



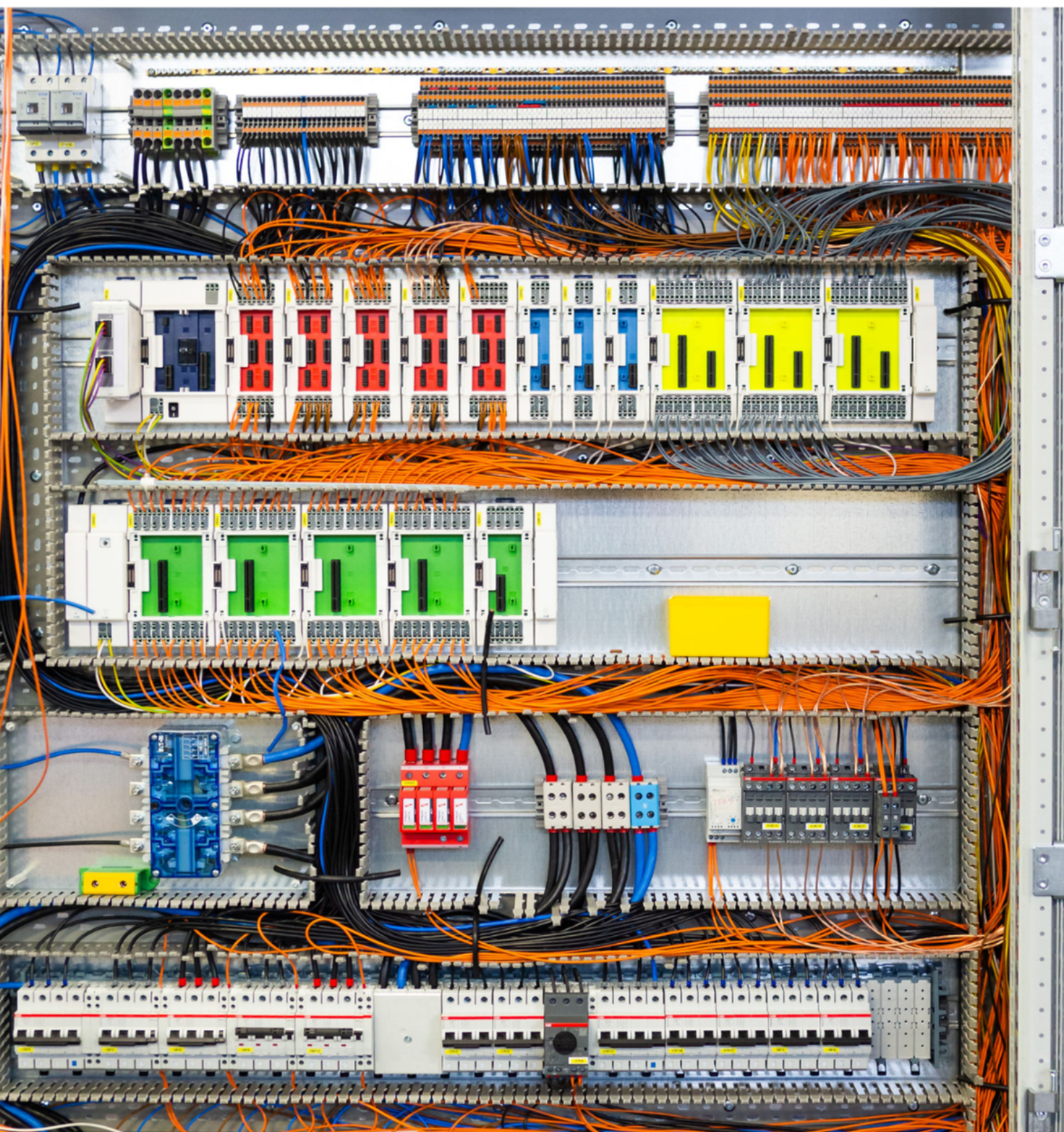
# unica

Annual Report 2022

# Table of contents

<b>Word from the Board of Directors</b>	<b>2</b>
<b>Key figures</b>	<b>5</b>
<b>Profile</b>	<b>6</b>
Profile Unica Groep	7
Organisation structure	8
Corporate governance	9
Management	11
<b>Supervisory Board report</b>	<b>14</b>
<b>Management report</b>	<b>17</b>
Economic value	18
Strategy	24
Risk management	30
Employees	34
Sustainable entrepreneurship	40
Outlook for 2023 and beyond	47
<b>Financial statement</b>	<b>50</b>
Consolidated balance sheet	51
Consolidated profit and loss account	52
Consolidated cash-flow statement	53
Notes to the consolidated financial statements	54
Explanation of the various items of the consolidated balance sheet	61
Explanation of the various items of the consolidated profit and loss account	66
Other explanatory notes	68
Company balance sheet	69
Company profit and loss account	70
Notes to the company financial statements	70
Explanation of the various items of the company balance sheet	71
Other data	74
<b>Other appendices not belonging to the Unica annual report</b>	<b>75</b>
Report of the Joint Works Council	76
GRI overview	78
Glossary	86

# Word from the Board of Directors



# Word from the Board of Directors

A year of geopolitical conflicts, climate impact, high energy prices and inflation led to much social unrest in 2022. Thanks to its solid foundations, Unica happily remains an exception, that has suffered little impact from the setbacks that occurred in such rapid succession. Thanks to the strategic course followed over the past few years, the company's crisis resilience has tangibly improved and Unica is less sensitive to the economic developments that have so disrupted the market and society.

For the third year in succession, revenue at Unica grew by double figures to €758 million, an increase of 14% compared with 2021 (€663 million). The focus on improving the rate of return resulted in 2022 in an EBITDA of €72.9 million, 29% higher than in 2021 (€56.4 million). With a rate of return percentage of 9.6% (2021: 8.5%), in 2022, Unica enjoys a healthy return position appropriate for a company of our size.

Five years since the establishment of the strategic vision on the basis of which operations have been conducted over the past few years, a strategic reassessment was carried out, in 2022. The primary conclusion of the reassessment is that the core of the strategy requires no adjustment. The attention Unica has for its people, its focus on innovation and digitalisation, its striving for customer excellence and the acquisition agenda will remain unchanged. Sustainability is another key spearhead within the company's operations and services, and it has become clear that the increased attention and social focus across the board have acquired decisive importance.

Within its growth strategy, Unica continues to follow an unchanged ambitious Mergers & Acquisitions agenda, aimed at businesses that deliver excellent performance, with a view to expanding the company's regional presence and reinforce its specialisations. Another essential precondition in selecting acquisition candidates is a sound culture match. In 2022, two leading companies were added to the Unica network. EAL, the Dutch market leader in the development and implementation of security management and access control systems was integrated in the Unica Access & Security cluster. The company Working Spirit, with 150 IT specialists a major player in the national market for ICT secondment, was placed with the Unica ICT Solutions cluster. Both additions offer these specialist clusters new perspectives for further growth in their markets.

Alongside acquisition, retaining the attractiveness of the company on the labour market is a crucial element of Unica's growth strategy. Major social challenges like the energy transition and digitalisation call for engineering specialists, of which there is still a real shortage. The priority in securing labour capacity lies with the current workforce. Dedication and retaining own staff are cornerstones of the company's HRM strategy, which is reinforced with broad opportunities for further training, possibilities for advancement within and between the companies in the network, and a clear focus on diversity and inclusivity. Offering a safe working environment in every respect, from physical through to social safety, is integral to the strategy. As well as focusing on existing employees, Unica's growth ambition requires a structural expansion of the workforce. Unica is therefore involved in a whole raft of recruitment activities, including attempts to reach out to entirely new target groups, for example via social entrepreneurship and lateral entry from other sectors.

Never before have the unavoidability of the energy transition and the necessity for sustainability been so clear-cut as in 2022. Influenced by geopolitical developments and market conditions, the call for climate action has become more urgent in every respect and as a partner in the sustainable transformation, Unica can make a positive difference. With its in-depth knowledge of the market and state-of-the-art technical solutions, Unica is in a perfect position to assist clients in achieving their climate goals and ambitions.

How Unica can help to achieve the maximum sustainability impact is described in the company's corporate sustainability strategy. Unica reports key social results in this annual report according to elements from the Global Reporting Initiative (GRI) guideline. A new materiality analysis was conducted in 2022, to discuss how Unica can structurally reinforce its process of sustainable development over the coming years. The outcomes were translated into the core spearheads of Unica's sustainability strategy: Energy & Climate, Circularity & Environment, People & Society and Innovation & Digitalisation. Ethics and Integrity forms the fifth spearhead in this policy. In 2023 and beyond, Unica plans to focus specific attention on implementing this Sustainability Framework and the related programmes.

A number of initiatives currently being undertaken within internal corporate operations tie in with the framework. A targeted focus on CO2 reduction, for example, has become a priority for Unica, and the chosen vehicle for streamlining these efforts is the CO2 Performance Ladder. Mobility is a major contributing factor to Unica's CO2 emissions. Since 2021, a new mobility policy has been in place, aimed at ordering no more petrol-driven vehicles by 2025, as well as offering more space for flexible transport, and experimenting with sustainable service logistics for the field services. Furthermore, many Unica locations generate their own energy, for example with solar panels and ATES systems. The offices in Bodegraven were renovated in 2022, and are now fully sustainable. Following these major sustainability efforts, the 50-year-old building was awarded an A++ energy label.

Both far away and closer to home, Unica is following the principles of sustainable business practice in its approach to society, too. In 2022, Unica entered into a partnership with the Nationale Park De Hoge Veluwe, to assist that organisation in achieving its aims of conserving nature, art and culture. Furthermore, each individual Unica company supports social initiatives in its own region, thereby showing their promise to always operate close to their customers, in the local communities of which they form part. The Unica Foundation, now in its 15th year, is the most eye-catching example of social action. The foundation, established in 2007, supports technical aid projects in developing countries and has improved the living conditions of more than 40,000 people.

Whereas in 2022, high energy prices resulted in a delaying effect, the energy transition is expected to fully get up to speed, in phases, in 2023. With its integrated approach, Unica is able to support organisations in almost every aspect of their sustainability ambitions. In combination with its innovative capacity, reflected among others in the Unica Innovation Center as a centre of knowledge and driving force for the digital management of building functions, the prospects for Unica are looking ever more favourable. With its fundamental ICT knowledge, Unica can support the digital transformation in technical service provision with practical applications. The combination of knowledge from a variety of domains also results in surprising and sometimes valuable disruptive applications.

The range of services provided by Unica places the company in an excellent position to help solve the challenges facing society, such as the energy transition, staff shortages an ageing population, health and safety. Attracting the necessary labour capacity remains a constant area of priority. Career prospects within Unica must be utilised to the maximum extent, in combination with the opportunities of lateral entry, training programmes and social business practice in the efforts to expand the pool of technical personnel.

The growth potential and multidisciplinary character of the company place Unica in a strong position. Unica accepts the responsibility that position brings, and as such gives due prominence to its own efforts in the field of sustainable business practice. From that starting point, Unica is in the perfect position to deploy maximum effort in further broadening the range of services the company provides to both its customers and society, over the coming years.



# Key figures

## Five years Unica Groep

Amounts in € 1,000	2022	2021	2020	2019	2018
<b>Profit and loss account</b>					
Invoiced revenue	746.461	645.381	566.904	496.879	476.532
Net revenue	758.147	663.155	538.946	483.426	493.821
Operating result for depreciation (EBITDA)	72.909	56.434	41.234	38.265	35.230
Operating result before amortisations of intangible fixed assets (EBITA)	68.686	52.533	37.545	35.129	32.481
Operating result after amortisation of intangible fixed assets (EBIT)	48.072	39.428	31.434	30.077	27.666
Earnings before taxes (EBT)	45.725	38.662	30.922	29.982	27.338
Net profit	30.275	26.813	21.485	21.249	19.405
Cash flow	55.112	43.819	31.286	29.438	26.969
<b>Balance sheet</b>					
Intangible fixed assets	138.775	130.105	54.257	36.661	33.881
Tangible fixed assets	12.072	10.388	9.953	11.249	9.427
Financial fixed assets	242	347	107	153	215
Total fixed assets	151.089	140.840	64.316	48.063	43.523
Stocks	7.453	5.608	3.262	1.966	2.361
Receivables	124.471	94.688	91.867	121.063	82.185
Cash and cash equivalents	73.198	53.905	57.964	14.289	36.490
Total current assets	205.122	154.201	153.094	137.318	121.036
Total assets	356.211	295.041	217.410	185.381	164.559
Share capital	10.000	10.000	10.000	10.000	10.000
Reserves	118.955	88.680	61.866	79.910	58.661
Legal entity's share in group equity	128.955	98.680	71.866	89.910	68.661
Third-party share in group equity	515	668	551	107	318
Provisions	15.135	13.775	5.988	3.985	4.886
Long-term liabilities	64.213	50.000	0	0	0
Current liabilities	147.393	131.918	139.005	91.379	90.694
Total liabilities	356.211	295.041	217.410	185.381	164.559
<b>Liquidity and solvency ratios</b>					
Current ratio	2,73	117	1,10	1,50	1,37
Solvency	36,2%	33,4%	33,1%	48,5%	43,9%
<b>Return ratios [*]</b>					
EBT margin	6,0%	5,8%	5,7%	6,2%	5,5%
EBITA margin	9,1%	7,9%	7,0%	7,3%	6,6%
EBITDA margin	9,6%	8,5%	7,7%	7,9%	7,1%
Return on shareholders' equity	42,7%	27,2%	29,9%	23,6%	28,3%
<b>Investments</b>					
Investments in tangible fixed assets	6.086	3.313	1.770	4.724	3.145
Investments in intangible fixed assets	29.534	88.953	23.707	7.833	2.663
<b>Number of employees at end of financial year (FTE)</b>					
	3.555	3.287	2.843	2.590	2.365
<b>Absenteeism due to sickness</b>					
	6,3%	5,1%	5,2%	5,3%	5,4%

\* Return ratios calculates on the basis of production revenue

For definitions of the financial instruments, please refer to the glossary.

# Profile



# Profile Unica Groep

As a trendsetter in sustainable innovation and all-round technical service provider, Unica solves technological challenges in the built environment. Examples of the fields in which Unica provides services are installation engineering, energy, IT, industry, the Internet of Things (IoT) and smart buildings. Unica translates the wishes and needs of its clients into tailored functional solutions that help create a sustainable, digital, healthy and comfortable living and working environment. With an effective network of nine market-leading business clusters and a workforce of almost 3,700, Unica is one of the largest technical service providers in the Netherlands.

Unica is a trade name of the Unica Groep of companies, a private limited company under Dutch law with registered offices in Hoevelaken, the Netherlands. As holding company, Unica Groep BV owns a majority of the shares in the following operating companies:

- Unica Access & Security BV
- Unica Building Automation BV
- Unica Datacenters BV
- Unica Deutschland GmbH
- Unica Energy Solutions BV
- Unica Fire Safety BV
- Unica ICT Solutions BV
- Unica Industry Solutions BV
- Unica Installatietechnik BV
- Unica Special Security Projects BV
- Applicom Nederland BV
- Boele Fire Protection BV
- Brainpact BV
- E.A.L. Electronic Application Laboratory (Apeldoorn) BV
- Equu BV
- Fire Safety Holding BV
- Fire Safety Projects BV
- Gerco Brandpreventie BV
- Helhout Holding BV
- Hellemans Consultancy BV
- Installatiebedrijf Otte BV
- Nomi BV
- Numan & Kant BV
- PCT International BV
- Pranger Rosier Holding BV
- Pranger-Rosier Installaties BV
- Pro-Fa Automation BV
- Pro-Fa Holding BV
- Red Profs BV
- Regel Partners BV
- Synto BV
- Van Kempen Koudetechniek BV
- Van Kempen Service BV
- Working Spirit ICT BV



All the operating companies work to deliver technological solutions and engineering services for the built environment and operate in almost every segment of the market. The more than 40 companies that make up the Unica Groep are organised in nine business clusters, each with a specific area of focus or specialisation. With an overall emphasis on the whole of the Netherlands, a number of business clusters operate regionally. For example, the cluster for new building and renovation projects is made up of four regional project companies, while the cluster for technical management and maintenance is organised according to a network of geographical working areas and consists of 17 branches.

For detailed information about our network of companies, the solutions we provide and the market segments we serve, go to [www.unica.nl](http://www.unica.nl).



# Organisation structure



# Corporate governance

Investment company Triton has been majority shareholder in Unica since 2017. Alongside Triton, the Van Vliet family, the founders of the company, are still closely involved with Unica as major shareholders.

The Board of Directors, with two members, determines policy at Unica. The three-member Supervisory Board (RvC) supervises the implementation of the policy and is an advisor towards the Board of Directors. The Executive Committee (ExCo), which includes representatives of the nine business clusters and all shared services and the Board of Directors, is responsible for the coordination of the organisation. There are also regular constructive consultation meetings with the Works Council.

The structure regime reported in previous years to the trade register was introduced in November 2021.

## Shareholders

With its current shareholders, Unica is able to combine its glorious history as a family-owned Dutch company with the professional support of the Triton team. The expertise and experience of Triton are deployed in a number of areas with a view to further improving operations, while carefully guarding the standards and values that so typify the historical character of the company. Cooperation with the Board and the shareholders was excellent in 2022, and the shareholders demonstrate considerable confidence in the strategy of Unica. The growth Unica aims to achieve ties in with the objectives of the shareholders.

## Board of Directors and Supervisory Board

The Board of Directors remained unchanged in 2022 and consisted of John Quist (CEO) and Ron van Laar (CFO) throughout the entire financial year. John Quist has been CEO at Unica since 2021 while Ron van Laar was appointed CFO in 2014. The Supervisory Board also saw no changes in 2022. The Supervisory Board consists of Michiel Jaski (chair), Luc Hendriks and Henk ten Hove. Michiel Jaski and Luc Hendriks were reappointed for a further period of four years in 2021, and Henk ten Hove was reappointed for a period of four years in 2022. The report from the Supervisory Board on 2022 can be found [here](#).

In any future changes to the composition of the Board, Unica will continue to strive for a more balanced representation of men and women.

## Joint Works Council

With the foundation of a Joint Works Council in 2022, Unica took the next step in improving employee representation.

The Joint Works Council represents all clusters and means that the Works Councils at companies that have been acquired over the past few years once again have a role in employee representation within Unica. Employees of the acquired companies can now contribute ideas to the Board of Directors of Unica and are able to communicate at the appropriate level about company policy and employee interests. Each cluster is allocated a number of seats on the Joint Works Council according to the number of employees. In 2022, the Joint Works Council comprised eighteen members.



The integrated Works Councils will continue to exist in the form of a Component Committee from which they represent the specific interests of the employees of their company. With every integration, a transition covenant is signed with specific agreements. In 2022, Unica ICT Solutions, Van Kempen Koudetechniek and Gerco Brandpreventie signed up to the Joint Works Council. Pranger-Rosier Installaties continues to have its own Works Council. The intention is to allow the Joint Works Council to continue to grow in 2023, alongside the remaining employee representation bodies.

When it comes to implementing policy, the management of Unica consults both formally and informally with the Joint Works Council. Thanks to constructive cooperation with the Board of Directors amongst others, the Joint Works Council was able to agree with and issue well-argued advice on a number of policy developments. The report from the Joint Works Council can be found [here](#).

### **Acquisitions**

During the reporting period, no major changes took place in the share structure of the Unica Groep, with the exception of the expansion of the group of companies through a series of acquisitions. In 2022, the operating companies E.A.L. Electronic Application Laboratory (Apeldoorn) BV and Working Spirit ICT BV became part of Unica. The remaining shares in Synto BV (20%) were also acquired in 2022.



# Management

## Board of Directors



### John Quist (CEO)

John Quist (1960) has been CEO at Unica since 2014. Before taking up this position, Quist was Managing Director at VolkerWessels Telecom for five years. Previously he held management positions at KPN and Eircom. Quist studied Econometrics at the University of Groningen, Marketing at the University of Tilburg and Product Innovation at Harvard University. He is also a member of the Supervisory Board of Lely and a member of the Advisory Board of Alliander Corporate Ventures.



### Ron van Laar (CFO)

Ron van Laar (1971) has been CFO at Unica since the summer of 2021. Previously he was CFO at Dynniq (2016-2021) and at the Dutch engineering and manufacturing company Mirror Controls International (MCi) (2013-2015). Between 2007 and 2012, he was employed as CFO and COO at HealthCity/Basic-Fit. He started his career in 1998 at Telfort, where he occupied a series of financial management positions. He studied Business Studies at Nyenrode Business University, followed by Commercial Economics at VU Amsterdam. Several years later, he qualified as a Registered Controller.

## Supervisory Board



### Michiel Jaski (Chairman)

Michiel Jaski (1959) has a wealth of experience in heading industry-leading companies in the Netherlands and abroad. His most recent appointment was with the German real estate company OfficeFirst, where he was CEO. Previously Jaski spent four years as CEO of Grontmij, which under his leadership was acquired by the Swedish firm Sweco. Before that, for ten years, Jaski was member of the Board of Management at Arcadis, where he was responsible for various business units in Europe, the United States and a number of smaller offices in the Middle East and Asia. He also held a number of different management positions at Shell and Philips. As well as being Chairman of the Supervisory Board at Unica since 2017, Jaski has been a Supervisory Board member at Royal Reesink, Chairman of the Board of Supervisory Directors at Faber Halbertsma Groep and Chairman of the Board of Supervisory Directors at Rhoon, Pendrecht and Cortgene. He is also Chairman of the Advisory Board at the De Hoge Veluwe National Park and Royal Burgers Zoo. Jaski obtained an M.Sc. in Hydrology from the University of Wageningen and an MBA (with distinction) from INSEAD in France.



### Luc Hendriks (member)

Luc Hendriks (1963) is Operating Partner at investment company Triton, where he has been employed since 2007. He has been involved with more than ten companies. Before that, Hendriks worked for eight years as Executive Director at Brambles, Belgium, where he was responsible for a number of European and US companies. He previously spent ten years in a variety of commercial and management positions on behalf of General Electric in the Netherlands, Germany and the United States. Since 2017, Hendriks has been Supervisory Board member at Unica. Hendriks has a master's degree in Mechanical Engineering from the University of Technology in Eindhoven.



Henk ten Hove (member)

Henk ten Hove (1952) was Chairman of the Management Board at Wavin between 2010 and 2013, and a member of the Board from 1999. Prior to that he held a number of other management positions at Wavin in the Netherlands and abroad. Since 2014, Ten Hove has been a Supervisory Board member at Unica. He is also Chairman of the Supervisory Board at small cap fund Alfen and Chairman of the Stichting Aandelen Remeha foundation, the single shareholder of the BDR Thermea group. Ten Hove studied Economics & Management at the University of Amsterdam.

### Executive Committee

Organisational management is coordinated by the Executive Committee, in which alongside the Board of Directors, all cluster directors and shared services directors have a seat. Beyond the Board members the Executive Committee comprises:

- Sanneke Sarels van Rijn - *HR director*
- Ed Staal - *Marketing & Commercial director*
- Dik Geelen - *Procurement & Supply Chain director*
- Martin Misseyer - *Information Management director*
- Caroline Bruins - *General Counsel*
- Eric de Kruif - *group controller*
- William Swinkels - *managing director of Unica Building Projects and Unica Datacenters*
- Herbert Rabelink - *managing director Unica Building Services*
- Tom Verschoor - *director Unica Fire Safety*
- Hans van Driel - *director Unica Access & Security*
- Antoine Brunink - *director of Unica Building Intelligence*
- Jan Willem Keur - *director of Unica Energy Solutions*
- Gerard Tijink - *director of Unica ICT Solutions*
- Arjen Bos - *director of Unica Industry Solutions*
- Arnout Vink - *QHSE, Security & Risk director*





**Richard Oosterhuis**  
managing director of Working Spirit

**‘With Unica, I have a clear feeling  
that ‘my baby’ is in good hands’**

In 2022, Unica once again completed a number of acquisitions, including IT secondment specialists Working Spirit. With more than 150 IT specialists, the Deventer-based company is a major national player in IT secondment services. Working Spirit also operates its own successful Academy that trains IT staff for its customers. Working Spirit has now been integrated in the Unica ICT Solutions cluster.

“

*‘This is a win-win situation: Unica has access to ICT talent and we can achieve our growth strategy’*

“A number of parties expressed an interest in taking over our company in the past, but it never actually happened. Until Unica approached us with a clear and honest story,” says Richard Oosterhuis, managing director of Working Spirit. “Under the Unica flag, we can retain our company culture. And just as important, we immediately clicked with the people from Unica. When it comes to a takeover, the right feeling is more important than the money.”

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).

# Supervisory Board report



# Report of the Supervisory Board

In the previous years, a considerable adaptability was required from Unica and its workforce due to corona. In 2022, again a series of unforeseen developments such as geopolitical incidents and inflation driven up by high energy prices affected society and industry as a whole. By falling back on its solid foundations, the impact of these unexpected events on Unica was limited. The endless dedication and flexibility of the more than 3,500 employees active in the group deserve a real compliment.

Despite disruptions on the market and in society in 2022, generated revenue at Unica grew for the third consecutive year by double figures. The € 758 million generated revenue for 2022 represents growth of 14% (2021: € 663 million). The focus on improving the profit margin was even more emphatically reflected in the results: EBITDA grew to € 72,9 million, representing a rise of more than 29% as compared with 2021 (€ 56,4 million). In just five years, Unica has succeeded in doubling its EBITDA as compared with 2017. The EBITDA margin of 9.6% for 2022 represents a healthy profit position, appropriate for companies of the size of Unica.

## Network of companies

The solid organic growth at Unica was supplemented by the effects of acquisitions. In 2022, two market-leading companies were added to the Unica network of companies, EAL and Working Spirit. EAL is a leading Dutch player in the development and implementation of security management and access control systems. The activities of this company were absorbed into the cluster Unica Access & Security that brings together services in the field of access control and security. Working Spirit is a key operator in the national market for ICT secondment services, with more than 150 IT specialists. The company has been integrated in the cluster Unica ICT Solutions, which with the addition of Working Spirit has experienced a major boost in terms of knowledge and capacity.



The targeted acquisition of high performance businesses remains important to Unica's growth strategy. The extent to which the acquisition candidates tie in with the business model and culture of Unica are essential focus points in implementing the M&A agenda. The network of companies is the spearhead of the strategy and the heart of the business model. From the company's nine clusters, Unica has the capacity to excel in a specific region or specialisation, but is also able to combine different knowledge domains in a multidisciplinary approach for new orders.

## Sustainability

The combination of geopolitical unrest, the changes following the COVID-19 pandemic and the visible effects of climate change have once again made it abundantly clear in 2022 that the energy transition is unavoidable. The necessity for sustainability was made all the more emphatically visible by the major rise in energy prices. Although these price rises have limited the financial capacity for direct adaptations, more than ever before, parties are convinced that energy is becoming a strategic topic that deserves structural attention and demands investments.

Against that background, sustainability is a prominent aspect of every order and an area in which Unica can demonstrate its in-depth knowledge and operational capacity. The considerations of our clients are influenced not only by energy prices. For many sectors, available grid capacity and security of supply are important points of attention.



As a partner in sustainable transformation, Unica can make a positive difference for its customers. For itself too, the company wishes to establish a solid practical base in terms of sustainable business practice. To identify the highest opportunity areas in terms of sustainability, a material analysis was conducted in 2022 and a sustainability framework drawn up. This framework brings together a series of core pillars on the basis of which, over the coming years, Unica will further fulfil its ambitions for sustainable entrepreneurship. Increased transparency in reporting on sustainability performance is another key element of the responsibility that can today be expected of prominent companies like Unica.

## **Employees**

One essential element of current and future success at Unica is the company's workforce. Retaining employees in particular and reinforcing the labour capacity in the technology sector in general are spearheads of our business policy. Dedication, vitality, (social) safety and health are components in which Unica will continue to invest. Thanks to the variety of tasks Unica carries out in its extensive network of companies, Unica can offer its employees considerable career and development opportunities. Further investments, among others in a new online learning platform, will help fulfil the broadly perceived need for personal and commercial development

We must of course also continue to focus attention on expanding our labour capacity, for example by working more intensively in encouraging lateral entry programmes and technical training courses. The sector as a whole faces the challenge of expanding the pool of technical talent, so that now and over the coming decades there is sufficient capacity to have all technical tasks carried out by specialists. Together with chain partners, Unica will continue to make a creative contribution to this goal over the coming years.

## **Perspective**

The markets in which Unica operates offer favourable perspectives. Unica is active at the heart of the energy transition, has access to a pool of fundamental ICT knowledge capable of implementing the necessary digitalisation and can rely on technical specialists in a wide variety of fields of expertise, ranging from smart buildings to fire safety and from datacenters to access protection. The innovative capacity of Unica and the internal career prospects are outstanding. Nonetheless, maintaining the attractiveness of the company for the labour market will remain a central point of focus in company policy.

The contact and consultation with the management of Unica always takes place in an atmosphere of good harmony. This applies first and foremost to discussions with the Board of Directors, consisting of CEO John Quist and CFO Ron van Laar, who joined the Board last year. The Supervisory Directors are impressed by the professional and dedicated way in which the Board of Directors manages the company. At the same time, the discussion on specific subjects with the management of the various clusters and of the shared services provides a sound and reliable reflection of the development of Unica. The regular consultation meetings attended by a delegation from the Joint Works Council were much appreciated by the Supervisory Board.

## **Signing of the Financial Statements**

The Board of Directors discussed the financial statements for 2022 with Deloitte Accountants and the financial statements were signed by the Supervisory Board. The shareholders were asked to adopt the financial statements and to accept the proposal for the appropriation of profits. The shareholders were also recommended that the Board of Directors should be discharged from liability for its management, and that our Supervisory Board should be discharged from liability for its supervision.

Over the coming years, Unica can continue to make a positive difference to society, its workforce and the market, and can put its expertise and services at the disposal of society in tackling the many complex challenges. Together with my fellow members of the Supervisory Board, Luc Hendriks and Henk ten Hove, I look forward to contributing to the success of Unica.

*Hoevelaken, 26 April 2023*

## **Michiel Jaski**

Chairman of the Supervisory Board

# Management report



# Management Report 2022

Following two years disrupted by COVID-19, 2022 will also go down in the annals as an eventful year. The cumulative effects of a series of developments like geopolitical unrest, soaring inflation due to high energy prices and the effects of climate change have resulted in widespread social unrest, affecting many people and businesses.

Unica fortunately remains an exception, suffering little impact from the setbacks that occurred in such rapid succession. The investments made by Unica over the past decade to stabilise its foundations better protect the company against unforeseen circumstances, such as those that frequently occurred in 2022. This strong foundation also has resulted in a high degree of crisis resilience. Thanks to those deliberately implemented strategic principles, the growth figures and growth potential of our companies remain clearly visible, even in the current turbulent market conditions.

## Economic value

For the third year in succession, revenue at Unica grew by double figures. Revenue for 2022 rose to € 758 million, an increase of € 95 million as compared with 2021. In that year, total revenue amounted to € 663 million, which means that a rise of 14% was achieved in 2022. The solid organic growth that Unica continues to demonstrate year on year remains a vital factor in the rise in revenue and is responsible for 34% of the revenue growth. The effects of acquisitions and autonomous growth over the past few years remain well-balanced.

The focus on improving the rate of return was reflected in 2022 in an EBITDA of € 72,9 million, an increase of more than 29% as compared with 2021 (€ 56,4 million). This growth percentage is in line with the trend set over the past few years in which, in a five-year period, EBITDA has more than doubled as compared with 2017. Not only in absolute figures but also proportionally, the position of Unica was strengthened in 2022. The EBITDA margin rose to 9.6%, as compared with 8.5% in 2021. Unica achieved this improvement in rate of return through further cooperation between the business clusters, economies of scale and by managing operating costs. As a consequence, in 2022, Unica enjoys a healthy return position, appropriate for a company of our size.

## Performance per cluster

One source of the unique strength of Unica is its decentral approach to entrepreneurship. Rather than operating as a conglomerate with central management, Unica operates a network of more than 40 independent companies, capable of responding rapidly to changing market conditions in their region or specialisation. To combine knowledge and to offer an integrated service package, these independent organisations are combined in nine business clusters. Each cluster has its own specialisation or focus area and its own growth strategy, and each contributes to the growth figures, results and position of the Unica Groep.

### *Building Projects*

Operating from four regional offices, Unica Building Projects is responsible for managing the installation of all technical systems in a building from A to Z. The cluster works alongside chain partners in renovation, transformation and new build projects for the office and industrial buildings sector. In 2022, Unica Building Projects saw a moderate downturn in revenue as the year went on, as a consequence of the growing nitrogen crisis. This downturn was countered by an improvement in the return rate. The project portfolio of Unica Building Projects remained profitable last year, despite the price increases experienced within the supply chain.

### *Building Services*

The management and maintenance work undertaken by the Unica Building Services cluster on the full range of building installations means that clients can enjoy a comfortable, sustainable and healthy work and living environment. The cluster's mission to operate close to its clients is achieved in practice from 17 regionally operating branches, making Unica Building Services the largest provider of technical management and maintenance services in the Netherlands. Revenue rose in the year under review to more than € 300 million, mainly thanks to organic growth generated by a well-filled orderbook with major multiyear contracts. In the past year, Unica Building Services also recorded solid improvements on its margins. With a diverse client portfolio, with both large and small multiyear contracts, the future outlook for the cluster remains excellent.

### *Fire Safety*

The Unica Fire Safety cluster offers a full range of fire safety solutions, from active to passive fire safety. This full-service package ensures that clients enjoy optimum protection against the risks of fire. Following the acquisition of Gerco and Applicom in 2021, Unica Fire Safety now combines knowledge of structural, installation-based and organisational fire safety solutions. The integrated services offered by the Unica Fire Safety cluster resulted in a strong rate of return and a growth in revenue to almost € 90 million.

### *Access & Security*

The Unica Access & Security cluster brings together a full service package in the field of access control and security. The company EAL was acquired in 2022 and integrated into the cluster. Thanks to this new acquisition, Unica Access & Security is the first player in the Netherlands capable of developing, installing, managing and maintaining complete access control and security systems. This represents a further boost to the market leadership already enjoyed by the cluster in high-end security environments. The acquisition also offers new opportunities to strengthen the cluster's position in the management and maintenance of integrated access and control applications. For 2022, the cluster recorded stable growth in revenue and return.

### *Building Intelligence*

Unica Building Intelligence, one of the largest providers of smart building services in the Netherlands, is in a perfect position to utilise the market potential for smart building applications. The companies that make up the Unica Building Intelligence cluster provide uniform control of all building functions through the integration of all technical installations with intelligent building automation. The technology of the Building Insight platform, developed by the Unica Innovation Center over the past few years, should deliver a further boost to these activities over the coming years. Together and individually, the companies within this cluster continue to deliver stable growth.

### *Energy Solutions*

The turbulent nature of the energy market in 2022 had both positive and negative impact on the activities of Unica Energy Solutions. Clients made intensive use of the expertise available at Unica Energy Solutions as a knowledge organisation, ranging from the energy market to technical energy solutions. The increased focus across the board on professional energy consultancy, purchasing strategies and sustainability have placed Unica Energy Solutions in a unique position, with the potential of serious energy services becoming greater than ever. The substantial rise in energy prices sometimes forced clients to postpone the implementation of sustainability measures. The energy prices also influenced the operation in 2022 of the supply projects established by Unica Energy Solutions with its clients.

### *ICT Solutions*

As all-round ICT service providers, the Unica ICT Solutions cluster is responsible for the delivery and implementation as well as management and maintenance of ICT environments. The increased relevance of ICT activities for technical services has for more than a decade been integral to the portfolio of Unica, and make a permanent contribution to the results of the group. In 2022, the cluster received a new boost from the acquisition of Working Spirit. Thanks to the secondment services offered by this company, the Unica ICT Solutions cluster now has access to more IT talent and has added even more services to its portfolio. This broadens the outlook for further growth over the coming years.

### *Industry Solutions*

The provision of industrial technical services is an important strategic domain for Unica, fulfilled by the Unica Industry Solutions cluster. The Unica Industry Solutions cluster has all the skills it needs in-house to operate in the primary process, delivering the full range of turn-key industrial solutions for a broad variety of industrial sectors including the food industry, chemicals, pharmaceuticals, logistics, manufacturing and mechanical engineering. Following five-fold growth in the past five years, 2022 saw a period of stabilisation with much focus on integration within the cluster. Unica enjoys a solid position in the industrial market and the utility sector, a position the company intends to expand over the coming years through targeted acquisitions.

### *Datacenters*

Increased demand for the realisation and maintenance of intelligent and technologically complex datacenters had a clear effect on the results of Unica Datacenters in 2022. Revenue in the cluster doubled as a number of projects were initiated and new orders were added to the orderbook. The cluster has clearly focused on a healthy rate of return, as reflected in the figures. Thanks to the specialist knowledge available to Unica within the datacenter domain, forecasts for further growth of this cluster are favourable.



**Martijn Wolswijk**  
**Head of Circular Technology at PCT Koudetechniek**

**‘Customisation is and remains our greatest strength; the ‘perfect degree’ for every customer’**

The market for refrigeration technology is in a constant state of flux. Synthetic cooling agents are gradually being phased out, thereby increasing the demand for sustainable systems. The war in Ukraine and the resultant energy crisis have boosted and brought about an acceleration in the demand for energy-efficient industrial systems. That situation offers a wealth of opportunities for PCT Koudetechniek, that since 2020 has been part of the Unica Industry Solutions cluster.

“This is the company where I belong,” says Martijn Wolswijk, who returned to PCT Koudetechniek as Head of Circular Technology in 2022. “Refrigeration technology is an interesting domain for Unica, which is acquiring an increasingly prominent role in a variety of sectors. On top of that is the growing interest in sustainability and circularity. We have a great deal to offer to customers in the field of sustainable, energy-efficient systems and circularity.”

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).

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*‘Our services are interesting for many organisations in a wide range of sectors’*

## Commercial

A stable portfolio with loyal clients in a wide range of sectors represented an excellent starting point for achieving Unica's growth ambitions. Over the past decades, Unica has acquired extended domain knowledge in numerous segments, with long-term management and maintenance contracts.

One good example comes from the health sector, where in 2022, Unica extended its maintenance contract at the Jeroen Bosch Hospital in Den Bosch by five years. The Sint Maartenskliniek has also entrusted its maintenance services to Unica, with the group taking on responsibility for the entire technical service of the clinic based in Ubbergen in 2022. Unica is also well represented in new build projects in the healthcare sector. For example in 2022, the new main building of the Radboudumc in Nijmegen was completed by a consortium that includes Unica. 2023 will see the start of an extensive new build project at the Erasmus MC in Rotterdam, where Unica, with its technical specialists, has for years been a key player in the field of measurement and control technology. Also at a highly specialist level, Unica companies provide support to the healthcare sector. The Unica company Nsecure, for example, delivered an advanced digital security solution for radioactive liquids, at the Amsterdam UMC.

Another field in which Unica has been strongly represented for years is education. The company provides services from primary education through to universities. For example, Unica Building Services improved the indoor climate installations at the Beatrix College in Tilburg, Pranger-Rosier contributed to the construction 'De Skool' education centre on Texel, and in Amsterdam, with the Jakoba Mulderhuis project, opened the 'teaching theatre of the future'. This building was realised with a contribution from Unica Building Projects and is the most sustainable teaching building of the Amsterdam University of Applied Sciences (HvA). For the University of Technology in Delft, Regel Partners completed a new control room, from where the safety of the more than 27,000 daily users is monitored by an integrated security management system. The order from HTC Eindhoven is another excellent example of the type of services provided by Unica. The High Tech Campus has chosen Unica for the maintenance of its measurement and control technology systems, with the ambition of becoming Europe's most sustainable and innovative campus by 2025.

In the field of fire safety, with its Unica Fire Safety cluster, Unica is able to offer a full range of fire safety services, from pump systems and active firefighting through to passive fire safety solutions. This integrated approach was demonstrated among others at HAVI Logistics. The Battery Power Supply (BPS) solution launched one year previously by Boele Fire Protection was installed for the first time in 2022: the lucky recipient was the Churchill Tower ('The Minister') in Rijswijk.



E-mobility activities are another division of Unica that is delivering strong revenue growth. As a separate product group within Unica Building Services, the development of this service sector has enjoyed considerable attention, including the installation of more than 1,000 charging points for the Dutch Central Government Real Estate Agency. In 2022, E-mobility specialists produced a three-part podcast on this theme, under the title 'Even opladen met' ('A quick recharge with').

Unica's roots lie in mechanical engineering and electrical engineering, but ICT technology is today another prominent element of the group's services. For dozens of clients, Unica ICT Solutions is responsible for management and maintenance of the entire ICT environment. In 2022, multiyear management agreements were extended with various clients including Syncasso, Vesting Finance, Betap and Wensink. Together with Regel Partners, part of Unica Building Intelligence, the Tax and Customs Administration will be supplied with new hardware and intelligent building automation systems. On behalf of two units of the Dutch Police service, Unica ICT Solutions is responsible for the monitoring and storage of camera images, in collaboration with access & security specialists Nsecure.

The domain of access control and security is another growing specialisation at Unica. In 2022, for example, all offices of the Employee Insurance Agency UWV were migrated to a central environment for access control and security. Thanks to this integrated solution, it is easier for UWV staff to work from different office locations. For the new Belgian head offices of DPG Media in Antwerp, Nsecure was commissioned to implement a uniform security policy in 2022, having previously demonstrated its expertise for the DPG locations in Amsterdam and Rotterdam. Security is a focus of attention as part of the system integration services offered by Unica Building Intelligence. Among others, Regel Partners assisted in developing the security requirements of the new campus for Booking.com. Regel Partners has since been awarded the order for the implementation of all safety and security systems in their overall management system.

Alongside utilities, the industrial domain is developing as a new core area in which Unica occupies a solid position. On a daily basis, the specialists in industrial mechanics and automation provide support in the optimisation of production processes or the setting up of new production lines, for example for Berry Global. With more than 135 employees at Van Kempen Koudetechniek and PCT Koudetechniek, Unica is a market leader in the Netherlands in the realisation, management and maintenance of refrigeration installations. Refrigeration installations were, for example, supplied to DL Fresh Logistics, Fresh Park Venlo and R&M Forwarding.

A final segment in which Unica can provide extensive expertise is the datacenter domain. Together with construction partner Cordeel, Unica Datacenters is currently realising the largest datacenter in the Benelux, in Amsterdam's Westerlijk Havengebied. On behalf of Silver Falcon, work will be carried out over the next few years on three new buildings, each eighty metres high, with a total capacity of 100 megawatts. The first tower of Datacenter Westpoort is due to be completed at the end of 2024.

Unica is also an active service provider at historical locations. Among others, Unica was a partner in the sustainable renovation of the Groot Museum Artis, the original main building of the Amsterdam zoo, which once again opened its doors to the public in 2022. In Rotterdam, Unica is responsible for the management and maintenance of various technical installations at the RDM yard, the former site of the Rotterdamse Droogdok Maatschappij (RDM) that now offers space for businesses, education and research. Two recent commercial highpoints that must not go unmentioned are the extension of the maintenance contract with Rijkswaterstaat (Executive Agency for Public Works and Water Management) and the latest expansion of the World Trade Center Amsterdam. On behalf of Rijkswaterstaat, Unica has been responsible since 2018 for overall maintenance at more than 350 locations, a contract that was extended by a further two years in 2022. The realisation of construction at the challenging location of the building Tower Ten was a prestigious project for which Unica Building Projects provided all-round engineering and implementation of all systems in this tower building, which is part of the World Trade Center in Amsterdam.

The ever closer collaboration between the Unica companies is a source of growing added value for the group's clients. The increased utilisation of the integrated implementation capacity of the network of companies is one of the primary objectives of the internal commercial network, which met on two occasions in 2022. The focus on commercial results and forecasts was intensified in 2022 via a uniform dashboard, while the integration within the commercial process of new companies joining the group was simplified. This makes it possible to further improve the concentration on the commercial pipeline across all entities.

It goes without saying that Unica continues to focus on the satisfaction of its existing clients. A uniform customer satisfaction survey was held for the third year in succession in 2022. The survey and the NPS score (40) provide an increasingly reliable picture of the development of the overall customer experience with the Unica companies. One of the most important yardsticks is the European Net Promoter Score (NPS) that expresses the relationship between customers with an extremely positive recommendation and customers with a critical view. The fact that the score has remained unchanged (40 both in 2022 and in 2021) shows that the majority of customers have a positive recommendation intention in respect of Unica. In the case of maintenance contracts, all work is followed by a short satisfaction measurement to determine whether the work has been carried out satisfactorily. At a more universal level, the individual companies regularly organise customer arenas during which the entire customer team consults with clients about the level of service they have experienced and possible areas for improvement. These meetings are held at client locations, thereby further reinforcing the already close ties with the client's activities.



**Hans Wichers Schreur (director) and Marc van Bekkum (project manager) of the Amsterdam University of Applied Sciences**

**‘Our vision on education and sustainability is perfectly reflected in this building’**

Around 6,000 students, mainly from the Faculty of Technology at the Amsterdam University of Applied Sciences (HvA), took possession of the Jakoba Mulderhuis building in September 2022. This, the HvA’s most sustainable education building, is the crowning glory of the Amstel Campus. The Jakoba Mulderhuis was one of the first projects in the Netherlands to be put out to tender on the basis of Building Information Modelling (BIM). Visser & Smit Bouw, M.J. De Nijs & Zonen and Unica signed up for the project.

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*‘Unica understands our organisation and constantly contributed ideas: what can we do to help you?’*

“We have added a new monument to the city. Students’ jaws dropped as they entered the building: wow!” explains Hans Wichers Schreur, director of real estate and accommodation policy at the HvA. Marc van Bekkum, project manager at the HvA adds: “The building is remarkable from the outside and buzzes like a beehive from within; a perfect match with our vision on education.”

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).



# Strategy

The strategic course laid out by Unica over the past few years has helped underpin the group's crisis resilience. As a consequence, the group of companies is less susceptible to the economic developments that so disrupted the market and society in 2022.

The calendar year started with the ongoing COVID-19 restrictions, but from March 2022 onwards those restrictions were scaled down to the level of advisory recommendations only. Fortunately, since that time the situation has remained unchanged. Throughout the two COVID-19 years, Unica complied with the guidelines from the RIVM, where necessary adapting day-to-day operations to the prevailing circumstances. The impact of the measures on service provision was extremely limited again in 2022.

February 2022 marked the start of the war in Ukraine, an escalation that deeply moved the employees of Unica. The people of Ukraine, who every day must face up to the immense consequences of this war, deserve our concern and our sympathy. The effects of the war in Ukraine on the operating results of Unica have remained limited. Unica has no clients or partners in Ukraine or Russia, is primarily active in the Netherlands, and operates in euros. As a consequence, the company is not subject to currency risks. Moreover, none of the parties in Unica's extensive customer portfolio have experienced problems due to a major dependency on Ukraine or Russia.

Nevertheless, the war in Ukraine has resulted in further price rises and material shortages. These effects, that were already tangible as a result of the disruption of global supply chains caused by COVID-19, were further exacerbated by the political unrest, which drove prices higher and increased the material shortages. During the first six months of 2022, Unica was faced with longer delivery times and higher purchase prices. Although the standard is still higher than would normally be the case, the delivery forecasts have gradually improved and stabilised during the course of 2022.

The exponential rise in energy prices had an impact on the funds available to almost every organisation. Although sustainability offers clear opportunities for Unica, the group's clients have been overwhelmed by the huge price rises and the resultant budgetary problems. More than ever, the group's clients are convinced of the need to implement sustainability measures, but the timing has been delayed due to the reduced financing possibilities. With its broad range of services, Unica is excellently positioned to support its clients in their efforts over the coming years.

The nitrogen crisis, with its impact among others on building projects, has only affected Unica to a very limited extent. The proportion of new build projects in the Unica portfolio has shrunk considerably over the past ten years, as a result of which the licensing problems for new build projects has to date had little effect on the intake for new projects. Over the coming years, too, Unica forecasts further improvement in the results from its projects.

Following the economic recovery in 2021, the further growth the Dutch economy was expected to show in 2022 has only materialised to a limited extent. As a consequence of macro-economic developments, growth was restricted to the first and second quarters, while the second six months of 2022 in fact saw a shrinkage (source: Statistics Netherlands, CBS). The labour market also remained historically tight, with unemployment at an all-time low in the spring of 2022. Unemployment did rise slightly during the course of the year, but not yet to a level at which supply and demand are balanced. In December 2022, the unemployment rate reached 3.5% (source: Statistics Netherlands, CBS).

With regard to the challenges facing society such as the energy transition, population ageing, security and the redistribution of office functions, the growth perspectives for the technical service sector remain favourable. For Dutch business and industry in general and for the technical sector in particular, the tight labour market remains one of the greatest challenges. Price rises have also had some effect on the cost price for Unica and its suppliers. During the course of the year, as necessary, constructive agreements were reached with clients, with a view to limiting price rises without negatively influencing Unica's own margins. For 2023, prices have been indexed to a market-conforming level.

## Strategic reassessment

Five years since the establishment of the strategy base from which operations have been undertaken over the past few years, Unica's strategy spearheads were re-examined in 2022 with the assistance of the leading international strategy agency Roland Berger.

The primary conclusion of this strategic reassessment is that the core of the strategy requires no adjustment. The growth strategy operated by Unica with a buy & build acquisition policy, focus on people, focus on innovation and digitalisation, and the strive for commercial excellence, remain solid pillars on which Unica can continue to base its strategic foundations. Since 2021, the topic Sustainability has already been added to this strategic foundation as a policy spearhead. This topic had already enjoyed prominent attention in Unica's operations and services, and in response to increased attention and social focus in general, has become a distinctive element in the market.

At a deeper level, the strategic reassessment reveals a number of opportunities of which Unica could make better use. Unica's remote services, for example, offer considerable potential for international success. The opportunities for internationalisation in service provision will be further examined over the coming years. The industrial sector was also specifically identified in the analysis as a growth domain. With its extensive knowledge, Unica already has an excellent starting position, that through focused attention could be better utilised. Finally, further professionalisation of the Shared Service Centre (SSC) could contribute to the management and further realisation of synergetic advantages within the group of companies.

## **Acquisitions**

Despite a series of crisis situations on the global market, Unica continues to operate an ambitious Mergers & Acquisitions agenda, with the targeted acquisition of solidly performing companies. The focus remains on expanding the regional presence and reinforcing the specialisations. Another key element in assessing any acquisition candidate is the company culture: a company that is absorbed into the Unica network must match the business model of the group of companies. A key element of that match is a sound cultural fit.

Two leading companies were added to the Unica network in 2022. April saw the acquisition of EAL, a market leader in the Netherlands in the development and implementation of security management and access control systems. In its 50-year history, EAL has grown into one of the most experienced companies in the development of hardware and software in this field. EAL has been added to the Unica Access & Security cluster, that brings together services in the field of access management and security. Nsecure (market leader in high-end security environments), Unica Smart Security (management and maintenance) and Unica Special Security Solutions (projects at maximum security locations) are already active within this cluster. The addition of EAL means that Unica Access & Security is the first player in the Netherlands capable of developing, installing, managing and maintaining complete access control and security systems. EAL's focus on Research & Development (R&D) will also deliver a technological boost for the Unica Access & Security cluster.

May 2022 was marked by the acquisition of Working Spirit. This Deventer-based IT secondment service, founded in 2003, has grown to become a key player on the national market for ICT secondment services, with more than 150 IT specialists. The company has been integrated within Unica ICT Solutions, an all-round ICT services cluster that already had a workforce of 250. The expertise and capacity of Working Spirit represent a major expansion of the knowledge within this cluster. Until now, the supply and implementation of ICT environments was only offered on a project basis, supported with management and maintenance from a professionally managed services organisation. The acquisition of Working Spirit means that Unica ICT Solutions can now offer those same solutions as a secondment service. Working Spirit's own successful Academy also offers a tried and tested approach for managing staff shortages in the ICT sector.



Pascal Vos (managing director), Jean Paul Vos (commercial director) and Stephan Vos (R&D) at EAL

## From nerds club to high-end enrichment of the Unica network

In 2022, Unica acquired EAL, a market leader in the development and implementation of security management and access control systems. With 35 employees and offices in Apeldoorn and Amsterdam (WTC Schiphol), EAL provides services to numerous parties including emergency services, hospitals, banks, insurers, the Dutch government and Amsterdam Airport Schiphol. EAL has been integrated into the Unica Access & Security cluster that brings together the full range of services in the field of access control and security.



*'Our development department offers Unica a technological edge'*

Pascal Vos explains, "With our own hardware and software products and innovative development department, EAL is a unique player on the market. We make technology and are good at it. Hence our desire to be acquired by a company that performs at the same level or even higher." Jean Paul Vos adds, "We feel at home with Unica and were welcomed on board like family."

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).

## Network of companies

The structuring of Unica as a network of companies is a strategy spearhead and the heart of the business model. Unica operates a system of decentralised entrepreneurship, in which the more than 40 companies that make up the group are structured in nine clusters, each with a specific area of focus or specialisation. Thanks to its network of companies, Unica can both offer specialist services and take multidisciplinary orders with contributions from various knowledge domains.

These multidisciplinary services are brought together in end-to-end solutions. This approach to propositions enables Unica to deliver a complete package of products and services that provides its clients with integrated solutions. Examples include the smart buildings proposition, combining the system and integration knowledge of various clusters, and the care domotics & IoT proposition, in which ICT domain knowledge is combined with building intelligence components. Within the clusters themselves, solutions are developed in which a variety of specialisations are provided as end-to-end solutions. Integrated fire safety is one such full-service proposition that brings together all the elements of fire safety.

## Innovation

Within the Unica strategy, the Unica Innovation Center remains an important driving force for the innovation of service provision in the broadest sense of the word. The team operates as a separate division that maintains its strategic focus on innovation. It brings together the innovative capacity within the Unica companies while also bringing on board supply chain partners, clients and other market parties, as well as developing its own services to tie in with the traditional activities of Unica.

An excellent example in which (new) technology is embedded in the company is the Building Insight platform, an online application in which numerous building functions are managed and analysed. Building Insight gathers data from building management systems, sensors, smart meters, access control systems, weather systems and apps for smartphones. On behalf of building owners, these data sources are combined in clearly designed dashboards with real-time models that anticipate expected changes. The rollout in 2022 of new modules means that an integrated platform is now available for digital building management.

As well as developing its own platform, the Unica Innovation Center also assists in tackling specific issues for its clients, in which innovation can make the difference. For the National Archive for example, an innovative system of climate control was developed. This means that while complying with the strict conditions and requirements for archiving, further steps can be taken towards sustainability. On behalf of Fashion for Good, an initiative in Amsterdam aimed at establishing a sustainable fashion industry, the user comfort of the listed building was measured in which the initiative is accommodated. Based on those measurements, the building conditions were optimised in line with the organisation's sustainability ambitions. User experience is also the central element in the support provided to the DeLaMar theatre. Data from the building management system, sensors, online ticket sales, marketing systems and surveys have all been combined in an integrated dashboard that gives the Amsterdam theatre a greater insight into costs and an understanding of the theatrical experience of its visitors.

The clusters themselves are also open to the use of new techniques. Boele Fire Protection was the first in the Netherlands to market a solution for the remote management of sprinkler installations. By eradicating the need for two-weekly tests on location, huge savings can be achieved in costs, travel movements and CO2 emissions. In developing this service, the expertise of sister companies was utilised, for the realisation of an industrial computer (PLC), the equipping of a control room and the securing of the system according to the highest cybersecurity standards.

In 2023, Boele Fire Protection will also be launching an expansion of its Battery Power Supply, a battery system that supplies a sprinkler pump. This solution, introduced in 2021, will be expanded to include an Energy Storage System (EOS) in which the energy required by the battery will be internally generated and stored. The knowledge of the Unica Energy Solutions cluster is essential to this innovation programme. Smart Savings, an application that transmits a digital signal when a fire-retardant component is penetrated, is another innovation from Unica in the fire safety domain. Unica Fire Safety is investing heavily in reinforcing its expertise and creating support for changes in the sector. The cluster is regularly represented at international conferences such as the ESNF conference held in London in 2022.

Where innovation has already taken flight in the fire safety domain, there is still much ground to be made up in the industrial sector. Many industrial manufacturers continue to use tailor-made automation applications, specifically designed for their manufacturing process. Industrial automation specialists Pro-Fa Automation are currently developing a generic platform that offers far greater flexibility in the form of a web application and makes use of the latest IT techniques. In refrigeration technology, too, with companies like PCT Koudetechniek and Van Kempen Koudetechniek, Unica has access to considerable innovative capacity. Various knowledge areas are investigating how heat, as a by-product of refrigeration systems, can be used to support sustainability processes.

After the first two editions were focused on product innovations, the Innovation Challenge 2022 was aimed at the labour market. Although a less tangible element of the supply chain, it is an area that represents an urgent problem for the sector. With that in mind, Unica called upon its suppliers to come up with innovative ideas for increasing the labour capacity of the sector. The winner was De Harde Leerschool, a foundation that offers a valuable programme in which (young) adults with limited job prospects or education are given a new opportunity to participate in society via the sport of rugby. There are numerous other opportunities for encouraging candidates to transfer into the technical sector and Unica wishes to tap into that potential in collaboration with De Harde Leerschool.

## Digitalisation

2022 marked a crucial stage of the multiyear digitalisation programme currently underway. The already initiated digital transformation faces a number of obstacles, but every step represents a reinforcement of the digital foundation.

Following the initial restructuring of commercial and financial processes, attention has now been shifted to the operational processes. In collaboration with supplier Microsoft, work is underway to identify where further improvements can and must be achieved to facilitate the implementation of Dynamics 365 for Projects. The upgrade from Project Service Automation to the newly developed Project Operations is a key area of interest. Once operational processes have been established for projects, Unica will concentrate on structuring the management and maintenance tasks for the remainder of 2023. These will be implemented within the Dynamics for Services module according to a universal service method.



On a smaller scale, support processes are also being digitalised. At the end of 2022, a Corporate Learning Suite was established, a digital learning environment which makes it simpler to sign up for and follow (online) training programmes aimed at the professional and personal development of the workforce. Digitalisation is also being used to gather data in the framework of sustainable business practice. A start was made in 2022 on the registration of building-related emission flows, in which a record is made of the consumption of electricity and gas, as well as the electricity generated via solar panels, on the central cloud platform Building Insight. The registration of mobility-related emission flows is carried out via a central fleet management software solution. These new digital processes eradicate the need for the time-consuming and labour-intensive compilation of reports.



## Continuous improvement

Although decentral entrepreneurship is the standard practice at Unica, wherever valuable and necessary central support is provided by the Shared Service Center (SSC). The SSC is responsible for the coordination of a series of central improvement processes.

The Post Merger Integration (PMI) process was further refined in 2022 on the basis of experiences from practice, and converted into a Plan & Play book. This provides a guideline for newly acquired companies with a clear list of practical actions, tools and timelines for promoting the integration process, with a view to achieving the intended commercial synergetic advantages.

A number of new advances have also been made in the modernisation and digitalisation of HR processes. The introduction of an app gives all employees access to their staff file, records of leave, flexible benefits and other information relating to their employment at Unica via their smartphone. The purchasing team has re-examined and improved the internal process for creating a purchase order right through to payment of the invoice, thereby creating clearer frameworks for suppliers.

Huge advances have been made over the past few years in improving the level of service. Work has also been carried out on evaluating and optimising those improvements. In order to be ready for further growth, the services provided by the SSC will continue to be professionalised over the coming period.

# Risk management

Unica's basic approach to integrated risk management is to systematically identify risks and opportunities, comprehensively and in good time, and to mitigate or use them, as appropriate. In determining the company's risk appetite, the risks are constantly balanced against the financial performance. As part of the assessment process, the main threats are carefully considered, while the mitigating measures that could limit the risks are identified.

Unica has classified the risks in five categories. A degree of risk appetite has been assigned to each category, as shown in the table below.

Category	Risk appetite	Description
Strategic	Average	Unica is willing to accept risks to fulfil its ambitions. During the assessment of risks, there is always a balance between commercial opportunities and long-term social and economic risks.
Operational	Low	During the implementation of its operational activities, Unica limits the risks to the continuity of business operation and the quality of work for its customers. Safety is subject to a zero tolerance policy, according to which risks are never taken that could endanger the safety of employees, customers or work.
Financial	Low	Unica enjoys a solid financial foundation, with a good balance between equity and loan capital. Financial project risks are avoided through careful financial project management.
Digital	Low	With the help of technical, organisational and policy-based measures, Unica limits the digital risks associated with the digital transformation of its own organisation and the digitalisation of the external environment.
Compliance	None	Unica applies the highest standards of integrity, complies with all relevant legislation and regulations and ensures that these standards are observed within all companies.

Integrated risk management and security are becoming priorities in a growing number of aspects of operational management at Unica. This importance is amplified by the growth, the types of clients served, the service provided and the increased interest in our company. In order to better manage responsibility in that respect, a new position has been created for the risk management domain within the Executive Committee of a QHSE, Security & Risk director. The director appointed to this position, who has been promoted from within our own organisation, is also responsible for establishing enterprise risk management (ERM) and tying the resultant products into the existing structures within Unica.

Within the power of attorney schedule at Unica, all contracts with a value exceeding € 2.5 million undergo a check for legal aspects. If a contract amount exceeds the power of attorney, a bid form is drawn up that must be approved by the responsible director and the legal department and is assessed by the Board of Directors. For multiyear contracts with an annual contract value of more than € 10 million, approval is also required from the Supervisory Board.

## Strategic

The shortages on the labour market remain one of the greatest potential risks to successful business operations at Unica. Although shortages in the sector are growing, Unica is able to sufficiently manage the risks thanks to the company's attractiveness on the labour market as a growing and successful business with excellent career opportunities. Nevertheless, labour capacity remains a critical issue in risk management since the projected shortages are expected to continue over the coming years.

Given the challenges facing our society, companies the size of Unica can be expected to demonstrate responsibility in respect of sustainable business practice. All stakeholders, from employees and clients through to shareholders and financial backers, recognise the urgent need for Unica to make every possible effort to achieve greater sustainability in business operations and service provision. With the launch of a strategic Sustainability programme and the appointment of a Sustainability manager, Unica has taken key steps in 2022 to permanent live up to that responsibility.

Managing potential crisis situations and ensuring sound and transparent communication on those issues remain key areas of attention in Unica's risk strategy. The crisis management structure created for that purpose was evaluated following the end of the COVID-19 pandemic in 2022. The evaluation revealed a number of specific areas of improvement which have now been implemented in the crisis management process.

## **Operational**

A central quality management system that complies with the ISO 9001 and ISO 14001 standards is the key to mitigating operational risks. This quality management system is subjected to an internal and external audit every year, with the aim of identifying and implementing improvements. The certifications for various organisation components of Unica were extended in 2022.

To limit the legal and financial risks involved in the implementation of orders and contracts, one of the methods employed is the bid form method, the aim of which is to prevent imprudent commercial choices being made in the tender phase of projects. If the risks exceed Unica's risk appetite, the Legal Affairs department supervises contract amendment or ensures that specific operational measures are recorded in consultation with the responsible manager and included in the project management. For each individual contract, key operational risks are registered in the project risk register so that any threats and the appropriate mitigation measures remain in the picture throughout the implementation stage. Evaluation is another fixed element of the risk management process, so that any disputes and costs of failure can be identified at an early stage and the implementation of future projects can be further improved.

Some of the orders to which Unica contributes are subject to a higher classification level in accordance with the General Security Requirements relating to Defence Orders (ABDO). Due to the sensitive nature of the client's activities and the associated information, strict conditions apply to information security in the implementation of these orders. A National Security Team was assembled specifically to supervise such sensitive orders. Twice a year, this team organises joint knowledge sessions with the clients, to improve awareness and to ensure the sound management of the risks of sensitive orders. The best practices discussed and shared at these sessions prevent classified information being compromised.

A detailed impact analysis was already conducted in 2021, in preparation for the introduction of the Building (Quality Assurance) Act (Wkb). This new Act specifies, among others, that contractors must pay greater attention to the recording of information in the building files. This ties in well with the trend of increasing digitalisation and quality accountability, in respect of which Unica has taken a series of measures across the board. The Act was expected to come into effect in 2022, but has been postponed until mid-2023. Workshops were held throughout the country in 2022 to prepare the workforce for the introduction of this Act.

As one of the founding parties to the Governance Code for Safety in Construction (GCVB), Unica is a leading player in efforts to improve the safety culture in the construction and engineering sectors. Unica operates a zero tolerance policy on safety issues. To further focus attention on safety awareness, it is constantly brought to the attention of the workforce. As part of their introduction programme, new employees receive instructions on how Unica approaches safety within its companies. After reaching the second step of the Safety Culture Ladder in 2021, Unica prepared for certification to step 3 in 2022. The audits for the next step of this sectoral standard for safety awareness will take place in 2023.

## **Financial**

With the proposed switch to accounting methods on the basis of the International Financial Reporting Standards (IFRS), attention for financial management and transparency within Unica was further focused in 2022.

Each month, the monthly figures are discussed in detail with each cluster to allow immediate and appropriate adjustments to be made where necessary. Uniform evaluation of the financial performance ensures a clear and up-to-date understanding of Unica's financial health. A financial dashboard provides an insight into the financial position of each cluster, as a means of guaranteeing the availability of sufficient liquid assets and bank guarantee facilities to meet all the company's financial obligations. The cashflow from other group companies can be used to guarantee the liquidity of each individual company. In exceptional circumstances, bank lending facilities can be called in to bridge a temporary shortfall.

To maintain a sound operating capital position, an active policy of debtor management is employed, both via central management and decentrally within the various companies. The use of lease contracts for various investment components also contributes to a stable and strong working capital position. Due to rising interest rates, interest risks grew in 2022. Unica intends to fix its long-term interest rate as a means of mitigating the risks of further interest rate rises.



Unica relies on external expertise to attract multiyear financing, primarily in the form of the expertise of majority shareholder Triton regarding the financial market. Credit risks are limited as all outstanding claims are insured with a credit insurance company as required.

## **Digital**

Digital threats such as ransomware, DDoS attacks and phishing are among the greatest risks facing business and industry in 2022. Even worse than the damage to reputation is the direct threat to the continuity of enterprises through cyber attacks. Cybersecurity risks are therefore the subject of the utmost attention in Unica's risk management policy. The policy for information security is part of the portfolio of the new director of QHSE, Safety & Risk, and as such has been given an even clearer focus.

Unica is fully aware of its responsibility for the information in its digital ecosystem. Unica uses a variety of tools including the ISO 27001 and ISO 27002 standards to protect that information against internal and external threats with a view to safeguarding business continuity and, where possible, preventing damage to its own organisation and that of other stakeholders (e.g. consultants, suppliers and clients).

Unica is able to rely on the expertise of Unica ICT Solutions to provide in-depth knowledge of digital risks. This specialist cluster also deploys its knowledge on cybersecurity in servicing its own customers. In collaboration with these specialists, the supervision and monitoring of ICT facilities for Unica's ICT infrastructure and workforce have been further reinforced in 2022. Awareness of cybersecurity risks is crucial and with that in mind, end users are regularly informed and trained about information protection and physical security. According to the security roadmap, other measures are due to be implemented to mitigate the risks in the course of the coming year.

## **Compliance**

Unica maintains and implements the highest integrity standards in the form of unequivocal ethical standards and basic principles, as described in the publication 'We are Unica' (Wij zijn Unica), the rules of conduct, the 'Speak out' (Spreek je uit) protocols on abuse, employment disputes and undesirable behaviour. In line with the public attention for the subject, particular focus was placed on dealing with the topic of unacceptable behaviour in 2022. The protocols and the related information provision include procedures and reporting points for social safety, for which four external regional confidential counsellors have been appointed. The external confidential counsellors and the compliance officer at Unica produce an annual report on the 'Speak out' protocols.

Every new employee receives a copy of these protocols upon entering service, and the various individual themes are also regularly brought to the attention of all existing employees. During the company introduction day, new employees also receive training on integrity, compliance and security. To further expand knowledge on specific issues, the Legal Affairs department organises accessible online legal workshops every month, for which every Unica employee is free to register.

In the light of their role model position, Unica focuses particular attention on training for management in ethical behaviour and compliant working practice. Each year, all directors issue a compliance statement, which includes a declaration that they comply with all applicable legislation and regulations. A compliance fraud risk assessment was concluded in 2022, which identified those subject areas that represent the greatest risks, and the current measures were evaluated. In the reassessment of the compliance policy in 2023, a number of further actions will be taken.



**Erwin van Slooten**  
commercial manager at Unica Special Security  
Projects

## ‘Our Defence Monitoring and Security System is designed like a made-to-measure suit’

Unica and Thales signed a contract with the Ministry of Defence in 2016 for the implementation, management and multiyear maintenance of a new central Defence Monitoring and Security System (DBBS) at around 170 defence locations across the Netherlands. The new system is a high-end security solution that includes electronic access control, intruder detection, control room systems and a central monitoring facility.

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*‘Since the project started six years ago, the world has changed enormously. That has had consequences for the requirements imposed on the system.’*

“Since signing the contract six years ago, the world has changed enormously. That has also had consequences for the requirements the system needs to satisfy,” says Erwin van Slooten, commercial manager at Unica Special Security Projects, the specialist company established by Unica to carry out the DBBS order. “Whereas we started off with the idea that an off-the-shelf solution would be good enough, now, partly as a result of developments in the field of information security and cybersecurity, we are hard at work designing a made-to-measure suit.”

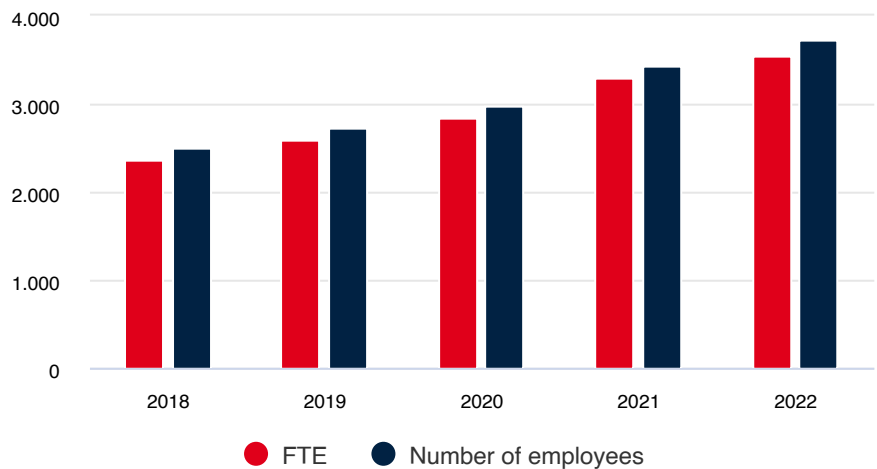
Read the full interview at [jaarverslag.unica.nl](http://jaarverslag.unica.nl).

# Employees

At year end 2021, Unica employed 3,287 FTE. In 2022, that number rose by more than 8% to 3,555 FTE. This figure makes Unica one of the 200 largest employers in the Netherlands.

Expressed in the number of individual employees, Unica offered employment to about 3,700 people at year end 2022. To carry out its work, Unica also uses a flexible pool of about 185 FTE temporary workers.

### Growth of Unica employees



## Safety

Safe working practice in all its aspects remains a priority at Unica. Unica strives to maintain the highest possible safety standards, both in day-to-day operations and in social interaction at work.

With regard to the primary process, since its inception in 2014, Unica has been involved in the Governance Code for Safety in Construction (GCVB). As one of the fourteen initiators behind the GCVB, CEO John Quist has a seat in the group of senior officers in this sectoral code on behalf of Unica. In spite of strict legislation and regulations, sector agreements and various instruments, the culture of safety in the construction and engineering industry still demands constant attention. The GCVB, which now has more than 1,100 signatories, is a sector-wide tool for meeting that demand.

One tool with a clear focus on safety awareness is the Safety Culture Ladder (SCL), also known as the Safety Performance Ladder. Following certification for the second step of this ladder in 2021, Unica made all the necessary preparations in 2022 for certification for step 3. The audits for step 3 compliance are planned for the first half of 2023. This next step is also a requirement of the Safety in Tender Procedures (ViA) protocol, an agreement that has been adopted by all GCVB participants. This protocol specifies that orders in the construction and engineering sector will only be awarded to parties that comply with all the continuously tightened safety standards.

The Veilig Unica (Safe Unica) App is based on the principle of making it simple to report unsafe situations and safety-related incidents. This smartphone app was used on more than 3,500 occasions in 2022, also as a means of consulting safety information that can be viewed directly in the app. This attention for safety awareness in 2022 resulted in a stabilisation of the accident frequency index (4.4 in 2022 as compared with 4.3 in 2021), a figure that places Unica well below the latest sector average (13.0 in 2021). The accident frequency index measures the number of accidents resulting in absenteeism/lost work time that occur within a specified period, divided by the number of working hours. All entities from the network of companies are included in the report of the accident frequency index. By making it easier to report safety incidents, more risks are revealed, and a more complete overview is created of all incidents. Unica will continue to promote greater safety awareness within the organisation over the coming years, with a view to further improving the safety score achieved by the company.

Under the influence of social and media attention, social safety was also discussed in depth at Unica in 2022. With its 'Speak out!' programme, Unica had already embedded these principles in its policy. In 2022, managers received extensive training to discuss the topic of social safety and to draw further attention to the internal and external facilities available for reporting related situations. The available procedures and reporting points were once again also explicitly brought to the attention of the employees. Providing a safe working environment in every respect will remain a policy priority at Unica over the coming years.



Lars Kurznack  
partner at the specialist sustainability consultancy firm  
ERM

## ‘Unica has the expertise to help its customers through this revolution’

Sustainability is a hot topic for many companies. Over a short period of time, the theme has evolved from an isolated and voluntary ‘doing good’ story into an all-encompassing element of business strategy, with real financial impact. Unica is also reinforcing its efforts in the field of sustainable entrepreneurship. In 2022, supported by consultants from ERM, Unica refocused its sustainability strategy, thereby further reinforcing the foundations for its own business practice.

“Sustainability is not an empty phrase at Unica. The organisation feels a real responsibility for helping to make the world a better place,” says Lars Kurznack, partner at ERM. “Unica’s customers need to improve their sustainability performance, and as a technical service provider, Unica has all the knowledge and expertise at its disposal to help these companies realise their sustainability objectives and ambitions.”

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).



*‘Unica wants to operationalise sustainability, to truly live up to its promises.’*

## Health

In its health policy, one of Unica's focal points is vitality in the employment relationship. Without imposing any obligation on its workforce, Unica makes every effort to encourage its employees to recognise the value and importance of remaining fit and healthy at work and at home. This focus has been reflected in the initiative of the vitality programme 'Your DAY' (Jouw DAG) for a number of years. In 2023, new life will be breathed into the Preventive Medical Examination (PMO) programme, now that after two years marked by COVID-19 there is once again an opportunity to evaluate the conditions in which the employees perform their work tasks. The PMO offers both Unica and its employees a clear insight into their personal health situation.

In line with the overall trend in the Netherlands, the absenteeism percentage at Unica rose in 2022. Whereas in past years the trend in absenteeism was downward, the absenteeism figure at 6.3% for the year just ended reflected an upturn (2021: 5.1%). The primary peak was observed in the spring of 2022, in the period in which the COVID-19 measures were withdrawn. During that period, partly as a result of the quarantine obligations, absenteeism was significantly higher than normal. The intensity of the influenza wave that affected the whole of the Netherlands also had an impact on the availability of employees in the autumn of 2022. During the course of 2022, periodic absenteeism discussions with managers were intensified, to offer them more support in recognising the early signals of absenteeism and, where necessary, offering sound absenteeism counselling. Through these efforts, Unica expects to be able to further reduce absenteeism levels in 2023, in line with the downward trend that had been noted in previous years.

## Attractiveness on the labour market

Labour market capacity is naturally a strategic policy spearhead at Unica. Serious challenges facing society such as the energy transition and digitalisation are calling for more technically trained employees, but there are huge shortages of well-trained technical personnel. Maintaining the attractiveness of the company on the labour market therefore remains crucial to Unica's growth strategy.

The priority in securing labour capacity lies with our current workforce. Employee engagement and staff retention are the cornerstones of Unica's human resource policy. Opportunities for advancement in a variety of disciplines, both within an employee's current specialisation or in other domains in which Unica is an active player, have a strong positive influence on staff retention. The fact that Unica continues to embrace its character as a family-owned business, so effectively put into practice at the local branches, helps underpin the loyalty and dedication of the workforce. Space for training and development, both professionally and personally, are other factors that make Unica stand out when it comes to attracting new employees. The collective labour agreement for the Metal & Engineering sector reached in 2022 was an added bonus. Over a period of 30 months, all participants in the agreement will receive a structural wage increase in excess of 8%. The majority of Unica employees are covered by this collective labour agreement.

As well as a focus on the existing population, the continued growth of Unica demands structural growth in the size of the workforce. Recruitment activities were intensified in 2022, both in terms of the size of the recruitment teams and the (online) recruitment tools that were used. Decentrally, efforts were focused on the recruitment of new employees, for example by organising information sessions at schools and for civil society organisations in the region and by organising local open days. The branch in Oosterhout and the Tiel branch of Kempen Koudetechniek, for example, organised career days to advertise the career opportunities within the company to the local community. The combination of central recruitment activities and decentral focus in 2022 resulted in a solid influx of new employees and significant growth compared with the previous year.

Unica is also working hard to reach out to new target groups, for example via social entrepreneurship and lateral entry from other sectors. One example of a new initiative is De Harde Leerschool. This foundation promotes an inclusive labour market, in which everyone has the opportunity to participate, with a particular focus on attracting candidates who deserve a new chance at making an active and positive contribution to society. With a no-nonsense approach, based around the sport of rugby, the programme developed by De Harde Leerschool helps boost personal resilience and once again makes people fit for employment. The foundation appeared on Unica's radar after winning the Innovation Challenge, which led to a joint effort aimed at encouraging participants in the programmes to seek employment in engineering.

In 2023, more attention will be paid to the central structuring of the lateral entry projects that at present are still locally organised and supported. The company Working Spirit, acquired by Unica in 2022, has already identified opportunities for ICT specialists in the lateral entry projects. From the Working Spirit Academy, candidates without an ICT background will be offered a course of job retraining. Training programmes have already been launched among others for Dutch Railways (NS) and software company Topicus, in 2022, as a way of meeting the ICT needs of these customers.



The diversity platform Unique, that was launched to reinforce the culture of diversity, organised a number of meetings in 2022 aimed at improving gender equality within Unica. Although more women have been put forward in the recruitment programmes and female participation at Unica is in line with other companies in the sector, the intake level has not yet reached the ambition of a gender ratio that reflects international business standards. Attracting technical (female) talent will therefore remain a priority, while at the same time the diversity platform will be shifting its focus further towards making Unica a more inclusive company, which clearly goes beyond a balanced gender ratio.

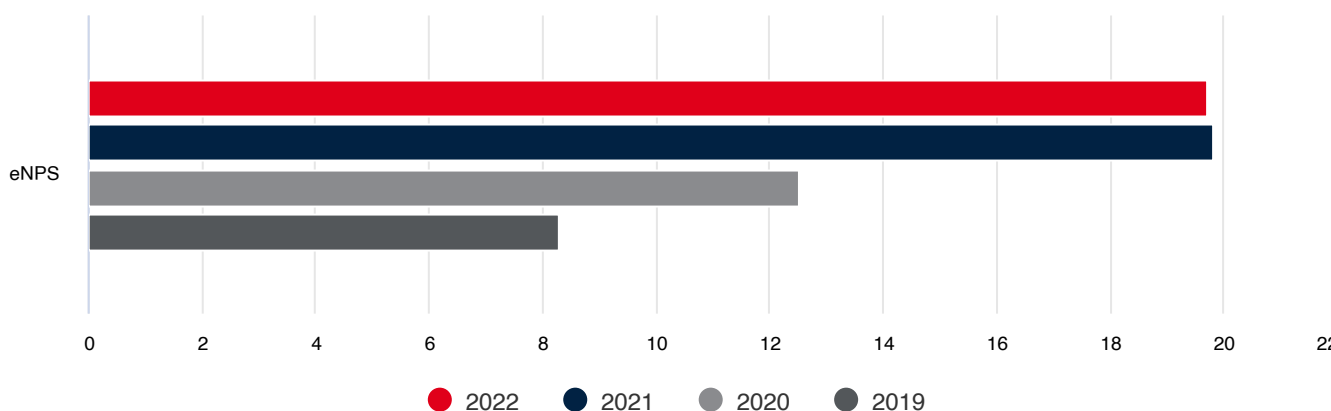
## Employee engagement

With a response rate of 72%, almost three quarters of the staff population in 2022 delivered valuable feedback on how Unica can make working for its company easier and more attractive. The results of the annual survey, organised by the independent feedback platform Effactory, provided a clear picture of employee satisfaction.

The overall results of the survey were comparable to those of last year. There is pride in the level of service provided by Unica, the added value for the company's clients, and perceived development opportunities for employees. The most commonly mentioned improvement points were cooperation between the organisation elements and communication about the targets of the group of companies. That particular improvement point was followed up on by improving internal information sharing in 2022 with the introduction of the Unica Connect App, which makes it easy for every employee to read all the latest news on their own smartphone.

## eNPS 2019 to 2022

A positive NPS indicates that there are more respondents who have given a score of at least a 9 than there are unsatisfactory ones



The eNPS score, the benchmark that reflects the difference between the percentage of employees who would recommend Unica to others as an employer and those who would advise against working at Unica, remained almost unchanged (at 19.7 in 2022, as compared to 19.8 in 2021). The eNPS remained positive in 2022 in every cluster. The real value of the results of the survey lies in the specific input employees can provide to their own company. Together with the workforce, the management of each company can then develop a targeted response to the improvement points that emerge from the survey.

## Education & development

2022 saw the establishment of a Corporate Learning Suite that in the future will be used as a platform for the provision of all education programmes within Unica. All suitable training courses and education programmes have been made available on the platform as e-learning modules, to allow employees to follow them at a place and time of their own choosing. The learning environment also offers a wide range of general digital courses that are available to the entire workforce. This means that everyone can plan their own personal and business development at a time that suits them.

The platform also simplifies the centralised registration and signing up for training courses and exams. Via the platform it is even possible to create and allocate personal learning lines to individual employees, so that they can follow regular courses and attend periodic training sessions in a logical order. The launch of the digital learning environment is the response from Unica to the need and necessity of all employees for 'lifelong learning and development'. The range of development opportunities on offer will be further expanded in 2023, according to the experiences of the users.

For the development programme for young professionals, preparations were made in 2022 for the launch of two new groups, in a variant for graduates from senior secondary vocational education (mbo) and one for graduates from higher professional education (hbo). This programme is aimed at talented young individuals already employed at Unica. The target group for this programme differs from that for the traineeship programme which is aimed at new entrants from higher professional education or university. The sixth group of these trainees started in 2022. The leadership programme for middle management was concluded last year. Now that this group of employees has completed the full training programme, it will be evaluated to identify possibilities for further follow-up from 2023 onwards.



# INTERVIEW



**Kim Middelkamp**  
director New Business at Sallandse Wegenbouw

**‘Using artificial sports fields to generate renewable energy is so logical!’**

Sallandse United, SuperSub SportSystems and Unica Energy Solutions have joined forces for an innovative, sustainable project. The three companies are working together on a system for harvesting and utilising energy from artificial grass pitches. In the autumn of 2022, a pilot was run at football club Be Quick '28 in Zwolle with what they named a collector pitch. The results of this first practical test exceeded expectations.

“There are so many things in the world that we cannot influence. And that is what makes it so exciting as an SME enterprise in the eastern Netherlands to have the opportunity to investigate new possibilities. And to prove that they are feasible,” says Kim Middelkamp, director New Business at Sallandse Wegenbouw. “With the collector pitch, we have laid one more valuable piece of the energy transition puzzle.”

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).



*‘The collector pitch is a valuable piece of the puzzle in the energy transition’*



# Sustainable entrepreneurship

In its sustainable business strategy, Unica maps out the challenges for today and tomorrow and identifies how the network of companies can be deployed to deliver maximum sustainable impact. As a partner in the sustainable transformation, Unica can make a positive difference for its own organisation and for its clients.

## Sustainability for clients

As consultants on energy issues, Unica network company Hellemans Consultancy assists organisations in their sustainability goals and reducing their CO<sub>2</sub> footprint, cutting back on energy use and achieving savings in the energy procurement process. In the field of energy procurement Hellemans Consultancy is the market leader in the Netherlands. As a strategic broker, Hellemans Consultancy advises organisations on which products are available from energy suppliers to meet sustainability ambitions according to the best possible conditions. In that capacity, Hellemans Consultancy is involved in energy procurement with a combined portfolio value of € 5 billion.

With its specialist skills, Hellemans Consultancy advised a collective gas tender for the Green Metropolitan Region Arnhem-Nijmegen, consisting of 16 municipalities, at the start of 2022. For its energy consultancy services, Unica Energy Solutions was awarded the BRL 9500 certificate in the spring of 2022. This certification allows the company to operate as Official Energy Performance Advisor and to prepare energy labels for buildings (offices and homes) according to the NTA 8800 method.

The geopolitical unrest, recovery from the COVID-19 pandemic and a series of climate factors resulted in a disrupted energy market in 2022. This in turn led to a major upturn in energy prices. The fact that the energy market has been relatively stable over the past few decades meant that many organisations suddenly found themselves in serious difficulty due to the higher prices they were forced to pay to extend their energy contracts. Price rises are one element over which Hellemans Consultancy has no influence. This makes it almost impossible to mitigate the impact for clients when their energy contracts expire. Due to the higher costs, many organisations had less capacity to finance sustainability measures, despite being convinced more than ever of the strategic importance of energy. This will have a knock-on effect on further investments in structural sustainability measures that are expected to be implemented in the coming years.

In terms of day-to-day operations, almost every new project has a sustainability component. In some cases this relates to large applications, such as at the Rijnstate Hospital in Elst, which is the first hospital in the Netherlands to use hydrogen as its primary energy source. The entire energy system for the new build in Elst is designed according to that principle. Unica is involved in realising this project as a technical specialist. Unica also designs and manages its own energy supply facilities, for example the power plant with CHP developed by Unica Energy Solutions at ViVa zorggroep.

Innovation and technology also contribute to improved sustainability. Efficient access control and remote management for example mean fewer transport movements, which above all results in considerable indirect sustainability benefits. A calculation of the advantages was included in a tender procedure for PwC, in which the sustainability benefits of remote management are quantified. Another example of a broader vision on the opportunities for sustainability is a trial that uses sports pitches as a source of heat. The field collectors installed in the artificial turf capture solar energy to supply a heat pump which heats the club house.

The energy price is not the only area of interest. For sectors or companies with high energy consumption, security of supply is a fundamental risk factor. Grid congestion in the energy infrastructure and the imbalance between the moments at which energy is generated and consumed, are strategic topics for many consumers or new market entrants. Unica develops solutions to help its clients manage these aspects. In collaboration with the industrial specialists at Unica Industry Solutions and external party Sympower, for example, an energy installation was connected to the emergency power pool of grid operator TenneT. The FlexPower solution developed by Unica Energy Solutions combines hardware and software systems to monitor the energy market. It can also contribute to a more reliable electricity network and a better balance between supply and demand. FlexPower monitors the electrical assets of companies and utilises the flexibility in processes in combination with local power generation to better balance the Dutch electricity grid.

Together with its partners, Unica offers a wide range of sustainable solutions and expertise. As the developments in sustainable technology make it increasingly complex to maintain a clear picture of all applications, all the sustainable and circular solutions available from Unica have been placed in the 'Sustainable Procurement Database in 2022.

Together with its clients and supply chain partners, Unica is becoming increasingly aware of how circularity works in practice. One excellent example is the circular market place developed with all suppliers involved in the contract currently being completed by Unica on behalf of Rijkswaterstaat. Together with wholesale supplier Rensa, Unica is achieving major advances in the field of reconditioning. Electronic and mechanical components replaced during maintenance and breakdown repairs can now be given a second life, thanks to the reconditioning specialists at Inxeon. Unica is also examining the possibilities of large-scale material reuse in its primary processes: in 2022, an intern conducted a preliminary investigation into how Unica can stand out against the competition in the building process with the support of urban mining.

## Materiality

Unica regularly reflects on the key themes in the field of sustainable change. These reflections are viewed from the perspective of the various stakeholders, employees, suppliers and subcontractors, clients, government, sector organisations, knowledge centres and educational institutions, shareholders and partners.

As part of the strategic Sustainability program, these stakeholders were intensively involved in a new materiality analysis in the spring of 2022, to discuss how Unica can structurally reinforce its process of sustainable development over the coming years. Backed up by an external analysis, the first step was to map out the key social themes. The stakeholders were then asked to identify the topics most important to them, and in respect of which they believe Unica delivers or could deliver real impact in creating sustainable value. These subjects form the basis for Unica's sustainability strategy and will enjoy more focus in the company's reporting in the near future. The stakeholders identified the following key themes for Unica:

1. Renewable energy & CO2 reduction
2. Innovation
3. Circularity
4. Health & Safety
5. Development & long-term employability
6. Digitalisation
7. Ethics & integrity

These topics already had a focus within Unica to a greater or lesser extent and have now been translated into the core spearheads of Unica's sustainability strategy: Energy & Climate, Circularity & Environment, People & Society and Innovation & Digitalisation. Ethics and Integrity form the fifth policy spearhead. In 2023 and beyond, Unica plans to focus specific attention on implementing this Sustainability Framework and the related programmes.



In addition to this central policy, sustainable entrepreneurship is put into practice at numerous other locations within Unica. An internal sustainable business network was established, to which dozens of enthusiastic contributors have now signed up, with the aim of bringing together all the relevant knowledge, creative ideas and implementation capacity. The organisation of a Sustainability Award is one of the initiatives that this network put into practice in 2022. The competition for this award generated several excellent ideas for further improving the sustainability of a number of specific aspects of the company's business operations.



**Margot Palmen**  
**Head of Fundraising at Stichting Het Nationale Park**  
**De Hoge Veluwe**

## ‘Investing together in a sustainable future for coming generations’

After two years of the COVID-19 pandemic in which everyone worked from home as far as possible, we were at last able to once again meet face to face in 2022. Unica decided to set its best foot forward by entering into a three-year partnership with Stichting Het Nationale Park De Hoge Veluwe. By taking this step, Unica can combine meetings at one of the ‘Best meeting locations of the year 2022’ with its ambitions in the field of corporate social responsibility.

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*‘De Hoge Veluwe is a unique location that occupies a place in many people’s hearts’*

“Attending meetings surrounded by nature is a remarkable experience,” explains Margot Palmen, Head of Fundraising at Stichting Het Nationale Park De Hoge Veluwe. “At the same time, it reinforces people’s sense of urgency: biodiversity in the Netherlands and in our national park is visibly under pressure. Financial support from private individuals, funds and companies like Unica is therefore all the more essential. It also turns out that Unica and De Hoge Veluwe have a great deal in common.”

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).

## Internal operations

For its own internal operations, Unica has been awarded ISO 14001 certification. This certificate reflects the fact that all work is carried out according to an environmental management system and environment policy, which is structurally embedded in all work processes and systems. In line with the certificate, Unica sets itself environmental targets that are reported on each year. In the spring of 2022, Unica was able to renew its EcoVadis certificate for sustainable business practice. Just like with the original certificate in 2020, the new certificate was accompanied by a silver medal in recognition of the company's performance in the field of sustainability. This makes Unica one of the 25% best similar companies that EcoVadis has assessed.

Another priority at Unica is the concentrated focus on CO2 reduction in the company's own activities. To streamline the management approach to CO2 within the network of companies, Unica relies on the CO2 Performance Ladder. Unica started the certification process in 2022 and set itself the target of reaching step 3 of the certificate during the first six months of 2023.

To gain an insight into its CO2 emissions, all energy consumption measurements from all office locations have been digitalised in the Building Insight platform. Based on these data, as well as conducting regular sustainability measurements, data-driven efficiency improvements can be implemented.



Many of the locations from which Unica operates generate part of their own energy requirements, for example with solar panels and CHP installations. The company's head office in Hoevelaken holds a BREAAAM Excellent certificate and the offices in Bodegraven were fully sustainably renovated in 2022. Following this large-scale renovation project, the 50 year-old premises were reopened in April with an A++ label, representing a huge advance in building sustainability. Both structurally and in terms of its system components, the building has been fully renewed and equipped with integrated heat pumps and control technology, LED lighting with daylight regulation and motion detection, as well as 200 solar panels. The interior of the Bodegraven office has also been modernised with circular furniture. Finally, the interior underwent a total metamorphosis, creating an inviting workplace for the more than 150 users.

Besides accommodation, another major contributor to Unica's CO2 footprint is mobility. A more up-to-date mobility policy was introduced in 2021, aimed at electrification of the vehicle fleet and more possibilities for flexible transport. The new mobility policy is an important step towards the target of ordering no more petrol-driven cars by 2025, thereby making Unica's vehicle fleet completely emission-free by 2030. Experiments involving sustainable service logistics are being conducted at various locations, with a view to minimising emissions generated by Unica field staff in performing their service tasks.

With regard to waste, Unica is aiming to structurally reduce waste production by ensuring that all released materials are reused at the highest possible level. Unica aims to achieve this goal by separating waste at office locations and work locations, and by joining forces with a recognised waste processor. Thanks to the more effective deployment of the resources available, despite the growth of the organisation, the volume of waste disposed of by Unica has been reduced by more than 12% over the past two years.

Unica will continue to work hard to introduce further measures to improve waste processing at all project locations and to include all new Unica offices. In 2022, Unica signed up to the Sector Packaging Plan introduced by Techniek Nederland. The ambition is for the sector to work towards a circular economy in which minimal use is made of primary resources for packaging, and packaging waste is cut as far as possible.

## Social engagement

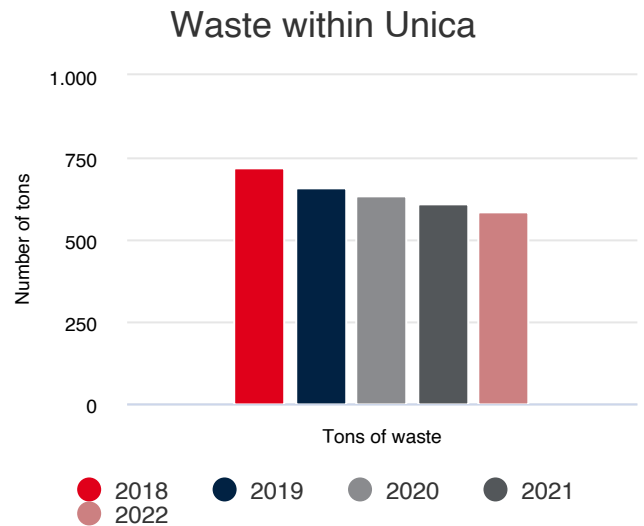
Both close to and far from home, Unica demonstrates sustainable business practice outside its own operations and services in contributing to society.

The Unica Foundation is the most eye-catching example of social action. The foundation was established in 2007 at the initiative of Unica, with the aim of supporting technical aid projects in developing countries through the provision of knowledge and expertise in the field of (sustainable) technology. The structural and sustainable efforts in contributing knowledge to the people of Nepal have improved the living conditions of more than 40,000 people since the foundation was established. In 2022, the foundation celebrated its 15th anniversary. Although the Unica Foundation operates separately from the group of companies, many employees contribute their time as volunteers. Once a year, a sponsored run is organised from Unica's head office, where Unica staff and their family take part to collect donations for the foundation.

Since 2022, Unica has been a partner of De Hoge Veluwe National Park. This 5,400 hectare park is the largest privately owned area of uninterrupted nature in the Netherlands. Unica's social involvement with the park makes a contribution to nature, art and culture. The revenue generated from its partnerships is spent by the park on nature projects aimed at flora and fauna conservation and recovery.

Between 2020 and 2022, Unica helped make the Netherlands a more 'heart-healthy' country as a partner to the Dutch Health Foundation. A network of more than 45 Unica volunteers installed more than 150 AEDs during this period. The work of these Unica volunteers has helped fulfil the ambition of the Dutch Heart Foundation to create a nationwide network of these devices.

Every company in the Unica network supports social projects in their own region, ranging from sports clubs and cultural institutions through to teaching days and research projects. Unica Fire Safety, for example, made an end-of-year donation to the Dutch Burns Foundation in 2022. In the autumn, the Unica team in Oosterhout organised a mountain bike event to raise funds for the Unica Foundation. In this way, the Unica companies are able to demonstrate to the local communities of which they form an integral part their promise to always operate in close proximity to their customers. One other activity that deserves a mention is a fund-raising campaign for the victims of the war in Ukraine among all company staff. The campaign raised the sum of €30,000, which was doubled by Unica to €60,000.



## Dutch Heat Act

Information reported under the Dutch Heat Act (Warmtewet):

		Hoog Catharijne	deltaWonen
<b>Connection year end 2022</b>			
up to 100 kW	number	196	1.309
<b>Heat sales</b>			
up to 100 kW	GJ	4.024	25.837
<b>Total connection capacity</b>			
up to 100 kW	kW	2.410	5.236
<b>Revenue split by rate components</b>			
Energy sales	€	161.495	1.152.072
Fixed charges	€	67.851	78.637
Measurement costs	€	4.449	30.667
Fixed costs of delivery set	€	20.671	-
Storage exchanger	€	5.179	-
Storage > 25 kW	€	1.475	-
Registration and cancellation charges	€	-	-
<b>Maintenance costs</b>	€	139.100	325.194
<b>Result</b>	€	-258.850	-293.000



**Ed Oskam**  
architect of De Harde Leerschool and winner of the  
Unica Innovation Challenge 2022

**‘We help (young) adults who have hit obstacles in their life to find a new job in engineering’**

Met de Unica Innovation Challenge moedigt Unica leveranciers, ketenpartners en organisaties aan om producten of diensten te ontwikkelen waar de hele technieksector duurzamer, productiever of op een andere manier beter van wordt. De derde editie van de jaarlijks uitgereikte innovatieprijs stond in het teken van de krapte op de arbeidsmarkt. De Harde Leerschool won overtuigend met een innovatief praktijkprogramma gericht op een inclusieve arbeidsmarkt.

“We help people who have fallen through the cracks to once again be fit for employment. Our approach is a no-nonsense programme built around the core values of the sport of rugby,” says Ed Oskam, founder and architect of De Harde Leerschool. “Just like Unica, we believe that everyone deserves a second chance and everyone has talents that can be further developed.”

Read the full interview at [jaarverslag.unica.nl](https://jaarverslag.unica.nl).

“

*“Winning this prize is a recognition for all our hard work and at the same time feels like a new adventure.”*

# Outlook for 2023 and beyond

## Occurrences since the balance sheet date

A strategic reassessment at Unica was completed in 2022. Consultations were held between the management, the shareholders, the banks and the provider of subordinated loans regarding the growth strategy and its financing. The discussions resulted in a proposal for the recapitalisation of the shares and refinancing by a consortium of banks through to mid-2028. In this framework, outstanding loans and repayment obligations will be re-evaluated. The financial impact will among others depend on the extent to which and the timeframe within which the growth strategy can be realised.

## Energy transition

Once the delaying effect of the high energy prices is behind us, the energy transition is expected to gradually get back to full speed in 2023. With its knowledge and specific services, Unica is excellently positioned to assist in that process, and to help clients convert their incidental sustainability measures into a structured sustainability agenda. Through its integrated approach, Unica operates at the very core of the energy transition and is able to help organisations fulfil almost every aspect of their sustainability ambitions.

Thanks to the innovative capacity of Unica, the already favourable outlook for technical service provision is further reinforced. Alongside the Unica Innovation Center, as a centre for knowledge and driver for the digital management of building functions, Unica has access in-house to fundamental ICT knowledge that is able to support the digital transformation in technical service provision with real applications.

## Growth expectation

Given the favourable market prospects, Unica expects to achieve annual growth of between 10% and 15%. As Unica has grown in strength over the past few years, and thanks to the company's solid foundations, Unica is less negatively affected by the economic difficulties currently facing the world. The autonomous growth Unica expects to achieve will be supplemented with an ambitious acquisitions agenda to reinforce its regional presence and to further broaden the company's specialist knowledge. The buy & build strategy, implemented by Unica for many years, ensures a controlled growth that is expected to continue over the coming years. Further improving the healthy rate of return to a percentage above 10% remains a spearhead in the company's growth strategy.





## Strategy

The strategic reorientation conducted in 2022 revealed that Unica's core strategy remains solidly futureproof and will continue to offer numerous opportunities in the years to come. The growth areas that emerged from the reorientation will be further elaborated in 2023 into targeted action plans. The attention Unica has for its people, its focus on innovation and digitalisation, its strive for customer excellence and its acquisition agenda will remain unchanged. Sustainability, as another key point of focus, is becoming an increasingly distinctive element of company strategy. The Sustainability Framework drawn up in 2022 will take further shape in 2023 and beyond in the form of practical programmes. From 2023 onwards, Unica has undertaken to provide even greater transparency in reporting on its sustainability performance.

In a persistently tight labour market, the attractiveness of the company as an employer remains a top priority. The company plans to expand its recruitment activities and a new 'working at' website and a candidate system are planned for 2023. Internal job transfer in the form of an internal mobility programme is expected to also contribute to retaining and developing talent within the entire network of companies. Career prospects within Unica must be utilised to the maximum extent. This also applies to programmes for lateral entry, training and education, and social entrepreneurship, all of which will be further structured in 2023 as a means of contributing to the essential task of attracting new target groups to Unica.

Further expanding the scope of services with end-to-end solutions is a spearhead for the coming years. At present, many services are offered autonomously by independently operating companies while it is precisely the combination of services by different companies that can generate real added value. The combination of knowledge from different domains results in surprising and sometimes valuable disruptive applications that in turn offer new prospects. Developing shared propositions ties in with the next phase of professionalism Unica plans to implement, although retaining the company's own entrepreneurial capacity remains a key factor for success. Thanks to their entrepreneurial freedom, the more than 40 companies that make up our network enjoy a solid position in their region and the domain in which they operate.

## Summary

The range of services provided by Unica places the company in an excellent position to help solve the challenges facing society, such as the energy transition, staff shortages and ageing population, health and safety. Unica accepts the responsibility its position brings, and as a consequence gives due prominence to its own efforts in the field of sustainable business practice.

Unica is extremely grateful for the trust shown in the company every year by thousands of customers. The commitment demonstrated by all our employees in their day-to-day efforts on behalf of our clients is equally essential to our success, and deserves our heartfelt appreciation. The Board of Directors looks forward to continuing its pleasant and constructive working relationship with the Supervisory Board, the management, the Joint Works Councils and all other stakeholders in order to further expand the success of Unica in the years to come.

*Hoewelaken, 26 April 2023*

**John Quist, CEO**

**Ron van Laar, CFO**





**Wouter Everaert**  
(CEO of SilverFalcon Datacenter) and  
**Arno Uiterweerd**  
(managing director of Unica Datacenters)

## ‘SilverFalcon datacenter in Westpoort will be a role model for the world’

Unica Datacenters and construction company Cordeel have joined forces to build Amsterdam’s largest datacenter. In the Westelijk Havengebied, three eighty-metre-high towers are set to be built, with a total floor surface of 100,000 square metres. Client SilverFalcon has the ambition of building a datacenter here in Westpoort that will be a role model. For Amsterdam, for the Netherlands, for Europe and the rest of the world.

“Our sector is going through a series of innovative developments. At the SilverFalcon datacenter, we will be combining them all for the first time in an attractive building environment,” explains Wouter Everaert, CEO of SilverFalcon. Arno Uiterweerd, managing director of Unica Datacenters, adds, “This will be the first hybrid datacenter that combines air and liquid cooling on a large scale.”

Read the full interview at [jaarverslag.unica.nl](http://jaarverslag.unica.nl).

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*‘Datacenters form the essential infrastructure for all our data traffic. The more data we use, the more datacenters we need.’*

# Financial statement



# Consolidated balance sheet

Amounts in € 1,000		2022		2021
<b>Assets (before profit appropriation)</b>				
<b>Fixed assets</b>				
<b>Intangible assets (1)</b>				
Goodwill	126.316		121.157	
Development costs	3.141		2.025	
Software	9.318		6.923	
		138.775		130.105
<b>Tangible fixed assets</b>				
Company buildings and grounds	2.470		1.311	
Other fixed operating assets	9.427		9.077	
Fixed assets in progress and prepayment	175		0	
		12.072		10.388
<b>Financial fixed assets</b>				
Non-consolidated participating interests	80		152	
Loans and other non-current receivables	162		195	
		242		347
<b>Current assets</b>				
Stocks		7.453		5.608
<b>Accounts receivable</b>				
Debtors	101.215		80.650	
Receivables from other affiliated companies	4		479	
Claim against shareholder	0		1.312	
Taxes receivable	1.423		1.563	
Still to facturate	1.339		891	
Other receivables and accruals	20.490		9.793	
		124.471		94.688
<b>Liquid assets</b>		73.198		53.905
		<b>356.211</b>		<b>295.041</b>

Amounts in € 1,000		2022		2021
<b>Passive (before profit appropriation)</b>				
<b>Group equity</b>				
Legal entity's share in group equity (7)	128.955		98.680	
Third-party share in group equity (8)	515		668	
		129.470		99.348
<b>Provisions (9)</b>		15.135		13.775
<b>Long-term liabilities (10)</b>		64.213		50.000
<b>Current liabilities</b>				
Projects in progress (11)	4.878		17.802	
Liabilities to suppliers	69.395		52.285	
Taxes and social security contributions (12)	25.665		23.113	
Personnel costs to be paid	23.641		21.426	
Invoices still to be received with regard to completed projects	5.019		5.362	
Liabilities to shareholders	1.856		1.703	
Liabilities to other associated companies	0		120	
Other liabilities and deferred income (13)	16.939		10.107	
		147.393		131.918
		<b>356.211</b>		<b>295.041</b>

# Consolidated profit and loss account

Amounts in € 1,000		2022	2021
<b>Total net revenue (15)</b>		<b>758.147</b>	<b>663.155</b>
Costs of materials and consumables	190.290	146.654	
Costs of outsourced work and other external costs	134.698	154.569	
Wages and salaries	194.423	175.060	
Social security contributions	31.567	26.357	
Pension costs	21.276	18.719	
Amortisation of intangible fixed assets	20.614	13.105	
Depreciation of tangible fixed assets	4.223	3.901	
Hiring from third parties	39.025	27.911	
Other operating costs	73.959	57.451	
<b>Total operating costs</b>		<b>710.075</b>	<b>623.727</b>
<b>Operating result</b>		<b>48.072</b>	<b>39.428</b>
Share in result from group companies (18)		-832	25
Financial income and expenses (19)		-1.515	-791
<b>Result from normal business operations before taxes</b>		<b>45.725</b>	<b>38.662</b>
Taxes (20)		-15.266	-11.411
<b>Consolidated result after tax</b>		<b>30.459</b>	<b>27.251</b>
Of which third-party interests (21)		-184	-438
<b>Results attributable to the legal entity</b>		<b>30.275</b>	<b>26.813</b>

# Consolidated cash-flow statement

(according to the indirect method)

Amounts in € 1,000		2022		2021
Operating result		48.072		39.428
Adjustments for:				
Depreciations		24.837		17.006
Movements in provisions		1.856		411
Changes in working capital:				
Movements in stocks	-1.587		-1.328	
Movements in projects in progress	-11.685		-17.578	
Movements in accounts receivable	-17.427		5.556	
Movements in other receivables	-21.269		2.577	
Movements in current liabilities	21.766		-7.002	
		-30.202		-17.775
<b>Operating cash flow</b>		44.563		39.070
Result from non-consolidated participating interests		-832		26
Taxes		-3.848		-2.669
<b>Cash flow from operating activities</b>		39.883		36.427
Investments in development costs and software	-5.491		-3.778	
Investments in tangible fixed assets	-5.219		1.035	
Acquisitions of group companies	-26.715		-92.509	
Investments in financial fixed assets	627		-20	
<b>Cash flow from investment activities</b>		-36.798		-95.272
New long-term loans	24.984		50.000	
Repayment of long-term loans	-11.687		0	
Dividend paid	-1.506		-117	
Acquisition of third-party interests	-172		0	
Dividend paid to minority shareholders	-165		-299	
<b>Cash flow from financing activities</b>		12.370		49.584
<b>Net cash flow</b>		15.455		-9.261
Liquid assets available in acquired participations		3.838		5.202
Balance as at 1 January		53.905		57.964
<b>Balance as at 31 December</b>		<b>73.198</b>		<b>53.905</b>

# Notes to the consolidated financial statements

## Activities

Unica Groep BV offers its clients sustainable technological solutions for safety, communication and comfort.

Unica Groep BV has its registered office and head office in Hoevelaken (Netherlands) and is listed in the Commercial Register of the Chamber of Commerce under number 05068404.

## Group parent company

The company is part of an economic entity with Prisma Technologies BV in Hoevelaken as the group parent company. The financial data of the company are included in the consolidated financial statements of Prisma Technologies BV along with the other companies belonging to the group. Copies of this can be obtained from the Commercial Register of the Chamber of Commerce in Arnhem.

## Mergers and acquisitions

In 2022, two strategic acquisitions were completed by Unica Groep BV, Electronic Application Laboratory (Apeldoorn) BV (hereinafter referred to as: EAL) and Working Spirit ICT BV (hereinafter referred to as: Working Spirit). All acquisitions have been accounted for using the purchase accounting method on a provisional basis.

The goodwill paid, including amounts for brand name, order backlog and customer relationships are included as 'purchases goodwill' in the statement of movements of the intangible fixed assets. In determining the investments in goodwill, brand name, order backlog and customer relationships, the value of the deferred tax liabilities on the imputed value of brand name, order backlog and customer relationships are taken into account.

### EAL

On 15 April 2022, Unica Access & Security BV acquired 100% of the shares of E.A.L. Electronic Application Laboratory (Apeldoorn): The total purchase price (including transaction costs) amounted to €14.6 million, of which €3.7 million fair value of assets and liabilities and €10.9 million for goodwill.

### Working Spirit

On 10 May 2022, Unica ICT Solutions BV acquired 100% of the shares of Working Spirit ICT BV. The acquisition was completed by the effective date 1 January 2022. The total purchase price (including transactions) amounted to €15.3 million, of which €3.0 million fair value of assets and liabilities and €12.3 million for goodwill.

## Consolidation principles

The consolidated financial statements of Unica Groep BV include the financial data of companies belonging to the group and other legal entities over which it exercises dominant control or that it manages centrally. The consolidated financial statements have been prepared using the accounting principles for valuation and determination of the result of Unica Groep BV.

The financial data of Unica Groep BV are included in the consolidated financial statements; accordingly, an abridged profit and loss account suffices in the company financial statements, pursuant to Book 2, Article 402 of the Dutch Civil Code.

The financial data of the group companies and the other consolidated legal entities and companies are included in full in the consolidated financial statements, after elimination of intra-group balances and transactions. Third-party interests in the equity and in the result of the group companies are disclosed separately in the consolidated financial statements.

The results of newly acquired group companies and other consolidated legal entities and companies are consolidated from the date of their acquisition. On that date, the assets, provisions and liabilities are valued at fair value, adapted according to the Unica principles.

If the acquisition price exceeds the fair value of the acquired assets and liabilities, this constitutes goodwill. The goodwill is capitalised and amortised over the economic life. The results of divested participating interests are included in the consolidation until the date on which the decision is taken to break off the group relationship.

The group companies fully included in the consolidation are:

- Unica Access & Security BV, Hoevelaken \*)
- Unica Building Automation BV, Hoevelaken \*)
- Unica Datacenters BV, Hoevelaken \*)
- Unica Energy Solutions BV, Hoevelaken \*)
- Unica Fire Safety BV, Hoevelaken \*)
- Unica ICT Solutions BV, Hoevelaken \*)
- Unica Industry Solutions BV, Hoevelaken \*)
- Unica Installatietechniek BV, Hoevelaken \*)
- Unica Special Security Projects BV, Hoevelaken \*)
- Boele Fire Protection BV, Zoetermeer \*)
- Brainpact BV, Venray \*)
- Helhout Holding BV, Amersfoort \*)
- Hellemans Consultancy BV, Amersfoort \*)
- Pro-Fa Holding BV, 's-Hertogenbosch \*)
- Pro-Fa Automation BV, 's-Hertogenbosch \*)
- Regel Partners BV, Hoevelaken \*)
- Synto BV, Goes \*)
- PCT International BV, Deurne \*)
- Numan & Kant BV, Strijen (75%)
- Van Kempen Koudetechniek BV, Tiel \*)
- Van Kempen Service BV, Tiel \*)
- Unica Deutschland GmbH, Frankfurt
- Nomi BV, Hoevelaken \*)
- Applicom Nederland BV, Nijmegen
- Fire Safety Holding BV, Schoonhoven
- Fire Safety Projects BV, Schoonhoven
- Gerco Brandpreventie BV, Schoonhoven
- Red Profs BV, Schoonhoven
- Installatiebedrijf Otte BV, Sneek
- Pranger Rosier Holding BV, Dokkum
- Pranger-Rosier Installaties BV, Dokkum
- Equu BV, Leeuwarden
- E.A.L. Electronic Application Laboratory (Apeldoorn) BV, Apeldoorn
- Working Spirit ICT BV, Deventer

*\*) For these group companies, a liability guarantee in accordance with art. 2:403 of the Dutch Civil Code has been issued.*

Unica Groep BV has a 75% share in the issued capital of Numan & Kant BV and an 80% share in Synto BV until March 2022. A minority interest has been included in the equity and the result for this purpose. Unica Groep BV acquired the remaining 20% of shares in Synto BV in March 2022. The share in the issued capital of the other group companies is 100%.

The following participating interests are consolidated on a proportional basis:

De volgende deelnemingen zijn proportioneel geconsolideerd:

- Installatie Combinatie v.o.f. I4Care, Zwolle (50%)
- Installatie Combinatie v.o.f. I4Care S gebouw, Zwolle (50%)
- v.o.f. I4Installations 5L&6KLM, Oisterwijk (50%)
- v.o.f. N2UE Zuidbroek, Zwolle (50%)
- Bouwcombinatie DUS vof, Vught (50%)
- ProCUS v.o.f., Maarssen (50%)
- Zorgbeheer Isala v.o.f., Bunnik (20%)
- Bouwcombinatie Nico de Bont – Unica vof, Vught (50%)



The following entities have not been consolidated but are presented in the balance sheet according to the equity method, under 'Financial Fixed assets - non-consolidated participating interests' and in the profit and loss account under 'Share in the result of non-consolidated participating interests' in connection with the lack of materiality in property, debts to third parties or not yet invoiced result.

- Bouwcombinatie Berghege-Heerkens-Unica v.o.f., Oss (50%)
- V.o.f. Thales Unica, Huizen (50%)
- Unica DuraVermeer Datacenters v.o.f., Hoevelaken
- V.o.f. Four Care, Enschede (22%)
- V.o.f. Four Care Gebouw S, Enschede (20%)
- Zorgbeheer Isala v.o.f., Bunnik (25%)
- Combination v.o.f. Conradhuis, Amsterdam (50%)
- Bouwcombinatie Carebuilders-Unica v.o.f., Oss (50%)
- UR Cool BV, Den Ham (50%)
- Service Partners Midden-Holland BV, Bodegraven (33%)
- UDV Energie Schuttersveld v.o.f., Hoevelaken (50%)
- UDV Energie Zuideramstel v.o.f., Hoevelaken (50%)
- Voorst Energie BV, Zwolle (50%)
- D2B V.o.f., Bunnik (22%)

### **General accounting principles for preparing the consolidated financial statements**

The consolidated financial statements were prepared in accordance with Title 9, Book 2 of the Dutch Civil Code. The assets and liabilities have been valued and the result determined on the basis of historical cost. Assets and liabilities have been valued using the cost price model unless a different accounting principle is specified for the specific item in the balance sheet.

Income and expenditure are allocated to the financial year to which they are related. Only profits realised at the balance sheet date have been included. Obligations and potential losses arising before the end of the reporting period have been taken into account if they were known before the financial statements were compiled.

### **System change**

Since 2022, Unica has been operating the amended guidelines of the Dutch Accounting Standards Board in respect of presentation, valuation and interim results from projects in progress.

In the profit and loss account, starting in 2022, the revenue generated both from completed projects and changes in projects in progress is presented on balance, as net revenue. Up to and including 2021, the change in capitalised costs and the results allocated on that basis were presented in the profit and loss account under 'Change to projects in progress'.

One significant change in the accounting of net revenue of projects in progress in the new guidelines is that revenue must be accounted for per performance obligation rather than per contract. A promised asset or promised service can be distinguished if the following criteria are met:

1. the customer can independently use the benefits of goods or services, separately or jointly with resources that the customer has or can obtain; and
2. the promise to supply goods or services can be distinguished from other promises contained in the agreement.

If two or more promises contained in the agreement to supply goods or services cannot be separately distinguished, these promises will be combined to a combination of goods or services that can jointly be distinguished from other promises in the agreement.

In the included net revenue, Unica has applied the prospective option, which means that this amended accounting for revenue has only been applied to new contracts in 2022.

The comparative figures have been duly adjusted in the presentation, valuation and interim results. The effects of this prospective application of the system change for the whole of the financial statements proved to not be of material importance in respect of the profit and loss account.

## **Financial instruments**

Financial instruments comprise not only primary financial instruments, such as receivables and debts, but also financial derivatives. The fair value of the instrument in question is disclosed in the explanatory notes to the separate items in the balance sheet if this differs from the book value.

If the financial instrument is not included in the balance sheet, information on the fair value is given in the explanatory note on the 'Off-balance sheet rights and obligations'. For the principles concerning the primary financial instruments, please refer to the treatment for that individual balance sheet item.

## **Principles for the valuation of assets and liabilities and determination of the result**

### **Intangible fixed assets**

#### *Goodwill*

Goodwill is valued at the amount of the costs incurred, less cumulative amortisations and, if applicable, less impairments. The annual amortisation charges are a percentage of the costs incurred, as specified below in the notes to the balance sheet. The amortisation period differs from that in Article 2:386 paragraph 3 of the Dutch Civil Code as this corresponds better to the expected economic life. For the goodwill paid in relation to the acquisition of knowledge-intensive companies, Unica Groep BV operates an amortisation period of ten years. The economic life and amortisation method are reviewed at the end of every financial year. The financial statement item goodwill also includes brand name, customer contracts and order backlog. These are valued at acquisition price as determined on the basis of the multiperiod excess earnings model, less the cumulative amortisations and if applicable impairments. The costs for the brand name and customer contracts capitalised in this way are amortised according to the linear method over a period of 5 and 10 years, respectively. The costs capitalised under backlog are amortised over a period of 18 months in line with the determined economic life.

#### *Development costs*

Development costs are capitalised insofar as they relate to projects that are considered commercially viable. The development of an intangible fixed asset is deemed commercially viable if it is technically possible to complete the asset, if the company intends to complete the asset and subsequently to use or sell it (including making sufficient technical, financial and other resources available to make this possible), if the company has the capacity to use or sell the asset, if it will probably generate future economic benefits and if the expenditure during development can be determined reliably. The development costs are valued at the production cost less cumulative amortisation and impairments. When the development phase ends, the capitalised costs are amortised over the expected useful life, namely 5 years. Amortisation is on a straight-line basis.

The costs of research and the other development costs are charged to the profit and loss account in the period in which they are incurred. A statutory reserve is formed for the portion of the capitalised development costs that have not yet been amortised. This amount is determined annually.

#### *Software*

The costs of intangible fixed assets other than assets generated internally, including software and purchased licences, are valued at the acquisition price. From the moment on which they are ready for use, they are amortised over an expected future useful life of five years on a straight-line basis. Licences for Software as a Service (SaaS) and maintenance costs for purchased licences and software are not capitalised.

### **Tangible fixed assets**

Tangible fixed assets are valued at acquisition price, less cumulative depreciation and, if applicable, impairments. Depreciation is based on the estimated economic life and is calculated on a straight-line basis. Depreciation starts from the date on which the asset is put to use.

### **Financial fixed assets**

Non-consolidated participating interests over which significant influence is exercised in terms of the commercial and financial policy are valued at net asset value, but never less than zero. This net asset value is calculated using the accounting principles of Unica Groep BV.

Participating interests with a negative net asset value with the legal form private limited liability company are measured at zero. A provision is formed if the company acts as guarantor in full or in part for the debts of the participating interest in question, or has an actual obligation to guarantee payment (for its share) of its debt by the participating interest. When determining the size of this provision, provisions for bad debts already deducted from receivables from the participating interest can be taken into account. For any additional payment obligations for general partnerships, no provision is included but an obligation.

Participating interests over which no significant influence is exercised in terms of the commercial and financial policy are valued at acquisition price, less impairments where applicable. Impairments apply when the recoverable amount is less than the book value.

Receivables from participating interests, loans to participating interests and other receivables are initially included at fair value and subsequently at amortised cost price less any provisions deemed necessary.

### **Stocks**

Stocks of raw materials and consumables are valued at historical cost price or net realisable value, if lower (provision for non-saleability). This lower net realisable value is determined by individual assessment of the stocks. The valuation of stocks of raw materials and consumables uses weighted average prices.

### **Projects in progress**

The projects in progress for third parties are valued at the realised project costs plus the allocated profit less the included losses and invoiced instalments. No profit is allocated if the result for a particular project in progress cannot be reliably estimated. The project costs consist of the costs directly related to the project in question, the costs that are attributable to general project activities and that can be allocated to the project in question, and other costs that can be charged to the customer based on the contract (integrated cost price method).

Project income and project costs arising from projects in progress are included in the profit and loss account as income and expenditure in proportion to the performance delivered as at the balance sheet date. The profit attributable to the work carried out is determined in the basis of the hours or costs incurred for the project in progress as at the balance sheet date in relation to the expected total hours or costs to be incurred for the project.

For the total for all projects in progress showing a negative balance, the overall balance is reported under current assets. For the total for all projects in progress showing a positive balance, the overall balance is reported under current liabilities. Project income realised in the financial year is included as income in the profit and loss account in the 'Change in invoiced revenue' item as long as the project remains unfinished. Project costs are included in the costs of raw materials and consumables, the costs of outsourced work, the hire of third parties and other external costs.

### **Accounts receivable**

Trade receivables are initially included at their fair value and subsequently valued at their amortised cost price. A deduction is made for provisions deemed necessary because of the risk of bad debts. These provisions are determined based on individual assessments of the receivables.

### **Receivables**

Receivables are initially included at their fair value and subsequently valued at their amortised cost price. A deduction is made for provisions deemed necessary because of the risk of bad debts. These provisions are determined on the basis of individual assessments of the receivables.

### **Cash and cash equivalents**

Cash and cash equivalents are valued at nominal value. If the cash and cash equivalents are not at the company's free disposal, this is taken into account in the valuation and is reported separately from the cash and cash equivalents that are at the company's free disposal.

### **Third-party interests in group equity**

Third-party interests in group equity are minority interests of third parties in the equity capital of the consolidated companies. Third-party interests in the result of the consolidated companies are deducted from the group result in the profit and loss account.

If the losses attributable to the minority interest of third parties exceed the minority interest of third parties in the equity of the consolidated companies, the difference and any further losses are charged in full to Unica Groep BV, unless and insofar as the holder of the minority interest has an obligation and is able to bear said losses. If the consolidated companies subsequently record profits, these profits accrue in full to Unica Groep BV until the losses borne by Unica Groep BV have been recouped.

## **Provisions**

### *Provisions for guarantee commitments*

The provision for guarantee commitments is included in the estimated costs expected to result from current guarantee commitments and claims as at the balance sheet date arising from the goods and services supplied. Guarantee claims are charged to this provision.

### *Provisions for long-service payments*

A provision is included for the long-service payments payable to employees in the future. The calculation takes account of the length of service to date, employees' ages and the expected employee turnover, while allowing for the specific nature of the long-service scheme and social security charges. The long-service payment is attributed in proportion to the length of service, and the present value calculated using a discount rate of 5%.

### *Provisions for deferred taxes*

For tax payable in the future arising from the differences between commercial and fiscal balance sheet valuations, a provision is established equal to the sum of these differences multiplied by the applicable tax rate. From this provision, a deduction is made for the tax amounts payable in the future arising from the available forward loss compensation, in as much as it is probable that the future fiscal profits will become available for setoff. The provision for deferred taxes is valued at nominal value.

## **Accounting principles for bonuses and profit sharing**

A liability is included for bonus schemes and profit sharing based on the relevant performance schemes. The liability is included as such in the current liabilities.

## **Current liabilities**

Loans and debts are initially included at their fair value and subsequently valued at their amortised cost price.

## **Net revenue**

Net revenue or the sum of operating income relates to the sales value of goods and services supplied in the year under review.

## **Share in the result of non-consolidated companies in which there is a participating interest**

The result included for participating interests over which no significant influence is exercised in terms of the commercial and financial policy is the share of the result of the participating interests in question, attributable to the company. This result is determined on the basis of the accounting principles applicable at Unica Groep BV for valuation and determination of the result.

## **Wages and salaries**

Unica Groep BV operates various pension schemes. These schemes are financed by payments to pension administrators, i.e. insurance companies with sectoral pension funds. The pension liabilities in the scheme with the sectoral pension fund are valued based on the 'liability to the pension administrator' approach. In this approach, the contributions payable to the pension administrator are accounted for as expenditure in the profit and loss account.

Based on the administration agreement, an assessment is made as to whether and, if so, what liabilities exist at the balance sheet date, in addition to the payment of the annual contribution owed to the pension administrator. These additional liabilities, including any liabilities based on the recovery plans of the pension administrator, result in expenditure for the company and are included as a provision in the balance sheet. All current pension schemes are based on the principle of defined contribution. Unica operates an average salary scheme.

At year-end 2022, there were no pension receivables and no liabilities other than the payment of the annual contribution payable to the pension administrator.

**Taxes**

Corporation tax is calculated at the applicable rate for the profit for the financial year, taking into account permanent differences between the profit calculation for the financial statements and the profit calculation for tax purposes and whereby active deferred taxes are only valued in as much as they are expected to be realised.

**Accounting principles for preparing the consolidated cash flow statement**

The cash flow statement has been prepared using the indirect method. The funds in the cash flow statement consist of cash and cash equivalents. Cash flows in foreign currencies are converted at an estimated average exchange rate.

Tax on profit is included under the cash flow from operating activities.

The acquisition price of group companies that were acquired are included in the cash flows from investment activities, insofar as payment was made in cash and cash equivalents. The cash and cash equivalents already present in these group companies are not deducted from the acquisition price and are included separately.

Interest received and paid, and dividends received and paid are included in the cash flow from financing activities.

# Explanation of the various items of the consolidated balance sheet

## 1 - Intangible fixed assets

Amounts in € 1,000	Goodwill	Development costs	Software	Total intangible fixed assets 2021	Total intangible fixed assets 2020
Acquisition value as at 1 January	151.780	4.489	13.998	170.267	81.314
Investments	203	1.731	3.807	5.741	3.779
Acquisitions	23.793	0	0	23.793	85.174
Divestments	-3.762	-122	-3.936	-7.820	0
Acquisition value as at 31 December	172.014	6.098	13.869	191.981	170.267
Cumulative amortisation as at 1 January	30.623	2.464	7.075	40.162	27.057
Depreciations	-3.762	-122	-3.911	-7.795	0
Depreciation	18.612	615	1.387	20.614	13.105
Release earn-out	225	0	0	225	0
Cumulative amortisation as at 31 December	45.698	2.957	4.551	53.206	40.162
Book value as at 31 December	126.316	3.141	9.318	138.775	130.105
Book value as at 1 January	121.157	2.025	6.923	130.105	54.257

Goodwill also includes brand name, customer contracts and order backlog. Goodwill and customer contracts are amortised over 10 years, trade name over 5 years. The costs capitalised under backlog are amortised over a period of 18 months.

Developments costs and software are amortised over 5 years.

## 2 - Tangible fixed assets

Amounts in € 1,000	Company buildings and grounds	Other fixed operating assets	Fixed assets in progress and prepayments	Total tangible fixed assets 2022	Total tangible fixed assets 2021
Acquisition value as at 1 January	5.055	47.256	0	52.311	43.455
Investments	1.432	4.479	175	6.086	3313
Divestments	-925	-17.596	0	-18.521	-7625
Increase as a result of consolidation	345	1.240	0	1.585	13.168
Acquisition value as at 31 December	5.907	35.379	175	41.461	52.311
Cumulative amortisation as at 1 January	3.744	38.179	0	41.923	33.502
Depreciations	467	3.756	0	4.223	3.901
Divestments	-923	-16.731	0	-17.654	-3277
Increase as a result of consolidation	149	748	0	897	7.797
Cumulative amortisation as at 31 December	3.437	25.952	0	29.389	41.923
Book value as at 31 December	2.470	9.427	175	12.072	10.388
Book value as at 1 January	1.311	9.077	0	10.388	9.953

The depreciation percentages for industrial buildings and land are between 3% and 10% and for other fixed assets between 10% and 50%.

### 3 - Financial fixed assets

#### Non- consolidated participating interests

This relates to:

Amounts in € 1,000	Interest %	2022	2021
UDV Energie Zuideramstel v.o.f. in Hoevelaken	50%	5	35
Combinatie vof Conradhuis	50%	3	3
Pi2M B.V. in 's-Hertogenbosch	50%	0	42
Servicepartners Midden-Holland B.V. in Bodegraven	33%	6	6
Voorst Energie B.V.	50%	66	66
		<b>80</b>	<b>152</b>

Movements in non-consolidated participating interests were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	152	82
Share in result from participating interests	-832	26
Dividend payment	-30	0
Movements due to deconsolidation	0	44
Divestments	-39	0
Reclassifications	500	0
Corrections	329	0
<b>Balance as at 31 December</b>	<b>80</b>	<b>152</b>

Given the short period between the balance sheet date and the preparation of the financial statements, it was not possible to obtain the finalised financial statements of all the minority holdings. For the purposes of the item 'participating interests', the results for the financial year 2022 have therefore been estimated using interim reports and management information.

#### Receivables from participating interests and other parties

This concerns five loans on which an interest rate of between 2.5% - 5% is charged. Repayments are made by mutual agreement. No further collateral has been furnished.

The movements were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	195	25
Issued loans	135	41
Repayment on loans	-25	-44
Acquisition through acquisitions	22	113
Movements due to deconsolidation	0	60
Change in value of receivables belonging to the fixed assets	-165	0
<b>Balance as at 31 December</b>	<b>162</b>	<b>195</b>

### 4 - Stocks

Amounts in € 1,000	2022	2021
Stock cost	8.101	6.047
Provision for obsolescence	-648	-439
	<b>7.453</b>	<b>5.608</b>

## 5 - Accounts receivable

Other receivables includes an amount of € 0.6 million with a term of more than one year.

### Accounts receivable

Amounts receivable can be specified as follows:

Amounts in € 1,000	2022	2021
Accounts receivable	102.864	83.070
Provision for doubtful debtors	-1.649	-2.420
	<b>101.215</b>	<b>80.650</b>

### Other receivables and accrued income

Other receivables includes an amount of € 7.6 million (2021: € 3.8 million) for material bonuses still to be received.

## 6 - Cash and cash equivalents

Cash and cash equivalents amounting to €5,114,000 (2021: €1,919,000) are held in blocked G-accounts and are therefore not at the free disposal of the group. The consolidated financial statements for 2022 of Unica Groep BV include an amount of €2,477,000 (2021: €7,864,000) for partially consolidated participations via a general partnership. This disposability is partially dependent on the other partners in the general partnership.

## 7 - Legal entity's share in group equity

For a more detailed explanation, please refer to the notes to the company balance sheet of Unica Groep BV.

## 8 - Third-party share in group equity

Amounts in € 1,000	2022	2021
Balance as at 1 January	668	551
Share of third parties in the result	184	438
Increase as a result of consolidation	-172	-23
Dividend paid	-165	-298
<b>Balance as at 31 December</b>	<b>515</b>	<b>668</b>

## 9 - Provisions

These include:

Amounts in € 1,000	2022	2021
Guarantee commitments	7.665	6.082
Provision for long-service payments	1.899	1.668
Provision for deferred taxes	4.790	5.875
Other provisions	781	150
	<b>15.135</b>	<b>13.775</b>

The provisions are primarily long-term in nature. An amount of €3.0 million has a term of less than one year.



The movements in the provision for guarantee commitments were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	6.082	4.557
Allocation	2.572	2.342
Withdrawal	-1.079	-1.449
Included in consolidation	90	632
<b>Balance as at 31 December</b>	<b>7.665</b>	<b>6.082</b>

The movements in the provision for long-service payments were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	1.668	1.431
Allocation and withdrawal	231	75
Included in consolidation	0	98
Reclassifications	0	64
<b>Balance as at 31 December</b>	<b>1.899</b>	<b>1.668</b>

The movements in the provision for deferred taxes were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	5.875	0
Changes to deferred tax commitments	0	6.617
Included in consolidation	-1.085	-742
<b>Balance as at 31 December</b>	<b>4.790</b>	<b>5.875</b>

The movements in the provision for other provisions were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	150	0
Allocation	631	150
<b>Balance as at 31 December</b>	<b>781</b>	<b>150</b>

## 10 – Long-term liabilities

In April and May 2022, new financing in a total amount of € 25,9 million was attracted via Prisma Technologies BV. This has been loaned in its entirety to Unica Groep BV for making acquisitions. This loan will not be repaid in the short term and the interest rate on the debt is variable and is based on the 3-month Euribor plus an interest margin based on the leverage ratio of Prisma Technologies BV.

Movements in long-term debts were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	50.000	0
New loans	25.900	50.000
Repayment loans	-11.687	0
<b>Balance as at 31 December</b>	<b>64.213</b>	<b>50.000</b>

## 11 - Projects in progress

Amounts in € 1,000	2022	2021
Projects in progress by order of third parties	779.895	665.645
Declared instalments	-784.773	-683.447
	<b>-4.878</b>	<b>-17.802</b>

### Breakdown of projects in progress

Amounts in € 1,000	2022	2021
Amount whereby the declared instalments exceed the value of the executed projects	-122.910	-117.913
Amount whereby the value of the executed projects exceeds the declared instalments	118.032	100.111
	<b>-4.878</b>	<b>-17.802</b>

With regard to the projects in progress, the sum of €1.2 million in interest was treated as a liability in the financial year (2021: €1.2 million in interest was treated as an asset).

## 12 - Taxes and social security contributions

Amounts in € 1,000	2022	2021
Turnover tax	16.315	16.080
Wage tax	8.571	6.739
Corporation tax	779	294
	<b>25.665</b>	<b>23.113</b>

## 13 - Other liabilities, accruals and deferred income

The accruals and deferred income include an item of €4.0 million (2021: € 1.7 million) that relates to not yet invoiced earn-out fees, of which € 0.4 million has a term of more than one year. In addition, an item of € 4.0 million was included for reserves for still invoices still to be received.

## 14 - Off-balance sheet obligations

ING Bank NV, ABN AMRO Bank NV, Deutsche Bank AG and Rabobank have provided Unica Groep BV and its subsidiaries with credit facilities in their current accounts and/or guarantee facilities. Unica Groep BV has pledged its shares to the banks for this purpose. The group companies have pledged receivables, stocks and fixtures and fittings to the banks. The bank guarantees issued to third parties amount to €9.6 million (2021: €11.6 million). Unica Groep BV has issued corporate guarantees to clients of its group companies; 34 of these guarantees are still outstanding and amount to €2.6 million in total (2021: 20 still outstanding guarantees amounting to €2.8 million).

The obligations arising from lease agreements concluded with third parties amount to €71.3 million (2021: €56.4 million). Of this total, €21.8 million (2021: €19.4 million) will fall due within one year and €5.2 million (2021: €5.1 million) after five years. Existing options for extending the lease agreements are not included in the amounts mentioned.

The company forms part of a group tax entity for corporation tax and turnover tax and as such is jointly and severally liable for the tax debt of the group tax entity as a whole.

The legal entity is a partner in several general partnerships (v.o.f.) and as such is jointly and severally liable for the debts of these general partnerships. Unica has an obligation to acquire the remaining shares in Numan & Kant BV in 2023.

## Financial instruments

The main financial risks to which the group is exposed are the liquidity risk, the credit risk and the interest risk. The group has committed but unused credit facilities totalling €25 million (2021: €25 million). Cash flow forecasts are made periodically. Monitoring is used in the intervening periods, with adjustments where necessary, to manage the liquidity risks. The group manages its credit risk by performing checks of creditworthiness of debtors and by using credit limits for each debtor. On the balance sheet date there were no significant concentrations of credit risk. A share of outstanding receivables from debtors are insured with a credit insurance company.

The interest risk relates to a long-term loan with Prisma Technologies BV, the interest percentage for which is coupled to the 3-month Euribor rate.

# Explanation of the various items of the consolidated profit and loss account

## 15 - Net revenue

The breakdown of the revenue is as follows:

Amounts in € 1,000	2022	2021
Building Projects	139.296	150.702
Building Services	294.503	268.790
Other clusters	324.348	243.663
	<b>758.147</b>	<b>663.155</b>

The net revenue in the year under review includes an amount of €118.9 million (2021: € 30.2 million) for revenue from projects in progress.

This revenue is mainly generated in the Netherlands.

## 16 - Wages and salaries

### Pensions

The pension scheme is largely administered by the pension fund for the metal and technical sector (Pensioenfonds Metaal en Techniek, PMT). The accrued benefits are fully funded each calendar year with the payment of break-even contributions. Moreover, some pensions are administered by insurers (Centraal Beheer, ASR, Allianz, Aegon, Rabobank, Nationale Nederlanden and BeFrank) based on the available pension scheme. PMT's funding ratio at year-end 2022 was 106.8% (2021: 106.1%). Under the administration agreement, the company does not have any obligation to make additional payments other than in the form of higher future pension contributions.

### Number of employees

At year-end 2022, the number of employees (in FTEs) employed by the companies included in the consolidation was 3,555 FTEs.

The breakdown across the various revenue groups is as follows:

Amounts in € 1,000	2022	2021
Building Projects	486	470
Building Services	1.424	1.333
Other clusters	1.482	1.344
Supporting staff	163	140
	<b>3.555</b>	<b>3.287</b>

All employees work in the Netherlands.

## 17 - Other operating costs

Amounts in € 1,000	2022	2021
Accommodation costs	11.542	9.776
Sales costs	2.293	1.739
Transport expenses	24.028	18.892
Other personnel costs	11.823	9.105
General expenses	24.273	17.939
	<b>73.959</b>	<b>57.451</b>

### Honoraria accountantsorganisatie

Het totaal van de ten laste van het resultaat van het boekjaar gebrachte gecontracteerde honoraria voor werkzaamheden van de externe accountant en de accountantsorganisatie voor het jaar 2022 bedragen € 549.000 (2021: € 383.000). Dit bedrag is als volgt onder te verdelen:

Amounts in € 1,000	Deloitte accountants	Deloitte network	Other accountants	Total	Deloitte accountants	Deloitte network	Other accountants	Total
	2022	2022	2022	2022	2021	2021	2021	2021
Audit of the financial statements	300	0	73	373	240	0	91	331
Other non-audit assignments	0	0	115	115	0	0	42	42
Fiscal advisory services	0	61	0	61	0	10	0	10
	<b>300</b>	<b>61</b>	<b>188</b>	<b>549</b>	<b>240</b>	<b>10</b>	<b>133</b>	<b>383</b>

## 18 - Share in result from non-consolidated companies

Amounts in € 1,000	2022	2021
UR Cool BV	-75	0
UDV Energie Schuttersveld VOF	-754	0
Pi2M BV	-3	4
Voorst Energie BV	0	22
Correction	0	-1
	<b>-832</b>	<b>25</b>

## 19 - Financial income and expenditure

Amounts in € 1,000	Share-holders	Other items	Total	Share-holders	Other items	Total
			2022			2021
Other interest paid and similar expenditure	-1.416	-99	-1.515	-563	-228	-791
	<b>-1.416</b>	<b>-99</b>	<b>-1.515</b>	<b>-563</b>	<b>-228</b>	<b>-791</b>

## 20 - Taxes

Amounts in € 1,000	2022	2021
Result from normal business operations before tax	45.725	38.662
Addition: amortization of goodwill	12.291	9.101
Addition: limited deductible expenses	573	597
Deduction: participation exemption	607	-25
Deduction: investment schemes	-95	-43
Basic tax calculation for financial statements	59.101	48.292
Addition: temporary differences in valuation	5.334	2.966
Taxable amount	64.435	51.258
Corporation tax to be paid	15.266	11.411
Effective burden of corporation tax	33%	30%

## 21 - Of which third-party interests

This relates to the third-party interests in the results of Numan & Kant BV.

## 22 - Transactions with associated parties

Unica Groep BV invoiced Unica Financial Services BV for the sum of €3.4 million (2021: €2.2 million) for management of ATES systems. The company has concluded a management agreement with its parent company Prisma Technologies BV for the management task.

Unica Groep and its operating companies entered into rental and lease obligations with UniVastgoed BV for an annual amount of approx. € 4,7 million.

# Other explanatory notes

### Remuneration of the directors and members of the Supervisory Board

The wages and salaries for 2022 include €1,205,000 (2021: €1,073,000) for the remuneration of the directors, including former directors. This includes a pension burden of €95,000 (2021: € 58,000). Remuneration of the Supervisory Board in the financial year amounted to €170,000 (2021: €161,000).

### Occurrences since the balance sheet date

A strategic reassessment at Unica was completed in 2022. Consultations were held between the management, the shareholders, the banks and the provider of subordinated loans regarding the growth strategy and its financing. The discussions resulted in a proposal for the recapitalisation of the shares and refinancing by a consortium of banks through to mid-2028. In this framework, outstanding loans and repayment obligations will be re-evaluated. The financial impact will among others depend on the extent to which and the timeframe within which the growth strategy can be realised.

# Company balance sheet

Amounts in € 1,000		2022		2021
<b>Assets</b>				
<b>Fixed assets</b>				
<b>Intangible fixed assets</b>				
Goodwill	28.708		33.418	
Software	468		0	
		29.176		33.418
<b>Financial fixed assets (1)</b>				
Participations in group societies	116.183		77.712	
Unconsolidated participating interests	78		108	
Receivables from group companies	26.123		0	
Other long-term receivables	60		90	
		142.444		77.910
<b>Current assets</b>				
<b>Claims</b>				
Receivables from other affiliated companies	5		258	
Receivables from group companies	102		22.878	
Claim against shareholder	0		1.312	
Taxes receivable	195		0	
Other receivables and accruals	503		1.099	
		805		25.547
Liquid assets		36.371		15.293
		<b>208.796</b>		<b>152.168</b>

Amounts in € 1,000		2022		2021
<b>Passive</b>				
<b>Equity</b>				
Issued capital	10.000		10.000	
Statutory reserve participations	57		125	
Legal reserve for development costs	3.141		2.025	
Other reserves	85.482		59.717	
Profit for the year	30.275		26.813	
		128.955		98.680
<b>Provisions</b>		500		0
<b>Long-term debt</b>		64.213		50.000
<b>Current liabilities</b>				
Debts to suppliers	265		94	
Payable personnel costs	262		18	
Debts to group companies	12.681		0	
Debts to shareholders	1.856		1.702	
Other payables and accruals and deferred income	64		1.647	
		15.128		3.488
		<b>208.796</b>		<b>152.168</b>

# Company profit and loss account

Amounts in € 1,000	2022	2021
<b>Result from participating interests after tax</b>		
From group companies	38.595	35.427
From other associated parties	-829	22
	37.766	35.449
Other income and expenditure after tax	-7.491	-8.636
<b>Result after tax</b>	<b>30.275</b>	<b>26.813</b>

## Notes to the company financial statements

### General accounting principles for preparing the financial statements

The consolidated financial statements were prepared in accordance with Title 9, Book 2 of the Dutch Civil Code. The assets and liabilities have been valued and the result determined on the basis of historical cost. Assets and liabilities have been valued using the cost price model unless a different accounting principle is specified for the specific item in the balance sheet.

Income and expenditure are allocated to the financial year to which they are related. Only profits realised at the balance sheet date have been included. Obligations and potential losses arising before the end of the reporting period have been taken into account if they were known before the financial statements were compiled.

# Explanation of the various items of the company balance sheet

## 1 - Financial fixed assets

Movements in the participating interests in group companies were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	77.712	46.761
Acquisition of new participating interests	172	0
Share in result	38.824	35.427
Dividend received	-757	-5.274
Corrections	232	798
<b>Balance as at 31 December</b>	<b>116.183</b>	<b>77.712</b>

Movements in non-consolidated participating interests were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	108	2.192
Share in result	-829	22
Dividend received	-30	0
Reclassification	500	0
Corrections	329	-2.106
<b>Balance as at 31 December</b>	<b>78</b>	<b>108</b>

Movements in the loans to group companies were as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	0	0
New loans	26.123	0
<b>Balance as at 31 December</b>	<b>26.123</b>	<b>0</b>

The accounts receivable from shareholder relates to a current account receivable for interest, corporation tax, cash pool and other private transactions. The receivable has a term of less than one year.

Movements in other long-term debts are as follows:

Amounts in € 1,000	2022	2021
Balance as at 1 January	90	60
New loans	135	30
Provision	-165	0
<b>Balance as at 31 December</b>	<b>60</b>	<b>90</b>

## 2 - Equity

### Issued capital

The authorised share capital of the company totals €50 million, subdivided into 50 million ordinary shares with a nominal value of €1 each. The ordinary shares are grouped into class A, B, C, D and E shares.



Amounts in € 1,000	2022	2021
Issued and fully paid are:		
5,000,000 ordinary class A shares	5.000	5.000
5,000,000 ordinary class B shares	5.000	5.000
	<b>10.000</b>	<b>10.000</b>

#### Statutory reserve for participating interests

Amounts in € 1,000	2022	2021
Balance as at 1 January	125	2.200
Movement	-68	-2.075
<b>Balance as at 31 December</b>	<b>57</b>	<b>125</b>

#### Statutory reserve for development costs

Amounts in € 1,000	2022	2021
Balance as at 1 January	2.025	1.019
Movement	1.116	1.006
<b>Balance as at 31 December</b>	<b>3.141</b>	<b>2.025</b>

#### Other reserves

Amounts in € 1,000	2022	2021
Balance as at 1 January	59.717	37.162
Movements in statutory reserve for participating interests	68	2.075
Movements in statutory reserve for development costs	-1.116	-1.006
From profit appropriation	26.813	21.485
Correction share premium	0	1
<b>Balance as at 31 December</b>	<b>85.482</b>	<b>59.717</b>

Of the other reserves, 50% is linked to the class A shares and 50% to the class B shares.

#### Results for the financial year

Amounts in € 1,000	2022	2021
Balance as at 1 January	26.813	21.485
Result for the financial year	30.275	26.813
Profit appropriation, to other reserves	-26.813	-21.485
<b>Balance as at 31 December</b>	<b>30.275</b>	<b>26.813</b>

#### Share premium

Relates to the difference between the value of the assets introduced at the time and the nominal value of the issued shares.

#### Appropriation of 2021 profit

In accordance with the decision taken by the General Meeting of Shareholders on 16 March 2022, the profit for 2021 was added to the other reserves.

#### Proposed profit appropriation for 2022

The Board of Directors proposes that the General Meeting of Shareholders add the profit for 2022 in the amount of €30,275,000 to the other reserves.

**Off-balance sheet obligations**

The company forms part of a group tax entity for corporation tax and turnover tax and as such is jointly and severally liable for the corporation tax debt of the group tax entity as a whole. The legal entity is a partner in several general partnerships (v.o.f.) and as such is jointly and severally liable for the debts of these general partnerships.

ING Bank NV, ABN AMRO Bank NV, Deutsche Bank AG and Rabobank have provided Unica Groep BV and its subsidiaries with credit facilities in their current accounts and/or guarantee facilities. As a result, the group companies have pledged receivables, stocks and fixtures and fittings to the bank.

**Transactions with associated parties**

Unica Groep BV charges interest to its operating companies. This interest paid amounted to €1.2 million in 2022.

**Number of employees**

The company did not have any employees in 2022 (2021: 0).

**Signatures to the financial statements**

*Hoewelaken, April 26 2023*

**Board of Directors**

John Quist

Ron van Laar

**Supervisory Board**

Michiel Jaski

Luc Hendriks

Henk ten Hove

# Other data

## **Independent auditor's report**

Please refer to the Dutch auditor's report contained in the deposited financial statements.

## **Provisions under the Articles of Association concerning the profit appropriation**

The General Meeting of Shareholders is authorised to decide on the appropriation of the profit as determined by adoption of the financial statements. If the General Meeting of Shareholders does not pass a resolution on the appropriation of the profit prior to or, at the latest, immediately following the resolution to adopt the financial statements, the profit shall be added to the reserves.

## Other appendices not belonging to the Unica annual report



# Report of the Joint Works Council

In line with the growth and continued professionalisation of Unica, the Works Council has also made advances in reinforcing employee representation. The establishment in 2022 of a Joint Works Council marked the fulfilment of the ambition to represent all employees and companies that make up Unica. In addition to the organisational changes, work was conducted in 2022 on the various spearheads that emerged during the pleasant and open collaboration with the Board of Directors.

## Joint Works Council

The establishment of a Joint Works Council in 2022 marked the next step in representing the interests of all employees within the Unica Groep. The Joint Works Council is the forum for employee representation within Unica and represents all clusters.

The process of forming a Joint Works Council involves bringing on board the individual Works Councils from companies acquired by Unica over the past few years. By integrating those companies in the Joint Works Council, staff of the newly acquired companies can now contribute ideas to the Board of Directors of Unica and are able to communicate at the appropriate level about company policy and employee interests.

Each cluster will retain or be allocated a number of seats on the Joint Works Council, according to the number of employees. Following integration of a company, their Works Councils will continue to exist in the form of a Component Committee. This committee continues to deal with subjects specific to that company, while more general and overarching issues are discussed in the Joint Works Council. Whenever companies are integrated, transition covenants are signed with specific agreements. In 2022, the Works Councils of Unica ICT Solutions, Van Kempen Koudetechniek and Gerco were integrated in the Joint Works Council in this way.

## Composition and Executive Board of the Joint Works Council

2022 saw the introduction of a new structure for the Joint Works Council. Depending on the size of each cluster, all have one or more representatives. On that basis, the Works Council comprised 18 members, supported by an official secretary in 2022. Each member is appointed for a term of office of four years. Elections are held every two years, for around half the seats on the Works Council.

A change took place in the Executive Board of the Joint Works Council in 2022. Secretary Roelof Lindeboom stepped down and was succeeded by Henny Curvers, who was already active as a Works Council member. Following the appointment of a series of new representatives in the election that was held at the end of 2021, the Executive Board focused its attention on providing support to the new members in 2022. This support included the introduction of a buddy system, the development of competences through special training and learning to hold meaningful discussions with the directors.

The Joint Works Council holds discussions with the Board of Directors six times a year, and holds one annual meeting with a delegation from the Supervisory Board. To maintain a clear picture of the developments in the work field, a changing constellation of representatives from the Joint Works Council meet the directors of all clusters twice a year. To avoid all members having to keep up to date on every issue, the Joint Works Council has established a number of committees that focus on specific subjects such as health, safety, welfare and the environment (HSE), finance and strategy, HRM, ICT and communication. The committees prepare subjects for discussion by the Joint Works Council, and decisions are subsequently taken on the prepared subjects by the Joint Works Council as a whole.

## Focus areas

In 2022, the Joint Works Council formulated a series of spearheads relating to the priorities of the directors. These spearheads have been freely translated into the following focus areas:

- The wellbeing of the staff
- The onboarding of new employees
- Knowledge safeguarding to retain built-up knowledge within the company
- Good development opportunities for staff
- Diversity and Inclusion

Each of these spearheads was discussed in informal meetings with the director and the HRM department, with the aim of address potential bottlenecks and elaborating possible solutions. This informal start-up established a solid foundation for planning the work of the Joint Works Council. Based on examples put forward by the members, the focus areas are periodically discussed in formal and informal meetings with the directors and the management of Unica.

One specific issue that received considerable attention in 2022 was the social and physical safety of employees, also in relation to health and the environment. There was regular contact with the HRM and Quality, Health, Safety & Environment (QHSE) departments about various topics, including absenteeism due to sickness and incident reporting. By implementing the appropriate measures and by raising permanent awareness, safety of all employees remains a point of focus throughout the company. The spearhead Diversity and Inclusion is also a subject of much public debate. The Joint Works Council actively promotes the importance of this issue, for example by encouraging debate on restricted access to buildings, or on the possibility of celebrating alternative holidays. The fundamental principle is that every employee must feel safe and at home at Unica.

### **Strategy and acquisitions**

During the course of 2022, the Board of Directors explained the strategic re-evaluation that Unica has recently undergone to the Joint Works Council. This explanation provided a clear insight into the course Unica intends to follow over the coming years. The Joint Works Council is confident about the strategic plans and appreciates the stability of Unica as a company and the sense of security that it provides to the staff.

One key element of the strategy is to further reinforce the Unica network of companies through acquisitions. In 2022, the Joint Works Council was involved in the acquisitions of EAL and Working Spirit. The two latest additions to the Unica network will help strengthen the position of the clusters Unica Access & Security and Unica ICT Solutions. These additions are a positive step towards realising the further growth ambitions and better safeguarding the continuity of the companies in the longer term.



### **Outlook**

After a year of continued growth at Unica, despite the unsettled global situation, the Joint Works Council looks to the future of Unica with real confidence. As a stable and varied company with a strongly rooted family culture, Unica has an excellent starting position from which to further build on its success. The Joint Works Council that now represents all clusters of the company, looks forward to making a positive contribution over the coming years.

**26 April 2023**

*Wilbert van Abswoude*

*Johan van Tongeren*

*Henny Curvers*

# GRI overview

Supplementing the financial report for 2022, this annex contains a social performance report for the past year. As well as being transparent on its economic performance, Unica also wishes to report on its environmental achievements and its efforts for the benefit of society. In drawing up this social performance report, the reference standards of the GRI 1: Foundation 2021 have been used as starting point. These standards were published at the end of 2022 and are not yet available in a Dutch translation. That is why the official English descriptions are used in the overview of the GRI indicators.

The aim is to report on the impact generated by all the organisations that are part of Unica's own network of companies. Data regarding a number of recently acquired companies have not been included in this report. Even without taking account of the social and environmental impact of these new Unica companies, the report provides a reliable impression of the social performance of Unica. The social report does not cover participating interests and joint ventures.

No external assurance was carried out with regard to the GRI overview which is attached as annex. Nonetheless, the reported information has been assessed and approved by our Board of Directors.

## Overview GRI-indicators

### Generic indicators

GRI-indicator	Description	Location	Explanation
<b>The organization and its reporting practices</b>			
2-1	Organizational details	<a href="#">Profile</a> <a href="#">Corporate Governance</a>	
2-2	Entities included in the organization's sustainability reporting	<a href="#">Notes to the consolidated financial statements</a>	
2-3	Reporting period, frequency and contact point		The reporting period covers 1 January to 31 December 2022. Reporting is done annually. Contact: <a href="mailto:marketing@unica.nl">marketing@unica.nl</a>
2-4	Restatements of information	<a href="#">Explanation energy and emission inventory</a>	There are only reformulations of information from previous reporting periods regarding energy and CO2 information.
2-5	External assurance		No external assurance has been performed.
<b>Activities and workers</b>			
2-6	Activities, value chain and other business relationships	<a href="#">Profile Unica Groep</a> <a href="#">Acquisitions</a> <a href="#">Internal operations</a>	
2-7	Employees	<a href="#">Employees</a> <a href="#">Number of employees</a>	Regional distribution is not relevant. The activities primarily take place in the Netherlands.
2-8	Workers who are not employees	<a href="#">Employees</a>	More than 500 hirers were active for Unica during the year. Two-thirds are deployed for the primary process, the other hirers are indirect and support staff.
<b>Governance</b>			
2-9	Governance structure and composition	<a href="#">Corporate Governance</a> <a href="#">Management</a>	
2-10	Nomination and selection of the highest governance body	<a href="#">Corporate Governance</a> <a href="#">Attractiveness on the labour market</a>	
2-11	Chair of the highest governance body	<a href="#">Corporate Governance</a> <a href="#">Management</a>	
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">Materiality</a> <a href="#">Strategic reassessment</a> <a href="#">Sustainable entrepreneurship - External developments</a> <a href="#">Risk management - Strategic</a>	
2-13	Delegation of responsibility for managing impacts	<a href="#">Strategic reassessment</a> <a href="#">Materiality</a> <a href="#">Risk management - Strategic</a>	
2-14	Role of the highest governance body in sustainability reporting	<a href="#">Corporate Governance</a> <a href="#">Materiality</a>	

2-15	Conflicts of interest	Risk management - Compliance	The integrity standards within Unica prescribe that no gifts or invitations with a value above € 100 are accepted. In case of doubt about a possible conflict of interest, the compliance officer is consulted. In 2022, after consultation, it was decided in one case not to join an Advisory Board at a supplier.
2-16	Communication of critical concerns	Risk management - Strategic	
2-17	Collective knowledge of the highest governance body	Risk management - Compliance	
2-18	Evaluation of the performance of the highest governance body	Corporate Governance	
2-19	Remuneration policies	Other explanatory notes	
2-20	Process to determine remuneration		The remuneration policy is determined by the Executive Board and the HRM Director, with the involvement of an internal Specialist Compensation & Benefits. There is no remuneration committee.
2-21	Annual total compensation ratio		The median salary increased by 4.8% in 2022. As a result of a reassessment of the remuneration policy of the Executive Board, the remuneration of the highest paid executive in 2022 increased more than the median (23.8%).
<b>Strategy, policies and practices</b>			
2-22	Statement on sustainable development strategy	Management Report	
2-23	Policy commitments	Risk management - Compliance Safety	Unica's code of conduct is structured in accordance with the model of the Foundation for the Assessment of Integrity in the Construction Industry (SBIB). The Integrity Reporting Regulation is part of Unica's code of conduct.  For suppliers, Unica applies the Code of Sustainable Supply.
2-24	Embedding policy commitments	Risk management - Compliance	
2-25	Processes to remediate negative impacts	Risk management - Compliance Safety	
2-26	Mechanisms for seeking advice and raising concerns	Safety	The Speak Up! guidelines consist of three regulations: Undesirable Manners, Integrity and Labor Disputes.
2-27	Compliance with laws and regulations		There were no incidents or sanctions for non-compliance with applicable laws and regulations.
<b>Stakeholder engagement</b>			
2-28	Membership associations	Social engagement	
2-29	Approach to stakeholder engagement	Materiality Sustainable entrepreneurship	
2-30	Collective bargaining agreements		A large proportion of Unica employees are covered by a collective labor agreement. Some companies have their own employment conditions
<b>Material topics</b>			
3-1	Process to determine material topics	Materiality	
3-2	List of material topics	Materiality	
3-3	Management of material topics	Materiality	In 2023 and beyond, Unica will give specific substance to its Sustainability Framework and the programs linked to it.



# Specific indicators

GRI-indicator	Description	Location	Explanation
<b>GRI 201: Economic Performance 2016</b>			
201-1	Direct economic value generated and distributed	Key figures	
202-2	Financial implications and other risks and opportunities due to climate change	Sustainable entrepreneurship - External developments	
201-3	Defined benefit plan obligations and other retirement plans	Wages and salaries	
201-4	Financial assistance received from government		No use has been made of special schemes for financial assistance from the government
<b>GRI 205: Anti-corruption 2016</b>			
205-1	Operations assessed for risks related to corruption	Compliance	
205-2	Communication and training about anti-corruption policies and procedures	Compliance	
205-3	Confirmed incidents of corruption and actions taken		No incidents took place
<b>GRI 206: Anti-competitive Behavior 2016</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		No legal conflicts occurred
<b>GRI 301: Materials 2016</b>			
301-1	Materials used by weight or volume	Waste flows	The weights and/or volumes of the various waste streams are currently not registered.
301-2	Recycled input materials used	Sustainability for clients	We are working with a number of suppliers on the use of recycled materials. The share in the total volume is currently not registered.
301-3	Reclaimed products and their packaging materials	Waste flows	
<b>GRI 302: Energy 2016</b>			
302-1	Energy consumption within the organization	Energy consumption	
302-2	Energy consumption outside of the organization		This concerns scope 3, for which insufficient information is yet available for reporting.
302-3	Energy intensity	Energy reduction	
302-4	Reduction of energy consumption	Energy reduction	
302-5	Reductions in energy requirements of products and services		This concerns scope 3, for which insufficient information is yet available for reporting.
<b>GRI 305: Emissions 2016</b>			
305-1	Direct (Scope 1) GHG emissions	Emissions	
305-2	Energy indirect (Scope 2) GHG emissions	Emissions	
305-3	Other indirect (Scope 3) GHG emissions	Emissions	Business travel and commuting are included in the report
305-4	GHG emissions intensity	Emissions	
305-5	Reduction of GHG emissions	Emissions	
305-6	Emissions of ozone-depleting substances (ODS)		Not applicable
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Not applicable
<b>GRI 306: Waste 2020</b>			
306-1	Waste generation and significant waste-related impacts	Waste flows	
306-2	Management of significant waste-related impacts	Waste flows Internal operations	
306-3	Waste generated	Waste flows	
306-4	Waste diverted from disposal	Waste flows	
306-5	Waste directed to disposal	Waste flows	
<b>GRI 308: Supplier Environmental Assessment 2016</b>			

308-1	New suppliers that were screened using environmental criteria		Unica uses the Code of Sustainable Supply for all new suppliers. Every year, random supplier assessments are carried out at existing suppliers. In 2022, this assessment will be applied to 35 suppliers.
308-2	Negative environmental impacts in the supply chain and actions taken		No records are currently kept of any negative environmental impact of suppliers.
<b>GRI 401: Employment 2016</b>			
401-1	New employee hires and employee turnover	Number of employees	Regional distribution is not relevant. The activities primarily take place in the Netherlands
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		All forms of remuneration are also available to part-time employees.
401-3	Parental leave		Maternity and parental leave is available to all employees. In 2022, more than 150 employees (12% women, 88% men) have made use of this, all of whom have returned to their work for 100%.
<b>GRI 403: Occupational Health and Safety 2018</b>			
403-1	Occupational health and safety management system	Health Safety	
403-2	Hazard identification, risk assessment, and incident investigation	Overview of accidents	
403-3	Occupational health services	Health	
403-4	Worker participation, consultation, and communication on occupational health and safety	Health Safety	
403-5	Worker training on occupational health and safety	Health Safety	
403-6	Promotion of worker health	Health Safety	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health Safety	
403-8	Workers covered by an occupational health and safety management system	Health Safety	
403-9	Work-related injuries	Overview of accidents	
403-10	Work-related ill health	Overview of accidents	
<b>GRI 404: Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Education, performance and career development	
404-2	Programs for upgrading employee skills and transition assistance programs	Education & development	
404-3	Percentage of employees receiving regular performance and career development reviews	Education, performance and career development	
<b>GRI 414: Supplier Social Assessment 2016</b>			
414-1	New suppliers that were screened using social criteria		100%
414-2	Negative social impacts in the supply chain and actions taken		No new suppliers have been added where there is a significant risk of not meeting our criteria.

## Explanation energy and emission inventory

### Organization size

The annual growth in turnover and FTE between 2019 on the one hand and 2020, 2021 and 2022 on the other hand is significant and is the result of organic growth and material acquisitions. In the GRI overviews, the relevant data are included proportionally over time. In addition to the absolute rating of GRI indicators, the relative rating against the growth of the organization has value for evaluating reduction progress.

	2022	2021	2020	2019 (base year)
Turnover achieved (amounts in 1,000 euros)	758.147	663.155	538.946	483.426
Turnover development	157%	137%	111%	100%
Number of FTE	3.555	3.287	2.843	2.590
Development FTE	137	127	110	100

### *Recalibration of energy and emission inventory*

As part of the CO2 Performance Ladder certification, which was used to strengthen the management approach to CO2 reduction within the network of companies, a retroactive review of the energy and emission inventory took place in 2022. The figures from the reassessment are used in this report. The reference year is set at 2019, the last full year without the impact of the corona pandemic.

The CO2 Performance Ladder has been externally audited, although a certificate has not yet been formally received at this time, but management has no reason to assume that this will not be obtained. The recalculation has led to changes in the previously written emission inventory. These were partly initiated from the audit described earlier.

The explanations for the deviations are as follows:

1. Where estimates and extrapolations were applied, these were replaced by measurements where possible. This relates to the energy and CO2-related information in the tables under the headings 'Energy consumption', 'Energy reduction', 'Emissions' and 'Emission intensity and progress'.
2. In the new reporting, acquisitions are included in the inventory from the acquisition date, instead of from the start of the first full calendar year. This applies to the years 2019, 2020 and 2021. In 2022, the data from Electronic Application Laboratory (Apeldoorn) BV and Working Spirit ICT BV have not yet been included.
3. Where estimates and extrapolations were applied, these were replaced by measurements where possible. This relates to the energy and CO2-related information in the tables under the headings 'Energy consumption', 'Energy reduction', 'Emissions' and 'Emission intensity and progress'.
4. The compensation of natural gas by means of carbon credits is not included as a reduction item in the recalculation.

## Energy consumption

Share renewable	2022	2021	2020	2019 (base year)
Non-renewable energy consumption	135.468	123.178	110.753	96.464
Renewable energy consumption (NL solar/wind)	-	922	-	-

Type of energy carrier	2022	2021	2020	2019 (base year)
Natural gas consumption	9.773	11.254	8.988	8.525
Fleet fuel consumption - diesel	46.743	50.748	54.678	55.820
Fleet fuel consumption - petrol	60.632	46.585	36.256	20.843
Fleet fuel consumption - LGP	69	39	-	-
Propane	-	3	-	-
Electricity consumption - gray power	13.210	11.790	9.783	10.565
Electricity consumption - green power	-	922	-	-
Electricity consumption - cars	4.597	2.270	640	287
Heat supply - heat label Barendrecht	445	489	408	425
<b>Total energy consumption (GJ)</b>	<b>135.468</b>	<b>124.100</b>	<b>110.753</b>	<b>96.464</b>

The energy assessment has been drawn up in accordance with ISO 50001 §4.4.3.

## Energy reduction

Energy consumption progress	2022	2021	2020	2019 (base year)
Absolute progress	140%	129%	115%	100%
Expected target (1.5%/year)	96%	97%	99%	100%
Energy intensity per turnover (GJ/euro)	179	187	205	200
Relative turnover progress	90%	94%	103%	100%
Energy intensity per FTE (GJ/FTE)	38	38	39	37
Relative progress FTE	102%	101%	105%	100%

The absolute progress indicates the ratio of the total energy consumption (GJ) in the reporting year compared to the total energy consumption (GJ) in the base year (2019).

All energy carriers are included in the intensity calculation. The calculation includes energy consumption within the own organization.

## Emissions

	2022	2021	2020	2019 (base year)
<b>Scope 1 emissions flow type</b>				
Natural gas consumption	644	670	535	509
Fleet fuel consumption - diesel	4.301	4.670	5.032	5.211
Fleet fuel consumption - petrol	5.128	3.940	3.067	1.826
Fleet fuel consumption - LPG	4	2	-	-
Propane	-	-	-	-
<b>Total scope 1 (tons of CO2e)</b>	10077	9283	8633	7546
<b>Scope 2 emission flow type</b>				
Electricity consumption - gray power	1.919	1.821	1.511	1.905
Electricity consumption - green electricity	-	-	-	-
Electricity consumption - generation of solar panels	-	-	-	-
Electricity consumption - cars	668	351	99	52
Heat supply - heat label Barendrecht	36	39	26	23
<b>Total scope 2 (tons of CO2e)</b>	2623	2211	1636	1979
<b>Business travel emission stream type</b>				
Business transport - declared kilometers	543	422	471	875
Business transport - public transport	-	1	1	3
Air travel <700 km	3	1	-	10
Air travel 700-2500 km	1	1	-	6
Air travel >2500 km	-	-	4	-
<b>Total business travel (tons of CO2e)</b>	547	424	477	893
<b>Total emissions (tons of CO2e)</b>	<b>13247</b>	<b>11918</b>	<b>10746</b>	<b>10418</b>
<b>Type of emission flow commuting</b>				
Commuter traffic	733	602	560	678
<b>Total commuting (tons of CO2e)</b>	<b>733</b>	<b>602</b>	<b>560</b>	<b>678</b>

The organizational boundary has been drawn up in accordance with the requirements of Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard: 2004, chapter 3, as described in Manual CO2 Performance Ladder 3.1, chapter 4. The operational control approach has been applied.

The CO2 emission inventory report has been drawn up in accordance with the requirements of ISO 14064-1, section 9.3.1.

The emission factors are based on [www.co2emissiebanden.nl](http://www.co2emissiebanden.nl).

### Emission intensity and progress

	2022	2021	2020	2019 (base year)
Absolute progress	127%	114%	103%	100%
Expectation objective	85%	90%	95%	100%
Emissions per turnover (ton CO2e/euro)	17,47	17,97	19,94	21,55
Emissions per FTE (ton CO2e/FTE)	3,73	3,63	3,78	4,02
Relative progress of employees	93%	90%	94%	100%

Scope 1, 2 and business travel are included in the intensity calculation, in accordance with the requirements of the CO2 Performance Ladder level 3.

### Waste flows

The table below shows the distribution of waste flows generated by Unica in 2022. The distribution of waste is made transparent every year. The processing method of the waste streams is in accordance with Dutch standards. The waste streams of four locations are not yet clear, so they are not included in the total volume. Waste originating from construction sites is also not included in the volume, because these flows are not transparent. Usually this waste is not removed under the responsibility of Unica, but by the construction contractor or client. For the construction sites and locations where Unica directs, it aims to provide insight into the waste flows in the coming years via the contracted waste processor who also handles the processing at the Unica office locations.

Waste type	2022	2021
Waste / residual waste	46%	52%
Construction & demolition	5%	6%
Foil / plastics	1%	1%
Metal	8%	0%
Hazardous waste	2%	5%
Wood	2%	3%
Paper / cardboard	26%	24%
Scrap	3%	4%
Confidential paper	2%	5%
Others	5%	0%
	<b>100%</b>	<b>100%</b>

### Overview of accidents

Figures for injuries, occupational illness, lost days and absenteeism and the number of work-related fatalities.

Overview of accidents	2022	2021
Accident frequency index	4,4	34,3
Average duration of absenteeism	28,5 days	27 days
Accident absenteeism percentage	0,10%	0,09%
Absenteeism due to sickness	6,3%	5,1%
Number of reports to the Inspectorate SWZ following an accident	2	3
Number of reports with a fatal outcome	0	0

## Education, performance and career development

Participants	2022	2021
Personal effectiveness	116	121
Management	98	111
Customer and Commerce	59	48
Project management	76	73
Professional training	2.351	2.407

On average, employees spend 24,0 hours on training, per year (2021: 24,2 hour).  
There is no breakdown according to employee category.

93% of employees are regularly informed about their performance and career development (2021: 93%).  
26% of employees have a personal education plan (2021: 26%).

## Number of employees

	2022	Male	Female	2021	Male	Female
Number of employees	3.718	3.290	428	3.440	3.057	383
Temporary employment	400	329	71	354	288	66
Permanent employment	3.318	2.961	357	3.085	2.768	317
Support staff (%)	15,53%	9,79%	59,72%	14,59%	9,13%	58,23%
Indirect (%)	32,61%	32,85%	30,79%	34,80%	34,94%	33,68%
Direct (%)	51,85%	57,39%	9,26%	50,61%	55,93%	8,09%
Number of FTEs	3.555	3.208	347	3.287	2.988	299

Reference date week 52 of 2022.

	Incoming 2022						Outgoing 2022					
	Male	%	Female	%	Total	%	Male	%	Female	%	Total	%
< 30 years	194	35,34%	33	27,97%	227	34,03%	79	20,57%	13	17,57%	92	20,09%
30-39 years	127	23,13%	29	24,58%	156	23,39%	101	26,30%	27	36,49%	128	27,95%
40-49 years	109	19,85%	31	26,27%	140	20,99%	98	25,52%	18	24,32%	116	25,33%
50-59 years	104	18,94%	22	18,64%	126	18,89%	63	16,41%	14	18,92%	77	16,81%
> 60 years	15	2,73%	3	3%	18	2,70%	43	11,20%	2	3%	45	9,83%
<b>Total</b>	<b>549</b>	<b>100%</b>	<b>118</b>	<b>100%</b>	<b>667</b>	<b>100%</b>	<b>384</b>	<b>100%</b>	<b>74</b>	<b>100%</b>	<b>458</b>	<b>100%</b>

Percentage incoming and outgoing based on the average number of employees in 2021. Reference, week 52 of 2022

# Glossary

<b>Tax burden</b>	Taxes as a percentage of the result from normal business operations
<b>Cash flow</b>	Net profit plus depreciations
<b>Current ratio</b>	Current assets/current liabilities
<b>EBIT</b>	Earnings before interest and taxes
<b>EBITA</b>	Earnings before interest, taxes and amortisation of goodwill
<b>EBITA margin</b>	EBITA/total operating income
<b>EBITDA</b>	Earnings before interest, taxes, depreciation of tangible fixed assets and amortisation of goodwill
<b>EBT</b>	Earnings before tax
<b>GRI</b>	Global Reporting Initiative
<b>KPI</b>	Key Performance Indicator
<b>Quick ratio</b>	Current assets less stocks/current liabilities
<b>Return on shareholders' equity</b>	Net profit as a percentage of equity
<b>Solvency</b>	Equity/total capital
<b>Working capital</b>	Equity plus third-party share plus provisions

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