



STRATEGIC PLAN **2024** CHALLENGES **2030**

VISION

To be a world leader in the control of smart HVAC and air quality installations with a view to improving people's quality of life and making buildings more sustainable, improving energy efficiency, providing maximum comfort to users, using the minimum energy consumption and preserving and improving the environment as a company that is committed to the planet.

VALUES

Altra Corporation-Airzone is comprised of a team of people with a strong sense of professional ethics; keen to protect nature and its resources. It is a highly integrated group that is committed to a corporate development project.

Its main values are:



Professional ethics



Cohesion and teamwork



Commitment to innovation and corporate development



Respect for the environment

Mission

Vision

2022-24

2025-27

2028-30

STRATEGIC LINES

Product and service quality
Process efficiency and quality
Training
Technological monitoring and competitive intelligence
Customer experience
Consultative sales and corporate development

CHALLENGES

Sustainability
Innovation
Digitalization
Internationalization
Diversification
Organizational growth
Transcendence

ALTRA PERSPECTIVES

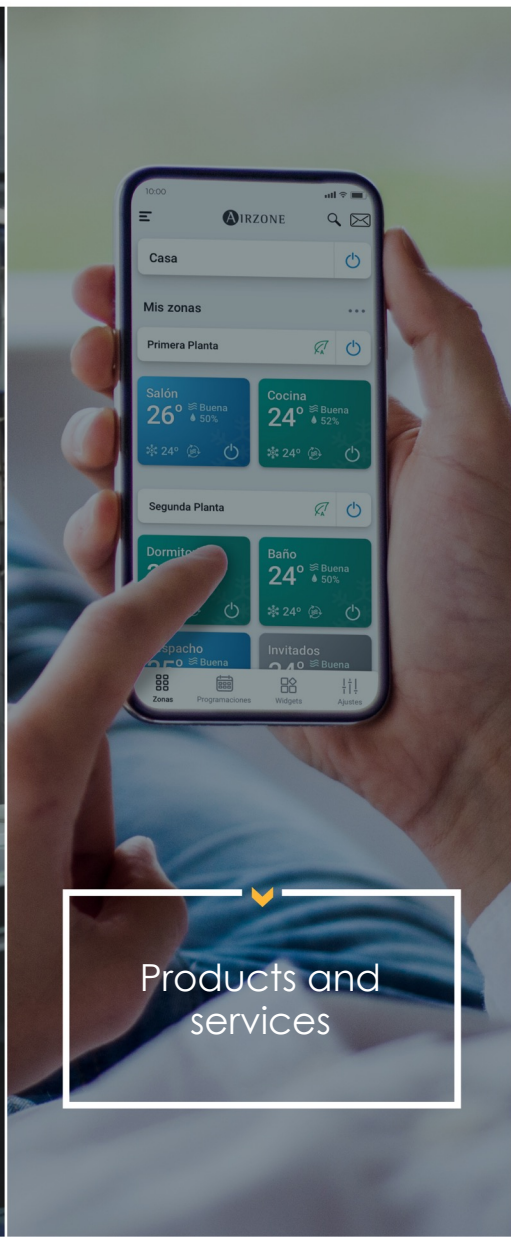
Based on the four perspectives defined by Kaplan and Norton in the BSC, adapted to our organization. Perspective or approach from which to analyze how the company can meet its major challenges.



People



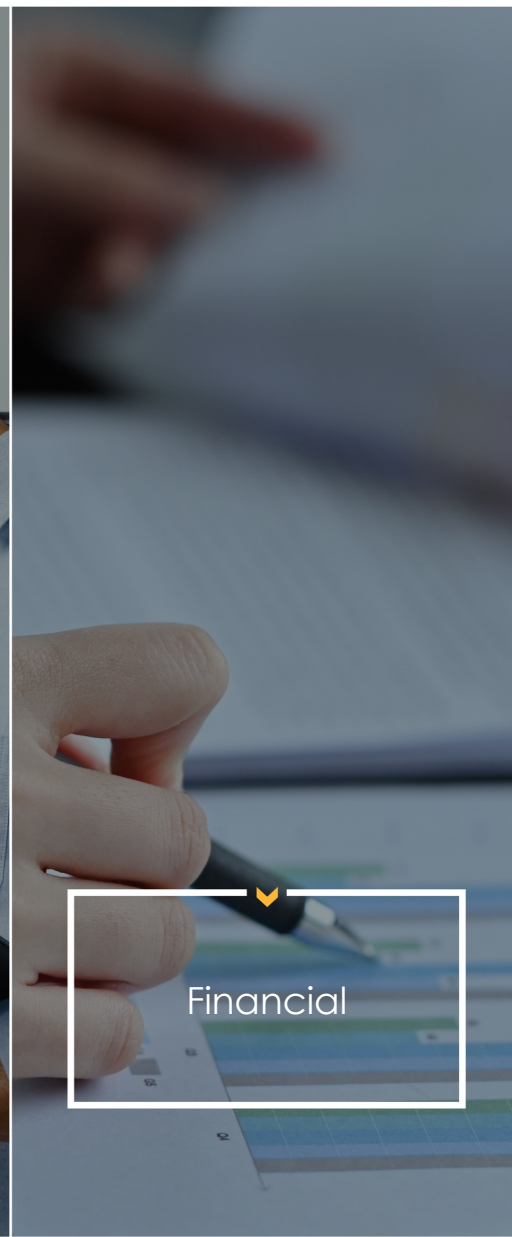
Processes



Products and services



Client / Supplier



Financial

STRATEGIC LINES 2024



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A hummingbird with iridescent green and blue feathers is shown in flight, hovering near a cluster of bright orange, tubular flowers. The background is a soft, out-of-focus green, suggesting a natural outdoor setting. The text 'PRODUCT AND SERVICE QUALITY AND IMPROVEMENT' is overlaid in white, bold, sans-serif capital letters across the center of the image.

PRODUCT AND SERVICE QUALITY AND IMPROVEMENT

Quality must be Airzone's hallmark.

When a client purchases an Airzone product, they must have the peace of mind of purchasing a product that is robust and, above all, that offers support services in the event of a problem.

We must take into account that the products marketed by Airzone are handled, installed and used by different client profiles. Therefore, our product must meet the quality standard from the point of view of each of these profiles:

1. The packaging/palletizing of products.
2. The ease of installation.
3. The robustness of the product.
4. Before and after sales services.

To achieve an outstanding level of quality, this aspect must be considered from the definition of the product, based on specifications that establish the requirements of the company's different areas, through manufacturing, installation and use, to the final moment of product removal.

1. Obsolescence and Renewal Plan:

- a) Quality facilities at the cutting edge of engineering.
- b) Airzone looks after its clients.
- c) Manufacturing optimization.

2. Quality of the installed product:

- a) How the product performs on the market.
- b) Continuous improvement of the product.
- c) Optimization of information flows.

3. Product reprocessing:

- a) Product traceability until its end of life.
- b) Identification of common errors and how to prevent them.

4. Analysis and procedures:

- a) More standardized test protocols.
- b) Improvement of the product based on the detected incidents.

5. Improved tools:

- a) Automation of Cloud incident analysis.
- b) System self-checking.

6. Development and training:

- a) Training of the collaborator network.

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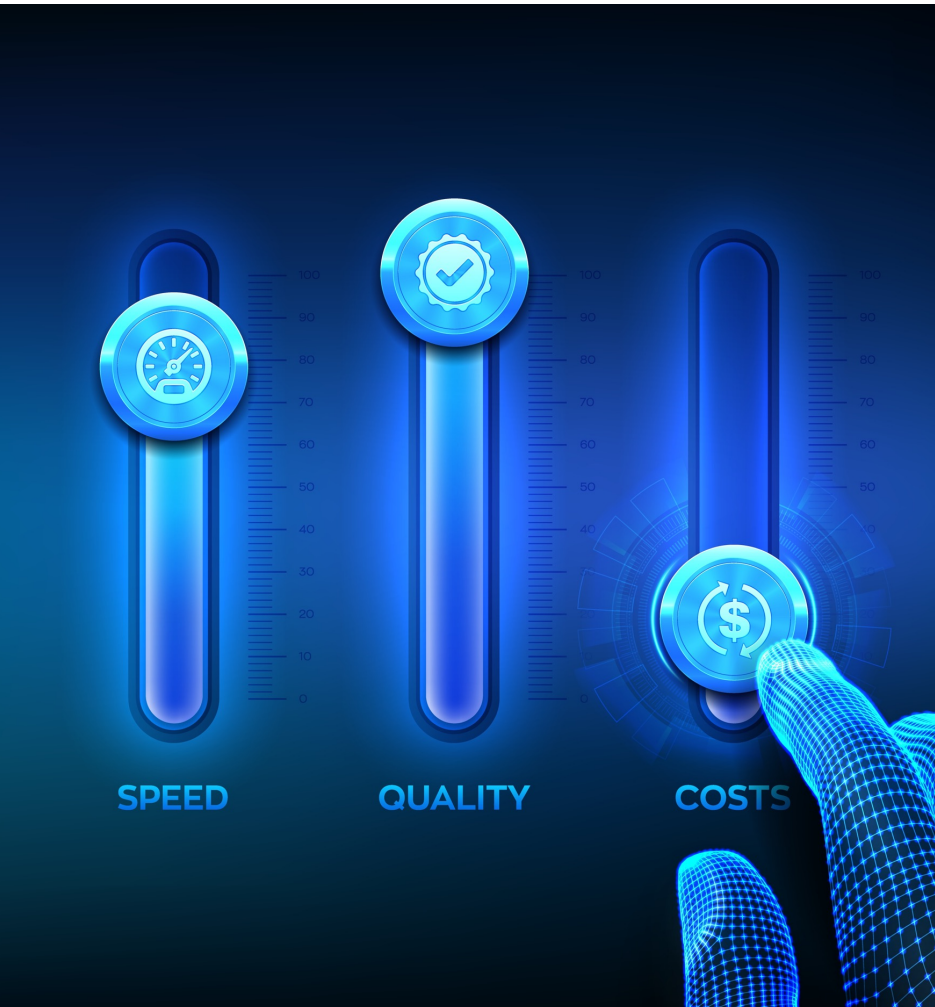
“The quality will remain long after the price is forgotten.”

Henry Royce

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PROCESS EFFICIENCY AND QUALITY



- ▶ The client is only willing to pay for an added-value product.

Functionality, on time and without any problems.

- ▶ Productive processes must add value to the product, ensuring its repeatability.



- ▶ This will provide maximum profitability and client loyalty.

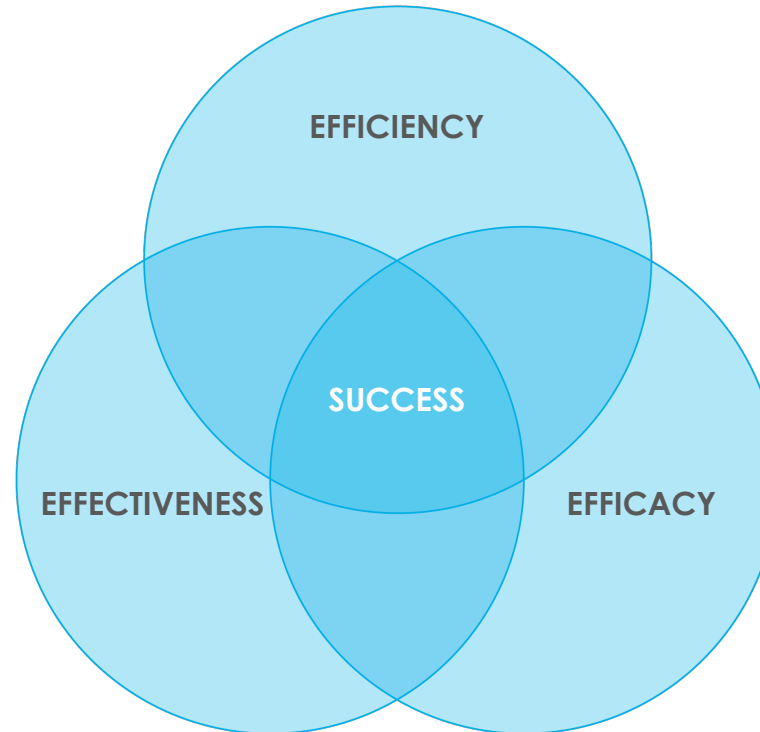
Trust

Efficiency is synonymous with doing things well.

It is all about how things are done.

Effectiveness is synonymous with doing things well and in the right way.

It is all about what is done and how it is done.



Efficacy is synonymous with doing things in the right way.

It is all about what is done.

Things can only be improved if they have been measured.

KPI.

In search of excellence

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TRAINING



FOSTER continuous improvement in the internal training of our teams and in external client training.

BOOST the company's growth, which is in a process of constant change and development.

INTERNAL TRAINING: comprehensive employee development to facilitate their ability to adapt to organizational changes and the new technologies.

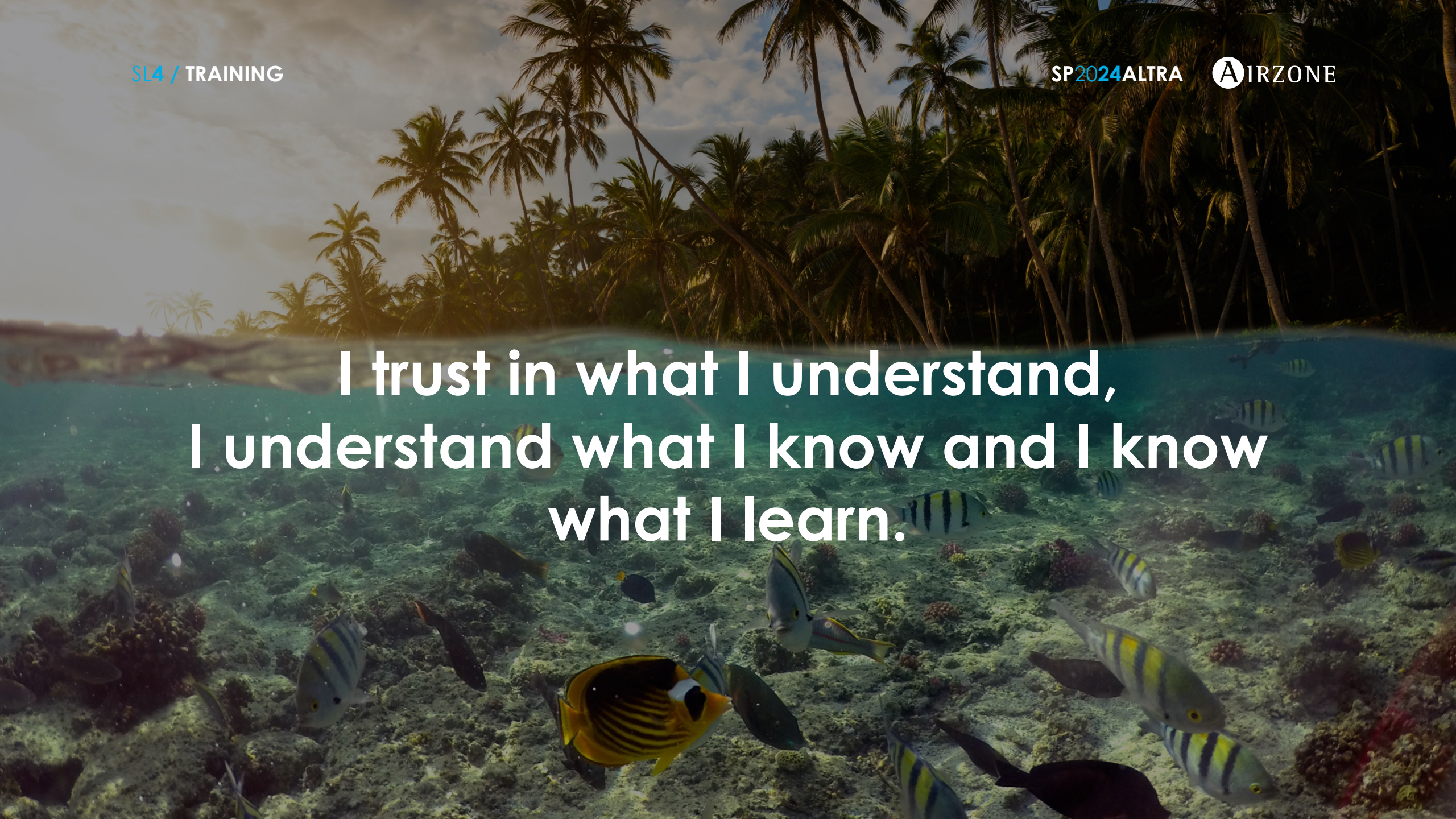
EXTERNAL TRAINING: a tool for market development.

Airzone's training team is a multidisciplinary group, composed of educators, engineers and HR specialists who work with all areas of the company.

GOALS FOR 2024:

1. Creating a **community and a sense of belonging**, both among employees and clients, by sharing the innovation of our solutions.
2. Maximum commitment to **client training as a consultative training tool**.
3. Contributing to the **professionalization of the sector**.
4. **Innovation** in terms of visualization platforms and content editing tools.



The background of the slide is a vibrant, high-quality digital illustration of a tropical beach and its underwater ecosystem. The top half shows a sandy beach lined with numerous tall palm trees under a bright, slightly hazy sky. The bottom half transitions into a clear blue ocean. The seabed is covered in a diverse coral reef with various colors like red, orange, and green. Numerous fish are swimming throughout the water, including several prominent yellow and black striped surgeonfish, smaller blue fish, and a large yellow and black butterflyfish in the foreground. The overall atmosphere is peaceful and natural.

I trust in what I understand,
I understand what I know and I know
what I learn.

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TECHNOLOGICAL MONITORING AND COMPETITIVE INTELLIGENCE



SL5 / TECHNOLOGICAL MONITORING AND
COMPETITIVE INTELLIGENCE



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THREE STROKES OF “LUCK”

How many seeds you sow, so much luck you will get.

Knowing and analyzing the latest market trends. Anticipating changes to safely offer cutting-edge solutions.

Blueface
Zero

eu.bac

Third-Party
Integration

Proactivity and procedures

WHAT DO WE FOCUS ON?

Regulations
New technologies
New needs
The competition

WHO DO WE WORK WITH?

Associations
Suppliers
Manufacturers
Clients

A large elephant is the central focus of the image, standing in a dark, dense forest. The elephant's head and trunk are prominent, and it is looking directly at the viewer. The lighting is low, creating a mysterious and somewhat somber atmosphere. The text 'Data Information Knowledge Wisdom' is overlaid on the image in a white, sans-serif font, positioned to the left of the elephant's head.


Data Information Knowledge Wisdom

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A photograph of a kangaroo with a joey in its pouch, standing on a sandy beach. The background features a turquoise ocean and a rocky, hilly coastline under a clear blue sky. The kangaroo is brown and is looking towards the camera. The joey is also brown and is visible in the kangaroo's pouch. The text "CUSTOMER EXPERIENCE" is overlaid on the right side of the image in white, bold, sans-serif capital letters.

CUSTOMER EXPERIENCE



**A SATISFIED
CUSTOMER
IS THE BEST
BUSINESS
STRATEGY
OF ALL**

We analyze the client's interactions with the company to improve them. These interactions range from the very first contact to the use of the products and services, including the purchase process, shipping, installation, etc.

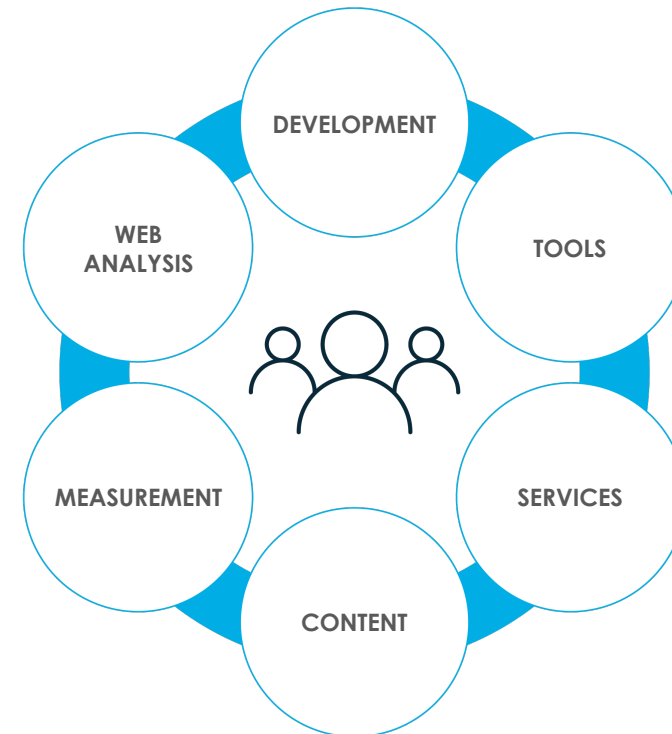
We have 3 fundamental objectives:

1. **Retaining existing clients.**
2. **Attracting new clients.**
3. **Generating more business.**

To achieve these objectives, we will follow a strategy of awareness-raising and personalization. We want to know what our clients need and how we can offer them personalized solutions, all without losing sight of the optimization of resources and the company's profitability.

With these objectives in mind, the following courses of action have been established:

1. Identification of needs
2. Proactivity in customer service
3. Personalization of interactions
4. Brand image



A photograph of a kangaroo standing on a sandy beach, holding a small joey in its pouch. The background features a turquoise ocean and a rocky, hilly coastline under a clear sky. The text "If we don't look after our clients, someone else will." is overlaid in white, bold, sans-serif font.

If we don't look after our clients,
someone else will.

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A photograph of four dolphins leaping from the water in a rocky coastal setting. The dolphins are captured in mid-air, creating a dynamic and energetic scene. The water is a deep blue-green, and the rocks in the background are dark and jagged. The overall mood is one of freedom and natural beauty.

CONSULTATIVE SALES AND CORPORATE DEVELOPMENT



Consolidating our leadership position and significantly boosting growth on new markets.

1. **Consultative Sales – Sales with HIGH ADDED VALUE**
2. **Strategic partnerships**
3. **Airzone as a benchmark in regulation**

To face up to current challenges, it is crucial to strengthen the product with high-added-value services.



Add value to make us stand apart:

1. Listen to our clients
2. Adapt to clients' needs
3. Add value that is relevant to each client
4. High demand for market knowledge

We are trusted consultants in the sector:

1. Work with all HVAC manufacturers
2. Control any type of installation
3. Work with all automation manufacturers
4. Position of impartiality, consultants in project control solutions
5. High demand for project knowledge



Strategic partnerships with third parties (HVAC manufacturers/IoT)

1. Joint response to common challenges
2. Accelerator effect (sales, diversification, innovation)
3. Strengthen current position

Strategic presence in associations and stakeholders

1. Sector-based monitoring
2. Decision-making capacity
3. Market knowledge

A photograph of three dolphins leaping from the water in a rocky coastal area. The dolphins are captured in mid-air, creating a dynamic and energetic scene. The water is a deep blue-green, and the rocks in the background are dark and jagged. The overall tone is professional and inspiring.

**Listen to the client today to become
their voice tomorrow.**

**Écouter le client aujourd'hui pour
devenir leur voix demain.**

**Ascoltare i clienti oggi per diventare
loro voci domani.**

CHALLENGES

2030



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CHALLENGE1 SUSTAINABILITY

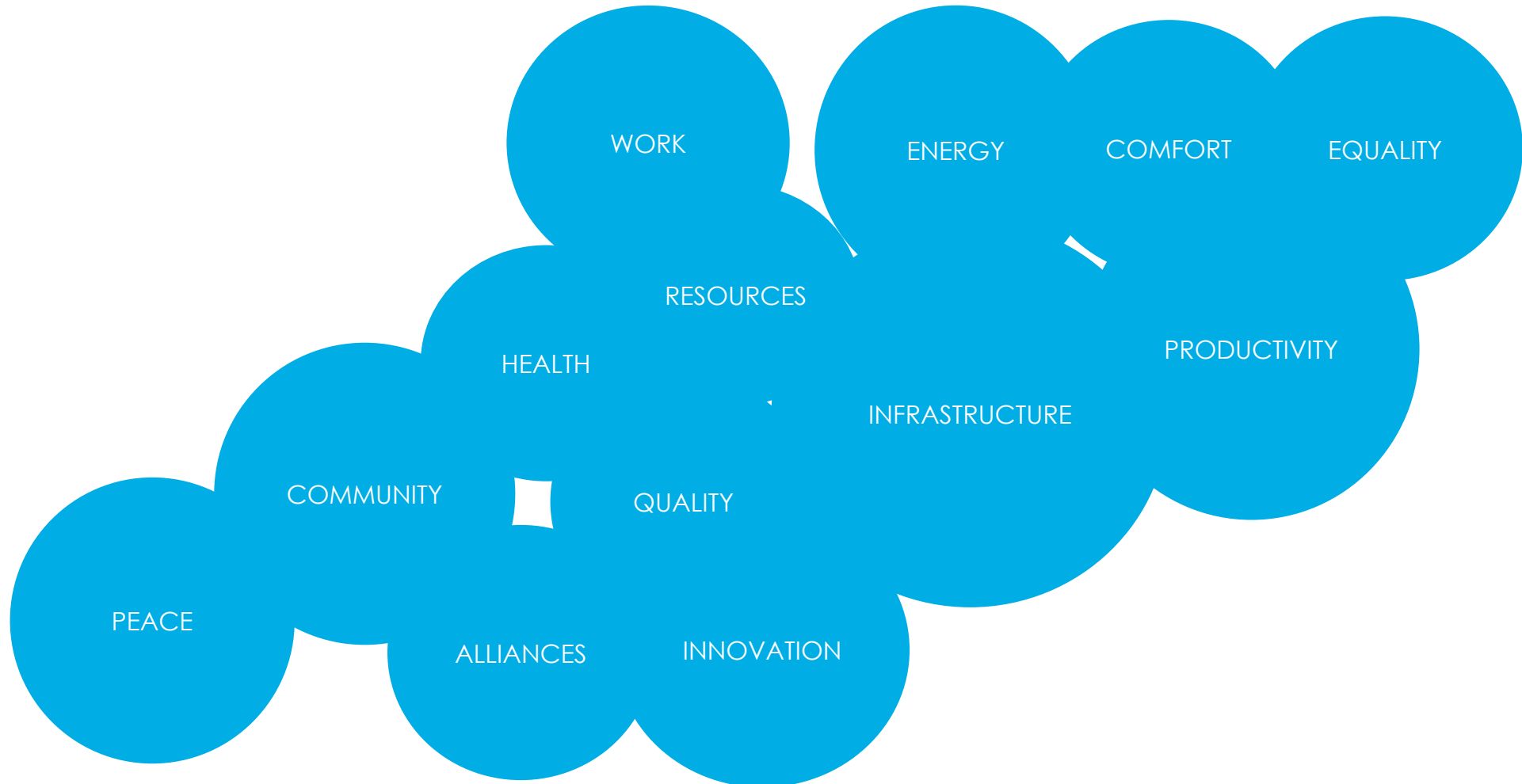
Sustainability perspectives:

1. Economic
2. Social
3. Environmental
4. Political
5. Labor
6. Personal



A change
is required!





Keys to contribute to being a sustainable company

1. Energy consumption control
2. Good selection of suppliers
3. Awareness in the consumption of raw materials
4. Improved efficiency
5. Recycling/Sustainable design
6. Promote responsible behavior
7. Measure/Reduce carbon footprint



**We are the first generation to
experience the consequences of
climate change...**

**... and the last that can do something
about it.**

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CHALLENGE2 INNOVATION



For those who work at Airzone, **innovation** is much more than a strategic line, **it is the way of understanding our work**. We have been working in this way since the very beginnings of the company, and the whole team continues to do so today; it comes naturally to us, almost without even realizing it. For this reason, rather than innovation as a challenge, we should say that we must continue to innovate, applying this way of being to everything we do.

Innovation helps us **adapt to the constant changes** taking place in our society, and at Airzone it is based on 4 cornerstones:

1. **Solutions. Product and services**
2. **Internal processes**
3. **Internal and external relationships**
4. **Working methodology**

SOLUTIONS. PRODUCT AND SERVICES

At Airzone we don't sell products, we offer control solutions, understanding solutions as both the product and service as a whole. This is innovation.

INTERNAL PROCESSES

Innovation is our way of doing things internally. We are huge fans of automation, continuous improvement and the search for excellence.

INTERNAL AND EXTERNAL RELATIONSHIPS

Innovation is our way of understanding the relationship with our collaborators because, without them, it would have been impossible to come as far as we have over the past years. Companies such as Denso, Mades, Vicedo, Aguayo, etc., are all part of our day-to-day product creation work.

WORKING METHODOLOGY

Innovation is how we do it:

- Collaborative work tools such as Teams and Monday.
- Scrum as a way of working to apply agile methodologies.
- Airzonecontrol.com as an example of this methodology, enabling us to interlink all profiles.

A close-up photograph of a person's arm with a vibrant green and blue gecko resting on it. The gecko has a pattern of small blue spots and larger green patches. The background is a soft, out-of-focus green, suggesting an outdoor setting. The text is overlaid on the image, centered horizontally and slightly above the middle vertically.

“Intelligence is the ability to adapt to change”.

Stephen Hawking

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CHALLENGE3 INTERNATIONALIZATION





WHY IS IT A CHALLENGE?

Not all eggs are the same.

- Internationalization means **putting what you have learned into practice, in order to innovate.**
- Improving processes and products and **taking advantage of economies of scale.**



Not all egg holders are the same.

- Internationalization means **being less vulnerable** to economic cycles and to regulatory changes.



Internationalization means accelerated innovation and business strength.

These advantages require extra effort from all those who will reap the benefits.

Shall we go international?

A close-up photograph of a person's hands, wearing a blue and white plaid shirt, holding a wicker basket filled with numerous brown eggs. The hands are positioned as if they are about to pick up or place an egg. The background is slightly blurred, focusing attention on the hands and the basket.

Going further by expanding markets to remain closer to users, next to each person, inside each home.

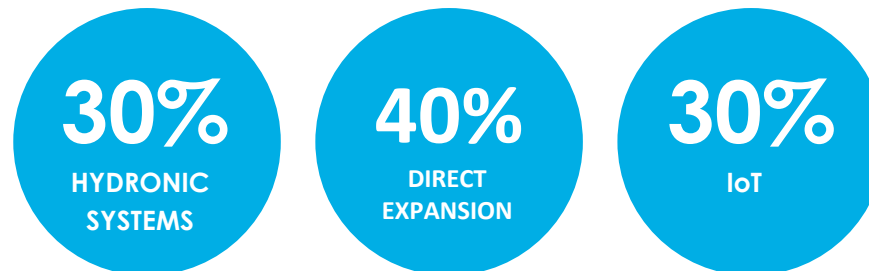
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CHALLENGE4 DIVERSIFICATION

- The objective of this SL is diversifying our **integrated products** and **vale-added services**, as well as to open **new markets** beyond those in which we currently operate.
- We want to be able to resolve current and future problems involving the **integration between the world of HVAC and the world of IT** found by **professional and private users**, offering solutions for any type of **residential and tertiary installation** connected to its users.
- To be a **secure company** that is not dependent on one technology or another, and that can adapt to possible changes in the market in terms of trends or new regulations.

Product diversification



Geographic diversification

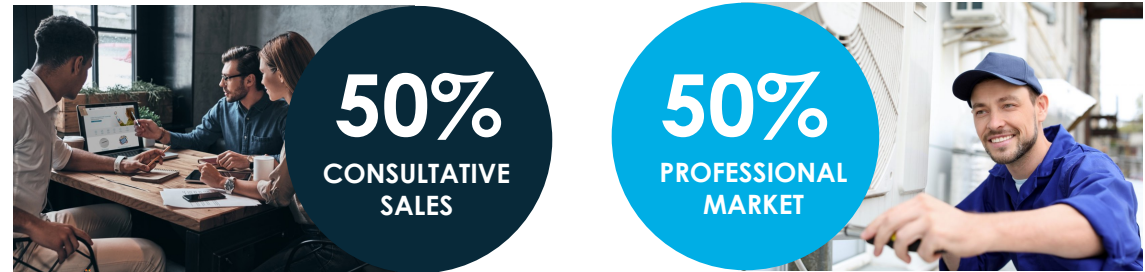


Spain
Portugal
France
Italy

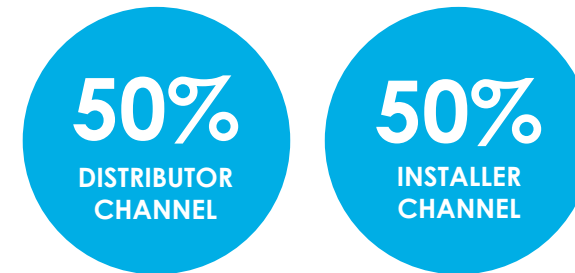


Rest of the
world

Client diversification



Professional channel diversification

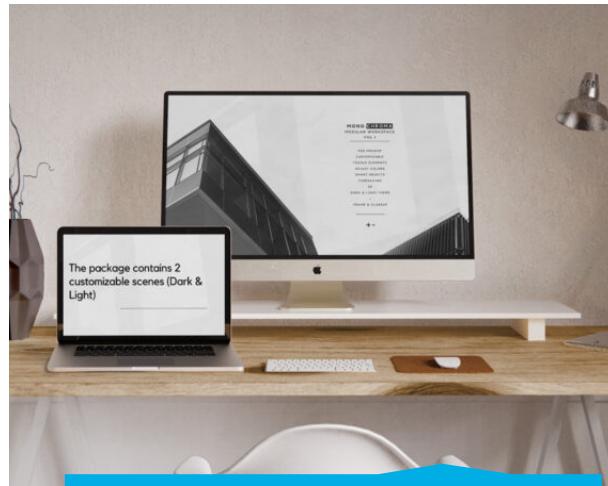


To achieve diversification, it is necessary to let go of what you have learned and continue learning.

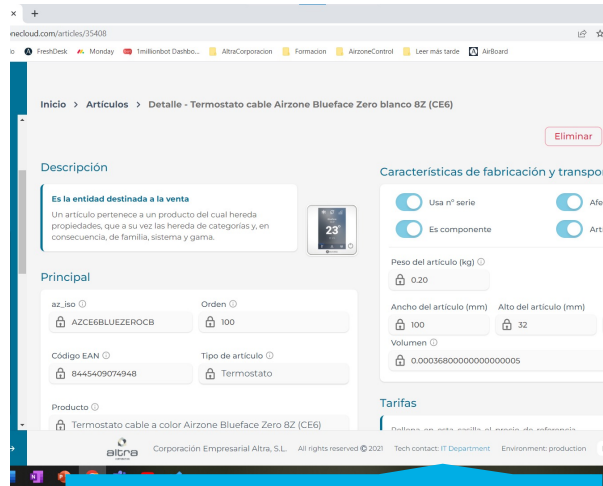
A blurred background image showing a robotic arm holding a vibrant red flower. The text 'CHALLENGE5' is in blue and 'DIGITALIZATION' is in white, both in a bold, sans-serif font.

CHALLENGE5 DIGITALIZATION

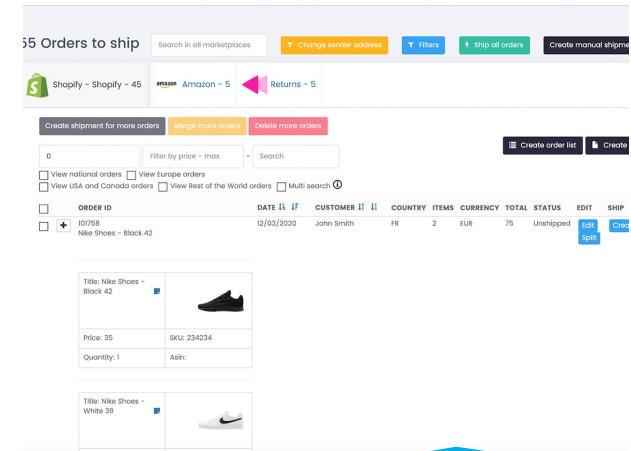
DIGITAL SERVICES



CLIENTS

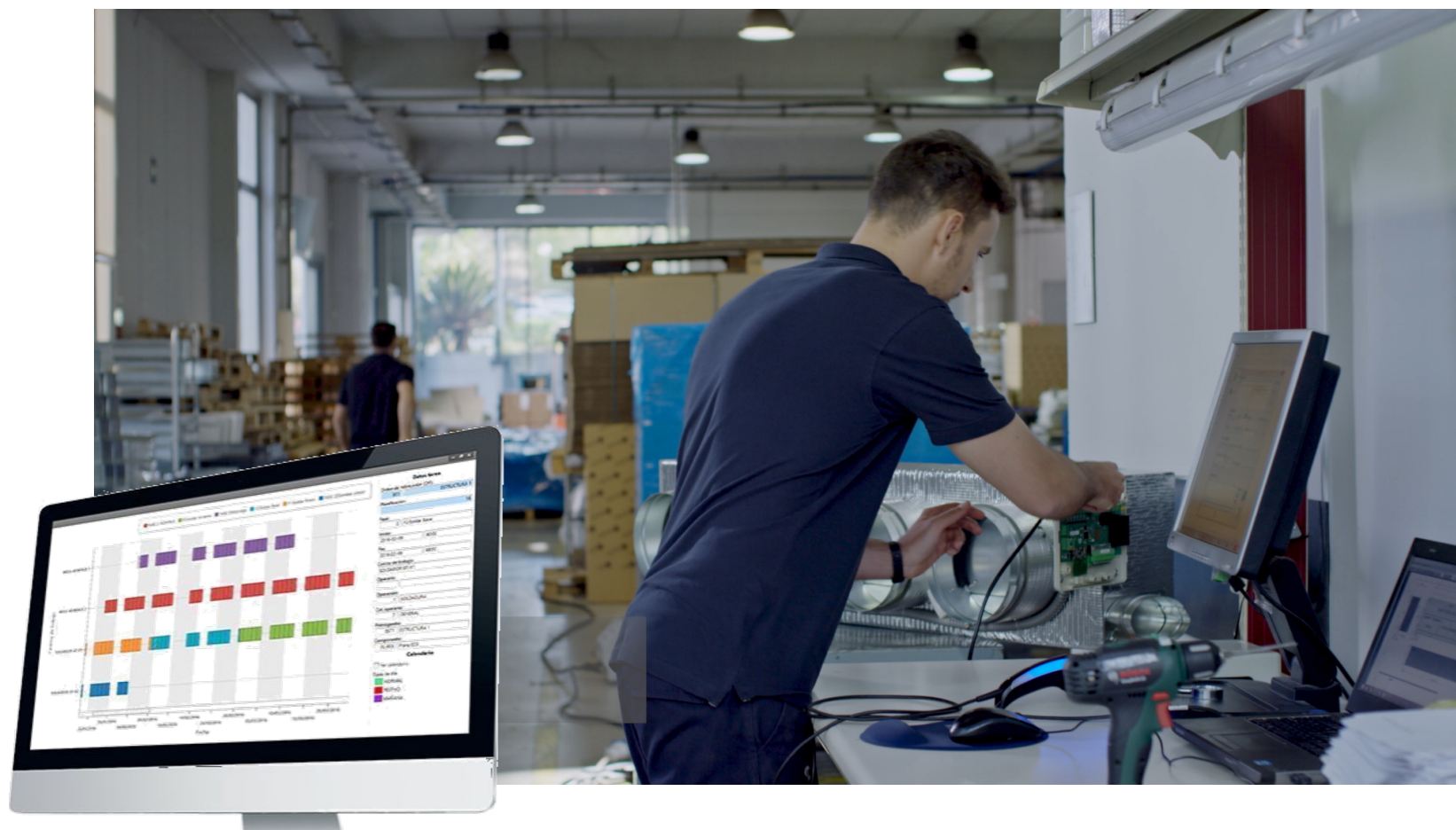


INTERNAL USERS



SUPPLIERS

DIGITAL FACTORY



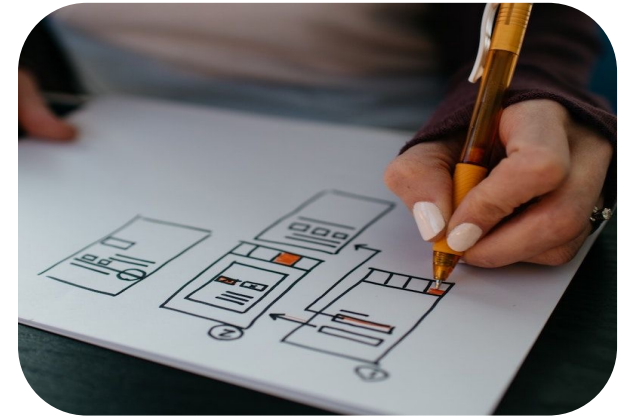
AND 3 FURTHER OBJECTIVES




**Growth of
internal capabilities**



**Processes for robustness and
consistency**



UX design

A blurred background image showing a robotic hand holding a red flower. The text is overlaid on this image.

Digitalization is the reality that surrounds us; adapting to it is not a decision, it is a responsibility that will serve as the very best experience.



CHALLENGE6 ORGANIZATIONAL GROWTH

FINANCIAL / LEGAL



Market diversification

Process and internal control mechanisms



Reporting





The people and finance perspectives are present in all the strategic lines described above, and are key and transversal to all of them.

At Airzone we believe in an organization formed by **people connected** in pursuit of common goals.

The **objective** is to maintain the connection between the employee's personal purpose and the business objectives, as this will result in greater **commitment and sense of belonging**, new sources of inspiration and innovation to the point of making each employee's purpose our greatest asset.

Connecting organizational goals with personal purpose is probably one of the biggest challenges facing Airzone.



The main objectives for the 2022-2024 period from a HR perspective are:

- Engaging with and retaining talent
- Training and development
- Operational performance
- Innovation and flexibility
- Digitalization
- Preventive culture and well-being

A flock of birds, likely storks, is flying in a V-formation against a clear blue sky. The birds are positioned around the central text, with some at the top and others trailing off to the bottom, creating a sense of movement and direction.

At Airzone we believe in an organization
formed by people connected in pursuit
of common goals.

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CHALLENGE7 TRANSCENDENCE

- 
- The life cycle of a company is an important criterion when designing, managing and planning a company. **Reaching 25 years in business is characterized as the maturity of a company.**
 - The search for transcendence is a natural, sometimes unconscious, human need, consisting of **“leaving a legacy or footprints and a path to be followed”**.
 - The **platform** on which the people at Altra-Airzone develop. Altra-Airzone has acquired and has a personality.
 - **From the individual to the organization.** Transcendence is therefore achieved when the **things that we do individually make sense ethically**, contributing towards the group and towards common goals, beyond superficial and everyday aspects.
 - In an organization that has achieved transcendence, people go **beyond individualism; success is not personal, it is a group effort.**

1. Professionalism of the company's ownership and management body.

- Transformation from a family business to a company affiliated to one of the world's largest technology groups.
- Creation of a Board of Directors.

2. Flexible strategy-oriented organization.

- Achieving a “generous” culture in the organization oriented to the strategic plans currently in force, where people are ready to fill the position that the organization needs.

3. Highly profitable financial structure.

- Creation of highly profitable structures in terms of market, product and manufacturing processes.
- Development of “packaged products”.

4. Successfully make Airzone a “desired product/brand”.

“Transcendence requires an emotion that we do not often feel: astonishment. This emotional state can be achieved through discovery, experimentation and the search for ongoing learning...”

*Jonathan Haidt, a social psychologist at
New York University*