

NOHO

NORDIC HOSPITALITY PARTNERS

REPORT ON ESG PRINCIPLES 2021





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1. SUSTAINABLE AND PROFITABLE GROWTH - TOGETHER

NoHo Partners Plc is one of the leading restaurant companies in the Nordic countries with a wide impact on the whole society. Together with our partners we are a prominent employer and tax payer while offering meaningful experiences to our customers. Our vision is to be the leading restaurant company in Northern Europe and grow into this role sustainably and profitably.

Sustainability is one of our core values and a key component of our strategy of controlled growth. It leads our thinking and directs our actions. Our aim is to provide meaningful experiences for an increasing number of customers without harming the environment. We believe that leading a sustainable business involves our stakeholders: employees, partners, suppliers and our customers.

For the past two pandemic years, we have attended to taking care of our employees, their well-being and securing our cash flow. Now, when things have been returning to somewhat normal again, it is time to put more focus on sustainability and communicate our progress transparently. Our sustainability journey is still in the beginning, when it comes to reporting and unifying practices. But we are fully committed to the process.

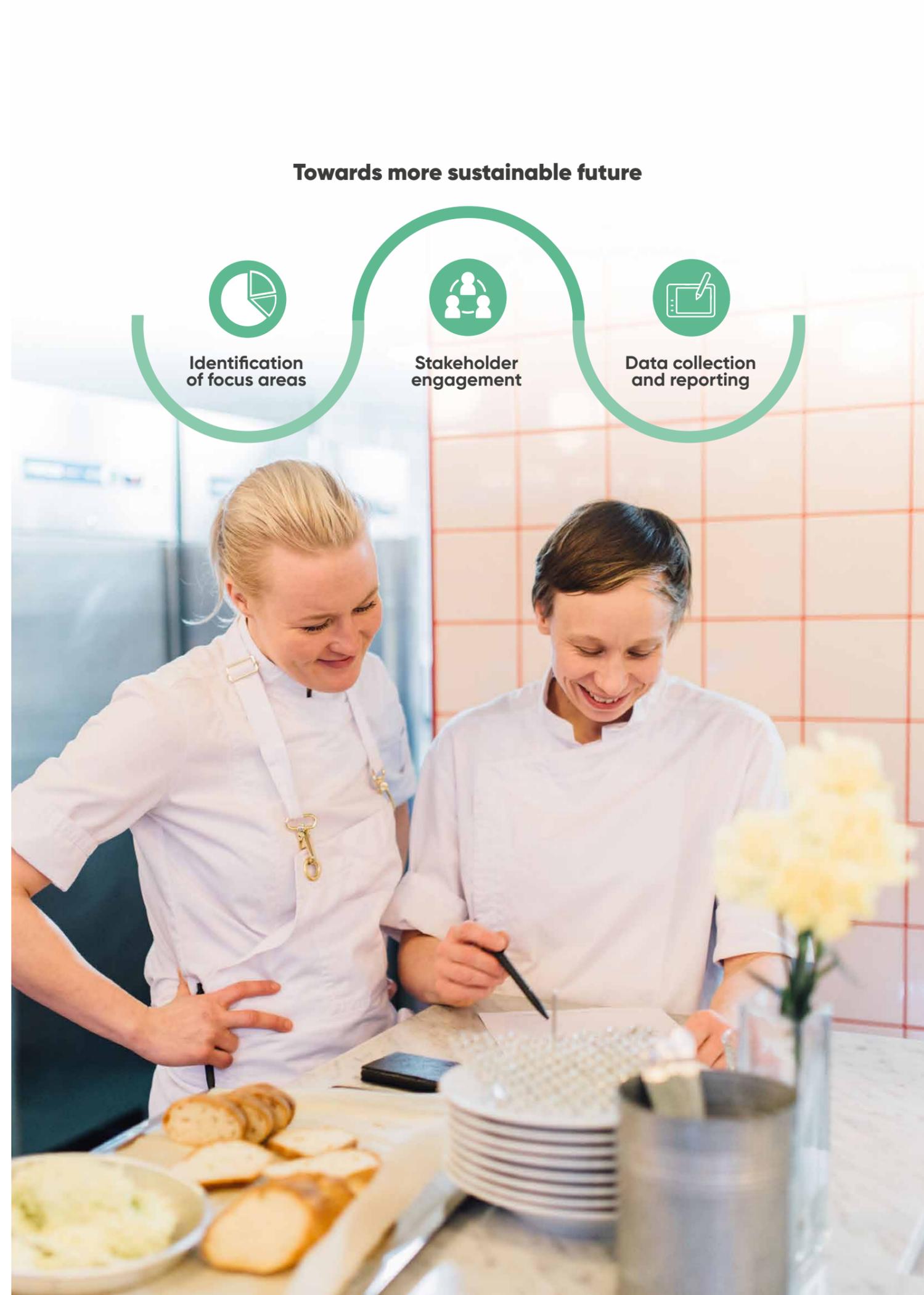
During 2021, we identified our environmental, social and governance (ESG) focus areas, created a road-map for the years 2022-2025 and set up concrete goals. Our ESG focus areas are **sustainable procurement** and **mitigating environmental impact, responsibility for people, and good governance**. Next, we will proceed with implementing the sustainability program together with our employees and relevant stakeholders. Our performance is measured against the United Nations Sustainable Development Goals (SDGs*) and we will report our progress annually.

This sustainability report presents how we advanced our ESG** goals during 2021 and how we will proceed in coming years towards a more sustainable future. The 2021 report mainly covers the Finnish operations, but with the harmonization of operating and reporting models, we will expand our reporting to cover the other operating countries as well.

*Sustainable Development Goals

**Abbreviation for Environment, Social and Governance

Towards more sustainable future



YEAR 2021

Our work has a wide impact on the whole society – NoHo Partners' year 2021 in numbers

3

operating countries
Finland, Denmark, Norway

253
restaurants

93
partners

2,100
employees

32.5%
employees
under 25 y/o

85%
job satisfaction

Employees
47.5%
women
52.5%
men

4

business areas
restaurants, fast casual,
entertainment,
international restaurants

Turnover
186.1
MEUR

Over
100
supplier
contract partners

67.8
excellent
customer
satisfaction
(NPS)

10
million
visits per year

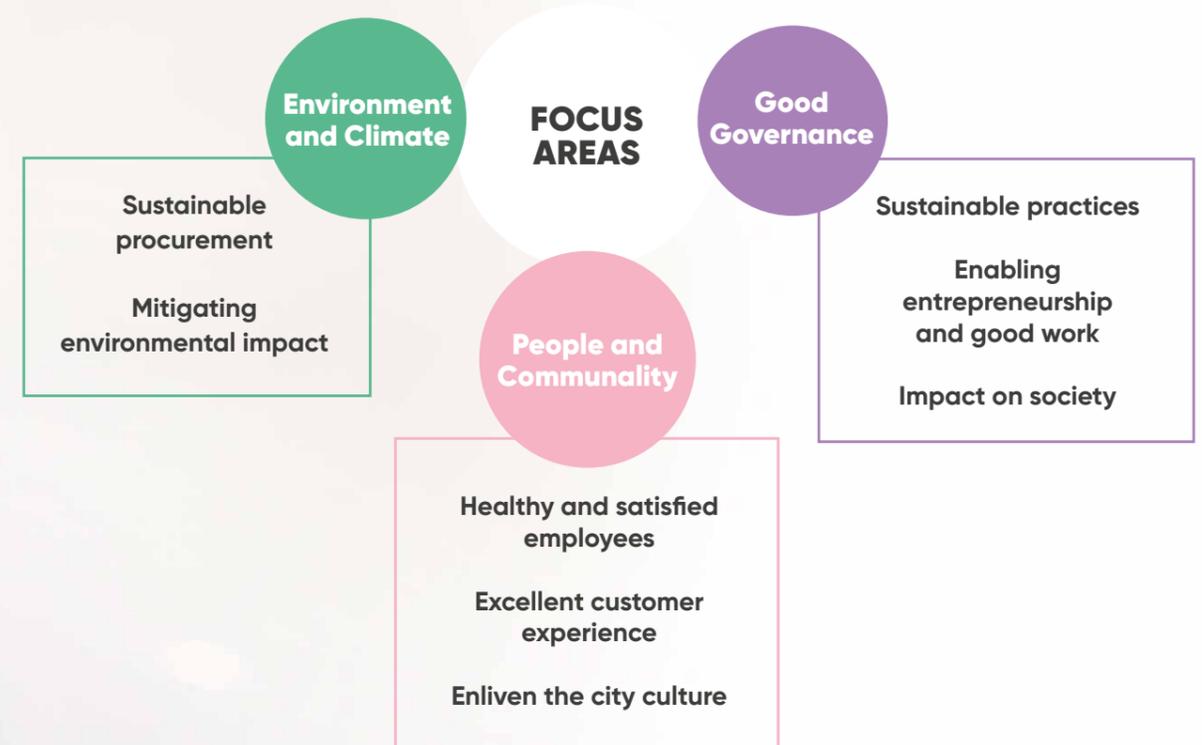
2. ESG FOCUS AREAS

Sustainable business is a common cause that requires everyone's commitment. In 2021, we organised workshops and conducted a survey* to find out the competence, expectations and best practices on sustainability, in order to understand better what kind of environmental, social and governance challenges we are facing and what kind of sustainability program NoHo needs. We organised 5 workshops and 98 restaurants answered the survey. We received a lot of valuable insight and information which we could use to define our operating principles and key content of our sustainability program. Our sustainability program consists of 8 focus areas that are divided into three themes: Environment and climate, People and communality and Good governance.

*Survey on sustainability for Supervisors at NoHo Partners 3/2022 n=98

Sustainability Action Plan

Profitable sustainable growth - together



SUSTAINABILITY PROGRAM

ESG	ENVIRONMENT & CLIMATE	PEOPLE & COMMUNALITY	GOOD GOVERNANCE
GOALS	<ul style="list-style-type: none"> • Sustainable procurement • Mitigating environmental impact 	<ul style="list-style-type: none"> • Healthy and satisfied employees • Excellent customer experience • Enliven the city culture 	<ul style="list-style-type: none"> • Sustainable practices • Enabling entrepreneurship and good work • Impact on society
OPERATING PRINCIPLES	<ul style="list-style-type: none"> • Product and service development • Environmentally friendly solutions 	<ul style="list-style-type: none"> • Engagement, equality, well-being • Meaningful experiences • Communality 	<ul style="list-style-type: none"> • Sustainability integrated into operations • Operational excellence • Profitable growth
ACTIONS 2022-2024	<ul style="list-style-type: none"> • Procurement principles • Resource efficiency • Carbon footprint 	<ul style="list-style-type: none"> • NoHo Academy training • Utilization of customer data, new concepts • Cooperation projects • More balanced gender distribution in management positions 	<ul style="list-style-type: none"> • ESG Guide, Code of Conduct update, Digital solutions • Establishment of board committees • Scaling of the operative competence and the partner model • Growth that allows for employment, payment of taxes and dividends
KPIs	<ul style="list-style-type: none"> • Following procurement principles (%) • Reducing CO2 emissions (CO2eq) • Share of green electricity (%) • Minimizing food waste (kg/€) 	<ul style="list-style-type: none"> • Employee job satisfaction (%) • Gender equality in management and supervisory positions (%) • Customer satisfaction (NPS) • Number of absences (day/€) 	<ul style="list-style-type: none"> • Employee wellbeing survey results (average score of sustainability section) • Business profit margin 10%
SDG IMPACT	 12.1.1 Sustainable production and consumption 12.3.1 Reduction of food waste  9.4.1 Decrease CO2 emissions	 5.5.2 Increase gender equality in management  8.1.1 Increase annual growth 8.5.2 Increase secure employment  10.2.1 Increase the social, economic & political inclusion	 8.1.1 Increase annual growth  12.b.1 Increase of sustainable action planning
BUSINESS IMPACT	<ul style="list-style-type: none"> • Growing competitive edge by following procurement principles • Saving costs by minimizing food waste 	<ul style="list-style-type: none"> • Positive impact on growth through happy customers • Reduction of absences by developing employee satisfaction and well-being 	<ul style="list-style-type: none"> • Positive impact on growth through sustainability integration

ENVIRONMENT AND CLIMATE

Our greatest impact on the environment is related to acquiring food and drink, energy consumption on restaurant locations, creating food waste and recycling waste. To mitigate our climate and environmental impact we will make our procurement principles more sustainable and decrease the environmental load throughout our supply chain. We will start drawing the methodology for calculating our CO2 emissions during year 2022 and set our goals accordingly.

Sustainable procurement

Quality of food and ingredients, origin and traceability are important factors for our customers. We will offer products that are made of high quality and safe ingredients. When it comes to food ingredients, energy, products and washing liquids, we prefer the ones that are granted with quality or environment certifications.

Group level procurement is mainly done in a centralized manner. In 2021, approximately 90% of our food products and 95% of our beverages were acquired from our contracted suppliers. We require actions from our partners to mitigate their environmental impact. We exclude partners who violate national and international human rights treaties. In 2022, we will draw procurement principles that consist of our minimum requirements. These principles will apply to all our suppliers.

Mitigating environmental impact

Our restaurants mainly operate on rental premises and many of our leaseholders are providing environmentally friendly energy. In 2020, 25% of the consumption of own energy contracts came from renewable energy sources, being so called green energy. * In the near future we will increase the share of green electricity covered by our own electricity contracts.

We aim to reduce our water consumption by adding more automatic faucets and waterless toilet solutions, specially in our new locations. We also use pre-washed food products so that the soil residues remain in the pre-treatment facility and the products require only light rinsing at our restaurants.

One of our most important sustainability goals is to reduce food waste more effectively.** This will have a positive impact both economically and on climate change. With adequate data collection, baseline determination and harmonization of reporting, we will set measurable targets for reducing food waste in 2023.

NoHo Partners follows the existing laws and regulations when it comes to recycling and sorting out waste. But we want to do more. We are constantly looking for ways to adhere to circular economy principles with regard to materials. Our restaurants already have a unified approach to recycling the used frying oil. The oil is collected from the restaurants, processed in Finland and used as a raw material for biofuels in a certified operating model.

*The electricity we use (2020) is sourced from the Nord Pool power exchange, broken down as follows: Peat and fossil energy sources 33%, renewable energy sources 25%, nuclear power 42%.

**The Natural Resources Center (LUKE) estimates that the restaurant industry in Finland produces about 61 million kilos of food waste per year, which means that one-fifth of restaurant food ends up as waste. (LUKE)

SUSTAINABILITY ACT



Hanko Sushi restaurants were the first in Finland that started offering sushi made of MSC and ASC certified fish and seafood.



SUSTAINABILITY ACT



During 2021, we piloted the ResQ Club service in seven restaurants and sold more than 1000 servings of the restaurant's surplus food (meals, snacks and foodbags) to customers at a discounted price.



SUSTAINABILITY ACT



Nokia Arena's restaurants are using Pure Recycle's new return and recycling solution, which presses packaging into a fraction of their original sizes. This environmentally friendly and cost-effective innovation from Tampere, increases the efficiency in space usage, recycling logistics and eases the work of employees.

Hanko Sushi restaurants have been using cardboard take-away packaging since 2019 and we have switched to mainly cardboard or biodegradable*** boxes and wrappers in our other restaurants too. Less than 10% of the take-away packaging currently in use is plastic packaging, which is mainly made of recycled plastic. In accordance with EU legislation, we will phase out the use of fossil plastic packaging materials in our restaurants.

ESG	ENVIRONMENT & CLIMATE
GOALS	<ul style="list-style-type: none"> • Sustainable procurement • Mitigating environmental impact
OPERATING PRINCIPLES	<ul style="list-style-type: none"> • Product and service development • Environmentally friendly solutions
ACTIONS 2022-2024	<ul style="list-style-type: none"> • Procurement principles • Resource efficiency • Carbon footprint
KPIs	<ul style="list-style-type: none"> • Following procurement principles (%) • Reducing CO2 emissions (CO2eq) • Share of green electricity (%) • Minimizing food waste (kg/€)
SDG IMPACT	<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">  </div> <div> <p>12.1.1 Sustainable production and consumption</p> <p>12.3.1 Reduction of food waste</p> </div> </div> <div style="margin-top: 10px; display: flex; align-items: center;"> <div style="margin-right: 10px;">  </div> <div> <p>9.4.1 Decrease CO2 emissions</p> </div> </div>
BUSINESS IMPACT	<ul style="list-style-type: none"> • Growing competitive edge by following procurement principles • Saving costs by minimizing food waste

***Packaging made of biodegradable plastic, such as take away boxes, can be sorted into plastic or mixed waste. Biodegradable plastic packaging cannot currently be used as a raw material for recycled plastic, so it can also be disposed of as mixed waste (Helsingin seudun ympäristökeskus HSY)

PEOPLE AND COMMUNALITY

Skilled and passionate people are our greatest asset. Working towards sustainable practices is a shared journey with our employees, customers, partners and suppliers. We want to strengthen job satisfaction by providing a comfortable, safe and professionally motivated workplace where everyone can develop. We want to increase customer satisfaction by offering meaningful experiences and actively developing the urban culture. By engaging all our stakeholders in our goals, we can achieve better results.

Healthy and satisfied employees

Our staff has been the biggest victim of the COVID-19 pandemic. Adapting operations to stringent restrictions, restaurant closures and changed customer demand has required extreme flexibility from our employees in the face of constant change and drastic measures such as collective bargaining and layoffs. During a crisis, as well as under normal circumstances, we strive to secure the future by taking the best possible care of our personnel, investing in management, supervisory work, training and active communication. One of the most important ways to listen to our personnel is an annual Group-wide occupational well-being survey. Its purpose is to monitor staff satisfaction and resilience and to create a basis for future development work. According to a 2021 survey, 85% of NoHo employees are very or fairly satisfied with the company as a workplace.*

Our goal is to offer our staff the best restaurant benefits in the Nordic region through our 250 restaurants. Through an extensive partner network, we can offer our employees various recreational opportunities as well as product and service discounts. We have e-Passi in use which enables our employees to enjoy various sports, well-being and cultural benefits. The goal of our occupational health and safety care is to guarantee a safe working environment and to support and maintain the ability of our personnel to work. Our annual goal is to have zero accidents.

We invest in competence development. We encourage our staff to perform well and reward them for success. We offer coaching and various training programs through NoHo Academy. We want to be a workplace whose every member is accepted as he or she is. We have zero tolerance for bullying and discrimination, and we are committed to promoting equality and nondiscrimination in all our activities.

The gender distribution in the Group's supervisory positions is the following: men 52.5% / women 47.5%. At the end of 2021, one of the six members of NoHo Partners' Board of Directors was a woman and two of the nine Management team members were women. Our goal is a more balanced gender distribution in management and board positions. We strive for this by developing practices and processes.

*NoHo Partners occupational well-being survey 9/2021 n=712

SUSTAINABILITY ACT

As a thank-you for the very lively, busy and successful summer season of 2021, we rewarded all our employees who worked during the summer season with partner gift cards of 100–200 euros.





Excellent customer experience

We strive for excellent customer satisfaction in all our operations. A quality encounter is based on understanding and responding to customer needs and desires and providing new services and meaningful experiences. We want to strengthen customer satisfaction through our sustainable choices and decisions.

As a result of the pandemic, customer and product safety and good hygiene have become even more important factors in customer satisfaction. In principle, restaurant operations are strictly supervised and regulated and there is an effective self-regulation in place in the industry. During the pandemic, our staff did an excellent job of ensuring the customer safety of our restaurants.

We listen to our customers carefully. Our strength is to change our operations quickly, create new concepts and update old ones. During 2021, we opened around 40 new restaurants (including 22 restaurants in Nokia Arena). During 2022–2023, we will develop and digitize distribution channels, specially in the fast food market. The customer satisfaction of restaurants as measured by the Net Promoter Score (NPS) was 67.8. According to the net recommendation index, 50–80 is excellent*, with an average index of 39 for the restaurant industry**. In fast food restaurants, we measure the customer experience using the Mystery Shopping method, primarily looking at the quality of the service and the product. The average in 2021 was 74% / 100%. In the most recent measurement in March–April 2022, the average was 82% / 100%.

*Source: Bain & Company, The Economics of Loyalty (Rob Markey and Fred Reichheld, 2012).

**Source: Satmetrix Systems Inc. 2017. Compare Your NPS.





Picture: Arkkitehtitoimisto SARC Oy



Enliven the city culture

Our mission is to provide our customers with memorable experiences for everyday life and celebrations around the clock. We want to be involved in building a vibrant and diverse urban culture, which includes creating new concepts as well as nurturing traditional classic restaurants.

One of the cornerstones of our growth strategy is investing in projects that revitalize urban culture. Our largest project so far was completed at the end of 2021, when a total of 22 restaurants opened at Nokia Arena in Tampere. In 2021, the restaurant services of Allas Sea Pool in Helsinki also became a part of our operations.

Another significant development project is the entertainment center Kulttuurikasarmi which will be opened on the premises of Helsinki's old bus station in 2023. Kulttuurikasarmi is a combination of culture, art, concerts, events and restaurant experiences, and NoHo will be responsible for its comprehensive restaurant offering. Adding to that, 1-2 urban projects are planned for 2023-2024.

The company owns numerous so-called classic restaurants of which Kulosaari Casino (est. 1915), Elite (1932), Savoy (1937), Palace (1952), Strindberg (1992) and Restaurant Teatteri (2000) are protected by registration. Restaurants are among the best known in Finland and have achieved a significant position in our culture. We want to develop these carefully built institutions with respect for history.

ESG	PEOPLE & COMMUNALITY
GOALS	<ul style="list-style-type: none"> • Healthy and satisfied employees • Excellent customer experience • Enliven the city culture
OPERATING PRINCIPLES	<ul style="list-style-type: none"> • Engagement, equality, well-being • Meaningful experiences • Commuality
ACTIONS 2022-2024	<ul style="list-style-type: none"> • NoHo Academy training • Utilization of customer data, new concepts • Cooperation projects • More balanced gender distribution in management positions
KPIs	<ul style="list-style-type: none"> • Employee job satisfaction (%) • Gender equality in management and supervisory positions (%) • Customer satisfaction (NPS) • Number of absences (day/€)
SDG IMPACT	<div style="display: flex; justify-content: space-between;"> <div style="text-align: center;">  <p>5.5.2 Increase gender equality in management</p> </div> <div style="text-align: center;">  <p>10.2.1 Increase the social, economic & political inclusion</p> </div> </div> <div style="text-align: center; margin-top: 10px;">  <p>8.1.1 Increase annual growth 8.5.2 Increase secure employment</p> </div>
BUSINESS IMPACT	<ul style="list-style-type: none"> • Positive impact on growth through happy customers • Reduction of absences by developing employee satisfaction and well-being

GOOD GOVERNANCE

Sustainable practices

Sustainable practices, law and policy compliance, transparent reporting and governance make the foundation of business. We practice strictly controlled liquor licensing. Our practices are aligned with all alcohol, liquor, food and employment laws, regulations and provisions. We follow the currently applicable, with possible exceptions, Finnish Corporate Governance Code for Listed Companies, approved by the Securities Market Association. The code is available at www.cgfinland.fi

NoHo Partners does not accept bribery of any form. All the Group's monetary transactions are recorded in the accounts and audited through internal and annual review. The group's accounting is transparent to financial management.

In the future, we will invest even more in developing our skills to support growth goals. With the two new board members appointed in April 2022, we received significant additional reinforcement of the company's internationalization goals. In May 2022, we established a Board Audit Committee and a Remuneration and Nomination Committee to ensure the transparency and clarity of financial reporting and to assess the competitiveness and development of remuneration and incentive schemes.

Our task is to encourage our people to act more sustainably every day. The aim is to contribute to a change in mindset through training, guidance, and the sharing of good practices and operating models. We will provide sustainability training to our supervisors and develop an ESG Guide to help restaurants operate on a day-to-day basis.

SUSTAINABILITY ACT



Restaurants Teatteri and Savoy from Helsinki, Escape, Stefan's Steakhouse, and Café Europa in Jyväskylä and Bella Roma and Daddy's Diner in Kuopio are participating in a two year (2022-2023) pilot project called Mission Positive Handprint, that identifies and develops good practices for more sustainable restaurant business. The project is being implemented in cooperation between Laurea, JAMK and Savonia Polytechnics.





SUSTAINABILITY ACT

**MUSTA
TULEE
ISONA**

In November–December 2021, we participated in the nationwide **Musta tulee isona** campaign in the tourism and restaurant industry. Target group of the campaign was young people (8–9 graders), industry changers, university students and restaurant professionals. The reach was 281 702 people. In the spring 2022, we organized a large-scale summer job campaign together with our partners. In summer 2022, NoHo is recruiting 480 summer workers.

Enabling entrepreneurship and good work

Partner model is the cornerstone of the Group's operations and its key competitive advantage. Our highly motivated partners provide meaningful experiences through strong local brands and concepts. We want to be an attractive partner for ambitious entrepreneurs. We offer the support and know-how of our Group in order to allow entrepreneurs to focus on restaurant service development and everyday activities. Measurable scaling advantages, decades of experience, excellent operative competence, and sustainable principles are key ingredients for successful growth in the future. The partner model highlights entrepreneurship which creates both the core in the company culture and a competitive advantage in international markets. In 2021, the Group had 93 partners in Finland, Denmark and Norway*.

We are one of the biggest employers in the restaurant business in all our current markets. The Group has approximately 2,100 employees converted to full-time workforce**, but our employment impact extends to thousands of employees in numerous other industries. The labor market is undergoing transformation and new labor is needed in the service sector. The sector is experiencing a prevalent shortage of labor. We intend to address this through collaboration with our staff-leasing partners and educational institutions, training of staff, offering more diverse working opportunities in different locations, and encouraging new talent to the industry, especially young people. For many young professionals, we are the first stop in both their career and work life. In 2021, 32.5% of the Group's employees in Finland, Norway and Denmark (2 115) and the employees hired through staff-leasing partners (approximately 4 500), were under 25 years of age.

Every year, the Group and our restaurants participate in various charity campaigns around Finland. The aim is to support both local communities and nationally significant activities. In the year 2021, our restaurants worked in partnership with WWF, Hope ry, John Nurminen Foundation, and Joulupuukeräys. The goal is to increase charitable activities. The collaboration will be tied especially to youth employment and helping young people in various ways.

*The figure includes partners who own 2–30% of the restaurants.

**On December 2021, the Group employed an average of 951 (721) full-time, 546 (501) part-time and 262 (236) hired employees converted to full-time employees. Depending on the season, the Group employs about 2100 people under normal conditions at the same time.

Impact on society

As one of the largest restaurant companies in the Nordic countries, we are a major domestic and international company with a wide-ranging impact on society as a whole. Our vision is to be the leading restaurant company in Northern Europe and to grow in this role responsibly and profitably. The COVID-19 pandemic has had a considerable impact on society, the restaurant industry, and on the company's operations over the past two years. Since restrictions have been lifted due to a comprehensive vaccination program, and easing of the coronavirus, we believe that the market will normalize during the second quarter of 2022 and that consumer demand will remain at a good level during the whole financial year.

During the strategy period 2022-2024, the Group:

- aims to achieve a turnover of approximately MEUR 400 and an EBIT margin of approximately 10% during 2024.
- aims for the ratio of net debt to operational EBITDA, adjusted for IFRS 16 lease liability to be under 3
- aims to pay a dividend.

We have defined three focus areas for achieving our financial targets. We seek growth:

- through acquisitions in the Norwegian market
- nationwide expansion of the Friends & Brgrs chain in Finland
- participating and realizing large urban projects such as Kulttuurikasarmi, which is being built in the old Helsinki bus station

In the future, we will report in more detail on the progress of our growth strategy and also publish key figures of our international operations on a quarterly basis. With this, we want to better serve our stakeholders and openly share the progress of our performance towards our 2024 goals.

ESG	GOOD GOVERNANCE
GOALS	<ul style="list-style-type: none"> • Sustainable practices • Enabling entrepreneurship and good work • Impact on society
OPERATING PRINCIPLES	<ul style="list-style-type: none"> • Sustainability integrated into operations • Operational excellence • Profitable growth
ACTIONS 2022-2024	<ul style="list-style-type: none"> • ESG Guide, Code of Conduct update, Digital solutions • Establishment of board committees • Scaling of the operative competence and the partner model • Growth that allows for employment, payment of taxes and dividends
KPIs	<ul style="list-style-type: none"> • Employee wellbeing survey results (average score of sustainability section) • Business profit margin 10%
SDG IMPACT	 8.1.1 Increase annual growth  12.b.1 Increase of sustainable action planning
BUSINESS IMPACT	<ul style="list-style-type: none"> • Positive impact on growth through sustainability integration



SUSTAINABILITY ACT



Restaurant Nokka, led by Head Chef Ari Ruoho, has been speaking in favor of Finnish produced ingredients and raw materials already since 2002. Nokka is actively campaigning for environmental impact initiatives such as cleaner Baltic Sea and in 2021 they joined the Mission Zero Foodprint project. The result of the project was a useful workbook about effective climate actions in restaurants.



3. MANAGING SUSTAINABILITY

We have drawn up a sustainability roadmap until 2025 and divided it into one year sub-themes. We measure the impact of our sustainability plan with respect to the United Nations Sustainable Development Goals (SDGs). Goals, actions and KPIs are defined and updated in accordance with the sustainability roadmap and the results are reported annually.

Sustainability roadmap

Our Group level mission is to support our restaurants in sustainable practices, to create common goals and operating models, and to provide training, means and tools to enable adaptation of new manners and ensure sustainable growth. Our sustainability roadmap directs our work towards these set goals.



*Corporate Sustainability Reporting Directive



Management model

Sustainability leadership is realized through a proper leadership model, extensive training, working tools, and concrete and measurable KPIs. Our leadership model is divided into three levels; strategic, tactical, and operative. Each domain has its defined role in realizing the sustainability plan.

The compilation of the sustainability program, which is based on sustainable growth and the company's ESG principles, is under the responsibility of the leadership group and the ESG Team. The ESG Team consists of experts from various fields (HR, finance, communications, procurement) and one board member.

The team leaders, together with the partners, are responsible for implementing the sustainability program. Activities are guided by eight focus areas, each of which have defined actions, KPIs, and SDG and economic impact.

The sustainability program is to be implemented in everyday activities. We will provide sustainability training to our supervisors during 2022, and draw an internal ESG Guide that will help our restaurants to both strengthen their social impact and reduce environmental impact in daily practices. The guide consists of guidelines regarding aspects such as procurement, lighting, electricity and water usage, food waste reduction, waste sorting, and reporting.



United Nations Sustainable Development Goals

The goals of our sustainability program are measured against the following five United Nations Sustainable Development Goals (SDGs):

- Gender Equality 5
- Decent work and economic growth 8
- Sustainable industries, innovation and infrastructure 9
- Reducing inequalities 10
- Sustainable production and consumption 12

We measure our performance with ten Key Performance Indicators* and report the progress of our SDG and ESG impact annually. We have integrated SDGs into this sustainability program by using the SDG Monitor tool. The realization of goals and analysis of the financial impact of our sustainability performance are monitored per focus area. Data collection, reassessing goals and reporting results are conducted by the NoHo Partners ESG Team.

*See Sustainability Program on page 6.

Our sustainability goals are evenly distributed in environment, social and governance impacts. These goals are measured with 10 KPIs.

The KPIs with environmental impact are the following (4 KPIs):

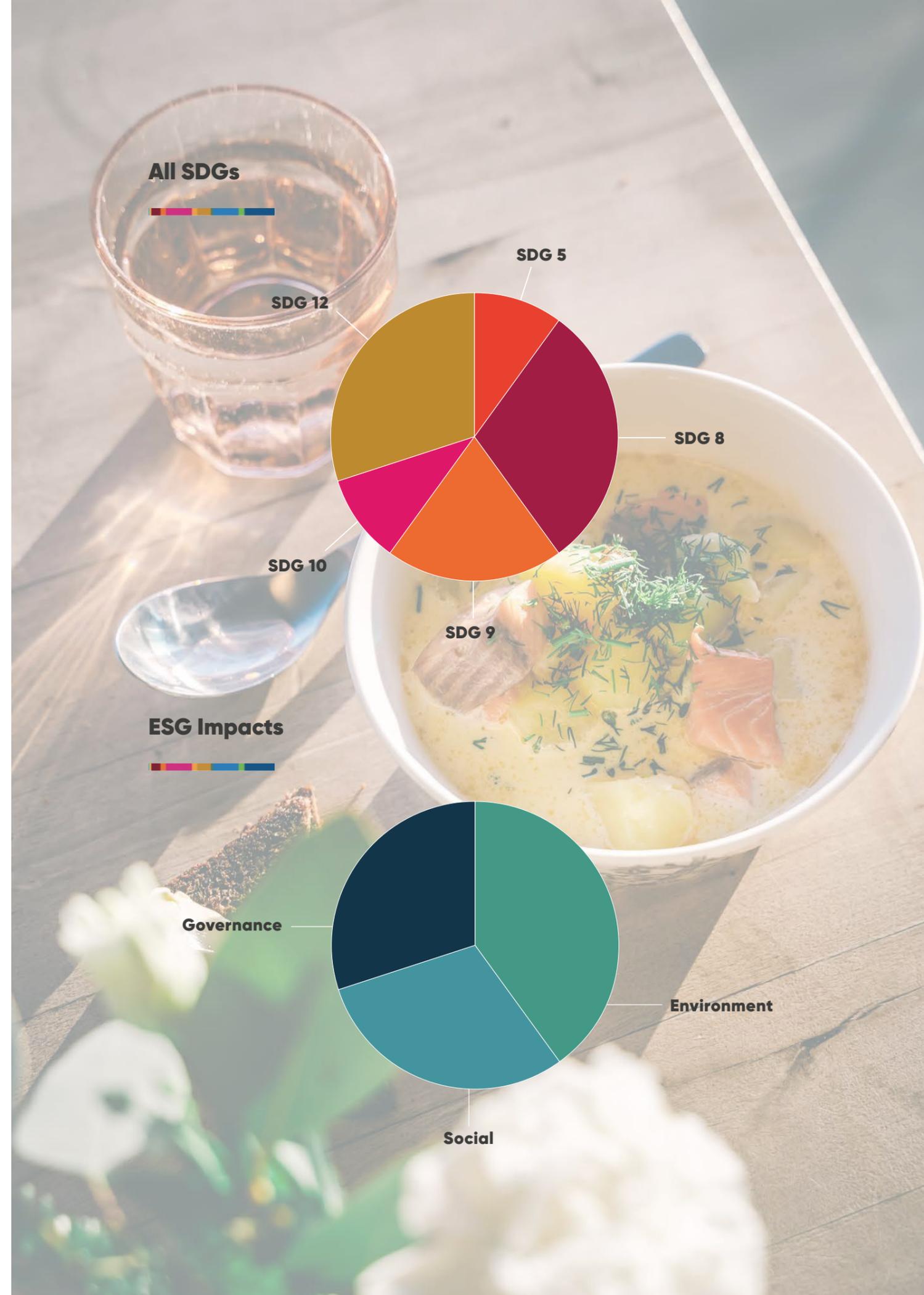
- Following procurement principles (%)
- Reducing CO2 emissions (CO2eq)
- Share of green electricity (%)
- Minimizing food waste (kg/€)

The KPIs with social impact are the following (3 KPIs):

- Employee job satisfaction (%)
- Gender equality in management and supervisory positions (%)
- Well-being at work is measured by the number of absences (day/€)

The KPIs with governance impact are the following (3 KPIs):

- Customer satisfaction (NPS) (This is a social impact action but governance impact through its SDG indicator)
- Employee wellbeing survey results (average score of sustainability section)
- Business profit margin 10% (%)





KITCHEN

WE RESPECT
the ingredients
WE SERVE
fresh not confusion
TOGETHER
we are better

NOHO

NORDIC HOSPITALITY PARTNERS

WWW.NOHO.FI