Financial Statements 2021

Landsnet hf.
Gylfaflöt 9
112 Reykjavík

Reg. no. 580804-2410

Contents

Endorsement by the Board of Directors and the CEO

Landsnet hf. was established in 2004 and the role of Landsnet is to administer the transmission of electricity and system operation in accordance with the provisions of Chapter III of the Electricity Act No. 65/2003.

Results of the year 2021

Profit of the year amounted to 35.6 million USD and total profit amounted to 79.5 million USD. The Company's equity at year end amounted to 470.6 million USD, including share capital in the amount of 45.5 million USD.

Average number of employees was 146. The gender ratio of the company’s senior management is 67% men against 33% women, with the overall employee gender ratio standing at 76% men and 24% women.

Share capital at year end 2021 is divided between four shareholders as at the beginning of the year:

	Share
Landsvirkjun	64.73%
Rarik ohf.	22.51%
Orkuveita Reykjavíkur	6.78%
Orkubú Vestfjarða ohf.	5.98%

The Board of Directors of the Company is composed of three women and two men. The Board thus meets the requirement of Article 63 of the Public Limited Companies Act that the ratio of each gender on the Board of Directors shall not be lower than 40%.

The Board of Directors proposes to pay dividends ISK 3,100 million to shareholders in 2022 for the operating year 2021, in which context the Board makes reference to the annual financial statements regarding changes in equity.

Current year operations and outlook

Transmission revenue was up year-on-year driven by, first, increased electricity transmission and, second, tariff increases at the start of the year. In the latter half of 2021, transmission grew slightly both for power-intensive consumers and distribution system operators and also in overall transmission on the previous year. The tariffs for distributors and ancillary services sold are denominated in ISK, and the reduced average value of the USD against the ISK had a positive impact compared with the preceding year.

Our management team keeps well abreast of developments at our clients and is in close contact with them. The Company’s risks continue to be assessed regularly in these times of the pandemic. Our contracts with power-intensive consumers contain insurance provisions for payments to be made regardless of transmission, whereas distribution system operators pose less risk for the Company given their higher number and greater diversity.

The Covid-19 impact on the Company’s overall operating costs is negligibles. Costs due to breakdowns decreased significantly, but labor and maintenance costs increased. The development of the dollar against the icelandic krona has the effect of increasing operating costs between years.

For the second consecutive year, 2021 was among the Company’s biggest for infrastructure development to date, with works worth USD 89 million carried out during the year. Several factors affected the company´s construction. Deliveries of equipment and materials were delayed in a number of cases and solutions had to be found for the participation of foreign contractors in our projects. Both these factors impacted the progress and cost of some projects, but an effort was made to mitigate this impact by reprioritising projects and project components whenever feasible. At year-end, overall construction costs were in line with the year’s plans. Landsnet expects its infrastructure development in 2022 to accord with its plans and the Company will continue to closely monitor works contracts, suppliers’ production and the delivery of products and services relating to infrastructure works.

The Covid-19 impact on the Company’s overall financial performance is negligible and is not expected to affect its going concern status. Profit for the year exceeded expectations and the Company’s financial position remains strong. Based on its current budget, liquidity position and analysis of access to credit markets, our management believes that the Company is well placed to meet its commitments.

Corporate governance

The Board of Directors of Landsnet hf. emphasizes maintaining good management practices. The Board of Directors has laid down comprehensive guidelines wherein the competence of the Board is defined and its scope of work vis-à vis the CEO. These rules include i.e. rules regarding order at meetings, comprehensive rules on the competence of Directors to participate in the discussion and decision of issues presented to the Board, rules on secrecy, rules on information disclosure by the CEO to the Board and other issues. The Corporate Governance Statement, which is appendix 1 in the Financial Statements, provides further information.

Endorsement by the Board of Directors and the CEO, continued

Non-financial information

Further discussion about non-financial information is in appendix 2 in the Financial Statements.

Statement of the Board of Directors and the CEO

According to the best of the Board of Director's and the CEO's knowledge, the financial statements are in accordance with the International Financial Reporting Standards as adopted by the EU and it is the Board's and CEO's opinion that the annual financial statements give a true and fair view of the financial performance of the Company for the financial year 2021, its assets, liabilities and financial position as at 31 December 2021 and its cash flows for the financial year 2021.

Further, in our opinion the financial statements and the endorsement by the Board of Directors and the CEO give a fair view of the development and performance of the Company's operations and its position and describes the principal risks and uncertainties faced by the Company.

The Board of Directors and the CEO have today discussed the annual financial statements of Landsnet hf. for the year 2021 and confirmed them by means of their signatures.

Reykjavik, 17 February 2022

The Board of Directors:	CEO:
Magnús Þór Ásmundsson	
Sigrún Björk Jakobsdóttir	Guðmundur Ingi Ásmundsson
Katrín Olga Jóhannesdóttir	
Ólafur Rúnar Ólafsson	
Svava Bjarnadóttir	

Independent Auditor's Report

To the Shareholder of Landsnet hf.

Opinion

We have audited the financial statements of Landsnet hf. for the year ended December 31, 2021 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Landsnet hf. as at December 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs) as adopted by the EU and additional requirements in the Icelandic Financial Statement Act.

Our opinion in this report on the financial statements is consistent with the content of the additional report that has been submitted to the audit committee in accordance with the EU Audit Regulation 537/2014 Article 11.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of Landsnet hf. in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Iceland, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the EU Audit Regulation 537/2014 Article 5.1 has been provided. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matters	How the matter was addressed in our audit
Valuation of transmission lines and substations	
Transmission lines and substations are the company´s most valuable assets and its valuation is based on management estimations, therefore we consider it to be a key audit matter. Transmission lines and substations are recognised according to the revaluation method. At the year-end its carrying amount was USD 820 million or 80,4% of total assets. Revaluation is performed on a regular basis, when management assesses that its fair value has changed significantly. Operating value was measured using a cash flow analysis. The assets were revaluated at year-end 2021 based on management estimation. As to the valuation of the assets, we refer to fixed assets in operation note 13 and accounting policies notes 32c and 32h.	Our audit was focused on management estimations of operating value of transmission lines and substations at the year-end 2021. We examined the valuation methodology and its consistency with prior year. We also examined management assumption for the valuation. This included: • Reviewing the operating plan which is the basis for th valuation. • Reviewing the assumptions for the weighted average co: of capital (WACC) used. We assessed if the valuation's calculations were in accordance with IFRSs and assessed that the disclosures were appropriate. We have also examined management judgement related to additions and depreciation methods in accordance with IFRS.

Independent Auditor's Report, continued

Other information

Management is responsible for the other information. The other information comprises the report of board of directors, non-financial reporting and corporate governance statement which is an appendix in the Financial Statement. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon, except the confirmation regarding report of the board of directors as stated below.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

In accordance with Paragraph 2 article 104 of the Icelandic Financial Statement Act no. 3/2006, we confirm to the best of our knowledge that the accompanying report of the board of directors includes all information required by the Icelandic Financial Statement Act that is not disclosed elsewhere in the financial statements.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRSs) as adopted by the EU and additional requirements in the Icelandic Financial Statement Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Landsnet hf.’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

• Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or erro design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that ar appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Landsnet hf.'s internal control.

• Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates an related disclosures made by management.

• Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on th audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.

• Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, an whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report, continued

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

In addition to our work as the auditors of Landsnet hf., Deloitte has provided the firm with permitted additional services such as review of interim financial statements, other assurance engagements, consultation on tax matters. Deloitte has in place internal procedures in order to ensure its independence before acceptance of additional services. Landsnets hf's audit committee also has in place internal procedures to approve additional services before they commence. The audit committee also evaluates the independence of the company’s auditors on yearly basis in order to ensure their independence and objectivity.

Deloitte was appointed auditor of Landsnet hf. By the general meeting of shareholders on 25 March 2021. Deloitte have been elected since the general meeting 9 April 2015.

Reykjavik, 17 February 2022

Deloitte ehf.

Gunnar Þorvarðarson
State Authorized Public Accountant

Berglind Klara Daníelsdóttir
State Authorized Public Accountant

Income Statement for the year 2021

	Notes	2021	2020
Operating revenue			
Transmission	5	147,840	128,903
Other income	6	1,910	1,567
		149,750	130,470
Operating expenses			
Energy procurement costs	7	22,961	20,402
Transmission costs	9.10	49,379	47,725
System operation	9.10	9,212	8,127
Other operating expenses	9.10	9,203	7,639
		90,755	83,893
Operating profit		58,995	46,577
Financial income		1,213	1,730
Financial expenses		(15,975)	(14,285)
Net financial expenses	11	(14,762)	(12,555)
Share in net earnings of associated company	16	192	137
Profit before income tax		44,425	34,159
Income tax	12.23	(8,850)	(6,831)
Profit		35,575	27,328
Profit earnings per share:			
Basic and diluted earnings profit per each 1 share	21	0.78	0.60

Notes no. 1 to 32 are an integral part of these financial statements.

Financial Statements of Landsnet hf. 2021 8 Amounts are in USD thousand

Statement of Comprehensive Income for the year 2021

	Notes	2021	2020
Profit		35,575	27,328
Items under total (loss) profit recognised among equity:			
Revaluation of transmillion system	13	51,000	0
Current tax on revaluation of transmission system		(10,200)	0
		40,800	0
Translation difference due to subsidiaries and associated companies ...		(137)	(304)
Site restoration provision after income tax, change		3,259	(4,008)
Total items under total (loss) profit recognised among equity		3,122	(4,312)
Total profit of the year		79,497	23,016

Notes no. 1 to 32 are an integral part of these financial statements.

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Statement of Financial Position as at 31 December 2021

	Notes	31.12.2021	31.12.2020
Assets			
Fixed assets in operation	13	843,278	704,084
Projects under construction	13	83,432	121,374
Intangible assets	13	28,797	25,247
Investments in subsidiary and associate	15.16	4,872	5,417
Long-term note	29	3,157	2,453
Fixed assets		963,536	858,575
Inventories	17	5,418	5,194
Receivable with parent company	29	5,131	4,383
Trade and other receivables	18	20,867	17,520
Cash and cash equivalents	19	25,224	25,766
Current assets		56,640	52,863
Total assets		1,020,176	911,438
Equity			
Share capital		45,549	45,549
Statutory reserve		11,387	10,733
Restricted equity		1,249	1,057
Revaluation account		202,093	166,798
Foreign currency translation		(86)	51
Retained earnings		210,365	180,660
Equity	20	470,557	404,848
Liabilities			
Interest bearing long-term liabilities	22	392,391	364,427
Deferred income tax liability	23	67,571	55,119
Deferred income	24	2,409	2,555
Provision due to site restoration	25	15,631	17,727
Long-term liabilities and obligations		478,002	439,828
Current maturities	22	50,150	38,433
Income tax payable	14.23	7,414	6,250
Trade and other payables	27	14,053	22,079
Short-term liabilities		71,617	66,762
Total liabilities		549,619	506,590
Total equity and liabilities		1,020,176	911,438

Notes no. 1 to 32 are an integral part of these financial statements.

Financial Statements of Landsnet hf. 2021 10 Amounts are in USD thousand

Statement of Changes in Equity for the year 2021

	Share capital	Statutory reserve	Restricted equity	Foreign currency translation	Revaluation account	Retained earnings	Total
Year 2020:							
Equity at 1 January 2020	45,549	9,366	920	355	179,851	155,270	391,311
Changes in Site restoration obligation					(4,008)		(4,008)
Foreign currency translation				(304)			(304)
Profit of the year						27,328	27,328
Total comprehensive profit			0	(304)	(4,008)	27,328	23,016
Share in net earnings of associated company			137			(137)	0
Transfer to statutory reserve		1,367				(1,367)	0
Dividends paid to shareholders						(9,479)	(9,479)
Revaluation recognised under retained earnings					(9,045)	9,045	0
Equity at 31 December 2020	45,549	10,733	1,057	51	166,798	180,660	404,848
Year 2021:							
Equity at 1 January 2021	45,549	10,733	1,057	51	166,798	180,660	404,848
Changes in Site restoration obligation					3,259		3,259
Revaluaton of transmission system					51,000		51,000
Current tax on revaluation of transmission system					(10,200)		(10,200)
Foreign currency translation				(137)			(137)
Profit of the year						35,575	35,575
Total comprehensive profit			0	(137)	44,059	35,575	79,497
Share in net earnings of associated company			192			(192)	0
Transfer to statutory reserve		654				(654)	0
Dividends paid to shareholders						(13,788)	(13,788)
Revaluation recognised under retained earnings					(8,764)	8,764	0
Equity at 31 December 2021	45,549	11,387	1,249	(86)	202,093	210,365	470,557

Notes no. 1 to 32 are an integral part of these financial statements.

Financial Statement of Landsnet hf. 2021 11 Amounts are in USD thousand

Statement of Cash Flows for the year 2021

	Notes	2021	2020
Cash flow from operating activities			
Operating profit		58,995	46,577
Adjustments for:			
Profit from sales of fixed assets	6	(9)	(12)
Depreciation and amortisation	10	30,738	30,351
Working capital from operation before financial items and taxes		89,724	76,916
Operating assets, increase		(3,713)	(5,353)
Operating liabilities, decrease		(3,654)	(956)
Net Cash from operating activities before financial items and taxes		82,357	70,607
Interest income received		248	558
Interest expenses paid and foreign exchange difference		(11,912)	(10,708)
Taxes paid		(6,250)	(6,533)
Net cash from operating activities		64,443	53,924
Cash flow from investing activities			
Investment in transmission infrastructures		(84,044)	(84,550)
Other investments		(4,835)	(2,723)
Proceeds from sale of fixed assets		24	104
Long-term note, changes		(733)	(857)
Changes in investment in associated company		0	930
Net cash from investment activities		(89,588)	(87,096)
Cash flow from financing activities			
New long-term liabilities	22	59,910	119,524
Payment of loans from parent company	22	0	(68,234)
Payments of long-term liabilities	22	(21,114)	(13,114)
Dividends paid to shareholders		(13,788)	(9,479)
Net cash from financing activities		25,008	28,697
Net decrease in cash and cash equivalents		(137)	(4,475)
Effect of exchange rate changes on cash and cash equivalents		(405)	(732)
Cash and cash equivalents at 1 January		25,766	30,973
Cash and cash equivalents at 31 December	19	25,224	25,766
Investment and financing activities without cash flow effect:			
Reducton of share capital in an associate company		600	0

Notes no. 1 to 32 are an integral part of these financial statements.

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Notes to the Financial Statements

1. Reporting entity

Landsnet hf. is domiciled at Gylfaflöt 9 in Reykjavik, Iceland. The Company is a subsidiary of Landsvirkjun, and the financial statement of Landsnet hf. is included in the consolidated financial statements of Landsvirkjun. Landsnet was established in 2004 on the basis of the Electricity Act passed by the Icelandic parliament, the Althingi, in the spring of 2003. The role of Landsnet is to administer the transmission of electricity and system operation in accordance with the provisions of Chapter III of the Electricity Act No. 65/2003, which stipulates that the Company must not engage in any activities other than necessary to perform its duties under the Act.

2. Basis of preparation

The financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the EU.

The financial statements were approved by the Board of Directors on 17 February 2022.
Details of the Company's accounting policies are included in note 32.

3. Functional and presentational currency

The financial statements are presented in USD, which is the Company's functional currency. Amounts are presented in USD thousand unless otherwise stated. The financial statements have been prepared on the historical cost basis, except for the Company's transmission system is recognised at a revalued amount.

4. Use of estimates and judgements

The preparation of the financial statements in conformity with IFRS standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The significant judgements made by management in applying the Companies accounting policies and key sources of estimation uncertainty were the same as those applied to the financial statements as at and for the year ended 31 December 2020.

The estimates and assumptions that are, or might be, affected by Covid-19 and have a significant risk of causing a material adjustment to the carrying amounts of assets within the current financial year are the following:

Estimated impairment

In accordance with the International Accounting Standard, the Company’s lines and substations are recognised according to the revaluation method. The revaluation of those assets will be performed on a regular basis and when the management believes that their fair value has changed significantly. At the end of each reporting period the management also assesses whether there is any indication that an asset may be impaired. Covid-19 classifies as such an impairment indicator and therefore those assets were assessed if there was any indication of impairment. During the year, a revaluation of the value of fixed assets was carried out and that valuaton was passed at the end of the year.

4. Use of estimates and judgements, contd.:

Expected credit losses

Under IFRS 9, loss allowances are measured based on Expected Credit Losses ("ECL") that result from all possible default events over the expected life of a financial instrument. The effects of Covid-19 are felt in widely. Accordingly, the management team monitors the situation very closely and is in close contact with the company´s customers. The Company's agreements with power-intensive users includes insurance provisions regarding payments regardless of transmission, whereas the distribution companies pose less risk given the large number of customers behind them. Management believes that there is no indication that the assessment of the probability of an expected loss needs to be changed, but this is regulary reviewed by management.

Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes:

- Note 13 and 32c - Fixed assets in operation
- Note 14 and 32d - Intangible assets
- Note 25 and 32j - Estimation of provision due to site restoration
- Note 23 and 32n - Income tax

Determination of fair values

A number of the Company's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability. Landsnet revaluates part of fixed assets to fair value, as stated in note 13. Other assets and liabilities are not recognised at fair value. For non-derivative financial liabilities, fair value, which is determined for disclosure purposes as stated in note 28, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date.

5. Transmission revenue

See accounting policies in note 32k

Transmission revenue consist of:	**2021**	**2020**
Energy transmission to power-intensive consumers	76,486	67,601
Energy transmission to distribution system operators	46,937	39,519
Transmission losses and ancillary services	22,922	20,284
Input fees	1,131	950
Service income	364	549
Transmission revenue total	147,840	128,903

Landsnet's largest customers are also shareholders in the company. Further information on revenues from shareholders is provided in Note 29 on related parties.

6. Other income

Other income consist of:	**2021**	**2020**
Income from work sold	504	528
Rental income	546	358
Income from guarantees of origin and certification	628	551
Sales profit from fixed assets	9	12
Other income	223	118
Other income total	1,910	1,567

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Notes, continued

7. Energy procurement costs

Energy procurement costs consist of:

	2021	2020
Electricity purchases due to transmission losses	13,630	11,931
Purchase of ancillary services	9,331	8,471
Energy procurement costs total	22,961	20,402

8. Fee to auditors

Fee to auditors consist of:

	2021		2020	
	Audit of Financial Statement	Other service	Audit of Financial Statement	Other service
Deloitte ehf.	67	33	65	28

Other services in 2021 consists of costs relating to a review of interim financial statements and other purchased services.

9. Personnel expenses

See accounting policies in note 32c and 32i

Salaries and other personnel expenses consist of:

	2021	2020
Salaries	15,923	14,240
Defined contribution plan payments	2,303	2,036
Defined benefit plan payments	32	33
Other payroll expenses	1,329	1,198
Capitalised salaries	(2,718)	(2,605)
Personnell expenses total	16,869	14,902

Personnel expenses are specified as follows:

	2021	2020
Transmission costs	7,434	6,481
System operation	4,436	3,840
Other operating expenses	4,999	4,581
Salaries and other personnel expenses total	16,869	14,902

	2021	2020
Average number of employees	146	140
Full-time equivalent units at year-end	141	137

Personnel expenses in Icelandic krona increased by 5.6% but in US dollars the personnel expenses increased by 12.6%.

Remuneration of the Board of Directors, CEO and Executive Directors were as follows:

	Thousand ISK		Thousand USD	
	2021	2020	2021	2020
Remuneration of the Board of Directors	15,043	14,751	118	109
Remuneration and benefits of the CEO	35,115	35,041	276	259
Remuneration of five Excecutive Directors	126,491	122,557	996	906

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10. Depreciation and amortisation

See accounting policies in notes 32c and 32d

Depreciation and amortisation are specified as follows:

	2021	2020
Depreciation of fixed assets in operation, see Note 13	30,300	29,588
Amortisation and impairment losses, see Note 14	438	763
Depreciation and amortisation recognised in the income statement	30,738	30,351

Depreciation and amortisation are allocated as follows to operating items:

	2021	2020
Transmission costs	29,768	29,418
System operation	351	358
Other operating expenses	619	575
Depreciation and amortisation recognised in the income statement	30,738	30,351

11. Financial income and expenses

See accounting policies in note 32m

Financial income and expenses are specified as follows:

	2021	2020
Interest income	99	419
Net gain in fair value of marketable securities	152	145
Exchange rate difference	962	1,166
Total financial income	1,213	1,730
Interest expenses	(18,419)	(16,880)
Indexation	(1,754)	(1,151)
Change in present value of the provision due to site restoration	(1,506)	(504)
Capitalised interest expense	5,704	4,250
Total financial expenses	(15,975)	(14,285)
Net financial expenses	(14,762)	(12,555)

Net financial expenses due to the construction of a transmission infrastructure and capitalised development cost amounting to 5.7 million USD (2020: 4.3 million USD) is capitalised and has been reported as a reduction in financial expenses.

Capitalised financial expenses were 4.8% of capital tied in transmission structures under construction during the year (2020: 4.8%). This is the Company's average finance cost for the year.

12. Income tax

See accounting policies in note 32n

Income tax recognised in the income statement is specified as follows:	2021	2020
Deferred income tax for the year	(12,452)	444
Income tax recognised among comprehensive income	11,015	(1,002)
Income tax payable	(7,414)	(6,250)
Other changes	1	(23)
Income tax recognised in the income statement	(8,850)	(6,831)
Effective tax rate	19.9%	19.9%

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13. Fixed assets in operation:

See accounting policies in note 32c

Fixed assets in operation:

	Substations	Transmission lines	Other	Total
Cost				
Balance at 1.1.2020	442,729	595,995	40,406	1,079,130
Additions	3,184	226	849	4,259
Transferred from projects under construction	4,815	4,649	0	9,464
Sold	0	0	(392)	(392)
Balance at 31.12.2020	450,728	600,870	40,863	1,092,461
Revaluation	32,456	44,477	0	76,933
Additions	2,569	4,579	818	7,966
Transferred from projects under construction	32,145	78,398	0	110,543
Sold	0	0	(97)	(97)
Balance at 31.12.2021	517,898	728,324	41,584	1,287,806
Depreciation				
Balance at 1.1.2020	134,013	209,559	15,519	359,091
Depreciation	12,789	15,326	1,473	29,588
Sold	0	0	(302)	(302)
Balance at 31.12.2020	146,802	224,885	16,690	388,377
Revaluation	10,526	15,407	0	25,933
Depreciation	13,012	15,775	1,513	30,300
Sold	0	0	(82)	(82)
Balance at 31.12.2021	170,340	256,067	18,121	444,528
Carrying amount				
1.1.2020	308,716	386,436	24,887	720,039
31.12.2020	303,926	375,985	24,173	704,084
31.12.2021	347,558	472,257	23,463	843,278
Carrying amount without revaluation				
1.1.2020	224,357	241,147	24,887	490,391
31.12.2020	223,440	238,129	24,173	485,742
31.12.2021	248,860	312,546	23,464	584,870

Basis of revaluation of fixed assets in operation

In accordance with the provisions of the International Accounting Standard, the Company's transmission lines and substations were revalued as at year-end 2021. For the revaluation the Company's operating value was estimated using cash flow analysis. The valuation period was from 2022 to 2029, with the future operating value calculated thereafter. The revaluation conducted during the year was based on the operating value of the Company's current assets using the assumption that investment would equal the depreciation of the current asset base. The discounting of future cash flows was based on the weighted average cost of capital (WACC) determined for the Company with respect to power-intensive consumers and distribution system operators, an averaging 4.23%. Future growth is not expected, as the company is subject to a revenue cap. The valuation was also based on the transmission system's reconstruction as estimated by independent experts at the end of the-year. The revaluation of the year passed the assessment at the year-end. Information on that revaluation is provided in note 32c. The revaluation falls under Level 3 of the fair value hierarchy.

Leased assets:

The company leases part of the transmission structures it uses from domestic energy companies, office premises and substations sites.

Changes in lease assets, which are disclosed with Fixed asset under operation, from the beginning to the end of the period are as follows:

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13. Fixed assets in operation, contd.:

Leased assets:

	Substations	Other	Total
Balance at 1.1. 2020	864	771	1,635
New lease agreements	0	49	49
Indexation	4	13	17
Impact of revaluation of lease liabilities	36	44	80
Depreciation of the year	(93)	(48)	(141)
Balance at 31.12.2020	811	829	1,640
Indexation	2	22	24
Impact of revaluation of lease liabilities	50	4	54
Depreciation of the year	(82)	(66)	(148)
Balance at 31.12.2021	781	789	1,570

Projects under construction:

	2021	2020
Balance at 1.1.	121,374	47,443
Additions	72,448	83,394
Transferred to fixed assets in operation	(110,543)	(9,464)
Transferred frá intangible assets	153	1
Balance at 31.12.	83,432	121,374

Rateable value and insurance value

The rateable value of the Company's real property amounts to upwards of 65.6 million USD (2020: 55.5 million USD). Assessed value for the same property's fire insurance amounts to 116.5 million USD (2020: 103.2 million USD) and book value amounts to 78.0 million USD (2020: 80.9 million USD). The insurance value of the Company's assets amounts to 564 million USD (2020: 518.5 million USD), excluding transmission lines and cables, which are insured by an emergency insurance fund. The Company's emergency insurance amounts to 1,207.8 million USD (2020: 1,106.8 million USD).

14. Intangible assets:

See accounting policies in note 32d and 32h

	Capitalised development cost	Software	Total
Cost			
Balance at 1.1.2020	28,928	5,022	33,950
Additions	2,008	53	2,061
Transferred to projects under construction	(1)	0	(1)
Balance at 31.12.2020	30,935	5,075	36,010
Additions	3,273	868	4,141
Transferred to projects under construction	(153)	0	(153)
Balance at 31.12.2021	34,055	5,943	39,998
Amortisation and impairment losses			
Balance at 1.1.2020	6,294	3,706	10,000
Amortisation and impairment losses	693	70	763
Balance at 31.12.2020	6,987	3,776	10,763
Amortisation and impairment losses	372	66	438
Balance at 31.12.2021	7,359	3,842	11,201
Carrying amount			
1.1.2020	22,634	1,316	23,950
31.12.2020	23,948	1,299	25,247
31.12.2021	26,696	2,101	28,797

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14. Intangible assets, contd.:

Development costs are reviewed each year by the management of Landsnet hf. and are examined for any indications of impairment. If the management believes that impairment has occurred, that development cost is expensed as impairment.

15. Investment in subsidiary

See accounting policies in note 32e

The breakdown of investment in subsidiary is as follows:

	31.12.2021		31.12.2020	
	Share	Carrying amount	Share	Carrying amount
Landsnet ehf.	100.00%	4	100.00%	4

The Company's share in Landsnet ehf. is stated at cost as the firm has not conducted any operations from its establishment.

16. Investment in associates

See accounting policies in note 32f

The breakdown of investment in associates is as follows:

	2021 Share in net earnings	2020 Share in net earnings	31.12.2021 Carrying amount	31.12.2020 Carrying amount
Orkufjarskipti hf. 50% / 50%	192	137	4,868	5,413

17. Inventories

See accounting policies in note 32g

Inventories are spare parts and material inventories. No write-down due to the Company´s inventories is recognised in the financial statements for the year 2021. For the year 2020 depreciation of inventories amounted to 30 thousand USD and were expensed at transmission costs.

18. Trade and other receivables

See accounting policies in note 32b

Trade and other receivables:

	31.12.2021	31.12.2020
Trade receivables	20,454	16,934
Other receivables	413	586
Trade and other receivables total	20,867	17,520

At the year-end 70% of trade receivables were less than 30 days (2020: 67%).

19. Cash and cash equivalents

See accounting policies in note 32b

Cash and cash equivalents:

	31.12.2021	31.12.2020
Bank deposits in USD	18,659	18,723
Bank deposits in other currency	6,565	4,664
Money market funds in ISK	0	2,379
Cash and cash equivalents total	25,224	25,766

20. Equity

See accounting policies in note 32b

Share capital

The Company's total share capital according to its Articles of Association was 5,903 million ISK at year-end. The Company holds no treasury shares. Each share of ISK in the Company carries one vote. All share capital has been paid.

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20. Equity, contd.:

Revaluation account

The Company's revaluation account consists of the revaluation increase of the Company's fixed assets after income tax effects. Depreciation of the revalued price is entered in the income statement and transferred from the revaluation account to retained earnings (unadjusted loss).

Statutory reserve

Under the Public Limited Companies Act, 25% of the nominal value of the Company’s share capital must be held in a statutory reserve, which is not permitted to be used to pay dividends to shareholders. 10% of each year’s profit must be deposited in the reserve until it amounts to 10% of the nominal value of the share capital, when the percentage deposited becomes 5%. At the end of 2021 the statutory reserve fund amounts to 25% of the nominal value of share capital.

Foreign currency translation

Foreign currency translation is the foreign exchange difference arising due to subsidiary and associated company with other functional currencies.

Restricted equity

Under the Annual Accounts Act, the Company must transfer its share in the profit or loss of associates exceeding received dividends, or dividend payouts that have been decided, into a restricted reserve account among equity. The Company has neither received dividends nor has been assigned dividends from its associates and therefore has all share in their earnings been transfered to restricted reserve account among equity.

Dividends

Dividends in the amount of 1,750 million ISK (13.8 million USD) were paid out in 2021 for the financial year 2020. By comparison, dividends in the amount of 1,275 million ISK (9.5 million USD) were paid out in 2020 for the financial year 2019.

21. Profit earnings per share

See accounting policies in note 32p

Basic and diluted profit earnings per share:

	2021	2020
Profit to shareholders	35,575	27,328
Weighted average number of ordinary shares at 31 December	45,549	45,549
Basic and diluted earnings per share	0.78	0.60

22. Interest-bearing loans and borrowings

See accounting policies in note 32b

This Note provides information on the contractual terms of the Company's loans and borrowings:

	31.12.2021	31.12.2020
Long-term liabilities		
Loan agreement and notes in USD, fixed interest	401,301	353,681
Loan agreement in CHF, LIBOR + margin	3,210	9,978
Listed indexed bond loan in NASDAQ OMX in ISK, fixed interest	36,690	37,853
	441,201	401,512
Current maturities on long-term liabilities	(50,150)	(38,433)
	391,051	363,079
Lease liabilities	1,340	1,348
Long-term liabilities total	392,391	364,427

As at year-end 2021, the Company meets all current requirements of loan agreements regarding financial strength.

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22. Interest-bearing loans and borrowings, contd.:
Terms of long-term liabilities

	Final maturity	Weighted avg. rate	31.12.2021 Carrying amount	Weighted avg. rate	31.12.2020 Carrying amount
Liabilities in USD	2022-2032	3.93%	401,301	4.01%	353,681
Liabilities in CHF	2022	0.00%	3,210	0.00%	9,978
Liabilities in ISK, indexed	2034	5.00%	36,690	5.00%	37,853
Total loans and borrowings			441,201		401,512

Maturities by year of loans and borrowings:

Árið 2022 / 2021	50,150	38,433
Árið 2023 / 2022	28,055	15,226
Árið 2024 / 2023	31,205	23,012
Árið 2025 / 2024	12,334	26,160
Árið 2026 / 2027	63,467	7,288
Later	225,990	291,393
	411,201	401,512

Change in long-term liabilities are as follows:

	2021	2020
Long-term liabilities at the beginning of the year	401,512	362,669
New long-term liabilities	59,910	119,524
Payment of long-term liabilities	(20,984)	(81,227)
Exchange rate difference on long-term liabilities	(1,369)	(898)
Indexation and changes of discount on long-term liabilities	2,132	1,444
Long-term liabilities at the end of the year	441,201	401,512

The Company has an agreement with a credit line facility with Landsbankinn hf. in the amount of ISK 50 million USD. At the end of year, the amount deducted was 30 million USD.

Lease liabilities

Lease liabilities are disclosed in the statement of financial position with Other interest bearing long-term liabilities 1,340 thousand USD (31.12.20 1,348 thousand USD) and with Trade and other payables 113 thousand USD (31.12.2020 193 thousand USD).

Changes in lease liabilities from the beginning to the end of the period are as follows:

	2021	2020
Lease liabilities on 1 January	1,541	1,598
New lease agreements	0	49
Interest expense on lease obligations	24	17
Repayment of lease liabilities during the year	54	81
Revaluation due to indexation of lease payments	(130)	(121)
Exchange rate difference	(36)	(83)
Carrying amount on 31 December	1,453	1,541

Impact on profit or loss are as follow:	2021	2020
Interest expense on lease liabilities	(71)	(83)
Depreciation of leased assets	(148)	(141)
Currency exchange difference	36	83

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22. Interest-bearing loans and borrowings, contd.:

Maturity analyses - undiscounted contractual maturities:	2021	2020
Payments within a year	113	197
Payments one to five years	406	412
Payments five years and later	2,630	2,689
Undiscounted contractual maturities total:	3,149	3,298

23. Deferred tax liability

See accounting policies in note 32n

The breakdown of deferred tax liability is as follows:	2021	2020
Deferred tax liability at 1 January	55,119	55,563
Calculated income tax for the year	8,850	6,808
Deferred tax liability due to changes in site restoration obligation	816	(1,002)
Current tax on revaluation of transmission system	10,200	0
Income tax payable	(7,414)	(6,250)
Deferred tax liability at 31 December	67,571	55,119

The breakdown of deferred tax liability was as follows at year-end:	31.12.2021	31.12.2020
Fixed assets in operation	66,300	55,054
Intangible assets	4,235	3,436
Other assets	758	754
Provision due to site restoration	(3,126)	(3,545)
Other obligations	(802)	(849)
Unrealized exchange rate difference	206	269
Deferred tax liability at 31 December	67,571	55,119

24. Deferred income

Deferred income is recognised mostly with regard to connection charges paid by electricity buyers to the Company during the year. At year-end, deferred income amounted to 2.4 million USD (2020: 2.7 million USD). The part of deferred income that will be recognised in the income statement next year is recognised in current liabilities. Connection charges recognised in profit or loss for 2021 amounted to 0.1 million USD (2020: 0.1 million USD).

25. Provision due to site restoration

See accounting policies in note 32j

Change in the provision due to site restoration is specified as follows:	2021	2020
Balance at 1 January	17,727	12,212
Changes in timing of discount effect accounted for in financial items	1,506	504
Additions	472	0
Change in the provision through other comprehensive income	(4,074)	5,011
Balance at 31 December	15,631	17,727

The initial value of property, plant and equipment includes the estimated cost of the demolition thereof after use. The estimated demolition cost of lines has been valuated and discounted based on life-cycle criteria. The discounted value is recognised as a provision under long-term liabilities. The change in the discounting provision is based on a 3.8% interest rate (2020: 2.9%) is included in the company´s equity.

26. Pension fund obligation

See accounting policies in note 32i

The Pension Fund for State Employees calculates at the end of each year the benefit plan obligation accrued for the year. Actuary assessment is based on the accrued obligation for the year being discounted at year-end on the basis of the annual interest rate generally used to assess pension fund obligations. The present annual rate is 0.44%. A total of 32 thousand USD is expensed in relation thereto for 2021 (2020: 33 thousand USD), but the accrued benefit plan obligation is paid in full each year.

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27. Trade and other payables

See accounting policies in note 32b

Trade and other payables are specified as follows:

	31.12.2021	31.12.2020
Trade payables	5,756	12,453
Other payables	8,297	9,626
Trade and other payables total	14,053	22,079

28. Financial instruments

Overview

The Company has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

This Note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk and its management of capital. Further quantitative disclosures are included throughout these financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Board of Directors seeks consultation both from its employees and external consultants and discusses it regularly at Board meetings.

The Company's objective is to discover and analyse the risks it faces, set a benchmark for risk exposure and control it. The Company's risk management policy is regularily reviewed to analyse market changes and changes within the Company.

a. Credit risk

Credit risk is the risk of financial loss of the Company owing to the failure of a customer or counterparty to a financial instrument to meet its contractual obligations. The Company's credit risk is mainly due to trade receivables and is dependant on the financial condition and operations of each customer and also cash and cash equivalent.

Trade and other receivables

The Company’s main customers are electricity generating companies, distribution system operators and power-intensive consumers. The Company's largest customers are also shareholders in the Company. Approximately 76% (2020: 77%) of the Company's transmission income derives from the Company's shareholders.

Highest possible loss due to credit risk

The Company's highest possible loss due to financial assets is their book value, which was as follows at year-end:

	31.12.2021	31.12.2020
Long-term note	3,215	2,510
Receivables with affiliated companies	5,074	4,326
Cash and cash equivalents	20,867	17,520
	25,224	25,766
Highest possible loss due to credit risk total	54,380	50,122

Impairment losses

No impairment loss was recognised of accounts receivable at year-end 2021 and none at year-end 2020. The write-down of receivables is based on the management's assessment and experience. The Company's collection issues are reviewed on a regular basis.

b. Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial commitments as they fall due. Landsnet´s aim is to manage its cash position so as to ensure that it has sufficient cash at all times to meet its commitments. In addition, the Company has a credit line facility with Landsbankinn hf. in the amount of 50 million USD. In the year- end 30 million USD had been drawn from the credit line facility.

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28. Financial instruments, contd.:

The following are the contractual maturities of financial liabilities, including future interest payments:

Non-derivative financial liabilities: 31.12.2021	Carrying amount	Contractual cash flow	Within 12 months	1-2 years	2-5 years	After 5 years
Long-term liabilities	445,240	547,268	67,121	44,367	149,125	286,655
Trade and other payables	8,766	8,766	8,766	0	0	0
	454,006	556,034	75,887	44,367	149,125	286,655
31.12.2020						
Long-term liabilities	405,113	518,774	55,177	31,029	98,991	333,577
Trade and other payables	17,096	17,096	17,096	0	0	0
	422,209	535,870	72,273	31,029	98,991	333,577

c. Market risk

Market risk is the risk that changes in the market prices of foreign exchange rates and interest rates will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising return. Market risk consist of currency risk, interest rate risk and indexation risk.

(i) Currency risk

Currency risk is the risk of a loss because of unfavorable changes in the rate of currencies. The Company is exposed to currency risk on sales, purchases and borrowings that are denominated in a currency other than the Company´s functional currency. The Company´s functional currency is US dollars and therefore a currency risk arises from the net cash flow and opening balance in currencies other than USD. Majority of the Company´s income derives from USD, but other income is in Icelandic króna (ISK). Currency risk regarding income in ISK is limited by being almost offset by purchasing in ISK, on the basis of cash flow. Two currencies in particular, the ISK and the Swiss franc (CHF), posed balance sheet currency risk during the year. At year-end, 91% of the Company´s long-term debt was denominated in USD, with 9% denominated in other currencies.

The Company does in general not hedge against foreign exchange risk but reviews on a regular basis the currency combination of its liabilities against the currency combination of its income.

The Company´s loan denominated in Swiss francs (CHF) poses a currency risk, but the interest rate on this loan is lower than on USD-denominated loans taken out by the Company.

The Company's exposure to foreign currency risk, based on nominal amounts, was as follows:

	EUR	CHF	ISK
31.12.2021			
Cash and cash equivalent	7	0	6,557
Trade and other receivables	7	0	7,958
Other long-term liabilities	0	(3,210)	(36,690)
Trade and other payables	(2,765)	0	(7,594)
Net currency risk	(2,750)	(3,210)	(29,769)

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28. Financial instruments, contd.:

31.12.2020	EUR	CHF	ISK
Cash and cash equivalent	820	1	6,197
Trade and other receivables	0	0	9,776
Other long-term liabilities	0	(9,978)	(37,853)
Trade and other payables	(2,426)	0	(16,311)
Net currency risk	(1,606)	(9,977)	(38,191)

	Av. exch. rate for the year		Year-end exch. rate	
	2021	2020	31.12.2021	31.12.2020
Currency risk				
EUR	0.85	0.88	0.88	0.81
CHF	0.91	0.94	0.92	0.88
ISK	0.01	0.01	0.01	0.01

Sensitivity analysis

A 10% strengthening of the USD against the following currencies at 31 December would have increased (decreased) after-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for 2020.

	31.12.2021	31.12.2020
EUR	220	128
CHF	257	798
ISK	2,382	3,055

A 10% weakening of the USD against the above currencies at 31 December would have had the equal but opposite effect on profit or loss after tax to the amounts shown above, given that all other variables remain constant.

(ii) Interest rate risk

The Company´s interest rate risk arises from interest bearing assets and liabilities. The Company's borrowings bear both floating interest and fixed inflation-indexed interest. The majority of the Company's borrowings bear fixed interest, cf. Note 22. At year end 2021, the proportion of liabilities with floating interest rates was 0.7% (2020: 2.5%).

The breakdown of the Company's interest-bearing financial instruments at year-end was as follows:

	Carrying amount	
	31.12.2021	31.12.2020
Financial instruments with floating interest rate		
Financial assets	25,224	25,766
Financial liabilities	(3,210)	(9,978)
	22,014	15,788
Financial instruments with fixed interest rate		
Financial assets	3,216	2,510
Financial liabilities	(437,990)	(391,534)
	(434,774)	(389,024)

Cash-flow sensitivity analysis for fixed-interest-rate instruments

The Company's liabilities all carry fixed interest rates except for liability in Swiss franc (CHF). These liabilities are not recognised at fair value. Therefore, interest changes on the settlement date should not affect the Company's income statement.

Cash-flow sensitivity analysis for floating interest rate instruments

An increase in interest rates of 100 basis points at the reporting date would have increased (decreased) equity and profit or loss after tax by the amounts stated below. The analysis was performed in the same manner for the year 2020.

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28. Financial instruments, contd.:

	Earnings 100bp increase	100bp decrease
31.12.2021		
Financial instruments with floating interest rates	150	(201)
Cash flow sensitivy (net)	150	(201)
31.12.2020		
Financial instruments with floating interest rates	123	(221)
Cash flow sensitivy (net)	123	(221)

Fair value

Fair value versus carrying amounts

The fair values and carrying amounts of financial assets and liabilities as reported in the balance sheet are specified as follows:

	31.12.2021 Carrying amount	31.12.2021 Fair value	31.12.2020 Carrying amount	31.12.2020 Fair value
Long-term liabilities	(441,201)	(487,111)	(401,512)	(470,627)
	(441,201)	(487,111)	(401,512)	(470,627)

The fair values of other financial assets and liabilities are equivalent to its carrying amounts.

Interest rate in valuation of fair value

Where applicable, expected contractual cash flow is discounted using the interest rate on government bonds plus a 1% margin on the reporting date as in 2020.

Classification of financial assets and liabilities

The following table shows the Company's classification of financial assets and liabilities:

	Financial assets designated at fair value	Financial assets at amortised cost	Financial liabilities at amortised cost	Carrying amount
31.12.2021				
Long-term note		3,157		3,157
Receivables from related parties		5,131		5,131
Trade and other receivables		20,726		20,726
Cash and cash equivalents		25,224		25,224
	0	54,238	0	54,238
Long-term liabilities			441,201	441,201
Trade and other payables			10,227	10,227
	0	0	451,428	451,428
31.12.2020				
Long-term note		2,453		2,453
Receivables from related parties		4,383		4,383
Trade and other receivables		17,347		17,347
Cash and cash equivalents		25,766		25,766
	0	49,949	0	49,949
Loans from parent company				
Other long-term liabilities			401,512	401,512
Trade and other payables			20,697	20,697
	0	0	422,209	422,209

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28. Financial instruments, contd.:

(ii) Indexation risk

Indexation risk is the risk of fluctuation in the Consumer Price Index (CPI) affecting the Company´s financial position and the cash flows of inflation-indexed financial instruments. At year-end, indexed liabilities comprised 8.3% of total long-term liabilities (2020: 9.3%).

An increase in the Consumer Price Index of 100 basis points at the reporting date would have (decreased) increased equity and profit or loss after tax by the amounts stated below. This analysis assumes that all other variables, in particular the exchange rates, remain constant. The analysis was performed in the same manner for the year 2020.

	Earnings	
	100bp increase	**100bp decrease**
31.12.2021		
Inflation-indexed financial instruments	(308)	308
Cash flow sensitivy (net)	(308)	308
31.12.2020		
Inflation-indexed financial instruments	(319)	319
Cash flow sensitivy (net)	(319)	319

Other market price risk

Other market price risk is limited because investment in bonds and shares is an insubstantial part of the Company's operations.

Capital management

Landsnet places emphasis on maintaining a strong equtiy base that reflects the considerations underlying regulatory decisions on the Company´s profitability in the form of the revenue cap and supports the Company´s development.

29. Related parties

Definition of related parties

The Company has a related-party relationship with its shareholders, subsidiary, associates, directors, excecutive officers and companies in their possession. Transactions with related parties are on the same basis as transactions with non-related parties. Landsnet applies an exemption from sidclosure requirements of IAS 24 as the Parent Company is owned by the State.

Payments to senior management

In addition to receiving salaries, the CEO and Managing Directors (Vice Presidents) of the Company receive a contribution to a defined benefit pension fund. They also receive a car allowance. Management's salaries are accounted for in Note 9.

Transactions with related parties

	2021	2020
Sale of goods and services:		
Landsnet's parent company	59,929	53,730
Landsnet's other shareholders	51,315	46,715
Sale of goods and services to related parties total	111,244	100,445
Cost of goods and services:		
Landsnet's parent company	19,542	13,245
Landsnet's other shareholders	6,040	7,175
Cost of goods and services to related parties total	25,582	20,420

The Company also received minor interest income from a long-term receivable from an affiliated company.

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29. Related parties, contd.:

Balance:

Trade receivables and trade payables with related parties are as follows:

	31.12.2021		31.12.2020	
	Receivables	**Payables**	**Receivables**	**Payables**
Landsnet's parent company				
and associated company	5,132	0	4,383	0
Landsnet's other shareholders	7,898	0	6,592	0
Total	13,030	0	10,975	0

Other receivables and payables with related parties are as follows:

	31.12.2021	31.12.2020
Interest-bearing long-term note to associate	3,216	2,510
Total	3,216	2,510

30. Financial ratios

The company's key financial ratios:

Financial performance:	**2021**	**2020**
EBIT	58,995	46,577
EBITDA	89,733	76,928

Financial position:	**31.12.2021**	**31.12.2020**
Current ratio – current assets/current liabilities	0.79	0.79
Equity ratio – equity/total assets	46.1%	44.4%
Return on average equity	8.1%	6.9%

31. Basis of measurement

The financial statements have been prepared on the historical cost basis, except for:
- The Company's transmission system is recognised at a revalued amount.
- Financial assets at fair value through profit and loss are recognised at fair value.

32. Accounting policies

The following accounting methods have been consistently applied to all disclosed periods in the financial statements.

The following table of contents shows the pages on which various accounting policies may be found.

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32. Accounting policies, contd.:

a. Foreign currency

Transactions in foreign currencies are translated to the functional currency of the Company at the exchange rates on the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies on the reporting date are retranslated to the functional currency at the exchange rate on that date. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate on the date that the fair value was determined. Foreign currency differences arising on retranslation are recognised in profit or loss.

b. Financial instruments

(i) Non-derivative financial instruments

The Company initially recognises loans, receivables and cash and cash equivalents on the date that they are originated. All other financial assets (including assets designated as at fair value through profit or loss) are recognised initially on the trade date, which is the date that the Company becomes a party to the contractual provisions of the instrument.

The Company derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest is such transferred financial assets that is created or retained by the Company is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Company classifes non-deravative financial assets into the following catagories: financial assets at fair value through profit or loss and financial assets at amortised cost.

Financial assets at fair value through profit or loss

Financial assets measured at fair value through profit and loss are trading assets and financial assets that are at initial recognition designated at fair value through profit and loss in accordance with the fair value. Upon initial recognition, attributable transaction costs are recognised in profit or loss when incurred. Financial instruments at fair value through profit or loss are measured at fair value, and changes therein are recognised in profit or loss.

Financial assets at amortised cost

Financial assets at amortised cost are debt instruments that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. Financial assets at amortised cost are initially measured at fair value with any transaction costs directly attributable to the acquistion of the asset added to the fair value. Such assets are subsequently accounted for at amortised cost. The Company´s financial assets measured at amortised cost are non-current receivables, trade and other current receivables, bank balances and cash.

Cash and cash equivalents comprise cash balances and call deposits.

(ii) Non-derivative financial liabilities

The Company initially recognises debt securities issued and subordinated liabilities on the date that they are originated. All other financial liabilities (including liabilities designated as at fair value through profit or loss) are recognised initially on the trade date, which is the date that the Company becomes a party to the contractual provisions of the instrument.

The Company derecognises a financial liability when its contractual obligations are discharged, cancelled or expire.

The Company classifies non-derivative financial liabilities into the other financial liabilities category. Such financial liabilities are recognised initially at fair value less any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise loans and borrowings and trade and other payables.

32. Accounting policies, contd.:

Borrowing costs are recognised as a deduction of the financial liability and amortised using the effective interest method.

(iii) Share capital

Share capital is classified as equity. Incremental costs directly attributable to the issue of shares are recognised as a deduction from equity.

c. Property, plant and equipment

(i) Fixed assets in operation

Items of fixed assets in operation other than transmission lines and substations are measured at cost less accumulated depreciation and impairment losses.

The cost includes expenditures directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use and the costs of dismantling and removing the items as well as restoring the site on which they are located.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

In accordance with the provisions of the International Accounting Standards, the Company's transmission lines and substations are recognised on the basis of the revaluation method. The Company's transmission lines and substations are thus stated at a revalued cost in the balance sheet, which is their fair value on the revaluation date less revalued depreciation from the assets' acquisition date. The revaluation of those assets will be performed on a regular basis and when the management believes that their fair value has changed significantly. The company has established a policy on the revaluation of property, plant and equipment to meet requirements regarding the use of a revaluation method. Under the policy, fixed property, plant and equipment must be revalued if there are indications that the difference between the carrying amount of revalued real property and its fair value has reached 5% and exceeded ISK 5 billion. The Company conducts a formal appraisal of this balance yearly.

All value increases due to the revaluation are entered in a revaluation account among equity after income tax. Depreciation of the revalued price is recognised in the income statement. Upon sale or disposal of an asset, the part of the revaluation account pertaining to that asset is recognised in retained earnings.

In accordance with the provisions of the International Accounting Standard, the Company’s transmission lines and substations were revalued as at year-end 2021. Two methods were applied in the revaluation. First, it was based on the transmission system’s reconstruction cost as estimated by independent experts at year-end. Second, the Company’s operating value was estimated using cash flow analysis. The valuation period was from 2022 to 2029, with the future operating value calculated thereafter. The revaluation conducted during the year was based on the operating value of the Company’s current assets using the assumption that investment would equal the depreciation of the current asset base. The discounting of future cash flows was based on the weighted average cost of capital (WACC) determined for the Company with respect to power-intensive consumers and distribution system operators. Information on that revaluation is provided in note 32c. The revaluation falls under Level 3 of the fair value hierarchy.

Any gain on disposal of an item of fixed assets in operating (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in profit or loss as other income but any loss on disposal of an item of fixed assets in operation is recognised in profit or loss as other operating expenses.

(ii) Transmission structures under construction

Projects under construction are capitalised on the basis of the cost of purchased services, materials, direct wages and other costs directly attributable to the property. Assets that have not been put to use are not depreciated. Cost of capital for financing the cost of projects under construction is capitalised in the period that the asset is being constructed and is considered a part of the cost of the asset. Capitalised cost of capital is the Company's weighted average cost of capital.

(iii) Leased assets

Leases that are not included in the calculation of liabilities and leaseholds in accordance with IFRS 16 are defined as operating leases and leased assets are not recognized in the company's balance sheet.

32. Accounting policies, contd.:

(iv) Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The costs of day-to-day servicing of fixed assets in operation are recognised in profit or loss when incurred.

(v) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant or equipment until the salvage value is reached. The estimated useful lives are as follows:

Substations	20 - 40 years
Transmission lines	20 - 60 years
Buildings	50 years
Other assets	4 - 10 years

Depreciation methods, useful lives and residual values are reviewed at each reporting date.

d. Intangible assets

(i) Developement cost

Developement cost is capitalised within fixed assets. This cost consists largely of expenses relating to exploration for transmission line sites, preparation for transmission structures and environmental impact assessments of proposed projects. Cost of capital attributable to developement costs is capitalised except when there is a extended delay on the projects. Developement cost is not depreciated at this stage, but possible impairment losses have been considered, as discussed in Note 32h.

The Company has concluded agreements whereby the prospective buyers of electricity shall bear all expenses of the project if it is cancelled.

When the decision to construct a transmission structure has been made and all neccessary approvals have been obtained, the development cost of the transmission structure is capitalised in fixed assets as a project under construction.
At each accounting date, capitalised development cost is reviewed by management and impairment is recognised if premises for the recognition of development cost no longer exist.
Expenditure on research activities is recognised in profit or loss when incurred.

(ii) Software and other intangible assets

Software and other intangible assets are measured at cost less accumulated amortisation and accumulated impairment losses.

(iii) Amortisation

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets. The estimated useful lives of software are 4 years.

e. Investment in subsidiaries

The Company has one subsidiary, Landsnet ehf. The financial statements of the two companies are not consolidated and the holding is recognised at historical cost. The subsidiary has had no activity since its establishment. The share capital of the subsidiary is ISK 500 thousand.

f. Investment in associates

Associates are those entities in which the Company has significant influence, but not control, over financial and operating policies. Significant influence is presumed to exist when the Company holds between 20 and 50 percent of the voting power of another entity. Associates are accounted for using the equity method and are initially recognised at cost. The financial statements include the Company's share of the total recognised gains and losses of equity movements of associates on an equity-accounted basis from the date that significant influence commences until the date that the significant influence ceases. When the Company's share of losses exceeds its interest in an associate, the Company's carrying amount, including any long-term investments, is reduced to nil and recognition of further losses is discontinued except to the extent that the Company has undertaken an obligation for or made payments on behalf of the investee.

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32. Accounting policies, contd.:

g. Inventories

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the expected sales price in normal operation net of any cost of selling the product. The cost of inventories is based on the first-in-first-out (FIFO) principle of inventory valuation and includes cost incurred in acquiring the inventories and bringing them to their existing location and condition.

h. Impairment

(i) Financial assets

The impairment model in IFRS 9 classifies financial asstes in 3 stages: Stage 1: expected credit loss is estimated based on 12 months expectation of default, Stage 2: expected credit loss is estimated based on lifetime default, Stage 3: objective evidence of impairment is in place about the expected credit loss of the financial asset.

At initial recognition, financial assets are classified in stage 1, with the exception of purchased or originated credit impaired financial assets.

Financial assets are classified in stage 2 when there is a significant increase in credit risk from initial recognition. The Company has elected to classify trade receivables that do not include significant finance component, in stage 2 at initial recognition in accordance with the simplified approach in the standard.

At each financial reporting date, management estimates if there is an objective evidence of impairment of financial assets (stage 3). Financial assets are impaired if there is an objective evidence, as a result of one or more events that occurred after the initial recognition of the asset, that indicated that the expected cash flow from the assets is affected and impairment can be measured reliably.

Change in estimated impairment for financial assets is recognised in profit or loss in the period when the estimate is performed.

Impairment is reversed if there is an objective evidence that an event has occurred after the impairment was recognised that changes the previous estimate of impairment.

(ii) Other assets

The carrying amount of the Company's other assets, except for inventories, is reviewed at each reporting date to determine whether there is any indication of an impairment loss. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows of other assets or groups of assets (the "cash-generating unit"). Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis. An impairment loss of revalued assets is recognised in revaluation account amongst retained earnings.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

i. Pension payments

(i) Defined contribution plans

The Company pays a contribution for part of its employees to defined contribution pension funds. The Company has no responsibility regarding the obligations of the pension funds. The contributions are recognised as an expense under salary and salary related expenses as incurred.

32. Accounting policies, contd.:

(ii) Defined benefit plans

Under an agreement between the Company and the Pension Fund for State Employees (LSR), the Company's obligations regarding employees who are members of LSR shall be settled yearly. LSR estimates specifically at year-end the present value of the pension obligation accrued during the year and deducts from that amount the contributions paid by employees and the Company to LSR due to pension rights accrued during the year. The difference is recognised in profit or loss and settled on a yearly basis. The actuarial estimation shall assume that the obligation accrued for the year is calculated to the present value at year-end using the interest rate normally used to estimate the obligations of pension funds, which is currently 0.44% per annum.

j. Provisions

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are estimated by discounting the expected future cash flows at a pre-tax rate that reflects the current market assessment of the time value of money and the risks specific to the liability.

(i) Site restoration

The Company has estimated the cost of demolition of current line lots. The estimation is based on expert assessment. The demolition cost has been discounted based on the estimated useful life of the Company's power transmission lines. The discounted value is entered, on the one hand, as an increase for the relevant asset and, on the other hand, as an obligation in the balance sheet.

k. Transmission revenues

Landsnet is responsible for the transmission of electricity and system management under the provisions of Chapter III of the Electricity Act No. 65/2003. Income from transmission is recognised on the basis of measured delivery of electricity and the tariff in force at any given time. The tariff is subject to a revenue cap set for the Company on the basis of Article 12 of the Electricity Act and regulated by the National Energy Authority. Income relating to transmission losses and ancillary services is also recognised on the basis of measured delivery and the tariff in force. The tariff is based on purchase prices determined by tendering processes. It is external to the revenue cap but subject to regulation by the National Energy Authority. The criteria for recognition as income and for billing for transmission are met once the electricity is transmitted and delivered.

l. Lease payments

The company assesses whether a contract is or contains a lease based on the definition of a lease. Under IFRS 16, a contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. Therefore, the company has, as a lessee, recognised leased assets for its right to use the underlying assets and lease liabilities due to its lease payment obligations. The accounting policies applicable to the company as a lessor are similar to previous rules, i.e. a lessor recognises each lease contract as either a finance lease or an operating lease. The application of IFRS 16 has not had any effect on the company´s financial statements as a lessor.

Leased assets

Leased assets are initially recognised at cost in the statement of financial position on their commencement date and subsequently recognised at revalued amounts, as are similar assets owned by the company. Adjustments are made for the impact of depreciation, impairment and effect of revaluation of lease liabilties, as applicable. Leased assets are disclosed among Fixed assets in operation in the statement of financial position.

Leased liabilities

Lease liabilities are initially recognised in the statement of financial position at commencement date of lease contracts and subsequently recognised at the present value of unpaid lease payments. Lease payments are discounted at the company´s incremental borrowing rate.

Estimating incremental borrowing rate required management to exercise judgement. In that estimation various factors were taken into account but in particular the type of leased asset and its location and condition and lease term. Interest rate were determined as 5%.

Subsequent to initial recognition the carrying amount of lease liabilities increase due to interest expense but decrease due to lease payments made. Furthermore, the carrying amount is recalculated when future lease payments change due to changes in interest or rate, estimation of expected payments to be made under a residual value guarantee and changes in assessment of whether it is reasonably certain that a purchase or extension option will be exercised or a termination option not exercised.

32. Accounting policies, contd.:

Lease payments are split into interest expense payment and payment of principal. In general, the interest element of lease payment will decrease during the lease term. Lease liabilities are disclosed with Other interest bearing long-term liabilities in the statement of financial position.

Landsnet also have variable lease payments not depending on index or rate. In accordance with IFRS 16 they are not included in determination of lease liabilities and leased assets but expensed as incurred.

These lease payments are leases for a part of the transmission structures it uses from domestic energy companies. The lease agreements have an indeterminate lease term and the lease price is determined by the National Energy Authority.

These lease payments are leases for a part of the transmission structures it uses from domestic energy companies. The lease agreements have an indeterminate lease term and the lease price is determined by the National Energy Authority. Expensed lease payments in 2021 amounted to 1.3 million USD (2020: 1.2 million USD).

m. Finance income and expenses

Finance income comprises interest income on funds invested, changes in the fair value of financial assets at fair value through profit or loss and foreign exchange rate differences recognised in profit or loss. Interest income is recognised as it accrues in profit or loss, using the effective interest method.

Finance expenses comprise interest expense on borrowings, reversal of discounting of obligations, foreign exchange losses, changes in the fair value of financial assets at fair value through profit or loss and impairment losses recognised on financial assets. Borrowing costs are recognised in income statement using the effective interest method.

Foreign currency gains and losses are reported on a net basis.

n. Income tax

Income tax on the results for the year consists of current tax and deferred tax. Income tax is recognised in the income statement except to the extent that it relates to items recognised directly in equity or in other comprehensive income, in which case it is recognised among those items.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted at the reporting date, in addition to adjustments made to current tax of previous years. The income tax rate is 20%.

A deferred tax asset (liability) is recognised in the financial statements. It´s calculation is based on the difference in balance sheet items, according to the tax return, on the one hand, and the financial statements, on the other hand. The difference thus arising is due to the fact that the tax assessment is based on premises other than the Company´s financial statements an is in main respect a temporary difference as expenses are entered in the financial statement in another period than in the tax return. Calculation of deferred tax is based on the expected tax ration when temporary differences are estimated to be reversed based on current law at the reporting date.

o. Segment reporting

Under the Electricity Act, the Company may only administer the transmission of electricity and system management in Iceland and operate an electricity trading market. The Company has not begun operating an electricity trading market and considers its present operation as one single segment, for which reason it does not provide segment reporting.

p. Earnings per share

The Company presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is the same as basic EPS, as the Company has not issued any call options or convertible bonds.

q. New standards and interpretations thereof

The Company has implemented all International Financial Reporting Standards, amendments thereto and interpretations confirmed by the EU at year-end 2021 and that apply to its operations. The Company has not implemented standards, amendments thereto or interpretations entering into effect after year-end 2021 but allowed to be implemented sooner.

Appendix 1: Corporate Governance Statement

Role of Landsnet hf.

Under the Electricity Act No. 65/2003, the role of Landsnet hf. is to operate an electricity transmission system and administer its system management. The Company has a duty to ensure and maintain the capabilities of the transmission system on a long-term basis and ensure the electricity system's operational security. Our role is also to balance electricity generation against demand at all times and manage the settlement of electricity flows countrywide. In addition, the Company is also charged with promoting an efficient electricity market.

Corporate governance

The Board of Directors of Landsnet hf is committed to maintaining good corporate governance and complying with the Guidelines on Corporate Governance issued by the Icelandic Chamber of Commerce, NASDAQ OMX Iceland and the Confederation of Icelandic Employers from July 1st 2021. The Board adopts Rules of Procedure defining the scope of its powers and duties vis-à-vis the President & CEO. The current Rules of Procedure were confirmed at the Annual General Meeting of Landsnet held on 20 January 2022 and are available for inspection at the Company's head office.

Internal control and risk management

To ensure that Landsnet's financial statements accord with generally accepted accounting practice, the Company has emphasised well-defined areas of responsibility, proper segregation of duties, regular reporting and transparency in its activities. The process of monthly reporting and reviews for individual departments is an important part of monitoring financial performance and other key performance indicators. The Board of Directors monitors the Company's financial risk. Information on risk management is provided in Note 28 to the annual financial statements.

Corporate values and Code of Ethics

Landsnet's employees are obliged to abide by the Company's values in all their activities. Its corporate values are informed by its role and future vision and provide the foundation for the corporate culture for which the Company strives. Landsnet's values are: respect, cooperation and responsible.

Landsnet's Code of Conduct was approved at a meeting of the Board of Directors on 18 February 2021 and is designed to encourage honesty, justice and fairness among staff towards each other, the Company and its customers. The Code is also intended to promote the trust and confidence of customers and the general public in Landsnet, as well as to limit the risk of reputational damage. The Board of Directors is of the view that a clear Code of Conduct that is duly observed in the Company's day-to-day activities forms the basis of its success and future growth. Landsnet's Code of Conduct applies to all its employees, including the Directors and the President & CEO. The Code of Conduct is available for inspection at Landsnet's head office.

Future vision and policy focus areas

The core tenet of Landsnet's future vision is an "electrified future in tune with society". Modern societies increasingly rely on a secure supply of electricity, making it necessary to strengthen the grid. To ensure energy security in the future, Landsnet's operations need to be guided by value-added thinking. Our core strategic focus is the value created by ensuring security of supply, operational efficiency, minimising environmental impacts and maximising efficiencies in the use of investments and resources for clients and society at large.

Policy focus areas

Landsnet has defined a four focus areas reflecting the corporate policy and the milesones that must be acihieved along the way to reach our future vision. The emphasins are:

A digitised future

The electricity system is evolving at a rapid pace. Increased demands and more diverse consumption call for increased data and automation. In parallel, network and cyber security is becoming one of the most important aspects of a modern electricity system. The value of this focus area lies in increased transparency and confidence, as well as providing a foundation for an efficient energy market and smarter decision-making for consumers.

An efficient electricity market

Decision-making in the electricity sector is moving nearer to the consumers. More diverse power generation calls for increased transparency in commercial dealings and better access. The electricity sector needs to react by making transactions easier and more transparent. Electricity security of supply is closely linked to market liquidity, as only through transparent price signals can the investment needs of future energy options become visible. The value of this focus area lies in more transparent pricing and price signals underpinning energy policy goals on electricity security of supply, more diverse energy options, more flexible consumption and improved energy efficiency.

Cutting-edge operations and services
Our customers and stakeholders are mindful of the need to maintain prudent stewardship of funds and to use all opportunities to deliver tariff efficiencies to them. At the same time, society demands our commitment to environmental responsibility and nature-friendly practices. This requires us to examine our value chain to identify opportunities to do better in our operations and to use these to drive robust improvement activities guided by value-added thinking.

A culture and skillset fit for purpose in a changing environment
The Icelandic electricity system is about to tackle enormous changes, which requires our culture and patterns of thinking to be supportive of these developments. This includes foresight, initiative and constructive teamwork inside and outside the company. We also need to ensure that our staff's skillsets and capabilities are fit for purpose to meet evolving requirements and that we remain a competitive workplace attracting the best talent.

Landsnet's management structure

The main units of Landsnet's management structure are the Board of Directors and the Executive Committee. The Executive Committee is composed of CEO and five Executive Vice Presidents. The Board has one sub-committee, the Audit Committee, and also serves as the Remuneration Committee.

Relations between shareholders and the Board of Directors/management

Under the provisions of Act No. 75/2004 on the Establishment of Landsnet and the Electricity Act No. 65/2003, the Company's Directors shall be independent in all respects from other companies engaging in the generation, distribution or sale of electricity, whether these companies are owners of the Company or not. The purpose of these provisions is to meet the statutory requirement that the transmission system operator maintains utmost impartiality and non-discrimination in its activities.
With respect to the Company's special status under Chapter III of the Electricity Act and its strict duties to maintain impartiality and non-discrimination, it should be reiterated that shareholders are not permitted to interfere in individual affairs relating to Landsnet's activities.
As a rule, the shareholders' involvement must be limited to general policy decisions taken at regular shareholders' meetings, e.g. on financial targets.

Board of Directors

The Board of Directors of Landsnet hf is the supreme authority in the Company's affairs between Annual General Meetings. The Board is responsible for the Company's policy-making and major decisions between shareholders' meetings, as specified in, e.g., the Rules of Procedure of the Board of Directors. The Board supervises all Company operations, and works to ensure that its activities are in proper and good order at all times. The Board ensures sufficient supervision of the Company's financial management and that its accounts and financial statements are in good order. The Board engages the Chief Executive Officer of the Company. All members of the board of directors are independent of the Company and the shareholders in accordance with article 8 of the Electicity Act No. 65/2003.

Landsnet's Board of Directors consists of the following yearly elected five members:

Sigrún Björk Jakobsdóttir, Chairman of the Board
Sigrún Björk Jakobsdóttir was born in 1966. She has been a member of the board of many companies, institutions and committees and has extensive experience in the field of tourism and in local government. She was a member of the Town Council for Akureyri between 2002 and 2010, Chairman of the council between 2006 and 2007 and the Mayor of Akureyri between 2007 and 2009. She is Director of Regional Airports at Isavia. Sigrún Björk Jakobsdóttir was appointed Chairman of the Board at Landsnet's Annual General Meeting on the 7th of April, 2016.

Katrín Olga Jóhannesdóttir, Board Member
Katrín Olga Jóhannesdóttir was born in 1962. She holds a Cand. Oecon. degree in business administration from the University of Iceland, an MSc business degree from Odense University and read corporate finance at the London Business School. She has held various managerial positions, including as Chairman of the Board and partner at Já hf., Chief Strategy Officer at Skipti hf., VP for Residential Markets and VP of Sales and Marketing at Síminn hf. and Managing Director of Navision Software Iceland. She served as Chairman of the Iceland Chamber of Commerce in 2016-2020. She sits on the boards of the following companies: Hagar hf., Kría konsulting ehf. and Vörður tryggingar hf. She is a member of the University Council of Reykjavik University and the Investment Committee of Akur Investment. She has served on the boards of numerous companies, including Icelandair Group, Ölgerðin and Advania. Katrín Olga was elected to Landsnet's Board at its Annual General Meeting of 13 March 2020.

Magnús Þór Ásmundsson, Board Member
Magnús Þór Ásmundsson was born in 1963. He took a degree in electrical engineering from the University of Iceland in 1987 and a master's degree from the Technical University of Denmark in 1990. Magnús has extensive managerial experience. He was Director of Manufacturing at Marel until 2009, Director of Product Development at Alcoa Fjarðaál and Managing Director of the same company from 2012 to 2019. In 2020, he became chief executive of Faxaflóahafnir sf. (the Associated Icelandic Ports). He has served on the boards of the Icelandic Chamber of Commerce, Reykjavik University and the Technical College. He is a co-founder of the tourism company Vök Baths in East Iceland and sits on the board of that company. Magnús was elected to Landsnet's Board at its Annual General Meeting of 13 March 2020.

Ólafur Rúnar Ólafsson, Board Member
Ólafur Rúnar Ólafsson was born in 1975. He has been practising as an Attorney at Law since 2002 and was admitted to the bar as a Supreme Court Attorney in 2011. He was Regional Director of the debt collection agencies Lögheimtan ehf and Motus ehf in northern Iceland for 12 years until 2016, when he took over mid-term as Municipal Manager of the Eyjafjarðarsveit municipality. Mr Ólafsson owns and operates the law firm Legal North/Lögmannsstofa Norðurlands ehf. He has extensive experience in legal practice and legal advisory services to business and government clients. Mr Ólafsson joined Landsnet as Alternate Director at the start of 2018 and was elected to the Board at the Annual General Meeting on 23 March 2018.

Svava Bjarnadóttir, Board Member
Svava Bjarnadóttir was born in 1964. She has many years´experience in company administration, including financial management, HR management, strategic planning and numerous board memberships. She holds a master´s (cand.oecon.) degree in business administration from the University of Iceland, with focus on corporate finance, and is an Associate Certified Coach (ACC) with the International Coach Federation (ICF). Ms Bjarnadóttir has played an active role in Icelandic business, including as a shareholder in the engineering firm Mannvit, its chief financial officer in 2002-2012 and human resources manager in 2005-2007. She co-founded the management consultancy company Strategía ehf and currently owns and operates Kapituli ehf, a leadership and management coaching company for small and medium-sized enterprises. She served as Alternate Director 2013-2018 and was elected to Landsnets´s Board as a full Director at the Annual General Meeting on 23 March 2018.

The Board of Directors of the Company is composed of three women and two men. The Board thus meets the requirement of Article 63 of the Public Limited Companies Act that the ratio of each gender on the Board of Directors shall not be lower than 40%.

The Board of Directors held 15 meetings in 2021. Twelve meetings were attended by all Board members. At two meetings one member was absent and at one meeting two members were absent.

Landsnet´s CEO and Executive Committee

Duties of the President & CEO

The President & CEO is responsible for the Company's day-to-day activities. He/she is empowered to make decisions on all Company affairs not entrusted to others under Act No. 2/1995 and/or the Company's Articles of Association. The President & CEO conducts the operations of the Company in accordance with rules and/or decisions of the Board of Directors, the Articles of Association and the law. The President & CEO's signature constitutes an obligation on the Company's part. He/she is an authorised signatory of the Company ("procuration holder"). The President & CEO may grant power of attorney to other employees of the Company to exercise designated powers of his/her duties of office, provided that prior approval is obtained from the Board of Directors.

The President & CEO is responsible for detecting, measuring, monitoring and controlling risks relating to the Company's operations. The President & CEO must maintain an organisation chart of the Company that clearly delineates areas of responsibility, employees' powers and communication channels within the Company. The President & CEO shall set internal control targets in consultation with the Board and monitor the effectiveness of internal control mechanisms. The President & CEO prepares meetings of the Board of Directors together with its Chairman and reports regularly to the Board on the Company's activities and position.

Guðmundur Ingi Ásmundsson, CEO & President

Mr Ásmundsson was born in 1955. He took a degree in electrical engineering from the University of Iceland in 1980 and a master's degree in electrical power engineering from the Technical University of Denmark in 1982. He joined Landsvirkjun in 1982 as an engineer in the Operations department, later becoming chief engineer and Head of System Operations from 1993. He served as Landsnet's System Manager from the Company's founding on 1 January 2005 and Director of System Operations from 1 November 2005. Mr Ásmundsson became Deputy CEO of Landsnet on 1 January 2008 and CEO & President on 1 January 2015.

Members of Landsnet's Executive Committe in addition to CEO consists of:

Guðlaug Sigurðardóttir, Head of Finance (CFO) and Deputy CEO
Einar S. Einarsson, Head of Corporate Services & Communication
Nils Gústavsson, Head of Constructions & Grid Services
Sverrir Jan Norðfjörð, Head of Technology & Development
Þorvaldur Jacobsen, Head of System Operation

Audit Committee

The Board of Directors appoints the Audit Committee. The current Audit Committee of Landsnet consists of:
Margret G. Flóvenz, accountant, Chairman
Ólafur Rúnar Ólafsson, Director of Landsnet's Board
Svava Bjarnadóttir, Director of Landsnet's Board

The Audit Committee has adopted Rules of Procedure, which define the Committee's role as follows:
The Audit Committee shall, among other things, have the following role, regardless of the responsibilities of the Board of Directors, management staff or others in this area:

- Oversight of procedures for the preparation of financial statements.
- Oversight of the structures and functioning of the Company's internal controls, internal auditing, if applicable, and risk management.
- Oversight of the auditing of the annual financial statements and consolidated financial statements.
- Assessment of the independence of the Company's auditor or audit firm; monitoring of the work of the auditor or audit firm.

The Audit Committee annually submits a proposal to the National Audit Office for a certified public accountant or audit firm for the Company. The National Audit Office then submits final proposals to the Company's Annual General Meeting.

A total of 8 meetings of the Committee were held in 2021, all of which were attended by all Committee members.

Remuneration Committee

The Board of Directors of Landsnet hf performs the role of the Company's Remuneration Committee and has formulated a Remuneration Policy for the Company. The Remuneration Policy was approved at the Company's Annual General Meeting on 25 March 2021. The Remuneration Policy can be viewed on the Company's website. The business of the Remuneration Committee is transacted at meetings of the Board of Directors when applicable.

Appendix 2: Non-financial information

Role, policy and business model

Landsnet's role is to ensure the cost-efficient development and operation of the grid as a secure and uninterrupted electricity supply is one of the main pillars of modern society.

Landsnet‘s policy is informed by it´s role and future vision. The policy is reflected in the policy focus that will guide the company´s operations in the coming years. The core tenet of Landsnet’s future vision is an “electrified future in tune with society” and takes into account that modern societies increasingly rely on a secure supply of electricity. It’s therefore necessary to strengthen the grid to meet changing needs and to ensure energy for the companies and the public in Iceland. The Company emphasizes value-added thinking in its police focus and projects are evaluated on the basis of ensuring security of supply, operational efficiency but also on focusing on minimising environmental impacts and maximising efficiencies in the use of investments and resources for clients and society at large.

Landsnet is a public limited company responsible for the transmission of electricity and management of the electricity system according to Act No. 75/2004 of the establishment of Landsnet. The Company is subject to regulation by the National Energy Authority, whose role under Article 12 of the Electricity Act also includes determining the Company´s allowed revenue from its concession activities, i.e. its revenue cap. The revenue cap is decided five years in advance at a time a for transmission to power-intensive consumers on the one hand and distribution system operators on the other hand. The Company´s electricity transmission tariff is based on the revenue cap and forecast transmission levels and power demand. The Company also collects a fee from consumers for, on the one hand, the electricity lost in the system, called transmission losses, and, on the other hand, services relating to the system´s management, called ancillary services. The Company´s revenue for transmission losses and ancillary services is based on the cost of the service plus a permitted margin. The Company´s tariffs are regulated by the National Energy Authority.

Infrastructure of key importance for society at large

The electricity transmission system is among Iceland’s key infrastructures – the impacts of outages are considered to be extensive and can be serious for homes and businesses as well all as for other important infrastructures such as telecommunications. It is important for the transmission system to ensure public access to secure energy and to have the capacity to transmit the electricity traded by market participants at any given time in the quantities and at the quality agreed. For the benefit of society at large, one of our key strategic policies is to ensure security of electricity supply. To this end, our key performance indicators include the number of outage minutes, which are measured annually. Outage minutes are an average outage duration index, i.e. an indicator of outage duration calculated as a ratio between unsupplied energy and total energy supply. Under Regulation No. 1048/2004, Landsnet must set itself targets for power quality and security of supply, with three defined indicators for which targets are set. These indicators are: (a) the Power Interruption Index (PII), (b) the Average Curtailment Duration Index, outage minutes (ACDI), and (c) System Minutes (SM). Our targets and results for these indicators in 2020 are presented in our annual Performance Report published together with our annual report at www.landsnet.is. Landsnet has a defined corporate indicator for security of supply, measuring the proportion of time that the system is operational and supply is secured. The result for this indicator in 2021 was 99.9990% (up from 99.9977 in 2020), against a target of 99.9905% for both years.

Landsnet is responsible for the operation of the transmission system and manages the system, ensuring the balance between electricity usage and electricity generation. The role of the system operator is to coordinate response plans for operational unit breakdowns that affect the operation of the electricity system, to steer the development of the system after operational disruptions have occurred, to reduce the user load if the need arises and to respond to transmission constraints. Landsnet´s control centre is always active and its staff members are available around the clock.

An emphasis is placed on regular maintenance and effective responses to disturbances in the system´s general operatons. Emphasis is also placed on close cooperation with customers in the event of a disruption.

The company´s policy is to work in tune with society and efforts have therefore been made to increase public access to information and to improve communication with stakeholders. A Stakeholders Forum operates under the Company’s auspices. The Forum’s purpose is to create broad consultation and serve as a roundtable for discussion between stakeholders in society on the electricity system’s development.

Non-financial information, contd.:

Project teams have been launched for larger regional projects, which involves regular meetings between key stakeholders, with the exception of landowners. Also, information and consultation meetings have been held with landowners. The aim is to foster more active dialogue, understanding and better information flows between stakeholders in the run-up to decisions on Landsnet´s infrastructure projects. Focus is placed on efficiency in the grid´s development and operation for the benefit of clients and the general public.

The Company emphasizes good service to it´s current and future customers. Being a wholesale operation, the Company has relatively few customers. Owing to the importance and size of our customers, service excellence is one of our key priorities. Accordingly, service satisfaction is measured annually. Because of the panademic, our service provision during the year was, like in the two preceding years, unusual in a number of ways, as for the large part of it we were neither able to visit our customers nor invite them for visits. Our long-term target is a customer service satisfaction score of 4.2 on a scale of 1-5. The year 2021 saw a positive year-on-year trend, with a score of 4.0, up 0.1 on the preceding year.

Operational and development risks

In recent years, the company has worked strategically to strengthen its operational and development risk assessment, including through business continuity planning. Landsnets excecutives and key employees identify the financial and non-financial risks of the company and assess their importance. The company risk register is used to manage or reduce risk. The ÍST ISO31000 standard has been complied with for this work.

Operating the electricity system includes devising contingency plans against major risks faced by the company to ensure preparedness against defined emergencies such as severe weather events, earthquakes, volcanic eruptions, pandemics, cyberattacks, disturbances, etc. Contingency plans are also maintained for the operations of the electricity system and for each department of the Company.

Response exercises for outages and natural disasters are held regularly, usually in co-operation with clients and other key stakeholders. Landsnet leads the work of the Electicity System´s Emergency Partnership (ESEP), a co-operation forum for the transmission system operator, generators, distributors, power-intensive consumers and public bodies in Iceland to deal with emergencies affecting power generation, transmission or distribution and/or power-intensive consumers. Landsnet’s CEO sits on Iceland’s Civil Protection and Security Council under paragraph 2 of Article 4 of the Civil Protection Act No. 82/2008.

Landsnet has a clear legal duty to develop the transmission system in a cost-effective manner whilst ensuring security, efficiency, security of supply and power quality as well as complying with government policy on the transmission system’s development. Plans for the development of the electricity transmission system are set out in a ´system plan´, where projects are assessed on the basis of a number of factors including the impact on customers, the environment and the local community.

The grid’s development and upgrading have been delayed in recent years, and the company has defined risks relating to licensing. The preparation and construction process is a long one, with the production and delivery of components for construction projects taking up to 18 months. The licensing process includes an available complaints procedure right until the development permit is issued. Since municipalities issue development permits for one year at a time, applications for these are not made until just prior to the construction period. Landsnet has been committed to working in harmony with society and the environment. Preparing infrastructure projects includes consultation with local communities through project teams and regular Stakeholders Forum meetings attended by representatives of important stakeholders in society. Landsnet places great value on ensuring the participation of all stakeholders in the matter at hand and enabling different views to be expressed at this forum. It is important to co-ordinate procedures and ensure early dispute resolution.

The COVID-19 impact

Like other companies, Landsnet had to deal with the impacts of the COVID-19 pandemic on its operations. The transmission system is among society’s most important infrastructures. With this in mind, the Company worked to ensure business continuity during an otherwise challenging period. The Company put in place active contingency plans for our activities and have cooperated extensively with the Department of Civil Protection and Emergency Management (DCPEM) with regard to emergency response scenarios. Our activities were subject to various restrictions due to Covid-19 during the year. Limits on gatherings were relaxed and tightened a number of times. This was dealt with smoothly by the Company, which gained considerable experience on this front in the previous year. The basic organisational tenet of our reaction has been to divide our operations into anti-contagion compartments, with our most critical worksites given the highest levels of protection.

The COVID-19 impact, contd.:

Our operations performed well in these circumstances, with no unexpected operational incidents posing any risks during the year. The Company has adopted a management system and procedures to ensure operational continuity and has developed operational contingency plans. These plans guided our work and were adapted over time as we gained experience in dealing with the new situation. Working from home remotely proved unproblematic, as we had already put in place effective procedures for home connections and use of equipment.

The impact on Landsnet's infrastructure development was tangible. Deliveries of equipment and materials were delayed in a number of cases and solutions had to be found for the participation of foreign contractors in our projects. Both of these factors impacted the progress and costs of some projects, but a effort was made to reprioritise projects and project components whenever feaseble. Increased impact of Covid-19 on the supply chain in the preparation of investments were noticed, where raw material and transport costs have gone up.
The impact of COVID-19 on our activities was negligible, with the year's infrastructure works proceeding largely as planned.

Management system

Landsnet is committed to robust improvement activities, with a strong focus on process implementation and simplification of the quality system so as to ensure visibility in our activities as a whole, whilst always remaining focussed on customer service. Our practices are based on international management standards and meet the legal and other requirements applicable to our activities. Landsnet has a certified management system that covers quality, occupational health and safety, equal pay, information security, electrical safety and environmental protection. Our management system is certified by the British Standards Institution (BSI).

We are committed to risk planning, assessment and monitoring to ensure business continuity. We manage our risks using quality-related documentation outlining our activities and procedures, which are designed to meet stakeholder needs and expectations. Continual improvement and follow-up extends to all our operations, using international management standards and requirements to meet the legal and other obligations applicable to our activities. Landsnet has certified management systems in accordance with International Standards, including ISO9001:2015 – Quality Management System, ISO14001:2015 – Enviromental Management System, ISO 45001:2018 – Occupational Health and Safety Management Certification, ISO 27001:2013 Information Security Management System and ÍST 85:2012 Equal Pay Certification.

Enviromental matters

Landsnet has a certified environmental management system in accordance with the International Standard ISO14001:2015. The company has an environmental policy and has worked systematically to reduce the impact of its operations.

The company is committed to reducing the visibility of electrical power structures within the transmission system. Particular attention has been paid to the design of new substations and their surroundings to minimise the visibility of the structures. The aim is to ensure that these structures blend as closely as possible with the surrounding environment. A particular emphasis is placed on minimising any disturbance during the construction period. The completion of finishing work at the end of the construction period is also an important factor and materials such as soil and vegetation disturbed during the construction period are re-used to restore these areas.

In 2019, Landsnet undertook a pilot project to follow up on an environmental impact assessment (EIA) for the Krafla Line 4 and Þeistareykir Line 1. The project's results have been put into practice to improve EIA methods. New projects will be managed in a similar manner to ensure that they are always conducted on the basis of the latest information available at any given time.

We also makes consistent efforts to reduce the environmental impacts of its activities and places a strong emphasis on knowing the company's impacts on nature and society. No serious environmental incidents occurred during the year. However, we continue to place a high priority on continuous improvements to combat these. The Company's Green Accounts set out the results from environmental monitoring and our carbon footprint.

Non-financial information, contd.:

Enviromental matters, contd.:
One of our key performance indicators is carbon emission. Benchmarks and targets have been set to monitor the development of our emissions, and we have set ourselves the goal of achieving carbon neutrality by 2030. The company's carbon footprint in scope 1 is determined by the leakage of the insulating gas sulphur hexafluoride (SF6), which is used as an insulator in electrical equipment in substations, backup power and fuel for cars and machines. Our scope 1 carbon emissions in 2021 amounted to 3,574 CO2 tonnes, decrease of 13% from the previous year. Extensive improvements are underway to our SF6 equipment around the country, as is the instalment of real-time monitoring capabilities. Success in reducing non-spinning reseves consumption depends on weather conditions on the one hand and the progress of infrastructure development in areas that rely on non-spinning reserves on the other.

Safety and security management
We have a zero-injury approach to every single day in the workplace and strive to foster a corporate culture that supports our staff's contribution to accident prevention. There were no absence accidents among Landsnet's employees during the year 2021. An accident occurred with one of our subcontractors, but in other respects the company had no accidents. Our staff safety training is designed to address the risks to which our employees are exposed. Our training focus areas reflect risks inherent in infrastructure and other projects.To this end, our key performance indicators include the Lost-Time Injury Frequency Rate (LTIFR), which is measured annually. The Lost-Time Injury Frequency Rate (LTIFR) is a Scandinavian indicator of the frequency of lost-time injury events, taking into account the size of the company. Lost-time injury events are accidents that lead to absence of staff from work. Our aim to have zero lost-time injury events was achieved in 2021, as in 2020.

We work according to that basic principle that nothing is as important than the personal safety of our personnel, our service providers and contractors. We drew lessons and changes from each incidents and take steps to prevent their repetition.

Landsnet pays close attention to access controls. Landsnet divides its places of work and premises into different security zones, to which access is controlled based on the nature of and risks in each zone. Due to Covid-19, external visits to the company's offices were not permitted most of the year. Cybersecurity is important facet of our activities. Cyber threats are on the rise, with hackers increasingly targeting infrastructure and industrial companies. Landsnet has steadily been stepping up its preparedness against various cyber threats, including the introduction of cyber security systems, more rigorous procedures and increasing staff awareness about cyber security.

Landsnet collaborates with comparable companies in the Nordic countries on all of the above aspects of safety and security, which helps us uphold the best standards and practices at any given time. Landsnet received ISO 27001:2013 certification for its information security management system in May 2020. The certification marks another milestone in our ongoing journey towards more risk-focused information security management.

Businesses operating under certified management standards are required to undertake continuous improvement and are likelier to succeed in their efforts than other companies. The standards systematically support safe and secure operations and effective procedures in an aim to increase quality, service levels and the personal safety of staff. At the same time, they lay a foundation for improved security levels at Landsnet through access controls to data and physical premises.

Human resources
Landsnet is committed to providing a positive workplace with an ambitious corporate culture and a strong team spirit. We strive to ensure that our interactions – whether internal or external – are guided by our corporate values of responsibility, cooperation and respect. To achieve this, our staff and management must foster open and honest exchange of views as well as robust information dissemination. A particular emphasis is placed on creating an environment free from bullying, prejudice and sexual harassment. One of our key strategic policies is to provide our employees with our opportunities to engage in exciting work and develop their skills in a professional environment thereby maintaining a sought - after workplace.

Non-financial information, contd.:

Human resources, contd.:

Among our key performance indicators is employee engagement. Engaged employees are emotionally invested in the organisation, proactive and highly interested in their work. Engagement is measured as part of our annual workplace survey. This survey measures key aspects of our work environment relating to staff and corporate culture, strengths and challenges. The survey is administered to all permanent employees and is managed by an external professional body. Questions are answered on a five-point scale, the target being to achieve a staff satisfaction score higher than 4.3.

Our target is to achieve an employee engagement score higher than 4.3. Scores above 4.2 are counted as indicating strength. Our employee engagement score in 2021 was 4.2, slighty below our target but still in the strong range.

Our HR policy sets the framework for our equality and human resources practices. We are committed to workplace diversity. Our recruitment practices always focus on the applicant’s capabilities and an effort is made to balance the gender ratio, whether within divisions, other business units or job categories. We are committed to employee wellbeing and providing a good work-life balance by supporting work flexibility.

Under its remuneration policy, the Company provides competitive, but not leading, remuneration in line with comparable companies in the marketplace. The remuneration policy is based on the company’s values, accepted equality principles and respect for employees, laws and rules. The company’s approach to remuneration is guided by fairness and corporate social responsibility criteria.

Our gender-based wage gap was 0.9% in women´s favour. Reflecting the importance of gender equality to the Company, it formed a Gender Equality Committee during the year. The Committee’s role is to monitor our Gender Equality Programme and follow up on our targets as well as provide training on gender equality issues, support for the Programme’s work in cooperation with our Human Resources Manager and present results relating to gender equality.

Anti-corruption, bribery measures and human rights issues

Landsnet has adopted a code of conduct that defines financial standards, confidentiality, interests, competition and restrictions, environmental protection, use of the company´s assets and compliance with regulations. The Code of Ethics is accessible to all employees. Landsnet exercises social and moral responsibility in procurement by making extensive demands on employees and suppliers in the execution of procurement. A procurement process that forms part of a quality manual is intended to ensure that procedures are in accordance with laws and regulations that also apply to Landsnet´s procurement procedures. The company has introduced General Supplier Terms and Conditions that impose minimum requirements on our suppliers and provides for detailed evaluation of suppliers that supply goods or services or perform work for the transmission system. A code of conduct for suppliers is being developed.

Landsnet’s tender processes place much emphasis on corporate social responsibility. We are also working to introduce provisions in our in tender documents stipulating suppliers’ self-declarations of compliance with human rights obligations. Suppliers will also be required to comply with laws and regulations on labour and industrial relations. Our tender documents contain provisions on chain liability, whereby suppliers are responsible for ensuring that all employees, whether of suppliers, subcontractors or temporary-work agencies, receive wages and are afforded employee benefits in accordance with current collective agreements and the laws governing the professions that fall under their respective professional disciplines. The provision also requires suppliers to provide necessary information for trade unions to be able to carry out supervision and ensure employee rights.

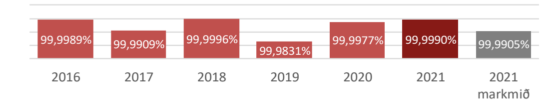
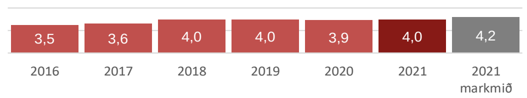
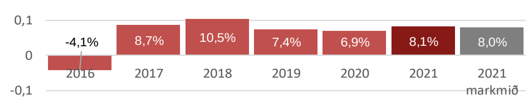
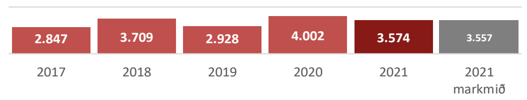
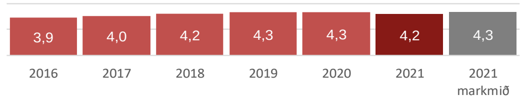
The company vision is dedicated to ensuring the rights of its employees and service providers with regard to working facilities, health and safety and appropriate wages and benefits. Landsnet has established a responsible value chain to ensure compliance with standards, legislation and other obligations in these areas. Landsnet therefore assumes that all employees acting indirectly for the company receive their rights and benefits in

The company attaches great importance to non-discrimination and the fact that everyone is entitled to human rights regardless of orgin, ethnicity, race, religion, political opinion, gender, sexual orientation, age, economic status, family association, disability, health or other status.

Non-financial information, contd.:

Non-financial key indicators

The company's strategic planning is reviewed regularly, in which process the company has placed much emphasis on staff participation. This includes considering challenges facing the company and defining focus areas for upcoming periods. The company's Board of Directors approved a strategic plan and focus areas for 2020-2021, with six key performance indicators defined. One of these, Return on Equity, was financial while the following five were non-financial:

	Linked to what section of coroporate policy?	Key Performance Indicators	
Responsible	Are we delivering secure supply of energy to the society and our customers?	Network reliability	
Effective	Are the customers satisfied with our services?	Customer satisfaction	
Responsible	Is our return on equity according to regulations?	Return on equity, ROE	
Responsible	Are we delivering on our climate policies?	CO2 scope 1 (tonn equvalents)	
Ambitious	Are our employees engaged?	Employee engagement	
Responsible	Are our employees operating safely?	No of accidents (H value)