



APPLIED VALUE GROUP

Applied Value Group Social Impact Report

2021



Walter | Hand in Hand supporter tailor | Kenya
Photo by Georgina Goodwin

We Leverage Our Conscience, Passion, and Competencies to Push the Frontiers of Social Impact



Hand in Hand supported Kosia village self-help Group | Kenya

Applied Value Group is a global management consulting and investment firm that brings a Lean Growth philosophy to building value for our clients, investments, and society. In our work to help create a more equitable and inclusive world, we focus our social impact efforts on two pillars: **entrepreneurship and job creation**, and **inclusive and empowered communities**.

Through our investments – in expertise, time, and finances – we have been able to support multiple organizations and initiatives during 2021. In this document, we review those efforts – and look ahead to our social impact plans for 2022.

Changing Companies and Lives Through Lean Growth Principles

INVESTMENTS

Control Investments and Minority Investments in

- > Professional Services and Software
- > Building, Energy, and Infrastructure
- > Healthcare, Food, and Nutrition

MANAGEMENT CONSULTING

- > **Strategy and Operations**
- > **Commercial Excellence**
- > **Sourcing and Procurement**
- > **Supply Chain and Operations**
- > **Product and Innovation**
- > **Mergers and Acquisitions**

SOCIAL IMPACT

Changing Lives

- > Entrepreneurship and Job Creation
- > Inclusive and Empowered Communities

Changing Corporations

- > Social impact strategies for corporations

Changing NGOs

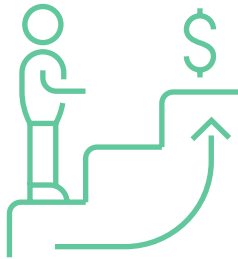
- > Lean Growth strategies for Non-Governmental Organizations



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By the Numbers



210

entrepreneurs in northern Tanzania benefited from unlocked credit with a cumulative loan value of

\$117,000



Raised funds at our annual Let's Give Back Gala to help

77,000

family members out of poverty in Afghanistan, India, Kenya, Tanzania, and Zimbabwe



Supported the administration of

10,800

poultry vaccines among rural farmers in Tanzania

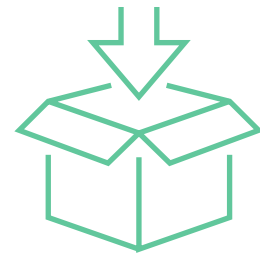


More than **\$3.1M** in contributions through donations, fundraising, and in-kind donations

Delivered monthly food support to around

200

people in greater Stockholm, Sweden



3,660

hours of volunteering



8

organizations combating child-trafficking across Europe and Eastern Africa received capacity-building support

70

rollators delivered to healthcare institutions in Mozambique



A Word From Our Executive Chairman

The last two years have been extremely challenging, with devastating disruptions worldwide. The social and economic costs of the Covid-19 pandemic are many and varied.

In a way, the pandemic has been democratic – no society, religion or business has been spared. However, it has been less equal in its recovery. While vaccines were quickly rolled out across Europe and the US, bringing with them at least a start of the return to life as we used to know it, many parts of the world are still left behind.

The two countries we do most business in – the US and Sweden – have spent respectively \$4 trillion and \$50 billion on Covid-19 prevention and support programs. Imagine a world where we could find immediate support for spending the same on poverty reduction – helping women and men to take care of the next generation, put roofs over heads, and children through school. Or to eradicate child killers like tuberculosis and malaria.

According to the latest data from the United Nations Development Programme (UNDP), around half of people in high-income countries have been vaccinated. In low-income countries, that figure stands at just over 1 percent. In Sweden and the US, respectively 80 percent and 62 percent of people are covered by a second dose, while in Afghanistan and Kenya only 15 percent and 20 percent of people enjoy the same protection. The former Swedish Prime Minister, Mr. Carl Bildt, who now leads the WHO task force on democratization of vaccinations worldwide and is a Senior Advisor to the Applied Value Group, elegantly and effectively stated “... if we don’t get it [Covid-19] under control everywhere, we are not safe anywhere.”

The World Bank estimates Covid-19 will push 100 million people into extreme poverty and notes that for the first time in 20 years, poverty is likely to significantly increase. Decades of hard-won progress has been reversed.

We are now in desperate need of solutions to help societies around the globe thrive in a post-pandemic world. Therefore, as I reflect on the past year, it makes me particularly proud to conclude the Applied Value Group’s social impact work has never been stronger. Through our 3T investments – in Time, Talent, and Treasure – our team has been able to support multiple organizations and initiatives during 2021. Together, our employees volunteered 3,660 hours and as a Group we donated \$3.1 million to support more than 100,000 people to live wealthier, healthier lives.

As 2022 unfolds we will continue to deliver on our promise and leverage our profit, passion, and expertise to address global poverty and social injustice, both through our strategic partners and direct services from our business lines across the Group. We are committed to making 2022 an even stronger year of giving back, doing our share to make the world a better place.

My dear business owners and executive colleagues around the world, please join us in this life-changing endeavor. Governments and public institutions need our help to solve the most critical of all challenges – global poverty. Let us use the power of compassionate capitalism and entrepreneurship to lead the way to great achievement.



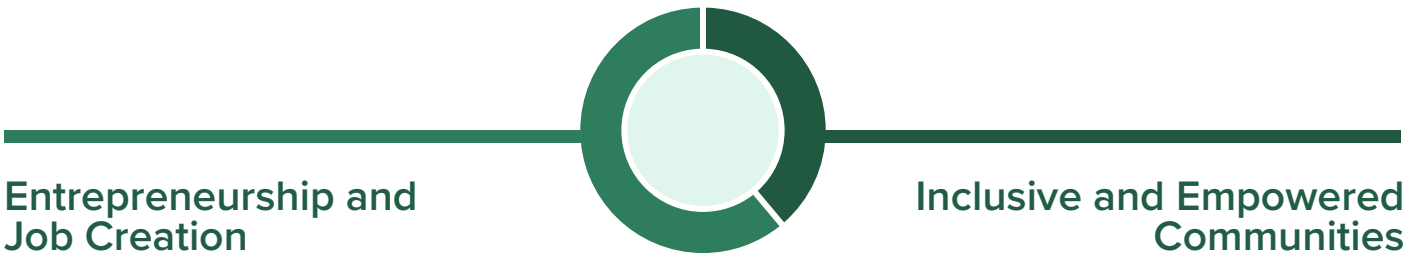
Bruce Grant
Executive Chairman
Applied Value Group

Our Approach to Social Impact

As a company that works every day to help businesses around the world prosper, Applied Value Group understands our unique ability – and responsibility – to create opportunities for people less fortunate than us. In our work to help create a more equitable and inclusive world, we focus our efforts on two pillars: **entrepreneurship and job creation**, and **inclusive and empowered communities**. We do so through strategic

partnerships and by devoting time to develop efficient social impact strategies for corporations who want to take the call of business-driven social impact work.

Our work directly contributes to 12 out of the 17 United Nations’ Sustainable Development Goals and in 2021, our support was divided as follows.



1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES	13 CLIMATE ACTION	15 LIFE ON LAND	

3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	17 PARTNERSHIPS FOR THE GOALS	11 SUSTAINABLE CITIES AND COMMUNITIES
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The Virtuous Circle of Job Creation

Across our two pillars, job creation is a cross-cutting theme. Jobs are the most powerful tool we have to fight poverty and social injustice, creating a virtuous cycle of socio-economic development. When we create jobs, we give hope and opportunity for generations to come.





Hand in Hand supported Muthigi Young Farmers Group | Kenya

Entrepreneurship and Job Creation

Helping Women Beat the Odds and Succeed as Entrepreneurs:

Hand in Hand

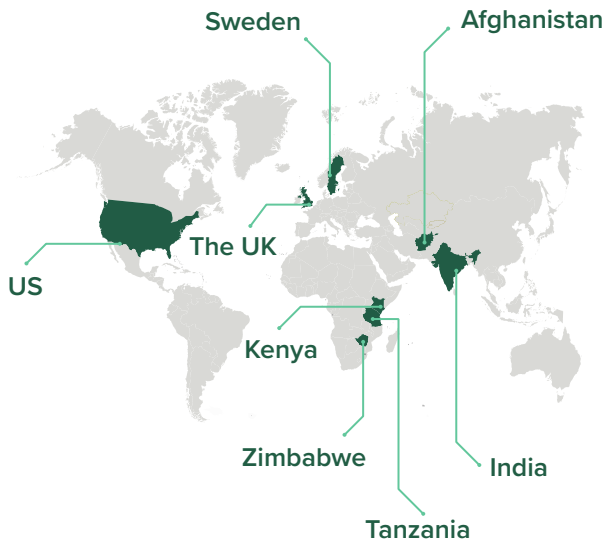


Rosaline Ngeno, Hand in Hand supported chip shop owner | Kenya



For the last 13 years, Applied Value Group has funded Hand in Hand, a network of international NGOs working to help vulnerable women beat the odds and succeed as entrepreneurs. This year, beyond contributing financial resources to the Hand in Hand network, we leveraged our expertise and skills to help Hand in Hand revamp its data collection, analysis, and presentation skills, plan its next strategic period and unlock credit for its members in Tanzania.

“Rare is the partner whose funding goes beyond specific programs, enabling organizations like Hand in Hand to improve our offering from the inside out – to the benefit of everyone, not least our members. Rarer still is the partner who’s willing to provide its time and expertise towards helping us get there. Applied Value Group does both. Hand in Hand – and our members – are incalculably better off for it,” said Dorothea Arndt, CEO, Hand in Hand International.



Data-Driven Decision Making

Monitoring, Evaluation, and Learning (MEL) is a core component of effective international development. Without collecting and analyzing robust data, programs and organizations will never improve.

As a data-driven organization, Hand in Hand wanted to be sure its MEL was achieving maximum value for money. That is why they asked us to investigate their real spending on MEL, calculating true costs and providing recommendations on how to improve. Our team prepared an analysis tool to review MEL costs on several Hand in Hand programs and carried out a time survey and interviews with staff in Kenya. As a final step, we set up a template to help calculate true MEL costs in future programs.

As a result of our work, Hand in Hand's field officers in Kenya are on average saving one day a week in time formerly used for data inputting.

With **170** field officers in Kenya, this amounts to **680** working days saved, or **\$10,000**, a month.

Improved Procurement and Management: Monitoring, Evaluation and Learning

Hand in Hand also wanted to improve the way it works with external evaluators by streamlining procurement, reducing cost, and improving the consistency and quality of evaluations. To help realize this goal, Applied Value Group worked with Hand in Hand staff in Kenya to map the full evaluation process. In parallel, we analyzed historical evaluations, processes, and actual spending with an eye to finding inefficiencies. Based on our interviews and analysis, we identified several learning opportunities. As a final step, we helped Hand in Hand develop standardized procurement templates.

As a direct consequence of our engagement, Hand in Hand changed their MEL procurement in Kenya and Tanzania and are now producing higher a quality of reporting at a lower cost.



Hand in Hand's members in one of their training sessions | Tanzania



Annual Pledge: the Let's Give Back Gala

In December, Applied Value Group gathered business leaders and changemakers for the fifth Let's Give Back Gala in Stockholm, Sweden. Benefitting Hand in Hand, the fundraising dinner featured musical performances by renowned artists Peter Jöback and Carola, speakers including the former Swedish Prime Minister Carl Bildt, and the joyful spirits of a live auction.

Through the incredible generosity of our guests and partners, the evening hit a fundraising result of **SEK 13.8 million** (\$1.5 million). When Hand in Hand puts these funds to use, some 15,300 people will be able to work their way out of poverty, lifting **77,000 family members** out of poverty in Afghanistan, India, Kenya, Tanzania, and Zimbabwe.

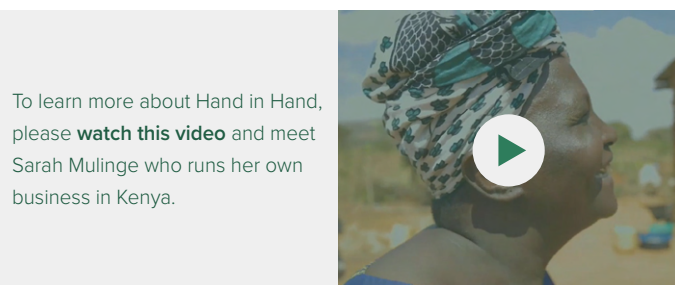
“When we launched the Let's Give Back Gala five years ago, our ambition was twofold. First and foremost, we wanted to raise financial resources for an organization having a tangible and sustainable impact on global poverty. We also wanted to show it's rewarding, and fun, to give back and help others who may not have had the same fortunate start in life. We are incredibly grateful that this year's Gala was successful on both fronts,”

Bruce Grant

Executive Chairman
Applied Value Group

Moses Isik

CEO
Applied Industries



Moses Isik and Bruce Grant | At the Let's Give Back Gala

Unlocking Credit for Entrepreneurs in Northern Tanzania

Access to credit is a crucial step in Hand in Hand’s job creation model, enabling Hand in Hand’s members to launch or expand their enterprises. This is doubly true for their women members, challenged every day by barriers their male counterparts do not always face, from a lack of formal employment opportunities to a lack of access to capital.

To help Hand in Hand unlock credit for hundreds of women micro-entrepreneurs in northern Tanzania, Applied Value Group linked the organization with one of the world’s leading microfinance providers, FINCA. Our role in this three-year, tripartite partnership is to serve as a guarantor for Hand in Hand’s members.

Launched in May, the partnership will see FINCA provide small loans to Hand in Hand members in Arusha and Kilimanjaro regions. These members will successfully already have completed Hand in Hand’s training in financial management.

“Given Hand in Hand’s history of close to 100 percent repayment rates, this is probably one of the safest investments we could make. Having seen Hand in Hand’s work on the ground, we know that when a Hand in Hand trained entrepreneur gets access to that very initial capital, the results are transformative.”



Josefine Lindänge Gutman
 Managing Director
 Applied Value Group Social Impact

Between the start of credit disbursements in September and the close of the year, the partnership had given **210** Hand in Hand entrepreneurs access to a cumulative loan value of **\$117,000**.

Supporting the Way Forward: Strategic Planning

With its current strategic period coming to an end, Hand in Hand International requested Applied Value Group’s help to define and propel its strategic vision for the next five years. In 2021, our team ran a series of workshops and stakeholder interviews to help shape the next chapter of Hand in Hand International’s exciting journey to help women beat the odds and succeed as entrepreneurs, while at the same time achieving gender equality and standing up to climate change.

“We are extremely grateful for the opportunity to assist an organization that makes a huge impact across the globe. Getting exposure to – and learning from – the not-for-profit sector was enriching on both a personal and professional level.”



Magnus Oppenheimer
 Associate Partner
 Applied Value Consulting



Lambert Rutaganda
 Manager
 Applied Value Consulting

Launching a Social Enterprise in Kenya

Hand in Hand’s office in Nairobi recently proposed establishing a social enterprise to provide loans to graduates of its programs on more commercial terms. By working outside Hand in Hand’s existing Enterprise Incubation Fund, the enterprise could lend greater amounts at higher interest rates while maintaining its ethos as a pro-poor lender, while at the same time diversifying Hand in Hand’s sources of income and providing much-needed start-up capital to its members. Applied Value Group helped Hand in Hand staff in Kenya to draft a business case for a profitable social enterprise, producing product recommendations, a financial model, and a proposed organizational structure.

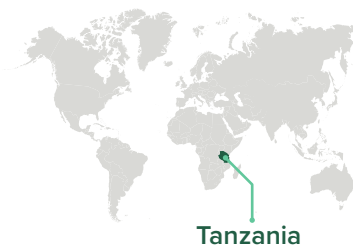
Kuza Initiatives



Ester | Poultry farmer supported by Kuza | Tanzania



Kuza
INITIATIVES



Tanzania

The Kuza Initiatives and One World Sustainable Livelihoods recognize the essential contribution of poultry to poverty alleviation and household food security. They also see that productivity is severely constrained by Newcastle disease, a devastating virus for poultry farming. Fortunately, prevention is possible. The Kuza Initiatives and One World Sustainable Livelihoods work to break down the barriers that stop smallholder farmers from accessing vaccines for their poultry. They also provide door-to-door routine vaccination, poultry-husbandry education, and market linkages for poultry products in Arusha region, Tanzania.

By December, our partnership with the Kuza Initiative and One World Sustainable Livelihoods had facilitated an expansion into Meru district and supported close to 1,080 households across 15 villages in Arusha region, delivering more than **10,800** Newcastle vaccinations and preventing significant poultry losses.



Julio Medina, Founder and CEO of Exodus Transitional Community, at work

Inclusive and Empowered Communities

“Applied Value Group believes quality work requires quality people. By the same token, quality people require quality work. That means building a business that goes beyond the bottom line to make the world a better place. Our social impact work isn’t just a naturally ingrained piece of our business, it has also proven to be increasingly important in making sure that we can both attract and keep talent.”



Ryan Huff

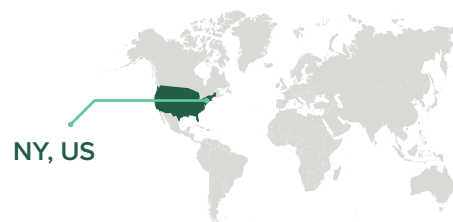
Consulting CEO
Applied Value Group

Changing Lives, Restoring Hope:

Exodus Transitional Community



Bruce Grant visit to Exodus Transitional Community | US



Together with our longstanding partner Exodus Transitional Community, we have continued our commitment to support adults and youth affected by the justice system. Exodus Transitional Community offers re-entry programs and a broad spectrum of services including workforce development, housing, civic engagement, immigrant re-entry program, and youth empowerment.

With its rich musical history, Harlem is the birthplace of many artists and genres of music. It is also the location of Exodus Transitional Community's latest operation. Echoing Exodus Transitional Community's belief in music as a form of therapy, in 2021 we provided support to establish a music studio hosted at its Centre for Trauma Innovation. The studio will provide a music engineering training program, host a recording and podcast studio and deliver music

therapy, serving not only participants in Exodus Transitional Community's programs but also the wider Harlem community.

In 2021, our employees also led job-readiness training to help Exodus Transitional Community's members overcome the barriers to employment that individuals face after incarceration. The weekly sessions included resume writing and mock interview training with participants of the Exodus Wilderness Program.

Watch this video to find out more about the work of Exodus Transitional Community.

A World Free From Child Trafficking:

Child10



Child10 Awarded Member | Novi Put in Bosnia-Herzegovina

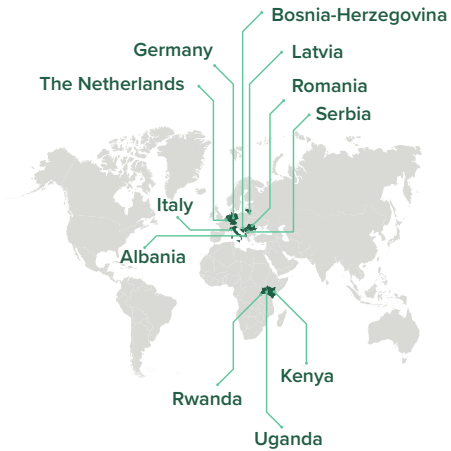
CHILD10

“Applied Value Group values our partnership with Child10 which facilitates powerful solutions and collaborations in the field of counter-trafficking. We are proud to contribute to the protection of children and help put a stop to this heinous crime.”



Martine Cassar
 Director
 Applied Value Group Social Impact

Approximately 1.2 million children are trafficked each year, according to the International Labour Organization, while another 2 million are commercially exploited – most of them being girls. Child10 is a Swedish NGO that gathers and supports grassroots organizations dedicated to protecting children from trafficking and exploitation. Each year, it awards ten dedicated experts in the fight against trafficking and sexual



exploitation with a financial contribution as well as a year-long mentorship program. The 2021 Awarded Members all work under a common theme: ‘Girls’ Rights Have No Price’.

“To end child trafficking we need bold and committed frontrunners. Applied Value Group is a great example of how the private sector can take responsibility in securing children’s rights – one of the most challenging issues of our time. We are incredibly happy to have the support of Applied Value Group to set a standard for collaborative impact in this field where private sector involvement has traditionally been limited.”, said Jacob Flärdh, Secretary General, Child10.

Mentorship Program

In 2021, thirteen of our consultants acted as mentors to eight of the awarded anti-trafficking organizations, deploying their skills and expertise in areas such as strategic goal-setting, organizational development and restructuring. This year’s winning organizations work to prevent child-trafficking in Albania, Bosnia-Herzegovina, Germany, Italy, Kenya, Latvia, The Netherlands, Romania, Rwanda, Serbia, and Uganda.

Our capacity-building efforts supported organizations delivering direct services and preventive actions to about 338,000 children in areas including shelter, support, and training.

2022 Award: Due-Diligence Process

In the fall of 2021, five of our employees helped Child10 in their due-diligence process to evaluate 18 organizations nominated for the 2022 theme, ‘Trafficking and Commercial Exploitation of Children via Online Platforms’. This process will lead the way for Child10 to eventually select their 2022 awarded organizations.



Child10 Awarded Member | Eliberare in Romania

“It has been a truly tremendous experience working together with Child10 in their process of evaluating the nominees for the 2022 award theme, ‘Trafficking and Commercial Exploitation of Children via Online Platforms’. It was enriching to be able to apply our financial expertise from management consulting for a good cause while also learning so much about great NGOs working in the space to eliminate child-trafficking.”



Johan Wallin
Senior Consultant
Applied Value Consulting



Child10 Awarded Member | Footprint to Freedom in The Netherlands

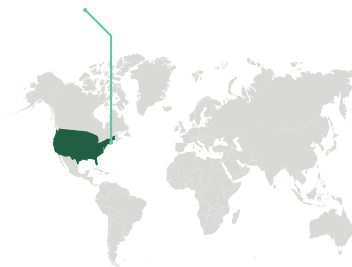
The Wenham House Recovery Program



The Wenham House | US




Massachusetts, US




Our partnership with Wenham House continued throughout 2021. Wenham House provides a unique recovery environment to help men overcome substance use disorders.

Watch this video to find out more about our partnership with the Wenham House.



Watch this video to find out more about the work of Wenham House.



In 2021, we supported Wenham House both through in-kind donations and by directly sponsoring recovery programs for young men.

Initiatives Across Our Portfolio Companies

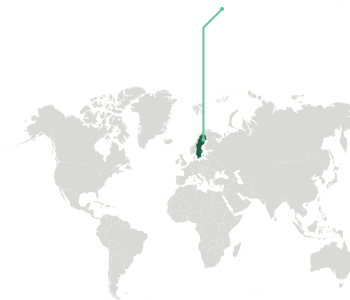


Bake My Day

Bake My Day, one of the leading bakeries in greater Stockholm, has been running a series of campaigns and collaborations during 2021.

During October, breast cancer awareness month, Bake My Day ran a campaign to shine a light on the fight against the disease, selling various pastries branded in the recognizable pink and donating a percentage of every pastry sold to select breast cancer foundations.

Stockholm, Sweden

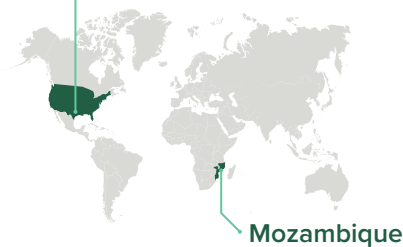


In December, Bake My Day teamed up with Livets Hjälp, a local NGO supporting people struggling to make ends meet near the bakery's premises in Huddinge. By giving out food donations, the initiative combined two of Bake My Day's key ambitions: supporting people with limited resources and generating zero waste. In just one month since the partnership took off, 210 individuals have benefitted from the support.





Austin TX, US



Mozambique

Human Care

Medical device company Human Care is well-known for its rollators and patient handling products. In 2021, the company launched a partnership with Resources without Borders, donating its rollators to healthcare institutions in Mozambique. Resources without Borders is a Sweden-based organization that delivers medical aid and other resources to countries in the Global South.

“Simply donating products and funding is not enough for us as a medical device company. Through Resources without Borders, we also get to share knowledge in how our products are safely and efficiently used. These rollators will go to healthcare institutions where staff is educated in their use, thereby ensuring that they will have the best possible clinical benefits for the patients.”



Marcus Larsson
Chief Marketing Officer
Human Care

In August 2021, Human Care’s office in Austin, Texas launched a project called Unity in Community. The one-year pilot project aims to support young, vulnerable women to learn new skills and enter the job market. Human Care will provide on-the-job-training in areas such as office management, basic accounting and marketing, and sales support to individuals. The ambition is to offer women an opportunity to acquire concrete skills that will help them secure jobs.



Human Care donated rollator | Mozambique



Örebro, Sweden



Rullprofil

For the past 50 years, Rullprofil, based in Örebro, Sweden, has produced steel profiles. With a longstanding tradition of promoting a diverse and inclusive workplace, Rullprofil is actively promoting employment opportunities for newly-arrived Swedes and people who are currently outside of the job market.

During the past year, Rullprofil has offered on-the-job training for five young men with diverse backgrounds who now have full-time and permanent positions. Since they all live a fair distance from the worksite, outside the public commute opportunities, Rullprofil is organizing daily shuttles to assist them in getting to work.

Our Social Impact Champions

You have already met the organizations we have partnered with. Here, we introduce you to some of the individuals supported by the work of those organizations.



Jane and Richard Langat | Hand in Hand supported passion fruit farmers | Kenya

Meet Richard and Jane, the farmers transforming Kenya: Hand in Hand

Maize is Kenya's biggest crop. It's also hugely vulnerable to the effects of climate change, putting Kenya's food security at risk and threatening the livelihoods of millions of farmers like Jane and Richard Langat (pictured above).

"Since I've been here I've been trying to make money out of this farm, but I couldn't," Richard says. "When we invest US \$100 in maize and come away with US \$30 it's not even enough to feed our family. We're really making a big loss."

That's when a Hand in Hand trainer arrived in the Langats' village.

"I wasn't familiar with passion fruit," says Richard. "Hand in Hand opened our minds. The training was simple, and the crop doesn't need too much attention, but it's had a really big impact."

In less than a year, the Langats went from losing US \$70 harvesting maize to making US \$150 each week growing passion fruit. Their

neighbors, it will come as no surprise, have been keen to learn more. "Now that they're seeing it, everybody's doing it," says Richard.

Hand in Hand are already helping Jane and Richard's neighbors, first by propagating the crop using cuttings from Richard's original, then by providing training on its upkeep and care using the Langats' plot as its 'demo farm'. When they're ready, Hand in Hand will help the community form a producer's group to negotiate with wholesalers, launching their produce into bigger markets and value chains.

"I've got a boy in secondary school, a daughter in university studying French, and another studying computers at the Technical University of Mombasa," says Richard. "With the money I earn, I'm paying the fees."

In 2021, Child10 and Applied Value Group joined hands to support eight organizations fighting child-trafficking across Europe and Eastern Africa



“Working with survivor leader, Malaika Oringo, on Footprint to Freedom’s long-term vision and strategic goals has been an invaluable experience. Through our bi-weekly mentorship sessions, we were able to delineate the organization’s vision for work in Eastern Africa versus The Netherlands. We integrated new templates and created a logic model, mapping actions to Footprint to Freedom’s mission statement. I look forward to seeing how Malaika continues to drive impact and uplift the voices and livelihoods of human trafficking survivors.”



Michelle Baltrusitis
 Consultant
 Applied Value Consulting

“The great benefit from our collaboration with Child10 was to see how we can leverage each other’s expertise and together create significant impact in the fight to end human trafficking and protect girls’ rights. It has been a truly rewarding opportunity to support an organization like ASTRA in addressing complex global challenges – a great professional and personal experience.”



Anna Carbell
 Senior Consultant
 Applied Value Consulting



Annie Ingvarsson
 Consultant
 Applied Value Consulting

Exodus Transitional Community

The Exodus Wellness Center provides safe, collaborative and trusting care to people with a history of substance abuse. Housed within the center, Exodus Transitional Community acknowledges the need to understand a client's life experience to effectively support their recovery.

Lauren* joined the Wellness Center in May 2021 after being incarcerated for ten years, completing her program five months later. During her treatment she faced challenges with employment, addiction, and housing but with the center's support, especially that of her counselor, she was able to persevere through the difficulties and remain in active recovery.

Lauren kept her promise to herself, put her recovery first and practiced good self-care. Being a talented cook, she obtained part-time employment as a sous-chef and continues her sober journey. Today, she stays connected to staff at the center's aftercare unit.

*Not her real name



Exodus Transitional Community

Looking Ahead: Our Priorities in 2022

As 2022 unfolds, we remain committed to our promise to leverage our conscience, creativity, and competencies to push the frontiers of social impact. Our focus will remain steadfastly fixed on the two thematic pillars that motivate our social efforts – entrepreneurship and job creation, and inclusive and empowered communities – as we look to deepen our collaboration with our strategic partners. We will also actively work with all business lines across the Group to make social impact a fully integral part of their core business operations.

More concretely, we plan to:

- › Support our strategic partner Hand in Hand to establish their fundraising presence in the US. We will help shape their market entry strategy and host an office for them in New York City.
- › We will continue to support our longstanding partner Exodus Transitional Community, addressing the barriers to employment that individuals face after incarceration. We will do so by providing practice interview sessions on a weekly basis.
- › In January 2022, we will launch a new partnership with the Sweden-based NGO Just Arrived. Together, we will introduce a mentorship program where Applied Value Group employees provide job-readiness training and mentorship to newly-arrived Swedes, covering job hunting, CV writing, and interview preparations.
- › During the first half of 2022, we will introduce our ‘Business Bootcamp’. This initiative will leverage our consultants’ expertise to create and deliver workshops to grassroots NGOs on business concepts such as strategic goal setting, budget development and financial health, KPIs and progress tracking, and performance dashboards.
- › Bake My Day will continue to deliver on its promise of zero waste by increasing its food contributions to people in need.

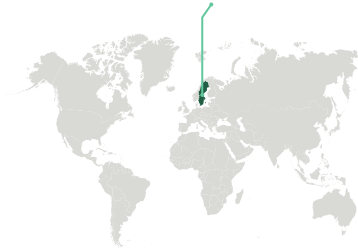


JustArrived

- Human Care will expand its collaboration with Resources without Borders, aiming to scale up its partnership in.



Söderfors, Sweden



- In June, we will launch Oh My Greens. Once up and running it will be northern Europe's largest vertical farm and a Swedish provider of potted herbs. Vertical farming is by definition a planet-friendly farming technique, reducing the amount of water and land required to produce the same or higher amount of greens. The technique uses a combination of energy-saving LED lights, minimal soil, and water recycling systems. It also removes the need for use of chemicals and pesticides. To prepare for its launch, Oh My Greens has signed an agreement with Netled Ltd., the leading vertical farming technology provider in Finland. The partnership will see Netled Ltd. deliver its Vera technique, which will allow Oh My Greens to farm 40% more plants in the growing area compared to traditional greenhouse cultivation and save up to 95% of water compared to traditional systems. With this technique, Oh My Greens will deliver leafy greens, grown hyper-locally, with a significantly reduced carbon footprint. And it does not stop there, during its first year of operations, Oh My Greens has committed to go fully climate neutral. It will do so by establishing ambitious emission reduction targets and by joining the thousands of companies worldwide who are leading the zero-carbon transition. They do so by setting emission reduction targets grounded in climate science through the Science Based Targets initiative (SBTi).

- During the second half of 2022, we will launch our first Charity of the Year program. We aim to identify one partner each year that aligns with our strategic priorities and offers good value for money. The final organization will be selected through a staff vote and should unlock further routes for our employees to leverage their skills and expertise through staff engagement and volunteering.
- Also, during the second half of 2022, we will host the sixth Let's Give Back gala, a fundraising evening benefiting Hand in Hand.
- Finally, 2022 will see the launch of our first social enterprise. The enterprise will be located in Turkey and will work within the textile industry. Once it is up and running, the company will provide employment and entry job opportunities for those facing challenges entering the job market. Stay tuned for more!

We look forward to telling you about all of the above and more in our next Social Impact Report.

Until then, remember that even though the world faces enormous challenges, there is also hope and promise - including the great examples highlighted in this report.



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