 55 percent by 2030 compared to 1990 levels and reach net zero by 2050. As a major transport operator, Boreal aims to contribute to the green transition and be a leading provider of sustainable public transport.

By choosing public transportation, our passengers help reduce emissions for the society. At the same time, increased service production and number of travelers lead to higher emissions from our own operations. We are therefore working to electrify our buses and ferries, and to improve overall energy efficiency. In the long term, we are also exploring the production of our own electricity through solar panels, as well as the use of other renewable fuels.

Boreal is owned by the green infrastructure fund Core Infrastructure III S.A.R.L. (Luxembourg). The fund is classified as an Article 8 fund under the Sustainable Finance Disclosure Regulation (SFDR)[1], meaning it actively promotes environmental and social characteristics in its investment strategy. The fund is managed by Vauban Infrastructure Partners; a leading infrastructure manager headquartered in Paris. Vauban has a strong sustainability ambition and serves as both a driver and guarantor of Boreal's ability to deliver on the green transition: *"We are dedicated stewards of long-term infrastructure investments, driven by a strong commitment to creating a positive impact on the communities we serve. Our mission is to lead a transformative journey toward sustainable development through strategic investments in assets that meet society's evolving needs and environmental challenges."*[2]

[1] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32019R2088
[2] https://vauban-ip.com/en/about-us

Location Map

Key Figures

2023

- Revenue: **4 344 MNOK**
- EBITDA: **552 MNOK**
- Employees: **2 833**
- Passengers: **23 305 075**
- Total KM: **38 411 920**

2024

- Revenue: **4 643 MNOK**
- EBITDA: **432 MNOK**
- Employees: **2 849**
- Passengers: **28 445 589**
- Total KM: **39 612 869**

Environment	2023	2024
EMISSIONS tCO2eq[3,4]		
Scope 1	84 193	90 130
Scope 2 (location-based) Scope 2 (market-based)	0 31 726	78 34 878
Scope 3[5]	19 992	222 505
Total (location-based) Total (market-based)	104 184 135 911	312 713 347 513
SHARE OF ELECTRIC BUSES	16%	25%
SHARE OF ELECTRIC VESSELS	28%	28%

Social	2023	2024
SICK LEAVE	8,0%	8,1%
SHARE OF WOMEN	15%	14%
H2 VALUE	11,2	8,1
NUMBER OF EMPLOYEE FATALITIES	0	0

Governance	2023	2024
FINES/CONVICTIONS FOR CORRUPTION OR BRIBERY	0	0

[3] In 2024, we used Normative.io as the system provider for our greenhouse gas accounting. This has led to some adjustments compared to previous years, due to the use of different emission factors. The most notable impact is seen in Scope 2 emissions. 2024 is also the first year in which Scope 3 emissions are included.
[4]Scope 1 and 2 include operations in Sweden
[5]Scope 3 categories are automatically calculated based on energy consumption, and therefore include operations in Sweden

Highlights 2024

New Contract Launched: In Agder, we launched a new bus contract in the summer of 2024. 90% of all operations are carried out using electric buses.

Shades of Green Rating: At the beginning of 2024, Boreal received a Medium Green rating (second-highest level) from S&P Global Ratings. Boreal is the first mobility company in Europe to achieve a Medium Green rating following the implementation of stricter regulations under the EU Taxonomy in 2020.

Carbon Accounting: Boreal has measured greenhouse gas emissions from its core operations (Scope 1 and 2) since 2019. These represent most of the group's direct emissions. In 2024, Boreal expanded its emissions accounting to include emissions from its properties and its operations in Sweden, providing a more complete picture of the group's climate impact. Emissions from the value chain (Scope 3) were also included. The group has now an even stronger foundation for working towards its emission reduction targets.

Employee Satisfaction: Our employees are Boreal's most important resource, and it is essential that we take good care of them. Dialogue and feedback from our staff are highly valued. In 2024, we included all employees in the group-wide employee survey and achieved a 77% response rate. The results showed strong overall satisfaction, while also identifying areas where we can work actively to further improve the working environment.

Establishment of Equality and Diversity Committee: We established a committee to strengthen competence in the areas of equality and diversity. The committee consists of HR leaders from all companies within the group and will act as a driving force to ensure that everyone has equal opportunities to contribute and participate — regardless of gender, ethnic background, sexual orientation, or disability.

Companies

Boreal Sjø AS

Boreal Sjø AS operates ferry and fast ferry services across Norway. In addition, the company operates Minol, which is a division responsible for the distribution of fuel for internal use and external sales.

Revenue (MNOK): 2 521,9
EBITDA (MNOK): 385,6
Balance (MNOK): 3 996,1
Employees: 919

Ferries: 31
Fast ferries: 25

Total km: 2 756 379
Passengers: 7 487 879

Boreal Buss AS

Boreal Buss AS operates bus routes under contracts with county and municipal authorities across Norway.

Revenue (MNOK): 1 255,3
EBITDA (MNOK): -73,6
Balance (MNOK): 1 495,7
Employees : 1 298
Buses: 749

Total km: 31 747 106
Passengers: 17 602 344

Boreal Travel AS

Boreal Travel AS operates nationwide, offering chartered coach services for domestic and international tours.

Revenue (MNOK): 614,8
EBITDA (MNOK): 1,9
Balance (MNOK): 155,4
Employees : 520
Vehicles: 161

Total km: 3 876 000[6]
Passengers: 2 088 403[7]

Boreal Bane AS

Boreal Bane AS operates the tram line Gråkallbanen and a paint workshop in the city of Trondheim

Revenue (MNOK): 51,2
EBITDA (MNOK): 9,0
Balance (MNOK): 34,5
Employees: 68
Trams: 6

Total km: 325 257
Passengers: 1 266 963

[6] Applies only to fixed contracts. Other operations are not included.
[7] Applies only to fixed contracts. Other operations are not included.

- **Vision:** Let’s go together
- **Values:** Safety – Environment – Quality
- **Goal:** We aim to shape the mobility solutions of tomorrow

We strive to deliver safe and enjoyable travel experiences through a strong focus on safety, service, and environmentally friendly solutions.

Executive Group Management

Nikolai Utheim
Group Chief Executive Officer

Katrine Voll
Group Chief Operations Officer

Joakim Dyrstad Halvorsen
Group Chief Financial Officer

Ronny Lorentzen
Group Chief Technology Officer

Kristoffer Eldrup Evju
Group Director Strategy and Business Development

Lise Kaartinen
Group Chief HR Officer

Steinar Mathisen
Group Director Sjø

Lars-Marius Lilledal
Group Director Commercial

Martin Reberg
Group Director Buss

Sustainability in Boreal

Information about Boreal's Sustainability Work

At Boreal, we have an important societal mission as a public transport provider, and a significant responsibility toward our passengers, employees, and contracting authorities. Our mission is to be a driving force in the development of sustainable mobility solutions for the future. We aim to be a leading player in public transport by delivering sustainable mobility services and by addressing both actual and potential negative impacts on the climate and environment, working conditions, and human rights — within our operations and throughout our value chain. Our vision, goals, and values are built on four core principles:

1. We put safety first
2. We bring out the best in each other
3. We are forward-thinking
4. We always strive to improve

At Boreal, we work to create a positive impact on the UN Sustainable Development Goals (SDGs) through our efforts to promote future-oriented mobility solutions and contribute to a sustainable society. This work supports the sustainability objectives of our owners, customers, and contracting authorities. The companies within the Boreal Group have varying degrees of influence on the different goals. We have identified eight SDGs where we believe our impact is particularly significant:

Figure 1: Selected Sustainable Development Goals for Boreal

Core Principles	UN Sustainable Goals	Actions
We put safety first		Zero-vision related to injuries, bullying and harassment Systematic work with safety and occupational health in the organization Collective agreements ensures decent wages
We bring out the best in each other		Collaboration and a follow-up structure Working for increased investment in greener public transportation Increased focus on circular economy, including repair, reuse and resale
We are forward-thinking		The Boreal School and admission of Trainees Department of Green Energy drives innovation on green energy Electrification of bus and vessel fleet Energy efficiency in energy management systems and charging infrastructure
We always strive to improve		Sustainability integrated into business strategy Employee surveys provide a basis for measures to improve working conditions Continuous improvement of systems

Figure 2: Actions Linked to the Sustainable Development Goals and Core Principles

Principles for the Sustainability Report

For our 2024 sustainability reporting, we have used the EFRAG Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME), applying both the Basic and Comprehensive modules as a starting point for our reporting. VSME ensures that the most relevant sustainability data for a company is disclosed. The standard uses the selection criterion "if applicable" to assess each data point. Items deemed not relevant have been excluded. In some areas, data is not yet available, but we are working toward including the information in the next report. This is stated where applicable.

The purpose of the sustainability report is to provide stakeholders with an accurate and balanced view of Boreal's impacts, risks, and opportunities within the topics we have assessed as relevant under the VSME framework. General reporting principles apply, and the information must be relevant, truthful, comparable, understandable, and verifiable.

The report is presented at a consolidated level and includes all Norwegian companies within the group, that have active operations. See Appendices 1 and 2 for details on companies and operations.

The group is certified according to ISO 14001 (Environmental Management). Boreal Sjø holds an approved Safety Management System from the Norwegian Maritime Authority. The rest of the group and its Norwegian companies are certified under ISO 9001 (Quality Management). In addition, Boreal Buss AS and the Agder East region will during 2025 be certified under ISO 39001 (Road Traffic Safety) and ISO 45001 (Occupational Health and Safety).

Boreal has received a Shades of Green classification from the renowned rating agency S&P Global Ratings, as the first transport company in Europe to do so following the adoption of the EU Taxonomy in 2020. The group was awarded a Medium Green score — the second-highest level achievable.

Organizing Sustainability Work at Boreal

Boreal's sustainability efforts are carried out both centrally and at company levels through the HSEQ, HR, and Operations departments. The Group COO holds overall responsibility for the practical implementation of this work. Risk assessments are reviewed by the ESG Steering Committee, which is the group's body responsible for climate-related matters. The committee consists of members of the executive management team and reports to the Group Chief Executive Officer, who is the formal owner of Boreal's policies and procedures related to climate issues.

The Board of Directors of Boreal Norge AS is responsible for the group's business strategy. ESG and climate-related topics are an integrated part of this strategy. The Board is actively engaged in the group's climate strategy, targets, and measures to reduce its emissions footprint. The Board monitors and reviews the climate strategy on an annual basis.

Vauban Infrastructure Partners requires regular ESG reporting from Boreal. Vauban places a strong emphasis on sustainability, and the agenda of board meetings includes follow-up on metrics, targets, various ESG matters, and updates on climate-related risks and opportunities.

Sustainability-Related Incentive Schemes

In 2024, Boreal did not have any sustainability-related incentive schemes for executive management. This is being assessed on an ongoing basis.

Due Diligence Assessments

Boreal conducts due diligence assessments in accordance with the Norwegian Transparency Act. Considerations related to human rights and the environment are embedded in the group's governing documents. All suppliers are required to respond to questions concerning human rights, labor rights, and environmental practices. These responses are part of the evaluation process, although price remains an important factor. For major procurements of buses and vessels, site visits have been conducted — including to Turkey and China. From 2025, procurement will be centrally managed, with an even stronger focus on supplier screening and supply chain oversight. For more information on our due diligence related to human rights and decent working conditions, please refer to our Transparency Act Statement.[8]

[8] https://www.boreal.no/om-boreal/kontakt/apenhetsloven/

Business Model, Policies and Practices, and Strategy

Business Model

In 2024, the Boreal Group operated within three core business areas: Passenger and vehicle transport by sea (ferries and fast ferries), passenger transport by land (buses and rail), commercial bus operations (charter services, airport coaches, and travel buses). The group also has a division (Minol) to ensure reliable access to fuel for its operations.

Boreal's Business Model:

Our Core Activities Include:	Key Inputs:
Participation in tenders for transport services and preparation of tender documentation	Employees, with emphasis on driving and maritime personnel
Procurement, leasing (and sale) of vehicles, energy, and materials	Purchase/leasing of vessels and buses
Route planning, maintenance, and staffing	Maintenance of vessels and buses
Execution of contracted routes with buses and vessels	Fossil and non-fossil energy for operating vessels and buses
Charter and travel services (bus)	

Ferries and Fast Ferries
Boreal enters contracts with county municipalities and the Norwegian Public Roads Administration (NPRA) to operate public transport services using ferries and fast ferries. The customer is the public authority, while the end users are passengers. The counties and the NPRA handle customer service and ticket revenues. Boreal is compensated according to the terms of the contract. Key inputs include vessels, personnel, and fuel. Ferries and fast ferries represent significant capital investments and are not purchased annually. Major acquisitions are typically linked to new contracts, which increasingly require zero-emission solutions. In 2024, investments were primarily related to maintenance and repairs, where local shipyards being used.

Bus and Rail
Similarly, Boreal enters contracts with municipalities and counties to operate public transport services by bus and rail. The customers are therefore public authorities across Norway. There has also been a growing focus on zero-emission solutions in bus transport. As of January 1, 2024, zero-emission requirements apply to all public bus procurements[9]. New contracts often involve the purchase of new buses, and Boreal works with all major suppliers in the bus market. For electric buses, Chinese manufacturers are currently the most advanced, and Boreal also uses these suppliers.

[9] https://www.regjeringen.no/no/aktuelt/klimakrav-til-buss-fremskyndes-med-ett-ar/id3020105/

Commercial Bus Operations
This includes bus rentals (charter services) for both scheduled routes (such as airport coaches) and private tours. The buses used in commercial operations are typically larger and designed differently than urban busses. Purchases are not always tied to specific contracts but are made as needed. Private customers are increasingly interested in zero-emission buses, and the fleet is gradually being renewed accordingly.

Fuel Distribution Operations
The division Minol sells fuel to Boreal's own operations as well as to external customers. Its primary function is to secure fuel supply for buses and ferries in the organization. We have begun exploring alternative uses for Minol's assets and expertise and are currently building knowledge in renewable energy sources, enabling us to advise other transport companies. This work is carried out in collaboration with the Green Energy team, which is part of the Strategy and Business Development function. Any potential changes to Minol are longer-term and will not affect operations short term.

Policies, Action Plans and Targets

Policies, Action Plans and Targets Boreal:

	Do you have existing sustainability practices/ policies/ future initiatives that address any of the following sustainability issues?	Are they publicly available?	Do the policies have any targets?	If you answered YES to existing practices/ policies/ future initiatives, please briefly describe them along with their consequent actions.	If you answered YES to future initiatives/ targets, please specify them.	The highest senior level in Boreal accountable for implementing them.
Climate Change	Yes	No	Yes	We are offering services with electric buses and vessels on an increasing level. The climate strategy and action plan (2023) describe goals for electrification, reuse of batteries, green fuels for ships, energy management systems (EMS) and charging management systems, as well as a green energy company. We have started implementation in some areas.	Scope 1: Reduction of 60% by 2030, 90% by 2035 and 95% by 2040 Scope 2 (intensity): Reduction of 30% by 2030 Scope 3: Reduction of 55% by 2030, net-zero by 2040	CEO
Pollution	Yes	No	No	The transition to EURO 6 engines buses, electric buses and vessels has resulted in a reduction in pollution to air (NOX). Tires in accordance with EU regulations for minimizing noise and microplastics. Zero vision for emissions and negative environmental impact . Policies related to risk management of oil spills. Continued transition to renewable fuels will reduce pollution.		CEO
Water and Marine Resouces	N/A					
Biodiversity and Ecosystems	N/A					
Circular Economy	Yes	No	No	We are working on the reuse of both materials and infrastructure, including the reuse of batteries and possible integration into charging and grid services. Principles for circularity (repair, reuse, life cycle design) will be included in future supplier agreements.		CEO

Continued:

	Do you have existing sustainability practices/ policies/ future initiatives that address any of the following sustainability issues?	Are they publicly available?	Do the policies have any targets?	If you answered YES to existing practices/ policies/ future initiatives, please briefly describe them along with their consequent actions.	If you answered YES to future initiatives/ targets, please specify them.	The highest senior level in Boreal accountable for implementing them.
Own Worforce	Yes	No	No	We have policies that: - promote equal opportunities, - secure fair remuneration across all employee groups - ensures that all employees have equal access to relevant learning and skills development (job-specific training plans, HSE and environmental training, as well as leadership development programs) -promote zero tolerance for bullying and harassment, in line with the Norwegian Working Environment Act. The policy includes both preventive and reactive measures.		CEO
Workers in The Value Chain	No					CEO
Affected Communities	No					CEO
Consumers and end-users	No					CEO
Business conduct	Yes	No	No	All employees sign the Code of Conduct when they start working at Boreal. Administrive staff signs annually. Code of Conducts includes: -compliance with laws, - integrity - anti-corruption and -principles of human rights. We have whistleblowing policies in line with the Norwegian Working Environment Act and the Ship Labor Act, which provide secure and anonymous whistleblowing channels and protect whistleblowers from retaliation. Our procurement policy ensures ethical and value-based procurement through centralized control, monthly supplier evaluations and structured deviation management. Our anti-corruption policy includes annual risk assessments conducted by general managers, as well as due diligence assessments of suppliers, contractual clauses and training.		CEO

Strategy

To achieve our goal of shaping tomorrow's mobility solutions, we have identified three strategic focus areas: green mobility, decent working conditions for employees, and zero tolerance for corruption and bribery. Future mobility must be green to meet the targets set by the Paris Agreement. Safe and fair working conditions foster innovation and employee engagement, which are essential for developing effective mobility solutions. Strong partnerships throughout the value chain is dependent on trust – corruption and bribery is destructive for this type of venture.

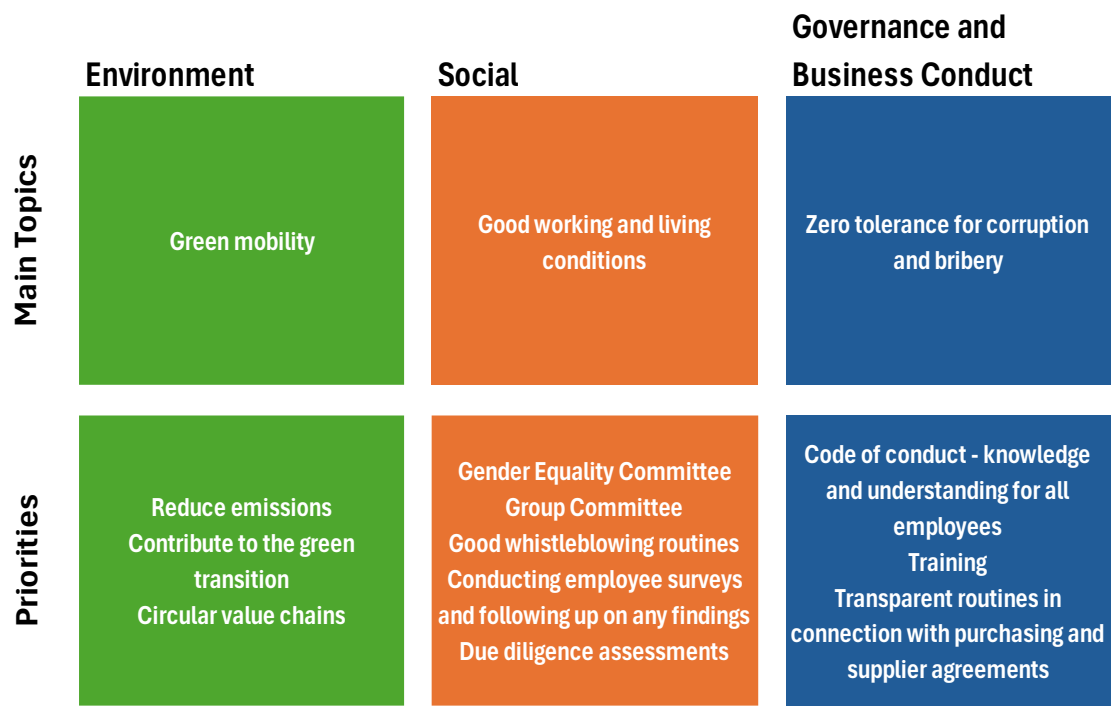


Figure 3: Strategy

Environment
Boreal's climate strategy is to accelerate the development of more sustainable mobility solutions and reduce the Group's carbon footprint using renewable energy sources and services that can act as key enablers of the green transition. These include the electrification of transport, alternative renewable fuels such as ammonia, methanol, and biogas, reduced energy consumption, increased production and availability of renewable energy, enhanced energy storage, and the replacement of fossil-based fuels.

Priority Topics in Boreal's Climate Strategy:

Reduce Emissions	Contribute to the Green Transition	Circular Value Chains
Achieve net zero in our mobility assets and across the value chain	Provide green energy to internal and external transport operators	Facilitate more circular activities in our own operations
2030: Reduce absolute emissions by 60% from 2020 levels	Ensure supply of electricity and renewable energy to internal and external transport operators	Increase durability and lifespan
2040: Net zero for own emissions	Develop in-house electricity supply through solar, wind, energy storage, and establish an Energy Management System (EMS)	Enhance the ability to repair, recycle, and repurpose assets such as batteries

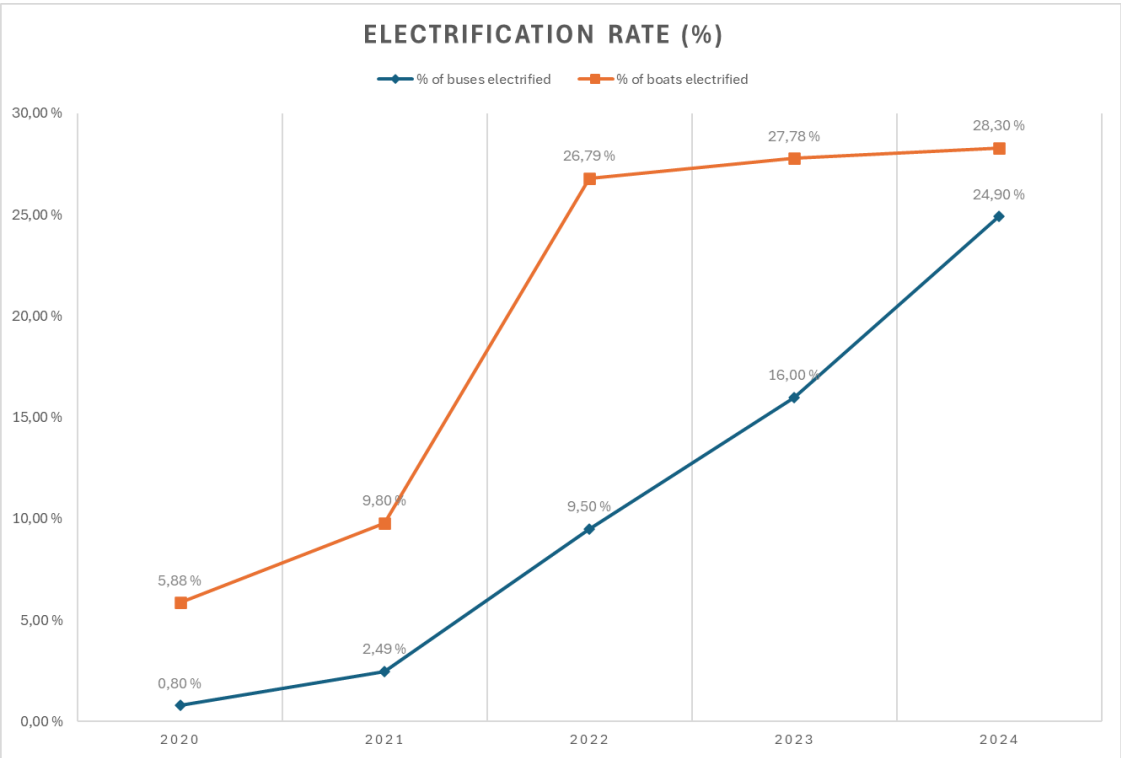


Figure 4: Development in the Share of Boreal's Electric Buses and Ferries (excluding Sweden)

In 2024, we increased the share of electric buses in Norway by 8.9 percent; from 16 percent to 24.9. The number of electric vessels remains unchanged at 28 percent. The transition to electric modes of transport is linked to new contracts. The conditions set in these contracts determine the share of electric buses and ferries. As mentioned, requirements for electric city buses have been introduced, and requirements for zero emissions on ferries and fast ferries will follow.

We have also initiated work related to green energy and circular value chains. We have a dedicated Green Energy team which leads this work. The team is engaged in five main projects:

1. Reuse of ferry batteries: Store power in reused ferry batteries and offer the power to energy companies and grid operators in the electricity reserve market.
2. Energy Management System (EMS): To monitor Boreal's power consumption and to enable the Group to sell power stored in reused batteries in the electricity reserve market.
3. Charging Management System (CMS): To monitor and manage the charging of our own buses.
4. RenewableLab Halden: A training arena for future sustainability requirements.
5. Green fuels: Sale of green fuels instead of fossil fuels, most closely aligned with current activities in Minol and therefore representing the easiest potential for reuse of Minol's facilities, expertise, and customer database. Boreal is currently considering two green fuel options: ammonia and methanol.

Social
Boreal's strategy in the social field is linked to our ambition to be an attractive workplace. We have a zero-vision for bullying and harassment. We have established an Equality Committee. The Group Committee is also a body consisting of representatives from across the Group and is intended to promote the interests of all employees. We have collective agreements that ensure equal pay for equal work. This is an ongoing effort, and the work is described in the last section in this report. Our goals related to social sustainability have a three-year perspective and are linked to:

1. Increasing the proportion of women: The goal is to increase from the current 15% share of women to 20%
2. Employee satisfaction: The goal is to increase from 3.9 to 4.2
3. Reducing number of personal injuries: The goal is to reduce the H2 rate

Governance
We have a zero-vision for corruption and bribery. The strategy is to provide training and continuously remind our employees of the behaviour and attitudes expected of them. From 2025, a central procurement department has been established to further strengthen procurement procedures and ensure consistent implementation of acquisitions.

Climate and Environment

Boreal's business model is the transport of people and vehicles by land and sea. Energy is therefore a major and critical input in the Group's operations. Transport is one of the largest sources of greenhouse gas emissions in Norway, accounting for around one third of the country's total emissions[10]. Public transport represents a smaller share of overall transport, and by choosing collective modes of travel, emissions are reduced compared to, for example, the use of private (fossil-fuelled) cars.

Energy Consumption

The table below shows that Boreal used 390,655 MWh of energy in 2024. An estimated 2.11% of this was renewable energy, while the remainder is estimated to have come from fossil sources.

Boreal's Energy Consumption:

	Renewable Energy Consumption (MWh)	Renewable Energy Consumption (MWh)	Total Energy Consumption 2024 (MWh)
Electricity	2 893	50 583	53 476
Fuel	5 369	331 810	337 179
Total	8 261	382 393	390 655
	2,11%	97,89%	

The energy consumption is calculated using our system solution for greenhouse gas accounting[11]. The reason why Boreal, despite increased electrification, appears to have a low share of renewable energy is that the Norwegian energy mix includes a high proportion of fossil thermal power. This is because Norway exports hydropower and imports electricity with a high share of fossil thermal power.

Carbon Accounting

The greenhouse gas inventory follows the rules of the international standard for climate reporting, the Greenhouse Gas Protocol (GHG Protocol). For the 2024 inventory,9we have used a system solution for greenhouse gas accounting to assist with data processing and emissions calculations[12] . The solution is based on science-based calculations and factors.

Greenhouse gas accounting in accordance with the GHG Protocol divides emissions into three categories: direct emissions (Scope 9), indirect emissions from purchased energy (Scope 2), and all other indirect emissions related to the company's goods and/or services that are not controlled by the company itself (Scope 3).

Boreal has a high proportion of activity-based data (90.8%), meaning that we measure actual consumption in litres and kWh. This provides more accurate emissions data than more secondary calculations, based on spend or area. Boreal aims to obtain even more activity-based data for the 2025 reporting.

[10] National Transport Plan 2025-2036, page 8
[11] https://normative.io
[12] For 2024, we have used Normative's system solution (http://normative.io)

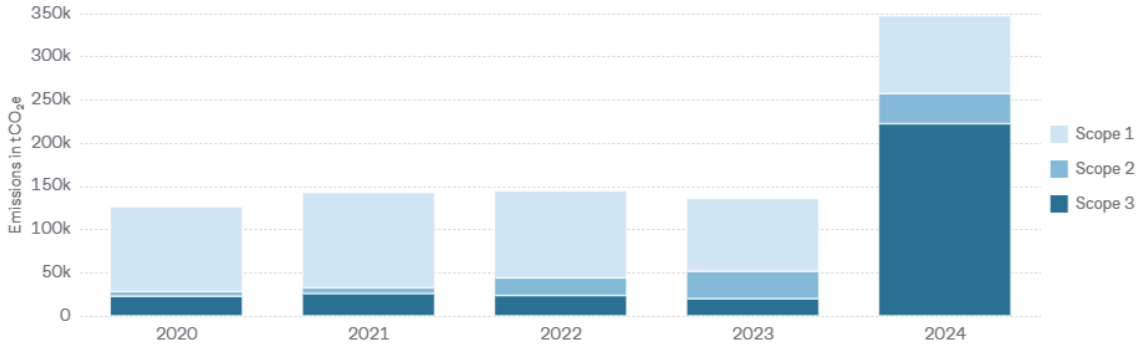


Figure 5: Greenhouse Gas Emissions – Boreal

Boreal has since 2020 prepared greenhouse gas reports. The reporting has gradually improved. For the years 2020–2023, reporting covered Scope 1 and 2 emissions related to the core business—namely, the transport of passengers by boat, bus, and rail. Starting in 2024, we have included Scope 3 emissions, i.e., indirect emissions in the value chain, both upstream and downstream. In 2024, we also included emissions related to our properties as well as our operations in Sweden.

Carbon Accounting – Boreal:

	Base year	2023	2024	Change from previous year	Change from base year
Scope 1 GHG emissions					
Gross Scope 1 GHG emissions (tCO2eq)	98 335	84 193	**90 130**	5 937	-8 205
Endring i %				7,1 %	-8,3 %
Scope 2 GHG emissions					
Gross location-based Scope 2 GHG emissions (tCO2eq)	102,7	0	**78**	78	-25
				N/A	-24 %
Gross market-based Scope 2 GHG emissions (tCO2eq)	5 418	31 726	**34 878**	3 152	29 460
				9,9 %	543,7 %
Significant scope 3 GHG emissions					
Total Gross indirect (Scope 3) GHG emisssions (tCO2eq)			**222 505**		
1. Purchased goods and services			**23 736**		
2. Capital goods			**9 205**		
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	22 785	19 992	**21 678**	8,4 %	-4,9 %
4. Upstream transportation and distribution			**555**		
6. Business traveling			**950**		
7. Emplyee commuting			**4 803**		
9. Downstream transportation			**266**		
11 Use of sold products			**161 290**		
13 Downstream leased assets			**14**		
15 Investments			**8**		
Total GHG emissions					
Total GHG emissions (location-based) (tCO2eq)	**98 438**	**84 193**	**312 713**		
Total GHG emissions (market-based) (tCO2eq)	**103 753**	**115 919**	**347 513**		

The table shows, in addition to emission figures for 2024, figures for the base year 2020 for Scope 1 and 2, as well as figures for 2023 to provide a basis for comparison with the 2024 emissions.

In total, Boreal emitted 347.5 thousand tonnes of CO_2eq in 2024. This is distributed as follows:

90.1 thousand tonnes (25.9 % of total emissions) in Scope 1,
34.9 thousand tonnes (10.0 % of total emissions) in Scope 2 (market-based),
and 222.5 thousand tonnes (64,1 % of the total) in Scope 3.

Using location-based electricity, Scope 2 emissions are reduced to 78 tonnes of CO_2eq.

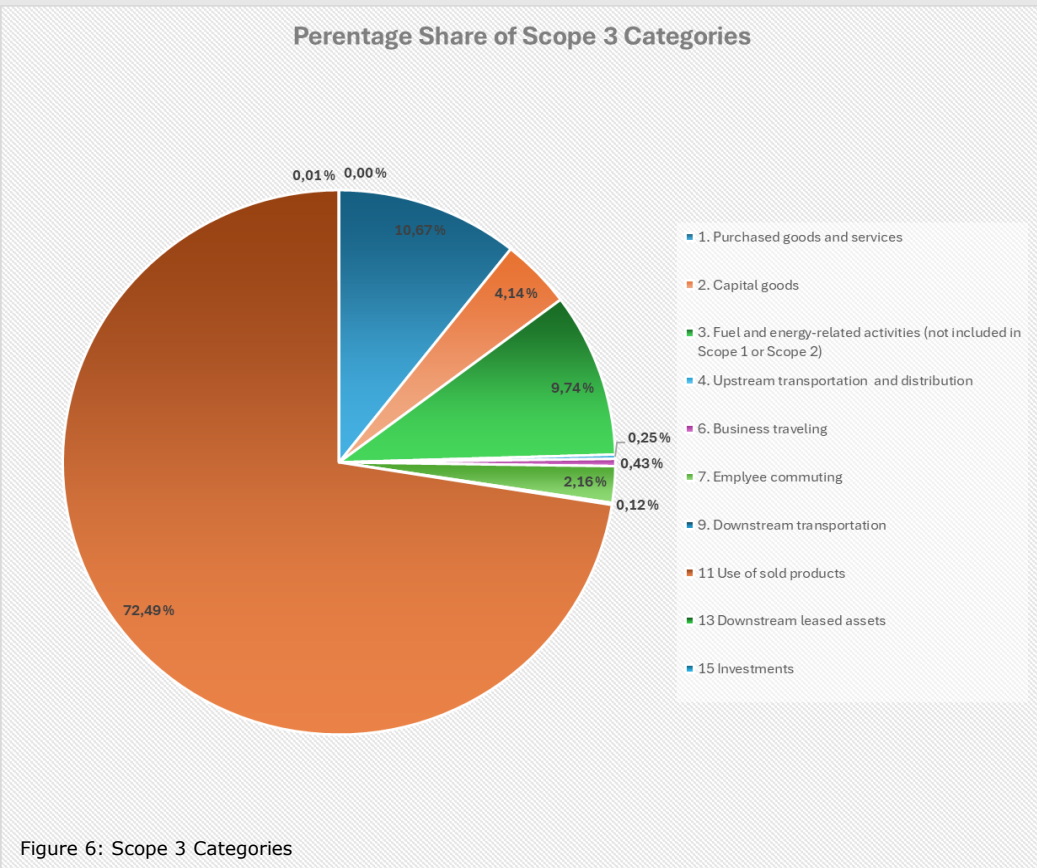


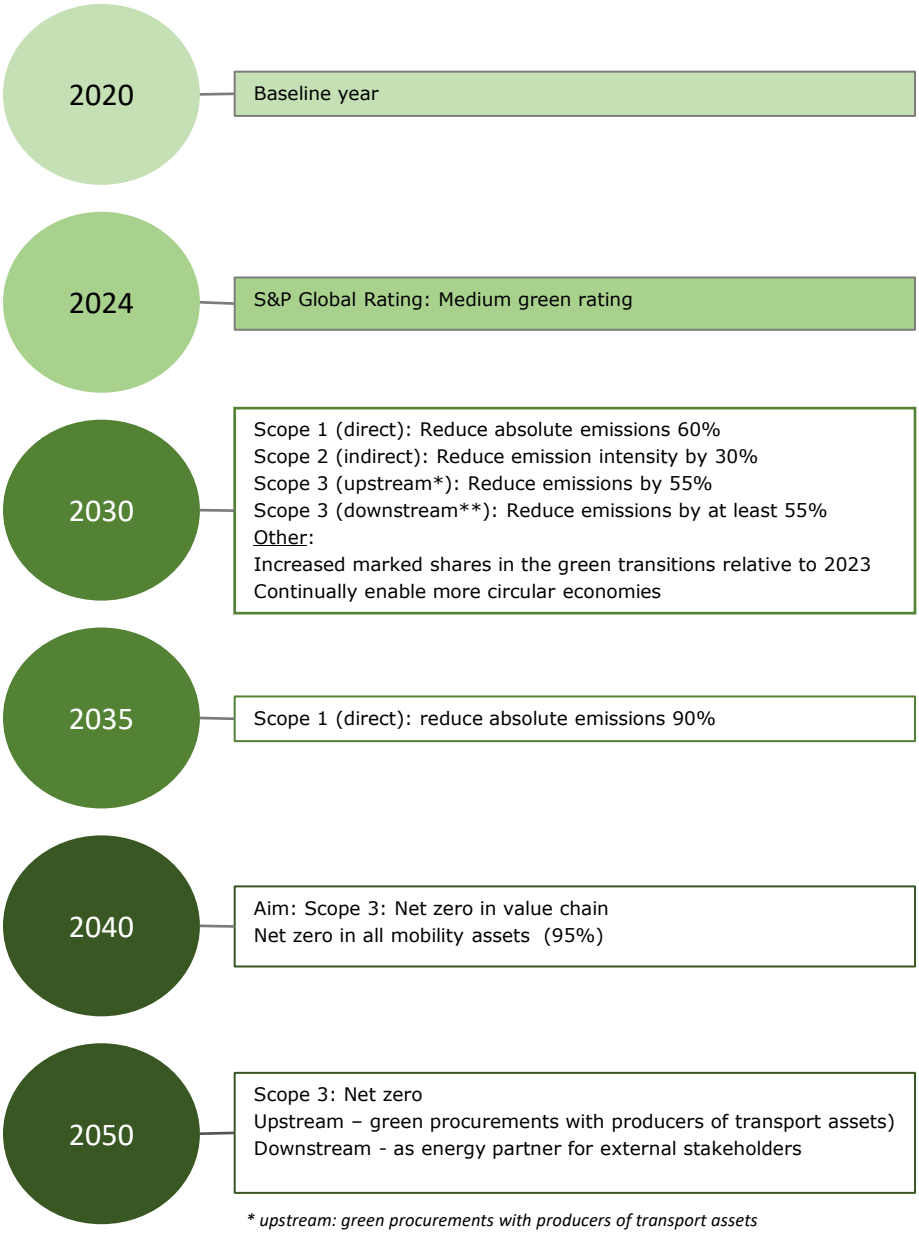
Figure 6: Scope 3 Categories

The Boreal Group has Scope 3 emissions of 222.3 thousand tonnes of CO_2eq. (Excluding data Boreal Sverige AB and its subsidiaries.) Scope 3 is divided into 15 different categories, and we have selected the categories we identified to be most relevant to Boreal. The base year for calculating Scope 3 emissions is 2024.

Category 3.11 – Use of sold products – accounts for 72,5% of the Scope 3 CO_2eq emissions, as it relates to use of fossil fuels sold by Boreal.

Emissions Reduction Targets

Targets – emissions reduction



** upstream: green procurements with producers of transport assets*
*** downstream: as an energy partner enable external stakeholders to reduce scope 3*

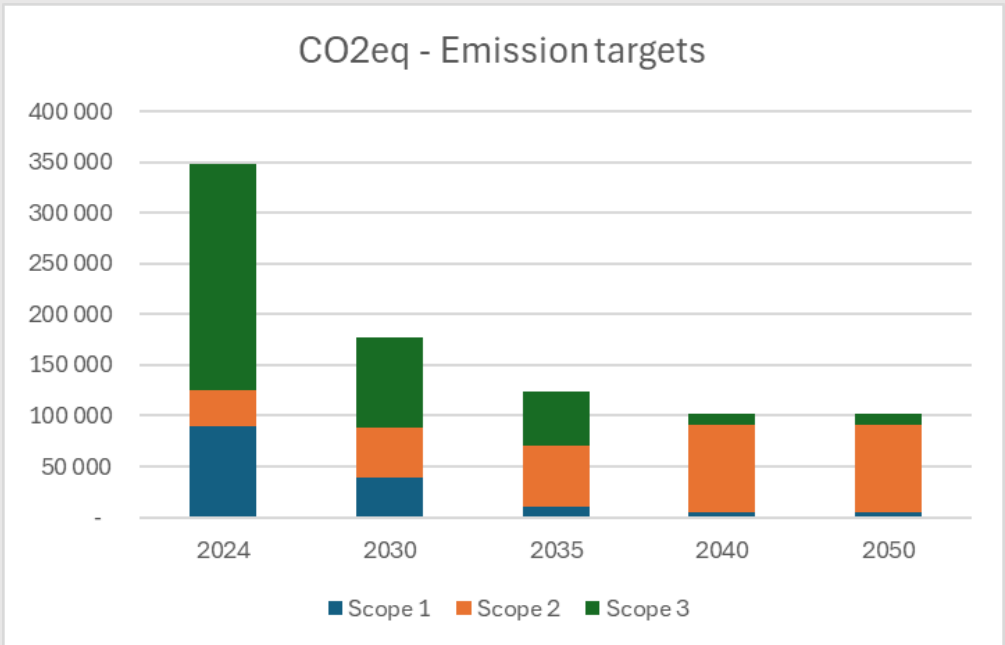


Figure 7: Anticipated emissions

The figure above shows the anticipated emissions for the Boreal Group assuming the set targets are achieved. We have reduced emissions for Scope 1 and 3 in accordance with these targets. For Scope 2, we have set a target for reducing emission intensity. However, an increase in actual Scope 2 (market-based) emissions is expected due to increased electrification. We have assumed an increase of 40% from 2024 to 2030, 25% from 2030 to 2035, and another 40% from 2035 to 2040. This assumes that market-based electricity will become less fossil-intensive due to a higher share of renewables in the European energy mix. Boreal will partly produce its own energy, and to some extent purchase guarantees of origin. Thus, even with increased electrification the emissions in Scope 2 (market based) will not increase as much as if today's factors were to be used.

Boreal has set a target of reaching net zero in Scope 1 by 2040. The reductions will primarily be achieved through a transition to renewable energy. This is based on the expected awarding of new contracts involving zero-emission vessels and buses, in line with government signals. To achieve this ambition, it is a prerequisite that the authorities will follow through and that technology for green, emission-free fuels will become available for larger vessels.

For Scope 2, we have set a target of reducing emission intensity and thus get more effect from the electricity used. As of today, we have not started measuring this.

For Scope 3, we also have ambitious emission-reduction-targets. As mentioned, the largest emissions in Scope 3 are related to the use of sold fossil fuels. There are long-term plans to phase out this activity and instead offer green energy. We have not yet established a timeline for implementation, but the ambition is net zero by 2040.

Status Scope 1

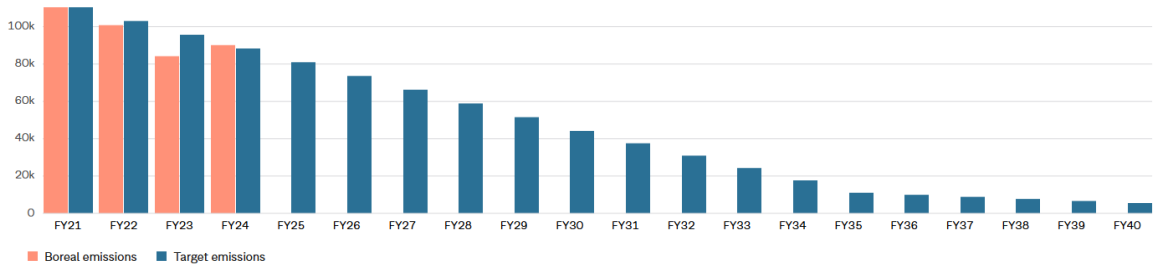


Figure 8: Development in Scope 1 Emissions

We have been able to reduce Scope 1 emissions by 8.3% from the base year of 2020. This is attributed to our investment in electric buses and vessels. Revenue has increased during the same period, meaning we have partially succeeded in decoupling the increased revenue from emissions. Despite the increased electrification, we saw an increase in emissions from 2023 to 2024. This is partly due to the use of backup diesel-ferries, as well as higher fuel consumption caused by weather and other conditions. Going forward, we will place greater focus on energy efficiency measures for vessels to ensure optimal energy use.

Status Scope 2

We have not yet started measuring the emission intensity regarding Scope 2. We have measured the emission intensity regarding all emissions from Scope 1 and 2 per km driven, see the next page.

Status Scope 3

2024 is the base year for Scope 3. For the first time, we have gained an overview of which categories contribute the most emissions and can implement measures related to the various categories to achieve planned reductions. As mentioned, the largest emissions in Scope 3 are linked to the use of sold diesel. This represents significant revenue for Boreal, and before we can reduce these emissions, we must identify alternative revenue sources from green energy. This is a market maturation process, and it may take time before demand for fossil fuels decreases and demand for green energy increases. Boreal will actively monitor this and is in close contact with customers to encourage a shift toward greener fuels, benefiting both the customer and our own Scope 1 emissions. Boreal will also contact its largest suppliers to encourage more accurate reporting of emissions related to purchased goods, services, and capital goods. For employee commuting, this will gradually be electrified in line with the electrification of the Norwegian vehicle fleet. Boreal encourages its employees to use public transportation, although this is often challenging for drivers and others working shifts. Starting from next year we will be able to compare Scope 3 emissions and see the effect of our work towards a greener society.

Emission Intensity

Emissions per driven km
Boreal has measured the emission intensity "Total CO_2e kg emissions per km" for buses and vessels since 2019. This measures emissions from vessels/buses relative to kilometers driven.

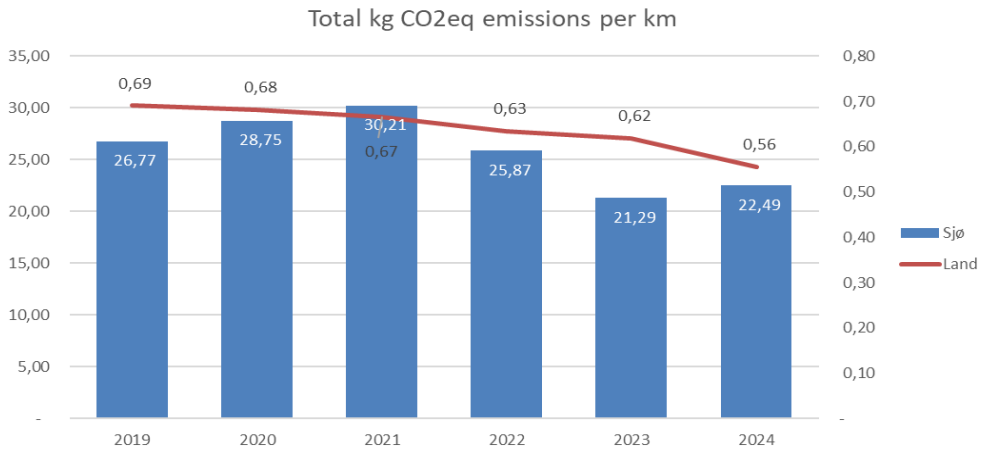


Figure 9: Development in Emissions per km

Sea: As shown in the figure above, there is an increase in emissions from 2019 to 2021, followed by a decline in 2022 and 2023, before we see a slight increase again in 2024. The route network has remained the same, and the increase in 2024 is, as mentioned above, due to less use of electric ferries than planned on certain routes, as well as poor weather conditions requiring increased energy consumption.

Land: Here, there has been a steady decline in line with increasing electrification. New contracts have included a growing share of electric buses, so even though the number of kilometers driven has increased, emissions per kilometer have decreased.

Emissions per MNOK in revenue
From 2024, we will also measure emissions intensity per MNOK in revenue. This will be the first year we measure this, as 2024 is the first year we include Scope 3. Per MNOK, emissions amounted to 67 tonnes CO_2eq or 75 tonnes CO_2eq, depending on whether we use the location-based or market-based calculation method.

Emission Intensity per Revenue:

Emission Intensity per Revenue	2023	2024	Change in %
Revenue in MNOK		4 643	
Total Emissions (location-based)		312 713	
Total Emissions (market-based)		347 513	
Total Emissions in Tonnes CO_2eq (Location-Based) per MNOK Revenue		67,4	
Total Emissions in Tonnes CO_2eq (Market-Based) per MNOK Revenue		74,8	

Transition Plan

In 2024, Boreal adopted a transition plan outlining how the company can move from being a major consumer of fossil fuels to becoming a leading player in green transport. The transition to greener mobility is intended to ensure Boreal's competitiveness and profitability, while also contributing to the green shift. To achieve this transition, Boreal must shift from fossil fuels to green energy. A range of green energy options were assessed, and based on this evaluation, the following areas were selected for further exploration:

1. Battery technology and charging infrastructure are being developed for buses and for commercial sale
2. Energy Management System (EMS) to use energy as efficiently as possible
3. Solar (and wind) power to be established where feasible
4. Green fuels (biofuels, e-fuels, hydrogen, and ammonia) to be explored in addition to electrification

The plan includes how and when Boreal will phase out fossil fuels and how and when new fuels will be phased in. This is largely based on the expiration of existing contracts, which will increasingly be renewed based on green fuels. This aligns with government requirements for new public contracts for ferries and buses. High-speed vessels may take longer to implement, as the technology is not yet as mature in this area. The plan requires organizational changes and, in part, significant investments, which will be partially financed through support from Enova. Boreal's Green Energy team continues to quantify the necessary investments to reach our goals, as well as the financial impacts of physical risks, transition risks, and relevant opportunities.

The plan will be revised and further developed in 2025–2026 to ensure deeper integration into management and the organization for continued implementation.

Climate Risk

Climate risk is integrated into risk management processes across the entire organization. The process is used to determine which climate risks we should focus on going forward. In 2025, we will expand the climate risk analysis to include various scenarios, to further improve the decision-making basis related to climate risk. As of today, we have identified the following topics:

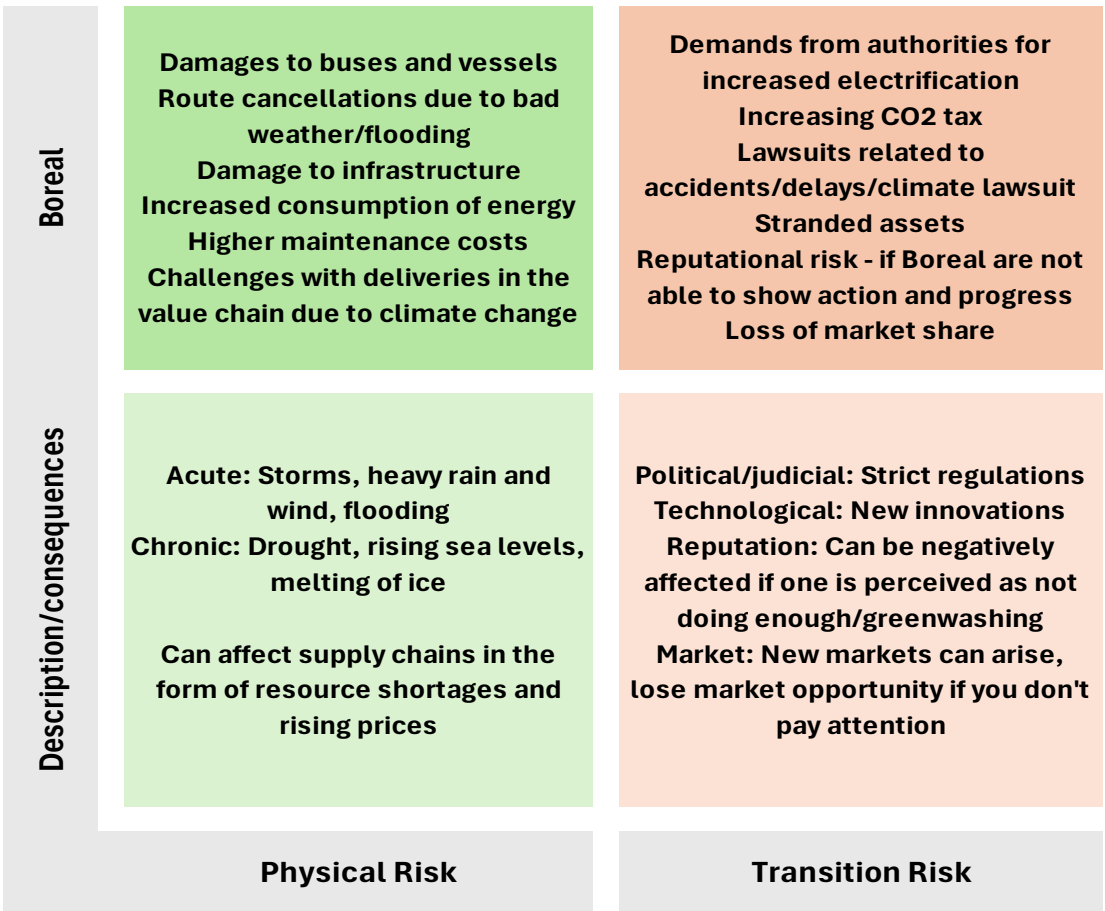


Figure 10: Climate Risk

Physical Risk
Boreal's assets are exposed to acute weather events – such as storms, heavy rain and wind, and flooding – which can disrupt operations and immobilize assets, including but not limited to, buses and vessels. These acute weather events can also limit access to the infrastructure the industry depends on, including roads, ports, and depots, and increase the risk of accidents. Over time, both acute and chronic risks – changing precipitation patterns and rising sea levels – may shorten the lifespan of vehicles and infrastructure. This may lead to increased maintenance costs and energy consumption, as poor weather results in higher energy use. This is particularly relevant for vessels, which consume large amounts of energy.

Transition Risk
Regulations related to society's expectations for reducing greenhouse gas emissions based on international commitments are increasingly expected to impose requirements on Norwegian companies. The Climate Act states that Norway shall be a low-emission society by 2050. The Government's Climate Status and Climate Plan (2023–2024) has also led to the introduction of zero-emission requirements in Public Transport Authority (PTA) contracts for all city buses and ferries from 2024, and all fast ferries from 2025. This may result in higher regulatory costs and require investments in new engine technologies (batteries), as well as the use of more expensive alternative fuels (such as liquefied natural gas, green hydrogen, and biofuels) or new infrastructure. Consequently, there is a risk of stranded assets (assets that lose their value) and reputational risk if one falls too far behind competitors and thereby loses market share.

As mentioned above, Boreal has a dedicated team working on green energy, which will contribute to reducing this risk.

Pollution of Air, Water, and Soil

Pollution can take the form of emissions to air, water, and land. Noise can also be considered pollution if it occurs over extended periods and above a certain level, e.g., traffic noise. Boreal's operations cause pollution, which can have serious consequences for stakeholders, especially people living near major routes for sea or road transportation. The Pollution Control Act ensures that pollution and waste do not harm human health or negatively impact nature. In addition, Boreal has policies and procedures related to several aspects of pollution issues, including oil spills on land and at sea.

NOX
Boreal Sjø AS is subject to NOX reporting requirements and reported emissions of 445 tonnes in 2024. Bus operations also result in some NOX emissions, totalling approximately 13 tonnes. This is calculated based on emissions per kilometre of 0.12 grams/km for Euro VI and 6.65 grams/km for Euro V (and others)[13].

Boreal's Nox Emissions:

Nox Emissions	2024
From Vessels	445 339 kg
From Buses	12 938 kg
EURO VI	3 343 kg
EURO V	9 062 kg
Other	533 kg
Total	**458 277 kg**

Microplastics
A relatively "new" topic within pollution is microplastics related to road transport. Tire wear and road dust account for approximately 40 percent of total microplastic emissions from land-based sources. Tire wear is assumed to be the largest source of microplastics from land. The emission is around 8,000 tonnes of microplastics each year[14]. Electric cars and buses are heavier than fossil-fuelled cars and buses and therefore emit more microplastics during driving. Therefore, increased electrification will lead to increased emissions of microplastics. Boreal is focused on this issue and uses new high-quality tires with less plastic.

[13] https://www.tiltak.no/0-overordnede-virkemidler/0-4-kunnskap-og-verktoey-som-hjelpemidler/utslipp-fra-euro-vi-busser-i-virkelig-trafikk/
[14] https://www.miljodirektoratet.no/ansvarsomrader/avfall/plast-i-havet/mikroplast/

Biodiversity and Water

Biodiversity
We have reviewed all Boreal's locations and compared them with vulnerable areas. Our locations are primarily connected to existing developments, and we have not been able to identify any vulnerable ecosystems adjacent to our areas.

Water
We have not measured water consumption in Boreal for this report. Our operations do not involve particularly large amounts of water-usage. Washing of vehicles and vessels results in some water consumption, but we primarily use external washing facilities for this.

Use of Resources, Circular Economy, and Waste Management

Use of Resources and Circular Economy
Circular economy, particularly related to batteries, is one of Boreal's strategic focus areas. Among other things, we are working to find a solution for how used ferry-batteries can be integrated into a charging system. We are increasingly focusing on repairs to extend the lifespan of our assets. We have a tire leasing agreement where we pay per driven kilometre. The supplier ensures recycling in accordance with regulations. Used tires are collected for reuse, material recycling, and energy recovery. Some of the rubber from old tires is used to produce new tires. Most used tires are shredded and used in the production of other rubber products or incinerated in special furnaces to produce district heating and energy.

Waste Management
We do not have an overview of the total number of kilograms of waste generated in the group. We use several local suppliers, and the waste is largely related to residual waste from buses and vessels. In 2025, an initiative is launched to gain better oversight and control of waste.

The EU Taxonomy

To succeed in the green transition, it is necessary to direct capital toward green and sustainable projects. One instrument is the EU Taxonomy, which is a classification system for economic activities. The taxonomy provides a description of the economic activities covered by the framework ("eligible"). If the activity is covered, it must then be assessed whether these activities are environmentally sustainable ("aligned") or not.

To be environmentally sustainable, the activity must meet the following criteria:

1. Contribute to at least one of the six environmental objectives
2. Do no significant harm to any of the other environmental objectives (DNSH)
3. Meet minimum requirements for social and governance standards

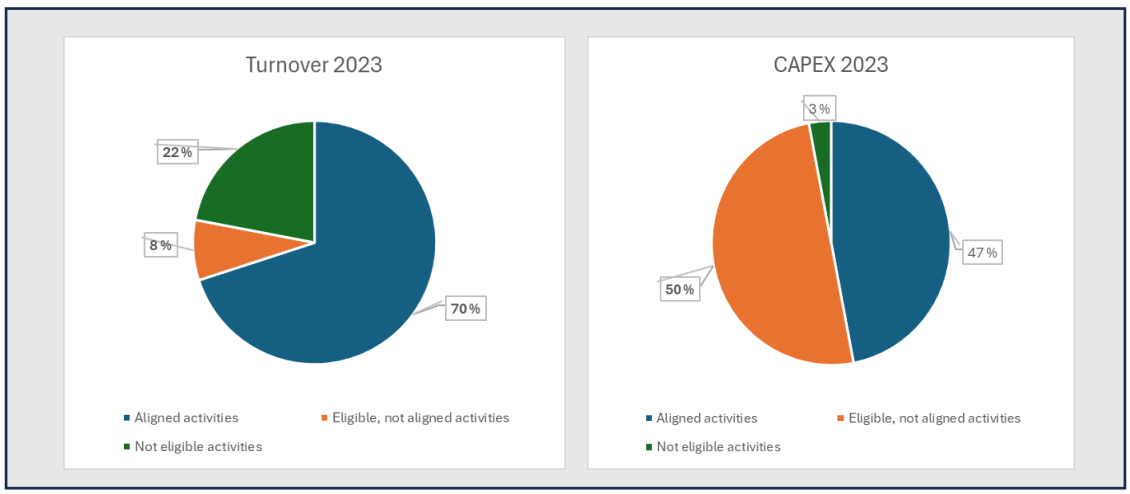
Environmental Objectives in the Taxonomy
1. Climate change mitigation
2. Climate change adaptation
3. Water and marine resources
4. Circular economy
5. Pollution
6. Biodiversity and ecosystems

For each economic activity described in the taxonomy, a set of technical screening criteria has been developed to assess whether the requirements for substantial contribution and do no significant harm are met. Based on screening against these criteria, the following KPIs must be reported: turnover, capital expenditures, and operating expenditures.

In 2023, we carried out a major project related to the EU taxonomy. In 2024, we have seen an increase in the share of electric buses, but we have not found it appropriate to conduct a new classification. The figures presented in this report are therefore from 2023.

Boreal's Taxonomy of 2023:

Boreal Group	Revenue	CAPEX
Aligned activities	70%	47%
Eligible, not aligned activities	8%	50%
Not eligible activities	22%	3%



70 percent of Boreal's identified activities can substantially contribute to Environmental Objective 1: Climate Change Mitigation. A substantial contribution to climate change mitigation is defined in Article 10 of the regulation and concerns avoiding or reducing greenhouse gas emissions, as well as increasing the uptake of greenhouse gases. For Boreal's transport activities, this means that vehicles/vessels with zero direct CO_2 emissions contribute substantially to climate change mitigation. This requirement is met for the group's electric fast ferries, ferries, and buses. For buses, there is a transitional arrangement until 2025, where Euro Class 6 buses used for interurban transport and with specific body types meet the requirement for substantial contribution even though they have direct CO_2 emissions.

47 percent of the group's investments were classified as green in 2023. This means that, like revenue, they can be said to substantially contribute to Environmental Objective 1. The DNSH criteria were assessed and found to be met.

Boreal meets the requirements for social and governance standards. Reference is made to the group's Transparency Act statement [15] and equality statement (a separate chapter at end of this report).

[15] https://www.boreal.no/om-boreal/kontakt/apenhetsloven/

Social

Own Employees – General Information [16]

Boreal operates in a market that requires a large workforce – both to operate buses, ferries, and trams, and to provide support and leadership. For many employees, the work involves shift and rotating schedules, with the added challenges this entails. Group CEO Nikolai Utheim emphasizes: *"For me, the people are Boreal's gold, and they must be managed in a very good and solid way."* Boreal actively works to be an attractive employer and to recruit and retain its employees. As mentioned, these are demanding jobs, and a certain level of turnover is natural in this industry. In 2024, Boreal had a turnover rate of 12 percent.

Type of Employment in Boreal:

Type of Contract	Employees (number per 31.12.24)
Temporary employment	50
Permanent employment	2 799
Total number of employees	2 849

Share of Male and Female Employees in Boreal:

Gender	Employees (number per 31.12.24)
Male	2 422
Female	427
Total number of employees	2 849

Health and Safety

Health and safety in the workplace are extremely important to Boreal. We have a zero-accident vision, and safety is part of our core values and a fundamental pillar of all the work we do. We have a strong focus and solid routines in place for this. Nevertheless, accidents and undesired incidents may still occur.

Injuries in Boreal:

	2024	2023
Number of employee injuries	26	41
H2 Value (TRIF)	8,1	11,2
Number of injuries to end users/customers	61	52
Number of employee fatalities	0	0
Number of end user/customer fatalities*	3	0

*Serious incident in Hadsel in Lofoten, December 2024, where three passengers died.

[16] Only Norwegian companies included

Remuneration, Collective Agreements, and Training

In Norway, there is no statutory minimum wage, but we have a well-functioning tripartite cooperation and enter into collective agreements that ensure employees a decent living wage. Boreal operates as part of the organized labour market and is subject to an established legal and contractual framework. The collective agreements Boreal has entered, provide employees with good working conditions and wages that, at full time employment, offer the opportunity to make a good living.

Women's Percetage of Men's Salary in Boreal:

Women's Percentage Share of Men's Total Annual Salary	Norway
Managers	97 %
Middle Managers	107 %
Administrative Staff and Specialists	89 %
Operational Positions	100 %

In the group, more than 85% of employees are covered by collective agreements. An overview of training hours broken down by gender will be provided in the next reporting.

Human Rights

Norwegian law provides strong protection for many of the fundamental human rights related to working conditions in Norway, and it is therefore not considered necessary to include a prohibition against child and forced labor in relation to our own workforce.

Boreal's Policies for Human Rights:

Guidelines and Processes for Human Rights	Yes/No
Does the company have a Code of Conduct or a human rights policy for its own workforce? Do these guidelines include:	Yes
Child labour	No
Forced labour	No
Human trafficking	No
Discrimination	Yes
Accident prevention	Yes
Other; if yes, please describe:	No
Right to file complaints	Yes

Boreal has increasingly begun to anchor human rights throughout the organization. In 2024, a new Code of Conduct was developed, among other things to better address the requirements of the Transparency Act.

Through a more comprehensive Code of Conduct, the group aims to raise awareness of how the companies, and each individual employee, can contribute to ensuring that fundamental human rights and the requirement for decent working conditions are respected. This is particularly with regards to promoting equality and preventing discrimination and harassment. Due to a restructuring of the group, the implementation of the new guidelines was postponed to 2025. In this context, an e-learning program is being developed to reach as many people in the organization as possible, thereby ensuring a shared ethical foundation and compliance.

Serious Events Related to Human Rights Violations in Boreal or its Value Chain:

Serious Adverse Events Related to Human Rights Violations	Yes/No
Has the company had confirmed incidents within its own workforce related to:	
Child labour	No
Forced labour	No
Human trafficing	No
Discrimination	No
Accident prevention	No
Other	No
Is the company aware of any confirmed incidents involving workers in the value chain, affected local communities, consumers, or end users? If yes, please specify.	No

Statement Pursuant to the Transparency Act
Boreal prepares a statement pursuant to the Transparency Act, outlining how the group works with human rights in the supply chain[17].

Business Conduct

Boreal's reputation and trust in the market depend on the competence, professionalism, and ethical conduct of its employees. This applies both to operations and to the conduct of each individual employee. All are expected to refrain from actions that could damage the group's reputation and to act with integrity and due care. The group has zero tolerance for corruption. We have developed an anti-corruption program aimed at preventing and reducing the risk of corruption. Through risk assessments, we identify vulnerable areas and work processes related to the business. The managing director of each subsidiary is responsible for the annual identification of risk areas. For a more detailed description of Boreal's work related to ethical conduct, see the statement pursuant to the Transparency Act[17].

Convictions and Fines Related to Corruption and Bribery

No corruption cases or related legal disputes were registered in Boreal in 2024. There were no convictions or fines related to corruption and bribery in 2024.

[17] https://www.boreal.no/om-boreal/kontakt/apenhetsloven/

Income from Certain Sectors and Exclusion from EU Reference Benchmarks

Through Minol, Boreal has revenues of NOK 756 million from the distribution of fossil fuels, primarily diesel. This represents 16.3% of the group's total revenue of NOK 4.64 billion.

As defined in Articles 12.1 and 12.2 of Commission Delegated Regulation (EU) 2020/1818, the following companies are excluded from the EU Paris-aligned reference benchmarks:

a) companies that derive 1% or more of their revenues from the exploration, mining, extraction, distribution, or refining of coal and lignite;
b) companies that derive 10% or more of their revenues from the exploration, extraction, distribution, or refining of oil fuels;
c) companies that derive 50% or more of their revenues from the exploration, extraction, production, or distribution of gaseous fuels; and
d) companies that derive 50% or more of their revenues from electricity generation with a greenhouse gas intensity exceeding 100 g CO_2 e/kWh.

Since Boreal derives 16.3% of its revenues from the distribution of diesel, Boreal is excluded from the EU Paris-aligned reference benchmark.

Gender Diversity Ratio in Boards and Management

In connection with the Limited Liability Companies Act's new requirements for balanced gender representation to promote gender equality in the business sector, a review of all boards of directors of the Group companies was carried out in 2024. Amendments for all companies were implemented to meet the Act's requirements for gender balance, although the Act has different dates for entry into force for the Group's companies based on size.

Gender diversity ratio is the ratio of women to men.

Boards of Directors:

	Total	Women	Men	Gender diversity ratio
Valhall Topco AS	4	1	3	33%
Boreal Holding AS	5	2	3	67%
Boreal Norge AS	3	1	2	50%
Boreal Sjø AS	8	3	5	60%
Boreal Buss AS	5	2	3	67%
Boreal Travel AS	5	3	2	150%
Boreal Bane AS	5	1	4	25%

Management:

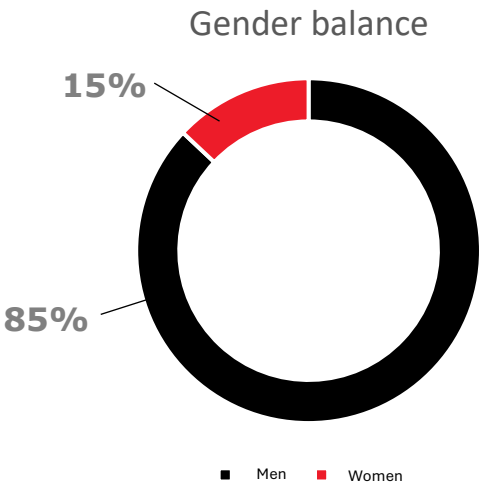
	Total	Women	Men	Gender diversity ratio
Group management	8	1	7	14%
Boreal Sjø AS	6	0	6	0%
Boreal Buss AS	6	2	4	50%
Boreal Travel AS	5	2	3	67%
Boreal Bane AS	5	0	5	0%

BOREAL

Gender Equality Statement

PART 1 Status of Gender Equality in 2024

Total employees	**2849**
Full time	2659
Part time	140
Temporary	50



Parttime employment

Men **82%**

Women **18%**

Average number weeks parental leave

Gender Distribution Across Job Categories

Boreal's Gender Distribution:

Job Categories	Women	Men	Proportion of women	Total
Group 1: Managers	8	32	20 %	40
Group 2: Middle Managers	22	73	23 %	95
Group 3: Administrative Staff and Specialists	118	167	41 %	285
Group 4: Operational Positions	300	2 129	12 %	2 429
Total	448	2 401	15 %	2 849

Gender Pay Gap

Boeral's Pay Gap:

Job Categories	% Average Annual Salary Women Lower Than Men
Group 1: Managers	-3 %
Group 2: Middle Managers	7 %
Group 3: Administrative Staff and Specialists	-11 %
Group 4: Operational Positions	0 %*
Total All Groups	**-1 %**

Description of Group Classification

- Group 1 Managers
  - This group consists of the executive management team and all managers reporting to them, with individually negotiated salaries.

- Group 2 Middle Managers
  - This group consists of middle managers across all disciplines (payroll, HR, operations managers, area managers, accounting, etc.). The group has individually negotiated salaries.

- Group 3 Administrative Staff and Specialists
  - This group has individually negotiated salaries. There are varying areas of responsibility and competence requirements at this level, and the group is combined to meet the minimum gender representation requirement at the level.

- *Group 4 Operational Positions
  - This group includes various job categories, all regulated by collective agreements. Within each job category, equal pay for equal work is practiced, but there are differences between categories based on collective agreements. Examples of employees in this group include sailors, captains, bus drivers, and catering staff.

The structuring of job levels used in the report is based on the company's existing job codes. However, it is reasonable to assume that part of the reason for the gender pay gap is due to the classification of job levels rather than actual discriminatory practices.

Salary data is sourced from the company's payroll system for the 2024 fiscal year, and the number of employees reflects the annual average. The report is not periodized, and we have based our analysis on the average monthly salary paid per level and per gender.

Involuntary Part-time Work

The group has good opportunities to facilitate various employment fractions/shift schedules and can therefore attract and offer candidates in all life situations/phases a working time arrangement that suits their circumstances. Nevertheless, the general shortage of personnel means that the group can offer full-time positions to all employees who desire them. A survey was conducted in 2024, in which part-time employees were asked whether their part-time status was voluntary or involuntary, and the results of the survey confirm that employees working part-time in the group do so by their own choice.

PART 2 Our Efforts to Promote Equality and Prevent Discrimination

Anchoring

Boreal aims to promote equality and diversity within our organization. Diversity contributes to increased innovation, well-being, and sustainable growth. Our approach to equality is incorporated in our Code of Conduct and other policies, guidelines, and procedures within the group. This statement describes the group's work related to equality in 2024.

The equality work is described in the Employee Handbook as follows: The work on equality is important for promoting value creation in the group and contributes to creating the best possible working environment and a good reputation. As part of promoting equality, all employees are given equal opportunities to use their abilities and knowledge in their daily work and are encouraged to further develop themselves to potentially take on other types of positions. The work on equality is a management responsibility and is anchored in the group management. Other levels of management shall actively work to promote equality and prevent discrimination in accordance with Chapter 1 of the Working Environment Act.

The mobility industry has historically been male-dominated. This applies to both the driver profession and positions at sea. Part of the reason for the low proportion of women in Boreal is related to this. In recent years, recruitment in general has also been a major challenge for the industry. Fewer young people are choosing educational paths for the driver profession and maritime sectors. It is a challenge to recruit qualified personnel in general, which makes it even more difficult to close the gender gap.

Whistleblowing

The group's whistleblowing procedures specify that bullying, discrimination, harassment, and sexual harassment are considered objectionable conditions and fall under the whistleblowing regime. The group received 5 notices in 2024, which were processed and concluded in accordance with these procedures.

Pay and Working Conditions

The Group has a robust salary assessment process. The work is quality assured at various levels, including group level, with a focus on fairness and preventing conscious and unconscious discrimination, with a checkpoint on equality and prevention of discrimination, e.g. based on age or other factors

Structure of Equality Work

Group Management: Equality work is committed at group management level

Equality Committees/Working Environment Committees (AMU): Actively work on equality measures throughout the year.

HR Departments: Both in Boreal Norge and its subsidiaries, there are HR resources proportional to the size of the companies, all of whom actively work on equality measures, for example in internal/external recruitment processes and salary adjustment processes.

Group Committee – Employee representatives: The Group Committee, consist selected employee representatives, managing directors in subsidiaries and the group CHRO and is a forum where topics can be addressed – including equality.

Plan and Organization

An annual cycle has been developed for equality and anti-discrimination efforts. The Equality Committees and/or the Working Environment Committees (AMU) will be responsible for following up on this annual cycle.

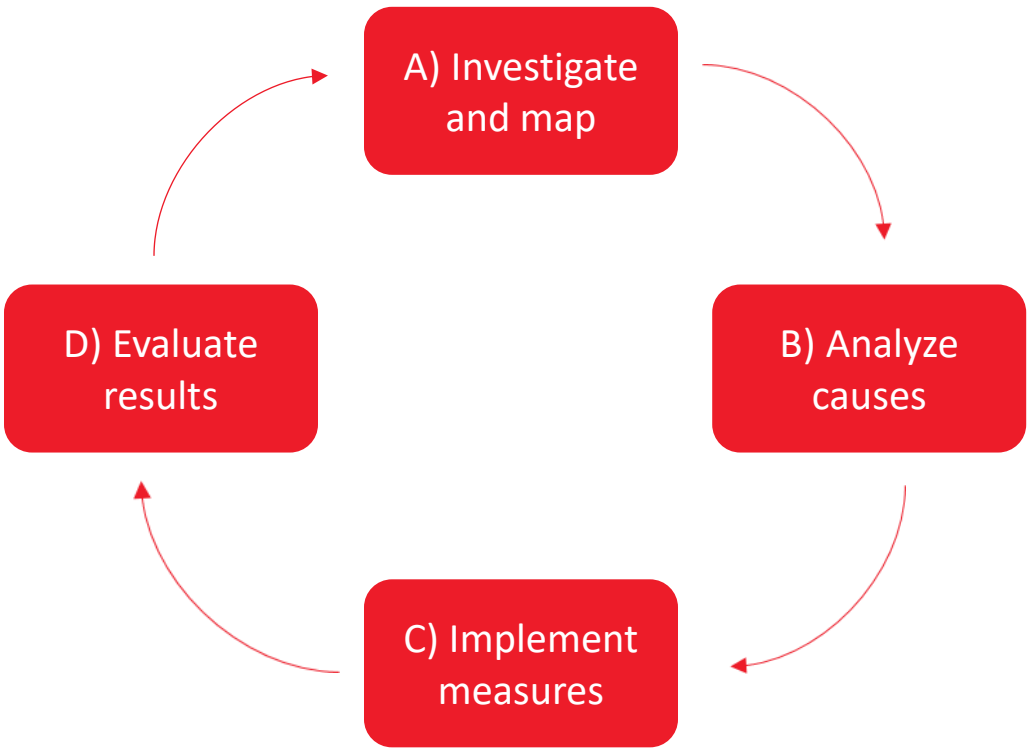


Figure 11: Annual Cycle of Equality and Anti-discrimination Efforts

Barriers and Risk

Various barriers and risks to equality and non-discrimination have been identified. As previously mentioned, a lack of qualified female candidates in the industry is a barrier in terms of recruitment. Another challenge within the group is the strict requirement for Norwegian language skills, based on safety considerations and requirements from our clients, which may pose obstacles for applicants with foreign backgrounds. Another potential barrier that has been identified is the shift schedules at sea and split shifts for drivers, which unfortunately can make it difficult for employees to combine work and family life.

Results of the Work and Expectations Going Forward

Measures and Results:

Measure	Result/Status
Boreal Sjø participates in NHO's industry program, which focuses primarily on leadership development, women at sea, relationship-building between sea and shore, and an expanded focus on bullying and harassment. The project has strong political support and has been granted extended funding for an additional two years. The project aims to involve both sea and shore employees, with clear anchoring in the company's management.	**Ongoing**
Boreal Sjø has launched "Stoppknapp," a 24/7 support line intended to assist employees when something feels uncomfortable or challenging. This may involve matters they do not wish to raise with their immediate manager or colleagues, and which may not necessarily qualify as a formal whistleblowing case.	**The scheme will be reviewed by 31.12.2025**
Across the group, this year's Safety Day included a shared focus on bullying and harassment. Through group work, various tasks and actions were carried out with the goal of increasing awareness and understanding of the topic. Activities included work on definitions and terminology, review of relevant guidelines, and development of local well-being rules to promote a safe and inclusive work environment.	
Boreal Travel has focused on training in bullying and harassment as part of onboarding, which has had positive effects on the working environment.	**To be continued in 2025**
An employee survey was conducted for all employees in the group, with an overall response rate of 77%. The survey shows an average score of 3.9 out of 5 in working environment. The results have been presented locally and form the basis for further work with concrete measures in the various companies, locations, and departments.	**New employee survey planned for the fall of 2025**

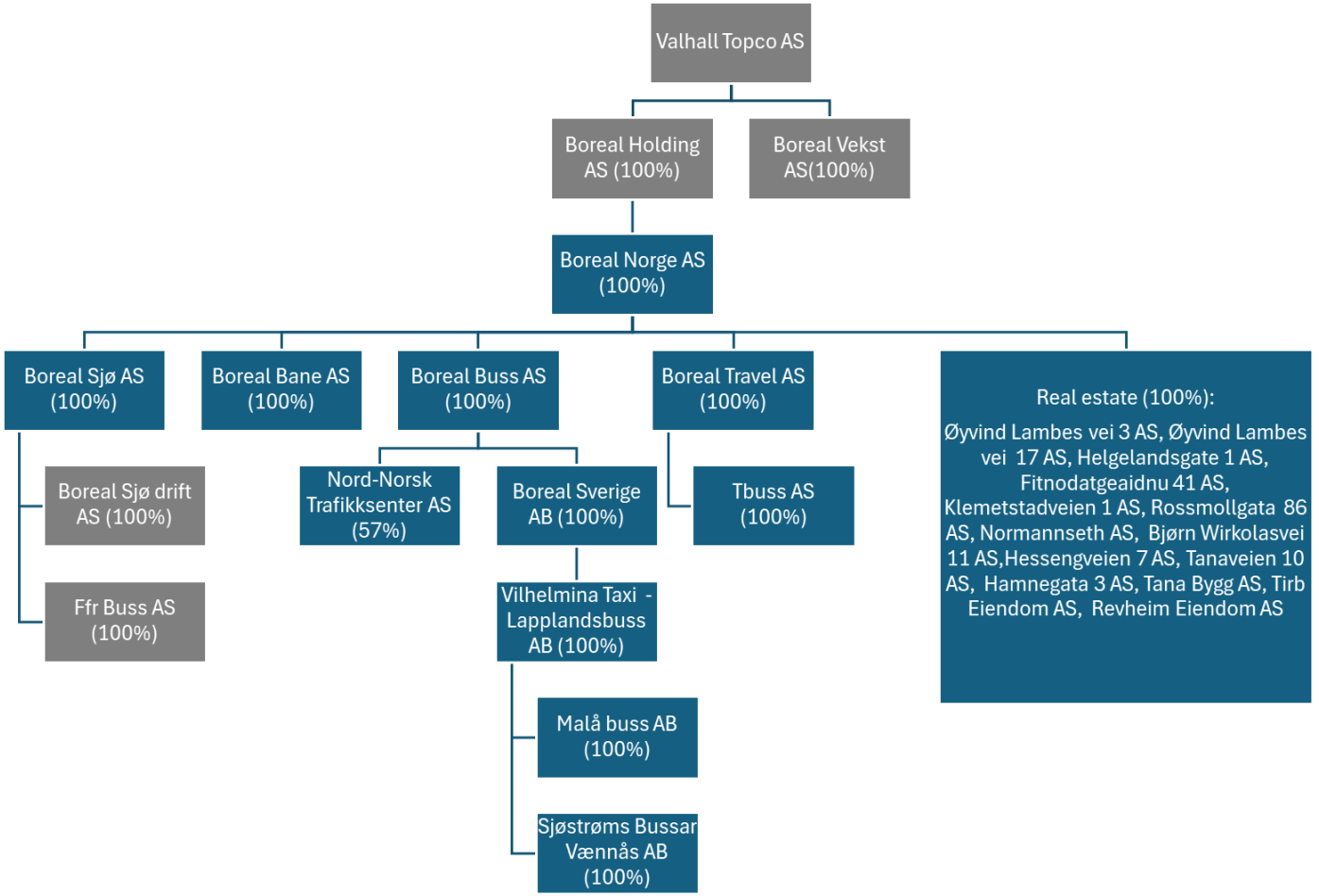
Planned Activities in 2025

Boreal Buss will host an open house for all female job seekers in the Kristiansand and Agder East area. The purpose is to increase the proportion of female bus drivers in these areas. The project is carried out in collaboration with The Norwegian Labor and Welfare Administration (NAV).

The group's Safety Day in fall will have focus on mitigating and managing violence and harassment from passengers.

Appendices

Appendix 1: Organizational Chart



Appendix 2: Overview Companies[19]

Comapny	NACE-code	Revenue (NOK tusen)	Balanse (NOK thousands)	Country	Main office/ location
Boreal Norge AS	49.311 Urban and suburban coach transport	92 287	1 454 185	Norway	Haakon VIIs gate 7, 4005 Stavanger
Boreal Sjø AS	50.102 Domestic coastal routes with passengers 46.710 Wholesale of fuel and fuel	2 521 942	3 996 142	Norway	Hamnegata 3, 9600 Hammerfest
Boreal Buss AS	49.311 Urban and suburban coach transport 49.391 Coach transport outside urban areas 45.200 Maintenance and repair of motor vehicles, except motorcycles	1 255 255	1 495 659	Norway	Fjordgata 68, 7010 Trondheim
Boreal Travel AS	49.392 Coach transport 77.110 Renting and leasing of motor vehicles and other light motor vehicles	614 828	155 358	Norway	Treskeveien 5, 4043 Hafrsfjord
Boreal Bane AS	49.312 Transport by tramway and suburban rail	51 218	34 465	Norway	Vognhallvegen 1 B, 7023 Trondheim
Øyvind Lambes vei 3 AS	68.209 Other letting of real estate.	326	8 545	Norway	Sandnessjøen
Helgelandsgate 1 AS	68.209 Other letting of real estate	4 940	13 384	Norway	Sandnessjøen
Fitnodatgeaidnu 41 AS	68.209 Other letting of real estate	3 687	5 953	Norway	Karasjok
Klemetstadveien 1 AS	68.209 Other letting of real estate.	4 904	6 207	Norway	Lakselv
Øyvind Lambesvei 17 AS	68.209 Other letting of real estate	3 068	6 776	Norway	Sandnessjøen
Hessengveien 7 AS	68.209 Other letting of real estate	3 939	9 292	Norway	Kirkenes
Hamnegata 3 AS	68.209 Other letting of real estate	2 912	8 335	Norway	Hammerfest
Tanaveien 10 AS	68.209 Other letting of real estate	19 378	21 710	Norway	Selskapets eiendom er solgt i løpet av 2024
Normanseth AS	68.209 Other letting of real estate	16 958	19 097	Norway	Selskapets eiendom er solgt i løpet av 2024
Bjørn Wirkolasvei 11 AS	68.209 Other letting of real estate	6 588	15 316	Norway	Alta
Tana Bygg AS	68.320 Management of real estate on a fee or contract basis	2 912	5 336	Norway	Tana
Rossmollgata 86 AS	68.209 Other letting of real estate	4 824	11 237	Norway	Hammerfest
Revheim Eiendom AS	68.209 Other letting of real estate	12 952	58 489	Norway	Stavanger
Tirb Eiendom AS	68.209 Other letting of real estate	1 112	5 449	Norway	Finnsnes

[19] Tabellen inkluderer ikke selskaper i Sverige

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