



Sustainability snapshot

MB Funds – 2020: Sustainable growth in our portfolio companies

Published 2nd July 2021

Letter from the MB team

”Transformative growth requires ESG”

MB Funds invests in companies where we see the potential for transformative growth. Sustainable growth prospects, resilient business model and entrepreneurial management are the key building blocks to achieve the pursued transformative growth. In the current business environment, companies face sustainability challenges related to for example climate change and global warming, resource scarcity, biodiversity loss, supply chain transparency, human rights, decent working conditions, and inequality, which may impact on the value creation of companies. It is clear that companies need to evolve and transform with these sustainability challenges in mind. In MB, we take seriously and are committed to sustainable development in our investments. As a result of our ESG integration and MB’s approach to responsible investment and ownership, sustainability is built-in the investee companies’ growth paths and value creation. We are convinced that transformative growth is not possible to achieve without ESG.

As a responsible and active owner, we invest in companies, which meet our ESG criteria, and which demonstrate the right culture for further development of sustainable business. We also recognize our responsibility as a majority owner to catalyze the change and drive positive impact. According to our approach to sustainability we focus on the integration of material ESG matters in the portfolio companies’ strategy, value creation and corporate culture that boost the transformative growth in the companies. During the ownership, we continuously assess and monitor the progress of the companies’ sustainable business.

ESG as an acronym may feel quite distant and responsible investment very theoretical concept that are difficult to bring apparent in practical day-to-day business life. When we take a closer look at sustainable business, we notice that it includes a variety of perspectives; from strategic level to small operative activities to culture and ethics. At its best, sustainability is so tied in the company’s way of doing business and culture that it is hard to isolate from the business context to a pure sustainability activity.

In this report, we highlight the great sustainability work of our portfolio companies. The way how sustainability is shown in each company is unique and through the company case examples we aim at bringing visible the wide spectrum of sustainability in our portfolio. Sustainable business is a result of work over long time, and it is obvious that the work towards sustainability continues together with the portfolio companies. This report provides description where we are at the moment, and how environmental, social and governance (ESG) matters are integrated to the value creation of our portfolio companies.

”ESG is not only protecting the companies’ value but an important driver for the value creation”

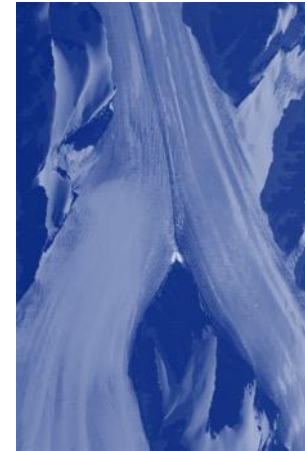
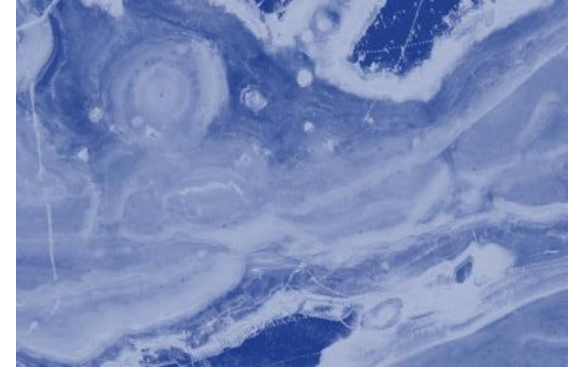


Minna Heimonen

Sustainability & Communications Manager

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1. MB Funds' approach to sustainability

MB Funds' approach to sustainability

According to our investment strategy, MB invests in strong businesses that have promising growth potential and the capacity to further develop their position in the market. MB believes that sustainable companies, which have evaluated ESG-related risks and identified ESG matters creating value are more resilient and successful in a rapidly evolving business environment. MB's responsible owner mindset allows us to cooperate with high-performing companies with long term value creation potential and to make future-proof investments.

MB's solid approach to sustainability sets the frames for MB's sustainability work and communication. Our approach captures key stakeholders' expectations on sustainability and thus directs MB's resources and activities on material ESG matters. MB's sustainability is divided into three elements – Responsible investment, Impact, and Transparency and disclosure. MB is committed to responsible investment, fosters positive impact through the portfolio companies and is transparent in our communication.

Responsible investment

MB is committed to integrate Environmental, Social and Governance (ESG) aspects into our investment strategy and processes. Responsible investment practices are integrated into our operating model covering all phases from the deal sourcing and the investment process through the ownership period and till the exit. The work on responsible investment at MB is continuous and we have dedicated plenty of resources to further develop our practices.



Read more about MB's responsible investment on pages 6 – 13.

Impact

At MB we see that the environmental and social impacts are achieved through the operations of our portfolio companies. MB's aim is to genuinely engage the companies to consider the ESG perspectives in their operations to make a lasting impact on the selected focus areas. In addition to financial outcomes each portfolio company generates unique environmental and social impacts, which we as a majority owner strive to foster and communicate to our stakeholders. Even though the impact is not an investment goal in itself, MB considers that the environmental and social value also contribute to the financial outcome and value.



Read more about MB's portfolio companies' sustainability work and impact on pages 14 – 23.

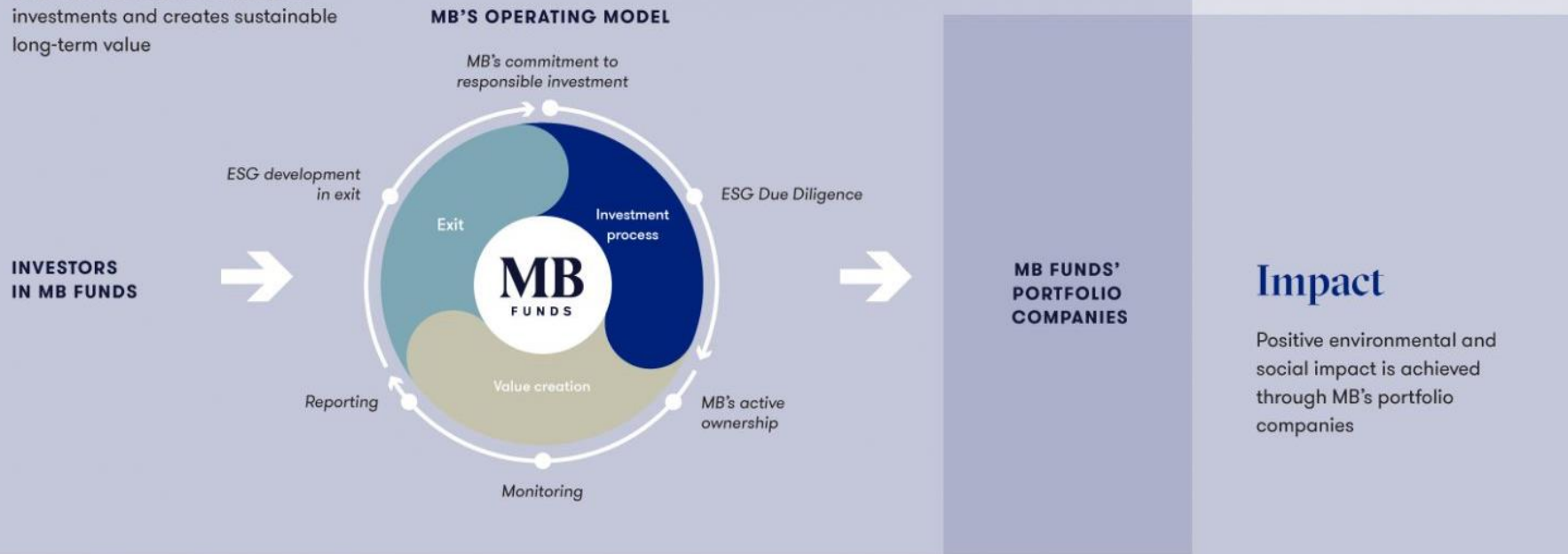
Transparency & disclosure

At MB we want to provide our stakeholders with relevant and timely information about our own operations as well as our portfolio companies. We notify our investors annually on ESG matters and development, and report immediately in case of any material ESG incidents or breaches. Regarding the transparency and the disclosure of MB's own operations the Finnish Venture Capital Association (FVCA) has issued a set of guidelines to promote transparency in the venture capital and private equity industry. MB Funds meet the FVCA requirements.

MB Funds' approach to sustainability

Responsible investment

MB's commitment to responsible investment integrates ESG into our operating model and sets the basis for future-proof investments and creates sustainable long-term value



Impact

Positive environmental and social impact is achieved through MB's portfolio companies

OTHER STAKEHOLDERS

Transparency and disclosure

MB's open and current communication with stakeholders

Responsible investment process at MB

1. Commitment to responsible investment

MB's responsible investment process is based on United Nations Principles for Responsible Investment (UN PRI), and it covers the decision-making and ownership practices that are applied through our investment process. We commit to the following six PRI principles:

- **Principle 1:** We will incorporate ESG issues into our investment analysis and decision-making processes.
- **Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- **Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- **Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- **Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.
- **Principle 6:** We will each report on our activities and progress towards implementing the Principles.

MB Funds' Responsible Investment and Ownership Policy is applicable to all MB equity funds (subject to their legal documentation) and is integrated in the decision-making and ownership practices through the whole investment process – from the deal sourcing and the investment phase through the ownership period and till the exit. The Policy describes MB's approach to sustainability in general as well as the processes and practices implemented regarding responsible investment and ownership. In addition, the Policy describes the integration of sustainability risks in investment decision-making process in accordance with EU regulation

2019/2088 on sustainability-related disclosures in the financial services sector.

MB Funds' Responsible Investment and Ownership Policy is reviewed regularly and updated when necessary. The Policy is approved by the Board of Directors or the Investment Committee of the Alternative Investment Fund Manager (whichever applicable) of each MB equity fund. The MB investment team members with the support of the sustainability and communications manager are responsible for the implementation of the sustainability considerations during the entire investment cycle.

MB has also integrated responsible investment practices into internal governance codes, according to which ESG topics are regularly considered during the whole investment process including deal sourcing, due diligence, entry phase, ownership period and exit. MB is a member of Finland's Sustainable Investment Forum (Finsif), the member-based organization promoting responsible investment.



2. ESG Due Diligence

Sustainability risks and opportunities are considered in the deal sourcing and the investment analysis to identify potential investee companies' exposure on various sustainability risks as well as to seek companies with positive environmental and social impacts, and sustainability opportunities creating value. We carry out ESG due diligence as an individual DD stream on every investment opportunity reaching a DD phase to assess potential ESG risks and opportunities for the investee company and the related industry in further detail. In the ESG due

Responsible investment process at MB

diligence, the focus is on understanding the material ESG matters for specific company and its industry i.e., sustainability risks and opportunities that are integrated in a company's operating environment, business model and value creation, and that have a financial impact. In addition, the likely impacts of identified sustainability risks and opportunities on the investee company's business are assessed and documented, including possible risk mitigation recommendations. Through the ESG due diligence process we are able to deepen our understanding and evaluate a company's performance on selected material ESG matters as well as the quality and efficiency of the company's ESG management.

The due diligence on ESG matters is conducted through a desk review of key documentation, studying the investee company's industry specific ESG issues and best practices, and discussions with the company's management. Our ESG due diligence questionnaires and reporting are based on available ESG standards and reports, e.g., Invest Europe's ESG DD questionnaire and Sustainability Accounting Standards Board (SASB) industry standards and supplemented with industry and target specific adjustments as well as MB's own experience from the previous DD processes.

The observations and the conclusions from the profound ESG due diligence are introduced in the company's business plan and strategy from the very beginning of MB's ownership. In case a material ESG issue is identified in the due diligence, an action plan to bring the issue to a satisfactory level under MB's ownership is prepared. Further if any severe ESG failure or negative aspect is emerged in the ESG DD and this cannot be corrected during MB's future ownership, the continuation of the investment process will be carefully assessed and terminated, if necessary. As well as in other areas of the business, MB acts in close

cooperation with the company management to develop the ESG management systems and thereby increase the value of the business.

MB's project team members appointed for each investee case, with the support by the sustainability and communications manager, are primarily responsible for integrating material ESG matters into the analysis and decision-making process of the investment. Responsible partner of the investment case is also responsible for including the results of the impact assessment of identified sustainability risks in the investment decision process. At the beginning of the ownership period, MB introduces its Responsible Investment and Ownership Policy as well as the approach and expectations on sustainability to the management teams of the portfolio companies.

3. Active ownership

MB's key principles as an active owner are trust-based partnership and productive cooperation with the management of the portfolio companies. MB's aim is to enhance portfolio companies' sustainable business and growth by fostering companies' engagement to develop their ESG management systems. The level of ESG resources and the stage of development varies among the investee companies and consequently the level of involvement required from our side.

ESG matters that are important for the portfolio company's value creation are integrated in the strategy work already during the entry period when MB together with the management prepares a jointly agreed business strategy. During the whole ownership period with our active ownership process and practices we support and engage portfolio companies in sustainability activities and initiatives such as ensuring company's management's commitment to sustainable business, defining

Responsible investment process at MB

the company specific material ESG matters as well as related KPIs and targets, integrating sustainability in the company's communication activities, and addressing sufficient resources for the sustainability development work.

MB's investment team members work together with the portfolio companies on sustainability issues through the MB's ownership period. As in the other areas of business development there is a clear division of responsibilities between MB and the company's management. MB initiates and facilitates sustainability activities through the board work as the company's management is responsible for the implementation of the agreed activities.

In the core of MB's active ownership is to identify the most material ESG topics for each company's business and improve the company's performance and management in those topics. To highlight the most material ESG topics we apply commonly known ESG standards, frameworks and guidelines such as SASB industry standards and Nasdaq's voluntary ESG Reporting Guide. The recommended metrics by SASB and Nasdaq address well the ESG matters, which our portfolio companies are dealing with in both scale and scope as well as they focus on the financially material ESG information.

As mentioned, MB works in active cooperation with portfolio companies' management to facilitate the ESG initiatives and projects in the companies, for example, by sharing best practices and knowledge on sustainability in business as well by contributing networking.

4. Monitoring

Progress of the portfolio companies' sustainability activities and ESG performance are monitored regularly at the board level. Typically, ESG is included in the board of directors' annual clock. The frequency depends on e.g., the metric's seasonality and on-going ESG-related projects as well as the company size, sector and business model.

Portfolio companies report annually their sustainability performance to MB. We have established an annual survey for portfolio companies to monitor the sustainability management and ESG performance development in the companies with a uniform method. The aim of the sustainability survey is to gain understanding of the portfolio companies' sustainability work and management, support the companies in their sustainability work, and monitor the development of ESG aspects in the funds' portfolio.

In many of our portfolio companies, there have been identified a need for more systematic ESG reporting system. Therefore, portfolio companies' ESG KPIs and targets implementation are included in the ESG management systems' development as a part of our active ownership process. As the ESG reporting systems in the portfolio companies develop, we are able to better monitor and report each company's performance progress in the selected ESG topics. However, all portfolio companies are following certain minimum standard ESG KPIs at the moment, especially KPIs linked to the social responsibility and employees as well as environmental efficiency. In addition, many of the portfolio companies have action plans to further develop their ESG-related performance indicators.

Responsible investment process at MB

Portfolio companies' material ESG updates and ESG performance progress is monitored regularly in MB's internal forums such as MB investment team's portfolio company reviews. In addition, MB has conducted internal surveys to support MB's active ownership practices development. In monitoring activities MB's emphasis is on the efficiency and the quality of the portfolio companies' ESG management systems and the performance progress in selected ESG KPIs.

5. Reporting

In the ESG reporting of the portfolio companies, MB has chosen to focus on selected ESG areas based on materiality and pursue tangible progress in these. We continuously seek to improve our ESG reporting and have an active dialogue with our LPs to provide useful information about our ESG activities. We are also following the development of impact measurement methodologies.

6. ESG in exit

At exit, the emphasis is on demonstrating the development made in the selected ESG matters and the improved level of ESG management in the company to maximise the exit value.





2. Recent highlights of MB's ESG activities

Key highlights of MB's ESG activities in 2020 and 2021

H1
2020

First half of 2020

- We launched an annual sustainability survey for portfolio companies.
- In spring 2020, MB participated in the Upright Project's research consortium. Joining the research consortium was one way for us to be aware of the development of various methodologies and systems in reporting the impact measurement.
- In our active ownership the focus was temporarily on Covid-19.

H2
2020

Second half of 2020

- We have supported the portfolio companies in their sustainability work development in cooperation with the companies.
- A summary of MB's ESG Review was published on MB's website. We aim at being transparent about our responsible investment process and promoting the development of responsible investing in the private equity industry.
- MB has actively participated in FVCA's ESG working group meetings during the whole year; EU Sustainable Finance regulation being one of the urgent topics.

H1
2021

First half of 2021

- MB's Responsible Investment and Ownership Policy was updated and published on MB's website.
- We conducted MB's sustainability survey for portfolio companies. With the survey we were able to follow-up the portfolio companies' ESG work development and evaluate the ESG management of the companies with a uniform method.
- ESG due diligences were conducted for each new investment; LähiRahoitus, TietoAkseli and Pyroll Packaging

LÄHIRAHOITUS tieto akseli
pyroll
- We organized a virtual MB day for our portfolio companies' key persons.
- MB's Sustainability snapshot was published on our website.

Engagement with the portfolio companies

– MB Day goes virtual 6 May 2021



In May 2021, MB Funds organized a virtual MB Day for the portfolio companies' key persons. The aim of the day was to bring together the MB team and key persons of the portfolio companies with inspiring discussion topics and networking with each other. The theme of the event was 'change', which was addressed from multiple dimensions by the guest speakers, as well as in the MB team members' speeches and networking session. The event was organized in cooperation with our portfolio company TAPAUS, who helped us with planning, broadcasting equipment and production.

In the event we had over 70 participants from 12 portfolio companies and MB team, and from three countries – Finland, Sweden and Estonia. The panel discussion and the inspiring guest speakers talked about the rapid phase of change, the key signs of evolving change in business, and how organizations can build resilience for change. In the virtual coffee table discussions, we continued to reflect the topics and shared experiences about recent and future changes in each company's business. In the event we also heard interesting stories from the entrepreneurs of exited MB's portfolio companies about their journey with MB Funds and what has happened in the companies after MB's exit.

The event was culminated to the announcing of winners for MB's annual Value Creation Award. Three key persons – Veli-Matti Nurminen (CEO of Pinja), Sofi Franzén (Chief Strategy Officer in TAPAUS) and Kimmo Kohvakka (FBB Business Unit and Sales Director in Kotkamills) – from the portfolio companies were awarded with MB's annual Value Creation Award as a recognition of excellent work and contribution to value creation.





3. Sustainability in action – Case examples of the portfolio companies' sustainability work

MB Funds' portfolio companies

Net sales 2020*

(Total of all the portfolio companies)

€711m

Personnel 2020*

(Total of all the portfolio companies)

ca. 3 800

A-Katsastus Group Oy



SUVIA
Group



TAPPAUS

Dieta®

Freebo

MB's new portfolio companies

(Investments made in 2021, not included in the total figures presented above)



LÄHIRAHOITUS

pyroll

tieto
akseli

* The exit of A-Katsastus Group was closed in February 2021. In addition, a partial exit of Makua Foods was closed in April 2021. The exit of Kotkamillsin was signed in December 2020.

Interview – Sustainability in Debora

How is sustainability integrated into Debora's business and operations?

At Debora, sustainability is integrated into everyday care service activities. We operate as 'helpers' in the social and health care field and hence we have an important and impactful role in the society. Our purpose is to enable our customers to have functional and safe everyday life at their own homes with quality service.

During the Covid-19 pandemic, both public and private social and health care service providers have gone through a rough test. We have successfully supported public health care for example by securing services necessary for clients without interruptions and resourcing vaccination campaigns all around Finland.

Why and when did your company started to pay attention to sustainability to a greater extent?

Sustainability has evolved as an essential development area since 2017 as MB Funds become the majority owner of the company. Since then, the sustainability work has been conducted in cooperation with key stakeholders and that is a primary part of the company's strategy.

Which sustainability topics are the most material in Debora's business, and how does Debora contribute to these topics?

The most material sustainability topics include responsibility for customer, employees, community and environment as well as responsibility as a taxpayer, and a social and health care service provider. We have set sustainability targets for all these areas.

Please describe Debora's positive societal impact?

Debora has an important role in social and health care development in Finland. By providing responsible and impactful services, we can affect the living conditions of our customers, enable safe living at homes, contribute positively in their wellbeing and bring joy in customers' life. Societal impact of Debora consists of small everyday activities, which the whole personnel carry out in everyday customer service. Our purpose is to support independent and personal life of our customers' in different types of life situations.

Please describe what kind of outcomes do you expect from your company's sustainability work?

We expect the results of our sustainability work to contribute to positive development in the company's overall operational capabilities and market position as well as increasing sales and improving results. We aim at providing great service experiences to our stakeholders whether the stakeholder group being customer, employee or public sector organization.



Juhani Pälve

CEO, Debora



Pinja- Positive impact to customers and wellbeing at work

Responsibility has always been, and always will be, a constant part of our strategy — a way for us to future proof our business and our clients' businesses alike. Responsibility is part of our identity, and it guides our daily choices and actions. Our sustainable approach includes social, environmental and economic aspects that are relevant for our business. Read more in our [sustainability report 2020](#).

Our services and solutions enable our customers to operate more efficiently, improve their business sustainability and reduce their environmental footprint. For example, we help our clients to reduce energy and resource consumption, reduce emissions, extend the lifespan of their equipment and increase visibility to their supply chains. Our solutions also bring positive socio-economic impact to our clients by increasing safety and efficiency.

CASE SNELLMAN: EFFICIENT PRODUCTION PLANNING IN THE FOOD INDUSTRY

Waste generation is a significant environmental concern in the food industry, also resulting in financial loss. Therefore, the industry largely relies on prediction-based planning, which can help companies ensure efficient use of materials and optimization of storage.

With the help of iPes by Pinja production planning and supply chain management system, Snellman Group has managed to reduce waste by 25% and optimize their need for freezer storage by over 20%. While accomplishing this, Pinja also managed to go into further detail with Snellman's optimized raw material demand at the early stages of the production process.



"The warehouse space used for cold storage has diminished by 20%, and there has been a 25% reduction in waste due to expiration dates. And respectively, it is now easier to optimize the amount of ingredients more accurately."

John Aspnäs,
Chief Information Officer,
Snellman



Freebo's sustainability – “that is our core business”

The Management team of Freebo AB views sustainability as their core business since they run a company providing solar energy systems to customers in the household market.

“That is what we do, we bring sustainability to the society”, says Mathias Abrahamsson, CEO. “But we would like to take this opportunity to also talk about **diversity**. Sometimes diversity is forgotten when one talks about sustainability, but for us, including it is part of our strategy. A strategy formed very early in our great, but still short story as a company. We are convinced that diversity has had a big influence on our success story.”

“We know from evidence-based research that diversity leads to more successful business”, Mona Ewel, CFO, continues. “Different backgrounds and different experiences automatically create a broader view in the decision-making process in a team. This is very clear if we look at our own management team. We challenge each other, but in a very respectful way, out of respect for our different backgrounds and experiences.”

“Since I am the oldest in our management team, I might be the only one allowed to mention age as one of the important diversity qualities in the team”, says Britt Salomonsson, Head of HR, with a smile. “And the fact that we have been brought up in different parts of the country and are of different gender, besides our different working experiences is also something that brings energy into our discussions. These may not always be the easiest of discussions, but the most productive. I believe we are truly interested in each other's perspective, and that helps us in together finding the best ways at the crossroads.”

“We prioritize short digital meetings with the team every Monday and I don't think that anyone has ever been absent”, says Fredrik Rozen, COO. “It's so important that we are all aware about what's going on. Especially since we live in different parts of the country and are quick in decision-making. After all, we are a scaleup company and have just left the startup stage. We evaluate all our meetings”, Fredrik adds. “We need to know that we don't meet just by routine. Our meetings must contribute to our business development.”



“Speaking of development”, Piia Ringstad, Head of Marketing, fills in. “We still struggle to create diversity in one particular area, and that is gender among our sellers. We just have not had enough female applicants. From now on we will handle this in a more ‘marketing oriented’ way. We are making small film clips with our female sellers that we hope will appeal to female applicants that we especially welcome them to apply. We will also increase female presence in our adds.”

Britt interrupts: “Yes! Actively using marketing ideas in our recruitment process is such a good example of how we benefit from our diversity. We help each other since we all share the same goal – to make Freebo a really successful company in the Nordic countries. We make use of our different competencies in order to constantly develop our business.”

Mathias concludes by saying: “Beat yesterday, together, is one of our values, and that is what we do, every day.”

We truly think that diversity makes the best companies, and the best companies will certainly be the ones who are sustainable. We are here to contribute to a better and more sustainable world – and we will do that together.

Freebo



Healthy people in Raksystems



Raksystems creates wellbeing for properties, their owners and users, as well as the environment. These three topics are the foundation of our company and thereby in the core of our sustainability principles. In this writing we focus on the topic Wellbeing of people, which includes the wellbeing of our customers as well as our employees.

Healthy employees lead to satisfied customers and successful business. Based on the former philosophy, we have during the recent years put efforts on for example OneRaks-events, which are forums to elaborate common workplace principles for leadership and for the whole personnel. Organizing of the events continues as our organization grows and the development must be continuous to be able to achieve our vision "The best in the Nordic countries, every day".

We share positive feedback and supportive words in Teams and in our monthly published employee magazine, 'Group News'. In addition, we have team days, pre-Christmas parties and virtual coffee breaks together. One of our values is the best service. It means the best service for our customers and co-workers in everyday work; we support, help and work together to achieve the best results.

We offer our employees for example broad occupational health care and voluntary leisure-time insurance as well as we support sport benefits and develop those together with employees as we see that physical and mental wellbeing contributes to work capacity and work quality. We support our employees to maintain their work competence and to study alongside work.

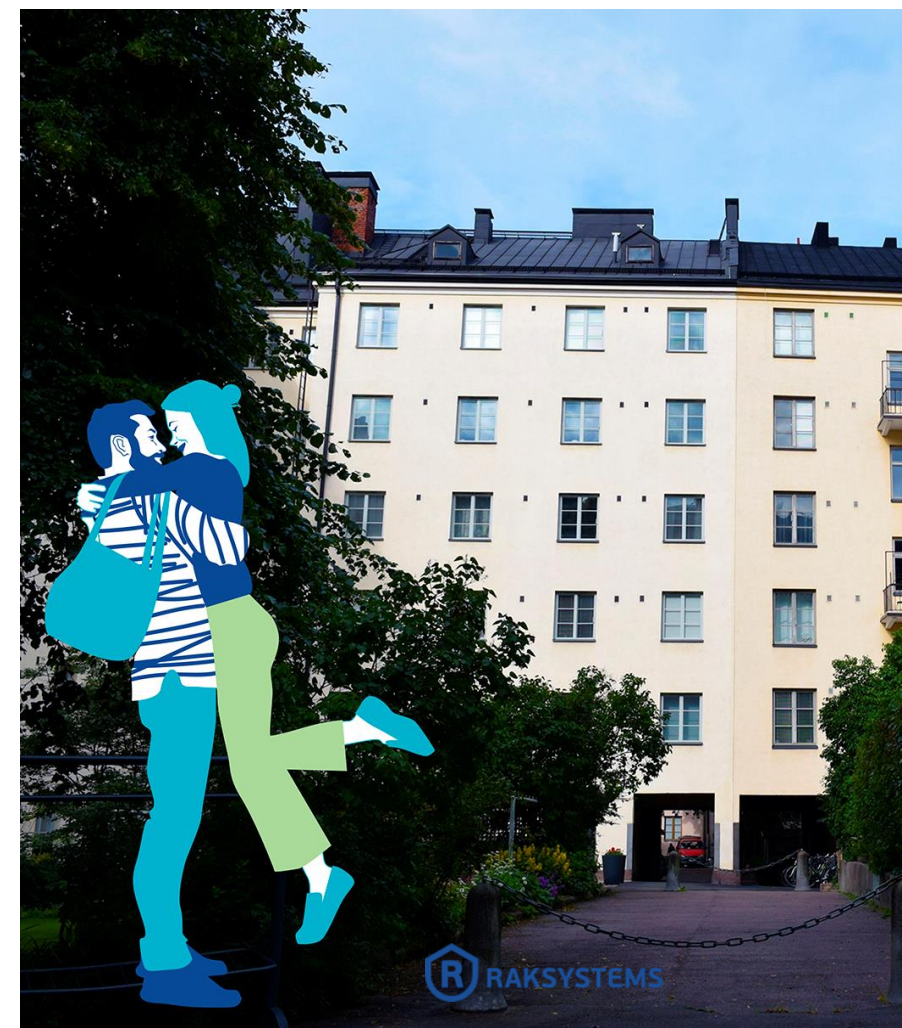
We work for improving properties' wellbeing. Healthy property fosters also the wellbeing and coziness of property users as well as ensures the property owners' healthy finance. We emphasize personal customer service in individual expert level as well as in our customer service function. We aim at replying customers' enquiries fast and frequently and providing customer service through multiple channels. Our customer communication materials are produced with strong customer need perspective, and we offer variety of free trainings to support our customers' knowledge of the importance of the properties' wellbeing.

We monitor regularly customer satisfaction with automatic customer feedback surveys. Employees' work satisfaction and experience of work meaningfulness is measured with quarterly surveys. In addition, a broader employee survey is conducted at the end of the year.

Our Goals

Wellbeing of people is close to our heart. We want that our employees as well as our customers like to work with us with pleasure. Our goal in customer satisfaction is NPS (Net Promoter Score) 60, and in employee recommendation score eNPS 40.

We want that our employees can feel their work is meaningful. Our goal is to achieve a work relevance value of 8 or more on a scale of 0-10.



TAPPAUS – Sustainability work status

At Tapaus Group, we have during the previous six months raised the knowledge as well as the focus and evaluation in sustainability considerably. We have had internal trainings and workshops as well as a survey for Tapaus's and Eventyr's employees to involve everyone in the sustainability work. We have managed to get our employees interested in and participate in towards better solutions and production already from the beginning of the planning of events. Now we are also using the climate calculator in all our projects. We include climate compensation in all our proposals and include sustainability as a focus when working together with the client during the whole project. The climate calculator has been highly appreciated by the clients and it has also been a useful door opener towards further discussions about sustainability with clients and our partners. The CO2 is easy to measure and to compare, but we want our clients to start building more sustainable events also "outside" a CO2e point of view.

From our projects we can read patterns from the planning of the project to the production. We aim at identifying where we could find better, more sustainable solutions. For the implementation of new ways of working and ideas, we need partners and suppliers with whom we are able to cocreate these new, more sustainable solutions. We also know that most of our clients have a high focus on sustainability. Here we have now started to identify KPIs for measuring our sustainability. We want to have clear KPIs that could be helpful in both when building content and communication, but also when selecting the right activations before and after the event itself. By measuring the project, we can also prove the effect we achieved.

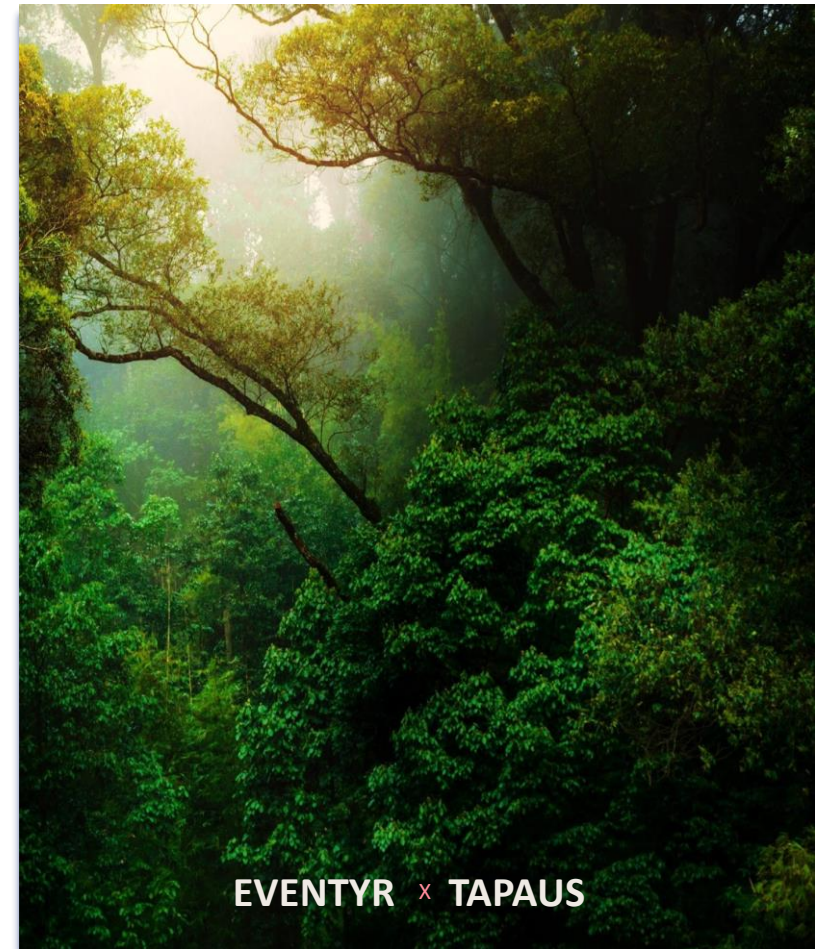
Together with our partners and employees

Another focus for this year and the next year is to analyze, measure and push sustainability to a higher extend with our suppliers. At Tapaus and Eventyr, we will use the Code of Conduct in the beginning of every project and ask the suppliers to agree and stand behind its content. By starting this routine, we hope to create a higher sustainability focus, not only among our suppliers, but also their sub-suppliers. The next step here will be to procure preferred partners whom we will also work closely together to cocreate solutions with also outside the projects.

One of our wishes for 2021 is to find better solutions for material waste after events. We have now several suppliers working towards circular economy in food waste and who create upcycling from rescued products. Hopefully, we will get there also with waste such as fabrics and expo material within a close future.

At Tapaus and Eventyr, we put a lot of effort into well-being at work and one of our strategic development focus areas is "workplace of our dreams" that aims at open and equal working environment for all. In this connection, we conduct an annual comprehensive employee well-being survey and monthly pulse surveys. Based on the results from the surveys we plan our supervisory work and internal communication, as well as of course, aim at identifying all possible development areas and resolve the root causes so that everyone could have the best possible workplace and environment. In addition, we planted a half hectare 'Tapaus forest' in Karkkila (City in Finland), that is an important concrete and growing symbol for our climate work and commitment to the work. The trees planted in the forest are given for example as presents to our customers.

TAPPAUS eventyr



Suvia – corporate culture builds the foundation for sustainability

SUVIA
Group

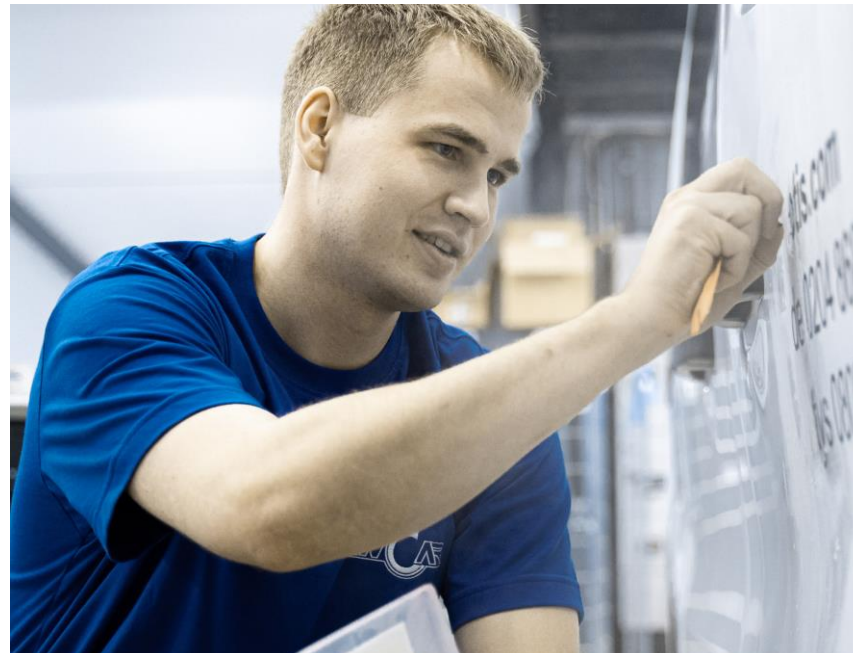
Suvia's corporate culture is a constantly evolving process that strongly reflects in our daily work, values, communication and encounters. It creates the foundation for the organization's operations and enables us to achieve our business goals. The core of the culture is a meaningful employee experience that inspires us to outline the bridge between our own work input and the strategy. It is important to us that the roles and responsibilities of the organization are bright to everyone and that our employees have space to lead their work and express their full professional potential.

We work with enthusiasm, long-term perspective and care about each other. We care about our customers, employees and society and thus we have integrated sustainability tightly into our strategy. Sustainability becomes truly visible when it is a natural part of our corporate culture.

When we started thinking about how to make responsibility as a common goal to everybody, we quickly realized that we wanted to knit it as an easily approachable element into our culture. It is important that our employees feel that they can make a difference by their own choices on a daily basis e.g., by utilizing spare parts efficiently in vehicle repair process, prolonging the lifecycle of the damaged vehicle, or making a safety observation to improve the working environment. As its best, sustainability is strongly tied into every workday and flows through our service production all the way to the customer experience.

For us corporate responsibility means things that we can do with a low threshold in everyday life, that form big currents over time. We believe that this way corporate responsibility does not become as an isolated project but a natural part of Suvia's way of working and community. We want to communicate our business roadmap transparently to our staff, in

which corporate responsibility automatically accompanies the journey. We also review the course together regularly and remember to celebrate the achievement of milestones. This way we keep in mind that also ambitious goals can be achievable with the power of cooperation.



Interview – Sustainability at Dieta

How is sustainability integrated into Dieta's business and operations?

Dieta has defined three themes for its sustainability work. These themes, which are aligned with the strategy and mission of the company, are related to the personnel (one of the core competences of the company), supporting the customers, and building sustainable professional kitchens. Social and economic ESG-pillars are inherently the strongest for us. Our highest ambitions are on developing environmental aspect of our operations including inspiring our customers to more sustainable professional kitchen solutions.

Why and when did your company started to pay attention to sustainability to a greater extent?

The discussion about sustainability has increased during the last 2-3 years. The topic is growing rapidly, becoming more relevant, offering business potential. Our customers are also more interested about sustainability, including their partners' and suppliers' status.

What do Dieta's customers appreciate or expect from Dieta's sustainability work?

So far, responsibility has still played a relatively small role in our customers' decision-making processes. However, we believe that the topic will be more and more essential in the coming years.

Please describe what kind of outcomes do you expect from your company's sustainability work?

We aim at improving our company's "own" sustainability; in addition, we want to be able to actively contribute to the positive development of the responsibility of our partners and also our customers.

Juhani Järvenpää

CEO, Dieta



Dieta®

Kotkamills is the winner of the Kasvunrakentaja – Growth Builder 2021 competition

The Finnish Venture Capital Association (FVCA) and PwC working as a partner arranged the annual Kasvunrakentaja – Growth Builder competition. This year's winner was Kotkamills with its interesting growth story of innovative paperboard that replaces plastics. Without the fruitful cooperation with MB Funds, a Finnish private equity firm, this successful innovation story would not have been possible.



The competition looked for the year's most interesting and inspiring stories from private equity managers' portfolio companies, stories that best spotlight growth building together with their investors. This year's three finalists were: PHM Group, the Nordic property maintenance specialist; Supermetrics, offering tools to process marketing data; and Kotkamills, creating alternatives to plastic and plastic-containing packaging materials, including applications in food service packaging.

"Take a careful look at what you are holding; the right cup can be a real eco-action. The use of plastic must be reduced and, ideally, discontinued where not needed. Being in a pioneering role is often rough. This recognition feels like a nice tribute to our entire team", rejoices Kotkamills' CEO **Markku Hämäläinen**.

"Our cooperation with Kotkamills's management and personnel has always been very efficient and close. Decisions are always made on the company's terms. Investing is more than mere capital; it involves cooperation and sharing expertise, experience and networks. Trust and consistency are values that help to build growth in sustainable business", notes **Hannu Puhakka**, Chairman of MB Funds and responsible for the Kotkamills investment.



The competition jury included growth building experts – F-Secure Founder and Chairman Risto Siilasmaa, Talouselämä's former Editor-in-Chief and Finnish Business and Policy Forum EVA Director Emilia Kullas, and Nasdaq Helsinki President Henrik Husman.

Justifying the win, the jury mentioned both by the ingenuity of innovative plastic-free board and by the close and committed cooperation between the private equity investor MB Funds and the management of Kotkamills. Throughout the cooperation, all parties have committed to working closely together for the benefit of the company.

Read more:

Kotkamills press release (10 March 2021):
<https://kotkamills.com/kotkamills-is-the-winner-of-the-kasvunrakentaja-growth-builder-2021-competition/>

About the competition (FVCA web site, only in Finnish):
<https://paaomasijoittajat.fi/ajankohtaista/kasvunrakentaja-2021/>



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