



2025 Annual Sustainability Report

Strawberry 

Table of Contents

Message from our CEO	3	Our Nordic Swan Ecolabel Certification	34	People	64
History & Highlights	4	Turning Complexity into Clarity	36	2025 Achievements in our People work	65
250 hotels in more than 100 destinations	5	Lifting the Burden from Our Frontlines	37	Rätt Kurva	66
Our Sustainability Journey	6	Pioneering the Path to Green: Our Pilot Hotels	38	Self-Audit People	67
2025 Highlights	7	Learning, adapting, scaling	39	Diversity & Inclusion Advisory Board	68
A rebel in the industry	8	Sparkling a Ripple Effect	40	Development of Peakon	69
Strawberry Sustainability Strategy	11	Tackling the Chemical Challenge	41	Unleash	70
Pushing for Change	10	Energy Efficiency Initiatives in 2025	42	Motimate	71
Strawberry Sustainability Strategy	11	The 2025 Energy Campaign	43	Oslo Kollega	72
Sustainability Management	13	Internal Energy-Saving Competition: Top 3 Hotels	44	Pride	73
Environmental management system	15	Best Practice: Quality Hotel Pond	45	Whistleblowing	74
Data-Driven Sustainability: Tracking Our Impact	17	Better data, Smarter decisions	46	Well-being	75
A Holistic View of Our Operations	18	Strategic Upgrades and Landlord Partnerships	47	Equality	76
Room For Change	19	Case: Clarion Hotel Air	48	Community	78
Climate	20	Progress towards 2030 targets	49	2025 Achievements in our Community work	79
2025 Achievements in our Climate work	21	Chemical Usage	50	The Strawberry Neighbour Fund	81
Progress towards 2030 targets	22	Food & Beverage	51	The Lonely Christmas Tree	85
Our 2025 progress	23	2025 Achievements in our F&B work	52	UNICEF Emergency Partnership	86
Challenges and progress in Scope 3	24	2025 progress: Building the Foundation for Impact	53	Procurement	87
The Power of Procurement	25	Calculating carbon footprint on product level	54	2025 Achievements in our Procurement work	88
Methodology	26	Fighting Food Waste with Real-Time Tracking	55	Risk Assessment	90
Strawberry Climate Fund	27	Responsible Sourcing	56	Transparency Act	91
How does it work?	28	Product standard - The Red, Yellow, and Green Sourcing List	57	Application of Due Diligence	93
Case #1: Quality Hotel View	29	Operationalizing Our Standards	58	The Due Diligence Process	94
Case #2: Clarion Hotel Air	30	The Conference Experience:	59	Contact	95
Buildings & Operations	31	Redesigning the Lunch Experience	60		
2025 Achievements in our Buildings & Operations work	32	Empowering Our Chefs: The Kitchen Labs	61		
Progress towards 2030 targets	33	Strawberry x Rscued	62		
		Room For All	63		

Message from our CEO

At Strawberry, we proudly call ourselves a rebel in the hospitality industry.

In 2025, while we saw others quietly scale back their sustainability commitments, we proudly doubled down by successfully certifying 238 of our hotels with the rigorous Nordic Swan Ecolabel. On top of that, we managed to surpass most of our 2025 targets.

True progress is built on transparency, not just favorable numbers. This year, we moved from spend-based estimates to hard data for our food and beverage emissions, a shift that revealed those emissions are actually more than 100% higher than previously estimated. While a spike like that might look like a setback on paper, we see it as a breakthrough. After all, we cannot fix what we do not accurately measure.

But to understand Strawberry, you have to look beyond the environmental data.

Our sustainability program, WeCare, is rooted in the belief that our hotels are living, breathing extensions of the neighborhoods they inhabit. Whether it is through our initiatives to combat loneliness among seniors, to guide youth away from crime, or providing Room for All through inclusive employment programs, we put people and the planet at the top of our agenda

We have achieved milestones we are deeply proud of, but our journey to 2030 is far from over. There is always Room for Change. Thank you to our guests, our partners, and our 20,000 incredible employees for proving that a premier hotel experience and a warm, beating heart go hand-in-hand.



Torgeir Silseth,
Chief Executive Officer Strawberry Hotels



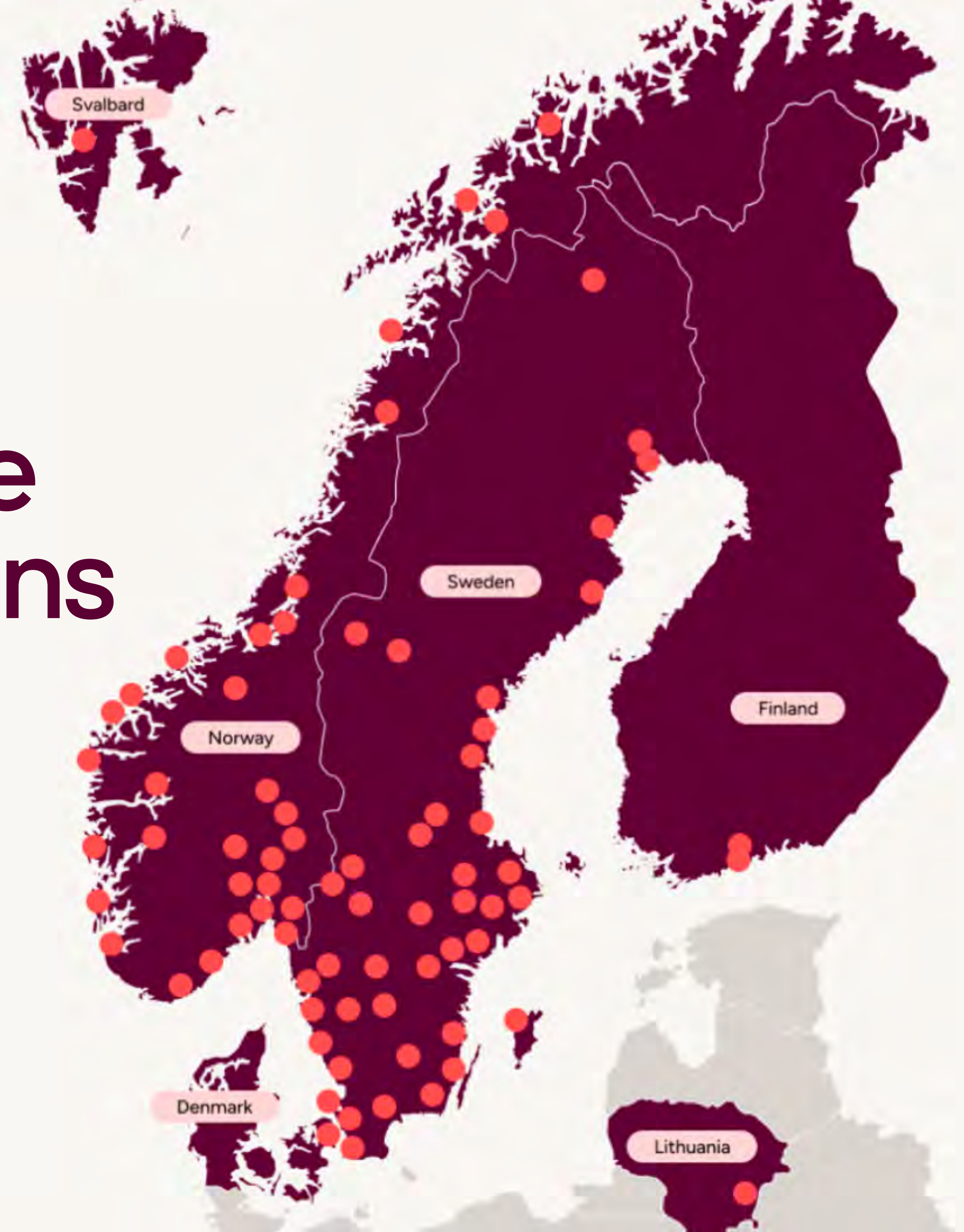
2025 ANNUAL SUSTAINABILITY REPORT

History & Highlights



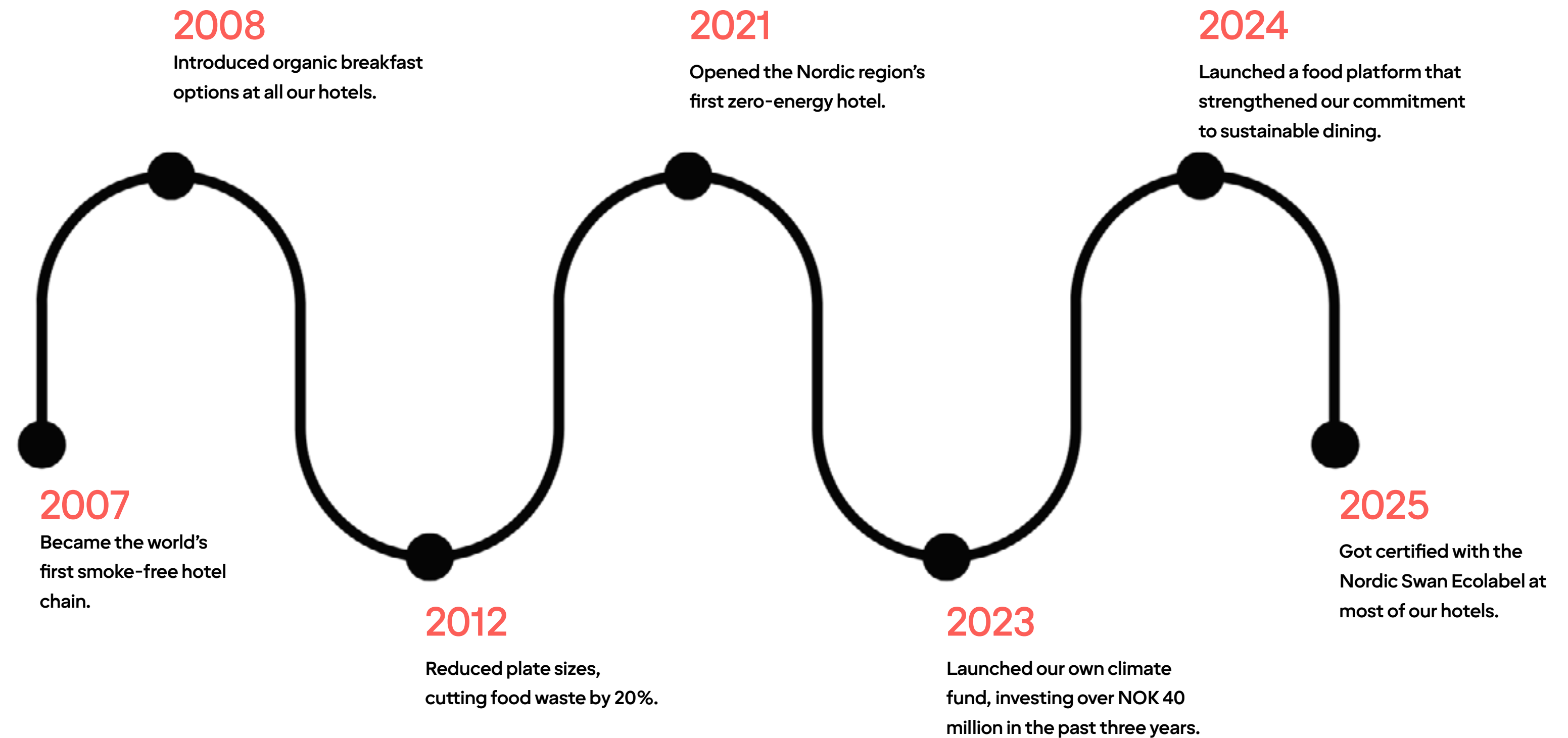
250 hotels in more than 100 destinations

Strawberry has hotels in Sweden, Norway, Denmark, Finland, Faroe Islands, and Lithuania.



Our Sustainability Journey

Hello there! Our sustainability journey has been a rewarding and steady evolution. Here are some of our major milestones from the past years.



2025 Highlights

We're constantly working towards our various sustainability goals. Here are some highlights from our climate and environmental efforts in 2025.



238 hotels are Nordic Swan Ecolabelled.

Rest easy knowing your stay is sustainable. We are incredibly proud that 238 of our hotels now meet the rigorous environmental standards of the Nordic Swan Ecolabel.



100% activity-based food emissions data.

Better data leads to better decisions. We transitioned to 100% activity-based reporting for our largest emission source: food and beverage. This powerful upgrade moves us past estimates, allowing us to accurately track the real-world climate impact of our daily menu choices.



The Sourcing Code available to all.

Transparency matters, from the ocean to the table. We've made our strict Sourcing Code publicly available to promote ethical, fair, and sustainable supply chains everywhere.



16 community projects funded by The Strawberry Neighbour Fund.

From good intentions, to community investments. Our local community projects show how creating solutions to societal issues can be both attainable and enjoyable to implement! Learn more about their stories in our community chapter.

A rebel in the industry

We are built on the foundation of our core values - energy, courage and enthusiasm.

We strive to be a different hotel company, a rebel in the industry, with a warm beating heart. Our ambition is not only to change the hospitality industry, but to make our world a better place to live, work and travel through.

There are two things we value more than anything - our PEOPLE and our PLANET. Our work goes far beyond ourselves. Through our community work we strive to make a real impact outside our steps.

This is our culture. And it is in the heart of everything we do.





Strawberry Sustainability Strategy

Here at Strawberry, we care about each other and the world around us. We put people and the planet on top of our agenda. Our dedicated sustainability programme, WeCare, focuses on taking responsibility for what goes on both inside and outside of our front doors - it's about giving back to our people and society.

We have ambitious goals and a broad commitment. Therefore, we measure our success based on 3 different areas: People, Planet and Profit. We would love to be evaluated on all three levels completely transparent. So you can stay with a clear conscience, because WeCare.

Strategic Priorities

Strawberry has 6 strategic priorities within our work with People & Planet. In this work, we focus on our own operations, on the community around us, and on our supply chain.

Pushing for Change

Strawberry has a vision to make the world a better place.

With the philosophy to never settle and always push for change. And we do so with a warm beating heart. Our commitment to sustainability is not just about words. Our actions will define our legacy, and we want future generations to know we did our very best.

We will create impact by being a frontrunner.



Strawberry Sustainability Strategy



Climate

We will reach net zero emissions in our own operations, and half emissions in our supply chain by 2030.



Development

All employees will be offered standardized learning paths & personalized career and development plans.



Well-being

We will erase the stigma of speaking openly around disabilities and physical & mental illness. We want to have thriving employees who successfully manage all aspects of their life.



Food & Beverage

We are striving for being the Nordic frontrunner on Food & Beverage to meet the Paris Agreement, securing biodiversity and promoting a sustainable lifestyle.



Diversity

We are focusing on Diversity with systemized internal mobility and equal opportunities for all to increase our employee loyalty.



Buildings

Our hotel portfolio should be recognized for smart energy solutions and with a low climate impact. All hotels have 2030 targets related to energy, water, waste, chemicals and use of towels and linen.

Strawberry Sustainability Strategy



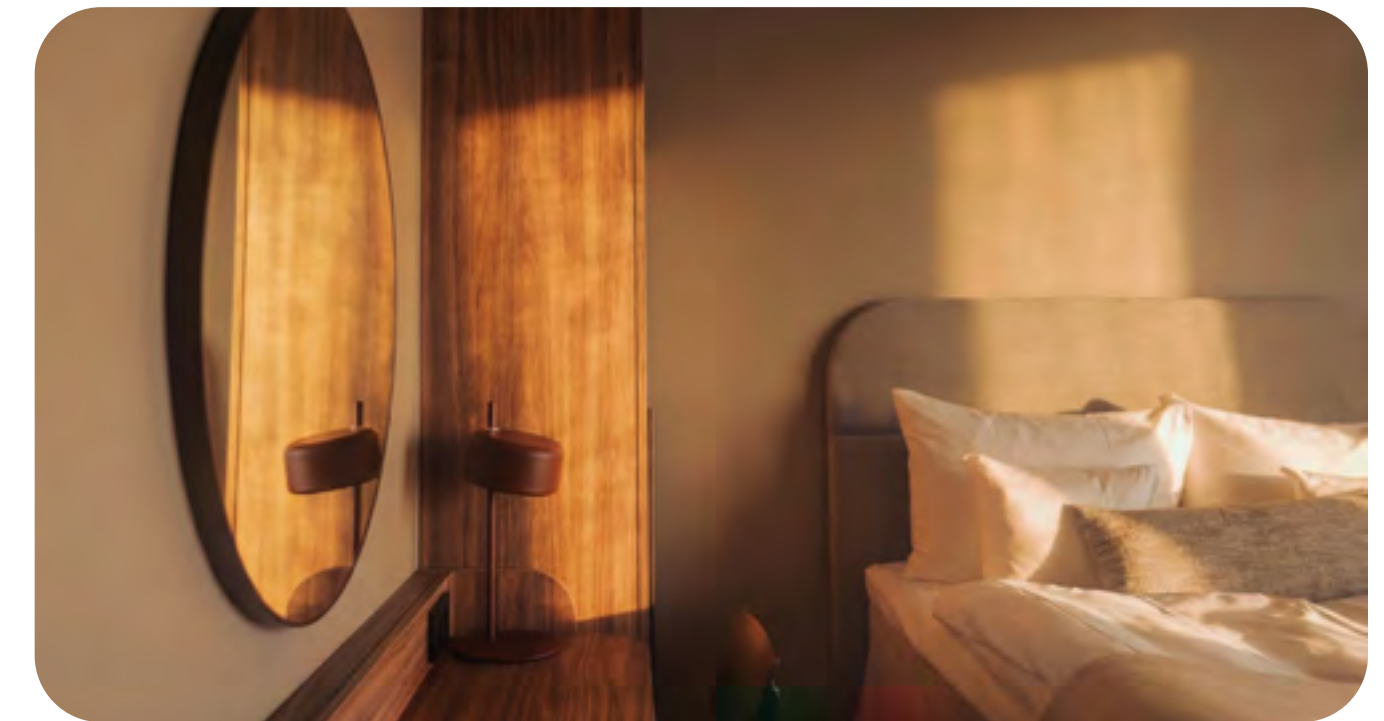
People

By building a culture that inspires and empowers people to be a force for good in the world. A strong community-feeling fosters a culture of collaboration and problem solving, where we dare to speak up and take action. When staying true to our strong values, energy, courage and enthusiasm, we strive to have the strongest loyalty in the industry.



Planet

Our guests would want to travel in the future. It is therefore our goal to ensure this is done in the most climate friendly way. But we have a long way to go. We want to fuel the transition to a more environmentally friendly tourism industry. That includes promoting sustainable food and creating sustainable solutions for our buildings and hotel operations to ensure that we create a credible path toward being a climate neutral (net zero) company by 2030.



Profit

Sustainability is a competitive edge and provides increased profitability.

Sustainability Management

Certifications

In Strawberry we require a high operational standard when it comes to environmental footprint. That is why we require all hotels to be certified. We use Green Key and Nordic Swan.

Since we have both our own hotels and franchise hotels, some hotels have more than one certification. However, from 2025 Strawberry's main certification is the Nordic Swan. We do also comply with "Grøn Punkt" and "Initiativ for Etisk handel" in Norway.

Data quality

Increased customer demands and stronger sustainability regulations require data of high quality. Strawberry aims to secure an efficient system in place that facilitates the collection, tracking and consolidation of data.

This is in order to perform analysis on various factors and continuously improve our sustainability strategies as well as adhering to legal sustainability frameworks. Combining high quality data, together with our expertise in the hotel business, we strive to continuously create guest experiences of the highest quality on the foundation of a sustainable operation.

Management responsibilities

The Executive Committee holds ultimate responsibility for the company's sustainability strategy. Major sustainability concerns are managed by the Executive Committee - with the "Sustainability Steerco" as its representative - or the Internal Board for respective sub-division of the Executive Committee.

The Central Sustainability Team oversees the strategy, initiate and coordinate activities, and track progress. We make sure that all laws and regulations are followed in each of our Nordic countries. We have collective bargaining agreements. We follow closely our employee satisfaction by our own survey.



Sustainability Management

WeCare ways of working

Focusing on sustainability requires dedicated efforts within the organization. Therefore, Strawberry has developed the WeCare Ways of Working system. This comprehensive process demands and supports hotels in integrating sustainability aspects into their daily operations.

It includes templates, guidelines, toolboxes, trainings and clear tasks and deadlines for our hotels to follow.

Sustainability Policies

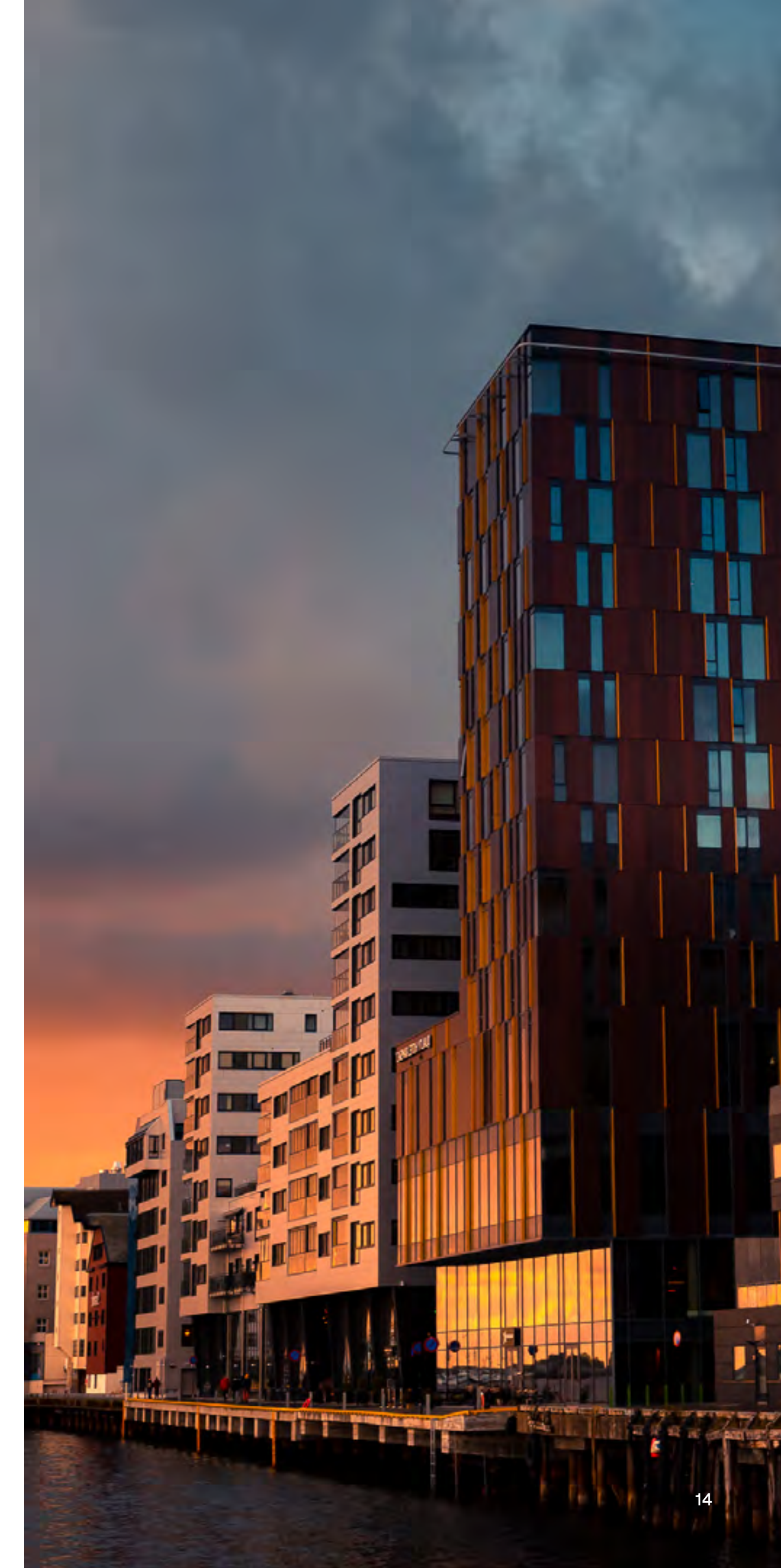
To support our colleagues we have the following policies:

- [Code of Conduct for Suppliers](#)
- [Guidelines for Responsible Trade](#)
- [Checklist: 10 Steps for Responsible Procurement](#)
- [Code of Conduct \(EN\)](#)
- [Animal Welfare Policy 2025](#)
- [Sustainability policy](#)

Our commitments

- Be a front runner in our industry, sharing knowledge and investing, so that the travel and experience industry thrive in a sustainable way in the years to come.
- Reduce our environmental footprint to a minimum and give equal opportunities for all.
- Be loud, strong and demanding so that our Supply chain is not only according to laws and regulations, but also as sustainable as possible - where it matters.
- Supporting the local community by facilitating neighborhood projects.

We commit to be in compliance with environmental laws and requirements.



What we measure in our environmental management system



Energy

All the energy consumption at the hotels are reported into PMI GoGreen. For most hotels the electricity is reported automatically, while the other categories of energy can often be reported manually.



Water

Via a collaboration with Smartvatten, we can measure the water consumption per minute, and this is reported automatically into our system.

We also get alerts if the water consumption in a hotel increases, so we can detect and fix leakages faster.

More and more of our hotels are now using the system. 145 of Strawberry's hotels have installed Smartvatten.



Waste

Our waste suppliers reports the amount of each waste category automatically into PMI GoGreen.

That enables the hotels to compare the amounts and their sorting rates.

What we measure in our environmental management system



Food Waste

In 2022 we decided to improve the measurements on food waste, and we signed an agreement with a company called eSmiley. They deliver scales and software that we use to measure the amount of food waste separated into different categories. The measurements are automatically transferred to our management system PMI GoGreen. In 2025, the number of hotels with the system has increased to almost all hotels and the data quality is improving.



Towels & Linen

All the textiles used in the guest rooms are now measured and reported into PMI GoGreen. The system helps the hotels to make better forecasts on the amount of textiles needed. This helps to reduce the stock in the hotels, and thereby also the consumption.



Chemicals

The cleaning chemicals bought from our central suppliers are measured and reported into PMI GoGreen. The hotels are now able to measure and compare the amount of chemicals used per guest night.

Data-Driven Sustainability: Tracking Our Impact

At Strawberry, we know that to manage our environmental footprint effectively, we must measure it accurately.

As customer expectations rise and regulatory frameworks grow more stringent, maintaining robust, high-quality sustainability data is no longer just an administrative task, it is the foundation of our operational strategy.

To ensure a systematic approach, we have integrated advanced digital tools across our portfolio. This technology empowers our local hotel teams to make immediate, data-backed decisions on the ground, while giving our central team the transparent reporting needed to track progress against our ambitious 2030 targets.

8,25

Average PMI Go Green
index 2025

197

Hotels have automated
energy reporting in PMI
GoGreen

201

Hotels are now using
eSmiley food waste scales

A Holistic View of Our Operations

The heartbeat of our environmental data is our central environmental management system, PMI GoGreen. By linking our consumption metrics directly to daily hotel occupancy, we can continuously monitor operational efficiency, identify deviations, and share best practices between properties.

In 2025, our dedication to this data-driven approach resulted in an impressive average GoGreen Index score of 8.25 across the portfolio. This GoGreen Index score is an internal rating for how well the hotel are working in PMI GoGreen as well as how the hotels are progressing towards our 2030 targets.

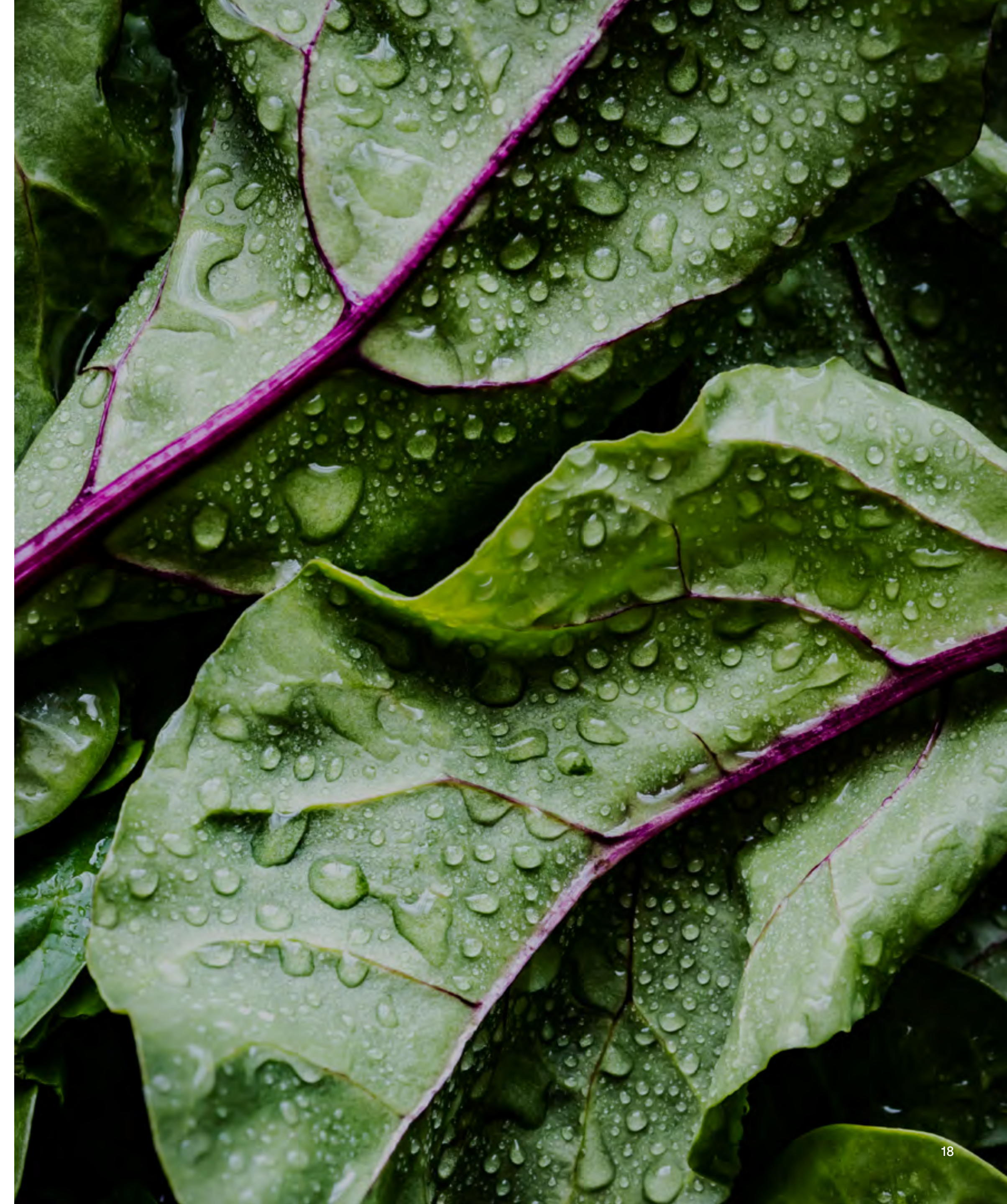
Our comprehensive tracking ecosystem targets our most critical impact areas:

- **Automated Energy Data:** We have largely eliminated manual tracking errors. Currently, 197 of our hotels utilize automated energy reporting, allowing us to accurately map our footprint and react swiftly to consumption spikes.

- **Smart Water Management:** Through innovative partnerships, 145 of our hotels now monitor water consumption on a minute-by-minute basis. Automated alerts notify our maintenance teams of unusual increases, enabling us to detect and repair leakages faster than ever before.

- **Granular Food Waste Data:** You cannot fix what you do not understand. Today, 201 of our hotels use advanced digital scales to measure and categorize food waste daily. By separating data into specific categories—such as buffet leftovers versus kitchen production waste—our chefs receive the exact insights needed to adjust purchasing and refine menus.

- **Chemical & Textile Optimization:** We digitally track the volume of cleaning chemicals used per guest night. Furthermore, our digital chemical management system helps us conduct rigorous risk assessments, making it easier to substitute hazardous chemicals with environmentally friendly alternatives while ensuring full legal compliance.





Room For Change

We care about the planet

When you check into a hotel, what does your choice mean for the planet? At Strawberry, we believe that a premier hotel experience and deep environmental responsibility are not mutually exclusive—they are intrinsically linked. This philosophy is the beating heart of our WeCare sustainability programme. For us, sustainability isn't merely an isolated corporate project; it is the bedrock of our culture and our driving vision to redefine the hospitality industry. From the materials in our buildings to the ethics of our supply chain, we are setting a new standard. We have achieved milestones we are deeply proud of, but our journey is far from over.

There is always Room for Change.

2025 ANNUAL SUSTAINABILITY REPORT

Climate

2025 Achievements in our Climate work

Ambitions & Goals

We are committed to taking action against climate change by doing our part to limit the rise in global temperatures to 1.5°C above pre-industrial levels. By 2030, we commit to reaching net-zero emissions in our own operations and reducing emissions from our value chain by 50%.

In carbon accounting terminology, this means we will reach net-zero emissions in Scope 1 and Scope 2, and reduce our Scope 3 emissions by 50% relative to a 2024 baseline.

A major breakthrough in 2025 was transitioning 100% of our food and beverage (F&B) reporting to actual activity-based data. By moving away from spend-based modeling for our largest emissions category, we have established a highly accurate, transparent foundation for our climate work, resulting in a newly established 2024 baseline.

Clarion hotel Air - First hotel reaching net-zero emissions in own operations.

-10%

reduction in Scope 3 emissions per revenue compared to 2024. 2025 target: -8%

226

hotels purchase renewable electricity. 94% of all electricity we use is renewable. 89% of all energy we use is renewable.

Committed to Science Based Targets

63%

of total emissions moved from spend-based estimates to high-accuracy activity data.

80 decarbonization projects initiated. 54 MNOK added to our climate fund.

-55%

reduction in total Scope 1&2 emissions compared to 2022. 2025 target: -44%

Progress towards 2030 targets

Net-zero emissions in Scope 1 & 2



55% reduction in total Scope 1&2 emissions compared to 2022.

2025 Target: -44 %

50% reduction in Scope 3



10% reduction in Scope 3 emissions per revenue compared to 2024.

2025 Target: -8 %

	2022	2023	2024	2025
SCOPE 1²	4,108	3,423	2,458	1,542
Gas (heating & kitchens)	986	759	605	554
Refrigerants	2,934	2,413	1,659	751
Fuels vehicles and machinery	188	250	193	237
SCOPE 2¹	16,850	12,315	10,940	7,990
Electricity	6677	4950	4068	1448
District heating	9994	7223	6713	6395
District cooling	179	142	159	148
SCOPE 3	81,892	100,974	171,258	174,601
Purchased goods and services	60,505	77,218	146,130	147,557
Capital goods	1,524	1,828	3,576	2,736
Fuel and energy-related activities	2,042	1,986	1,728	1,980
Upstream transportation and distribution	640	999	770	436
Waste generated in operations	1,806	1,466	1,566	2,003
Business travel	1,046	1,541	2,184	2,700
Employee commuting	4,261	4,665	4,665	4,665
Franchises	10,068	11,272	10,639	12,523
TOTAL tonCO2e	102,851	116,712	184,656	184,133

1. Market-based emissions. Location-based Scope 2 emissions equals to 11,268 tCO2e in 2025.

2. Biogenic emissions from biogas and bio-oil equals to 419 tCO2e in 2025.



Our 2025 progress

Surpassing Scope 1 & 2 target in 2025

Our target was to reduce absolute Scope 1 and 2 emissions by 44% compared to our 2022 baseline. By the end of 2025, we had achieved a 52% reduction. The majority of this progress was driven by purchasing low-carbon electricity and heating, and a cleaner energy supply. We also recorded significant reductions in emissions related to refrigerant leakages, resulting from both improved data collection and a strategic shift toward refrigerants with a lower Global Warming Potential (GWP).

Our efforts to phase out fossil fuels are also bearing fruit. Currently, 13 hotels have completely eliminated the use of gas for heating or food preparation, and an additional 11 hotels have transitioned to biogas. For example, during the rebranding of Clarion

Collection to Home Hotels, all gas-powered fireplaces were replaced with fossil-free alternatives. Through removing gas usage, we have annually saved around 290,000 kWh of gas and more than 65,000 kg of CO₂e compared to 2023. However, we still have 62 hotels using fossil gas for either heating or food preparation, primarily in Norway. We will continue working closely with these properties to phase out fossil fuels and collaborate with suppliers to facilitate the switch to biogas.

We recognize that our steep reductions over the last few years were largely driven by initial high-impact measures, and that further reductions will require increasingly complex solutions.

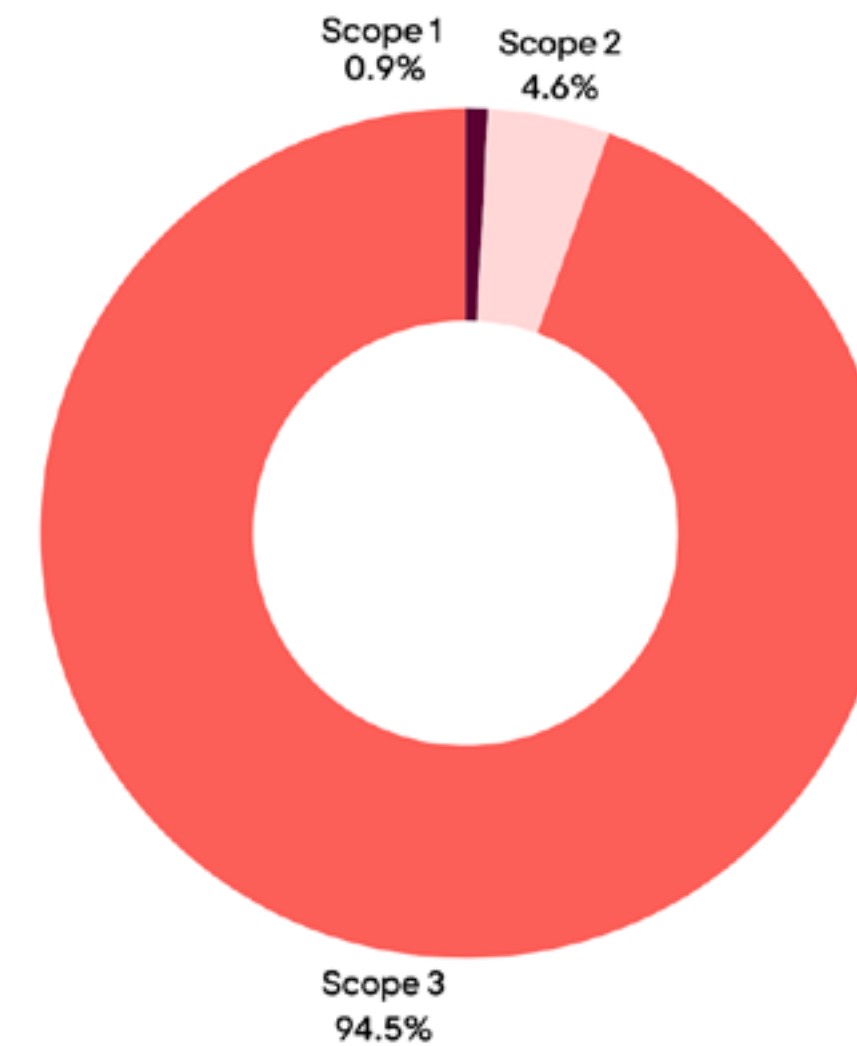
Challenges and progress in Scope 3

While our direct operational footprint is our immediate responsibility, the vast majority of our environmental impact lies within our value chain. More than 95% of our total emissions fall into Scope 3, representing activities outside our direct operational control. Of those Scope 3 emissions, 85% are tied to purchased goods and services, such as food and furniture. Scope 3 is not a challenge we can solve in isolation, it is a shared responsibility requiring deep collaboration with our suppliers and partners.

A defining development in 2025 was the full transition of our Food & Beverage reporting from spend-based estimates to actual activity-based data. This was a massive undertaking, given that F&B is our largest category within 'Purchased Goods and Services' and represents nearly 50% of our total company footprint.

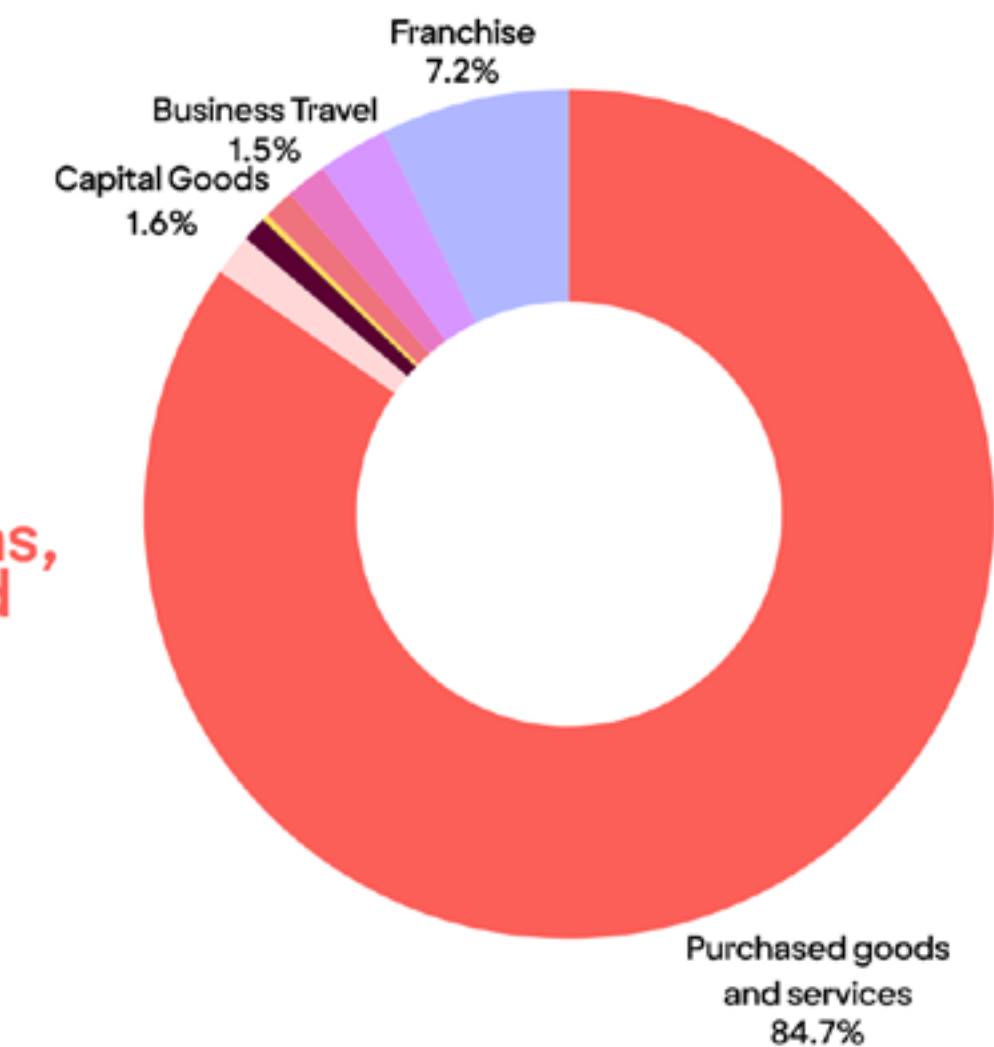
By moving to this higher-precision model, we discovered that our F&B emissions were more than 100% higher than previously estimated. While this correction initially increased our reported totals, it has empowered us with the granular transparency needed to track real progress.

For the first time, we can clearly see the positive impact of specific measures, such as the reduction of red meat and the introduction of '50/50' hybrid products. These data-driven insights allow us to validate our strategy and scale the most effective solutions across our portfolio. To ensure future progress is measured against this accurate reality, we have recalculated our baseline to 2024.



Roughly 95% of emissions fall into Scope 3

Of those Scope 3 emissions, 85% are tied to purchased goods and services



The Power of Procurement

Our Scope 3 strategy is rooted in a simple truth: we cannot reach our emission targets alone. As a major purchaser, we have a significant lever to pull and a responsibility to use our purchasing power for good. By integrating climate criteria into our procurement processes, we aren't just buying products; we are buying them responsibly. A central focus for us right now is improving data quality, specifically, transitioning from spend-based estimates to activity-based data. To achieve this, we are working hand-in-hand with our suppliers.

Case Study: Activity Data in Our Food Purchasing System

Food and beverage purchases represent nearly 50% of our total emissions, making them the most critical focus of our climate strategy. To move beyond broad spend-based estimates, which often fail to capture the nuances of our

reduction efforts, we collaborated directly with our suppliers to integrate specific, product-level emission factors directly into our purchasing system.

This transition to 100% activity-based data was a major undertaking that provided a crucial reality check. By measuring the true environmental footprint of our purchases, we discovered that our actual F&B emissions were more than 100% higher than previous spend-based estimates. Rather than seeing this as a setback, we recognize it as the foundation for genuine progress and have confidently reset our baseline to 2024.

For the first time, we can clearly track the direct impact of our menu choices and validate the success of implemented measures, such as the reduction of red meat and the introduction of 50/50 hybrid products.



Methodology

We report our carbon dioxide equivalent (CO₂e) emissions in line with the Greenhouse Gas (GHG) Protocol. As defined by the standard, we divide our carbon footprint into three distinct categories below. Aligned with the GHG Protocol, we report our emissions using both the market-based and location-based approaches. When presenting progress toward our targets, we utilize the market-based approach to accurately account for our active choices in purchasing low-carbon electricity and heating.



Scope 1

Includes onsite fuel combustion for heating and food preparation, refrigerant leakages, and fuels used by vehicles and machinery owned or controlled by Strawberry.



Scope 2

Includes indirect emissions from purchased electricity, heating, and cooling.



Scope 3

Includes all other indirect emissions related to activities that are upstream or downstream from our operations.



Strawberry Climate Fund

A fund to finance the development of climate-friendly solutions, both at our hotels and for the industry as a whole.

Established in 2022, our Climate Fund finances the development of sustainable solutions for our own hotels to help us reach our ambitious 2030 targets. To date, we have launched 80 decarbonization projects across our portfolio and invested in four pioneering start-ups that provide solutions needed to reach our climate targets.

By investing more than 40 million NOK, 80 decarbonization projects at hotels initiated.

How does it work?

In 2025, we continued our initiatives through the Climate Fund, aimed at reducing greenhouse gas emissions within our operations and financing the transition to climate-friendly solutions in our industry.

During 2025, we specifically targeted refrigerants governed by the F-gas Regulation and EU legislation. We invested in 13 separate projects, resulting in an emission reduction of 176,000 kg CO₂e over the course of the year.

To date, Strawberry has implemented a total of 80 decarbonization measures across our hotel portfolio.



Case #1: Quality Hotel View

As part of our commitment to achieve our 2030 sustainability targets, the Climate Fund has this year executed strategic F-gas conversions across our portfolio, with Quality Hotel View as a great example. By transitioning from the refrigerant R404A to R452A, we have reduced the system's Global Warming Potential (GWP) from 3,943 to 2,140, a reduction of nearly 46%.

This initiative not only significantly mitigates environmental impact in the event of leakage but also extends the operational lifespan of the cooling units. This represents a cost-effective investment that aligns business efficiency with Strawberry's climate ambitions.



Case #2: Clarion Hotel Air

Through targeted investments from the Climate Fund, Clarion Hotel Air has completed a comprehensive decarbonising of its operations. By replacing traditional gas sources with induction grills and electric water fireplaces, and upgrading to R290 systems utilizing natural refrigerants across all cold storage, the hotel has eliminated significant emission sources.

The modernization also incorporates energy-efficient solutions for blast chilling and ice production. Thanks to a close partnership between the Climate Fund and the property owner, the hotel reached a historic milestone in 2025 as the first Norwegian Strawberry hotel to achieve net zero emissions in its own operations. (Scope 1 and 2).

This project serves as a blueprint for how strategic capital allocation and operational collaboration can accelerate the green transition within the real estate sector.



2025 ANNUAL SUSTAINABILITY REPORT

Buildings & Operations

2025 Achievements in our Buildings & Operations work

Ambitions & Goals

We strive to operate our buildings efficiently and to reduce the environmental impact from our hotel operations. By adopting a thoughtful approach to design, construction, and operation of our buildings we minimise our environmental impact.

Through our Strawberry Building Commitment, we set the sustainability bar on how we build and operate our buildings. But to reach our ambitious goals we must find innovative ways to further improve our operations and reduce our emissions.

That's why we launched the Strawberry Climate Fund with the aim to reduce emissions from our hotels.

Updates of technical requirements for renovations and new-builds aligned with 2030 targets.

We have entered Green Investment Contracts in partnership with our landlords to implement energy-saving measures across several properties. These agreements are driven by a shared commitment to improving building sustainability and enhancing operational efficiency through collaborative investment.

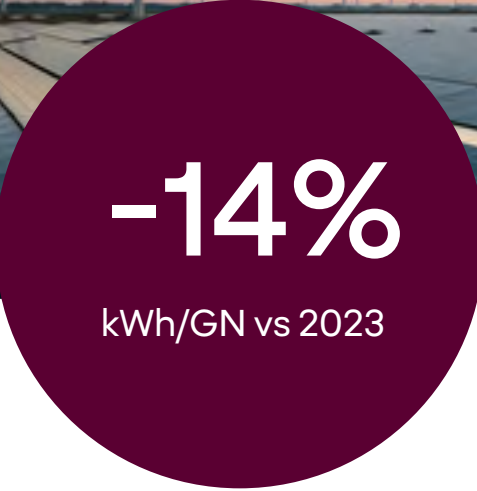
On track to fulfill the energy-mapping legislation for applicable hotels in our portfolio: with Sweden completed in 2024 and 18 Norwegian hotels mapped in 2025, the remaining properties in scope for Norway, Finland, and Denmark are scheduled for auditing in 2026.

Certified 238 of our hotels across the Nordics with the Nordic Swan Ecolabel

Shower campaign
Installed low-flow showerheads at 59 hotel achieving savings of more than 13 million liters of water per year.

Progress towards 2030 targets

Energy



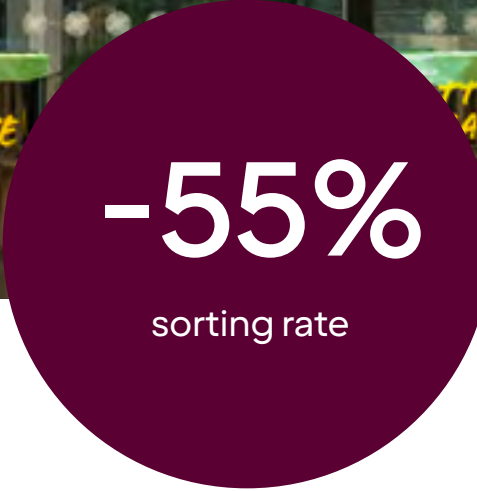
2025 target: -5.7%
2030 target: -20%

Water



2025 target: -9%
2030 target: -30%

Waste



2025 target: 60 %

Chemicals



2025 target: -4,3 %
2030 target: -15%



Our Nordic Swan Ecolabel Certification

When companies choose to take a step back upon the possibility of stricter regulations, Strawberry took a step forward. In a short period of time, 238 hotels at Strawberry became Nordic Swan Ecolabelled.



The Swan Has Landed: Taking Our Sustainability Journey to the Next Level

At Strawberry, we don't just talk about sustainability—we live it. In 2025, we took a massive leap in our sustainability journey by waving goodbye to ISO 14001 and going all-in on the Nordic Swan Ecolabel. And talk about a team effort: in less than 12 months, an incredible 238 of our hotels proudly earned their certification!

One Tough Standard, Zero Compromise on Comfort

Why the Swan? Because it's the most recognized and stringent ecolabel in the Nordics! We wanted one unified, rock-solid environmental standard across our entire portfolio. Now, regardless of a hotel's size or brand, the standard are the same.

We handle the strict criteria for energy, water, waste, and eco-friendly procurement behind the scenes, so our guests don't have to do anything extra. Our guests get the exact same fantastic Strawberry experience, but with a much greener footprint. By being Nordic Swan Ecolabelled, we are influencing our consumers to choose greener and more conscious choices.

We recognize that our steep reductions over the last few years were largely driven by initial high-impact measures, and that further reductions will require increasingly complex solutions.

Turning Complexity into Clarity

Transitioning to the Nordic Swan Ecolabel was a monumental achievement, but it was not without its operational hurdles. Meeting such rigorous environmental standards required us to rethink our daily routines, reevaluate our supplier partnerships, and carefully audit the products used across our hotels.

Rather than letting this complexity overwhelm our teams, we approached these challenges with a clear, supportive strategy: centralize the heavy lifting so our hotel staff can remain focused on delivering exceptional guest experiences.



Lifting the Burden from Our Frontlines

Our core philosophy throughout this transition was simple: make sustainability seamless. We understand the fast-paced nature of hotel operations, and we knew that adding complex administrative tasks to our frontline teams would be counterproductive.

To solve this, we managed the bulk of the compliance work centrally.

By leveraging existing data and developing highly practical, easy-to-follow routine guidelines, we successfully integrated these stringent environmental standards into our standard operating procedures. The result is a deeply embedded culture of sustainability where our hotels are fully compliant, supported, and free from unnecessary administrative burdens.



Pioneering the Path to Green: Our Pilot Hotels

Transitioning our entire portfolio to the rigorous Nordic Swan Ecolabel in under a year was a monumental ambition. To ensure a seamless and successful rollout, we strategically initiated our journey with a dedicated pilot program.

Testing the Waters

Before launching portfolio-wide, we partnered with a diverse group of pilot properties: Comfort Hotel Børsparken, Quality Hotel Strawberry Arena, Clarion Hotel Energy, Farris Bad, Sommerro, and Clarion Hotel & Congress Copenhagen Airport. The core purpose of this pilot phase was to thoroughly test out the process for the certification in a real-world environment.

By working closely with these distinct properties, we successfully navigated the complexities of varying regulations across different countries and brands. Crucially, it allowed us to identify the most efficient balance of tasks between individual hotel teams and our central headquarters.





Learning, adapting, scaling

Following their initial surveys, our pilot hotels underwent on-site inspections in early May, which were immediately followed by comprehensive review sessions with HQ. We continuously worked on our hotel checklist to improve the process, driven by the belief that feedback from our frontline teams was highly wanted and important to our success.

This collaborative trial phase achieved exactly what we set out to do: simplify the work for all the other hotels across our network.

Armed with highly refined checklists and practical support materials provided well ahead of time, we confidently launched geographically-organized on-site inspections for all remaining properties starting at the end of May. This meticulously planned pilot program was the key to unlocking our ultimate 2025 milestone: ensuring all hotels are Nordic Swan certified by the fourth quarter!

Sparking a Ripple Effect

The “Swan effect” has been absolutely contagious, sparking incredible collaborations that go way beyond our own hotel walls:

Supplier Shake-Up: Our partners stepped up to the plate! We’ve had suppliers proactively reformulate their products just to meet the Ecolabel’s tough requirements on chemicals and resources.

Next-Level Operations: This transition has seriously boosted the quality of our sustainability work. From banishing disposable items in daily dining and cutting down food waste, to using eco-labelled cleaning products and running incredibly sharp recycling processes, our daily operations and internal dialogues have never been better.

Growing the Flock: We are not hitting the brakes anytime soon! The momentum is rolling right into 2026, with 12 brand-new hotels in our pipeline already gearing up for their Swan certification.

”We are not hitting the brakes anytime soon”

By embracing the Nordic Swan Ecolabel, we aren’t just following the rules—we are actively changing the game. We are so proud to prove that a world-class hotel stay and taking care of the planet go hand in hand!





Tackling the Chemical Challenge

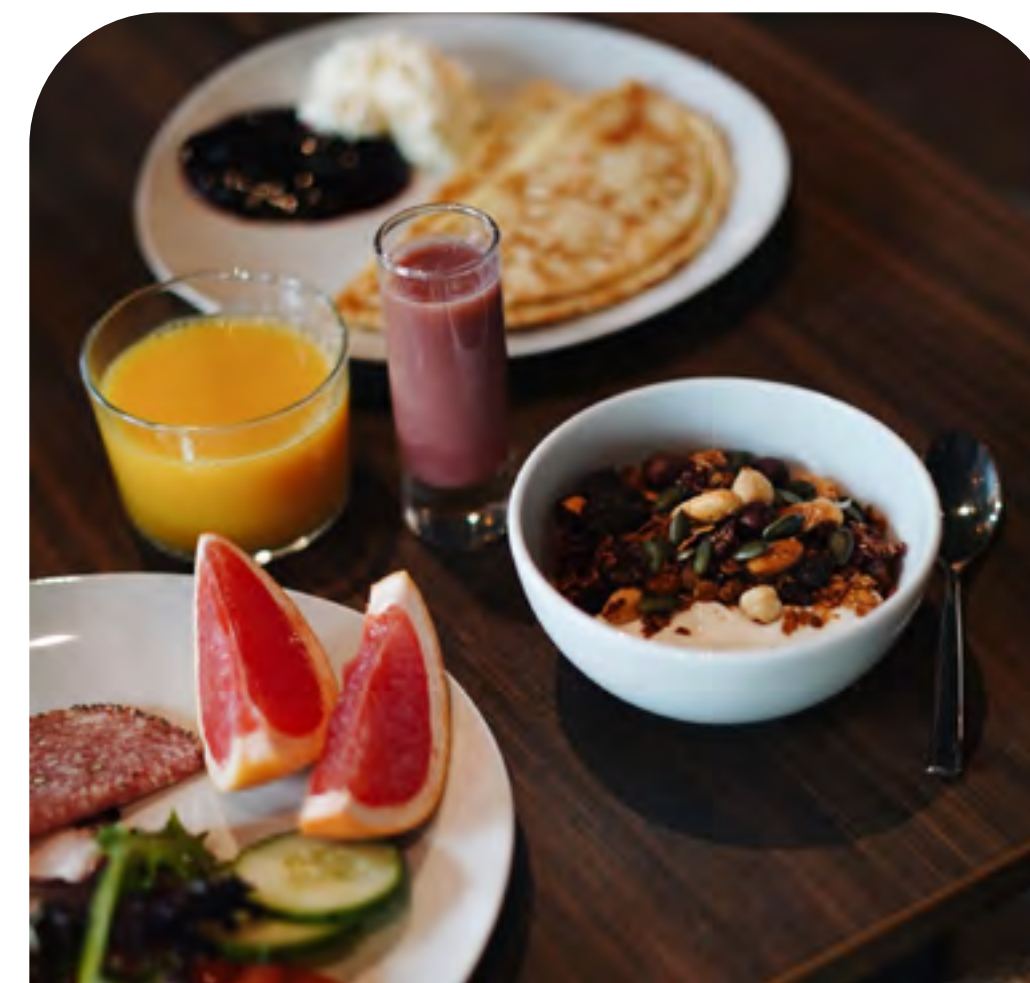
One of the most demanding aspects of the certification was the Ecolabel's strict criteria regarding chemical use. To ensure absolute compliance without disrupting daily operations, we implemented a comprehensive overhaul of our chemical management processes:

- **Meticulous Tracking:** We initiated a detailed, portfolio-wide registration of every single chemical used in our operations, logging them securely into our central management system, EcoOnline.
- **Empowering Through Training:** We rolled out targeted training programs for our hotel teams, ensuring staff fully understood the new standards and could easily distinguish between allowed, restricted, and banned substances.

- **Streamlined Procurement:** To provide a holistic, foolproof solution, our central project team collaborated closely with our key supplier, Diversey. Together, we developed a pre-approved, country-specific list of compliant chemicals. This removed the guesswork completely, making it effortless for hotels across different regions to order exactly what they need while remaining strictly within the Ecolabel guidelines.

Energy Efficiency Initiatives in 2025

Our physical buildings represent a significant portion of our environmental footprint, making energy efficiency a top priority. In 2025, we took critical steps to optimize our operations, improve our tracking, and invest in sustainable infrastructure.



The 2025 Energy Campaign

In the autumn of 2025, we launched a company-wide Energy Campaign to track and encourage the greatest year-over-year energy reductions across our hotels. The initiative proved that through a combination of smarter operational habits, fine-tuning of equipment, and strategic upgrades, we can achieve substantial savings, even as our guest volume grows.

Campaign Highlight: Our top five performing hotels achieved an impressive 20% average reduction in total energy consumption during the campaign period, while maintaining guest volumes comparable to the previous year.



Internal Energy-Saving Competition: Top 3 Hotels



Quality Hotel Pond



Son Spa



Quality Hotel Skjærgården



Best Practice: Quality Hotel Pond

Since September 1st, the energy in our slogan, "Energy, courage and excitement," has truly gained a deeper meaning.

The goal has been to cut energy consumption compared to last year, adjusted for RN (Room Nights), and the figures show that engagement is sky-high. Despite the increase in occupancy, we've still managed to cut total energy use - a really impressive step forward for our energy efficiency.

The winner? Quality Hotel Pond!

Quality Hotel Pond's Main Implementations:

- Gained greater control over the central control system by implementing integration to the booking system, resulting in a more needs-driven operation.

- Implemented minor adjustments with major impact: Reduced cooling in common areas and reduced temperature on bathroom floor heating.

Key Results & Impact:

Significant Energy Reduction: Managed to reduce consumption across all energy sources.

- **Cooling consumption:** More than halved.
- **Heating consumption:** Reduced by one-third.
- **Electricity consumption:** Slightly reduced.

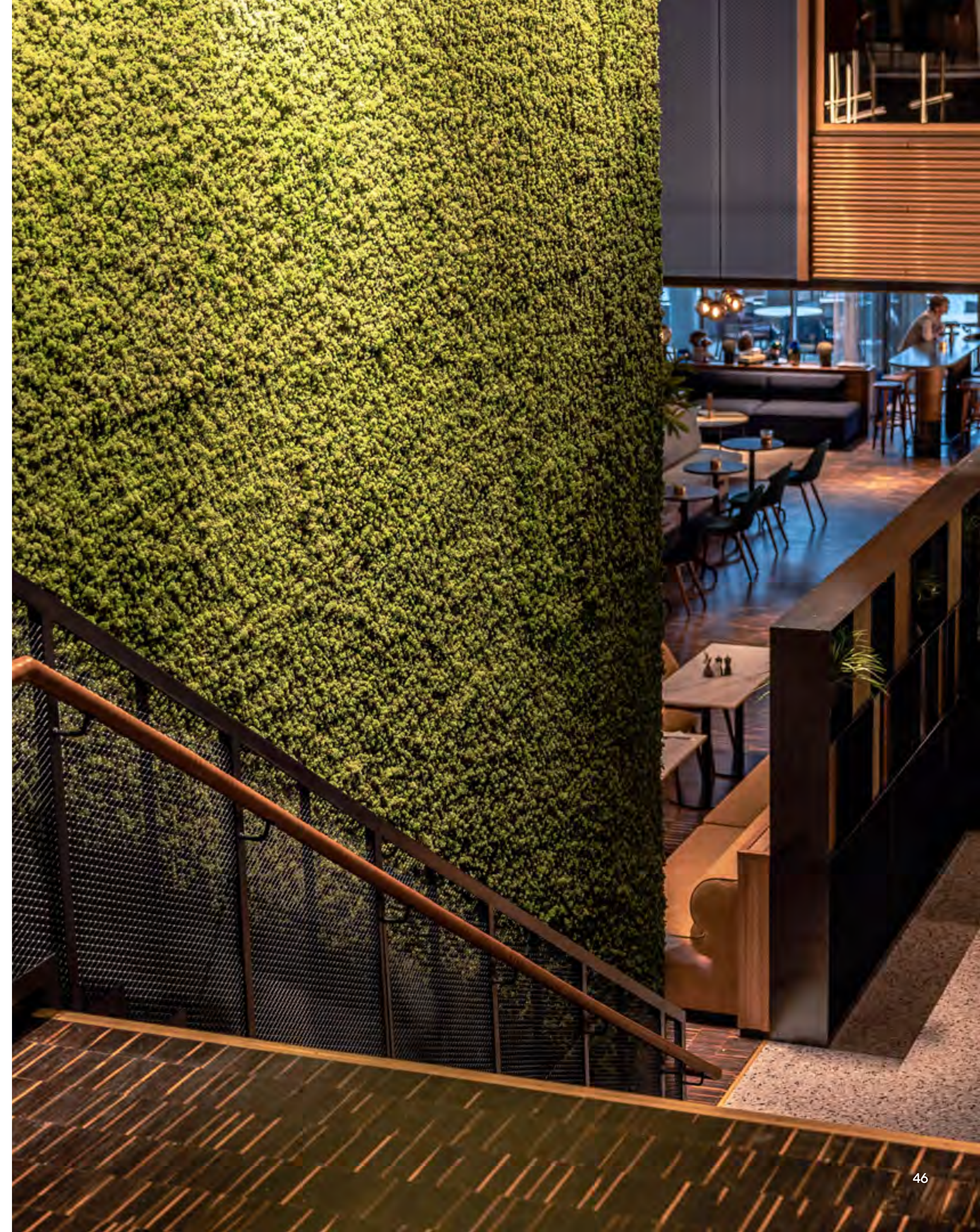
Main takeaway: The large simultaneous reduction in cooling and heating indicates the hotel successfully minimized the two systems running against each other. Optimizing existing technical installations and making small implementations can yield great savings.

Better data, Smarter decisions

To manage our energy consumption effectively, we need to measure it accurately. In 2025, we strengthened our oversight and technical capabilities:

- **Dedicated Leadership:** We hired a dedicated Energy Controller to raise awareness, drive our energy strategies, and support our hotel teams on the ground.
- **Improved Tracking and KPIs:** We established robust new methods to monitor hotel consumption. By implementing specific KPIs, we can now better track deviations that require immediate follow-up and corrective action.

- **Energy Mapping:** We continued comprehensive energy-mapping across several of our Norwegian properties. This deep dive allows us to identify actionable steps to optimize our buildings and create highly efficient hotel operations.
- **Nordic Swan Alignment:** All our energy efficiency methods and tracking systems have been designed to align tightly with the rigorous energy criteria of the Nordic Swan Ecolabel.





Strategic Upgrades and Landlord Partnerships

Many of our properties underwent strategic upgrades in 2025 to become more energy-efficient. Because we lease our buildings, collaboration is key to transforming our physical spaces:

- **Green Investment Contracts:** We entered into pioneering Green Investment Contracts with our landlords to implement major energy-saving measures across several properties. These agreements are driven by a shared commitment to improving building sustainability and enhancing operational efficiency through collaborative investment.

- **Continuous LED Roll-out:** As part of our ongoing facility upgrades, we are continuing the widespread roll-out of energy-efficient LED lighting in close partnership with our landlords.



Case: Clarion Hotel Air

Clarion Hotel Air is strategically situated in Sola, Norway, offering an optimal location with close proximity to both Stavanger Airport and the picturesque Jæren beaches. The property is characterized as a contemporary establishment featuring impressive views and an interior design inspired by the surrounding natural landscape. It serves as a convenient hub and is recognized as a premier conference hotel with excellent dining provisions.

The hotel boasts 296 rooms and provides a diverse range of accommodation options suitable for both larger and smaller groups. This positions it as a favored venue for a variety of engagements, including conferences, meetings, and leisure stays.

Several attributes contribute to the distinctiveness of Clarion Hotel Air. Its location stands out as a primary factor, with its adjacency to Stavanger Airport offering

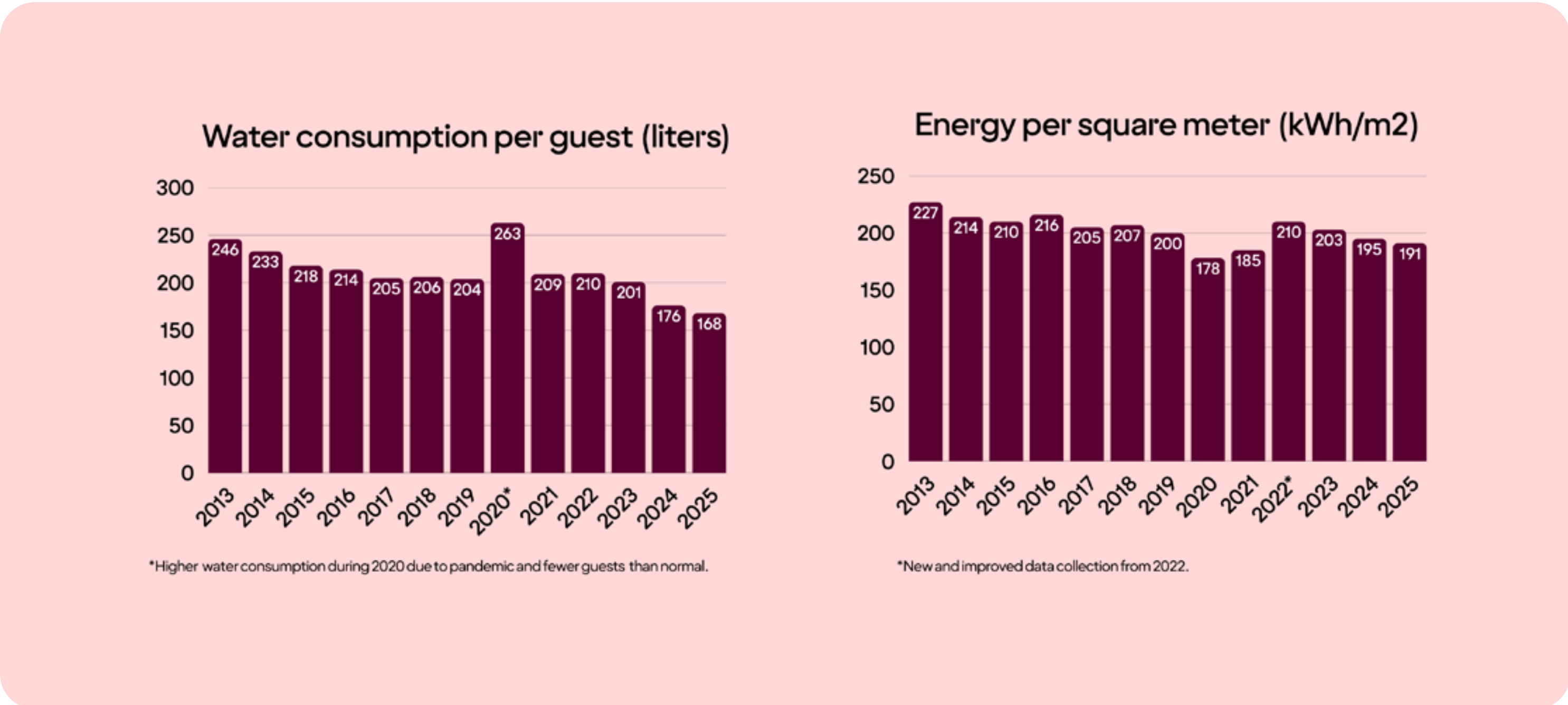
significant logistical advantages for travelers. Additionally, the hotel's modern and stylish design is highlighted. Furthermore, its state-of-the-art conference facilities are a key driver of its preference for business events. Finally, the accessibility of the beautiful Jæren beaches enhances the hotel's overall appeal.

From an environmental perspective, Clarion Hotel Air demonstrates a strong commitment to sustainability. The hotel, spearheaded by its facility manager and in collaboration with the property owner, has actively worked to identify and implement the potential for achieving 100% renewable energy for the building's operations. This undertaking has received support from the Strawberry Climate Fund. Upon completion of these projects during 2025, the building will be powered exclusively by renewable energy sources. This represents a significant and appropriate milestone for Clarion Hotel Air and Strawberry in advancing towards their 2030 objectives.

Progress towards 2030 targets

In 2025, we made a big effort to run our buildings more efficiently, and it paid off. Our energy use dropped by -2% per square meter, and -7% kWh per guest night, compared to 2024. With a higher amount of visitors, we still managed to reduce the kWh per square meter for the portfolio. Additionally, we upgraded lighting, heating, and ventilation systems, and focused on optimizing current equipment operations to save energy.

Our water consumption went down by 4.5 % per guest night in 2025 compared to 2024. To achieve these reductions, we finalized installment of low-flow showers and faucets at 59 hotels which conserve both water and energy. Annually we expect to achieve saving of more than 13 million liters of water.



Chemical Usage

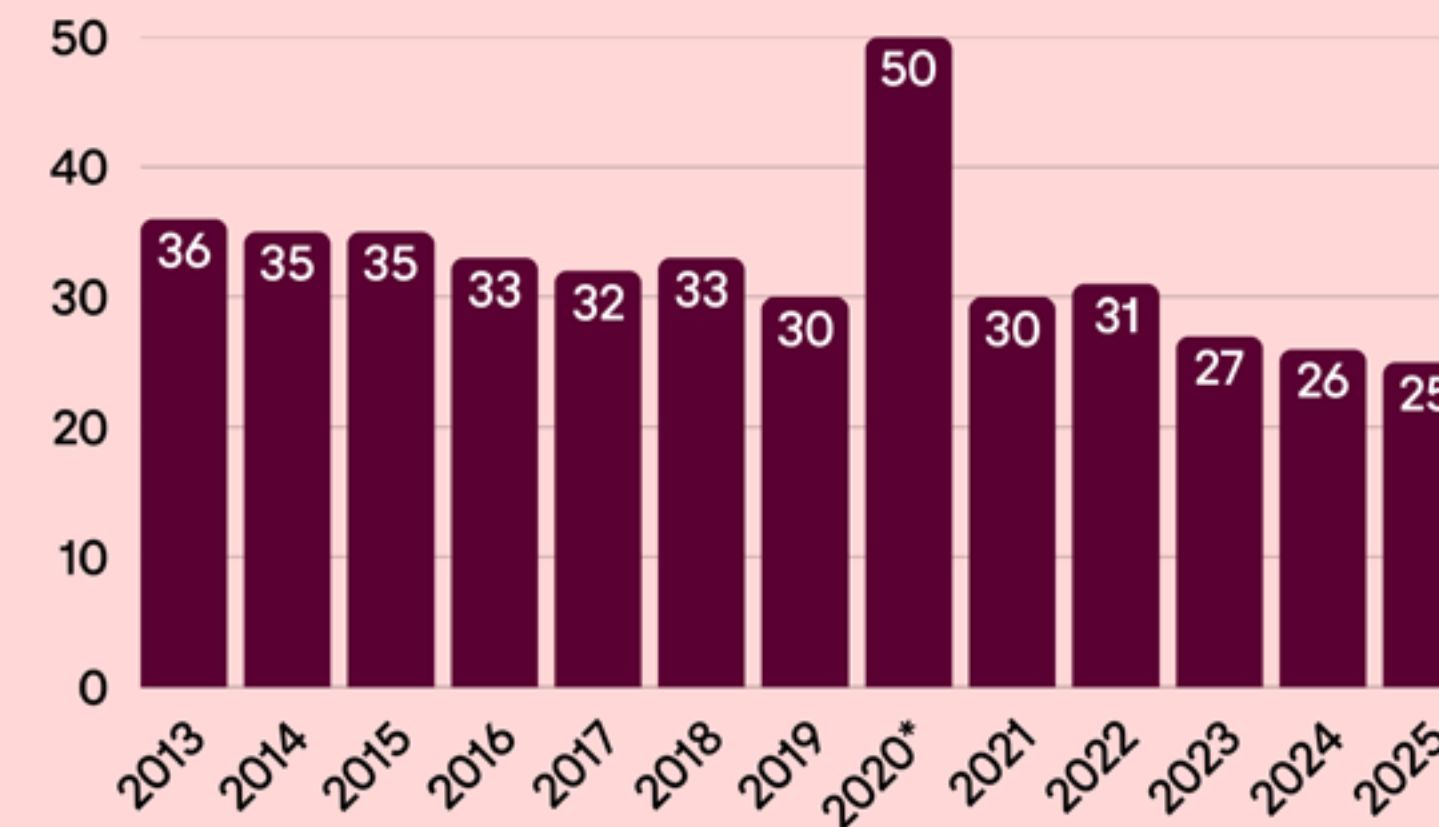
At Strawberry, we don't just talk about being green; we verify it through the rigorous standards of the Nordic Swan Ecolabel. One of our most critical commitments is managing the "invisible" impact of our operations: chemicals. To ensure a safe environment for both our guests and our planet, we maintain a strict digital infrastructure through EcoOnline.

This platform acts as our central gatekeeper, containing a curated list of approved, eco-certified chemicals that have been vetted for high biodegradability and minimal aquatic toxicity. By digitizing our chemical management, every one of our hotels has real-time access to the safest products available, ensuring that our high cleaning standards never come at the cost of the Nordic wilderness.

Compliance means saying a firm "no" to harmful substances in our daily routines. Following Nordic Swan's strict criteria, we have completely eliminated the use of prohibited chemicals, such as phthalates, certain surfactants, and microplastics, which are often found in conventional industrial cleaners.

We focus on concentrated formulas and precise dosing systems to reduce waste and exposure. This disciplined approach to our chemical footprint is a core pillar of our sustainability report, proving that a premium guest experience can be achieved through responsible, non-toxic, and transparent operations.

Chemicals (g/guest)



*Higher chemical consumption in 2020 due to pandemic.

2025 ANNUAL SUSTAINABILITY REPORT

Food & Beverage

2025 Achievements in our F&B work

Ambitions & Goals

As one of the biggest operators within food and beverages in the Nordic countries, what we do matters. We strive to help our guests in a more sustainable direction. We focus on increasing fruits and vegetables, plant based options, reducing red meat, and avoiding environmentally damaging produce. All while not compromising on taste.

Global food production places immense pressure on our climate, biodiversity, and water resources. As one of the largest F&B buyers in the Nordics, we have both the responsibility and the opportunity to drive systemic change

We aim to reach out to over 200 million people and increase their quality of life and the world around them, and food & beverage is the area where we are at the closest we get to our guests. Our future goals and ambitions will define guests future health, animal health, and our planet's health.

Developed “Conference Experience”. Great taste
- Lower impact.

Integration of Klimato in e-commerce platform, enabling us to see carbon footprint on all food and beverage products, and to automatically calculate carbon footprint of a dish.

-1.5%
Food waste,
g/guest vs 2024
2025 target: -8%

Updated product standard to align our red list with Nordic Swan requirements and WWF updates.

-4.4%
Emissions from food and beverage,
CO2e/spend
2025 target: -8%

2025 progress: Building the Foundation for Impact

Food and beverage operations represent nearly 50% of our total emissions. In 2025, our progress in this critical area was defined by a radical shift in transparency and significant operational overhauls. By transitioning to actual activity-based data, we finally gained the clarity required to measure our true performance.

Emissions Reduction: We achieved a 4.4% reduction in our F&B purchases footprint (CO₂e per spend). While this falls short of our ambitious 8% target, it represents a strong, tangible downward trajectory. This progress was actively driven by the integration of Klimato into our e-commerce system, as well as the launch of our new "Conference Experience," where we focus on providing delicious conference meals with a lower impact.

Food Waste Reduction: We successfully reduced food waste by 1.5% per guest compared to 2024. Although we have not yet reached our 8% reduction target, 2025 was a vital foundational year. The widespread installation of eSmiley smart scales has now equipped our local teams with the granular, daily insights needed to pinpoint waste at the source.

Ultimately, 2025 was about moving from estimates to exactness. With our new high-precision baseline and operational tools fully integrated, we are perfectly positioned to drive systemic, data-backed reductions in the years to come.

Progress towards 2030 targets



-1.5%

Food waste, g/guest

vs 2024

2025 Target: -8 %

2030 Target: -50%



-4.4%

F&B CO₂e/spend

vs 2024

2025 Target: -8 %

2030 Target: -50%



Solution for calculating carbon footprint on product level

Calculating the climate impact of the food we serve is essential to reducing our overall emissions. To actively drive these reductions, we have integrated Klimato into our e-commerce and procurement platform. This integration empowers all staff using the system to calculate the carbon footprint of food and beverages at the product level. Now, whenever a new recipe is created, it automatically generates a precise CO2 footprint and a climate rating (ranging from A to E).

This rating is based on the carbon intensity of a standard, full-size meal of 400g. By embedding these metrics directly into our systems, we are providing our Food and Beverage (F&B) teams with the transparent data they need to account for CO2 emissions during the menu planning process, enabling them to make climate-conscious choices before the food ever reaches the kitchen.

Fighting Food Waste with Real-Time Tracking

Building on the data foundations laid in 2025, we are now implementing highly active waste management across our portfolio. A vital step in achieving large-scale food waste reduction is the rollout of eSmiley, which is now installed in the majority of our hotels. eSmiley is a plug-and-play solution featuring a digital scale and tablet that allows for the real-time weighing and registration of food waste. This system transforms how we handle waste on two levels:

Local Empowerment: Individual hotels and restaurants can seamlessly log their food waste, categorized by exactly where in the kitchen or dining room it originates, alongside daily guest numbers. This granular, daily insight makes it significantly easier for local teams to identify patterns and introduce immediate, targeted reduction actions.

Group-Level Oversight: For Strawberry as a whole, the system allows us to consolidate this data, track portfolio-wide trends, and measure our progress against our overarching group targets.





Responsible Sourcing

The intersection of climate change and biodiversity loss is one of the most critical challenges of our time. As climate change worsens, it accelerates the decline of plant and animal species, making natural environments increasingly vulnerable.

Because animal welfare, farming practices, and the climate impact of food production are of growing global concern, we hold a firm conviction: our food must be produced with deep respect for nature, the animals, and the people who produce it.

Product standard - The Red, Yellow, and Green Sourcing List

To deliver on this commitment and manage our supply chain risks, we have implemented a strict, non-negotiable framework based on Red, Yellow, and Green sourcing lists.

These lists dictate what we can and cannot serve at our hotels. To ensure our standards are rooted in the latest science and global best practices, the lists are:

Updated Annually: Our internal WeCare team reviews and updates the criteria every year.

Expert-Aligned: The guidelines are developed in consultation with our suppliers and strictly aligned with internationally recognized advice, including the International Union for Conservation of Nature (IUCN), WWF chapters across Norway, Sweden, Denmark, and Finland, and the Nordic Swan criteria administrative burdens.





From Policy to Plate: Operationalizing Our Standards

Setting rules is only the first step; ensuring they are followed is where we make a real impact. We integrate these standards into our daily operations through:

- **Supplier Compliance:** Our WeCare and Procurement teams are jointly responsible for following up with suppliers to ensure strict compliance with our sourcing lists.
- **System Integration:** We continuously update our internal e-commerce system so that all

available products automatically align with our guidelines, making it easy for hotels to make the right purchasing decisions.

- **On-the-Ground Training:** The sourcing lists are actively disseminated to all hotels and shared directly with all kitchen staff, ensuring our frontline F&B teams are empowered to uphold our standards every day.

The Conference Experience: Sustainable Culinary Excellence

In 2025, we launched "Conference Experience," our new Conference Food & Beverage Concept. When developing the concept, our guiding philosophy was simple: we can significantly reduce carbon emissions and food waste without ever compromising on taste or the guest experience. Instead of limiting choices, we have made climate-smart, high-quality food the default. We call it "Great Taste - Lower Impact".

While we always accommodate specific guest requests, our primary offerings are thoughtfully designed with the planet in mind, ensuring the easiest choice is also the most sustainable one. Our two main focus areas are to reduce emissions and food waste across Norway, Sweden, Denmark, and Finland, and the Nordic Swan criteria administrative burdens.



Redesigning the Lunch Experience: Great taste - Lower Impact

In 2025 we implemented our new concept for our conference lunches across Clarion Hotel and Quality Hotel. During the pilot we saw some promising results with lower CO2 intensities (kgCO2e / NOK and kgCO2e / kg) for our food purchases, while the guest satisfaction increased.

A major focus in reducing food waste has been rethinking how we serve large groups. We have successfully minimized traditional buffets across our Quality and Clarion brands, transitioning primarily to plated lunches. In 2026 we will continue this work and implement philosophy to our dinners and banquets as well.



Guest Reception

This shift not only drastically cuts down on food waste but also elevates the dining experience, exceeding guest expectations.



Operational Flexibility

We recognize that one size does not fit all. For a few of our largest hotels that lack the specific ovens required for high-volume plated service, we still utilize buffets for large groups. However, these buffets are now strictly built within our new low-waste, low-emission framework.



Innovative Sourcing

We have implemented a new framework for proteins, working closely with procurement to ensure the proteins we buy meets our requirements for responsible sourcing. We have also collaborated with our suppliers to develop innovative "50/50 products" (blending plant-based ingredients with traditional ones) to lower the climate footprint of familiar favorites.

Empowering Our Chefs: The Kitchen Labs

To ensure this concept succeeds on the ground, we hosted interactive "Kitchen Labs" where hotel teams actively participated in co-creating the new menus.

These labs provided vital training on how to adjust ingredients to lower a dish's climate footprint while ensuring the food remains deeply flavorful.





Strawberry x Rscued: Turning Waste into Tasty Innovation

In our ongoing commitment to circularity and resource efficiency, Strawberry has established a strategic partnership with Rscued to address the critical issue of global food waste. Currently, an estimated 40% of all food grown worldwide is discarded, according to the WWF. Within standard supply chains, entire batches of produce are frequently rejected and thrown away even when 97% of the fruit remains perfectly viable. By intervening in this process, our collaboration successfully saved 69,868 kilograms of fruit from being wasted in 2025.

Furthermore, this initiative extends beyond beverage production by innovatively repurposing the leftover fruit pulp—or press residues—into baked goods. Today, we utilize these nutritional byproducts to bake 400 tons of bread which is now served at breakfast buffets across all Strawberry hotels. This closed-loop approach not only significantly reduces our environmental footprint but also demonstrates our dedication to integrating sustainable, zero-waste solutions directly into our daily operations and guest experience.

Room For All

We care about people

We believe that true sustainability means caring for people just as much as we care for the planet. At the heart of our culture is the unwavering belief that our hotels should be places where anyone can find a meaningful path. Our door is always open, no matter who you are, where you come from, or who you love. We actively focus on diversity and development, making sure every single team member has the space to learn, grow, and maximize their unique strengths. Because when we bring together different backgrounds and perspectives, we create smarter, more creative solutions for everyone.

But our responsibility doesn't stop at the lobby doors. We know that a hotel isn't just a building; it's a living part of its local neighborhood. To truly lead the way in sustainable travel, we have to be active, engaged neighbors. By investing in the people within our walls and actively supporting the towns and cities we operate in, we ensure that our presence genuinely benefits the communities we call home. Because at Strawberry, there is always Room for All.



2025 ANNUAL SUSTAINABILITY REPORT

People

2025 Achievements in our People work

Ambitions & Goals

With the focus of people and making sure that we have room for all we do our best in securing that everyone should be able to find a position.

We care by maximising skills, strengths and abilities through development opportunities that never end.

We help our people develop their unique talents by learning about what they do best and what they can do to maximise their potential. We recognize that having the right mindset and knowledge is key to performing well at your job.



64%

Female Heads of Departments



63 eNPS

Employee Engagement (Peakon)



59

Female General Managers



Rätt Kurva

Rätt Kurva is a crime prevention method where it is based on collaboration between the police authority and social services. The goal is to reduce the recruitment of children between the ages of 8 and 15 into criminal gangs and open doors that lead away from crime.

Rätt Kurva has an approach that not only captures the children who are at risk, but also includes and encompasses their families. The new way of working involves business and civil society in a way that creates greater participation and cooperation between several actors in society.

The social services are those who have close contact with the children and their families and identify the specific needs that exist. Where social services cannot meet the needs that exists, Beredskapslyftet Ideell Förening, steps in to act as coordinated force between social services, civil society and businesses. These needs are unique to each family, but may involve homework help or employment for a family member.

Self-Audit People

We conduct self audits for all our hotels twice annually to investigate the knowledge in specific areas, as well as to ensure that we comply with existing laws and regulations. The result of the audits are compiled and focus areas are highlighted to the General Manager of each hotel as well as the Director of Operations for each brand.

The Self Audit works as a support for our hotels and is a useful tool in minimizing risks and prevent deviations.

One area in the Self Audit consists of people related questions. The questions are customized for each country and cover topics such as work environment, labor law requirements, time reporting, collective agreements, safety and security, performance reviews and more.

This tool is highly effective for mapping the knowledge of these areas within our hotels and for identifying areas that require additional attention already at an early stage.





Diversity & Inclusion Advisory Board

The board featured broad cross-organizational representation, consisting of 11 members from various Strawberry locations and roles (ranging from Service and Housekeeping Crew to General Managers and VP of People Experience). The roster remained largely stable throughout 2025, with two members departing in June and one new member joining in the fall.

Key Accomplishments & Focus Areas: In 2025, the board focused on transitioning DEI efforts from policy to concrete action across three main pillars: External Recruitment & Employer Branding: Enhanced the WeCare website's

accessibility by updating the D&I page and adding Google Translate. They also initiated a comprehensive review of the career page to simplify applications and broaden authentic representation to include religion, age, disabilities, and ethnic diversity.

Internal Policies & Work Environment: Reviewed uniform guidelines to ensure inclusivity (specifically addressing housekeeping representation and religious attire such as the hijab and niqab). Additionally, the board evaluated how to balance unisex facilities with gender-separated "safe spaces," and updated internal recruitment toolkits to actively combat unconscious bias.

Development of Peakon

Peakon is our Employee Engagement tool. We send out surveys once monthly to all employees who are employed on 20% contracts or more. It is completely anonymous and voluntary to participate in the surveys.

The result gives us a real-time picture of the employee experience and enable our managers to react more quickly if something in the work environment is imbalanced. It is also a way for our employees to drive the change they want to see.

Early 2025, we took a fresh look at all our active survey questions. Working closely with Culture & Directors of Operations, we decided on the best questions to use.

We chose to reduce the number of questions (from about 20 to 9 per round) to make it easier

to follow up on results and simpler for our team members to answer.

Late 2025, we kicked off a pilot project with Home Hotels. We empowered all Home Ambassadors to also become Engagement Ambassadors through a series of live and digital interactive workshops. The goal was to really dig deeper into what engagement means and how we can actively work with it every day. All leaders at Home Hotels also received parts of this training. We'll be refining this concept and rolling it out to our Full Service hotels, starting in 2026.

We are in ongoing dialogue with Peakon regarding system improvements to better meet our requirements and needs.



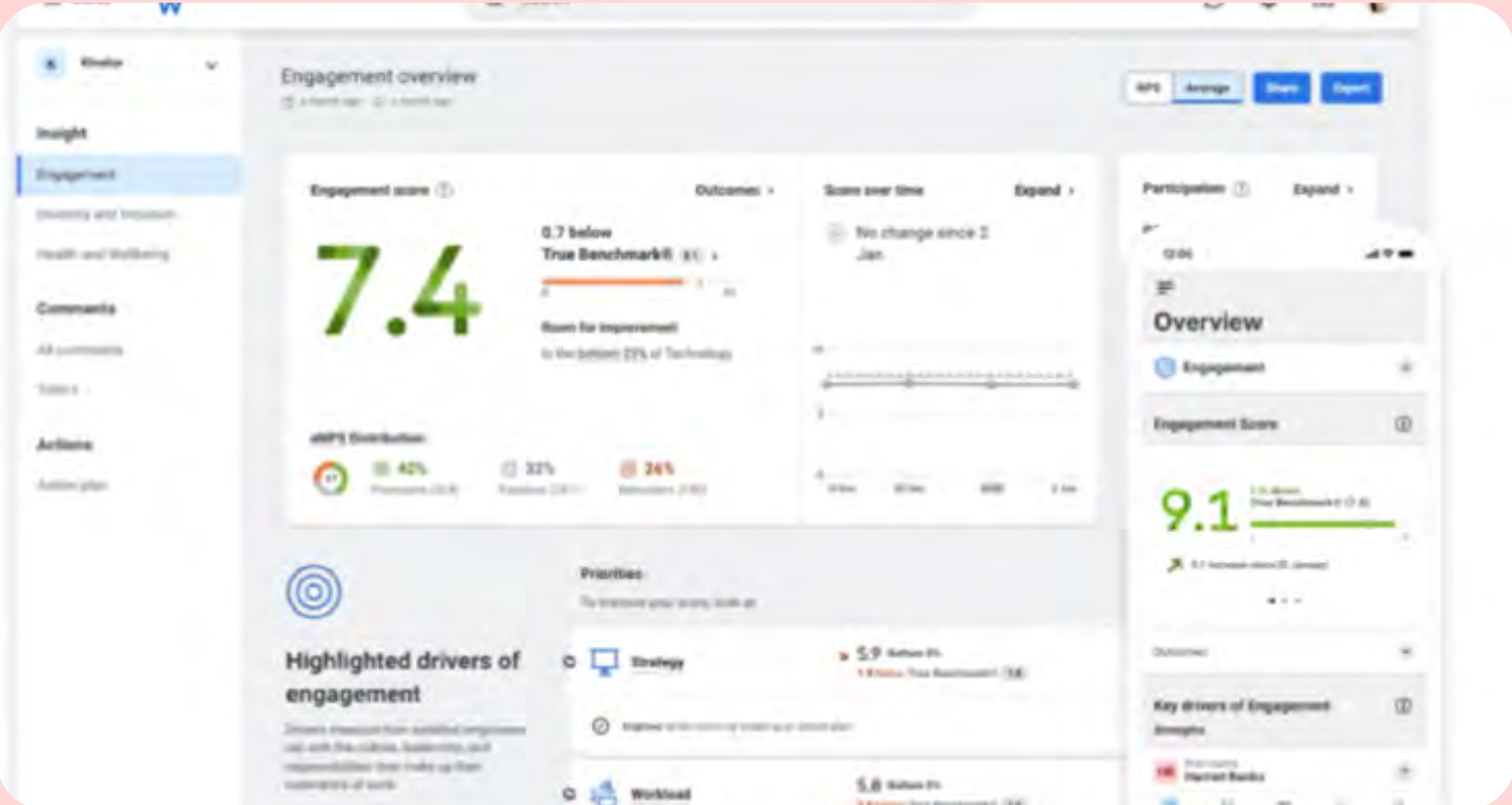
How likely is it you would recommend Strawberry Head Quarter as a place to work?

Choose score:



Not at all

Absolutely



Unleash

At Strawberry, we recognize that exceptional leadership is pivotal to our success. 2023 saw the launch of Unleash, a comprehensive leadership development curriculum, designed to cultivate skilled, well-rounded leaders who drive engagement and performance across our organization.

Understanding that managers are the greatest influencers of their team's engagement and performance, Unleash targets leaders at all levels. This curriculum provides opportunities for growth in knowledge, skills, mindset, and capabilities, ensuring our leaders are equipped to excel in their roles.

The Unleash program features a blended learning approach, incorporating digital learning paths, webinars, and in-person skill-building workshops. These diverse learning formats help leaders identify and maximize their unique talents and strengths, as well as those of their team members. Through Unleash, we are committed to developing leadership that not only meets but exceeds the high standards required to achieve business success at Strawberry.

Throughout 2025, more than 500 leaders participated in skill-building workshops and webinars.





Motimate

At Strawberry, our commitment to employee development is embodied in Motimate, our digital learning and communication platform. Designed for seamless accessibility, Motimate effectively reaches every single employee, ensuring continuous engagement and growth.

One of the key advantages of Motimate is its ability to connect with new hires even before their first day. By delivering brand, country, and role-specific content across the group within seconds, we ensure that our employees are well-prepared and aligned with our values from the start.

Motimate's self-authoring tool empowers trained employees and subject matter experts to create customized learning paths in minutes. This user-friendly platform, accessible 24/7 on any device, enables our workforce to continuously develop their skills and knowledge, driving both personal and organizational success. Through Motimate, Strawberry is fostering a culture of learning and excellence, equipping our team with the tools they need to thrive.

Throughout 2025, our employees completed more than 900.000 Motis (digital courses), where the average rating of the Motis was 4.55.

Oslo Kollega

We have a cooperation with Oslo kollega where we together have the opportunity in supporting the way back to a functional working life.

In 2025, 69 people participated in the program. Of these, 9 took part in "Jobbsmak" - a shorter introduction to the hotel industry - while 60 completed full work training.

Out of the 60 work training participants, 32 (53%) have moved on to employment. Specifically, 12 joined Strawberry and 20 found employment with other companies. Additionally, 2 individuals are pursuing their diplomas in Sales, Service, and Tourism. Both remain with Strawberry; one is completing an apprenticeship, while the other works as a substitute staff member alongside their studies.

In total, 34 out of 60 participants (57%) successfully moved into either a job or further education after finishing their training.





Pride

Our flags fly for a reason. Strawberry is a proud sponsor of Pride across the Nordics, taking centerstage as a main sponsor in Oslo, Stockholm, Copenhagen, and Helsinki.

This isn't a new tradition for us; we have stood by this movement for years because diversity is the very foundation of our culture. It makes the workday better for our teams and the stay more meaningful for our guests.

There is room for everyone here. It doesn't matter who you love, how you identify, what you believe, or what your background is. We want our hotels to be places where everyone feels they belong, and we actively encourage our community to join in the celebration.

For us, inclusion is a daily practice, not just a seasonal event. The real work happens when the parades end. We push for equality every single day of the year by focusing on fair hiring, constant learning, and building a culture that never tolerates discrimination.

True inclusion also means we value open, respectful debate. We make space for different viewpoints without ever wavering on our core principles of dignity and respect. Our commitment is firm and our message is clear: our flags stand strong, even when the wind blows.

Whistleblowing

All employees and hired personnel have the right to report issues of concern in Strawberry.

Such issues of concern are conditions in the workplace, that have a certain public interest, and that are not generally known or available. Issues of concern are matters that are in conflict with legal regulation, written ethical guidelines in the company, or ethical norms to which there is broad support in society, for example, matters that may involve:

- danger to life or health
- danger to climate or environment
- corruption or other financial crime
- abuse of authority
- unsafe working environment
- breach of personal data security

During 2025 there were 29 whistleblow reported.

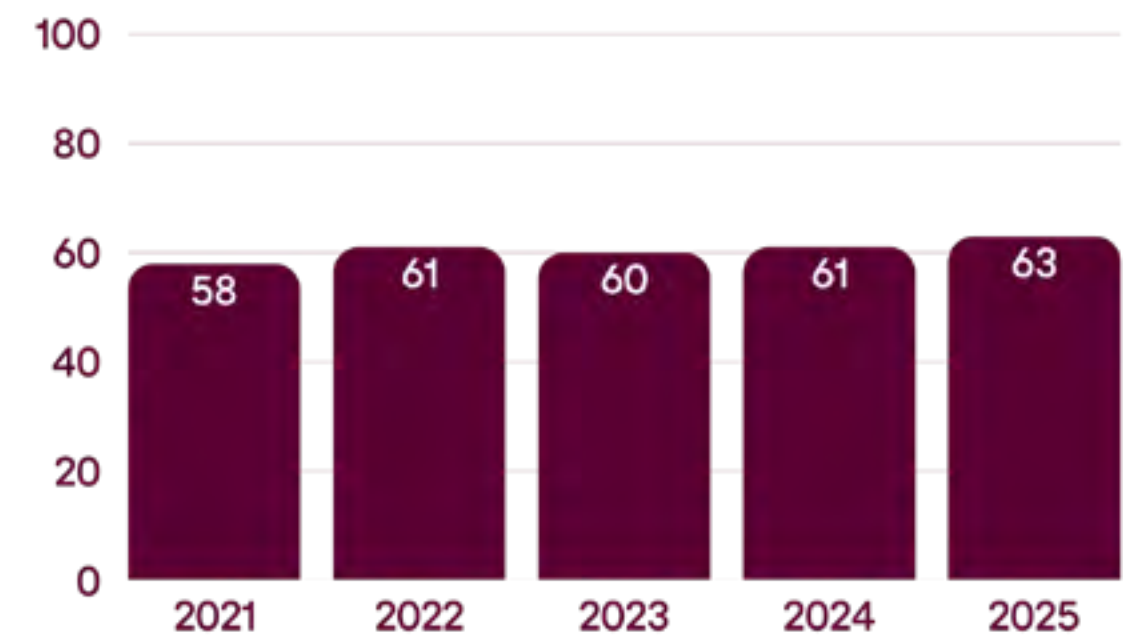


Well-being

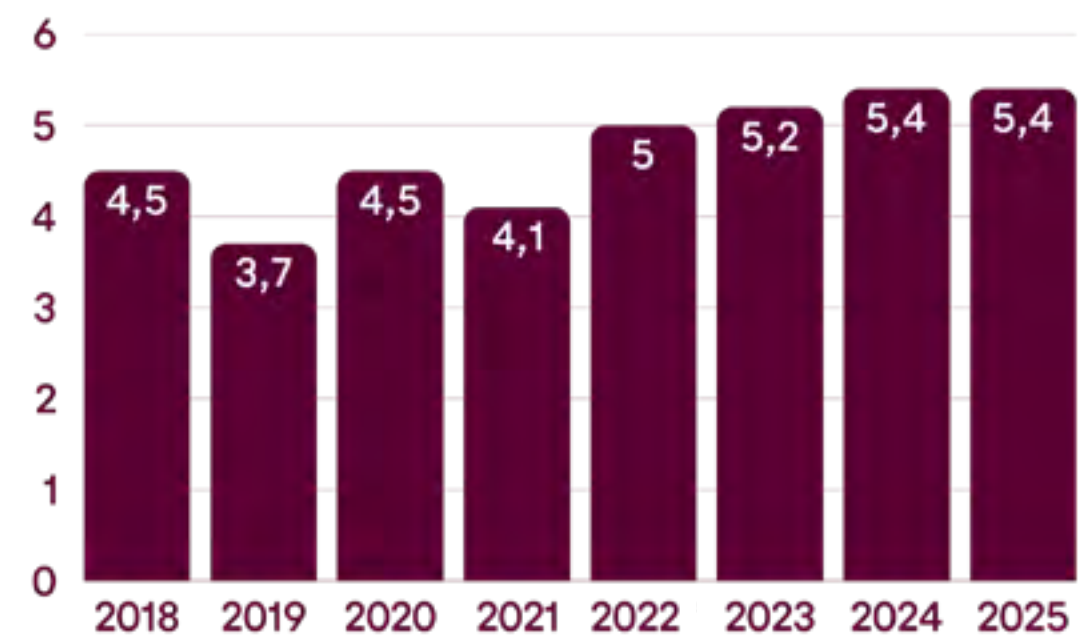
The main reason our guests come back again and again is our happy, friendly and satisfied employees.

We measure our employee satisfaction through our system “Your voice” which is based on the eNPS scale.

Employee survey your voice (eNPS scale %)

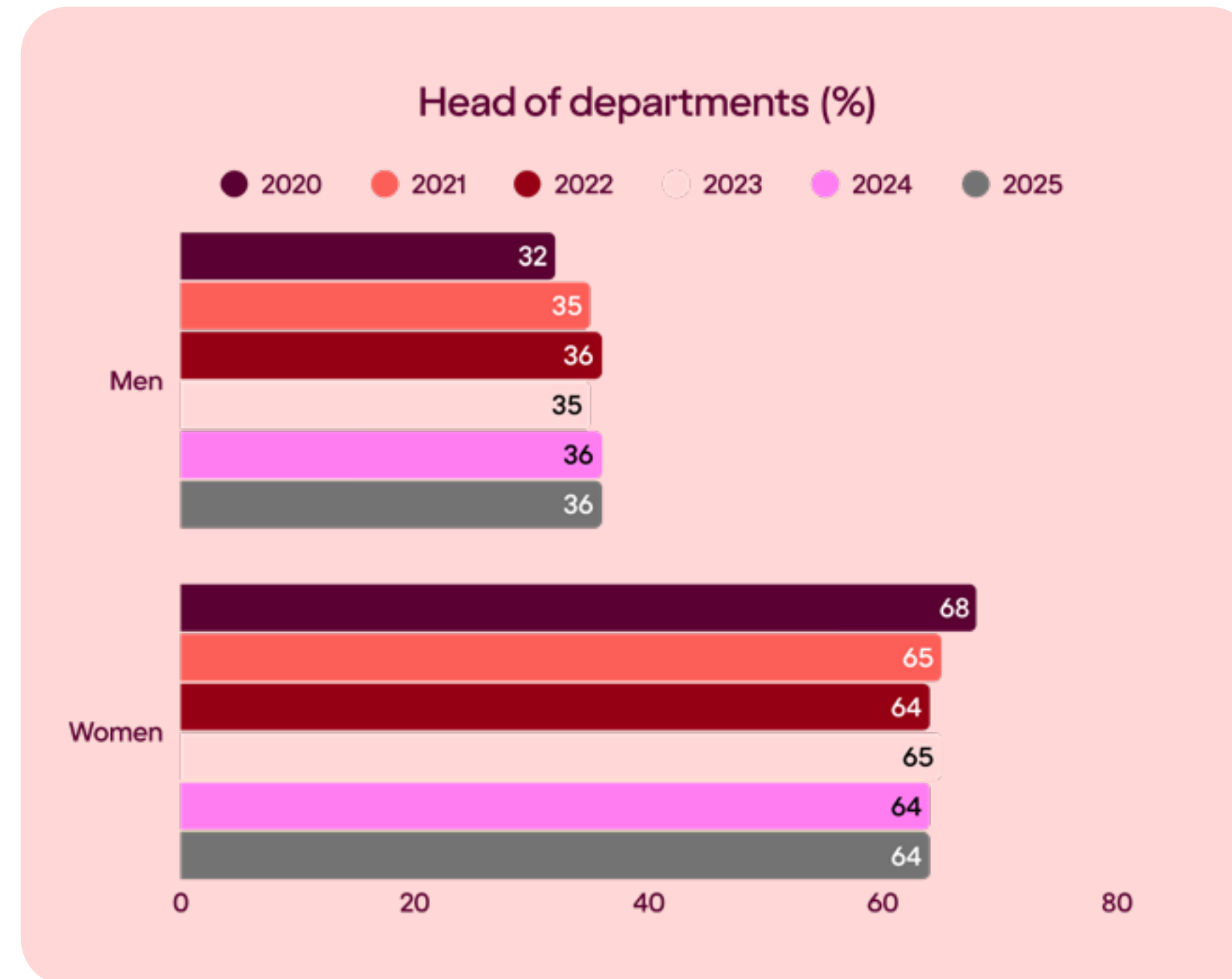


Sick leave (%)



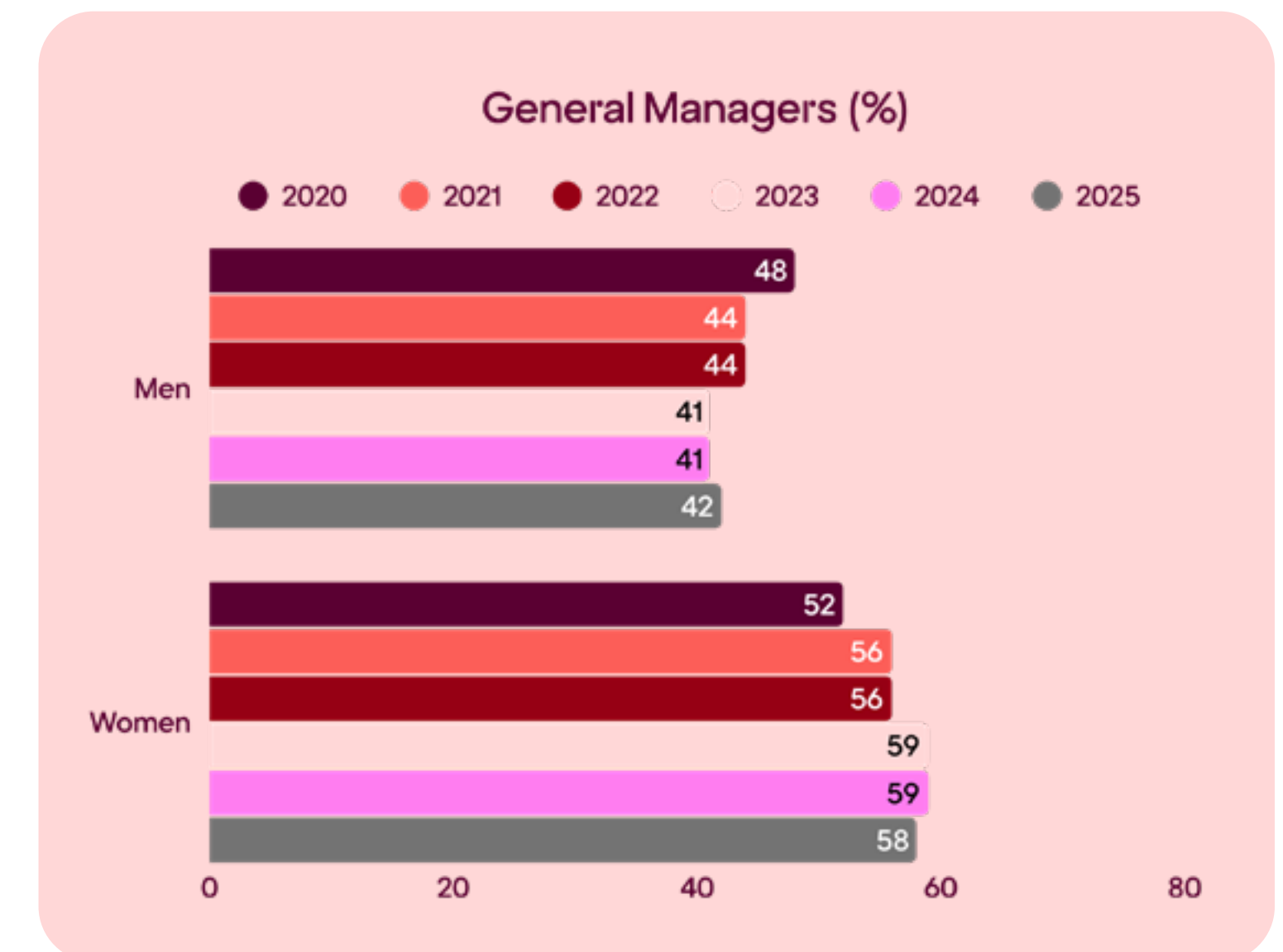
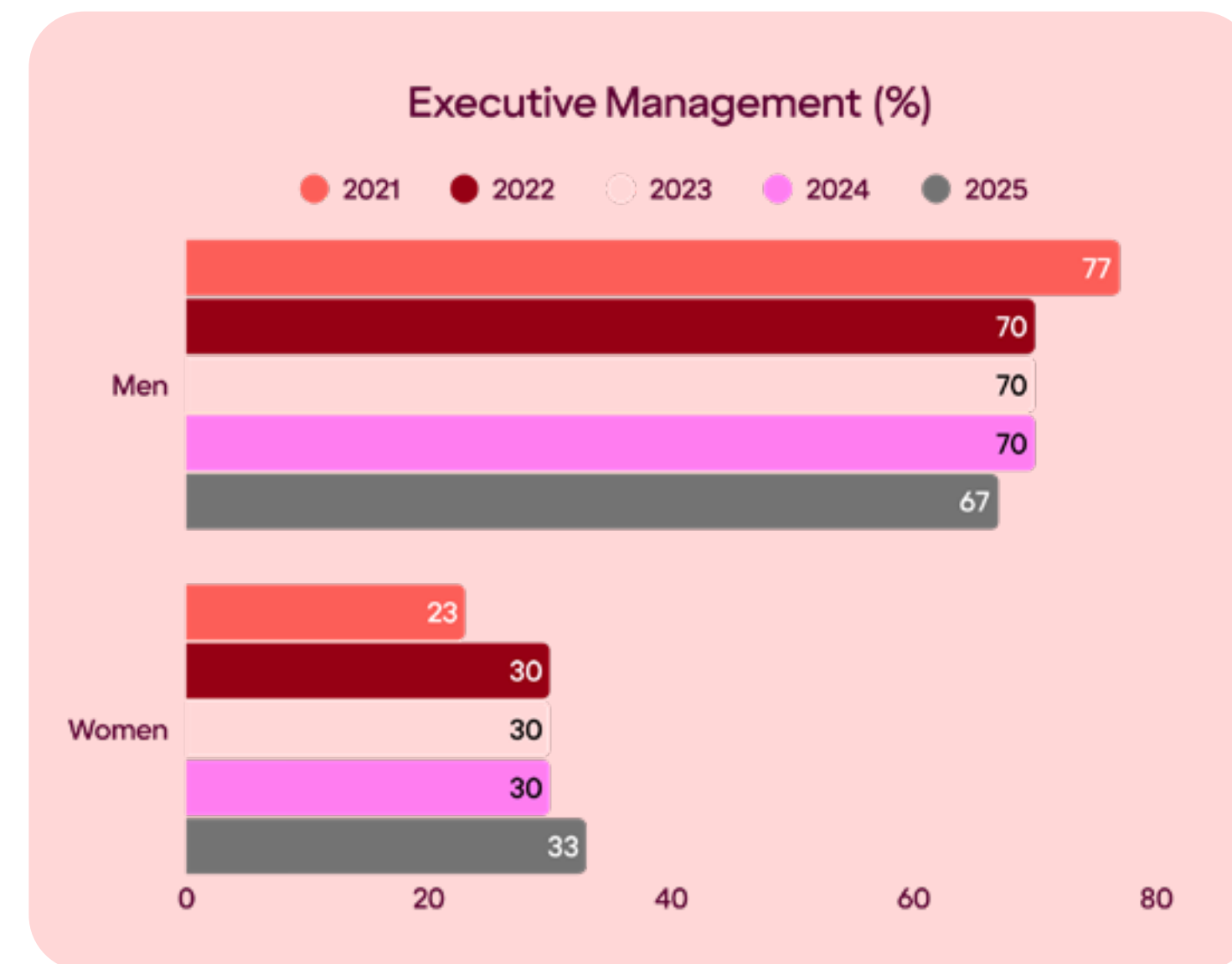
Equality

At Strawberry, gender equality is important. It produces results. We are a company where women and men have equal opportunities.



Equality

The success of our equality work is clear when it comes to gender distribution at the General Manager level. In Sweden, there is a majority of female directors, while in Norway there are still some more male directors. When it comes to the Executive Management, we strive to reach our 40%/60% equality target.



2025 ANNUAL SUSTAINABILITY REPORT

Community

2025 Achievements in our Community work

Ambitions & Goals

Strawberry hotels are all a part of the specific community where the hotels is located. Therefore it is important that we are taking part of the community. In order to be a part of the development of sustainable travel our engagement in the community is very important. When we work together we can create an even larger impact.

We view our hotels as living, breathing extensions of the neighborhoods they inhabit. True sustainable travel requires active, daily participation at the grassroots level. Our ambition extends far beyond providing exceptional accommodations; we aim to elevate the quality of life for the people and environments surrounding every single property. When a business operates in true synergy with its local community, the positive impact ripples outward, creating a superior, sustainable experience for every traveler crossing our threshold.

The 2030 Vision

Reaching 200 million people over a decade, ensuring that our growth directly translates into increased quality of life for our guests, our teams, and our neighbors.

1,553,000 NOK
Member donations to UNICEF

1,567,000 SEK
Member donations to
Riksföreningen mot Cancer

28,996 + 108,990 NOK
Christmas gifts & monetary donations
collected

1,816,000 NOK
Member donations to
Kreftforeningen

16 PROJECTS
Funded by Strawberry
Neighbour Fund

20,000 DKR
Member donations to Kraeftens
Bekaempelse

5,800 EURO
Member donations to Cancer
Foundation

2025 Achievements in our Community work

The Power of Guest Collective Action

Corporate impact scales exponentially when guests and members are empowered to participate in the mission. Through the continuous donation of bonus points, our ecosystem channels guest loyalty directly into life-saving initiatives. By partnering with highly trusted, verified organizations across the Nordic region, we ensure that every single contribution drives measurable, transparent change exactly where it is needed most. We build the infrastructure; our members provide the heart.

Our amazing members donated millions of points to support our partner organizations, including UNICEF and local cancer foundations across the Nordics.





The Strawberry Neighbour Fund

**20,000 employees, 249 neighbourhoods,
5 different countries, 1 culture.**

We love our communities and we want to support and participate in worthy neighborhood projects. Hotels can apply for funding for their own projects through The Strawberry Neighbour Fund.

With a fresh pot of funding (1MNOK) waiting to be utilized, we challenge our hotels in coming up with ideas and initiatives that breathe life into neighborhoods and spark innovation. To apply, a project must have a clear impact within one of these three areas we have set as a criteria. These can vary every year.

In 2025, projects must revolve around selected

topics within our sustainability strategy - diversity, well-being, and food & beverage. We have received 46 amazing applications from our hotels, where 16 of them were granted funding for their Strawberry Neighbour projects for the year 2025.

”breathe life into neighborhoods”

Learn more about our hotels’ various initiatives from their Strawberry Neighbour Fund projects in the next pages.

From Facebook Idea to Northern Norway's Biggest Women's Health Event

Although our society has reached greater heights in the past decades, shedding light on women's health is still a continuous struggle. Therefore supporting women's health advocacy and taking part in providing a space for dialogues that create change is something that Quality Hotel Harstad didn't want to miss out on.

It all started with a Facebook post - back in 2023, the general manager of Quality Hotel Harstad Stian Jakobsen saw that Nina Dons Hansen, a former parliamentary candidate for the Conservative Party, had a brilliant idea: a conference dedicated to women's health. He then immediately reached out and asked why she hadn't considered Quality Hotel Harstad as a venue. Her answer? She thought it was too ambitious to make it a large-scale event, and had rather planned to hold it in a free venue such as a gymnasium or similar, with an estimated 70 participants who might sign up. Quality Hotel Harstad knew that they could help

make her vision bigger and better - reaching out to a wider audience and impacting the lives of more women. They then offered to sponsor the venue and other key elements to elevate the event. The result? A smashing success with over 150 registered participants! Driven by this success, they were eager to continue the collaboration.

"A smashing success with over 150 registered participants!"

For the 2025 Women's Health Conference, Nina partnered with the Norwegian Women's Public Health Association, aiming to create the largest women's health conference in Northern Norway. Quality Hotel Harstad jumped on board, securing funding and contributing their own resources. Plus, they also managed to land a fantastic NOK 250,000 sponsorship from Sparebanken!



This year's event blew us away! We had 50 attendees for "Women's Health Young" on Friday, a rocking 250 at the entertainment segment that evening, and an incredible 330 participants for the main Women's Health Conference on Saturday. Talk about a success story!" says Stian. The program included talks on hormones, menstrual cycle, contraception, reproductive issues and experiences, how to help young girls maneuver all available

information regarding women's health and help them make wise choices. Quality Hotel Harstad has been involved throughout the entire process, both in planning and executing the event. The funding they have received from the Strawberry Neighbour Fund will help cover the hotel costs, with the remaining amount going towards seed money for a brand-new women's center in Harstad which aims to advocate women's health and create more arenas to spread awareness.

Quality Hotel Winn Haninge Takes on Senior Loneliness with New Partnership

What if one of the greatest health risks facing our seniors wasn't a disease, but silence? A growing number of older adults are finding themselves increasingly isolated as loved ones pass on, facing a future with fewer social connections. This loneliness is more than just an emotional burden—it's a physical threat, with experts warning it can be as harmful to one's health as obesity or a daily smoking habit. As a response to this, Quality Hotel Winn Haninge took action through a new partnership with Äldrekontakt, a non-profit dedicated to breaking the isolation of older adults.

"We see that the elderly are a rather forgotten target group who often end up lonely," says Carina Svedin, CEO of Quality Hotel Winn Haninge. "That's why we wanted to do something for them." With a grant from Strawberry's Neighborhood Fund, the hotel launched its collaboration this summer,

"We see that the elderly are a rather forgotten target group who often end up lonely"

hosting two successful events for Äldrekontakt members. To ensure everyone could attend, the hotel even chartered a bus to transport guests from their homes. The meetings, filled with sandwich cake, strawberries, and fellowship, were a resounding success. "It was a meeting with a lot of laughter and conversation," says Svedin. "The participants really appreciated it." The hotel's commitment extends beyond its walls. For those who have difficulty getting out, the team has delivered "golden edge" baskets with treats like chocolate and scented candles directly to their homes. This initiative is a natural



extension of the hotel's long-term focus on inclusivity. In 2024, Quality Hotel Winn Haninge received Haninge Municipality's Honorary Award for Accessibility for both its physical design and its social outreach. Everyone should feel welcome and expected with us," Svedin emphasizes. The partnership is set to continue, with the hotel and Äldrekontakt meeting in mid-September to plan more activities for the autumn. With World Mental

Health Day around the corner, let's make connection our priority.

A simple 'how are you?' can make a world of difference, not just for our loved ones, but for anyone who might be yearning for a sign that someone cares.

Room For All: Quality Hotel The Weaver Transforms Lives with Weaving Pathways

As they say, “An inclusive workplace isn’t just a tagline—it’s a journey we walk together”. Quality Hotel The Weaver in Göteborg is indeed leading the way! Weaving Pathways is an intensive four-week pilot program designed to create practical routes to practical employment, social belonging, and long-term integration for LGBTQI+ asylum seekers in Mölndal.

In partnership with RFSL Göteborg, The Weaver recognized that marginalized groups often face intersecting barriers—from language to prejudice. Their solution is brilliant: they combine hands-on vocational training in hospitality together with Swedish language lessons.

As Thomas Piltorp, Quality Hotel the Weaver’s general manager, notes: “Investing in human potential is core to our business.” And the

impact indeed is real: “Before this, I never had the freedom to pursue my career aspirations. Now I can dream of becoming a business analyst, this programme is the first step,” said Debby*, a trainee from Nigeria currently enrolled in the programme.

“My dream is to be part of safe, inclusive workplaces”

Sandra*, another trainee from Uganda who excelled in housekeeping, reflected on her longer-term aspirations: “My dream is to be part of safe, inclusive workplaces where LGBTQI+ people can thrive. It’s hard to find work where I can not be myself, programmes like this change that.”

The hotel reports that all participants have completed all scheduled sessions, including



job shadowing, Swedish language sessions, and team-led engagement activities. There were also 0 dropouts, high attendance, strong supervisor engagement and positive participant feedback.

By creating valuable skills and building social networks, The Weaver is strengthening its community while demonstrating that Room For All is the most powerful strategy for long-term integration.

The Lonely Christmas Tree

We invite everyone to donate Christmas presents and place them under the Christmas trees in our hotels. Donations are made to a variety of organisations including Talita, Svenska Kyrkan, Stockholms Stadsmission, Frälsningsarmén, Blå Kors and Rädda Barnen.

We have collected 28,996 presents and 108,990 NOK monetary donations in total in 2025 which were donated to our hotel's chosen charities. Since 2012 we have collected more than 600 000 presents, gift cards, and monetary donations combined.





UNICEF Emergency Partnership

For many years Strawberry have worked together with UNICEF to help children and families affected by war, conflict and crisis. In Strawberry we believe that every child deserves a bright future - a life where one feels safe and thrives.

In the past years, Strawberry has joined forces with UNICEF in an emergency partnership to help children and families during times of crisis. With this emergency partnership agreement, we activate all of our hotels across our portfolio through the 50FORLIFE initiative.

Guests and members of Strawberry are given the opportunity to donate bonus points that are converted into an amount of money that goes directly to UNICEF and their work in a crisis. To contribute, Strawberry also match the

“it is an integrated part of our culture and DNA to show empathy and action outside of our hotels”

amount given by each member. Guests and members are also offered to donate directly to UNICEF by adding 50 kroner or more to their bill.

Strawberry will continue to explore initiatives on how to contribute when crisis and conflicts occur. As an employer of 20 000 it is an integrated part of our culture and DNA to show empathy and action outside of our hotels.

2025 ANNUAL SUSTAINABILITY REPORT

Procurement

2025 Achievements in our Procurement work

Ambitions & Goals

Our overall ambition is to buy into a more sustainable value chain and be a leading industry example. Strategic priorities;

- Promoting labor rights, working conditions and equal treatment throughout our supply chain
- 50% reduction in CO2e emissions from Scope 3 towards 2030
- Establish clear processes and requirements that encourage open dialogue with suppliers, business relations and civil society



Updated Guidelines

In 2025 we have updated several key documents such as: Responsible business conduct, supplier code of conduct and launched a checklist process for heightened due diligence assessments.

Supplier Management System: Ignite Procurement

Central supplier management is handled by the procurement team responsible for contracts, portfolio optimization, and negotiation processes. Daily operations occur at our 250 hotels, with procurement staff varying by hotel size.

We source from Nordic wholesalers and suppliers with a low risk of direct breaches, though risk increases further down the value chain. To get an overview of our purchases we entered into collaboration with Ignite Procurement which will give us better analysis.

Full Scope 3 emissions and prioritized area F&B.



Checklist for heightened due diligence:

Based on UNDP guidelines for heightened due diligence, Strawberry has developed a checklist to facilitate practical implementation. The aim is to raise awareness among businesses about our collective responsibility to take action [10 point checklist](#).

Responsible business conduct: RBC Policy

Strawberry strives towards responsible business conduct that respects people, society and the environment. This policy document, including our Code of Conduct, forms the foundation of our sustainability work. We share a tradition and culture of doing more than is expected — for our guests, our employees, the community and the environment. We call this work **WeCare**.

- WeCare is about how in our daily operations we take care of people, the environment and profitability at the same time. This means that we cannot be profitable without caring about people and the environment. But we also know that we cannot care about people and the environment without creating profitability. The main areas we work with are:

- Diversity among employees
- Ethical and sustainable trade in our supply chain
- Local social responsibility in our community

- Environment
- Good, healthy and sustainable food
- Do everything we can at the hotel to reduce our environmental footprint to a minimum, and ensure equal opportunities for all
- Be a front runner in our industry, sharing knowledge and investing, so that the travel and experience industry thrive in a sustainable way in the years to come
- Be demanding to ensure that our supply chain not only complies with laws and regulations but also strives to be better for people, society and the environment
- Supporting the local community by facilitating neighborhood projects
- Be in compliance with environmental laws and requirements

Risk Assessment

We continue to improve our internal risk assessment process. In 2025 we performed risk assessment on all contracted suppliers. Our risk assessments evaluate several parameters such as: geographical, sector and product risks.

Information gathering in our due diligence assessments involves a combination of multiple parameters. A significant part of this process is direct dialogue with suppliers to assess their internal procedures and commitments related to due diligence. In addition to using report information from the suppliers themselves, objective assessments are performed based on information from reputable sources.

For the specific supply chains and categories we focus on, these sources include, but are not limited to:

Geographic risk: International Trade Union Confederation (ITUC), UN's Human Rights Index, Transparency International Corruption Index, Freedom House Index, Environmental Performance Index.

Sector/product risk: OECD sector guidelines, Directorate of Financial Management (DFØ)'s high-risk list, as well as reports from civil society organizations such as Amnesty International and Human Rights Watch.



Transparency Act

Strawberry is subject to the Transparency Act and has made it possible for anyone with questions to contact them for more information.

The Transparency Act came into effect on July 1, 2022, and aims to ensure transparency regarding larger businesses handling of negative consequences related to fundamental human rights and decent working conditions in connection with service delivery.

The Norwegian Transparency Act obligates Strawberry to:

- Conduct due diligence assessments in accordance with the OECD's guidelines for multinational enterprises.
- Account for our work in due diligence assessments related to human rights and decent working conditions.
- Respond to information requests from the public.

*Our 2025 report will be available no later than June 30 2026:
[Norwegian Transparency Act](#)*



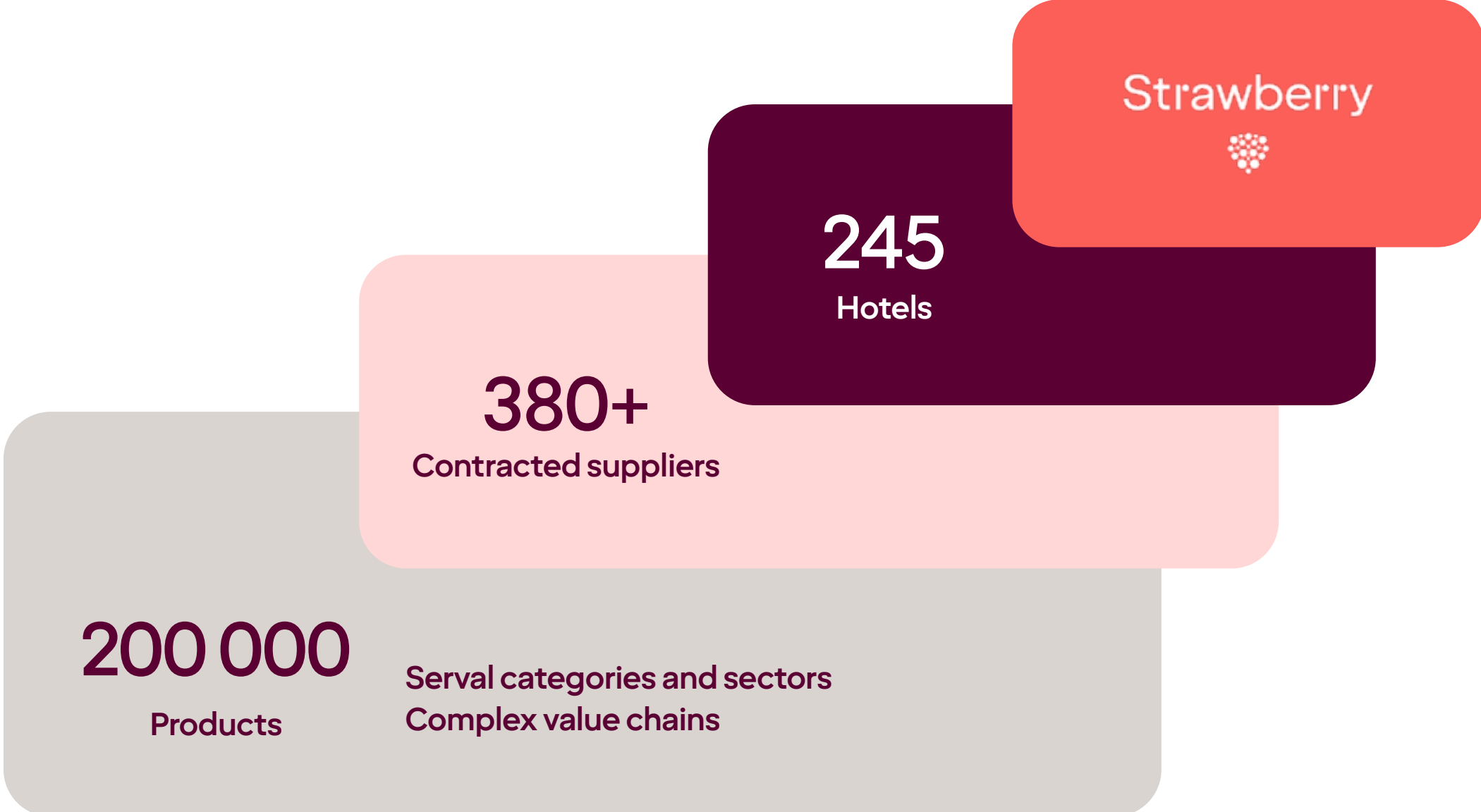
Code of
Conduct

Scope 3

Tracking
Indicators

Workers rights and a more responsible value chain

During 2025, we had contractual relationships with about 380 different suppliers across several categories. All purchases are made either through agents, intermediaries, importers, or directly from brand suppliers. Within food and beverages, as well as consumables, wholesalers constitute the largest share of our suppliers.



Application of Due Diligence

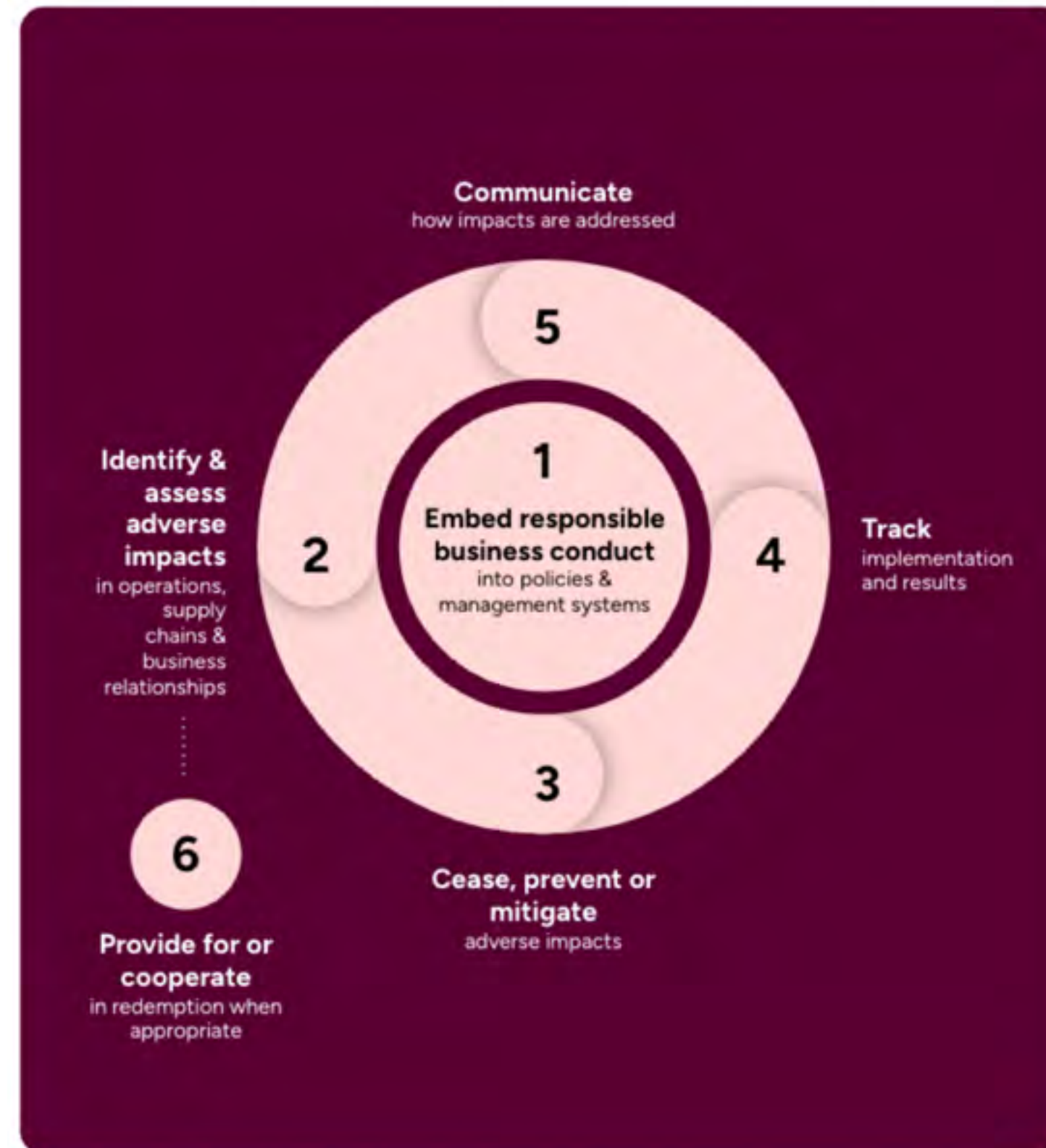
Based on OECD's guidelines we work with due diligence in different parts of our operations.

Own operations: Key focus own employees
 Supply chain: Key focus contracted suppliers in high risk categories: F&B, non-food (consumables and textile), electronics and FF&E

Other business relationships: Investment (Strawberry Equity/Capital) and rent/ownership property (Strawberry Fields)



The Due Diligence Process



- 1 Policy** Make sure to have the right policies and code of conduct in place. How is the work organised and who is responsible to perform due diligence assessment?
- 2 Evaluate** Evaluate potential negative risks by using the risk assessment tool.
- 3 Objectives** When a total overview of all the risks are clear, set **objectives** to measure to cease, prevent or mitigate the risks.
- 4 Path** To establish effective follow-up procedures, we create a distinct **path**, we will set clear KPIs for monitoring
- 5 Let it out** When step 1-4 is done, we have to communicate and **let it out!** Both in the Norwegian Transparency Act report and if anyone asks.
- 6 Excuse** If we have caused or contributed to negative impact, we have to address it either through an **excuse** or compensation.

Contact

wecare@strawberry.no

Strawberry

