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NORS

magazine

the good
old future.

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we are ambitious

The ambition to be Nors moves mountains.
Inspired by a legacy rooted on perseverance and
audacity, the roads that shape our future hold the
dreams of the world in them.





Tomás
Jervell

Group CEO

Legacy and future, hand in hand

Editorial by Tomás Jervell

Nowadays, it is not very common to get to know an organisation with 88 years of history. The long path we have covered so far can only be envisioned with an enormous sense of confidence, resilience, and an undeniable desire to make History – a desire that continues to be part of the character of each person at Nors, for decades.

The legacy left by those who started this journey of dedication and work continuously leads us to revisit the past: that “old” friend who always has as many memories as answers. And we do it with pride; never from a nostalgic perspective, but aware that our DNA comprises years of entrepreneurial legacy that consistently fosters an enormous desire to lead the way to the next steps of the future.

The diversity that characterises our organisation is also one of the main driving forces of the personal, human and charismatic nature that Nors has always advocated. It is from different age groups, cultures, areas of activity and business that we have built an eclectic group, able to combine the experience of some with the ambition of others, and to shed the answers that the future of Nors needs to hear.

The process of organisational change announced at the beginning of this semester is a clear sign of our desire to build a more agile Nors, with a solid growth strategy and a leadership that is increasingly capable of facing tomorrow’s challenges.

In this moment of change, as challenging as it is transformative, it is important not to forget where we started – being sure that the future we want to be in is a world of opportunities that we will embrace, with our long-standing firmness and sense of commitment.

The future of innovation

A dream called Agile Office

There is no doubt that innovation is a strategic pillar and it is in the business world to stay: whether in Portugal or around the world, the words transformation and innovation have become part of the daily operation of companies. However, not all of them can say they take their transformation strategy as seriously as Nors.

The organisation has regarded innovation like an inexhaustible source of opportunity that it is eager to take advantage of. The investment in this area is remarkable and the results are evident.

The initiatives developed in this context are structured around the four key dimensions that frame the Nors strategic innovation paradigm: consumer experience, sustainability, organisational change and digital transition.

The Agile Office is one of the main pillars of our innovation strategy. Every day, with an unparalleled spirit of commitment, there is a lot of work to be done by the various teams that form this universe: this group of people are the protagonists of the dream of making innovation an increasingly real concept at Nors.

But what is the Agile Office after all?

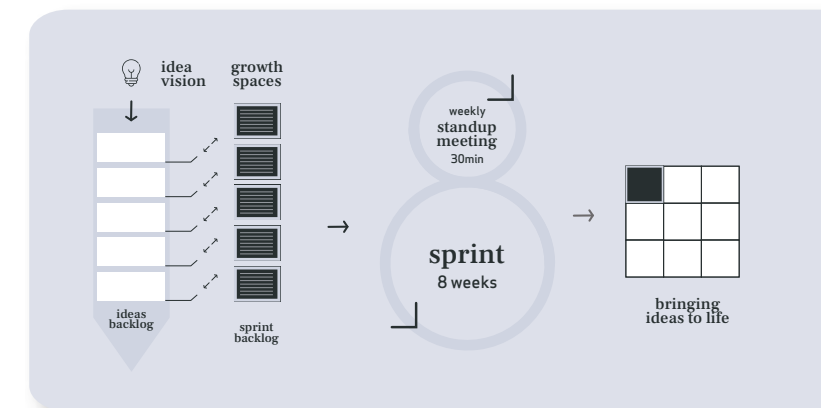
Agile Office is an experimental project that can be seen as an incubator for disruptive projects within Nors. Through the work of several teams, employees' ideas are transformed into new business models, new positioning strategies and new lenses for the challenges of the future. The multidisciplinary and pool of skills of each of the initiatives also allowed us to take an entrepreneurial look at our people, in order to capitalise on their talent, enhance their involvement and passion and, above all, value the ambition with which they sail over seas never before explored.

Who's who in Agile Office?

g Galactic: members of the Executive Commission and guests who sponsor the initiatives and decide on their advance or drop.

S Sputnik: Task force that leads the PMO (Project Management Office) of the Agile Office and the innovation programme. It applies and reinforces the methodology and strategic vision of the project.

e Explorers: Group of project owners and the rest of the team, who are responsible for defining the purpose and developing the initiatives.



the conductors

José Leite Faria, Innovation Sponsor

“

My current role as Innovation Sponsor is to continue the path started in recent years, which has placed innovation and transformation at the heart of our strategy. I perceive this challenge with an enormous desire to learn, overcome and test new ways of looking at the business, new work models and new possibilities to reinvent the paradigm we know. It is with the support and work of a group of ambitious and non-conforming employees that we will provoke and promote innovation within the company, in order to be prepared for future challenges.



Patrícia Barbosa, Scrum Master

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This is an ambitious project that seeks to create an ecosystem of innovation within the organisation and instill an entrepreneurial spirit in operations. Our Agile teams play a key role in this process – they are small, agile, multitasking work groups, with different technical and scientific perspectives, who work within a “start small and global think” mindset, and are willing to experiment and take risks, having shown to be able to learn from obstacles and to reinvent and adapt to the demands of projects and context. These are teams highly committed to Nors, completely available and with an intrinsic motivation, which genuinely arises from the desire to contribute to change, to solve problems and to create new businesses. This inspirational scope has allowed us to attribute to people more autonomy to investigate, experiment and implement their ideas.



the initiatives

NEED

Explorers: Rute Cecílio, Patrícia Barbosa, Patrícia Simões, Paula Martins, Rogério Vita

The NEED (Nors Employee Experience Dynamics) initiative aims to match the employee experience with the company's purpose and culture, promoting a positive and truly distinctive experience in every moment of your journey at Nors. Flexibility, dynamism and a captivating global communication are the main premises of an initiative that promises to take the concept of employer branding and employee engagement to the next level.



“The NEED Project aims to create an experience that people want to be a part of! We want to explore the difference between ‘needing’ to work and ‘wanting’ to work with us.

Patrícia Barbosa, project owner

Howezy

Explorers: Joana Gomes, Duarte Fonseca, Tiago Prista, Sandra Silva, Fábio Pato, Hélder Alvarenga

The purpose of the Howezy initiative was creating a mobility marketplace, using the extensive portfolio of products that Nors encompasses and seeking to maximise and modernise its offer and approach to the market. From heavy-vehicle rental to contracting services via digital platform, the concept seeks to open doors to a truly differentiating business model through a digital platform.



“What do we want? Our ambition is to revolutionise the equipment rental market and make the entire rental process simpler and less time-consuming! “Your renting made easy, our future made bright!”

Tiago Prista, project owner

Reality Lab

Explorers: Joel Regufe, Cláudia Cabral, Rute Cecílio

Reality Lab seeks to accelerate the transition of every Nors business to the virtual reality ecosystem, strengthening the connection between the real and digital worlds through exponential technology, such as Virtual Reality and Augmented Reality, and with the ultimate goal of transforming the customer and employee experiences. The project ranges from training, with the development of immersive virtual reality experiences, to the commercial area, with the creation of a unique customer experience through the use of these technologies.



“The Reality Lab emerges as a new pillar in the digital transformation process that Nors has in motion. Through VR/AR technologies, we create business support tools aimed not only at the customer, but also at our employees, promoting unique and innovative experiences. This work, boosted by the use of agile methodologies, has enabled us to create a multidisciplinary team, who are motivated, autonomous and concerned about always focusing on the customer experience.

Joel Regufe, project owner

Fast Check-in

Explorers: Carlos Santos, Daniel Silva, António Santinha, Joel Regufe, Vanessa Barros

With the goal of making the garage service more efficient, more prompt and simpler for the client, the Fast Check-in initiative advocates the speed of the check-in process. The scheduling, reception and delivery in the context of heavy vehicle workshops provide customers with access to accurate, complete and digital information.



“The ambition of the Fast Check-in is to accelerate the digitisation of customer contact points. The improvement of the customer experience will be noticeable in the processes of After Sales. I would highlight the digitisation of active reception, the creation of more effective communication channels, the promotion of preventive maintenance as well as the implementation of planned garage visits. The transformational potential of this project is enormous, and it has been truly challenging for the development its team.

Vanessa Barros, project owner

Dali

Explorers: Sofia Barroso, Patrícia Araújo, Milena Santos, Filipa Vieira, Joana Gonçalves, Alberto Fontes

“Dali” is Nors data strategy support initiative. It aims to define a model for capturing, processing, making available and viewing unstructured data (organisational or business support), translating them into live instruments to support decision-making.



“The Dali project aims to revolutionise Nors’ relationship with its data, creating an innovative, integrated and homogeneous way for its analysis and visualisation. With the proper transformation of data, it will be possible to provide the entire group with the information necessary for correct and timely decision-making, regardless of its function or needs. Merging the different data and consumer information clusters is a huge challenge, with the potential to even revolutionise the way we work on a daily basis.

Patrícia Araújo, project owner

Légua

Explorers: Catarina Lopes, Ângelo Monteiro, João Araújo, Joana Furriel, José Osório

In response to the difficulty in hiring drivers, the Légua initiative comes into being as a training academy that aims to support trainees in obtaining legal driving licenses, while simultaneously aiding the Nors customers in the driver recruitment process. The project also has a powerful social component, their target audience being people in unemployment or precariousness situations and their sphere of action also contemplating social reintegration.



“Légua is a challenging project that constantly puts us to the test, teaching us to turn problems into solutions. It arises from two needs: the market’s – lacking truck drivers who can fulfil the needs of our customers – and the company’s – eager to commercialise an innovative, complete solution that serves a sales and social purpose at the same time.

Catarina Lopes, project owner

Vaivém

Explorers: Filipe Fonseca, Rui Santos, Paulo Santos, Nelson Oliveira, Jorge Cardoso

Wanting to create a service for the scheduled collection and delivery of heavy vehicles within the scope of scheduled or preventive maintenance, the Vaivém initiative was born, its aim being to address the logistical and mobility challenges of customers' drivers, while promoting efficient planning and management of the workshop ecosystem. All project predictions were developed and delivered, though its implementation is dependent on the reality that 2020 unexpectedly brought along to the scope of the business.



“The aim of Vaivém is to complete and streamline our offer of After Sales services in a specific customer segment. This offer will enable the overcoming of some logistical and operational barriers related to the movement of vehicles to our garages, in less favourable geographic locations, namely in contexts associated with the distances to the nearest Official Renault Trucks Dealer. With this model, it will be possible to improve the sustainability of compliance with preventive maintenance plans and promote the other genuine services included in our portfolio, enhancing the operation and performance of the vehicles.

Filipe Fonseca, project owner

Icarus

Explorers: Gustavo Leal, Carlos Santos, Luís Gonçalves, Paulo Santos e Jorge Cascais

The Icarus initiative invokes the trend of portfolio customisation by providing customers with a personalised service for their vehicles (both inside and outside), capable of boosting their corporate identity through a strong, captivating and impactful image. The possibility of transforming the truck itself into an advertising vehicle “on the move” made this initiative an excellent opportunity to enrich the product and promise a totally dedicated, personalised and differentiating offer to the customer. The pilot programme included the full customisation of a truck, having been quickly commercialised, which proved the success of the concept.



“The Icarus project arises from the need to turn the (“boring”) look of trucks into something unique (“amazing trucks”). A tailor-made service that would revolutionise the personalisation market, exploring all possibilities while always complying with the requirements of brands and legislation. It was challenging to explore all the possibilities, to bring it into our sector, and to have the possibility of making it come true in the Optimus project. The motto of the Icarus project was to break the limits of imagination.

Paulo Santos, project owner

Sales Toolbox

Explorers: Miguel Mendes, Patrícia Araújo, Filipa Vieira, Patrícia Simões e Nuno Nascimento

Integrated in the incremental horizon, the purpose of creating the Sales Toolbox initiative was to set a new commercial paradigm within the business. In its conception, it has a value proposition suited to the needs and aspirations of the client, based on the creation of a pack of digital tools, capable of supporting commercial activity and the relationship between commercial consultant and client. The project predictions were fulfilled in 2020 and the competence axis is already a part of the Galius commercial setting.



“With the Sales Toolbox project, we aim to create a new commercial paradigm. More than changing the way we sell, we wanted to change the way the customer buys.

Patrícia Araújo, project owner

new challenges, new answers

2020 was an incredibly challenging year for the development of new projects. However, neither the pandemic crisis nor remote work managed to slow down the resilience of the Agile Office teams.

Nors continued to foster the programme, started in 2019, and its ability to adapt the methodology to the circumstances of remote work imposed by the new reality was remarkable. The work dynamics moved to a fully digital model, ensuring the interaction and involvement of teams and sponsors of the projects, which translated into in the committed and dynamic spirit that has always characterised this forum.

This is a commitment worth strengthening: it is easy to say that multidisciplinary and the pool of skills that each of the initiatives stimulate give rise to new and ambitious growth opportunities, ready to impact the future of Nors – in a perspective that is as agile as truly transformative.



Back to the future

Nors comprises a universe made up of employees from the most diverse generations: this results in a vision that inevitably combines past experiences and future perspectives. This paradigm makes Nors one of the good examples in which the best of both worlds is possible. To prove this, we challenged two generations of employees to share their vision.

On one side of the Atlantic, we find José Manuel Oliveira, a trained historian, a salesman at heart and passionate about the automobile industry. José has a long and well-recognised career at Auto Sueco Portugal, having worked in various sectors of the company. This path allowed him to acquire the know-how to build his own path to success in the group, both through experience and the constant focus on continuous training.

Across the ocean, is Ethan Eddy, the 22-year-old mechanic from the youngest company in the Nors group, Strongco. Ethan claims to be the company's youngest and tallest employee and, jokes aside, already demonstrates a determined and inquisitive spirit. He joined the Mississauga Strongco team about 2 years ago, right after finishing his training, being certain that, with the help of the Nors legacy, his growth, like Strongco's, will be exceptional.



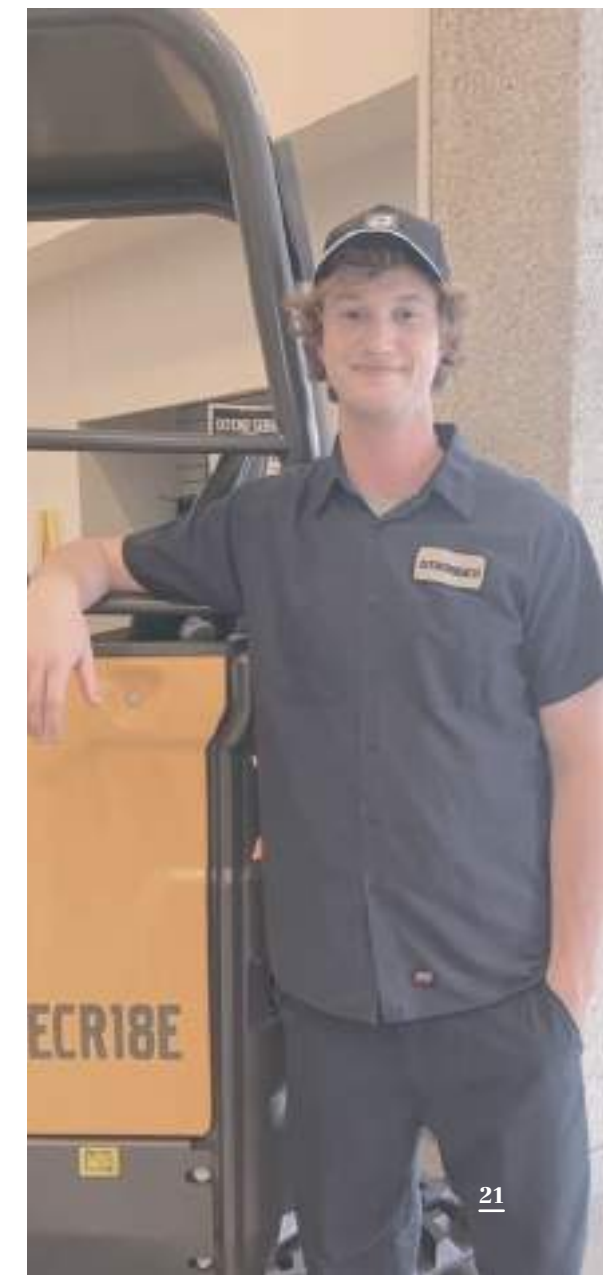
José Manuel Oliveira

In a nutshell, how would you define Nors mission?

José Manuel Oliveira (JMO): I would say that the mission and legacy that Nors has transmitted to us, past and present, are based on two great vectors: vision and excellence. The vision was born from the adventure led by our own founders, in the 30s, when they invested on a brand (Volvo) that did not have the credit and reputation that we recognise on it today. The ability to invest on an exceptional after-sales service, unprecedented at the time, dictated the absolutely unequivocal position that Nors currently holds. The proximity we cultivate to our customers is unparalleled in the Portuguese heavy goods industry. Recently, the focus on going international and entering new markets, as well as creating the unifying brand "Nors", reflects the ambition and diversity of all the people and business areas that compose the group. In the vector of excellence, I would say that this is made true in all the company's products and services; in the know-how of its employees, by enhancing opportunities for consolidation and

career development (of which I think I am a good example); in the constant ambition to do "more and better"; in the challenge of being a global reference for customers, suppliers and employees; and, finally, in the preservation of long-lasting relationships of trust based on our legacy, which we intend to pass on to new generations, so that it becomes part of their DNA! This is, in my opinion, the greatest asset of Nors. And I would like to add that I am very pleased to see this reflected in colleagues from other areas and other geographies, who have recently joined the group.

Ethan Eddy (EE): For us at Strongco, it has been a little difficult to get to know Nors, because of the pandemic we are experiencing. Our entry into the group, just over a year ago, was greatly impacted by this context and, unfortunately, it has not been possible to get in touch with other people of the group "in person"! Also, we are here in Canada, on the other side of the Atlantic, which doesn't make this first meeting very easy (laughs). But as far as I know, I would say that the two companies, Nors



and Strongco, share the same mission: to establish long and trusting relationships with customers, breaking new ground and defining their own place in the world. It also seems to me that people are right at the center of our mission. More than the innovation that characterises us, if I had to choose a pillar, it would be transparency: without it, we cannot consolidate these long and strong relationships with our partners. This transparency is also closely linked to our ambition, which I believe is also part of Nors DNA. Ambition is like the driving force for generating transparency, in my opinion. And in my case, I don't work directly with clients, because I'm a mechanic! However, if our salespeople do not have this relationship of trust and transparency with the outside world, it becomes impossible for us to do our job... I think it is a bit like a tree: if one element fails, everything else fails too.

“But both the Nors group and Auto Sueco Portugal – of which I am a part – have, in fact, been at the forefront when it comes to innovation, which allows us to offer an excellent service to our customers.

José Manuel Oliveira

If you had to choose one aspect in which Nors is more innovative than its competitors, what would it be?

JMO: Just one aspect? It is a hard one! But, having to choose, I would say the technological advance. We live in a period of some transformations – some faster and others slower, but all important for our sector. And the future will certainly bring radical changes in this area! But both the Nors group and Auto Sueco Portugal – of which I am a part – have, in fact, been at the forefront when it comes to innovation, which allows us to offer an excellent service to our customers. Take this concrete example: I am proud to be part of a new and large-scale project that Auto Sueco is currently implementing in its commercial area. It is MAC, or Commercial Monitoring Model (more information

about MAC in the Nors News section). From my point of view, this model will have a very positive impact on the customer experience, as we will be more focused on their needs, offering a targeted and customized service, which until now has mainly focused on the renewal of fleets and current accounts.

EE: An innovative aspect... There are a lot! Can I come back to this question at the end (laughs)? I think that, in order to talk innovation, we have to talk about technology, right? Volvo, for example, has recently launched compact electric machines and is thinking of giving us some of that equipment for a trial period; I don't think any of our competitors do the same – for us, it's a distinction. This is a very differentiating feature, as our customers invest a lot of money in these types of machines. In this way, by giving them the possibility to try and test them before purchase, we can substantially improve their experience.

To what extent do you feel that your role makes a difference in the daily life of Nors?

JMO: One of my great concerns is, in fact, the maintenance and building of trusting relationships that are, for me, a paradigm in this industry. The customer represents everything that moves the company and our daily activities. Therefore, never neglecting the brand's legacy, I strive – both myself and the team I lead – to be



Ethan Eddy

seen as a link between the client and the brand, in the whole process. We are not only near to the customer to sell trucks, but also to help them in the decision-making process, in the management of their companies, or even in the field of legislation, which is usually a nuisance. We are not only business partners, but also consultants and facilitators. Even during the pandemic, with all due care, we never stopped visiting clients... And they choose us for it! We do not sell any product to any customer: we select and segment the offer according to the needs of each one, and there will hardly be two identical products. Taking the example of civil construction vehicles, which represent a very technical type of sale, a small error in the specification of equipment is enough to ruin our entire investment, in addition to jeopardising the safety of users.

So, despite this self-requirement reflected in the potential cost of products and services, we never lost market leadership because we effectively made the difference.

EE: That is a good question. Going back to the tree analogy, in fact, my day-to-day work involves working with customers' machines and vehicles – equipment that, while at the shop, is not generating profit, creating a huge dependence on the customer's side. If my work is not well performed and the repairs not done well, the customer will be deprived of the machinery for a long period of time, which directly affects his business. Returning to the issue of transparency, a possible failure on our side could make our partners dissatisfied and break the trust they place in us – if I don't do my part, the client cannot do theirs.

“I think that, in order to talk innovation, we have to talk about technology, right?

Ethan Eddy



of sustainability, which will forever alter the automotive industry, and which we are prepared to face through absolutely pioneering initiatives in the areas of fuels, electric vehicles, automation and predictive maintenance are an example of that. These changes will make us reassess our relationship with customers: but I have no doubt that we will know how to reinvent ourselves.

EE: Well, there are a lot of changes taking place in this industry – a lot of technology coming up and a lot of progress in terms of equipment, especially at Nors. But I might prefer to talk about Strongco, which I know better. In the future, I hope to be able to work in field assistance, which is a little different from what I do now: right now, I work in the shop, which means I only deal with vehicles that are left on site. In the case of field assistance, I would have the opportunity to travel to customer sites and repair the machines on location, where they are being used for work – and, in some cases, this even involves travelling to more remote areas! I would also like to work in the area of electric vehicles and sustainable machinery, as this is a growing universe at the moment, especially in the automotive industry. It would be very interesting to explore this, since heavy machinery is not very far behind in relation to automobiles, and will soon make the leap into the area of electrification. I'm still not sure what I'd like, but Strongco offers many opportunities for career progression and

**How do you see your future at Nors?
What are your ambitions and goals?**

JMO: My ambition is always to do more and better. After all this time - and I know that it may not be a common trait for people my age and with my employment period in the company - but I continue to get up, every day, with the same motivation. I love what I do and see myself doing it for many years to come. I can't say what I'll be doing in ten years' time, but to my great regret, it certainly won't be truck-related! But you never know... In fact, I'm very excited about this new project that I'm involved in, because of the interest I have in the technological areas and because I really embrace change. The challenge for a company like Auto Sueco Portugal and a group like Nors is a future of opportunities and threats: the issue

“I love what I do and see myself doing it for many years to come. I can't say what I'll be doing in ten years' time, but to my great regret, it certainly won't be truck-related! But you never know...”

José Manuel Oliveira

for us to be able to choose what we want to be - I'm sure it is the case with Nors. It's all very exciting and we are all looking forward to getting to know Nors better very soon!

How do you see the future of Nors 50 years from now?

JMO: As I said, a 50-year forecast is difficult to make... I would say in the future, in 10, 20 – and maybe even 50 years! – the group will continue to be one of the largest groups in the automotive industry. It's not only about the capital, but also about its internationalisation, since we have demonstrated the ability to find business opportunities in different and more distant geographies - in addition to the tireless capacity to innovate and foresee all the transformations that the industry has undergone and will experience. Note: this reflects, in fact, a great concern with anticipating these issues, so that we can prepare solutions for customers long before potential uncertainties arise. However, even though we do not know which path we will take, Nors will certainly be at the forefront, together with its partners.

EE: Well, I feel that the future will be a little “crazy” and unpredictable, especially with this pandemic that we continue to live with. However, 50 years from now, I would like to see an industry with almost 100% electric vehicles and incremental and international growth, with more branches spread across the country – and around the world, with the help of Nors! For us, Nors is like a big ship, with a lot of experience: and we have just

embarked, sailing towards the future. All together, we are thousands of workers in more than 17 countries, which fully justifies this ambition. 50 years is a long time – there are certainly many transformations to come!

“For us, Nors is like a big ship, with a lot of experience: and we have just embarked, sailing towards the future.”

Ethan Eddy

OCLA: one step forward for the Aftermarket



Tiago Ramos



Diogo Franco



Nors Aftermarket is currently one of the most successful business areas of the Nors group. Led by João Jervell, who took over as CEO of Aftermarket Portugal on 1 July 2021, and with Isabel Basto as COO of the operation, its motto is as simple as it is ambitious: to take our clients' businesses further.

To understand the value of a business area such as the aftermarket, it is necessary to know its origin and insertion into a commercial group as diversified as Nors. The first step towards the after-sales market were taken in 2003, at the time of the acquisition of Civiparts, a company specialised in the sale of multi-brand parts for heavy vehicles. The next step was, in the words of Aftermarket Portugal Chief Operating Officer (COO), Isabel Basto, to complement the strategy started in 2003 in the heavy segment, which was in full swing. Nors effectively starts its activity in the aftermarket segment of light vehicles with the creation of AS Parts, in 2006. The company started as a small, independent startup; however, from early on, its foundation represented a strategic vision of the market, by integrating a broad offer and absorbing some reference players in the market.

Today, in the Nors universe, the business of the Aftermarket Portugal comprises the heavy vehicle segment, with Civiparts, and light vehicles, with Newonedrive – which includes the AS Parts and OneDrive brands. But its presence goes beyond the distribution and retail of multi-brand parts: Newonedrive also offers a vast network of garages and personalised technical support services, as well as specialised training. In this area, Nors' role becomes paramount, especially with suppliers, who recognise the group as a representative of repute, reliability and experience.

If 2020 was the scene of countless challenges, it was also marked by substantial advances. For the aftermarket, the most recent years were marked by growth, which culminated in the need to innovate and change logistical procedures and processes, responding to the complexity that has come to characterise it.

Newonedrive in numbers

DELIVERIES PER DAY

565

ORDER LINES PER DAY

5 000

RATE OF DELIVERIES

2h to 2h

REFERENCES PER DAY

9 000

REFERENCES IN STOCK

60 000

STOCK IN EUROS

9 million

PARTS BRANDS

65

PARTS RANGE

260

At Newonedrive, the entire warehouse operations flow was, until 2019, done “the old-fashioned way”: by hand and on paper. However, in the context of high growth – both in terms of invoicing and customers, as well as in terms of logistics and catalogues – the need to innovate and cement work dynamics and processes using the support of technology was imposed: that is how the OCLA project emerged.

The Aftermarket Logistics Chain Optimisation programme (OCLA) which started in 2017, had as its main objectives to optimise processes and flows, especially at the shipping level, reduce resources, namely with regard to storage space, as well as control operations in real time and support customers in a more consistent and personalised way. Its purpose has always been to occupy a leading position in the market: not only in terms of invoicing, but also in the excellence of the service provided. We can say that, after the OCLA implementation process ended, in December 2020, Newonedrive had an increase in productivity of about 30%, accompanied by a reduction of approximately 40% in overtime, which indisputably means that the digitisation and renewal of the procedures that the project entailed was directly responsible for the levels of efficiency and diligence achieved by the company.

The implementation process of the OCLA

program took about three years and had the collaboration of the KAIZEN™ Institute. Newonedrive employees were, during this period, closely assisted by external consultants, who trained and supported them, in loco, in the company’s facilities and warehouses. The transformation was aimed at increasing efficiency, productivity and transparency, working from the processes of picking and packing to the effort of employees. There was, in fact, during the implementation of OCLA, a strong concern regarding the motivation and management of employees since, in the words of Isabel Basto, “you cannot innovate without people”. One of the most notable initiatives in this area was the creation of a performance award for warehouse employees, confirming this paradigm.

It is also important to reinforce the positive impact of new technologies in the context of OCLA, which had repercussions on customers, employees and managers. The increased digitisation of processes has allowed warehouse workers to “do more for less”, working fewer hours and tangibly increasing production efficiency. These processes also had a truly positive impact on reducing the levels of stress in employees: with the simplification of processes and a reduction in the margin of error, the ambition and motivation

of the teams involved increased significantly.

For the customer, the change was also felt expressively. The business area of the aftermarket is essentially based on logistical efficiency: having the right part at the right time. Isabel Basto recognises that the client is looking for consistency, more than flexibility. Today, and after the implementation of OCLA, it is possible to know the location of any type of part at any time – an indicator that transmits the confidence and security that the DNA of Nors so well represents. This level of satisfaction is absolutely tangible, as one of the main features of the new programme is customer service evaluation. In the future, Newonedrive will also have an online portal that will allow the customer to be fully involved in the process, from ordering to delivery.



“You cannot innovate without people.

Isabel Basto



Dinis Oliveira



Isabel Basto

In 2021, after the success of the OCLA programme at Newonedrive, the main objective is to replicate the process at Civiparts. For Isabel Basto, this optimisation process will be a key step in the future of the three brands, allowing for a holistic view of heavy and light vehicles, in a transdisciplinary logic. In retrospect, Isabel Basto recalls Einstein's famous phrase about "doing everything the same way and expecting different results" to refer to one of the greatest challenges faced. Changing behaviours and mentalities that comes with a digitisation process like this was not easy, especially because there are countless rigid internalised beliefs and many years of habits and "absolute truths". However, according to the COO, "this business is not for the soft-hearted!".

Diogo Franco, Warehouse Coordinator at Newonedrive, in Porto, shares this vision. Diogo's testimony on the impact of OCLA on the company is ideal, as he observes its benefits on a daily basis, "in the front line". The big advantage, says Diogo, is the error control: with this recent change, the team has increased the level of compliance with customers to 98% – an indicator that was previously at around 50%. Monthly divergences decreased from 200 to 50 per month.

The gains are evident – faster processes, fewer errors, greater volume of expedited orders and greater credibility with customers.

Diogo believes that it is crucial to highlight the value of this upgrade for employees: even though the beginning was tough, due to the abrupt change of mindset, "overnight", the fact that they benefit from a system that processes and places orders in the warehouse almost completely automatically, allows employees to focus on other aspects of the workflow, previously neglected. Today, processing speed, downtime and other productivity indicators are priorities for the team. The panorama is close to futuristic: when an order is placed by email, the information is directly forwarded to the warehouse pistols – the employee only has to verify this same information and make the cart with all the ordered items. "No one would ever go back to the previous system", says the Coordinator convincingly. In addition to simplifying the process, Diogo believes that the OCLA system has relieved employees of a burden of stress and a level of responsibility that is currently fully computerised. Nowadays, the team feels surer when performing their duties, confident and, above all, satisfied in doing the job quickly and efficiently, delivering value in a consistently and truly differentiating way.

Newonedrive was awarded the KAIZEN™ Portugal "Excellence in Productivity" award

With the goal of distinguishing national projects that stand out in the practice of continuous improvement for innovation, excellence, growth and profitability, in 2021, Newonedrive received the "Excellence in Productivity" award, awarded by KAIZEN™ Portugal. The attribution of this award had as a backdrop the implementation of the OCLA system, a process monitored by the Institute, in a joint effort of continuous effort and enormous persistence on the part of the entire work team.



Watch the project presentation video here!



In force since July 1st, the recent strategic change that affected the organisational model of Nors brought changes to the aftermarket universe.

Thus, in Portugal, the brands Civiparts, AS Parts and OneDrive, are now part of the structure called Aftermarket Portugal, led by CEO João Jervell.

The employees that compose the central structure of this business area are now performing their functions in a mindset that is transversal to all all these companies. In Angola, the business brands Civiparts and OneDrive are replaced by Aftermarket Angola, a company led by CEO Pedro Torres.

we are transparent

Integrity runs in our DNA, unmistakably and linearly. We embrace a strong sense of commitment and justice in all the relationships that have marked our journey in the past 88 years.



Annual Meeting 2021

At Nors, we believe that transparency is the foundation for any successful and trusting relationship. For the group, it is essential to continuously share the strategic vision of the company with all employees and partners, as well as the achieved goals and the envisioned projections for the future. Honesty, openness and clarity are at the heart of Nors operations, and it is due to these pillars that we have built a strong and ambitious path, and are capable of facing any challenge that may arise.

Motivated by these values, the Nors Annual Meeting emerged several years ago: a meeting in which the main guidelines of the organisation's strategy are presented and discussed. In 2021, the Annual Meeting welcomed more than 90 invited employees and – due to the circumstances – was held in digital format. The event was broadcast live to the seven locations that our universe comprises and resorted to simultaneous translation, with the aim of sharing the information with each participant with the same degree of accessibility.

This year's event was marked by the theme of sustainability: the aim was to address the topic globally, with a perspective of consistency and determination for the future. Thus, founded on a holistic and transversal approach, the agenda was organised around 4 pillars: Sustainable Numbers, Sustainable Markets, Sustainable Motions and Sustainable Future.



Tomás Jervell

Sustainable Numbers

Being sustainable is also being able to manage the available resources in the best way possible. In this context, strategic planning becomes fundamental, just as ensuring that the analysis of the evolution of indicators and results is in line with the organisation's objectives, in the medium and long run.

Rui Miranda, Nors CFO, presented an overview of the 2020 financial results to the work team, framing and analysing the Nors performance in light of the main global events.

In 2020, the financial results were inevitably marked by the context of the pandemic. However, the group's aggregate turnover remained practically unchanged, standing at 1.6 million Euros. Strongco's contribution had a huge impact on the global performance: the Canadian company, acquired in 2020, became part of the group's accounts as of March, which represented a solid contribution to the positive results obtained.

In general, the operations of the group displayed a great spirit of resilience in the face of the crisis, and it is important to highlight the effect of market and sector diversification that the current portfolio offers as key factors in this context.



To find out more about the results and performance of the group in 2020, in detail, check out the digital version of the recent Annual Report of Nors.



Sustainable Markets

The indicators presented by Rui Miranda were clear as to the positive impact that the acquisition of Strongco had in a year as unstable and unpredictable as 2020.

So, in this second item of the meeting's agenda, the theme of sustainability was explored within the scope of Nors global presence, particularly in its Euro-Atlantic positioning.

The acquisition of Strongco – the largest Volvo Construction Equipment and infrastructure dealership in Canada - was one of the most important moments in organisation's expansion and growth

strategy, which is why Oliver Nachevski, President and CEO of the company, was the protagonist of this moment, officially introducing the youngest member of the Nors family to the rest of the team.

From product portfolio to the branches it owns, through the main historical milestones and financial results achieved by the company, the presentation consisted of a transversal view of *who* Strongco is, where it *comes from* and, above all, *where* it wants to go, shoulder to shoulder with Nors.

Including approximately 500 employees, from the east to west coast, Strongco, like Nors, seeks to nurture and preserve its relationships for the long term strengthening their commitment to customer service. With this presentation, the complete alignment of the Canadian company with what Nors represents and intends for its future became clear, once again: a history based on ambition, transparency and the sustainability of its relations.

Sustainable Motions

The third moment of reflection was led by Patrícia Barbosa and Rute Cecílio, from Nors' Head Office of People and Communication. The main objective was to present the main guidelines of Nors Corporate Responsibility Strategy to the team, called "Sustainable Motions".

Here, the concept of sustainability was clearly correlated with a people-oriented policy and cultural transformation, areas in which the group has sought to invest effectively. As Nors is a company that operates globally, it cannot remain indifferent to the major trends in the sphere of social and corporate responsibility – it is time to act and look towards a truly sustainable, consistent and global future, as part of the solution.

The Nors Corporate Responsibility Strategy will have as its main objective the construction of a sustainable growth plan that can be applied to every location and context of the group, adopting an approach based on the United Nations Sustainable Development Goals, which served as inspiration for the development of the programme.

Consequently, it became clear that Nors sustainability agenda should revolve around these globally recognised guidelines, aligning its action plan and addressing sustainability around five main areas: services, supply chain, (in and for) people, integrity and community.

This moment of the meeting ended with the clear certainty that there was a long way to go and many functional areas to be involved, with the objective of putting this (ambitious) agenda in motion. But, after all, when did Nors turn its back on a challenge?



Find out the 17 objectives that constitute the Sustainable Development Goals of the United Nations and be part of a greater purpose.



Patrícia Barbosa and Rute Cecílio



Sustainable Future

The Annual Meeting was concluded, as usual, with a commentary by Nors CEO, Tomás Jervell, who presented the group's strategic frame of reference and outlined its positioning for the future.

As he recalled, in 2020 Nors was able to demonstrate a sort of responsiveness that are only revealed in particularly trying times. Continuing a trajectory of growth, the investment in the Canadian market, with the acquisition of Strongco, evinced the ambition of Nors in a clear and unequivocal way, reaffirming the commitment to an increasingly global position as a strategy for the future.

Based on this brief introduction, the first performance indicators of 2021 were presented and analysed, as a prediction for the present year and with the determination to always surpass the expected results.

"Focus", Nors vision plan for the 2021-2025 strategic cycle, was also presented, with the aim of cementing the three key pillars that dictate the group's priority lines of action for the coming years: transformation, sustainability and people.

The meeting ended in the bold and optimistic tone that characterises Nors, leaving everyone present with the certainty that, regardless of the scenario that the future holds, we will be prepared to respond in a prompt, ambitious and committed style.

Tomás Jervell

The future of people management



Ana
Peneda

Nors Group People and
Communication Director

Can you tell us a little about your professional career and how it led you to Nors?

My professional career has always been conducted in the scope of Human Resources, in companies from different business areas, with different dimensions and operating in different locations. From Insurance and Financial Protection (in which I made my debut, in a large multinational), to Construction (where I worked for several years, in two different institutions with very dispersed and diversified spectrums of activity), to the industry (where was before joining Nors). Apart from my first experience, I have focused on strategy and performed corporate human resources roles, working in the bigger picture of organisations. In terms of professional experience, it is through this path that I have arrived at Nors, and what brought me to Nors was Nors itself.

What are your expectations when joining a company that has the size and history of Nors?

I wish to contribute to the business and its future sustainability, honouring its legacy and history, embracing an active role in the steering of People and Communication issues within the group's strategic agenda and the various business areas.

What is your “mantra” when it comes to managing people?

Honestly, I am not sure if I have a “mantra”. I believe in bilateral relations, investment and mutual delivery, in giving and receiving. I believe this is how it is (or should be!) in our personal relationships, in our life. And that it only makes sense for it to be that way in our professional relationship. I suppose that people are really the key to the success of an organisation: it is the people who make the companies and who contribute to their great achievements. In light of that, if I had to choose one “mantra”, it would probably be this – to nurture and manage this element of success well, in a relation of balance, mutual respect and of giving and receiving.

“ (...) what brought me to Nors was Nors itself.





Share with us the hardest but most rewarding milestones you have achieved in your career.

There is a set of projects of considerable scale in the scope of human resources management in which I took part in the past that I could enumerate, both for the difficulty they represented, and for the most refined feeling of victory at the time of their accomplishment - these were technically complex and facing some obstacles of implementation.

Or the recent management of the pandemic that "fell in our laps", affecting everyone and without prior notice, and which, as far as people are concerned, was considered one of the biggest challenges that probably any HR manager has ever faced.

But the most rewarding thing is, often, being able to step in and intervene in certain areas where there was no action before, putting some themes to discussion. Personally, some of the most rewarding moments for me weren't necessarily big milestones. Sometimes, they are small things that we help to unblock or to demystify: to "turn the corner" on something, to get a "yes" and move forward in a given project or area, and, overall, to get the feedback and recognition of our role in the core of the organisation, because the people themselves make us feel we are contributing to the mission and objectives we had put forth. Again, it is this "give and receive". When we receive in return is very, very good.

“[I work with passion.] For what I do, for what I can give, for what I can add. But I don't think I have “superpowers”!

What do you consider to be your “superpower” in the context of Nors?

I am sorry to disappoint you, but I don't think I have “superpowers”! I do have a trait that guides my daily life and my path: I work with passion. For what I do, for what I can give, for what I can add. But I do not have “superpowers”, there are no secrets in this recipe... what we build comes from work and dedication.

And what are your wishes and goals?

I want us to work, as a team, beyond the traditional concept of “human resources” - a term that the business world has been cleverly replacing by “People”. I want us to explore the field of employee experience in this “life” that is to be a part of Nors. But also work at a more structural level. Allow me the analogy with the

construction business, where I worked for many years: I want us to make it possible to build the foundations, so that we can lay large buildings on them. Working in what makes the difference: for the company and for its people. And to be near them. Working in close connection to the group's strategy for the future and in close connection to the people are not, and shouldn't be, opposite concepts - quite the contrary.

In your experience, what is the key to good business communication?

I think there are two main elements here: on the one hand, to communicate well, it is necessary to listen well first - to understand the contexts and the different recipients, external and internal and, among these, also the different layers of the organisation. On the other hand, there is a fundamental ingredient, which is honest and transparent communication - proper, trusting and trustworthy - which can lead to our purpose: “driving trust through long-lasting relationships”.

How do you envision your future at Nors?

I see myself being an integral part of the future of Nors.



“I suppose that people are really the key to the success of an organisation: it is the people who make the companies and who contribute to their great achievements.

An organisation without borders



At a time when the concept of change is inevitably rooted in all of us, setting the agenda both globally and transversally, July 2021 marked the official start of a significant transformation in the organisational structure of Nors. A renewed vision of the future and a more agile top management model were the starting points for designing a new organisational model that would impact every structure of the group, in the various countries in which Nors is present. Launched in April, the Power2Grow programme – the name that identifies the project behind this new vision – brought to the group the necessary energy to rethink its horizons.

The voice of change

The involvement of the Nors Executive Board in the entire process of designing, planning and defining this new model was constant and intense from day one: the priority and complexity inherent to the programme materialized in the continuous participation of the Group's Directors, in particular of the Group CEO (Chief Executive Officer), Tomás Jervell. And because the premises of this new organisation are based on present and active leadership, we interviewed the Nors Managers and listened to the challenges, expectations and vision of the future that they incorporate with the adoption of this new model – always with the transparency that so well defines the group's DNA.

The reason behind the ambition

When talking about the great motivation behind the programme leading to this major reorganisation, Tomás Jervell, Group CEO, gives voice to the answer: "I felt that the Group needed a new structure and a new governance model that would support our strategy of growth. In fact, it was becoming very clear that in order to grow, stronger foundations would have to be settled, associated with the greater independence of the leaders of each of the companies and the freeing of the Executive Board to development functions."



Incorporating this leadership approach, the major objectives that were at the outset of the programme are clear and reflect the group’s long-term strategic vision:

1.

To reinforce the autonomy, responsibility and accountability of the CEOs of the group companies, opening up new growth opportunities for them.
2.

To create Executive Directors to address more strategic matters related to corporate development.
3.

To create structuralized mechanisms of control, focados in the operational development, that allow that the process of evolution of abilities of the Executive Management is followed by a adjusted monitorização of operational risks and processes.

Also for Rui Miranda, Nors Chief Financial Officer (CFO) and team leader of the programme, the focus is on adopting a more transversal, strategic agenda aligned with the global context: “The Power2Grow programme rose from the need to guide the group’s planning, namely the Executive Board’s, towards more overarching issues, such as changes in business models, consumption paradigms, climate change, sustainability, new business relationships, and many others that mark the current reality.”

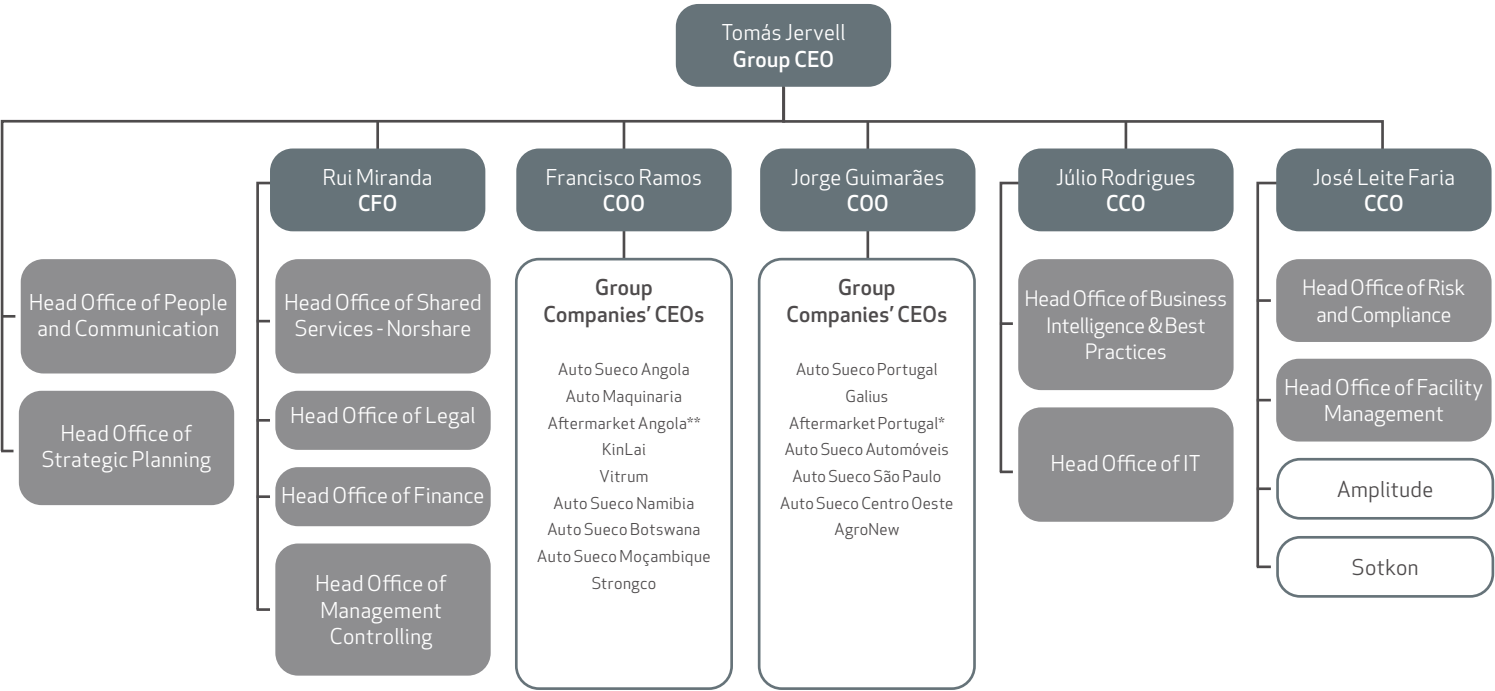


What is the Organisational Model?

The Organisational Model of an organisation reflects the group’s management bodies and functional areas and how they work together in terms of hierarchical and functional reporting, establishing the rules, limits of action and responsibilities that guide the different areas that make it up. Nors’ Organisational Model is defined taking into account the strategic objectives of the group, the global management needs and the legal and fiscal requirements inherent to the geographical dispersion of the organisation’s operations.

A new model, a new organisation

Based on the premise that, as times change, so do needs, the transformations to the Organisational Model of the group involved both the reallocation of areas of responsibility and the creation of new areas of action under the competence of the members of the Executive Board. Replying to the objectives of the programme itself, the management model of the group’s Administration was restructured and now acts in response to the ambition of a performance and agility-oriented leadership:



*Aftermarket Portugal: Civiparts + Newonedrive
**Aftermarket Angola: Civiparts Angola + OneDrive

In order to move towards an organisation with an increasingly strategic and audacious nature, the main goal of the Corporate Centre is to support the Executive Board in defining the main guidelines of the group, in the corresponding areas of influence. In Rui Miranda's view, "the Corporate Centre plays a preponderant role in this organisation, either as a catalyst for knowledge or as a support for the group's development." Comprised of General Corporate Departments and Corporate Departments, it incorporates the Holding's Corporate Centre and the Local Corporate Centre. The latter structure operates regionally, in the different countries in which Nors is present, with the mission of supporting the different companies of the group in the various management dimensions, with the necessary adaptations to the local reality and context. They are also considered true local ambassadors of the culture and purpose of the Nors group.

The Nors universe: the sum of all parts

One of the most significant changes in the new Organisational Model reflects one of the three main objectives of the program – to reinforce the autonomy and accountability of the CEOs of the different companies that make up Nors, worldwide. Always aiming to nurture a group culture, in which the identity of Nors is rooted in all employees, there is no way to turn our backs on the particularities inherent to the operation of each of the companies, whether related to the business area or geography, or to the microculture that each structure emanates.

Francisco Ramos, Director of the companies in Angola, Namibia, Botswana, Mozambique and Canada, perceives this new model as an open door to the group's development. For Nors Chief Operating Officer (COO), we will be seeing "more efficient companies, based on more

knowledge and less risk", empowering a "group of excellent leaders, capable of contributing to the better development of different companies and also of the group".

In turn, Jorge Guimarães, Executive Board Member who oversees companies in Portugal and Brazil, underlines the importance of investing in the autonomy of these structures: "the change made in terms of the Executive Management of companies will certainly have a large and positive impact in other organisational groups, creating top-down a dynamic for greater autonomy, demand, accountability and improved performance".

It is clear that the various members of the Executive Board are on the same page in the face of this new paradigm: for José Leite Faria, Chief Corporate Officer (CCO) of the group, "the strong commitment to increasing the autonomy of each company is only possible due to the recognition of the high degree of maturity and competence of our top management teams."



Francisco Ramos



Jorge Guimarães



Júlio Rodrigues



José Leite Faria

Experience under the spotlight

For Francisco Ramos and Jorge Guimarães, the viewpoint of customer and employee experience is completely in the centre of attention of this model – it is in the truly differentiating experience and in the increase in the degree of satisfaction of the majority of clients that lies one of the greatest advantages of the outlined strategy: "this new structure grants us the ability to maintain and raise the level of demand and to materialise this increase in quantitative results, ensuring, at the same time, a unique experience with a strong identification with the Nors brand for employees and customers.", says Jorge Guimarães. "The «Nors experience» has to be relevant for the client in terms of operational advantages and marked by the differences that make the ownership cycle as free from complications and unforeseen events as possible", he concludes.

Francisco Ramos, on the other hand, mentions an increasingly expressive commitment to the notoriety and visibility of the organisation and companies: "we must encourage the development of new practices and behaviours that project Nors to a singular level of greater desire on the part of employees and customers."

Developing the areas of tomorrow

Another topic of conversation was the creation of new Corporate Directions which, according to Administration, play a key role in reinforcing Nors' vision and strategic capacity. In the words of the Group CEO, Tomás Jervell, "Nors' ambitions also forced a great focus on the themes of risk, efficiency and quality of information, which justified the creation of critical areas such as Business Intelligence & Best Practices of Risk and Compliance."

With the Head Office of Business Intelligence & Best Practices under his leadership, Júlio Rodrigues, Chief Corporate Officer (CCO) at Nors, is certain that this "will become an essential corporate area for the management and strategic development of the group and companies, through mastering the management of market knowledge, sectors and generated data, as well as the ability to create, develop and implement a dynamic business model that provides a clear future competitive advantage."

With a vision based on the need to keep up with the pace of digital transformation, new business models and the complexity that the new technological generation brings to the corporate environment, Júlio Rodrigues, Head Office of IT, also recalls the urgency to act on the "development and implementation of the group's digital transformation."

The real risk is not to risk it

The Risk and Compliance area is another protagonist in this new model: for José Leite Faria, who oversees this Head Office, as well as the Facility Management area and the companies Amplitude Seguros and Sotkon, the main purpose of Risk and Compliance “is to create a process that allows the group and its companies to identify and understand the risks to which they are subject. In this way, we will be able to identify, monitor, manage, and, if necessary, mitigate them. José Leite Faria particularly sees the Compliance area as a real need, “due to the group’s size and geographic dispersion, as well as the constant evolution of the companies’ obligations. By centralising this responsibility, we guarantee coherent, effective processes in line with our priorities.”

The future is the only limit

One thing we know for sure is that for any organisational transformation there is an enormous ambition of prosperity and success for the future lying in the background. Agility is the watchword for all members of the Executive Board when talking about what they foresee for the future of Nors: “this model will allow for a more creative, more dynamic and more agile organisation. In the sphere of people, it will make room for the development of increasingly global professionals, with a more engaging sense of purpose”, says Rui Miranda.

In addition, José Leite Faria mentions “an organisation that is more Nors”, which promotes a sense of belonging that draws on the trust that marks the group’s identity. Jorge Guimarães agrees: “to be Nors has to be a great source of pride for those who are part of the organisation and an aspiration for those in the job market.”

Tomás Jervell opens the door to a strategy of evolution, of future, of diligence: “the previous organisation – very much built on the paradigm of control – fulfilled its function exemplarily, but contexts change and organisations evolve. The time has come to give more “firepower” to the companies and the group, making decision-makers more autonomous and the organisation more agile and efficient.”

The only certainty we can have, in any forum or moment we go through in life, is that change will be part of the journey. With no borders or barriers, this new phase in the path of Nors is but one more step in this history of constant growth and strengthening – as always, with determination and drive.





Nors
news

AgroNew: agribusiness's positive response to a global pandemic

The present situation was, for many businesses and sectors, a moment of setback or stagnation. There were, however (and fortunately), some exceptions. AgroNew was able to take advantage of the impulse in the agribusiness sector – one of the areas less economically affected by the pandemic – to resume its growth and reinforce the confidence of its commercial partners.

The positive impact felt by the sector was closely linked to the need to expand the supply of the so-called commodities, at a global scale, as well as to the constant increase in demand in the food sector. In this context, AgroNew was able to strengthen and reactivate previous partnerships, increasing both its sales and its main performance indicators. It is important to emphasize that, without the dedication and hard work of a highly prepared and qualified team, the responsiveness shown by the company would not have been possible.



AgroNew stands out in the industrial fabric of northwestern São Paulo

AgroNew had a dream start for 2021, beginning the year with substantial sales and deliveries in the agro-industrial sector in northwestern São Paulo, in Brazil. The excellent results presented and the forecast for a prosperous year are the result of the exceptional service and investment in the relationship with customers and partners that the company has been cementing so well over the years.

AgroNew's role was decisive in the productivity of the harvests of the 2021-2022 period and the numbers speak for themselves: the company supplied 6 sugarcane harvesters of the new A9900 series Austoft to Colombo Agroindustrial, 28 units of the A8800 series to COFCO manufactures International, Nardini Agroindustrial, Alcoeste Açúcar e Alcool and USL – Usina São Domingos, as well as 10 tractors from the Puma series to Nardini, reiterating its position of trust with partners in the sugarcane sector.



AgroNew: a solution for every stage of the crop

In order for all stages of farming – from planting to harvest – to maximise their productivity levels, it is essential to use quality equipment. Whatever the agricultural activity, Case IH, a brand marketed by AgroNew, provides a complete system of solutions to accompany producers from the beginning to the end of their workday, helping them to face all the challenges that are imposed in their daily tasks.

Customers Adriano and Marcelo Gasparino, from Pontes Gestal, a municipality in the state of São Paulo, can confirm it: these partners acquired from AgroNew Votuporanga a set of machinery that included the Case IH Easy Riser 3211 planter, the Case IH Puma 215 tractor and the new Case IH Axial Flow 4150 combine harvester. This investment in high precision and power equipment, with low maintenance costs, will allow these producers to boost their income in an exponential, dynamic way that will translate in better results for the business.



Auto Sueco Automóveis offers miniature cars to Hospital de Cascais

Auto Sueco Automóveis offered two miniature cars of the Jaguar and Land Rover brands to the Cascais Hospital, aimed at children up to 3 years old.

As a way of recognising and balancing the context of great social and emotional fragility that we have experienced, Auto Sueco Automóveis promoted this action, sending a message of encouragement and hope, present in the words of Jaguar Land Rover itself, a brand that Auto Sueco Automóveis represents: "We have always believed in going further – and this philosophy has never made more sense than it does today. We went through difficult times, but together we can and will overcome them."

By gifting these cars, decorated with the brand's message, it was possible to bring a word of hope for the future to the pediatric waiting wing of the Hospital de Cascais, representing the desire we all have for new trips, full of emotion and great opportunities.

Today, the world is witnessing an unprecedented moment and Auto Sueco Automóveis believes that its actions and messages, however small they may be, can help to overcome it. It is with this spirit of resilience and contribution that we will drive, together, towards a truly thrilling future.



Auto Sueco Portugal celebrates 50 years of the São João da Talha dealership

For many years, Auto Sueco Portugal and its dealer network has fulfilled the promise of finding the best mobility solutions, meeting the needs and expectations of its customers. The São João da Talha dealership is no exception: this year, it celebrates 50 years of providing After-Sales service, with the duty of commitment and customer orientation well rooted in its origins.

Since 1971, the São João da Talha dealership has honoured its motto – 50 years of history, marked by solid and trusting relationships with its customers. This celebration is only possible thanks to the continuous investment in a group of highly specialised employees, who combine an enormous capacity for solving problems with a human and transparent attitude, even in the most complex situations – professionals who take up the cudgel for the company with the diligence, availability and serenity that it represents.

Congratulations to the team!



“Made for you”, the new generation of Volvo Trucks

Auto Sueco Portugal has just launched the new generation of Volvo trucks, focused on maximising the driver's experience, both in terms of safety and comfort and in terms of productivity. This is a historic moment for Volvo, as it is the first time that the brand launches four new trucks: the Volvo FH, FH16, FM and FMX, with the “Made for you” signature. The first models of the series are already circulating on Portuguese roads.

The new series offers different cab models that can be optimised according to the driver's preference and needs. If, in long-haul trucks, the cab is often the driver's second home, in commuter trucks, it is common for this compartment to serve as a mobile office. In the construction sector, on the other hand, trucks are seen as robust and practical work tools, so customers are looking for configurations capable of meeting this demand. Thus, visibility, comfort, ergonomics, noise level,

maneuverability and safety were fundamental watchwords that inspired the development of the new models presented by Volvo. The vehicle's exterior was also reassessed, reflecting the technical characteristics of these new trucks and creating an overall more attractive design.



Auto Sueco Portugal launches new commercial activity management platform

Auto Sueco Portugal is already in the final phase of implementing the new management platform for commercial activity, called MAC 2.0.

With this new platform, it is possible to gather a relevant set of information that the company has about its customers, meeting their needs and interests in a personalized way and in the timings that strategically best suit the commercial context.

The use of this platform will allow access to a deep level of knowledge about the main market trends, aiding the commercial teams in the optimisation of their management procedures and definition of the best moments of contact with their interlocutors, adapting the approach to the profile of each customer. This methodology will enable the identification of new business opportunities, previously overlooked due to lack of structured and segmented information according to the company's objectives.

Thus, it is expected that commercial activity also becomes an expression of greater operational efficiency, with unequivocal advantages for customers at all times of contact with Auto Sueco Portugal.



Galius renews vehicles for 24/7 roadside assistance

Galius' 24/7 roadside assistance fleet has been renewed, now featuring three new Renault Masters, fully adapted to the needs of the current Renault Trucks series.

In addition to these new vehicles, the service, available 24 hours a day and 7 days a week, comprises:

- Resources and systems suitable for a wider range of road interventions, including diagnostic equipment permanently connected to the brand's systems;
- Permanent synchronisation with the platform's 24/7 geolocation systems, for total synchronisation between all parties involved, maximising the efficiency of interventions.

The new vehicles are prepared to assist any Renault Trucks vehicle in the shortest period of time. This commitment reflects Galius' concern to provide innovative technologies for systems and equipment, complemented by the continuous development of its team's technical skills. Consequently, the company gathers all the conditions to meet the expectations of its customers through a service of excellency, close and available, guaranteeing the maximum productivity of its operation.



AS Parts "REUSE" project promotes the retrieval and reuse of cardboard packaging

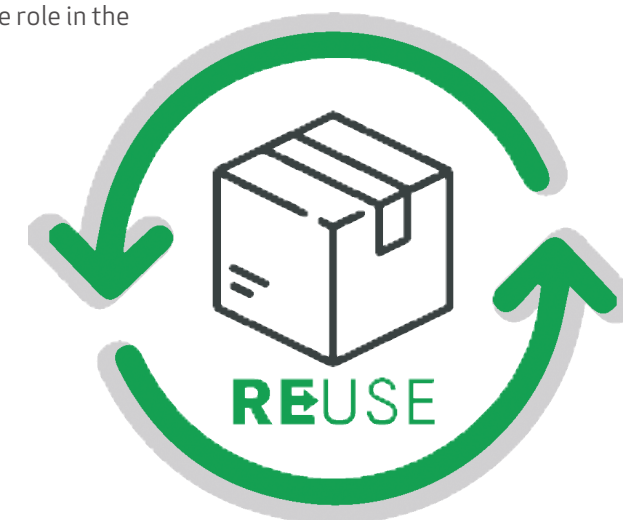
The REUSE project was created with the purpose of facilitating the reduction of waste and promoting a more sustainable behaviour, motivated by the high consumption of resources in the packaging used to ship parts.

Thus, the project had as its starting point the retrieval of used boxes from customers of the AS Parts and OneDrive brands, regardless of whether they were used in their purchases or associated brand.

The next step in the project aims to reduce plastic in the warehouse, using paper filling produced with cardboard scraps from boxes that are not ready to be reused in the order packaging process.

All customers who support the initiative will be contributing to the planting of trees, carried out with the savings resulting from the reuse and reduction of resources in shipping orders.

With this action, in constant development, AS Parts hopes to reduce the environmental impact associated with the activity of the brands, assuming a more sustainable role in the aftermarket.



After a year of activity, KinLai debuts in the pick-up segment

If 2020 marked the beginning of KinLai's operation, 2021 marks its entrance in the pick-up segment.

Dongfeng Rich 6 made its debut in Angola, delighting the nature enthusiasts and asserting itself as an option that matches the needs of greater strength and performance from the equipment.

Launched under the motto "Trust in your hands", this pick-up has 160 horsepower and a torque of 380 Nm, advocating an irreverent style and design that correspond to the most adventurous profiles.

Prepared for intensive use by the customers, the Dongfeng Rich 6 is equipped with a large cargo box, with a capacity of over 800 kg, capable of meeting efficiency requirements and asserting itself as the new alternative for KinLai in Angola.



Auto Sueco São Paulo reaches historical record in After Sales in 2021

Despite the still present difficulties caused by the pandemic, the year 2021 started with excellent results in the after-sales service segment of Auto Sueco São Paulo. In March, the company reached 20.3 million Reais in invoicing, representing a historical sales record and the first time that the 20 million stage was surpassed. In April, Auto Sueco São Paulo continued to optimise its performance and reached a new record: the daily turnover exceeded 950,000 Reais. In the same month, the company registered a growth of 29% compared to the previous year.

The expectations for the next months remain positive and ambitious. The Auto Sueco São Paulo team remains prepared and attentive to take advantage of all the opportunities that lie ahead!



Women at the wheel: Auto Sueco São Paulo customer receives a pink Volvo FH

Raça Transportes, an Auto Sueco São Paulo client, has been working on the development of an internal programme for hiring women drivers. Today, the team already has four women driving heavy vehicles, namely fractional loads. However, the company aims to significantly increase the number of female drivers, continuing to look for candidates on a permanent basis.

This year, on International Women's Day, businessman Façal Murad Filho, the company's CEO, ordered an upgrade to the truck driven by the 38-year-old employee Mere Dieme, who has worked at Raça Transportes since 2018. The driver, who until then was driving a 2019 Volvo FH model with a 460 hp engine, received from Façal Filho the keys to a Volvo FH with zero kilometers; in tribute to the driver and her colleagues, the vehicle was painted pink.

Raça Transportes is one of the Brazilian leaders in the provision of logistics services, focused on the integration between the North and Northeast of the country. It currently holds a fleet of 630 vehicles. Between 2018 and 2020, the company acquired 90 F and VM line trucks from Auto Sueco São Paulo.



Nors implements pioneering model for monitoring positive Covid-19 cases in Brazil

In 2020, Brazil witnessed an exponential increase in the number of identified cases and victims of Covid-19. Aware of the potential impact on the health of the population, the Covid Committee of Nors Brasil, a team organised with the purpose of monitoring the evolution of the pandemic in companies in the Region, decided to implement, in September 2020, a model for screening and monitoring all cases.

This working model is carried out by an occupational doctor and a psychologist, who talk to each infected employee and try to understand how they contracted the disease, identifying possible internal and external contacts to the company, and creating conditions for other preventive measures to be taken – from the observation or isolation of other employees, request for isolated testing or the entire contact team, and even the disinfection of areas or entire work units. The necessary measures are

taken, on a case-by-case basis, according to the screening information.

After the discharge of the private doctor or health insurance, an evaluation is also carried out by the coordinator of occupational medicine, in order to ensure that the return to the on-site regime will be safe for everyone: both for the employee in question and for the other members of your work team and customers.

On the other hand, it is important to point out that the main objective of work is always to support the employee who, even with mild symptoms, is often afraid of the disease's evolution. With this daily monitoring, it is possible to provide greater emotional stability and identify possible cases in which the employee may need closer assistance, while guiding and supporting him or her in this sense.



The Committee received a lot of positive feedback from the monitored employees and, to date, no case of greater impact has been identified. Proximity, diligence and dedication were keywords daily embodied by this team that, with the calling that characterises Nors, sought to overcome the challenges that the current context has put forth.

Sotkon installs more than 15 waste containers in Santa Cruz de La Palma

Sotkon installed 15 containers exclusively for selective waste collection on Avenida Maritima in Santa Cruz de La Palma, in Tenerife, in the Canary Islands. With the installation of these systems, the municipality of Santa Cruz de La Palma intends to increase the capacity for collecting waste paper, plastic and glass in one of the most tourist areas in the capital.

The selected systems were the Ikon and Ikonic collection points with 550 mm in diameter, models that allow a perfect integration into the surrounding space, renewing the urban environment. This is the first phase of a pioneering project that plans to double the amount of selective waste collected in the Tenerife area.



Strongco: Volvo launches E-mobility Pilot Programme in Canada

Volvo's new ECR25 electric compact excavator brings the "brave new world" of electric vehicles to the construction equipment industry. Reinforcing Volvo's commitment to the electrification of its models, the ECR25 is the debut of a new range of compact electrical equipment recently launched by the brand. The L25 compact wheel loader will be released in the second quarter of 2022.

To help launch this new line of electric equipment and to stimulate the market to increase customer awareness and demand, Volvo has selected the Strongco Construction Equipment Division in the province of Ontario, Canada as 1 of 3 major Volvo Dealers in North America to participate in the Volvo E-mobility Pilot Programme. "It's an exciting opportunity for Strongco to showcase and promote this innovative technology with our customers", says Paul George, Regional Vice President, Ontario CE Division.

The pilot programme includes technical certification training for Strongco's technicians and in July they will receive one ECR25 electric compact excavator, which will be shipped to different customer jobsites throughout Ontario for machine demonstrations. The feedback gathered from customers will be shared with Volvo and further promoted through advertising campaigns and social media posts to help increase awareness in the market of the available new technology in the industry.

Electric technology has added benefits to construction equipment, such as quiet operation and operator comfort, but the zero-emission electric power is a key benefit of electric technology. The ECR25 has a precise and responsive hydraulic system that combines compact design with energetic efficiency, rendering it truly suitable to any challenge, including indoor applications such as basement groundworks and building demolitions.

As the world moves to a brighter, more sustainable future, Volvo Construction Equipment's research and development team is there to help build a future world we all want to live in.



we are personal

We truly personify our family legacy. This heritage makes it even easier for us to believe that it is our people – the Nors family – that make us an organisation capable of uniting our usual character with such a promising vision of tomorrow.



Mission: working remotely



The pandemic that impacted the world in 2020 brought with it the spreading of a new reality for most of the population: telework. Companies and workers inevitably had to adapt to the reality of remote work, which required a major change both in terms of logistics and in terms of productivity management.

All over the world, we observed different ways of dealing with this "new normal": ranging from companies that promptly ensured that their employees had all the necessary conditions to work from home, to those that, even today, they are tied to the need to be on-site – to see and be seen.

However, with more or less impact, we all ended up feeling the repercussions of working remotely. And the feeling of insecurity that still affects us today is tied to a challenge for which few were prepared: the blurring of the boundaries between personal and professional life.

So what do Sandra Gonçalves, Rogério Vita and Lorraine Daymond, Human Resources Directors in Portugal, Brazil and Canada, respectively, and Ana Santos, Angola Competence Development and Internal Communication Manager of Nors Angola have in common?

All of them have been at the forefront when it comes to preparing the Nors teams for the new working reality that has emerged. Despite the considerable distance – both geographical and cultural – during the pandemic period, they remained united in what matters the most: in the focus they allocated to the safety and well-being of employees.

Implementation is strength

As Sandra Gonçalves explained, Nors was one of the "first companies to implement remote work" in Portugal, in the face of the pandemic, even before the mandatory regulation was released to this regard. The change took many by surprise, demanding the maximum from everyone: everything happened "from four in the afternoon of one day to nine in the morning of the following day".

On the other hand, Ana Santos, who spoke on behalf of Nors in African territory, more specifically in Angola, testified that, also here, the "implementation was carried out overnight". Taking into account several technical limitations, the "employees were organized in shifts". However, there were specific guidelines for employees in risk groups, who were immediately excused from on-site work - it was the case of employees over 60 years, with chronic illnesses, with children up to 5 years of age or pregnant women.

In Brazil, the reality was different, as Rogério Vita recounted: "we had between 7 to 15 days to carry out the transition, given that remote work was not mandatory from the start.

It was only in 2021 that remote work became mandatory in São Paulo", he says, exalting the heterogeneity of the Brazilian reality, in which "each state has its own law".

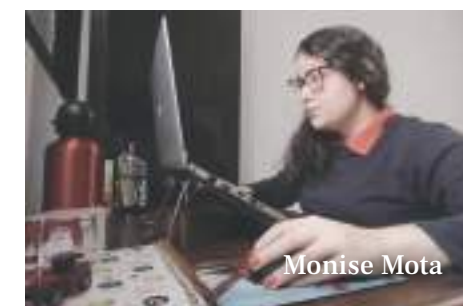
In Canadian territory, the paradigm is equally different, according to the testimony of Lorraine Daymond who added that, also in Canada, the implementation of remote work "was phased", however it varied depending on each Province's guidelines and regulations as they were all different.

People and figures

It comes as no surprise that learn that Nors is a company with a strong human calling, and the protection of its staff was precisely the main priority - even in the most challenging times for the business. The company's positioning was recognised globally by employees: Sandra Gonçalves and Rogério Vita confirmed their recognition, stating that "the employees greatly valued the company's performance and agility". In spite of living in times of fear and worry, it was very comforting for the Nors staff to know that, for the organisation their health was always in first place. Nevertheless, taking into account the imminent scenario of economic paralysis, some concern regarding



Andressa Ferrara



Monise Mota



Lorraine Daymond and Melina Palaskas

individual performance was also visible, in such an atypical period. Sandra Gonçalves states that, “despite the lack of numerical data to prove it”, her feeling is that there was no drop in team productivity. Rogério Vita is of the same opinion. He also added that, in general, productivity was maintained: “in individual terms, as had happened before, it was confirmed that, in fact, there are high and low performance people”.

On the other hand, and due to operational circumstances, Ana Santos realised that in Africa “there were two coexisting scenarios: employees who, due to the want of conditions (including issues such as the lack of internet) ended up delivering the work belatedly”, and employees with access to digital tools that “were even able to demonstrate an increase in productivity, since, at home, they were able to work without interruptions”.

Great challenges demand great employees

The history of Nors is made up of challenges, and this abrupt change in the work model has once again put the resilience of the entire team to the test.

In addition to all the logistical issues that had to be accommodated, namely the issues with areas in which it is difficult to ensure access to the internet or other technological materials for all employees, the Human Resources teams were continuously alert to the whole of the officially published legislation. According to Rogério Vita, the bureaucratic analysis was highly demanding.

Additionally, as Lorraine Daymond mentioned, instability has been one of the biggest challenges they have had to face. At the beginning of Covid, we followed the provincial guidelines however, as provinces declared lockdown and re-openings at different times depending on their number of Covid cases, the Company decided to discontinue the back and forth of remote work and find the best solution for the employees. For this reason, in Canada, it was decided to place all eligible employees on a permanent telework regime until July 5th, 2021, guaranteeing “some stability”.

In contrast, employees with children of school age also experienced very trying times. Reconciling day-to-day work with the supporting of children and teenagers was an arduous task, with a considerable impact on the general well-being of employees, as Sandra Gonçalves emphasised.

Even regarding mental health, the operational structures of Human Resources feel that some sensitive points have become apparent. “Since employees didn’t have to commute, they tended to start work earlier and at the end of the day, there was no definitive time to stop working, therefore employees tended to work longer hours”, which, in Lorraine Daymond’s perspective, can contribute to issues with work/life balance. Rogério Vita also added that “the lack of interaction and socialisation” have also contributed to a very high saturation level in some employees. According to Ana Santos, “seeing and feeling people” proved to be more important than ever and it became mandatory to think of alternative ways to keep employees close and in contact with the company’s culture, even if physically distant.

When questioned about management functions, every interviewee agreed that it is very important to train the managers of the organisation to respond to the challenges of this new model, helping them to find new ways to reach out to people. In this sense, and as mentioned by Lorraine Daymond, the approach to work assessment must also change. Manager’s had to understand that they cannot control how an employee manages their time at home, therefore they must instead focus on the performance results of their employees instead of solely on the issues related to the allocation of daily hours.

First it’s strange, then you change

Even today, it’s not absolutely certain that remote work is here to stay. However, our interlocutors were able to easily point out several advantages of remote work. First, there is the matter of saving time and reducing costs. In countries where the time spent commuting can be a problem, the possibility of working remotely entails a very significant gain in quality of life. Employees were able to dedicate this free time to other activities of interest, to spend more quality time with their family or in their personal tasks and hobbies.

On the other hand, everyone agreed that this system has helped “to humanise the relation with the colleagues, since it mitigated the boundaries between the personal and professional spheres of the employees’ life”. Ana Santos also added that, during this period, the “humane and genuine character of employees” gained attention, because, when sharing the interior of their homes, they came to be seen as “people with normal habits and routines, and not mere professionals”.

As Rogério Vita mentioned, remote work also came to “destroy some paradigms”. For instance, the strong “opposition to virtual meetings” was proved wrong – nowadays, it is a standard practice and it even has some advantages, “contributing to the productivity of these sessions”.

“This system has helped to humanise the relation with the colleagues, since it mitigated the boundaries between the personal and professional spheres of the employees’ life.”

Ana Santos



All eyes on the future

When questioned about models to adopt in the future, the delegates of the different locations replied in unison: the ideal system would involve a hybrid scheme.

Lorraine Daymond confirmed that “people want remote work, but not full time. Employees like coming into the office as it makes them feel like they are getting outside of the home and gives them a sense of purpose”. To this, Ana Santos added that “the future will consist of a mixed system, so it is important for this solution to become part of the Nors culture.”

The pandemic revealed that remote work is possible and can be translated into numerous advantages. However, the distance from the company’s culture, the technical constraints and the socialisation limitations render an exclusively remote model insufficient. In comparison, returning to an inflexible on-site scheme already seems to be an outdated reality, which would annul many feats achieved in recent months.

We do not know what (good or bad) surprises the future holds, but we do know that the pandemic has unveiled a completely new reality in terms of human resource management.

And, as always, we know that Nors will be able to count on its people to overcome any challenge that comes along the way.



Lizangela Furtado

The “guardian angel” of Centro Oeste



Valdivino Duarte

What is a day in the life of a workshop technician like? Repairing electrical failures, changing filters, checking suspensions, replacing water pumps, repairing clutches, advising customers... Tasks that can easily transport us to an ordinary day in any garage. But Valdivino Duarte’s daily life is anything but ordinary – this employee is what we could call Poconé’s “guardian angel”.

Valdivino has been a garage technician at Auto Sueco Centro Oeste for about 11 years, but it was only three years ago that he embraced this new challenge: the “mobile garage”. The goal is to guarantee on-site mechanical assistance: instead of going to the dealership, the clients are visited by the dealership – literally. This special service prevents many partners – especially those who must travel long distances, through roads in poor conditions – from waiving the partnership and help of Valdivino, who they already consider part of the family. Valdivino’s work has even allowed for the increase of the fleets of many industries from the surrounding areas, simply by offering a specialised service to them and removing the constraint of the travel. However, for him, this can mean having to travel to locations that are more than 200 kilometres away from his home.

One of Valdivino’s main destinations is an open-pit gold mine, in the Poconé area, owned by Cargas II Transportes. This is the Mato Grosso region, annually ravaged by three months of rain and nine months of drought – conditions that justify the poorly maintained roads and accesses.

There, the protagonists are large 40-tonne Volvo FMX (6x4) trucks, which transport the ore over a 5-kilometre trip to the place where the gold is extracted. Nevertheless, despite the short trip, these trucks carry loads greater than their own weight, which is why they require assistance very often. The most dangerous and difficult operations are electrical failures, although they do not happen regularly; however, filter replacement, water pumps, suspension and clutch checks are quite regular.

Valdivino's job is not limited to mechanical repairs: the closeness he maintains with his clients awakens a streak of consultant and adviser in him. When he realises that driving a

certain vehicle requires some kind of intervention, because of the risk of damaging the truck's axles, wheels or tires, he is ready to guarantee a kind of "informal" training to the customer on the best way to drive the vehicle, thus increasing the performance of the equipment. This is certainly one of the reasons why Valdivino maintains such a close relationship with his clients. In addition, he always tries to adjust to their schedules and needs: if the client starts the workday at 6 a.m., finishes at 6 p.m. and takes a one-hour lunch break, Valdivino mimics this timetable unconditionally. In his words, it is always a matter of trust: since mining companies work with expensive equipment and products, abiding by their shifts is a sign

of respect. Even though the working conditions are not always the most satisfactory, especially when talking about remote locations, Valdivino always finds ways to adjust, strengthening his relationship with the clients.

The feedback received by the team about the service couldn't be more positive – and customers are quite categorical when they say so! For them, choosing Auto Sueco is directly related to the assistance and support provided, both by the dealership and by Valdivino and his mobile garage. His role is particularly differentiating in the region, establishing Valdivino as one of the reasons that contributed to the growth of the activity. The Poconé region has many mines (for

mining exploration) and the closeness that Auto Sueco Centro Oeste offers to customers – in the form of availability to make repairs at the requested time and telephone assistance at any time – helped to open doors to business growth and differentiation. Moreover, the service provided by Valdivino is absolutely unparalleled, since no company can provide anything similar.

The mobile garage service started with Cangas II Transportes, a company with many requirements, and because of which the number of orders and requests increased rapidly. The first step is going on-site, getting to know the vehicle and gathering information regarding its operation, durability and

maintenance. Afterwards, Valdivino not only provides assistance to large vehicle fleets, but also promotes sales with other customers in the region, becoming a trusted link between partners and the brand. One could say that he provides full customer support, in its purest and most fundamental sense.

It is for these reasons that Auto Sueco Centro Oeste, represented by Valdivino Duarte, is already considered family by its clients. Many have even managed to increase their fleet of trucks due to the creation of the "mobile garage" service! Valdivino's customers have ten to fifteen trucks on average, which means that this "guardian angel" from Centro Oeste spends a major part of the week away from his other family: his wife and children, who are waiting for him in Cuiabá.

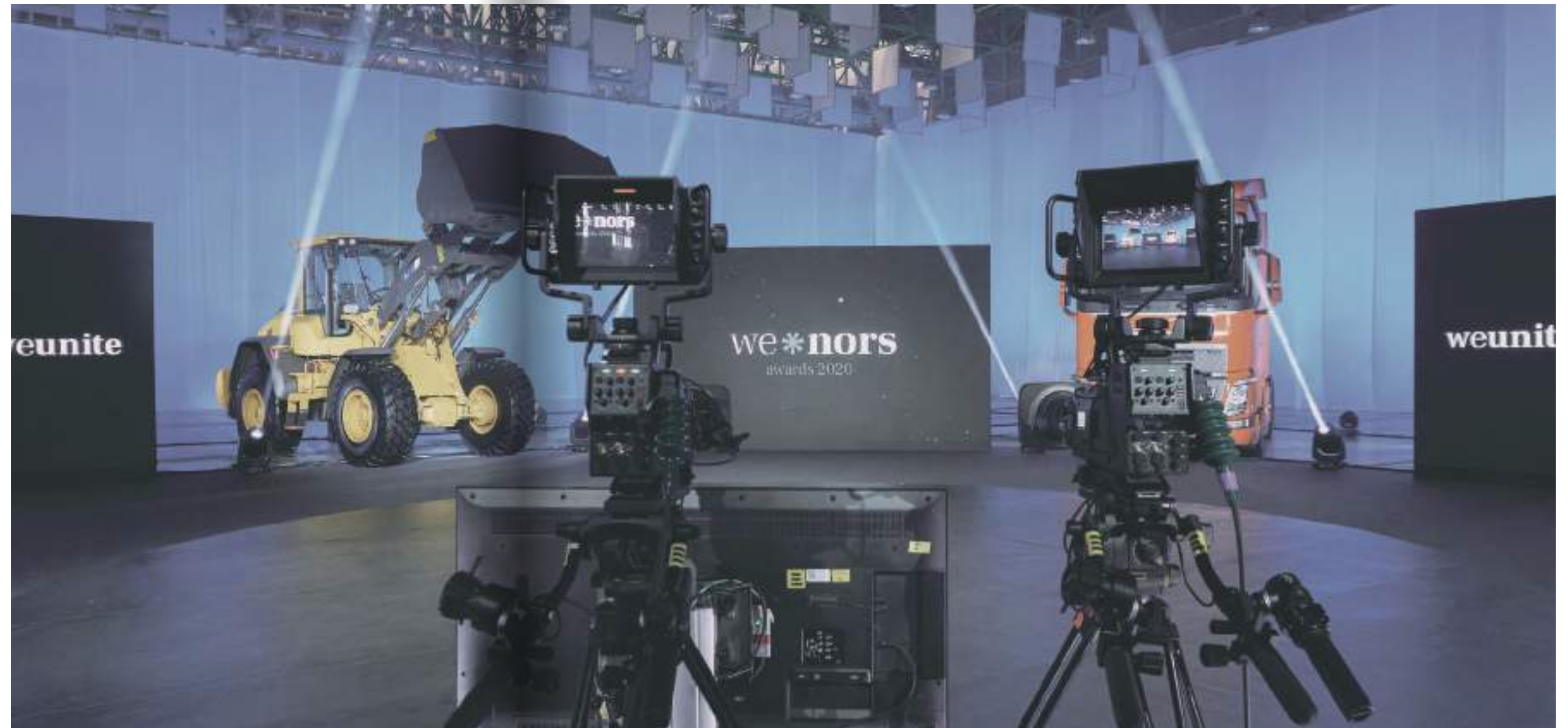


Celebrating our stars

2020 was a year of exceptions, so in 2021 a double celebration was in order!

We*Nors Awards aim to recognise the contribution of the staff to the group's success, in the most diverse areas. The annual event, which comprises every country in which Nors is present, is an opportunity to thank the effort, dedication and talent that its teams bring to work – every single day.

During the awards ceremony, held at Europarque, in Santa Maria da Feira, Nors awarded the prizes for the 2019 and 2020 editions. The event was broadcast live to all employees in the each corners of the world, and “stars” from across the Nors universe were praised in the fields of team spirit, customer orientation, leadership, innovation, business performance and in the “we are Nors” category. Despite the distance, the winners shone like stars!





The 2021 edition had a technological feature that raised the event to a level close to an international “television” programme. The number of countries, languages and people that the event was able to reach were an example of Nors ability to host these dates.

We*Nors Awards were broadcast via live streaming to 10 countries with simultaneous interpretation to Portuguese, English and French. The digital transmission of the event allowed for interaction with the nominees and winners from all geographies during the ceremony.



Additionally, this edition had the special participation of “heavy” guests! The event scenography featured two trucks, a loader and a bus, embodying some of the business areas that the Nors universe comprises.

However, the preparation of an event as sizeable and complex started much earlier, namely with the creation of the new visual identity of the We*Nors Awards, which required a deeper observation and understanding of what, in fact, means “to be Nors”.

Founded on the premise that employees are the company’s greatest asset, the award should also reflect their importance. The graphic composition of the event stemmed from the asterisk element – or asteriskos, in ancient Greek, which means “small star”.

The star is a body that emanates light and remains steady, thriving in outer space, and is therefore the ideal metaphor to represent Nors and its employees, who work every day to inspire each other.



Tomás Jervell

“It was very gratifying to see the entire organisation involved in this global Nors event – above all, to be aware of the challenge that it meant to remotely distinguish our employees and our teams. This is how we want to continue to make a difference: through dedication, creativity, transparency and the courage we imprint in the day-to-day activities of our companies. We are, in fact, an organisation with a unique character and culture!”

Tomás Jervell

The weunite category praises team spirit, because union is the strength that drives us the Nors teams.

2019 weunite winners

Auto Sueco Angola Coordinators and Auto Maquinaria Warehouse Coordinators



“This award has great relevance for our teams, it is a source of pride for us, as it symbolises the acknowledgment of our work. It is also a source of great satisfaction, as it was one of the goals set for these teams when we started this journey in 2018. It is proof that, regardless of the geographic location, when we are demanding and professional, we can achieve levels of excellence. For the teams, it is also a source of great responsibility for the future, as the Nors group will always expect similar results from us. We will remain focused, working with humbleness, team spirit and determination, in order to continue to improve daily.

Auto Sueco Angola Coordinators and Auto Maquinaria Warehouse Coordinators

2020 weunite winners

Auto Sueco Angola and Vitrum Team



“This award demonstrates that, even in adverse conditions, through resilience, the ability to reinvent ourselves and to maximize intra-group synergies, it is possible to attract business and subsequent results. We thank Auto Sueco Angola for the cooperation - this award is also for them. We are also very proud to contribute to the recognition of Vitrum’s path – in its 10th anniversary – and that has received four nominations for the We*Nors Awards in the last 5 years, conquering two (2016 and 2020).

Auto Sueco Angola and Vitrum Team

The weinnovate category reflects how change and transformation are now part of the Nors DNA.

2019 weinnovate winner

Anderson Camargo (Auto Sueco São Paulo)



“It was great satisfaction to have been nominated among so many competing projects. Now, having won, I am very happy and grateful to Nors, for the recognition of the work”.

Anderson Camargo, Auto Sueco São Paulo

2020 weinnovate winners

Diogo Franco and Jorge Cosme (Newonedrive)



“It is with great pride that I receive this award on behalf of all Newonedrive employees. These were trying times of change, but with the effort and devotion of everyone, we managed to achieve it and every day we try to innovate and improve our working method. Thank you all.

Jorge Cosme, Newonedrive

The wedeliver category rewards employees who know, more than anyone else, how customers are a key part of success.

2019 wedeliver winner

Adriano David (Auto Maquinaria)



“The award is in essence a distinction for the Auto Maquinaria team. It is the acknowledgment of the successful trajectory that the company has achieved, almost since its foundation. It is the corollary of several other international awards granted to Auto Maquinaria both by the Nors group and by Volvo CE, for the continuous growth of its turnover; the milestone of having been the best seller of Volvo articulated trucks in the world in 2007 and more recently, in 2019, for the greater growth in the sale of excavators in the group of Volvo dealers in our area, in addition to the culture of assertiveness and partnership with the customers. A recognition that, on the one hand makes us proud, on the other encourages greater responsibility, dedication and performance, in the pursuit of continuous improvement.

Adriano David, Auto Maquinaria

2020 wedeliver winner

Tiago Baldo (Auto Sueco São Paulo)



“Winning the We Nors award is a unique moment in my career, as it demonstrates the strengthening of a journey of learning and professional growth. Joy and satisfaction describe this recognition that is so special for my journey, I am very proud to be part of Auto Sueco São Paulo.

Tiago Baldo, Auto Sueco São Paulo

The welead category honours the true leaders of the group, who do not just show the way, but walk it with their teams.

2019 welead winner

Gerhard Rossouw (Auto Sueco Namíbia)



“2019 was a year of many changes for Auto Sueco Namibia! New Managing Director as well as management and staff changes. In particular 2018 was a very difficult year financially for Auto Sueco Namibia and company was running solo without a MD. 2019 was the year of change to renewed company with new vision for market leadership and a sustainable profitable company. The company reverted back to ensuring that our core values with customers of “driving trust” gets reprogrammed again. As MD my personal motto remains that “nothing beats good service”. Auto Sueco Namibia today is a special company with solid leadership ready to take on the daily challenges and opportunities of the future. We salute our customers and staff that made this award possible! “We lead”!

Gerhard Rossouw, Auto Sueco Namíbia

2020 welead winner

João Vaz (Auto Sueco Angola)



“It is a great honor and pride to be distinguished in the leadership category. A very special thanks to the Nors group, every department, for granting us the pleasure and joy of working amongst this family. This recognition is nothing more than the result, as a team, of Auto Sueco Angola.

João Vaz, Auto Sueco Angola

The weperform category highlights the business performance of the various companies in the Nors group.

2019 weperform winners

Auto Sueco Moçambique



“For Auto Sueco Mozambique, winning this trophy means the recognition of the work, effort and dedication of the entire team. On the other hand, it also means more responsibility, motivation and team spirit, in order to respond daily to challenges in a proactive and resilient way, and to dignify the name Auto Sueco/Nors beyond borders!

Pedro Constantino, COO of Auto Sueco Moçambique

2020 weperform winners

Auto Sueco Centro Oeste



“I am happy. It is how I would define myself, or rather “we are happy”. Yes, in the plural - because success is a sum. It is more. And my “team” is more. It was with our team thinking that we conquered this award that we so longed for. We are a team that works, performs, and smiles together. I would like to thank the senior management of the Group, and each employee of “our” Auto Sueco Centro Oeste, each of them is a piece of the puzzle that we put together with dedication, competence and accountability. The comparison is perfect because, as we know, if a single piece is missing, the whole doesn’t shape. And here, nothing is missing from this perfectly assembled puzzle: garage, sales, harmony. Let more challenges come, with more and more pieces, we are ready! May more and more prizes come as a result! Hooray, Mato Grosso, Rondônia and Acre! Thank you! Pride defines us!

Carlos Melnec, CEO of Auto Sueco Centro Oeste

And last, but not least, the weare category, which rewards the ones who embody the true Nors spirit and inspire those around them to do the same.

2019 weare winner

Alice Clemente (Auto Sueco Portugal)



“It was such an acknowledgment that provoked a feeling of gratitude, pride and emotion in me. To be Nors is an energy that one LIVES... a “state” that I have experienced over the years. This distinction is motivating and inspiring in an organisation that is composed of people: a sign of commitment and hope for the youngest.

Alice Clemente, Auto Sueco Portugal

2020 weare winner

Dave Pincivero (Strongco)



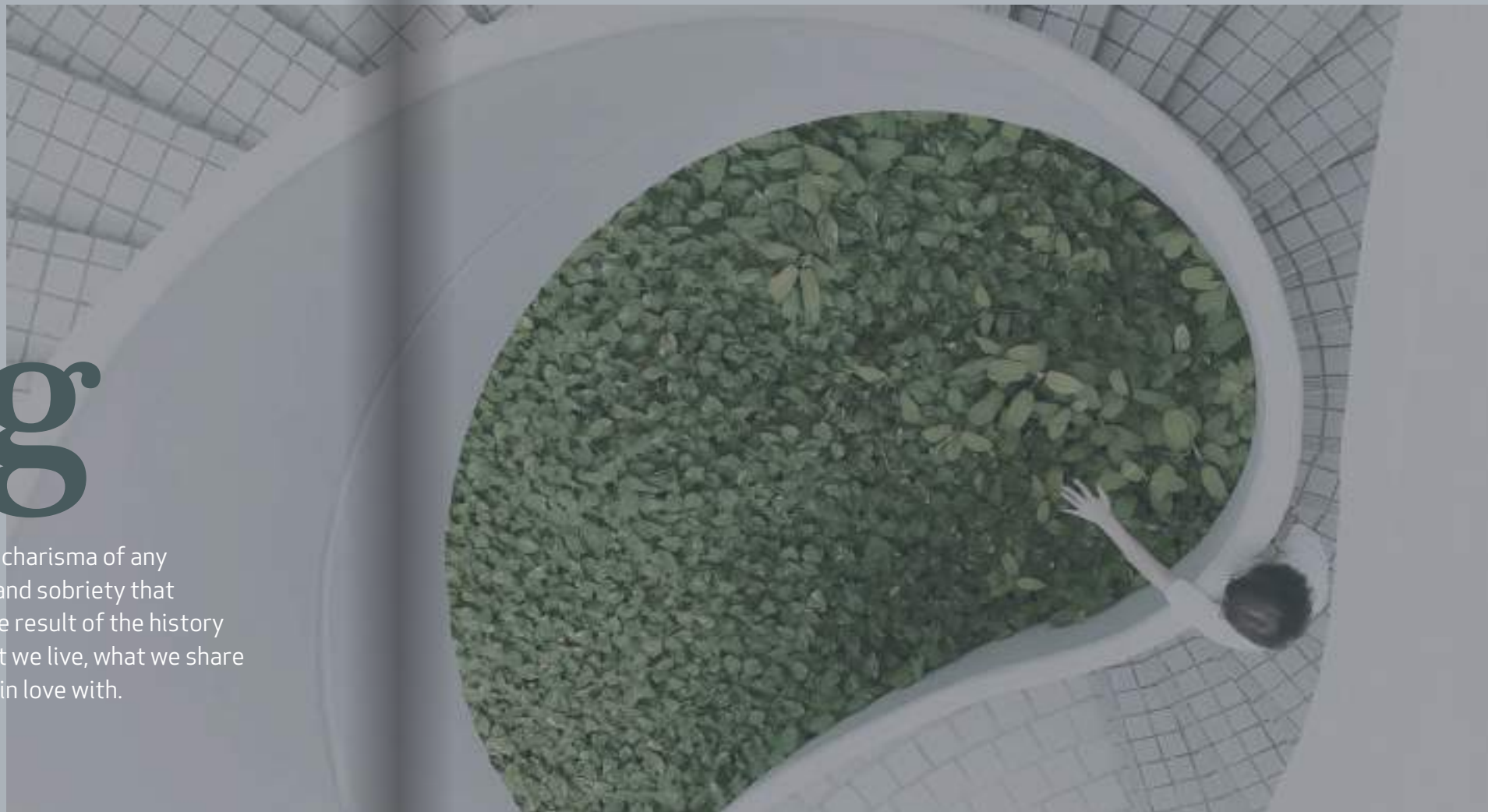
“I’m honored and grateful for the nomination and winning the “weare” award. Working for Strongco for 24 years, and Nors for the past year, has been a great opportunity of working for a “Top Notch” and now world-class organisation. I have been given the freedom to grow and learn in my career from my management teams over the years. I am thankful to my co-workers and mentors who allowed me the privilege to accel in my journey. I look forward to the new future with Nors!

Dave Pincivero, Strongco

The ambition to keep moving forward drives Nors hard core, so it’s time to start thinking about the 2021 We*Nors Awards. Every employee has already made an effort to show their talent, but the year is still halfway through and there is still time to exceed expectations. Better luck next year!

we are charming

We open our door with the charisma of any good host. The diplomacy and sobriety that characterise us are also the result of the history we write every day: of what we live, what we share and the new routes we fall in love with.





press review

What happens in the world, also happens at Nors.

Every day, somewhere in the world, there is an invention, discovery or novelty that happens and has the potential to change reality as we know it. What is the actual impact of these innovations on our daily lives?

In this edition, with Jorge Guimarães, COO of the Nors group, as the curator, we will travel through the path of Nors, from its legacy until its destination. We will travel to Brazil, one of locations in which the group is present, to know everything about the re-opening of the Museum of the Portuguese Language and the origins of one of the most spoken languages in the world. We will make one brief stop at the hydrogen cars sphere, that already are a reality, and, finally, we head to the cities of the future, endowed with artificial intelligence and 5G networks.



Jorge
Guimarães

Nors COO

Hydrogen Cars: the future after the future

At a time when Portugal is still struggling to respond to the needs of a 100% electric mobility future, there are those who have their eyes set on the next step in the horizon: we are talking about hydrogen-powered cars. In Portugal, there is still a high lack of knowledge about this technology. If this is your first time reading about hydrogen-powered cars, don't worry – you certainly won't be the only one.

Hydrogen-powered cars, also known as fuel cell cars are electric vehicles that use hydrogen as an energy source. Instead of charging their batteries by connecting to the electrical current, they do so by transforming hydrogen into electricity, directly inside the vehicle.

The sets of fuel cells, mounted in series in the car, combine the hydrogen stored in the vehicle's fuel tank and the oxygen taken from the surrounding environment. This junction produces a reaction which, in turn, is used to generate electrical energy – this energy is what powers the engine and charges the car battery. Despite also having a battery,

this is a considerably smaller element we are talking about, being used only for the vehicle's start-up phase and at times when the car is required to reach high peaks of power.

While the oxygen used in the energy generation process is being extracted from the environment, the hydrogen-powered vehicle has to be fuelled. However, as with gasoline, hydrogen refuelling is quick and simple.

But this is not the only advantage compared with 100% electric vehicles. The fuel cell technology does not emit polluting gases and, although electric vehicles do not do this either, the electricity that charges them is still very dependent on fossil fuels. Instead of emitting harmful gases to the environment, these vehicles emit water vapor and oxygen, filtering the latter and emitting even cleaner oxygen than what was initially extracted.

Sounds too good to be true... Is there any underlying downside to this futuristic technology?



Even though it does not require the creation of an extensive charging network, this technology would need the current petrol stations to be adapted. Nevertheless, hydrogen refuelling stations can be attached and integrated into currently existing refuelling stations, and hydrogen can even be stored on the surface. A persistence inconvenience to this technology is its batteries: the raw materials used in its production are expensive and rare, increasing the value of the vehicles themselves, sometimes prohibitively. The advancement of technology may nonetheless allow the use of other materials and a reduction in the sale price of these vehicles.

Sources:
Press Release Volvo Group 21.0429
Economista



The Museum of the Portuguese Language in São Paulo is reopening

After six years closed, the Museum of the Portuguese Language of São Paulo reopened its doors on July 17th. During its ten years of operation and until its closing, the museum has received around four million visitors, making it the first museum entirely dedicated to a language. It has been closed since December 2015 as a result of a large fire that completely destroyed its facilities.

In essence, the museum celebrates the Portuguese language as a unifying and fundamental element of all cultures whose official language is Portuguese. Its rich collection, made up of intangible Portuguese heritage, can be appreciated in

the museum through interactive experiences, audiovisual productions and ambiance, taking the visitor on an immersive journey into the history of the language. Though closed, the museum's collection has remained available for the last five years, being continuously disseminated through the embassies or through events and activities such as the Festa Literária das Periferias (Flup), the Bienal Internacional do Livro, the Festa Literária Internacional de Paraty (Flip) and the celebration of the Dia Internacional da Língua Portuguesa.

Sources:
DN/Lusa 210205



Cities of the future

Cities today are no longer what they were: today, there is talk of evolution, disruption, decarbonization, sustainable cities and smart cities. Catarina Selada, from CEiiA, predicts that new business models for decarbonization will emerge soon. Examples of technologies such as IoT (the Internet of Things) and Ubiwhere, the research and innovation manager for smart cities, come to light, but Catarina believes that the solutions involve fifth-generation mobile networks (5G) and artificial intelligence (AI).

The ambitious 5G network is a dream closer than what we might think; however, to make it real, it will require the installation of a great number of equipment of mobile communication and antennas (this, if we wish to optimise the performance indicators and connection speed to the one that we are accustomed). The great dilemma of the 5G network is that its signal is less reliable over long distances, and it can often be interfered with by people, trees or mere rain. These meager devices, called small cells, need to be installed in their thousands to be able to replace the traditional signal towers. The great advantage is, in fact, the possibility of witnessing the birth of a "brave new

world", which could make real concepts such as autonomous driving of vehicles or remote medicine.

This condition of being connected becomes, in a way, "ubiquitous", by allowing the digitization of information through sensors and equipment present everywhere. At the same time, using advanced AI analytics can mean significant increases in productivity by allowing you to capture multiple events in video and in real time, as well as predicting what-if scenarios based on historical data. Nonetheless, it is important to point out that this magnitude of data processing is only possible through technologies such as "edge computing", a more robust and efficient computing alternative to "cloud computing".

Ricardo Vitorino, Smart Cities Manager at Ubi where, says that, with the emergence of this new technology, cities will themselves be in possession of the infrastructures inherent to telecommunications and computing (it will no longer be necessary to resort to intrusive and massively installed alternatives, as it is currently done). Ricardo predicts that, based on these

two "small" innovations, phenomena considered absolutely futuristic – such as traffic lights communicating with vehicles or street lighting activating when necessary – will soon be possible.

Sources:
"Ser Sustentável Ganhar o Futuro" Magazine
- Edition nº 4473 of Jornal de Negócios and nº 886 of Sábado.



Towards the stars

Nowadays, it is not uncommon to hear that the job market is changing and that women represent a substantial percentage of the workforce in the corporate world.

We easily come across several studies that detail the reasons why a company with a larger number of female employees is more productive, even predicting that, in the near future, women may surpass men in employability rates.

However, and unfortunately, we live in a time in which many women, in the most varied contexts, still have to go to great lengths to lead a dignified life and prove that the job market also belongs to them.

Regardless of the sector of performance or role, it is easy to list cases in which the feminine strength, even in a tacit and camouflaged way, she is not duly recognised - either in appreciation, financial valuation or recognition of abilities. A reality that, in the light of changing times, seems anything but real.

Luckily, this is not the story that Nors has to tell.

At Nors, the professional daily life is distinguished by its excellence, rigor and relational capacity. These factors are nothing but a reflection of the diverse team that makes up a universe of more than 4,000 employees. It is from this human mosaic, as varied as it is rich in experiences, that stems a unique way of creating lasting, transparent and personal relationships: the Nors formula for long history of success and commitment.

Nors has always sought to cultivate effective gender equality, believing it to be the basis of a culture of integrity, equity and transparency. Even in an historically male-led business, Nors has always opened its doors to female talent – in any geography, business area, function or challenge.

And Nors will continue to write its female story for many years to come. We thank all our female employees for their creativity and optimism, their confidence and their passion. Above all, we thank you for your unquestionable ambition.



Gabrielle de Almeida



Georgina Wallace



Janice Cripps



Isabel Bernardo



Paula Bueno



Ana Catarina Santos



cultural stop

Culture: a mandatory stop.

The “Cultural Stop” is nothing more than a space for sharing the interests of all Nors employees - wherever they are. More than ever, we want to create a space where we can get to know each other as a true family, sharing what makes us really happy. Whether it’s books, recipes or events, family games, sports curiosities or films, we want this exchange of experiences to mirror the diversity of our organisation – without borders, without barriers and with open arms for those who stop by.

In this edition, Rute Simões Cecílio, Communication and Culture Manager at Nors, shares two books, two podcasts, two albums and two cultural concepts. All in double dose – because culture is never too much!

“

“Different strokes for different folks” - a truly debatable expression. It is from the debate of interests, ideas and ways of being (and living!) that the art that accompanies us every day is born: at the office, on trips or around the table that we fill with conversations that are, themselves, influenced or motivated by any and every form of culture that we absorb.

More than argue, let’s share tastes – ancient or more modern, more acute or low, more colourful or grey – because that is how we, at Nors, enhance the true meaning of culture. Today, we halt at this “stop” for suggestions marked by different influences, in different formats, languages and concepts. Above all, let this be a shared journey, generating so many other possible paths that we can find together: only a good discussion away.

Rute Simões Cecílio

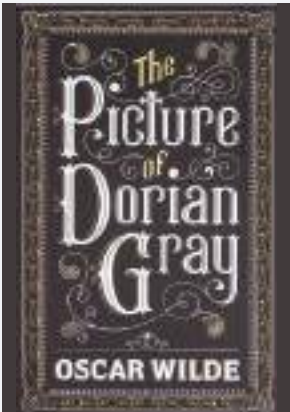
Communication and Culture Manager

books

pages that sharpen our knowledge

“The Picture of Dorian Gray”, 1890

Oscar Wilde



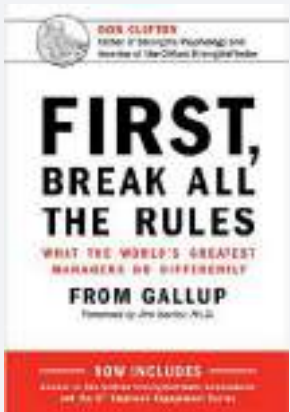
A visceral tale that challenges us to an almost immediate introspection – “The Picture of Dorian Gray” is the reflection of Oscar Wilde’s hedonistic aesthetic, universally acknowledged as one of the most relevant works in the author’s career. Dorian Gray’s extravagance, narcissism and contradictory moralism make us want the pages of this novel to never end – and spend hours appreciating a writing that is as invasive as it is aesthetically rich.



Know more or buy the book here

“First, break all the rules”, 1999

Marcus Buckingham & Curt Coffman



What features or attributes can truly make a difference when is the watchword is leading? “First, break all the rules” is the result of a more-than-25-year-long study that encompasses the vision, path and decisions made by more than 80,000 directors and managers from the most varied segments and business areas. A pragmatic book that offers an empirical outlook and suggestions that can be adapted to diverse contexts and realities in which we can move professionally.



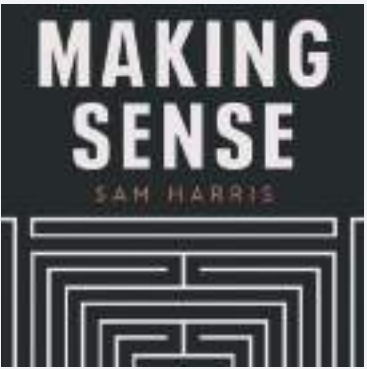
Know more or buy the book here

podcasts

with “ears wide open”

“Making Sense”

Sam Harris



With almost 250 available episodes, the “Making Sense” podcast renders the outlook of neuroscientist, writer and American philosopher Sam Harris on (ideally) controversial topics that mark the order of the day. An expressive take on the past, present and future of humanity and of political consciousness, with the participation of personalities as diverse as Bill Maher, Andrew Sullivan or Anne Applebaum.



Listen to the podcast “Making Sense” here

“O poema ensina a cair”

Raquel Marinho



A gift offered to us once a fortnight, made of a constant and inspired wordplay. “O poema ensina a cair” - whose “graphic” version already spread widely through social networks, with the emotional words we find in poetry – brings us the poems of choice of some renowned Portuguese guests, such as Eunice Muñoz, Alice Vieira, Júlio Machado Vaz or Alexandre Quintanilha. A moment of exchange and love for words that are worth listening to carefully.



Listen to the podcast “O poema ensina a cair” here

albums

for each chord, a (new) memory

“Domingo”

Caetano Veloso and Gal Costa, 1967



The expression good old future fits Caetano Veloso’s timelessness like a glove. More than 50 years old, “Domingo” brings us an album that perfectly fits the sounds of today, with an undoubtedly Brazilian musicality that only Gal and Caetano know – and demand to share with the world – like no one else. Listen and share it, any day of the week.



Listen to the album
“Domingo” here

“Calendar Project”

Feverkin, 2018



What if we could choose a song to describe each month of our year? It was based on this proposition that Feverkin released “Calendar Project”, an album that brings us 12 powerful instrumental themes that embody the mood of each month – November with its melancholy, April with its constant drizzling rain or August with its relaxed laughter. Listen to it in hot days or when there is a fireplace – and almost always with your eyes closed.

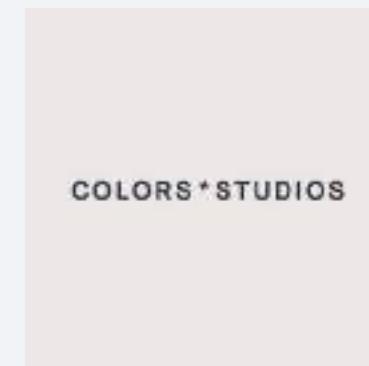


Listen to the album
“Calendar Project” here

concepts

being, knowing and breathing all forms of culture

ColorsxStudios



A striking aesthetic, a concept that impresses the entire world: ColorxStudios presents itself as a platform that unites music and culture, announcing new talents from all over the world. The minimalist and monochromatic approach gives the spotlight to the artist, the music, the message – without distractions. “Destroying borders, languages and genres” is the motto that brings such artists as Brazilian Xênia França, Canadian JayWood or Cape Verdean Mayra Andrade to the scene – diversity in the form of a concept, to see, hear and repeat.



Visit the “ColorsXStudios”
page here

Comunidade Cultura e Arte



A blog, a platform or an actual community? Being almost 10 years old, the “Comunidade Cultura e Arte” project aims to honour culture and art in all its aspects, promoting both the social and cultural debate Books, music, cinema, exhibitions, cultural events are shared, as well as anything that can contribute to a brief chat among friends – with rigor, exemption and relevance that a team of dozens of Portuguese creatives who lead the initiative intend to cultivate. A daily company, welcoming cultivating.



Visit the “Comunidade
Cultura e Arte” page here

Nors kids

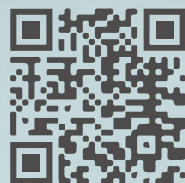
For Nors, future equals challenge, conquest and renewal – it is the path we have built, the result of the ambition that moves us and the experience that has brought us to where we are today. Tomorrow – or many years from now! – we know Nors will always hold a place in the forefront of mobility.

In 2021, in the aftermath of a global pandemic that left the whole world wondering about the present - a present that seems more uncertain and fickle every day, pushing aside the future -, the time has come to face the next chapters of the History with eyes floded with hope and will.

In reality, no matter how many pandemics came, we would never stop believing that the children are our future: our sons and daughters, nephews and nieces, grandchildren and godchildren, to whom we teach what experience has taught us, and who we hope will one day lead the way, tomorrow, towards new, ambitious and unexplored paths. With the concept of “the future of mobility” on the tip of our tongue, we challenged our kids to think about what lies ahead in the sector of transport.

Proposals came from all corners of the world, from the various companies that are part of the Nors universe. The truth is that determination and sustainability are as engraved in our DNA as in our heirs': we have received projects for solar-powered cars, futuristically designed industrial machines and even flying vehicles! It is with immense pride that we embrace these mobility dreams: dynamic, daring and enterprising – just like any true dream should be!

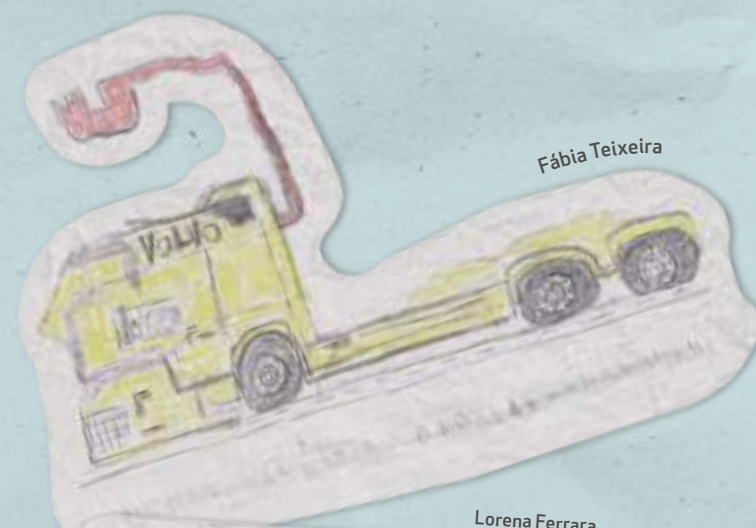
We share the imagination with which these “big little artists” at Nors envision our (promising) future – and we promise that colour, joy and creativity are not missing. Congratulations for your huge talent!



Check out the artwork of our great future artists of the future!



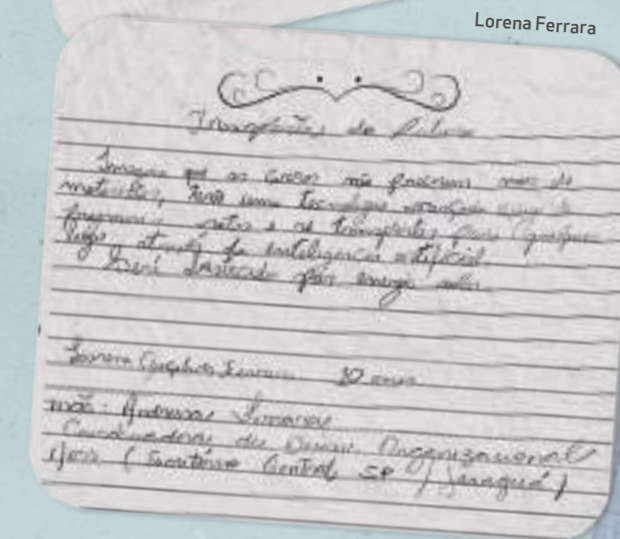
Loïc Beaudreau



Fábia Teixeira



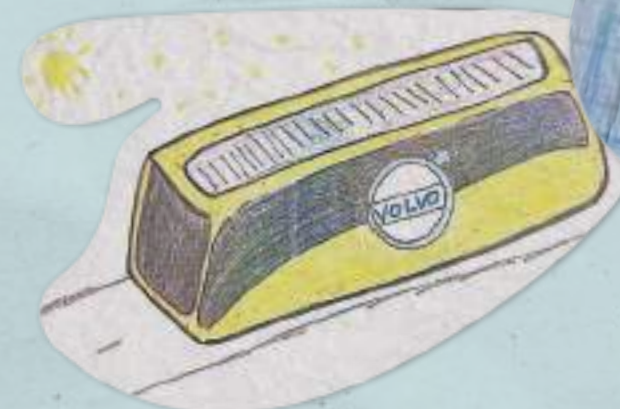
Lorena Ferrara



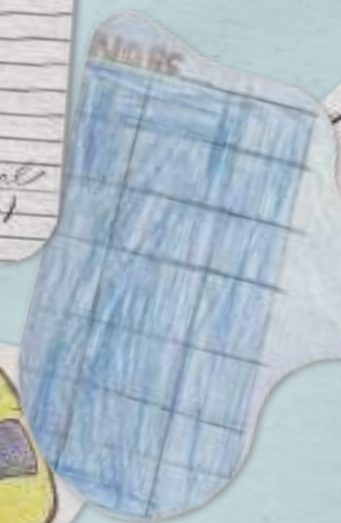
Lorena Ferrara



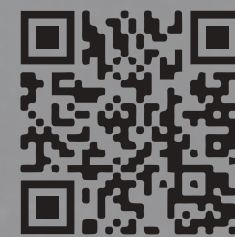
Lorena Ferrara



Lorena Ferrara



Agnes Coelho



Answer a brief survey here

Your opinion is very important to us.

We want you to be part of every page of Nors Magazine. Please answer a brief questionnaire and share your opinion about the new format of the group corporate magazine with us. We want to make this communication medium more ours – more and more Nors.



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