



The Trackunit Way

The Way We Do Things Around Here



The Trackunit Way - Always in progress

The Trackunit Way is always in the making. It is a living, evolving mechanism that we want to work with in an intentional and deliberate way – what we do shapes who we are – and who we aspire to become.

We consider The Trackunit Way as a competitive advantage. While the world around us has changed dramatically over the past century, many of the ways organizations work - and think about people - have remained surprisingly unchanged. At Trackunit, we believe the way we work matters. And it has never been more important to be intentional about how we collaborate, lead, and grow together if we want to stay relevant, human, and competitive.

This is not an attempt to grasp the unique culture of Trackunit in all details. Neither is it meant as a step-by-step guidebook that is set in stone. It's made to spark inspiration and new ideas for those of us who've witnessed our evolutions, for new hires who will shape our future, and people considering to join us on our journey.

Welcome to our human operating system.





Get started

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Why We Exist

Purpose, and Ambition

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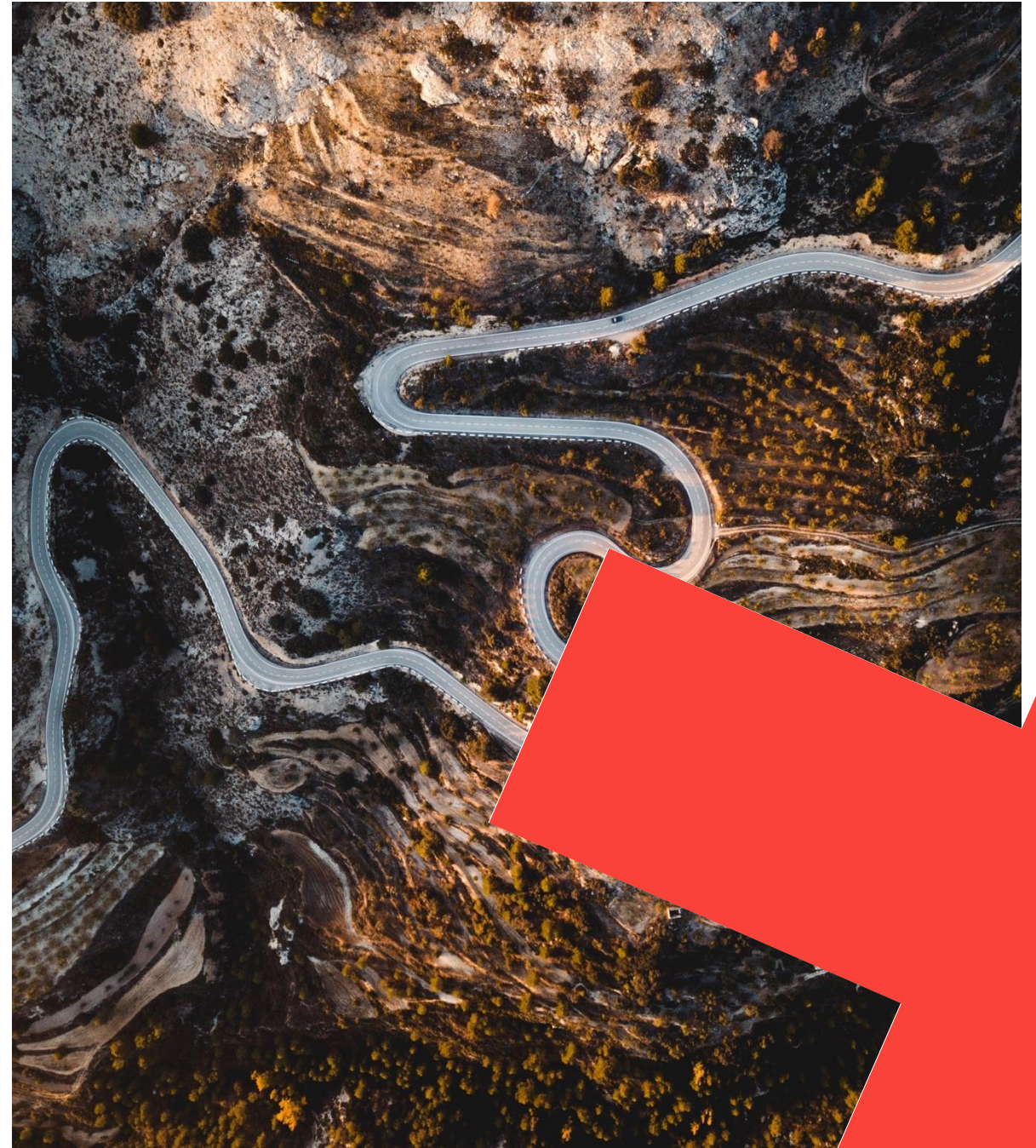
Who We Are and Strive to Become

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01

Purpose, and Ambition

Why We Exist



Be part of something bigger

At Trackunit, we're committed to construction - one of the largest industries in the world.

It's an industry of strong, hard-working people, building the infrastructure of our lives. An industry that used to be known for the cities it built and the landscapes it formed. For complex infrastructures and the rise of skyscrapers in unthinkable shapes and sizes.

Construction enables each one of us to live better lives through safer roads and rails, modern hospitals and schools, offices and homes. But for too long, the industry has been known for blown-up budgets and schedules delayed.

At Trackunit, we believe we can still do the impossible and rebuild the reputation of the industry.

New technology has emerged, and today we

know more than ever before. We build the services that enable construction to work smarter together and grow faster together.

An industry that has long been the laggard of digital transformation is now at a tipping point. Change is happening.

What impact are you going to make?

Facts & figures

- Circa 15 Trillion-dollar industry
- 6-8% of the global workforce works in construction
- Low single digit profit margins
- +20M pieces of construction equipment globally

Our purpose

Our purpose decoded

Our purpose statement decodes what we do. Each word is deliberately chosen and carries meaning. Purpose is personal - it connects to each of us in different ways. Use this as a guide to understand how your work contributes to our shared mission.

Our approach is human, collaborative and based on co-creation. We are driven by a design thinking approach, being empathetic, iterative and always striving for an ecosystem-wide impact.

Downtime is the core of all problems in the construction industry. We address it through five key areas, looking at downtime through the lens of machines, humans, companies, our industry as a whole and society at large. Eliminating Downtime is the contribution made to create an impact beyond the industry because it exists in the world, for the world.

Together, we Eliminate Downtime to build the most useful industry for the world

We are builders and doers by heart and committed to turn every relevant idea into a catalyst for change.

Being useful is the core DNA of our company. We always strive to walk on two legs, driving a highly commercial and impact-focused agenda at the same time.

Construction is a very big player in the world, and we have at least the same aspirations so that the industry can consciously create an impact for the world. By doing so, we deliberately balance an inwards focus with an outwards outlook because long-term relevance for any ambitious company will also be measured in the contribution outside of the industry.



We Have an Ambition of Being More Than Successful. **We Want to Be Useful.**

At Trackunit we're committed to **making an impact**. An impact on the construction industry, an impact on our organization, the people we work with and an impact on ourselves. We call that the triple focus.

We believe in taking a **people approach** to everything we do.

Being human-centric is not restricted to our products – it's a way of life at Trackunit.

We don't just want to be something in the world – we want to be something **for the world**.

Triple Focus

Everything we do is based on our triple focus model – the foundation for our operating system.

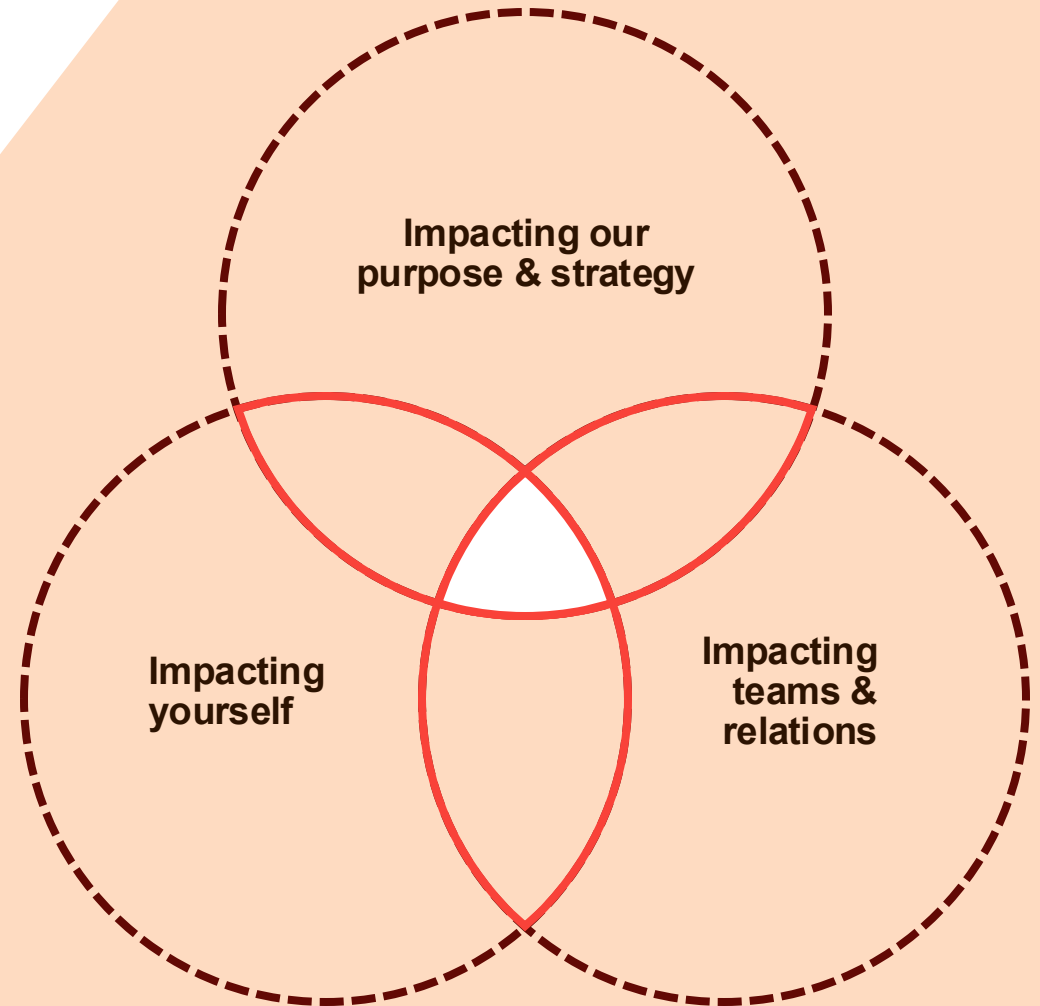
Always pay attention to the three areas when defining goals, having impact conversations, following up on behavior, and looking for progress and results.

Talent goes beyond individuals – it must be tied into a larger ecosystem of purpose, people,

and strategy.

We must all be able to zoom out on the bigger picture while zooming in on the individual and teams – in the same conversation – because it is all tied together.

By paying attention to all three areas in everything we do, we set ourselves up for success to deliver on our purpose.





What We Do

The construction industry is our home. A tough industry with cool machines and cool people. **We love machines and love to collaborate with people who love machines.**

We unite the construction industry to Eliminate Downtime through a unique human operating system and a superior data-driven platform - always with a highly commercial, sustainable, and global ambition.

We are a trusted ecosystem orchestrator making the largest data lake in the industry useful to Eliminate Downtime. This is our contribution to anyone who wants to deliver impact

today and tomorrow through insights, products, services, and business models – all developed by people and for people.

We operate as a global team, compassionately challenging the dogmas in how to be an inspiring and relevant industry always co-creating for a real impact.



02

Past, Present, Future

Who We Are and Strive to Become



Our Journey

Trackunit started as a technology company pushing innovation and pioneering technological progress before IoT was a thing.

Since then, our journey has been a story of growth, learning, and doing the impossible. Trackunit is focused on the construction industry where we are delivering both hardware and software to the global market with an ambition to eliminate downtime and turn construction into the most useful industry for the world. The pioneering spirit is still intact – we drive for progress and impact, and the people are the true secret sauce to the journey.

How do we unlock creativity, empower and inspire people, and shape what's next for our industry?

That's what we're asking ourselves every single day in our pursuit to foster a workplace where we can all bring out our full potential and play to each other's strengths.

The journey ahead with scaling and building a platform for construction equipment calls for courageous ownership, compassionate collaboration, and a relentless focus on solving what truly matters, both now and in the long run.

Empowering people to act with clarity and purpose unlocks imagination, accelerates progress, and ensures we deliver on our collective promise.

Growing Our Footprint

Trackunit is the global market leader in brand-agnostic IoT solutions for construction equipment

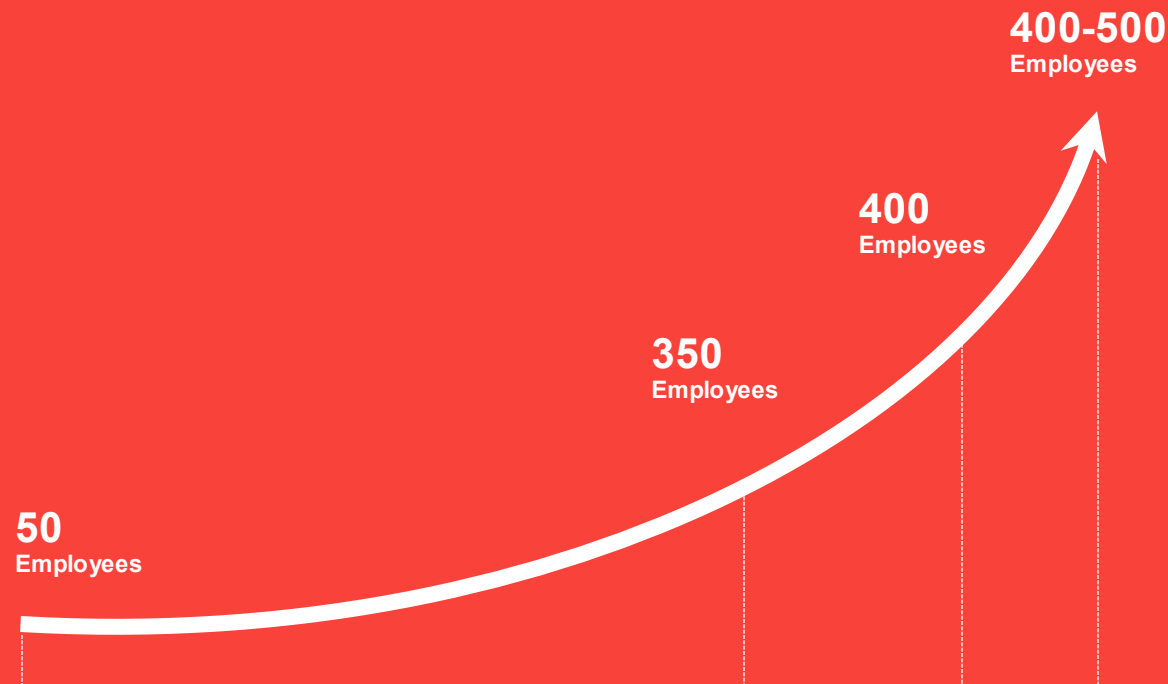
Half a decade ago, Trackunit was a local business providing hardware to track construction equipment.

Today, we have grown into a SaaS-company and a thought leader servicing the needs of the entire ecosystem of stakeholders within construction.

Doubling down on equipment

connectivity in existing markets and growing our network, Trackunit is ready to take the industry into a digital future.

Looking further into the future of the industry, Trackunit is well-positioned to facilitate and capitalize on the immense digitalization the construction industry is leaning into.



1998

M-Tec A/S established.

2003-15

Trackunit brand established.

Trackunit subsidiaries established across Western Europe.

Trackunit acquired by investment group of Goldman Sachs and GRO.

2016-21

Entry into the North American market.

Trackunit Iris platform launched to market.

Acquires Dreyer & Trimm, and Satrak.

Entry into APJ market.

Trackunit acquired by Hg Capital.

Trackunit acquires Industrial IoT division of ZTR.

2022

Circa DKK 1 billion net revenue.

Launches 5G, second-generation Spot connecting high-value, non-powered assets to ecosystem.

Stages first-ever Trackunit NEXT event.

Trackunit Kin wins Rental Awards Editor's Choice 2022.

2023

Posts net revenue of DKK 1.2b.

Acquires German ConTech Flexcavo, US deployment specialist OEMSi.

Launches Emissions Reporting solutions; new-gen Access Management.

Initial launch of Marketplace and Platform SDK to facilitate ecosystem co-creation and empower partners.

2024

More than 3 million assets connected.

Launches IrisX, the first operating data platform specifically tailored to the construction industry.

Introduces Trackunit Pass, new-gen Raw, Specialty Equipment, and Network Solutions to market.

Consolidates market-leading, thought leadership position on sustainability with publication of 'Constructing a better future' paper.



A global SaaS business

450+

People all over the world

13

Hubs all over the world

8.3/10

Employee Engagement

45+

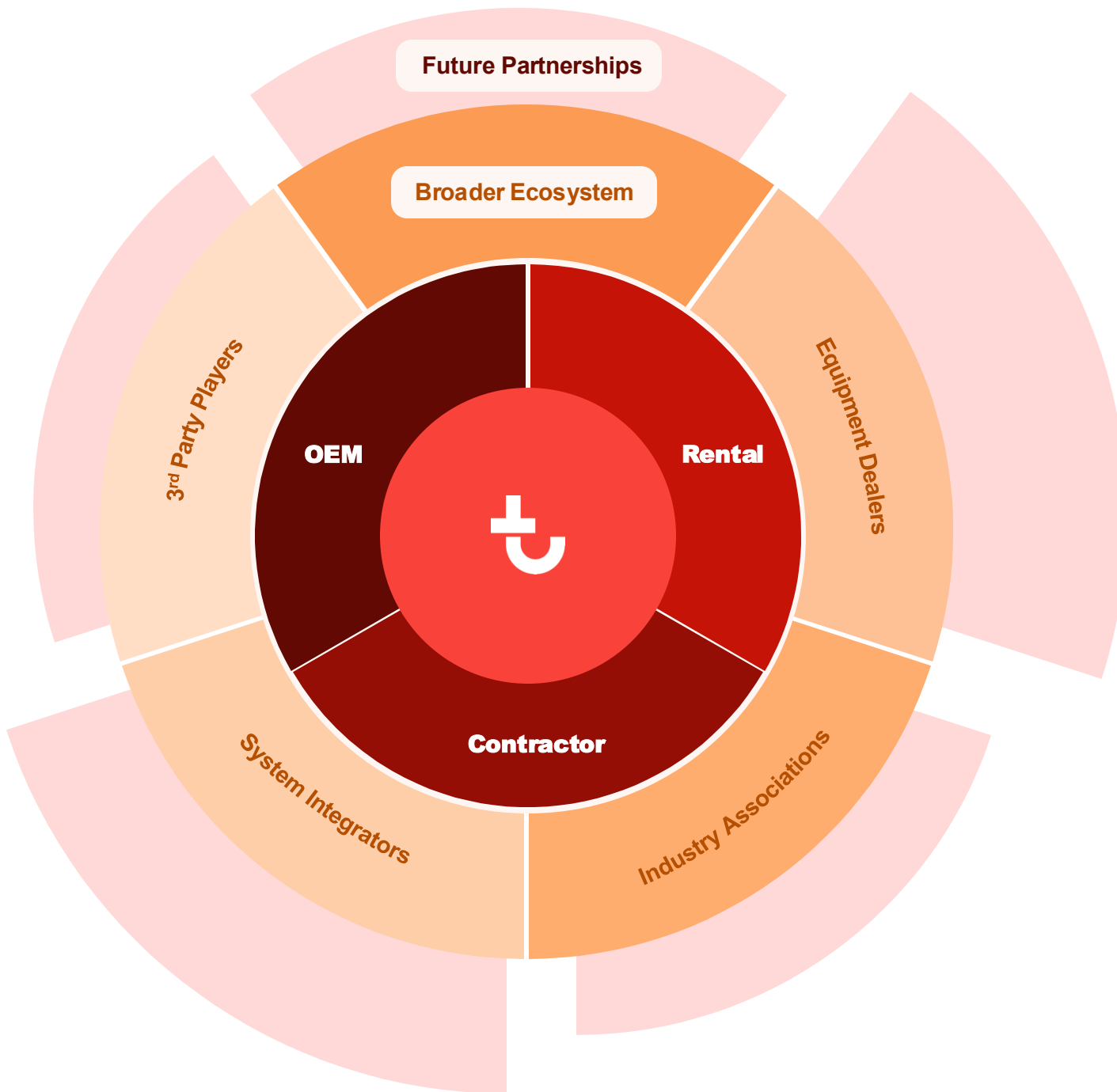
Nationalities



03

Our human operating
system

How We Deliver



Stewards of A Global Ecosystem

Connected by Purpose, Powered by Insights

The industry thrives on collaboration. At Trackunit, we bring industry professionals, partners, customers, and employees together to share knowledge, solve challenges, and drive meaningful change.

We operate within a **Connected Ecosystem**—an industry-wide network where people, machines, and insights come together to eliminate downtime.

By integrating data-driven insights with strong partnerships, we empower our ecosystem to work smarter, safer, and more efficiently.

Our role? We are more than a technology provider; we are an **ecosystem orchestrator**, ensuring that every connection—whether digital, human, or operational—creates value.



A Human-Centric Organization

At Trackunit, we don't have employees - we are people on a mission together.

Our success as a company is built on a deep understanding of human nature. We design our organization to reflect how people truly flourish - embedding trust, care, and purpose into everything we do.

Our ambition is clear: To set a new standard for what a truly human-centric organization looks like.

We Work with Purpose

Everyone at Trackunit should have the opportunity to do meaningful work. We help people connect their strengths to our mission - because when work matters, impact follows.

We are Built on Trust

We trust each other to take ownership, make an impact, and shape the future of Trackunit. We don't micromanage - we empower.

We Make Life Work

Work should be a fulfilling part of life, not something that competes with it. We support flexibility and balance, so people can bring their best selves to work and beyond.

We Unfold Human Potential

We create an environment where people do their best work and grow with us. We unlock potential by being close enough to see it, and by creating opportunity, and support to unfold it.

We Design for Belonging

One size fits no one. We see and value each person's unique contributions appreciating that complementarity is what make our teams perform at their best.

We Win Together

Nobody is better than everybody. We succeed when we collaborate, challenge each other, and build something bigger than ourselves.



The Principles We Live by

What we should know and do to deliver on our purpose and strategy.

Show Compassion.

We practice compassion by actively listening without judgment, seeking to understand before responding. We approach conversations with curiosity, self-awareness, and emotional intelligence, ensuring that feedback is delivered with honesty, respect, and a genuine desire to help. While empathy allows us to recognize others' emotions, compassion moves us to take action – supporting our colleagues in thriving and growing.

Win now. Win later.

We stay focused on our ultimate goals, knowing that if we fixate only on the next step, we risk losing our balance. To drive real impact and achieve our business objectives, we solve the problems that truly matter with curiosity, agility, and a commitment to learning. We move beyond emotional arguments, instead articulating and testing hypotheses with data, facts, and proof points. Winning isn't just about Trackunit - it's about catalyzing the ecosystem and creating lasting impact beyond our company.

Own Your Part.

We take responsibility for achieving real results by owning our part in every challenge and opportunity - while ensuring it is well-integrated with the bigger picture. We engage others, foster a strong sense of ownership, and follow through on our commitments. Organizational change starts with personal change, so we hold ourselves 100% accountable for our actions and words - and we support those around us in doing the same, recognizing that true ownership includes collaboration and alignment with others.



A deeper dive into our Principles

Show Compassion.

What does it mean?

When showing compassion, we develop the ability and willingness to **listen and respond properly with a high degree of curiosity, mindful self-awareness and self-regulation**.

We deliver **compassionate feedback and have compassionate conversations** about what is really going on, using, grit, courage, trust, and honesty as our companions. While empathy refers to our ability to take a perspective of and sense the emotions of others, **compassion is when those feelings and thoughts include a desire to help and act upon them**.

Key questions to use

- *Am I taking the time to truly listen to what others are saying, without interrupting or pre-judging?*
- *Am I making assumptions, or am I seeking to clarify their needs and concerns?*
- *How can we create a safe space for people to express themselves?*
- *How can we show appreciation for people's contributions or presence?*
- *How do I step into the conversations that I usually avoid?*

Key actions to take

Listen to understand – not just to reply. Leave your biases or judgements at the door.

Constructively enter the conversations you normally avoid, in a mindful and self-regulating way.

Always help others when needed and always ask for help when you need it.

Stay curious and encourage solutions rather than dwelling or blame and taking it personal.

Win now. Win later.

Let's always stay focused on the final goals because if we focus only on the next step, we will lose our balance. To succeed with real impact and our business objectives, we will have to **solve the real problems that matter** with a high degree of curiosity and the ability to learn fast.

We defer from arguing with emotions, and instead, articulate and test hypothesis with data, facts and proof points. Winning is not just about Trackunit. **It's about catalyzing the eco-system** and making true impact outside of our company.

- *How will today's priorities pave the way for future success?*
- *How do we balance short- and long-term criteria in our next step?*
- *How is this balancing winning now and winning later?*
- *What is the problem we are trying to solve?*
- *How is working on this problem fit for purpose and strategy?*
- *How does this problem manifest (symptoms)?*
- *What would success look like if this problem were solved?*
- *Are we focusing on what really matters, or over-analyzing non-important details?*
- *What can we do now to move on?*

Always consider how to **build for scale** and beyond the short-term gain. Let agreed impact guide activities.

Validate with strategic evidence or clear hypothesis leading to a clear way forward.

Prioritize problems strategically and focus on scalable and **high-impact solutions**.

Align work with both **current needs and long-term** business objectives.

Own Your Part.

Owning your part is all about taking responsibility for achieving a particular result. **It is forward looking** to get people engaged, having a clear sense of ownership and to deliver on what's agreed.

There is no organizational change if there is no personal change, so let's take 100% accountability for what we say and do ourselves and help people around us take 100% accountability for what they say and do.

- *What's my part in this?*
- *How do we create a trusting foundation to take the needed responsibility?*
- *How am I fostering an inspiring culture where others feel empowered to take ownership of their commitments?*
- *What practices and systems do I put in place to reinforce accountability?*
- *Am I clear on the specific outcomes and results I am responsible for achieving?*
- *What personal habits or behaviors do I need to change to demonstrate greater accountability?*

Always ask yourself **'what is my part in this?'** and own it.

Help, inspire and empower others to be accountable and to use their unique talents to deliver on commitments.

Define roles and responsibilities to clearly outline who is responsible for what to avoid ambiguity and empower action.

Establish norms and rituals (e.g., check-ins, progress updates) that prioritize transparency and accountability.



Trackunit Leadership Pillars

Deliver Impact

Champion Trackunit

Lead with Ecosystem Mindset

Role-model Growth

Master Clear Communication

Build High Performing Teams

Leadership

in a Human-Centric Organization

Deliver Impact

- Define what “good” looks like and set clear, ambitious, yet achievable goals.
- “Get your hands dirty” and be willing/able to dive deep and ensure follow through.
- Coach teams and individuals to deliver on goals.

Role-model Growth

- Be a mindful leader and manage your green and red zone behaviors.
- Show openness and humility, listen and seek feedback and role model a growth mindset.
- Continuously hone and develop your skills to best support the team.

Champion Trackunit

- Be a champion of our Purpose, Strategy, and Trackunit Way.
- Respect and commit to decisions once they are made.
- Understand and communicate your team’s role in the big picture.

Master Clear Communication

- Ensure clarity of intent and that the team understands the “why”.
- Eliminate ambiguity for your team.
- Proactively seek out information when needed. Communicate consistently to drive alignment.

Lead with an Ecosystem Mindset

- Build relationships and collaborate across teams and customers.
- Show curiosity and deeply understand the needs, capabilities and concerns of others.
- Be decisive and understand the implications on Trackunit’s Business, Customers, and others.

Build High Performing Teams

- Build tools, systems and processes that scale your team’s role in delivering the strategy.
- Build trust and create a safe, inclusive environment for everyone to thrive and maximize their potential.
- Place the right people in the right roles and build their capabilities.



How We Work and Collaborate

We Come Together

Townhalls

We use town halls to make sure we all stay on the same track and feel united and connected to the purpose. We celebrate the good and keep everyone involved and informed on the current state of Trackunit.

QBRs

We use Quarterly Business reviews to assess business performance and results – always zooming in on the learning. We share the good, the bad, and the ugly.

We Celebrate and Inspire

Trackunit Gatherings

We celebrate the journey towards eliminating downtime by bringing employees, customers, partners, and friends of the house together for a big bang.

Downtime Events

We share everything we know and invite the industry to explore what's next with us through summits, events, and workshops.

We Measure What Matters

Company OKRs

We plan OKRs for each quarter of the year, each linked to the overall company-wide strategy and leavers.

Team and Individual OKRs

For each team and individual, we map out individual OKRs to create a clear overview of key projects, ownership, deliverables, and desired outcome.

We Meet in Hubs or Remote, Never in Silos

Cross-Functional work

We impact every stage of the customer journey from lead to customer by working in cross-functional clusters – either remote or in one of our hubs. We welcome a hybrid model and do everything we can to build a great remote work environment where everyone is included.

Community in practice

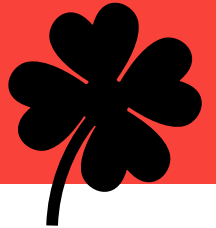
We work to ensure cross-departmental alignment and to utilize specialist knowledge where needed. We work with experiments do test hypothesis and drive learning at scale.





Your Tracks

At Trackunit, growth isn't something you do on the side. It's how we stay useful, competitive, and human. When we grow, everything we're part of grows too.



OUR GUIDING PRINCIPLES FOR PEOPLE DEVELOPMENT

We Grow with Purpose

Development isn't about learning for learning's sake; it's about building the capabilities Trackunit needs to stay competitive and innovate.

We Grow Through Work, Not Around It

Learning happens in the flow of work, through real challenges, ownership, and continuous feedback - not as an afterthought.

We Lead by Growing Others

Leaders don't just manage; they coach, challenge, and develop their people to succeed today and prepare for what's next.

We Own Our Growth

Learning isn't passive. People at Trackunit seek out challenges, take accountability for their development and push themselves forward.

We Grow Together

Growth doesn't happen in isolation – it flourishes in an environment of trust, feedback, and shared support. That's why we mentor, challenge, and elevate each other.

HOW WE SUPPORT IT IN PRACTICE

Impact Conversations

You and your leader set goals that matter — always linked to the impact you're here to create and the skills you need to build it.

In the flow of work

At Trackunit, things move fast - and so can your development. You'll take on new responsibilities that stretch you and help you grow through real impact.

Leadership

We invest in leadership development - because great leaders unlock potential. At Trackunit, your leader is trained to coach and support you in your growth journey.

Mentoring & Peer Learning

You'll learn fast by connecting with skilled, passionate people who'll show you how we work, what we care about -and who we're building for.

Personalized Tracks

One size fits no one. Your growth journey is yours - tailored to your strengths, ambitions, and impact.

Rituals, Meetings & Projects

Growth shows up in how we work. From team check-ins and cross-functional projects to offsites and townhalls - learning is part of our daily rhythm.