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# **BCHG Holding A/S**

Center Boulevard 5, DK-2300 Copenhagen S

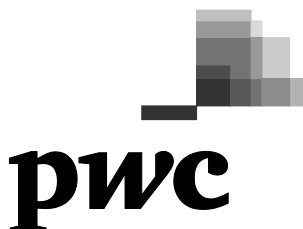
## **Annual Report for 2023**

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CVR No 38 24 67 12

The Annual Report has  
been presented and  
adopted at the Annual  
General Meeting of the  
Company on  
3 / 6 2024

Jacob Kjær  
Chairman of the General  
Meeting



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## Management's Statement

The Board of Directors and Executive Board have today considered and adopted the Annual Report of BCHG Holding A/S for the financial year 1 January - 31 December 2023.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position at 31 December 2023 of the Group and the Company and of the results of the Group and Company operations and consolidated cash flows for the financial year 1 January - 31 December 2023.

In our opinion, Management's Review includes a true and fair account of the development in the operations and financial circumstances of the Parent Company and the Group, of the results for the year and of the financial position of the Group and the Company as well as a description of the most significant risks and elements of uncertainty facing the Group and the Company.

We recommend that the Annual Report be adopted by the Annual General Meeting.

Copenhagen, 20 March 2024

### Executive Board

Christian Folden Lund  
CEO

Jacob Kjær  
CFO

### Board of Directors

Martin Gaarn Thomsen  
Chairman

Christian Riis-Hansen

Peter Korsholm

Michael Dano Andersen  
Staff Representative

# Independent Auditor's Report

To the Shareholders of BCHG Holding A/S

## Opinion

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2023, and of the results of the Group's and the Parent Company's operations as well as the consolidated cash flows for the financial year 1 January - 31 December 2023 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of BCHG Holding A/S for the financial year 1 January - 31 December 2023, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company, as well as cash flow statement for the Group ("financial statements").

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Statement on Management's Review

Management is responsible for Management's Review (page 7 -18).

Our opinion on the financial statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the Financial Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Consolidated Financial Statements and the Parent Company Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement in Management's Review.

## **Management's Responsibilities for the Financial Statements**

Management is responsible for the preparation of Consolidated Financial Statements and Parent Company Financial Statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Copenhagen, 20 March 2024

**PricewaterhouseCoopers**

Statsautoriseret Revisionspartnerselskab

*CVR No 33 77 12 31*

Torben Jensen  
State Authorised Public Accountant  
mne18651

Claus Carlsson  
State Authorised Public Accountant  
mne29461

## Company Information

### **The Company**

BCHG Holding A/S  
Center Boulevard 5  
DK-2300 Copenhagen

CVR no: 38 24 67 12

Financial period: 1 January - 31 December

Financial year: 7<sup>th</sup> financial year

Municipality of reg. office: Copenhagen

[www.bellagroup.dk](http://www.bellagroup.dk)

### **Board of Directors**

Martin Gaarn Thomsen (Chairman)  
Christian Riis-Hansen  
Peter Korsholm  
Michael Dano Andersen (Staff Representative)

### **Executive Board**

Christian Folden Lund, CEO  
Jacob Kjær, CFO

### **Auditors**

PricewaterhouseCoopers  
Statsautoriseret Revisionspartnerselskab  
Strandvejen 44  
DK-2900 Hellerup

### **Consolidated Financial Statements**

The Company is included in the Consolidated Financial Statements of TMC Invest 2021 ApS.

## Financial Highlights

### Group

|   | <b>2023</b> | <b>2022</b> | <b>2021</b> | <b>2020</b> | <b>2019</b> |
|---|-------------|-------------|-------------|-------------|-------------|
|   | DKK '000    | DKK '000    | DKK '000    | DKK '000    | DKK '000    |
| <b>Income statement</b>                   |             |             |             |             |             |
| Revenue                                   | 1,023,215   | 861,097     | 251,454     | 261,090     | 892,243     |
| Gross profit                              | 411,957     | 384,527     | 285,855     | 159,513     | 377,465     |
| Depreciation, amortisation and impairment | (56,632)    | (49,617)    | (40,726)    | (87,109)    | (50,227)    |
| Profit before financial items             | 65,956      | 118,830     | (85,656)    | (590,682)   | (9,406)     |
| Financial income and expenses             | (35,497)    | 18,756      | (38,404)    | (18,512)    | (14,693)    |
| Profit before tax                         | 30,460      | 137,586     | 47,252      | (609,194)   | (24,099)    |
| Net profit for the year                   | 20,707      | 116,474     | 44,238      | (460,165)   | (19,954)    |
| <b>Balance sheet</b>                      |             |             |             |             |             |
| Balance sheet total                       | 1,423,391   | 1,335,387   | 1,230,917   | 1,214,223   | 1,665,298   |
| Equity                                    | 389,884     | 368,377     | 250,503     | 69,075      | 627,086     |
| Production property                       | 523,409     | 496,085     | 343,003     | 40,442      | 433,465     |
| Investment property                       | 513,308     | 496,800     | 555,616     | 555,616     | 745,446     |
| Credit institution                        | 611,702     | 631,521     | 743,223     | 823,252     | 613,946     |
| <b>Cash flows</b>                         |             |             |             |             |             |
| <i>Cash flows from:</i>                   |             |             |             |             |             |
| Operating activities                      | 83,632      | 56,480      | (23,235)    | (37,365)    | 8,004       |
| Investing activities                      | (86,016)    | (36,608)    | (63,337)    | (231,522)   | (128,063)   |
| Financing activities                      | (9,318)     | (73,787)    | 165,515     | 243,171     | 71,923      |
| Change in cash and cash equivalents       | (11,702)    | (53,915)    | 78,943      | (25,716)    | (48,136)    |
| No of employees                           | 685         | 645         | 287         | 423         | 751         |
| <b>Ratios</b>                             |             |             |             |             |             |
| Gross margin                              | 40%         | 45%         | 114%        | 61%         | 42%         |
| Solvency ratio                            | 27%         | 28%         | 20%         | 6%          | 38%         |
| Return on equity                          | 5%          | 38%         | 28%         | (132)%      | (3)%        |

For definitions of financial ratios, see under accounting policies.



## Management's review

The consolidated financial statements of BCHG Holding A/S for 2023 have been prepared in accordance with the provision of the Danish Financial Statement Act applying to large enterprises of reporting class C.

Our Responsible Hospitality Report for 2023 is included as supplementary reporting.

### Main activity

#### Hosting moments that matter

The Group's primary activity is hosting moments that matter. Whether it's for leisure or business, be it an intimate dinner or a grand congress, we are dedicated to the transformative influence of uniting people. Our mission is to craft positive impacts that linger in the memories of all participants. As a pivotal contributor to the growth of tourism and business in Copenhagen, we are committed to actively shaping the Danish Capital into a premier global destination for major events, conferences, and travel. This mission builds on an integrated mission of shaping the sustainable hospitality platform of the future.

Through the subsidiaries Bella Operation A/S, and CP Hotel A/S, the company operates the hotels Copenhagen Marriott, AC Hotel Bella Sky Copenhagen, and Crowne Plaza Copenhagen Towers.

Bella Operation A/S manages the operation of congress, conference, and cultural venues Bella Center Copenhagen and Bella Arena – including permanent CIFF Village fashion showrooms, offices at International House, and signature event and trade brands Copenhagen International Fashion Fair, BogForum, Copenhagen Gaming Week etc.

BCHG Properties A/S is the owner of the venues Bela Center and Bella Arena

### Development in 2023

#### Optimizing our venue business while facing competitive challenges in Copenhagen's hotel market

##### Venues:

While 2022 could be characterized as a rebound year following the global Covid-19 pandemic with an abundance of postponed international congresses and large events suddenly returned within a short timeframe further challenged by general staffing shortage in our company and industry, 2023 has been a year of re-stabilization.

The quantity and cadence of largescale events has returned to more typical levels and at Bellagroup we are once again fully staffed following proactive recruitment initiatives by our own People & Culture department in close collaboration with municipal and governmental institutions. Simultaneously, the extreme and unforeseeable price fluctuations on goods and services that hit the Danish hospitality industry in 2022 in the wake of geopolitical unrest and war in Ukraine, and which in turn affected operations across Bellagroup, have generally subsided, although the general price point remains significantly above pre-pandemic levels due to years of hefty inflation and global instability.

Adding positively to an increased sense of stability in Bellagroup's venue business, 2023 saw strategic efforts within areas such as cost management, cash flow optimization, and the innovative yielding of physical venue space allowing for Bella Center and Bella Arena to cater to multiple events simultaneously without comprising on clients' "buy-out" feeling of a fully formed branding universe. These tactical measures and optimization initiatives have paved the way for a future of producing even more high-quality events in a streamlined set-up utilizing existing resources –space as well as people – in smarter ways.

In terms of international congress activity 2023 accounted for a wide array of renowned associations within a broad range of professional fields, who all chose to gather delegates, customers, and experts in the Danish capital. To name a few: 18th Congress of ECCO - Inflammatory Bowel Diseases 2023 in March, ELCC – European Lung Cancer Congress 2023 in March/April, ECCMID 2023 - 33rd European Congress of Clinical Microbiology and Infectious Diseases in April, WindEurope Annual Event 2023 in April, PNS 2023 - 2023 Peripheral Nerve Society Annual Meeting in June, ESHRE 2023 – European Society of Human Reproduction and Embryology in June, MDS 2023 - International Congress of Parkinson's Disease and Movement Disorders in August, CIRSE 2023 – Cardiovascular and Interventional Radiological Society of Europe in September, ISPOR Europe 2023 – The International Society for Pharmacoeconomics and Outcomes Research in November and NLS - Nordic Life Science Days 2023 in November.

In 2023 two stand-out congress events at Bella Center Copenhagen and Bella Arena were the result of in-depth partnership planning and co-development between our organization and others: The UIA 2023 World Congress of Architects in July and meeting industry peer event PCMA Convening EMEA 2023. While the World Congress of Architects saw close collaboration with e.g., destination partner Wonderful Copenhagen on highlighting the Danish capital as one of the world's most sustainable event destinations in terms of services and architecture, PCMA convening EMEA served as a strategic showcase for meeting, conference, and congress industry fellows with a strong focus on our own efforts in shaping the responsible hospitality platform of the future. This was visible in tangible efforts such as hosting a tailored Responsible Hospitality stand for attendees to explore as well as orchestrating a series of highly sought after "behind the scenes" tours allowing for competitors, clients, and partners to explore the inner workings of Bellagroup's responsible hospitality efforts.

#### Hotels:

Just as international congress activity has returned to pre-pandemic levels at our venues, so has the number of international tourists in Copenhagen. Yet 2023 fully revealed how the hotel side of Bellagroup's hospitality platform is challenged by lower occupancy levels. This can be ascribed to the fact that since 2019, the Danish capital has experienced a boom in hotel capacity with approx. 35% more available hotel rooms being added since 2019. In other words: Competition for guests has increased, and we must get creative to maintain existing market shares in a changing landscape. Moreover, although travel activity generally is back up, traditional destinations who historically have had great impact on tourism activity in Denmark and Copenhagen remain impaired. The prime example is China, where previous levels of group leisure travel continue to be down to a fraction of pre-pandemic levels despite the removal of international travel bans. Additionally, a weak currency in our neighboring countries of Sweden and Norway resulted in a lower number of room nights generated from these local markets.

To counter this development, in 2023 we doubled down on new strategic efforts to help create more of our own demand across Bellagroup's hotels in the future, including holistic approaches to strengthening hotel partnerships in relation to events taking place at our venues, as well as developing bespoke and experiential room night packages aimed at corporate and leisure guests alike across group and transient segments on both national and international levels.

At the same time an ambitious upgrade of the group's five-star city center location, the Copenhagen Marriott Hotel, took place in 2023. Building with a visionary Scandinavian design direction drawing on the power of water, which is the primary USP of Denmark's largest five-star hotel located right on the city's harbor front. We look forward to welcoming new guests and long-standing partners to come experience 'the after'.

The relaunch of pan-Asian fine dining restaurant SUKAIBA Copenhagen on the 23rd floor of AC Hotel Bella Sky Copenhagen in late 2022 continued to make its mark in 2023. In the fall of 2023, the restaurant secured international acclaim and awareness by claiming the coveted title as 'Best Hotel Restaurant in Denmark' presented by World Travel Awards.

The partnership pilot project between Crowne Plaza Copenhagen Towers and Danish music festival Smukfest that commenced in 2022 saw an impressive growth in brand awareness and brand activation in August 2023. An ambitious influencer program combined with strengthened B2B, and PR efforts made for a festival collaboration further cementing the hotel's position as Denmark's preferred "music hotel" - playing off its location right next to Copenhagen's largest indoor music venue, Royal Arena.

#### **Other highlights from the year gone by in Bellagroup include:**

- Finalizing construction and assuming operations of the largest roof-integrated solar panel park on the Danish capital island of Zealand atop Bella Center Copenhagen. The solar park now covers 30% of the congress center's energy needs by providing locally produced green electricity. More about this project can be found further down in the Responsible Hospitality-section of this review.
- Across the entirety of Bellagroup, employees were presented with a new and visionary learning and development platform in the fall of 2023 with a clear and common aim of providing upskilling opportunities across all levels. The new L&D platform comprises bespoke "Bella" training programs as well as educational opportunities developed and operated in close collaboration with partners from universities, language schools, culinary institutions, and leadership academies.

#### **Updating the Bellagroup strategy**

As stated in last year's annual report, the business strategy based on 12 strategic projects, which was developed back in 2021 in connection with new company ownership and the rebranding from BC Hospitality Group to Bellagroup, was updated in the fall of 2022 as many of the initial 12 projects were completed already within the first year. This was the case again in the fall of 2023:

This time we regrouped the remaining parts of the initial 12 projects into two main work streams aimed at supporting the developments outlined in the section above: 1) Aiming to reduce operational complexity in our venue business by optimizing our delivery model and 2) Pushing new initiatives to drive hotel demands in times of heightened competition and surplus room supply within the current Copenhagen market.

Both strategic work streams are underpinned by a foundation characterized equally by our ambition to pioneer sustainability efforts under the umbrella of our Responsible Hospitality strategy and the ongoing need for more digitalization for internal workflows and customer facing systems alike. Bellagroup's Responsible Hospitality strategy including milestones for 2023 and ambitions for 2024 is further described further below in this review.

### **New and existing projects**

Following the creation of "Bella Presents" in 2022 - a new, strategic branch of our venue business birthed to drive innovation and secure the highest level of quality in our own event formats – and the subsequent onboarding of a Director of Bella Presents by the end of the same year, 2023 has seen impressive growth and innovation within this field.

A specific focus for Bella Presents – apart from securing the platform for Denmark's largest literature festival, Bogforum – has been driving our own activity and demand in the typical off season for international association congresses in Q1. This resulted not only in the continued work surrounding the creation of Copenhagen Gaming Week described in further detail below, but also pilots in exploring opportunities for seated cultural events in Bella Arena, with the December 2023 production of "Love Actually in Concert" proving to be a smash hit with 5,000 spectators across two performances combining cinema with symphonic live music.

#### On the final homestretch towards the first ever Copenhagen Gaming Week:

In last year's annual report we described the efforts made by Bellagroup in crafting a new, recurring festival for all things gaming and esports. During 2023 we have continued this project in close collaboration with the municipality of Copenhagen, the governing body of the capital region of Denmark and destination partner Wonderful Copenhagen. Following a spring and summer of intense attempts at outlining potential exhibitors, collaborative partners, and program content for the first ever production of Copenhagen Gaming Week, ticket sales went online in the early fall of 2023 with event dates set for the second weekend of 2024.

The latter part of 2023 was dedicated to leveraging our efforts to promote this new event, with a comprehensive approach that included impactful influencer collaborations, strategic media partnerships, omnichannel advertising, and focused PR and press initiatives. As this review concludes, we eagerly anticipate the imminent opening of Copenhagen Gaming Week, the details of which will be elaborated upon in the forthcoming annual report of 2024.

#### Breaking records with Bogforum:

A significant focus in 2023 was devoted to shaping the 32nd edition of Denmark's premier book and literature festival, Bogforum. What initially began as a strategic and communicative overhaul in the early months of the year evolved into a complete revitalization of the event format. This transformation centered on addressing three key objectives: 1) Clearly communicating Bogforum's commitment to the publishing industry as a unifying force benefiting all stakeholders in the value chain, 2) Overhauling and rebranding the children's segment of Bogforum to attract more families and cultivate future readers, and 3) Introducing new initiatives to enhance professional and social networking among exhibitors and key industry representatives during the event.

By the conclusion of Bogforum 2024 in November, it became evident that we not only met but surpassed all the aforementioned objectives. The event received overwhelmingly positive feedback from both guests and exhibitors, achieving a record-breaking attendance of over 39,000 literature enthusiasts from diverse backgrounds—an impressive growth of nearly 15% in just one year. This success solidifies our commitment to delivering exceptional experiences and fostering positive engagement within the literary community.

#### The transformative journey of CIFF:

In early 2023, CIFF - Copenhagen International Fashion Fair, successfully acquired its former fashion trade fair competitor, Revolver. The strategic move aimed to reinforce Copenhagen's standing as the fashion capital of Scandinavia. Our Director of CIFF characterized the merger as a "power move," anticipating significant benefits for the entire Scandinavian fashion industry. This initiative was a proactive response to a longstanding desire from key stakeholders in the Danish and Scandinavian fashion sectors for a unified and coordinated fashion city and order platform.

The first ever combined showcase in August 2023 set a new benchmark for fashion fairs in Denmark, both in terms of scale and quality. Subsequent organizational and brand-related improvement discussions in the latter part of 2023 led to the decision to simplify communication by reverting to the original CIFF name, aligning with the event's rich history at Bella Center Copenhagen.

In November 2023, the 62nd edition of CIFF unveiled a new vision for the growing event and industry platform. The presentation outlined the path forward, emphasizing the commitment to excellence. The upcoming CIFF, scheduled for late January/early February 2024, promises to build on the success of the showcase and further solidify its position as a leading force in the dynamic landscape of the Scandinavian fashion industry.

#### **Financial result for the year**

The financial result for 2023 clearly reflects the developments described in the previous sections of this management review: A year characterized by optimized and more profitable operations in the venue side of our business and heightened competition in the Copenhagen hotel market. For the first time in the company's history, Bellagroup has achieved a gross revenue of more than DKK 1 billion. The profit before tax amounts to DKK 30 million compared to DKK 138 million for 2022. The decrease is due to higher net financial expenses in 2023 and lower revaluations as well as recognised badwill in 2022. The realised EBIT of DKK 65 million is better than the EBIT outlook for 2023 in the range of DKK 20-30 million.

#### **Outlook 2024**

For 2024, we expect an EBIT in the range of DKK 50-75 million.

#### **Ready to scale up on investments in Bellagroup event formats and hotel updates**

Heading into 2024, and at the completion of this review, we anticipate that the surplus hotel capacity in Copenhagen will continue to impact one of Bellagroup's primary business activities. In response to this market situation, we are strategically focusing on seeking out new potential guest groups and enhancing our hotel offerings. This involves upgrading facilities at The Copenhagen Marriott Hotel and refining target group value propositions and packages at AC Hotel Bella Sky Copenhagen and Crowne Plaza Copenhagen Towers. Demand at these properties is intricately linked to events and

Congress activities taking place at Bella Center Copenhagen and Bella Arena.

Despite a projected decrease in international congress activity in our venue business compared to 2022 and 2023, a common occurrence in a field marked by cyclic event timing by associations and other event organizers, 2024 is anticipated to be a year with fewer peak events. However, we foresee a resurgence in business activity by 2025 and 2026. To address this, we are intensifying efforts to generate "our own demand," focusing on events and activities created by Bellagroup or curated with external partners. Proactive measures are being taken across various business units to explore additional revenue streams from these events, as well as from large-scale corporate activities that tend to offer shorter lead times and present opportunities to fill calendar gaps traditionally occupied by international congresses.

Following the successful event launches by Bella Presents, as detailed earlier in this review, stimulating demand and business activity in shoulder seasons remains a key objective for Bellagroup. This strategy aims to drive tourism to destination Copenhagen in a sustainable manner, considering not only direct climate impact but also our responsibility to prevent the negative effects of "over tourism" experienced by many other European and global event destinations. A close corporation with the City of Copenhagen is crucial here.

In 2024, our focus will continue on ensuring the successful premiere of the new gaming and esports festival, Copenhagen Gaming Week. Additionally, we plan to build upon the successful growth journey of CIFF – Copenhagen International Fashion Fair through strategic investments in event design, infrastructure, and partnerships with trade fairs and fashion weeks across Europe and the world.

At Bellagroup we firmly believe that we are well-positioned for solid economic performance in the future. This confidence stems from a combination of financial security secured through the 2021 recapitalization and the strategic initiatives outlined above. Moreover, the group has already established a robust order and event portfolio for 2024, 2025, and 2026.

## **Responsible hospitality**

### **At the heart of everything we do**

In Bellagroup, we are ambitious – also when it comes to sustainability. We believe that unique meetings and moments can and must go hand in hand with the ambition of being a force for good – for our planet and the people who inhabit it. This is what we call responsible hospitality.

Our approach to responsible hospitality is comprehensive, seeking to create positive impacts on ourselves, our guests, and the surrounding community. As pioneers in the hospitality industry, we strive to unlock potential, explore sustainable opportunities, reduce environmental impact, and share innovative solutions. In doing so, we aim to shape the sustainable hospitality platform of the future.

With responsible hospitality ingrained in Bellagroup's values and operations, sustainability is seamlessly integrated into every facet of our organization. Our governance structure is designed to ensure compliance with legal and regulatory standards, maintain a business focus on human rights, and adhere to international norms. Upholding strong business ethics, we engage closely with our suppliers, customers, and stakeholders.

We prioritize factual information and genuine impact mitigation in our pursuit of a sustainable and transparent operation. Our decision-making is informed by data, analysis, and expert knowledge, guiding us toward sustainable practices. Whether through long-term investments or immediate changes, our solutions contribute consistently to our overarching goal of responsibly hosting moments that matter.

Our Responsible Hospitality report (Responsible Hospitality Report 2023) is included in this Annual Report, summarizing all activity, partnerships, and initiatives in 2023. The report is also available at <https://www.bellagroup.dk/om-bellagroup/responsible-hospitality>.

### **Overall responsible hospitality progress in Bellagroup for 2023:**

In 2023, we strategically laid the foundation for future endeavors, emphasizing key initiatives to fortify our commitment to sustainability and responsible hospitality. A significant achievement during this period was the successful implementation of an internal management system aligned with ISO standards 14001 and 20121, addressing environmental management and sustainable events. At the conclusion of work on this report – following a detailed external auditing process - we have obtained the ISO 14001 & 20121 certification for Bella Center and our three hotels, marking not only a validation of our trajectory but also fostering cross-organizational cooperation, alignment, and joint efforts toward our sustainability targets.

An in-depth exploration of our risks and impacts led us to initiate a double materiality assessment, set to conclude in 2024. This assessment will serve as a pivotal tool, enhancing transparency and addressing critical ESG focus areas while tracking progress through comprehensive reporting.

In 2023, we also implemented a climate reporting system, mapping our scope 1, 2, and 3 emissions from 2019 to 2023. This strategic insight guides collaborative efforts with partners, suppliers, and customers, allowing us to address areas of significant impact and set concrete, science-based targets— an essential focus for 2024 on our path toward achieving net zero by 2050.

However, 2023 wasn't merely a year of future preparation; it was a period marked by substantial achievements in advancing our sustainability goals throughout the organization. A record-breaking solar panel park on the roof of Bella Center, completed during this time, will supply up to 30% of Bella Center's annual energy consumption through own-produced renewable energy starting in January 2024.

Furthermore, we forged new partnerships to explore innovative solutions, from bolstering our local community to repurposing waste and adopting technological advancements for energy conservation— all detailed in the Bellagroup 2023 Responsible Hospitality report.

Our commitment to sustainability was exemplified by hosting events where responsible practices took center stage, such as industry event PCMA Convening EMEA 2023, where global event industry stakeholders assembled to share best practices in shaping responsible events for the future.

Recognizing the collaborative nature required for reaching net zero by 2050, we joined forces with UN Global Compact and 40 leading Danish companies during COP28. Our collective commitment, reflected in the joint Statement from Danish Businesses, signifies high ambitions for a green transition towards a net-zero future. This underscores Bellagroup's dedication to responsible hospitality and

emphasizes the necessity for robust partnerships, both public and private, to achieve our shared goals.

While acknowledging that we have not reached our ultimate destination, our actions in 2023 have laid a stronger foundation, forged valuable partnerships, and rallied a dedicated team. Together, these efforts position us to shape and enable the responsible hospitality platform of the future.

### **Responsible Hospitality milestones from 2023:**

- Implementing comprehensive mapping of CO<sub>2</sub>e emissions, covering scope 1, 2, and primary scope 3, utilizing our corporate climate reporting system. The system has been built on historical mapping from 2019 to the present year.
- Introducing Viima chemical-free cleaning practices across all our hotels.
- Completing initial phases of the Copenhagen Marriott renovation, enhancing guest experiences while optimizing energy efficiency.
- Completing a 16,000m<sup>2</sup> roof-integrated solar panel park atop Bella Center Copenhagen, advancing our renewable energy initiatives.
- Forming strategic partnerships for redirecting waste streams towards upcycling.
- Launching a comprehensive learning and development platform for all Bellagroup employees.
- Implementing a same-sex child leave framework, fostering an inclusive work environment and supporting diverse family structures.
- Publishing our inaugural annual climate report, encompassing all three emission scopes, showcasing our commitment to emission transparency.
- Pledging to set science-based targets, aligning our environmental efforts with established scientific benchmarks.
- Becoming a co-signatory of the UNGC CEO statement presented at COP28, underlining Bellagroup's dedication to global sustainability goals.
- Initiating the implementation of the ISO 14001/20121 management system across all units, with an external auditing process underway.
- Celebrating the recognition of Crowne Plaza Copenhagen Towers, which was honored with the HSMAI sustainability award.

### **Responsible Hospitality ambitions for 2024:**

- Establishing and implementing Science-Based Targets (SBTi).
- Comprehensive mapping and reporting of Scope 1, 2, and 3 emissions for all large events at Bella Center Copenhagen.
- Achieving a 10% reduction in food waste across the group's food production operations.
- Advancing renewable energy utilization: targeting an 8.5% increase on group level compared to the 2022 baseline.
- Minimizing Scope 1 & 2 energy consumption: aiming for a minimum 5% reduction on group level compared to the 2022 baseline.
- Curbing waste climate footprint: pursuing a 5% reduction on group level compared to the 2022 baseline.
- Enhancing employee satisfaction: implementing measures identified in internal assessments.
- Introduction of an internal responsible hospitality training program.
- Completion of double materiality assessment.
- Attainment of final ISO 14001/20121 certifications across all Bellagroup units.
- Initiating the B-Corp certification process on group level for all Bellagroup units

### **Statement of corporate social responsibility in accordance with section 99(a) of the Danish Financial Statement Act**

Regarding the statement of corporate social responsibility by section 99a of the Danish Financial Statements Act, reference is made to the above-mentioned CSR report "Responsible Hospitality Report



2023” included in this Annual Report, or <https://www.bellagroup.dk/om-bellagroup/responsible-hospitality>.

### **Statement regarding the underrepresented gender in accordance with section 99(b) of the Danish Financial Statement Act**

With respect to the report on the underrepresented gender in accordance with section 99b of the Danish Financial Statements Act, in which the group is required to report on diversity in the composition of the Board of Directors and gender representation at other executive levels of the group, it should be noted that the group do not have equal representation on the Board of Directors (three male out of three members elected by the General Assembly). The Executive Board of Bellagroup consists of two male members.

In connection with future changes or extensions of the abovementioned Boards, we will pay special attention to attract female candidates, however qualification and competences will always be the primary objective regardless of gender. The aim is to reach equal gender representation in 2030 for the Board of Directors.

We also aim to have equal gender representation for the Executive Committee and other executive levels within Bellagroup and will - during recruitment processes – proactively work towards having both genders represented when selecting the final candidate. As of now the Executive Committee at Bellagroup comprises 66,6% men and 33,3% women (6 vs. 3), while the Directors' Committee comprises 59% men and 41% women (13 vs. 9).

For all leadership positions in Bellagroup – especially in relation to potential future recruitments within our Executive Board, Executive Committee, and Director’s Committee - procedures are being established to ensure that applicant proposals will include relevant female candidates to achieve the goal of equal gender representation. However, this ambition may never overshadow the candidate’s capabilities and experience needed.

We aim for gender equality in the general composition of the abovementioned boards by 2030 at the latest - in time to meet the UN Sustainable Development Goal nr. 5.

#### Board of directors (exclusive employee representative)

|                          | <b>2023</b> |
|--------------------------|-------------|
| Total members            | 3           |
| Underrepresented gender  | 0%          |
| Ambition                 | 40%         |
| Expected meeting og goal | 2030        |

#### Executive board and other management level reporting directly to the executive board

|                          | <b>2023</b> |
|--------------------------|-------------|
| Total members            | 13          |
| Underrepresented gender  | 41%         |
| Ambition                 | 46%         |
| Expected meeting og goal | 2030        |

### **Statement regarding data ethics in accordance with section 99(d) of the Danish Financial Statement Act**

The group has established a policy regarding data ethics. The data ethic policy includes all employees in the group and company. It complies with both Danish and EU legislation and comprises our data ethics principles and data privacy policy.

The Data Privacy & Compliance team sets out our commitment for safeguarding the personal data of our employees, guests, customers, and other persons whose data we have been entrusted with. Like many industries, the hospitality industry is increasingly dependent on digitization and mobile transactions.

In recent years, there have been numerous data breach incidents around the world. In close corporation, our IT and Data Privacy & Compliance divisions continue to evolve our approach in terms of information security and data protection, identifying threats, mitigating risks, and preparing for possible incidents or disruptions.

Everyone working at Bellagroup has a personal responsibility to practice effective data management in accordance with our company policies, including our Data Privacy Policy and procedures, as well as global regulations such as GDPR.

In 2023, we have introduced mandatory GDPR and IT Security eLearning. The eLearning modules must be completed by all employees every year and all new employees must complete the training as a part of their onboarding process.

In 2023, no complaints or incidents concerning breaches of personal data were registered at Bellagroup.

### **Uncertainty relating to recognition and measurement**

Recognition and measurement in the Annual Report have been subject to some judgement, see also note 27 to the Consolidated Financial Statements.

### **Subsequent events**

No subsequent events have occurred.

## Income Statement of 1 January – 31 December

| Group  | Note |                      |                       |
|--|------|----------------------|-----------------------|
|  |      | 2023<br>DKK '000     | 2022<br>DKK '000      |
| Revenue  | 2    | 1,023,215            | 861,097               |
| Cost of goods sold                                 |      | (211,020)            | (184,736)             |
| Other operating income                             | 3    | 279                  | 65,336                |
| External costs                                     |      | <u>(400,517)</u>     | <u>(357,170)</u>      |
| <b>Gross profit</b>                                |      | <b>411,957</b>       | <b>384,527</b>        |
| Staff expenses                                     | 4    | (346,311)            | (331,661)             |
| Revaluations                                       |      | 56,892               | 115,614               |
| Other operating expenses                           |      | (49)                 | (33)                  |
| Depreciation, amortisation and impairment          | 5    | <u>(56,532)</u>      | <u>(49,617)</u>       |
| <b>Profit before financial income and expenses</b> |      | <b>65,957</b>        | <b>118,830</b>        |
| Financial income                                   | 6    | 3,286                | 44,873                |
| Financial expenses                                 | 7    | <u>(38,783)</u>      | <u>(26,117)</u>       |
| <b>Profit before tax</b>                           |      | <b>30,460</b>        | <b>137,586</b>        |
| Tax on profit for the year                         | 8    | <u>(9,753)</u>       | <u>(21,112)</u>       |
| <b>Net profit for the year</b>                     |      | <b><u>20,707</u></b> | <b><u>116,474</u></b> |

## Balance Sheet 31 December - Assets

| Group                          | Note |                         |                         |
|--------------------------------|------|-------------------------|-------------------------|
|                                |      | 2023<br>DKK '000        | 2022<br>DKK '000        |
| <b>Assets</b>                  |      |                         |                         |
| Goodwill                       | 9    | 37,225                  | 0                       |
| Non-compete clause             | 10   | 3,293                   | 0                       |
| Acquired licenses              | 11   | 517                     | 597                     |
| Completed development projects | 12   | <u>15,283</u>           | <u>4,064</u>            |
| <b>Intangible assets</b>       |      | <b><u>56,318</u></b>    | <b><u>4,661</u></b>     |
| Leasehold improvements         | 13   | 52,135                  | 53,674                  |
| Equipment                      | 14   | 68,697                  | 66,472                  |
| Production properties          | 15   | 523,409                 | 496,085                 |
| Investment properties          | 16   | <u>513,308</u>          | <u>496,800</u>          |
| <b>Tangible assets</b>         |      | <b><u>1,157,549</u></b> | <b><u>1,113,031</u></b> |
| Deposits                       |      | <u>39,797</u>           | <u>39,001</u>           |
| <b>Financial assets</b>        |      | <b><u>39,797</u></b>    | <b><u>39,001</u></b>    |
| <b>Non-current assets</b>      |      | <b><u>1,253,664</u></b> | <b><u>1,156,693</u></b> |
| Inventories                    |      | 5,127                   | 3,951                   |
| Trade receivables              |      | 93,535                  | 96,429                  |
| Other receivables              |      | 12,110                  | 7,963                   |
| Prepaid expenses               |      | 12,559                  | 12,253                  |
| Cash and cash equivalents      |      | <u>46,396</u>           | <u>58,098</u>           |
| <b>Current assets</b>          |      | <b><u>169,727</u></b>   | <b><u>178,694</u></b>   |
| <b>Total assets</b>            |      | <b><u>1,423,391</u></b> | <b><u>1,335,387</u></b> |

## Balance Sheet 31 December – Liabilities and Equity

### Group

|   | Note |                         |                         |
|---|------|-------------------------|-------------------------|
|   |      | 2023<br>DKK '000        | 2022<br>DKK '000        |
| <b>Liabilities and equity</b>                             |      |                         |                         |
| Share capital   | 17   | 406                     | 406                     |
| Share premium   |      | 121,394                 | 121,394                 |
| Retained earnings   |      | <u>268,084</u>          | <u>246,577</u>          |
| <b>Equity</b>   |      | <b><u>389,884</u></b>   | <b><u>368,377</u></b>   |
| Credit institutions                                       | 18   | 599,201                 | 609,663                 |
| Provision for deferred tax                                | 19   | 81,385                  | 61,832                  |
| Trade payables  |      | 0                       | 8,771                   |
| Deposits  |      | 11,168                  | 11,089                  |
| Other payables  |      | <u>12,349</u>           | <u>12,021</u>           |
| <b>Non-current liabilities</b>                            |      | <b><u>704,103</u></b>   | <b><u>703,376</u></b>   |
| Credit institutions                                       | 18   | 22,202                  | 21,858                  |
| Payables to group enterprises relating to corporation tax |      | 74                      | 24                      |
| Trade payables  |      | 124,141                 | 85,838                  |
| Prepayments received from customers                       |      | 65,819                  | 46,712                  |
| Deposits  |      | 7,075                   | 2,343                   |
| Other payables  |      | <u>110,093</u>          | <u>106,859</u>          |
| <b>Current liabilities</b>                                |      | <b><u>329,404</u></b>   | <b><u>263,634</u></b>   |
| <b>Total liabilities and equity</b>                       |      | <b><u>1,423,391</u></b> | <b><u>1,335,387</u></b> |

## Statement of Changes in Equity

### Group

|                            | Share<br>Capital<br>DKK '000 | Share<br>Premium<br>DKK '000 | Retained<br>earnings<br>DKK '000 | Total equity<br>DKK '000 |
|----------------------------|------------------------------|------------------------------|----------------------------------|--------------------------|
| <b>At 1 January 2023</b>   | 406                          | 121,394                      | 246,577                          | 368,377                  |
| Sale of treasury shares    | 0                            | 0                            | 800                              | 800                      |
| Net profit for the year    | <u>0</u>                     | <u>0</u>                     | <u>20,707</u>                    | <u>20,707</u>            |
| <b>At 31 December 2023</b> | <b><u>406</u></b>            | <b><u>121,394</u></b>        | <b><u>268,084</u></b>            | <b><u>389,884</u></b>    |

## Cash Flow Statement 1 January – 31 December

### Group

|   | Note | 2023            | 2022            |
|---|------|-----------------|-----------------|
|   |      | DKK '000        | DKK '000        |
| <b>Profit before financial income and expenses</b>                |      | <b>65,957</b>   | <b>118,830</b>  |
| Adjustments for income statement items without cash effect        | 23   | (310)           | (82,322)        |
| Change in working capital   | 24   | 53,482          | 54,119          |
| <b>Cash flow from operating activities before financial items</b> |      | <b>119,129</b>  | <b>90,627</b>   |
| Financial income received   |      | 3,286           | 1,494           |
| Financial expenses paid   |      | (38,783)        | (26,118)        |
| Taxes   |      | 0               | (9,523)         |
| <b>Cash flow from operating activities</b>                        |      | <b>83,632</b>   | <b>56,480</b>   |
| Business acquisitions   |      | (34,920)        | 12,908          |
| Purchase of tangible and intangible assets                        |      | (51,096)        | (49,516)        |
| <b>Cash flow from investing activities</b>                        |      | <b>(86,016)</b> | <b>(36,608)</b> |
| Share capital increase  |      | 0               | 1,800           |
| Sale/Purchase of treasury shares                                  |      | 800             | (400)           |
| Change in mortgage loans, net                                     |      | (10,118)        | (75,187)        |
| <b>Cash flow from financing activities</b>                        |      | <b>(9,318)</b>  | <b>(73,787)</b> |
| <b>Change in cash and cash equivalents</b>                        |      | <b>(11,702)</b> | <b>(53,915)</b> |
| Cash and cash equivalents at 1 January                            |      | 58,098          | 112,013         |
| <b>Cash and cash equivalents at 31 December</b>                   |      | <b>46,396</b>   | <b>58,098</b>   |
| Cash and cash equivalents are specified as follows:               |      |                 |                 |
| Cash at bank and in hand  |      | 19,976          | 53,755          |
| Restricted cash   |      | 26,330          | 4,343           |
| <b>Cash and cash equivalents at 31 December</b>                   |      | <b>46,396</b>   | <b>58,098</b>   |

## Notes to the Financial Statements

### Group

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## Note 1 – Subsequent events

No subsequent events have occurred.

|   | <u>2023</u><br>DKK '000 | <u>2022</u><br>DKK '000 |
|---|-------------------------|-------------------------|
| <b>Note 2 – Revenue</b>   |                         |                         |
| <b>Geographical segments</b>  |                         |                         |
| Denmark   | <u>1,023,215</u>        | <u>861,097</u>          |
|   | <b><u>1,023,215</u></b> | <b><u>861,097</u></b>   |
| <b>Business segments</b>  |                         |                         |
| Hotel   | 485,324                 | 429,486                 |
| Area & Entry  | 207,684                 | 147,649                 |
| Technique & Services  | 144,757                 | 108,884                 |
| Food & beverage   | <u>185,450</u>          | <u>175,078</u>          |
|   | <b><u>1,023,215</u></b> | <b><u>861,097</u></b>   |
| <b>Note 3 – Other operating income</b>  |                         |                         |
| Covid-19 compensation for fixed costs, salary and arrangements<br>and remission of financial debt and subordinated loan | 0                       | 49,011                  |
| Badwill   | 0                       | 16,325                  |
| Other   | <u>279</u>              | <u>0</u>                |
|   | <b><u>279</u></b>       | <b><u>65,336</u></b>    |
| <b>Note 4 – Staff expenses</b>  |                         |                         |
| Wages and salaries  | 306,926                 | 297,508                 |
| Pensions  | 26,704                  | 21,914                  |
| Social security costs   | 6,481                   | 5,767                   |
| Other staff related costs   | <u>6,200</u>            | <u>6,472</u>            |
|   | <b><u>346,311</u></b>   | <b><u>331,661</u></b>   |
| Including remuneration to the Executive Board and Board of Directors of:  |                         |                         |
| Executive Board   | 7,833                   | 7,491                   |
| Board of Directors  | <u>90</u>               | <u>90</u>               |
|   | <b><u>7,923</u></b>     | <b><u>7,581</u></b>     |
| <b>Average number of employees</b>  | <b><u>685</u></b>       | <b><u>645</u></b>       |

Non-executive members of the management board have been granted warrants. For additional information, we refer to note 14 in the consolidated financial statements.

|   | <b>2023</b><br>DKK '000 | <b>2022</b><br>DKK '000 |
|---|-------------------------|-------------------------|
| <b>Note 5 – Depreciation, amortisation and impairment</b> |                         |                         |
| Goodwill  | 3,384                   | 0                       |
| Non-compete clause  | 867                     | 0                       |
| Acquired licenses   | 81                      | 96                      |
| Completed development projects                            | 2,606                   | 2,952                   |
| Leasehold improvements                                    | 5,954                   | 6,016                   |
| Equipment   | 21,626                  | 19,204                  |
| Production and hotel properties                           | <u>22,014</u>           | <u>21,349</u>           |
|   | <b><u>56,532</u></b>    | <b><u>49,617</u></b>    |
| <b>Note 6 – Financial income</b>                          |                         |                         |
| Other financial income                                    | 2,488                   | 1,494                   |
| Financial income from refinancing                         | <u>801</u>              | <u>43,379</u>           |
|   | <b><u>3,289</u></b>     | <b><u>44,873</u></b>    |
| <b>Note 7 – Financial expenses</b>                        |                         |                         |
| Interest on long-term debt                                | 31,138                  | 19,196                  |
| Lease obligations   | 281                     | 217                     |
| Other financial expenses                                  | <u>7,364</u>            | <u>6,704</u>            |
|   | <b><u>38,783</u></b>    | <b><u>26,117</u></b>    |
| <b>Note 8 – Tax on profit for the year</b>                |                         |                         |
| Tax on profit for the year                                | 49                      | 24                      |
| Tax on profit prior year                                  | 0                       | 8,590                   |
| Change in deferred tax for the year                       | 9,725                   | 25,860                  |
| Change in deferred tax for prior year                     | <u>(21)</u>             | <u>(13,362)</u>         |
|   | <b><u>9,753</u></b>     | <b><u>21,112</u></b>    |
| can be allocated as follows:                              |                         |                         |
| Tax on profit/loss for the year                           | 9,753                   | 21,112                  |
| Tax on equity movements                                   | <u>0</u>                | <u>0</u>                |
|   | <b><u>9,753</u></b>     | <b><u>21,112</u></b>    |

## Note 9 – Goodwill

### Costs

|                               | 2023<br>DKK '000 | 2022<br>DKK '000 |
|-------------------------------|------------------|------------------|
| At 1 January                  | 0                | 0                |
| Additions through acquisition | 40,609           | 0                |
| Disposals                     | <u>0</u>         | <u>0</u>         |
| At 31 December                | <u>40,609</u>    | <u>0</u>         |

### Accumulated amortisation

|                           |              |          |
|---------------------------|--------------|----------|
| At 1 January              | 0            | 0        |
| Amortisation for the year | <u>3,384</u> | <u>0</u> |
| At 31 December            | <u>3,384</u> | <u>0</u> |

### Carrying amount at 31 December

|                      |                 |
|----------------------|-----------------|
| <u><u>37,225</u></u> | <u><u>0</u></u> |
|----------------------|-----------------|

## Note 10 – Non-competete

### Costs

|                               |              |          |
|-------------------------------|--------------|----------|
| At 1 January                  | 0            | 0        |
| Additions through acquisition | 4,160        | 0        |
| Disposals                     | <u>0</u>     | <u>0</u> |
| At 31 December                | <u>4,160</u> | <u>0</u> |

### Accumulated amortisation

|                           |            |          |
|---------------------------|------------|----------|
| At 1 January              | 0          | 0        |
| Amortisation for the year | <u>867</u> | <u>0</u> |
| At 31 December            | <u>867</u> | <u>0</u> |

### Carrying amount at 31 December

|                     |                 |
|---------------------|-----------------|
| <u><u>3,293</u></u> | <u><u>0</u></u> |
|---------------------|-----------------|

## Note 11 – Acquired licenses

### Costs

|                               | 2023<br>DKK '000 | 2022<br>DKK '000 |
|-------------------------------|------------------|------------------|
| At 1 January                  | 694              | 0                |
| Additions through acquisition | 0                | 694              |
| Disposals                     | <u>0</u>         | <u>0</u>         |
| At 31 December                | <u>694</u>       | <u>694</u>       |

### Accumulated amortisation

|                           |            |           |
|---------------------------|------------|-----------|
| At 1 January              | 96         | 0         |
| Amortisation for the year | <u>81</u>  | <u>96</u> |
| At 31 December            | <u>177</u> | <u>96</u> |

### Carrying amount at 31 December

|            |            |
|------------|------------|
| <u>517</u> | <u>598</u> |
|------------|------------|

## Note 12 – Completed development projects

### Costs

|                  |               |               |
|------------------|---------------|---------------|
| At 1 January     | 16,328        | 16,328        |
| Reclassification | 14,133        | 0             |
| Disposals        | <u>0</u>      | <u>0</u>      |
| At 31 December   | <u>30,461</u> | <u>16,328</u> |

### Accumulated amortisation

|                           |               |              |
|---------------------------|---------------|--------------|
| At 1 January              | 8,264         | 5,312        |
| Reclassification          | 307           | 0            |
| Amortisation for the year | <u>2,607</u>  | <u>2,952</u> |
| At 31 December            | <u>11,178</u> | <u>8,264</u> |

### Accumulated impairment

|                         |              |              |
|-------------------------|--------------|--------------|
| At 1 January            | 4,000        | 4,000        |
| Impairment for the year | <u>0</u>     | <u>0</u>     |
| At 31 December          | <u>4,000</u> | <u>4,000</u> |

### Carrying amount at 31 December

|               |              |
|---------------|--------------|
| <u>15,283</u> | <u>4,064</u> |
|---------------|--------------|

**Note 13 – Leasehold improvements****Costs**

|                | <b>2023</b><br>DKK '000 | <b>2022</b><br>DKK '000 |
|----------------|-------------------------|-------------------------|
| At 1 January   | 72,363                  | 49,920                  |
| Additions      | 4,415                   | 22,443                  |
| Disposals      | <u>0</u>                | <u>0</u>                |
| At 31 December | <u>76,778</u>           | <u>72,363</u>           |

**Accumulated depreciation**

|   |               |               |
|---|---------------|---------------|
| At 1 January                            | 18,689        | 12,673        |
| Depreciation for the year               | 5,954         | 6,016         |
| Reversal of depreciation of sold assets | <u>0</u>      | <u>0</u>      |
| At 31 December                          | <u>24,643</u> | <u>18,689</u> |

**Carrying amount at 31 December**

|                      |                      |
|----------------------|----------------------|
| <u><b>53,135</b></u> | <u><b>53,674</b></u> |
|----------------------|----------------------|

**Note 14 – Equipment****Costs**

|   |                |                |
|---|----------------|----------------|
| At 1 January                            | 215,261        | 178,901        |
| Reclassification/transfers for the year | (14,133)       | 0              |
| Additions through acquisition           | 0              | 9,285          |
| Additions                               | 37,727         | 27,075         |
| Disposals                               | <u>(5,334)</u> | <u>0</u>       |
| At 31 December                          | <u>233,521</u> | <u>215,261</u> |

**Accumulated depreciation**

|   |                |                |
|---|----------------|----------------|
| At 1 January                            | 148,789        | 129,585        |
| Reclassification/transfers for the year | (307)          | 0              |
| Depreciation for the year               | 21,627         | 19,204         |
| Reversal of depreciation of sold assets | <u>(5,284)</u> | <u>0</u>       |
| At 31 December                          | <u>164,825</u> | <u>148,789</u> |

**Carrying amount at 31 December**

|                      |                      |
|----------------------|----------------------|
| <u><b>68,696</b></u> | <u><b>66,472</b></u> |
|----------------------|----------------------|

|   | <b>2023</b><br>DKK '000 | <b>2022</b><br>DKK '000 |
|---|-------------------------|-------------------------|
| <b>Note 15 – Production properties</b>      |                         |                         |
| <b>Halls/Auditoriums/Meeting facilities</b> |                         |                         |
| <b>Costs</b>                                |                         |                         |
| At 1 January                                | 917,381                 | 917,381                 |
| Additions                                   | 8,955                   | 0                       |
| Transfer                                    | 0                       | 0                       |
| Disposals                                   | <u>0</u>                | <u>0</u>                |
| At 31 December                              | <u>926,336</u>          | <u>917,381</u>          |
| <b>Revaluation</b>                          |                         |                         |
| At 1 January                                | (105,636)               | (280,067)               |
| Revaluation                                 | <u>40,384</u>           | <u>174,431</u>          |
| At 31 December                              | <u>(65,252)</u>         | <u>(105,636)</u>        |
| <b>Depreciation</b>                         |                         |                         |
| At 1 January                                | 315,660                 | 294,311                 |
| Depreciation for the year                   | 22,015                  | 21,349                  |
| Depreciation on disposals for the year      | <u>0</u>                | <u>0</u>                |
| Depreciation at 31 December                 | <u>337,675</u>          | <u>315,660</u>          |
| <b>Carrying amount at 31 December</b>       | <b><u>523,409</u></b>   | <b><u>496,085</u></b>   |

The production properties comprise Bella Center and Bella Arena that are used for for events, congress, venues etc.

#### **Production property**

The fair value of production property as of 31 December 2023 is determined by discounting expected cash flows by a discount rate of 10.3% (2022: 10.3%). Income from production properties comprises income from events and congresses, including additional sales as well as catering split up into fairs, meetings, conferences, conventions, concerts, company events etc.

The addition of the year relates to upgrade of existing buildings.

#### **Sensitivity – value adjustment of production property**

Value adjustment of property depends on the development in the discount rate, expected cash flow and expected growth rate.

In the case of production activity, a change in the discount rate of +/- 0.25 percentage point, or a permanent change in results before tax of +/- DKK 2.5 million will affect the assessment value by +/- DKK 22 million and +/- DKK 26 million, respectively. The sensitivity related to fluctuations in the growth rate of +/- 0.25 percentage point affects the assessment value by +/- DKK 15 million.

|  | <b>2023</b><br>DKK '000 | <b>2022</b><br>DKK '000 |
|--|-------------------------|-------------------------|
| <b>Note 16 – Investment properties</b> |                         |                         |
| <b>Costs</b>                           |                         |                         |
| At 1 January                           | 391,329                 | 391,329                 |
| Additions                              | <u>0</u>                | <u>0</u>                |
| At 31 December                         | <u>391,329</u>          | <u>391,329</u>          |
| <b>Value adjustments</b>               |                         |                         |
| At 1 January                           | 105,471                 | 164,287                 |
| Revaluation                            | <u>16,508</u>           | <u>(58,816)</u>         |
| At 31 December                         | <u>121,979</u>          | <u>105,471</u>          |
| <b>Carrying amount at 31 December</b>  | <b><u>513,308</u></b>   | <b><u>496,800</u></b>   |

The investments properties comprise International House and Marterne which are rent out for office and show room etc. to external parties.

#### **Investment properties**

Investment properties are measured at fair value. The determination of fair value is based on generally accepted valuation methods, and Management uses accounting estimates when determining the fair value. The use of accounting estimates implies that the statement of fair value is subject to some uncertainty. Income from investment properties comprise external rent agreement regarding International House and Showrooms. The fair value of investment property as of 31 December 2023 is determined by discounting expected cash flows by a discount rate of 6.2% (2022: 6.2%).

Management reassesses assumptions on a current basis, and any changes to the assumptions are reflected in the fair value.

#### **Sensitivity – value adjustment of investment property**

Value adjustment of property depends on the development in the discount rate, expected cash flow and expected growth rate.

In the case of production activity, a change in the discount rate of +/- 0.25 percentage point, or a permanent change in results before tax of +/- DKK 2.5 million will affect the assessment value by +/- DKK 27 million and +/- DKK 52 million, respectively. The sensitivity related to fluctuations in the growth rate of +/- 0.25 percentage point affects the assessment value by +/- DKK 21 million.

|                                     | <b>2023</b><br>DKK '000 | <b>2022</b><br>DKK '000 |
|-------------------------------------|-------------------------|-------------------------|
| <b>Note 17 – Share capital</b>      |                         |                         |
| Share capital at 1 January          | 406                     | 400                     |
| Capital increase                    | <u>0</u>                | <u>6</u>                |
| <b>Share capital at 31 December</b> | <b><u>406</u></b>       | <b><u>406</u></b>       |

The share capital consists of 406,000 shares of a nominal value of DKK 0.01. No shares carry any special rights.

The Group has established an incentive program under which certain employees of the Group have been granted warrants. Warrants can be exercised by the employees by cash purchase of shares. As of 31 December 2023, the total granted warrants to employees amounts to 21,000 of which 5,250 have vested during 2023 and 7,875 vested accumulated at 31 December 2023. Each warrant entitles the warrant holder to subscribe for a specific agreed class of share of nominally DKK 1 in the Company.

As a part of implementing an incentive program for employees the Company issued new shares in 2022. Subsequently in 2022, treasury shares were acquired back. At 31 December 2023, the Company owned 0% (2022: 0,3%) of the issued share capital and 0,3% was sold during 2023 and 0,3% acquired during the 2022.

#### **Note 18 – Long-term debt**

##### **Credit institutions**

|   |                       |                       |
|---|-----------------------|-----------------------|
| After 5 years   | 363,783               | 401,069               |
| Between 1 and 5 years   | <u>235,418</u>        | <u>208,594</u>        |
| Long-term part  | 599,201               | 609,663               |
| Within 1 year   | <u>22,202</u>         | <u>21,858</u>         |
| <b>Financial obligations at amortised cost at 31 December</b> | <b><u>621,403</u></b> | <b><u>631,521</u></b> |

#### **Note 19 – Provision for deferred tax**

|  |                      |                      |
|--|----------------------|----------------------|
| Intangible fixed assets  | (8,121)              | 5,162                |
| Tangible fixed assets  | (472,195)            | (434,767)            |
| Tax losses carried forward                                       | 107,096              | 145,262              |
| Other timing differences   | <u>3,286</u>         | <u>3,287</u>         |
|  | <u>369,934</u>       | <u>(281,056)</u>     |
| Provision for deferred tax 22%:                                  | <u>81,385</u>        | <u>61,832</u>        |
| Provision for deferred tax for the year                          | 81,385               | 49,334               |
| Deferred income tax recognised in income statement and on equity | <u>0</u>             | <u>12,498</u>        |
| <b>Deferred tax 31 December</b>                                  | <b><u>81,385</u></b> | <b><u>61,832</u></b> |



| <u>2023</u> | <u>2022</u> |
|-------------|-------------|
| DKK '000    | DKK '000    |

### Note 20 – Collateral

The following assets have been provided as collateral for debt to credit institutions:

|   |                         |                       |
|---|-------------------------|-----------------------|
| Production and investment properties, carrying amount | <u>1,036,717</u>        | <u>992,885</u>        |
|   | <u><b>1,036,717</b></u> | <u><b>992,885</b></u> |

### Note 21 - Contingent liabilities and other financial obligations

#### Rental and lease obligations as of 31 December

|  |                         |                         |
|--|-------------------------|-------------------------|
| Within 1 year  | 142,783                 | 68,855                  |
| Between 1 and 5 years  | 637,159                 | 515,458                 |
| After 5 years  | <u>2,588,989</u>        | <u>2,647,760</u>        |
|  | <u><b>3,368,931</b></u> | <u><b>3,232,073</b></u> |
| Rent expenses charged to the income statement during the year  | 129,844                 | 108,977                 |
| Lease expenses charged to the income statement during the year | 1,894                   | 2,432                   |

#### Joint Taxation

For the income year up to 15 June 2021, the company is jointly and severally liable for tax on the jointly taxed incomes etc., of the Solstra Investments A/S Group and for the period after 16 June 2021 the company is jointly and severally liable for tax on the jointly taxed incomes etc. of the TMC Invest 2021 ApS' Group.

The total amount of corporation tax payables is disclosed in the Annual Report of TMC Invest 2021 ApS, which is the management company for the joint taxations group. Moreover, the group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on unearned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

#### Other contingent liabilities

The Group has the obligation to perform maintenance of rented hotel buildings, both interior and exterior. There is the risk that one of the hotel buildings may require replacement of part of the facade. For the time being, it is not possible to evaluate and conclude the extent of the replacement. However, the property owner will cover the majority part of the expense.

### Note 22 – Related party transactions

The Group is controlled by TMC Invest 2021 ApS.

Related parties are considered to be the Board of Directors, Executive Board and TMC Invest 2021 ApS.

The Group has had transactions with shareholders related to intercompany receivables and payables and administrative services. The Group and Company have chosen only to disclose transactions which have not been made on an arm's length basis in accordance with section 98(7) of the Danish financial Statements Act.

|  | <b>2023</b><br>DKK '000 | <b>2022</b><br>DKK '000 |
|--|-------------------------|-------------------------|
| <b>Note 23 – Cash flow statement, Adjustments for income statement items without cash effect</b> |                         |                         |
| Revaluations   | (56,892)                | (115,614)               |
| Badwill  | 0                       | (16,325)                |
| Gain/losses fixed assets disposals   | 50                      | 0                       |
| Depreciation, amortisation and impairment  | <u>56,532</u>           | <u>49,617</u>           |
|  | <u><b>(310)</b></u>     | <u><b>(82,322)</b></u>  |
| <b>Note 24 – Cash flow statement, change in working capital</b>                                  |                         |                         |
| Change in inventories  | (1,176)                 | (163)                   |
| Change in receivables, etc.  | (2,354)                 | (19,637)                |
| Change in payables, etc.   | <u>57,012</u>           | <u>73,919</u>           |
|  | <u><b>53,482</b></u>    | <u><b>54,119</b></u>    |

#### **Note 25 – Fee to auditors appointed at the general meeting**

In accordance with section 96(3) of the Danish Financial Statement Act, the Company has not disclosed fees for the financial year to the auditors performing the statutory audit.

#### **Note 26 – Accounting policies for the Financial Statements**

The Annual Report of the Group for 2023 has been prepared in accordance with the Danish Financial Statements Act applying to presentation of Annual Reports of large enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

The Financial Statements for the financial year are presented in TDKK.

#### **Recognition and measurement**

Revenue is recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

## **Translation policies**

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement. Where foreign exchange transactions are considered hedging of future cash flows, the value adjustments are recognised directly in equity.

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or the debt arose are recognised in financial income and expenses in the income statement.

## **Consolidation policies**

The Consolidated Financial Statements comprise all entities over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases. The acquisition method of accounting is used to account for business combinations by the group.

The subsidiaries' financial statements have been prepared in accordance with the same accounting policies as applied by the Parent Company. Where differences between the accounting policy in the subsidiary and the Parent Company have occurred, on top postings have been made to eliminate these differences.

The Consolidated Financial Statements have been prepared based on the financial statements of the individual enterprises by combining items of a uniform nature and subsequently eliminating intercompany income and expenses, balances, shareholdings, dividends as well as realised and unrealised profits and losses on transactions between the consolidated enterprises. Unrealised losses are eliminated in the same way as unrealised profits to the extent that no impairment takes place.

## **Business combinations**

Acquisitions of subsidiaries are accounted for using the purchase method under which the identifiable assets and liabilities of the entity acquired are measured at fair value at the time of acquisition.

The time of acquisition is the time when the Group obtains control of the entity acquired. The cost of the entity acquired is the fair value of the consideration agreed, including consideration contingent on future events. Transaction costs directly attributable to the acquisition of subsidiaries are recognised in the income statement as incurred.

Positive differences between the cost of the entity acquired and identifiable assets and liabilities are recognised as goodwill in intangible assets in the balance sheet and are amortised in the income statement on a straight-line basis over their estimated useful lives. Where the differences are negative, they are recognised immediately in the income statement.

Where the purchase price allocation is not final, positive and negative differences from acquired subsidiaries due to changes to the recognition and measurement of identifiable net assets may be adjusted for up to 12 months after the time of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in amortisation already made.

Where cost includes contingent consideration, this is measured at fair value at the time of acquisition.

Contingent consideration is subsequently measured at fair value. Any value adjustments are recognised in the income statement.

In respect of step acquisitions, any previously held investments in the entity acquired are remeasured at fair value at the time of acquisition. The difference between the carrying amount of the investment previously held and the fair value is recognised in the income statement.

## **Income statement**

### **Revenue**

Revenue primarily consists of income from hotel rooms; conferences; rental income from booths; other rental income; income from setting up and arranging booths and meeting facilities; electricity, IT, tele and AV deliveries; services (parking, security, inspection of tickets etc.), as well as restaurant and catering services.

Revenue from sale of goods is recognised at the time of holding the event or meeting. Revenue from delivery of services is recognised at the rate of delivering the service. Revenue from sale of properties is recognised when delivery has taken place. Work in progress is recognised based on percentage of completion method. Revenue is determined less VAT, charges, payments to co-suppliers and discounts.

### **Cost of goods sold**

Cost of goods sold comprises costs incurred to achieve revenue for the year. Cost comprises raw materials, consumables, direct labour costs and indirect production costs such as maintenance etc. as well as operation, administration and management of factories.

### **Value adjustment of investment property**

The Group's investment property is measured at fair value and the value adjustments are recognised in the income statement.

### **Other operating income**

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Company, including gains and losses on the sale of intangible assets and property, plant and equipment, remission of financial debt and subordinated loan as well as government grants, such as economic Covid-19 compensation packages.

### **Depreciation and impairment losses**

Depreciation of property, plant and equipment is calculated on a straight-line basis based on cost and below assessment of the expected useful lives of the assets:

|   | <u>Useful life (years)</u> |
|---|----------------------------|
| Goodwill  | 10                         |
| Non-compete   | 3                          |
| Acquired licenses                                   | 20                         |
| Completed development projects                      | 5                          |
| Production buildings                                | 50                         |
| Exhibition and convention centres, auditoriums etc. | 10-50                      |
| Other fixtures and operating equipment              | 1-15                       |

Leasehold improvements are depreciated over the remaining lease term. Land and investment property are not depreciated.

Depreciation period and residual value are reassessed annually.

Assets costing less than DKK 31,000 are expensed in the year of acquisition.

Depreciation is determined in consideration of the asset's residual value and reduced by any impairment losses. The residual value is determined at the date of acquisition and is assessed annually. If the residual value exceeds the carrying amount of the asset, depreciation ceases. Property, plant and equipment are derecognised on disposal or when no economic benefits are expected to flow to the Group in connection with use or disposal of the asset. Any gains or losses arising on derecognition of the asset (measured as the difference between the net disposal proceeds and the carrying amount of the asset) are recognised in the income statement on derecognition of the asset.

### **Financial income and expenses**

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year. Financial income and expenses comprise interest, dividends, realised exchange adjustments, amortisation of mortgage loans as well as repayment under the on-account taxation scheme.

### **Tax on profit/loss for the year**

Tax for the year consists of current tax for the year and deferred tax for the year less the portion of tax related to changes in equity. Current and deferred tax attributable to changes in equity is recognised directly in equity. The Group is jointly taxed with Danish subsidiaries of TMC Invest 2021 ApS group. The tax effect of the joint taxation is allocated to enterprises showing profits or losses in proportion to their taxable incomes (full allocation).

Jointly taxed companies which have paid too much tax are compensated as a minimum according to applicable rates for interest reimbursement by the administration company, just as jointly taxed companies with outstanding tax as a maximum pay a charge in accordance with applicable rates for interest charges to the administration company.

## **Balance sheet**

### **Intangible assets**

#### **Goodwill**

Goodwill acquired is measured at costs less accumulated amortisation. Goodwill is amortised on a straight-line basis over its useful life, which is assessed at 20 years. Impairment test of goodwill are performed on yearly basis.

#### **Non-compete clause**

Acquired other similar rights in form of non-compete clause are measured at the lower of cost less accumulated amortisation and recoverable amount and amortised over the period in force; however not exceeding 3 year.

#### **Acquired licenses**

Acquired licenses measured at costs less accumulated amortisation. Acquired licenses is amortised on a straight-line basis over its remaining useful life, which is assessed at 20 years. Impairment test of goodwill are performed on yearly basis.

#### **Completed development projects**

Completed developments projects relates to the development of new ERP solution which is measured at cost less accumulated amortisation. The new ERP solution is amortised on a straight-line basis over its useful life, which is assessed at 5 years.

### **Tangible assets**

Tangible assets comprise leasehold improvements, fixtures and operating equipment, properties as well as assets in course of construction.

#### **Leasehold improvements and fixtures and operating equipment**

Leasehold improvements as well as fixtures and operating equipment are measured at original acquisition cost plus subsequent additions less accumulated depreciation and impairment losses. The acquisition cost of combined assets is divided into separate components that are depreciated individually if the useful life of each component varies. Subsequent expenses, e.g. from replacing components in an asset, are recognised in the carrying amount of the asset in question when it is probable that the occurrence of costs will result in future economic benefits for the Group. The replaced components are derecognised in the balance sheet and the carrying amount is transferred to the income statement. All other expenses for ordinary repairs and maintenance are recognised in the income statement as incurred.

Leasehold improvements and other equipment are measured at purchase cost less accumulated depreciation and any accumulated impairment losses.

#### **Properties**

Properties are in the balance sheet divided into investment properties and production properties. Investment properties comprise show rooms and office leases. Production properties comprise auditoriums, meeting facilities and halls.

Investment property and production property are initially recognised at cost, including transaction costs. The carrying amount includes the cost of replacing part of an existing investment property at the

time that cost is incurred if the recognition criteria are met and excludes the costs of day-to-day servicing of an investment property. Subsequent to initial recognition, properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in the income statement in the period in which they arise.

### **Impairment test**

An impairment test is carried out in terms of leasehold improvements, fixtures and operating equipment if there are indications of impairment. The impairment test is performed for each asset and group of assets, respectively. The assets are written down to the higher of the asset's or group of assets' values in use and net selling price (recoverable amount) if this is lower than the carrying amount.

### **Finance leases**

Leases in terms of which the Group assumes substantially all the risks and rewards of ownership (finance leases) are recognised in the balance sheet at the lower of the fair value of the leased asset and the net present value of the lease payments computed by applying the interest rate implicit in the lease or an approximated value as the discount rate. Assets acquired under finance leases are depreciated and written down for impairment under the same policy as determined for the other fixed assets of the Group.

The remaining lease obligation is capitalised and recognised in the balance sheet under debt, and the interest element on the lease payments is charged over the lease term to the income statement.

All other leases are considered operating leases. Payments made under operating leases are recognised in the income statement on a straight-line basis over the lease term.

### **Inventories**

Inventories are measured at the lower of cost under the FIFO method and net realisable value.

The net realisable value of inventories is calculated at the amount expected to be generated by sale of the inventories in the process of normal operations with deduction of selling expenses. The net realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

The cost of goods for resale, raw materials and consumables equals landed cost.

### **Receivables**

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Provisions are determined on the basis of an individual assessment of the receivables that are estimated to be risky.

### **Equity**

Distributable reserves are transferred to retained earnings as they are considered free reserves. Included in Other reserves/retained earnings are the hedging reserve that includes changes in the fair value of derivatives classified and qualifying as cash flow hedges.

Proposed dividend is presented as a separate item under equity. Dividend is recognised as a liability at the time of declaration. Purchase and sale of own shares are recognised directly in equity under distributable reserves.

### **Dividend**

Dividend distribution for the year proposed by Management is disclosed as a separate equity item.

### **Provisions**

Provisions are recognised when – in consequence of an event occurred before or on the balance sheet date – the Group has a legal or constructive obligation, and it is probable that economic benefits must be given up settling the obligation.

### **Taxes payable and deferred tax**

Current tax liabilities are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account.

Deferred tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts, except for temporary differences arising on the date of acquisition of assets and liabilities and which neither affect profit/loss nor the taxable income.

In cases where determination of the tax base may be performed based on different taxation rules, deferred tax is measured based on Management's intended use of the asset and settlement of the liability, respectively.

Deferred tax assets, including the tax base of tax loss carry-forwards, are recognised under long-term assets at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity. Adjustment is made of deferred tax concerning elimination of unrealised intercompany profits and losses.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement.

### **Financial debts**

Financial debts are recognised initially as the proceeds received net of transaction expenses occurred. Subsequently, interest-bearing debt is measured at amortised cost determined based on the effective interest rate at the time of borrowing. Remaining debt is measured at amortised cost, corresponding to nominal debt outstanding.

The amortisations from the original loans have been transferred to the new loans together with the new amortised costs and will be amortised over the term of the new loans.

### **Derivative financial instruments**

Derivative financial instruments, including cash flow hedges through interest rate swaps after tax, are recognised at fair value. Amortisation and changes in the fair values of derivative financial instruments are recognised on equity until the hedged transaction expires. If the hedged transaction results in an asset or a liability, the accumulated market value adjustment is recognised in the cost of the asset or



liability, and if the transaction results in an income or a cost, the accumulated market value adjustment is recognised under financial items in the income statement together with the hedged item.

### **Cash flow statement**

The cash flow statement shows the cash flows for the year, changes for the year in cash and cash equivalents as well as cash and cash equivalents at the beginning and end of the year.

Cash flows from operating activities are presented indirectly and are calculated as the net profit/loss for the year adjusted for changes in non-cash operating items, changes in working capital, paid financial items and paid corporation tax.

Cash flows from investing activities comprise payments in connection with purchase and sale of property, plant and equipment as well as securities attributable to investing activities.

Cash flows from financing activities comprise dividend distribution to shareholders, capital increases and reductions as well as raising of loans and repayment of interest-bearing debt.

Cash and cash equivalents comprise "Cash at bank and in hand" and short-term securities with an insignificant risk of value changes that can readily be turned into cash.

### **Financial ratios**

#### ***Gross margin:***

Gross profit (contribution margin) / Revenue \* 100

#### ***Solvency ratio:***

Equity/Assets \* 100

#### ***Return on equity:***

Net profit for the year/Average equity \* 100

### **Note 27 – Significant accounting estimates and assessments**

On application of the Group's accounting policies as described in note 23, Management is required to perform assessments and use estimates as well as prepare assumptions for the carrying amount of assets and liabilities, which cannot be directly derived from other sources. These estimates and assumptions are based on historical experience and other relevant factors. Actual outcome may differ from these estimates.

The performed estimates and underlying assumptions are reassessed on an ongoing basis. Changes to accounting estimates are recognised in the period in which the change takes place and in future accounting periods if the change has an effect on both current and subsequent accounting periods.

In connection with the practical application of the described accounting policies, Management has performed the following significant accounting assessments which have had an effect on the financial statements.

#### **Fair value adjustment of properties**

Investment and production properties are measured at fair value. Value adjustment of investment properties are charged to the income statement and value adjustment of production properties are charged to equity.

At the end of each reporting period, Management updates their assessment of the fair value of each property, taking into account the most recent market conditions and independent valuation reports. Management determines a property's value within a range of reasonable fair value estimates. The best evidence of fair value is current prices in an active market for similar properties. Where such information is not available, Management considers information from a variety of sources including:

- current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences
- discounted cash flow projections based on reliable estimates of future cash flows
- capitalised income projections based upon a property's estimated net market income and a capitalisation rate derived from an analysis of market evidence.

The measurements contain several elements based on Management's estimate of current market conditions, including discount rate, capital structure and growth rate. For a detailed description of estimated assumptions and sensitivity analysis, please refer to current asset notes.

Fair value measurements are performed unchanged based on the capitalised value of Management's statement of expected annual cash generated from operations in a going concern context based on the required market rate of return.

### **COVID-19 compensation scheme**

The Group has applied for all the available governmental COVID-19 schemes. The Group has currently only been allowed to submit final accounts for salary compensation received. The final accounts for salary compensation ended in reduction in the compensation received due to change in Danish Business Authority interpretation of how to calculate the salary compensation.

Final account for other compensation received, fixed cost and arrangement compensation schemes has not yet been possible to submit. The final control from the Danish Business Authority will not take place until after these can be submitted.

Based on communication with the Authorities in connection with the application/request for compensation, it can be concluded that it is not completely clear how the regulations for compensation shall be interpreted. Due to this and the experience with the first final account for salary compensation, a provision for uncertainties has been made against receivable compensation at 31 December 2022.

### **Capital structure**

Management anticipates having sufficient liquidity at its disposal to support the Group's ordinary activities, payment of the Group's financial commitments and ordinary investments and consequently, the financial statements are presented under the going concern assumption. The cash resources have been determined in accordance with available operating and cash budgets for the Group approved by the Board of Directors.

## Income Statement of 1 January – 31 December

### Parent Company

|  | Note | <b>2023</b>  | <b>2022</b>   |
|--|------|--------------|---------------|
|  |      | DKK '000     | DKK '000      |
| <b>Gross profit</b>                                |      | <b>(438)</b> | <b>99</b>     |
| <b>Profit before financial income and expenses</b> |      | <b>(438)</b> | <b>99</b>     |
| Reversal of financial assets                       | A    | 0            | 88,510        |
| Financial income                                   | B    | 10           | 0             |
| Financial expenses                                 | C    | (340)        | (262)         |
| <b>Profit before tax</b>                           |      | <b>(768)</b> | <b>88,347</b> |
| Tax on profit for the year                         | D    | 86           | 13            |
| <b>Net profit for the year</b>                     | E    | <b>(682)</b> | <b>88,360</b> |

## Balance Sheet 31 December - Assets

### Parent Company

|   | Note | <b>2023</b>    | <b>2022</b>    |
|---|------|----------------|----------------|
|   |      | DKK '000       | DKK '000       |
| <b>Assets</b>                                       |      |                |                |
| Investment in subsidiaries                          | F    | 369,811        | 369,811        |
| <b>Financial assets</b>                             |      | <b>369,811</b> | <b>369,811</b> |
| <b>Non-current assets</b>                           |      | <b>369,811</b> | <b>369,811</b> |
| Deferred tax asset                                  |      | 740            | 793            |
| Receivables from group enterprises                  |      | 0              | 102            |
| Receivables from group enterprises, corporation tax |      | 195            | 57             |
| Cash at bank and in hand                            |      | 612            | 952            |
| <b>Current assets</b>                               |      | <b>1,547</b>   | <b>1,904</b>   |
| <b>Total assets</b>                                 |      | <b>371,358</b> | <b>371,715</b> |



## Statement of Changes in Equity

### Parent Company

|                              | Share capital<br>DKK '000 | Share<br>premium<br>DKK'000 | Retained<br>earnings<br>DKK '000 | Total equity<br>DKK '000 |
|------------------------------|---------------------------|-----------------------------|----------------------------------|--------------------------|
| <b>At 1 January 2023</b>     | 406                       | 121,394                     | 239,967                          | 361,767                  |
| Sale of treasury shares      | 0                         | 0                           | 800                              | 800                      |
| Net profit/loss for the year | <u>0</u>                  | <u>0</u>                    | <u>(682)</u>                     | <u>(682)</u>             |
| <b>At 31 december 2023</b>   | <u><b>406</b></u>         | <u><b>121,394</b></u>       | <u><b>240,085</b></u>            | <u><b>361,885</b></u>    |

# Notes to Financial Statement

## Parent Company

|        |  |    |
|--------|--|----|
| Note A | Impairment of financial assets                         | 48 |
| Note B | Financial income                                       | 48 |
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| Note H | Contingent liabilities and other financial obligations | 50 |
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|   | <b>2023</b><br>DKK '000 | <b>2022</b><br>DKK '000 |
|---|-------------------------|-------------------------|
| <b>Note A – Impairment of financial assets</b>  |                         |                         |
| Partly reversal of impairment of prior years impairment of Investments in Bella Operation A/S & BCHG Properties A/S | <u>0</u>                | <u>88,510</u>           |
|   | <u><b>0</b></u>         | <u><b>88,510</b></u>    |
| <b>Note B – Financial income</b>  |                         |                         |
| Other financial income  | <u>10</u>               | <u>0</u>                |
|   | <u><b>10</b></u>        | <u><b>0</b></u>         |
| <b>Note C – Financial expenses</b>  |                         |                         |
| Other financial expenses  | (2)                     | (23)                    |
| Interest, Group enterprises   | <u>(338)</u>            | <u>(239)</u>            |
|   | <u><b>(340)</b></u>     | <u><b>(262)</b></u>     |
| <b>Note D – Tax on profit for the year</b>  |                         |                         |
| Current tax for the year  | 138                     | 58                      |
| Deferred tax for the year   | 0                       | 52                      |
| Adjustment of tax concerning previous years   | 0                       | (683)                   |
| Adjustment of deferred tax concerning previous years  | <u>(52)</u>             | <u>586</u>              |
|   | <u><b>86</b></u>        | <u><b>13</b></u>        |
| <b>Note E – Distribution of profit</b>  |                         |                         |
| Retained earnings   | <u>(682)</u>            | <u>88,360</u>           |
|   | <u><b>(682)</b></u>     | <u><b>88,360</b></u>    |



## Note F – Investments in subsidiaries

|                                       | <b>2023</b>           | <b>2022</b>           |
|---------------------------------------|-----------------------|-----------------------|
|                                       | DKK '000              | DKK '000              |
| <b>Cost</b>                           |                       |                       |
| Cost at 1 January                     | 693,945               | 693,945               |
| Additions for the year                | <u>0</u>              | <u>0</u>              |
| Cost at 31 December                   | <u>693,945</u>        | <u>693,945</u>        |
| <b>Accumulated impairment</b>         |                       |                       |
| At 1 January                          | (324,134)             | (412,644)             |
| Reversal of impairment in prior year  | 0                     | 88,510                |
| Impairment for the year               | <u>0</u>              | <u>0</u>              |
| At 31 December                        | <u>(324,134)</u>      | <u>(324,134)</u>      |
| <b>Carrying amount at 31 December</b> | <b><u>369,811</u></b> | <b><u>369,811</u></b> |

In 2022 TDKK 88,510 of prior years impairment was partly reversed due to the underlying performance of the subsidiaries.

### Investments in subsidiaries are specified as follows:

| <b>Name/place of registered office</b> | <b>Share capital</b> | <b>Votes and ownership</b> | <b>Equity</b> | <b>Net profit/loss for the year</b> |
|--|----------------------|----------------------------|---------------|-------------------------------------|
|  | DKK '000             |                            | DKK '000      | DKK '000                            |
| Bella Operation A/S                    | 1,000                | 100%                       | 175,618       | (27,068)                            |
| CP Hotel A/S                           | 750                  | 100%                       | 19,835        | (3,989)                             |
| BCHG Properties A/S                    | 1,190                | 100%                       | 191,794       | 24,668                              |

Information is based on latest available Annual Reports for the Companies.

## Note G – Equity

The share capital consists of 406,000 shares of a nominal value of DKK 0.01. No shares carry any special rights.

The Group has established an incentive program under which certain employees of the Group have been granted warrants. Warrants can be exercised by the employees by cash purchase of shares. As of 31 December 2023, the total granted warrants to employees amounts to 21,000 of which 5,250 have vested during 2023 and 7,875 vested accumulated at 31 December 2023. Each warrant entitles the warrant holder to subscribe for a specific agreed class of share of nominally DKK 1 in the Company.

As a part of implementing an incentive program for employees the Company issued new shares in 2022. Subsequently in 2022, treasury shares were acquired back. At 31 December 2023, the Company owned 0% (2022: 0,3%) of the issued share capital and 0,3% was sold during 2023 and 0,3% acquired during the 2022.

## **Note H – Contingent liabilities and other financial obligations**

### **Guarantee obligations**

The Company is guarantor with primary liability for whatever amount Bella Operation A/S, BCHG Properties A/S and CP Hotel A/S may owe Nordea Danmark in the future, including interest and expenses in the event of default.

### **Joint Taxation**

For the income year up to 15 June 2021, the company is jointly and severally liable for tax on the jointly taxed incomes etc., of the Solstra Investments A/S Group and for the period after 16 June 2021 the company is jointly and severally liable for tax on the jointly taxed incomes etc. of the TMC Invest 2021 ApS Group.

The total amount of corporation tax payables is disclosed in the Annual Report of TMC Invest 2021 ApS, which is the management company for the joint taxations group. Moreover, the group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on unearned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

## **Note I - Related parties**

Related parties are considered to be the Board of Directors, Executive Board, TMC Invest 2021 ApS and TMC Invest 2021 ApS' subsidiaries.

### **Basis**

#### **Controlling interest**

TMC Invest 2021 ApS, Copenhagen

Parent company, based on a shareholders agreement.

#### **Transactions**

The Company has had transactions related to intercompany receivables and payables. Interests from group enterprises are disclosed in the income statement and note B.

## **Consolidated Financial Statements**

The Company is included in the Consolidated Financial Statements of TMC Invest 2021 ApS.

| <b><u>Name</u></b>  | <b><u>Place of registered office</u></b> |
|---------------------|--|
| TMC Invest 2021 ApS | Copenhagen                               |

## **Note J – Accounting policies for the Parent Company**

### **Basis of Preparation**

The Annual Report of the Parent Company BCHG Holding A/S has been prepared in accordance in accordance with the provisions of the Danish Financial Statements Act applying to medium-sized enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

The Parent Company Financial Statements for 2023 are presented in DKK thousand.

### **Recognition and measurement**

Revenue is recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

### **Income statement**

#### **Gross profit**

With reference to section 32 of the Danish Financial Statements Act, gross profit/loss is calculated as a summary of revenue, other operating income and other external expenses.

#### **Financial income and expenses**

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

#### **Tax on profit/loss for the year**

Tax for the year consists of current tax for the year and deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

The Company is jointly taxed with Danish affiliated companies. The tax effect of the joint taxation is allocated to enterprises in proportion to their taxable incomes.

## **Balance sheet**

### **Investments in subsidiaries**

Investments in subsidiaries are measured at cost. Where cost exceeds the recoverable amount, write-down is made to this lower value.

### **Receivables**

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

### **Treasury shares**

Purchase and sales prices for treasury shares are recognised directly in retained earnings under equity. A reduction of capital by cancellation of treasury shares reduces the share capital by an amount equal to the nominal value of the shares and increases retained earnings. Dividend on treasury shares is recognised directly in equity under retained earnings.

### **Current tax receivables and liabilities**

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.



# RESPONSIBLE HOSPITALITY 2023 ESG Report







### Reporting principles

This report covers the 2023 activities relating to ESG in all business units of Bellagroup (BCHG Holding A/S group). The report follows the financial year, 1 January 2023 - 31 December 2023, and is prepared in accordance with sections §99a and §99d of the Danish Financial Statements Act. Thus, this report is part of the Management Review of the Statutory Financial Statements of BCHG Holding A/S and Bella Operation A/S for 2023.

The content of this report covers relevant matters in relation to the activities of Bellagroup and its main stakeholders. It reflects the company's strategic objectives as well as material issues at industry and local political levels.

The reporting is made in reference to the GRI Sustainability Reporting Standards 2021, the United Nations Global Compact, and the UN Sustainable Development Goals.

Bellagroup's 2023 Responsible Hospitality report and reports from previous years are available at [www.bellagroup.dk](http://www.bellagroup.dk).

For further information regarding this report, please contact Frida Ulrik-Petersen, Director Sustainability, at [frul@bellagroup.dk](mailto:frul@bellagroup.dk).

### Assurance

Bellagroup's 2023 Responsible Hospitality report has been approved by Bellagroup's Executive Management and Board of Directors. Compliance with §99a and §99d of the Danish Financial Statements Act has been ensured in consultancy with PricewaterhouseCoopers (PwC)



# 2023 ESG Report Contents

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# About this Report



## About Bellagroup

Bellagroup is one of the largest hospitality companies in Denmark, operating across three primary business areas: Venues, hotels, and event production.

The venue segment comprises Bella Center Copenhagen, Bella Arena, Bella Sky Conference & Event, CIFF Showrooms, and International House.

For the hotel segment, Bellagroup operates three hotels with internationally recognized brands; Crowne Plaza Copenhagen Towers, AC Hotel Bella Sky Copenhagen, and Copenhagen Marriott Hotel, totaling almost 1,600 rooms.

Bellagroup also organizes events such as CIFF (Copenhagen International Fashion Fair), Bogforum (Book Forum), and several annual flea markets. Bellagroup has more than 160 meeting and conference rooms and a total venue space of more than 200,000 square meters, providing accommodation for up to 30,000 guests.

Our client base covers the public and private sectors as well as business and leisure guests. Bellagroup is owned by a syndicate of Danish investors, TMC Invest 2021 Aps, along with the Export and Investment Fund of Denmark (EIFO) and Nordea.





# Bellagroup consists of:



## **BELLA CENTER COPENHAGEN**

One of Scandinavia's largest exhibition and congress centers



## **BELLA ARENA**

Copenhagen's new DGNB Gold certified multi arena



## **CROWNE PLAZA COPENHAGEN TOWERS**

A hotel with sustainability at its very DNA



## **COPENHAGEN MARRIOTT HOTEL**

Copenhagen's largest five-star hotel located in the heart of the harbor



## **AC HOTEL BELLA SKY COPENHAGEN**

The largest design hotel in the Nordic region



## **BELLA SKY CONFERENCE & EVENT**

State-of-the-art conference center bridging Bella Center Copenhagen and AC Hotel Bella Sky



## **CIFF**

Europe's leading fashion fair



## **CIFF VILLAGE**

14,000 m<sup>2</sup> of permanent fashion showrooms



## **INTERNATIONAL HOUSE**

Bella Center Copenhagen's serviced office

Read more at [www.bellagroup.dk](http://www.bellagroup.dk)

# Statement from the CEO: Working together towards a sustainable future

In Bellagroup, we have a core value of being One Team - Greater Together, believing that when we work together as a group, we can unlock new opportunities and potentials.

This value also permeates our sustainability efforts of 2023 - a year where we, in addition to greeting more guests at our hotels and venues than the year before, have taken great leaps in strengthening our framework to responsibly host moments that matter and shaping the sustainable hospitality platform of the future.

## **Internal commitment and cross-organizational cooperation**

An important milestone of 2023 was the implementation of an internal management system for the ISO standards 14001 and 20121 for environmental management and sustainable events. By January 2024, we obtained external certification covering Bella Center Copenhagen and our three hotels, AC Hotel Bella Sky, Copenhagen Marriott Hotel, and Crowne Plaza Copenhagen Towers.

This achievement not only underlines the ambitious path we are on, but also serves as an important internal tool, fostering cross-organizational cooperation, alignment, and joint efforts in reaching our sustainability objectives as a collective group.

Our implementation of a business-integrated climate reporting system in 2023 demonstrates that we have already come a long way.



By mapping our scope 1,2, and 3 CO<sub>2</sub>e emissions, we see a 27% reduction of all emissions from 2019-2023 across Bellagroup, meaning we are halfway towards our 2030 target of a 50% reduction of our GHG emissions.

## **Shared ambitions and a collective effort are necessary**

However, the result of our CO<sub>2</sub>e mapping also underlines the necessity for external cooperation to attain our 2030 target and our ambition to be net zero no later than by 2050.

While we've seen an impressive reduction of our CO<sub>2</sub>e emissions, it is also clear that the largest part of this reduction comes from emissions within our own operational control, namely in scope 1 and 2. If we are to see the same reduction of our scope 3 CO<sub>2</sub>e emissions, it is clear that we need to work closely together with partners, clients, and suppliers to make this happen.

With our climate reporting system, we now have the necessary insights into where we have the biggest impact and which CO<sub>2</sub>e emissions we collectively need to address. To do that, we will



from 2024 and onwards provide individual climate reports on large events held in one or more of Bella Center Copenhagen's halls and share these with our clients, enabling data driven decisions going forward to collectively ramp up our sustainability ambitions.

In Bellagroup, we believe that high sustainability ambitions can and must extend beyond a single event or company. Therefore, I am proud that Bellagroup, in conjunction with COP28, joined forces with the UN Global Compact and 40 leading Danish companies to pledge ambitious global initiatives for a green transition towards a net zero future by signing a joint Statement.

Signing this statement was not only an acknowledgment of Bellagroup's dedicated focus on Responsible Hospitality, but also underlines that it is an agenda that requires strong public and private partnerships to succeed. Bellagroup's ambition is to drive tangible change to the hospitality industry in close collaboration with our customers, partners, and guests, with the overarching ambition to have a net zero operation by 2050 at the latest.

Are we there yet? No. But that is the very nature of working with Responsible Hospitality: There will always be new questions to answer and new boundaries to be pushed. Sustainability isn't something we can "get done", but rather a field of constant innovation and improvement.

At Bellagroup, we want to be at the forefront of this evolution and to make sure we share our findings with the world and engage in constant dialogue with industry stakeholders, partners, guests, and employees.

Because when it comes to Responsible Hospitality, we are proud to be One Team - but also know, that we are even Greater Together.

Sincerely,  
Christian Folden Lund, CEO

# Responsible Hospitality

In Bellagroup, we are ambitious - also when it comes to sustainability.

We believe that unique meetings and moments can and must go hand in hand with the ambition of being a force for good - for our planet and for the people who inhabit it. This is what we call Responsible Hospitality.

Our approach to Responsible Hospitality is holistic. Our purpose is to create positive impacts; on our company, our guests, and the community around us. With a 2050 net zero target, our ambition is to be a pioneer of the hospitality industry, unlocking potential, exploring sustainable opportunities, reducing impact, and sharing solutions - and thereby shaping the sustainable hospitality platform of the future.

We do not have all the solutions to complete the journey that we are on, but through investigation, innovation, and collaboration, we are constantly finding new solutions to responsibly host hospitality moments that matter.

With Responsible Hospitality as an integral part of Bellagroup's values and operation, we incorporate sustainability in every aspect of our organization - at the heart of everything we do.

## ESG strategy

In 2022, we consolidated a new Responsible Hospitality strategy that will serve as the strategic foundation for our sustainability efforts.

The purpose of the strategy is to ensure that Bellagroup operates as a responsible business in compliance with laws and regulations, while adding value through Responsible Hospitality to all stakeholders.

The strategy is centered around the four pillars, Governance & Ethics, Environment & Climate, Social Responsibility and One Team, which also serve as reporting structure of Bellagroup's 2023 ESG report.

## Four strategic pillars

- on our journey towards shaping the sustainability hospitality platform of the future

Governance & Ethics

Environment & Climate

Social Responsibility

One Team



## Important ESG issues for our organization are:

- Food waste
- Resource use and conservation (energy, water, and waste)
- Climate impact mitigation
- Promotion of health, safety, and well-being at work
- Responsible supply chain management
- Diversity and equal opportunities
- Communication, information, and awareness of sustainability issues
- Partnerships for sustainable tourism, events, and development
- Training skills in the workplace
- Job creation and youth opportunity in the local community
- Circular product innovation
- Business ethics and anti-corruption

A materiality assessment based on stakeholder input and business importance has shown food waste, resource use, and climate change to be the most material issues. These issues are expanded upon in the remainder of this report.



## 2023 milestones

### Energy & climate

- Mapping of CO<sub>2</sub>e scope 1, 2, and primary scope 3 emissions through corporate climate reporting system
- Implementation of Viima chemical-free cleaning at all our hotels
- Completion of first stages of upgrade of Copenhagen Marriott Hotel for a better guest experience and improved energy efficiency
- Completion of 16,000m<sup>2</sup> roof integrated solar panel park at the Bella Center Copenhagen roof
- New partnerships for redirection of waste streams to upcycling
- Center's rooftop-integrated solar panel park named one of the 50 most inspiring green business projects of 2023 by the newspaper Børsen Bæredygtig

### Social

- Launch of learning & development platform for employees
- Implementation of child leave framework for rainbow families

### Governance

- Production of first annual climate report with all three scopes represented
- Commitment to setting science-based targets
- Co-signatory of UNGC CEO statement presented at COP28
- Implementation of ISO 14001/20121 management system across Bellagroup, including our three hotels and Bella Center Copenhagen - certified in Q1 2024
- Crowne Plaza Copenhagen Towers awarded the HSMAI sustainability award

## 2024 ambitions

### Environment & climate

- Definition and submission of science-based targets
- Mapping and reporting on scope 1,2, and 3 emissions from large events held in one or more of Bella Center Copenhagen's halls
- Installation of 5,500 new LED light fixtures at AC Hotel Bella Sky - 120 tons CO<sub>2</sub>e emission reduction annually
- Reduced food waste from food production by 10% on group level
- Increase renewable energy utilization percentage on group level by 8.5% compared to 2022 baseline
- Reduce scope 1 and 2 energy consumption on group level by minimum 5% compared to 2022 baseline
- Reduce waste climate footprint by 5% on group level compared to 2022 baseline

### Social

- Increase employee satisfaction as measured in internal assessment
- Launch internal responsible hospitality training

### Governance

- Completion of double materiality assessment
- Obtain final ISO 14001/20121 certifications across Bellagroup, including our three hotels and Bella Center Copenhagen
- B-Corp certification on group level, covering Bella Center Copenhagen and our three hotels



# Bellagroup's units

## **Bella Center Copenhagen**

Bella Center Copenhagen is a highly flexible venue of 65,000 m<sup>2</sup> that can accommodate up to 30,000 guests, making it one of the biggest congress and exhibition centers in Scandinavia. Bella Center Copenhagen leads the meeting and exhibition industry with a commitment to create positive impacts for the planet and its people by holding sustainability as a core focus in its daily operations.

Bella Center Copenhagen takes its name from the area Bellahøj in northern Copenhagen where the convention center was first constructed in 1965. During 1973-75, Bella Center Copenhagen was moved to its current location - at the time an undeveloped area between the city center and Copenhagen airport. With the development of the city district Ørestad, Bella Center is today placed in a sprawling neighborhood with houses, apartments, shops, and restaurants as well as its own metro station connecting Bella Center Copenhagen to the rest of the city, as well as Copenhagen Airport located nearby. Surrounded by the green surroundings of the nature park Amager Fælled, Bella Center Copenhagen finds itself in the perfect spot between city life and preserved areas of picturesque nature.

In 2021, Bella Arena became the latest addition to Bella Center Copenhagen. The arena is built with a keen focus on sustainability and boasts a DGNB gold certification.

## **Considerable sustainability recognitions in the past year**

In 2023, Bellagroup has been awarded several recognitions for the group's sustainability efforts.

In January, Crowne Plaza Copenhagen Towers was awarded the HSMIAI Europe Sustainability Award at HSMIAI Awards Europe 2022, acknowledging key environmental and social accomplishments of the hotel.

And in the Spring of 2023, Bella Center Copenhagen's rooftop-integrated solar panel park was named one of the 50 most inspiring green business projects of 2023 by the Danish newspaper Børsen Bæredygtig, further amplifying Bellagroup's efforts to lead the way in the global hospitality industry's green transition.

## **AC Hotel Bella Sky Copenhagen**

AC Hotel Bella Sky is the largest of Bellagroup's hotels and is situated right next to Bella Center.

With its unique architecture and two tilting towers, it is one of Copenhagen's most iconic buildings.

Nestled between city and nature, the hotel supports local biodiversity, having entered a partnership with hundreds of thousands honey-producing hotel bees who in return for their 4-star accommodation by AC Hotel Bella Sky supply the hotel with honey.

AC Hotel Bella Sky is Denmark's second largest hotels, boasting 811 rooms and 48 meeting rooms divided between the two iconic towers. In addition,





it has a lobby shop and four restaurants, one being the acclaimed Restaurant SUKAIBA where it is possible to revel in one of Copenhagen’s most impressive views while enjoying an outstanding Asian dining experience.

AC Hotel Bella Sky opened in 2011.

**Copenhagen Marriott Hotel**

Boasting 406 rooms, Denmark’s largest five-star hotel has been synonymous with international luxury in the heart of Copenhagen since 2021. Here, travelers enjoy a picturesque downtown waterfront location, only a short distance away from attractions like Tivoli Gardens, the ‘Strøget’ pedestrian shopping street and Copenhagen’s many harbor baths.

The hotel is also an impressive destination for business meetings and conferences in the city center, offering views of the canal. From intimate boardrooms to expansive ballrooms, the meeting facilities provide an ideal setting for successful corporate gatherings and memorable social events.

Commencing in the spring of 2023, a comprehensive upgrade of the Copenhagen Marriott Hotel aims to enhance the guest experience and elevate the hotel’s position as a premier destination for business and leisure travelers alike.

Set to be accomplished in the spring of 2024, the upgrade of the new Copenhagen Marriott Hotel seeks to honor the hotel’s rich history and harbor

location while embracing the demands of the modern world. The result will be a seamless fusion of classic charm and contemporary, maritime flair that embodies the spirit of Copenhagen’s vibrant waterfront culture.

**Crowne Plaza Copenhagen Towers**

With sustainability thought into every aspect of Crowne Plaza Copenhagen Towers’ construction and operation, responsible hospitality is ingrained in the very DNA of the hotel.

Whether it relates to the construction, interior design, or operation of Crowne Plaza Copenhagen Towers, our unique groundwater heating and cooling system, solar panel facade, and built-in food waste tank serve as concrete testaments to our commitment of achieving a net-zero operation by 2050.

An indoor forest brings nature into our atrium, which has been designed by world renowned architects, Foster + Partners, and built with a focus on upcycling and low-resource consumption. It boasts a recycled concrete floor, an acoustic ceiling made from reused plastic, and wall panels crafted from repurposed window frames.

Crowne Plaza Copenhagen Towers opened in 2009 as an IHG hotel offering 366 hotel rooms, two restaurants, 21 meeting rooms and a ballroom for up to 800 guests.

# Governance & ethics

Bellagroup’s governance framework ensures legal and regulative compliance, a business focus on human rights and adherence to international standards. To ensure business ethics, we engage closely with our suppliers, customers, and stakeholders.

We value facts and real impact mitigation in our quest for a sustainable and transparent operation. Data, analysis, and expert knowledge form our decisions and carry us forward.

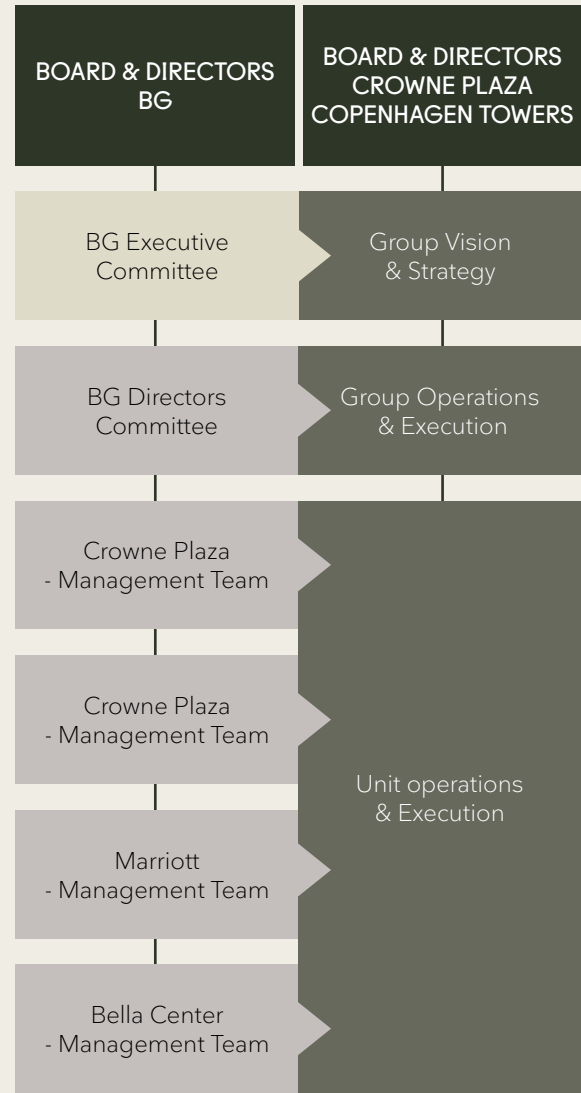
## Governance structure

Bellagroup’s governance structure ensures strategic focus, optimal execution, communication, knowledge sharing, effective meetings, and collaboration across all departments and units.

In 2023, there has not been any changes to Bellagroup’s executive members. By the end of 2023, the Executive Committee had three female and nine male representatives, Bellagroup’s CEO, Christian Folden Lund, included.

Bellagroup’s Board of Directors consists of three representatives that have been chosen for their merits and knowledge to provide value to the organization. In addition, the Board includes three employee representatives elected through a democratic process.

By the end of 2023, the board comprised of four male and two female representatives. Bellagroup continues to strive for equal representation among our board members.



## Governance framework

Bellagroup operates in accordance with international and national legislation and guidelines, conventions, and standards for ESG and sustainability. Our governance framework comprises policies, systems, and certifications that ensure compliance.

In 2023, we have focused on shaping our governance framework in preparation for the Corporate Social Reporting Directive (CSRD), to which Bellagroup must refer to in the reporting year starting January 1, 2025. This focus will continue throughout 2024, and Bellagroup will prepare its first ESG report in compliance with CSRD and the ESRS standards for the reporting year starting January 1, 2024.

## ISO Management System

Bellagroup has in 2023 developed and implemented an Environmental and Event Sustainability Management



System to ensure our ability to operate as a responsible partner, while providing products and services that meet all customer expectations and applicable regulatory requirements.

The system has been designed to be compliant with ISO14001:2015, and ISO 20121:2012 for environmental management and sustainable events respectively.

The management system is implemented on group level and covers all of Bellagroup's units. It consists of a Sustainability Policy, along with the formal documentation describing how we work across Bellagroup to further a sustainable operation and reach the objectives we have set for ourselves to improve our social and environmental impact.

Moreover, it strengthens our joint, organizational approach to how we work with our Responsible Hospitality efforts with clear descriptions of procedures, responsibilities, and objectives.

To establish an effective management system, Bellagroup has considered important external and internal issues that are relevant to our organization, and which could affect the manner in which we manage our responsibilities, positively or negatively.

The scope of the management system has been determined based on internal and external issues that have been identified, compliance obligations, organizational and physical boundaries, as well as activities, products, and services.

The ISO 14001 and 20121 management system has been externally audited and certified in January 2024 and will continue to undergo internal and external audits on an annual basis.

### SDGs

As a long-standing signatory of the United Nations Global Compact, we have embedded the UN's 10 Principles and the 17 UN Sustainable Development Goals (SDGs) across Bellagroup. We see the SDGs as an overarching framework that can help us shape and communicate our Responsible Hospitality goals and initiatives.

Based on stakeholder feedback and an evaluation of business impact, we work with three SDGs - no. 8, 12, and 13 - which have been identified as the most relevant to our activities.

We will continue to work with these goals through partnerships within and across our industry to push for progress.

#### Goal no. 8:

Promote sustained inclusive and sustainable economic growth, full and productive employment, and decent work for all.

#### Goal no. 12:

Ensure sustainable consumption and production patterns.

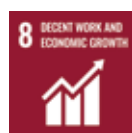
#### Goal no. 13:

Take urgent action to combat climate change and its impacts.

#### Science-based targets

In Bellagroup, we work strategically to reduce climate impact in all aspects of our operation with the overarching goal of realizing a net zero operation by 2050 at the latest.

To further commit to this goal, Bellagroup has now, as the first event and hospitality provider in Denmark, joined the global standard Science Based Targets Initiative (SBTI), which helps companies ensure that their climate targets live up to the Paris Agreement. Bellagroup's emission reduction targets will be defined and submitted to SBTi in 2024.



## ESG Policies

|                                  | Policy  | Systems & Guidelines  |
|----------------------------------|---|---|
| <b>Environment &amp; climate</b> | <ul style="list-style-type: none"> <li>Sustainability Policy</li> </ul>   | <ul style="list-style-type: none"> <li>ISO 14001</li> <li>ISO 20121</li> <li>Better Food Roadmap</li> <li>Climate Reporting System (CEMAsys)</li> </ul> |
| <b>Governance</b>                | <ul style="list-style-type: none"> <li>Sustainability Policy</li> <li>Supplier Code of Conduct</li> <li>Human Rights Policy</li> <li>Business Integrity &amp; Anti-Corruption Policy</li> <li>Data Ethics Policy</li> <li>Data Privacy Policy</li> <li>Safety Policy</li> <li>Whistleblower Policy</li> </ul> | <ul style="list-style-type: none"> <li>Whistleblower Portal</li> <li>ISO 14001</li> <li>ISO 20121</li> </ul>  |
| <b>Social</b>                    | <ul style="list-style-type: none"> <li>Sustainability Policy</li> <li>Health Policy</li> <li>Life - Senior Phase Policy</li> <li>Pregnancy Policy</li> <li>Sexual Harassment Policy</li> <li>Abuse Policy</li> <li>Bullying Policy</li> </ul>   | <ul style="list-style-type: none"> <li>Employee Guide</li> <li>Covid-19 Protocol</li> </ul>   |

Bellagroup’s Sustainability Policy can be found at [www.bellagroup.dk](http://www.bellagroup.dk).

## Code of Conduct

To achieve responsible sourcing, we engage closely with our suppliers and encourage our business partners to adopt their own sustainable practices, including working with environmental management systems and conducting human rights due diligence. All suppliers are encouraged to observe and abide by Bellagroup’s Supplier Code of Conduct.

The Code of Conduct provides guidance for suppliers, partners, and third parties acting on behalf of Bellagroup and our suppliers regarding anti-corruption, environment, human rights, and labor rights.

In 2024, Bellagroup’s Code of Conduct will be updated as part of the revision of our governance framework in preparation for CSRD. In addition, our overall procurement procedures will be revised to strengthen our supplier risks assessments.



## Certifications

As part of the overall and local governance framework, Bellagroup’s units hold a number of certifications that ensure ESG compliance and mitigation of sustainability issues.

The certifications are administered on group level but apply locally for the specific units.

|                                       | Certification  | First issue date   |
|---------------------------------------|--|--|
| <b>AC Hotel Bella Sky</b>             | <ul style="list-style-type: none"> <li>• Green Key</li> <li>• ISO 14001</li> <li>• ISO 20121</li> <li>• Refood certification</li> </ul>  | <ul style="list-style-type: none"> <li>• 2011</li> <li>• 2024</li> <li>• 2024</li> <li>• 2022</li> </ul>                 |
| <b>Copenhagen Marriott Hotel</b>      | <ul style="list-style-type: none"> <li>• Green Key</li> <li>• ISO 14001</li> <li>• ISO 20121</li> <li>• Refood certification</li> </ul>  | <ul style="list-style-type: none"> <li>• 2009</li> <li>• 2024</li> <li>• 2024</li> <li>• 2022</li> </ul>                 |
| <b>Crowne Plaza Copenhagen Towers</b> | <ul style="list-style-type: none"> <li>• Green Key</li> <li>• ISO 14001</li> <li>• ISO 20121</li> <li>• Refood certification</li> <li>• Organic food label - silver</li> </ul>           | <ul style="list-style-type: none"> <li>• 2009</li> <li>• 2024</li> <li>• 2024</li> <li>• 2022</li> <li>• 2009</li> </ul> |
| <b>Bella Center</b>                   | <ul style="list-style-type: none"> <li>• Green Key</li> <li>• ISO 14001</li> <li>• ISO 20121</li> <li>• Refood certification</li> <li>• DGNB Gold Certification (Bella Arena)</li> </ul> | <ul style="list-style-type: none"> <li>• 2009</li> <li>• 2024</li> <li>• 2024</li> <li>• 2022</li> <li>• 2022</li> </ul> |



## Certifiably committed to sustainability

After 10 months of preparation, +500 pages of documentation, four days of internal audits, and 10 days of external scrutiny of our newly implemented ISO management system, we passed the final ISO exam on January 19, 2024.

That means that Bellagroup’s four units - Bella Center Copenhagen, Copenhagen Marriott Hotel, AC Hotel Bella Sky and Crowne Plaza Copenhagen Towers - are now certified with the ISO 14001 and 20121 standards, making them the only venue and hotels in Denmark with such certifications.

Together, the two ISO certifications strengthen Bellagroup’s joint, organizational approach to Responsible Hospitality and sustainability in general.

ISO (International Organization for Standardization) is an independent organization that develops global standards to ensure the quality, safety, and efficiency of products, services, and systems.

The standards 14001 and 20121 were chosen as they support Bellagroup’s overall efforts in environmental protection and sustainable management of congresses and events.

Among other things, the implementation of the two ISO standards:

- Help us identify ways to improve sustainable event planning and delivery.
- Demonstrate compliance with current and future statutory and regulatory requirements.
- Encourage better environmental performance of suppliers by integrating them into our business systems and procedures.

The standards have been implemented on group level and cover all of Bellagroup’s units.

The certifications are followed up on annually with both an internal and external audit, where new objectives, processes, and procedures related to the two standards will be addressed.

### Whistleblower program

Bellagroup has a whistleblower program through which employees and others affiliated with the company, such as external partners and suppliers, can – and are encouraged to – report suspected misconduct.

The Bellagroup whistleblower program is facilitated by an independent company. Reports can be made anonymously.

In 2023, no reports were filed through the whistleblower program.

### Data privacy and cyber security (99d)

In a sector as competitive as the hospitality industry, the guest experience is a critical differential factor to ensure the trust and loyalty of our customers. With commitment and strong collaboration between IT and Data Privacy & Compliance divisions, we continue to evolve our approach in terms of information security and data protection, identifying and mitigate risks as well as preparing for potential incidents or disruptions.

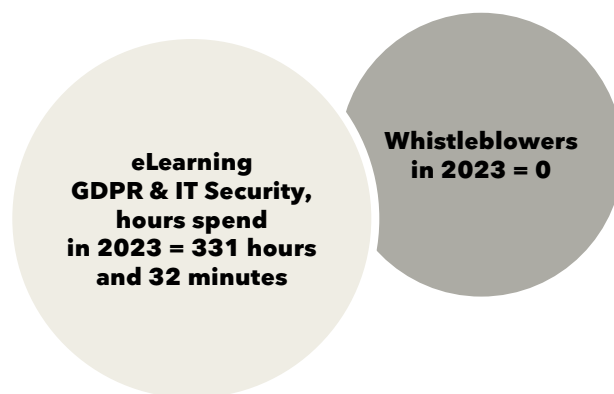
The main focus for the Data Privacy & Compliance division is to oversee several functions, including (but not limited to) handling privacy inquiries, conduction privacy impact assessments, system risk assessments, maintain and update records of processing activities, as well as monitoring our overall compliance within privacy laws and regulations.

Information security incidents are currently one of the main risks to the hospitality industry, and in our relation to cybersecurity, we review and identify initiatives and measurements. We constantly aim to improve our capabilities to prevent any risk that may arise by monitoring and controlling, but also raising awareness among our employees to minimize the risk of potential cyberattacks.

Everyone working at Bellagroup has a personal responsibility to practice effective data management in accordance with our company policies, including our Data Privacy Policy and procedures, as well as global regulations such as GDPR. Mandatory GDPR and IT Security eLearning must be completed by all employees every year, and all new employees must complete the training as a part of their onboarding process.

In 2023, no complaints or incidents concerning breaches of personal data were registered at Bellagroup.

## 2023 statistics:



## Materiality

Bellagroup’s Board of Directors has the overall responsibility for risk oversight, which includes understanding material risks related to our company and overseeing necessary actions to address these risks.

As part of regular board and committee meetings, the Board of Directors is responsible for general oversight of the executives’ management of risks relevant to Bellagroup.

In the fall of 2023, Bellagroup commenced a thorough double materiality assessment to ensure full transparency on ESG issues and their financial impact on Bellagroup’s operation.

The assessment is conducted through a series of cross-organizational workshops to ensure in-depth insight into all operational aspects of the company and the ESG risks and opportunities associated with this. In addition, global trends, standards, and benchmarks have been identified as part of the assessment.

In 2024, the double materiality assessment will be completed. This includes engaging with external stakeholders and consolidation, along with approval of the final outcome by Bellagroup’s executive management.

Based on our double materiality assessment matrix, we will be framing our governance framework, including future ESG reporting in compliance with CSRD and the ESRS standards, on the identified material ESG risks and opportunities.

The double materiality assessment will be reassessed annually.

### **Ethics, human rights & anti-corruption**

Bellagroup is committed to maintaining the highest ethical standards, acting with integrity, and conducting business in compliance with the law. Our company policies underpin our entire organization and are applicable to all employees at Bellagroup. The policies, including our Human Rights Policy and Business Ethics & Anti-corruption Policy, are intended to define our responsibilities to colleagues and company stakeholders, as well as guide our decision-making.

Human rights and anti-corruption are part of the general rules of procedure that all employees are acquainted with in connection with their employment in Bellagroup, stating that complicity in corruption and human rights violations is not tolerated in any form and that such violations will result in disciplinary action.

As a business operating solely in Denmark, and with a majority of Danish suppliers and stakeholders, the risk of human rights violations and corruption connected to Bellagroup is considered low.

In 2023, no cases of human rights violations and corruption connected to Bellagroup's operation have been registered.

Respect for human rights is, together with anti-corruption, a continued focus in the coming year. In 2024, this focus will be further strengthened as Bellagroup's Code of Conduct is updated as part of the revision of the company's governance framework in preparation for CSRD. In addition, the overall procurement procedures will be revised to strengthen our supplier's compliance with our policies on human rights and anti-corruption.

## **Committees**

### **Health & Safety Committee**

In the Health & Safety Committee, Bellagroup's management and employees collaborate on developing and improving health and safety matters in the workplace, as well as improving health and safety standards and procedures for the company and its employees.

The committee consists of members of the management team as well as employees. Any employee can raise concerns or suggestions to the employee-elected representatives who will present it to the Health & Safety Committee.

### **Works Committee**

The Works Committee is a working group comprised of employees and management representatives with the support of People & Culture. Their main function is to enhance the overall level of information communicated within the company. The Works Committee acts as a mechanism by which employees can bring issues or queries that they may have to the attention of Bellagroup's management.

### **Industry Associations**

Bellagroup is member of several industry associations, and we routinely work together to advance political initiatives of interest to Bellagroup, as well as the hospitality and events industry at large.

Bellagroup held the following associations memberships in 2023:

- AIPC (International Association of Convention Centres)
- Best Cities
- Dansk Erhverv / Danish Chamber of Commerce
- Dansk Industri / Danish Industry
- ICCA (International Congress and Convention Association)
- MPI (Meeting Professionals Internationals)
- UFI (Global Association of the Exhibition Industry)
- Visit Denmark
- Wonderful Copenhagen
- ØICC (Ørestad Innovation City Copenhagen)

# Environment & Climate

In Bellagroup, we have the ambition to be an environmental leader within the industry, creating significant value through environmentally sustainable initiatives for our business, our guests, our customers, and for society as a whole.

As a large operator in the hospitality industry, we have an obligation to reduce our climate impact and work strategically to ensure sustainable production in all parts of our value chain.

Therefore, we work to minimize our impact and create value through responsible solutions with minimal climate impact.

## Risks

As a hospitality company, our environmental risks are related to:

- Energy consumption and carbon emissions
- Water consumption
- Waste production and management
- Food and beverage production
- Biodiversity and climate change
- Impacts of large-scale events

For all risk areas, we measure our impact and continuously identify targets for improvement.

In 2024, we will further strengthen our risk assessment with the completion of our double materiality assessment. Going forward, this will serve as foundation for addressing ESG risks and impacts.



## Energy

### Energy consumption, optimization, and sources

Energy consumption is closely linked to Bellagroup's activity levels.

From 2022 to 2023 we have seen an overall guest increase of 13.4 % on group level. However, compared to our baseline year, 2019, we still see a lower hotel occupancy than pre-pandemic levels. Only Bella Center Copenhagen has increased guest numbers since 2019 by 12%.

### Energy consumption

Bellagroup's primary energy consumption consists of purchased electricity, heating, and cooling to Copenhagen Marriott Hotel, AC Hotel Bella Sky, Crowne Plaza Copenhagen Towers, and Bella Center Copenhagen. Our energy consumption also covers the use of cooking gas at Copenhagen Marriott Hotel and AC Hotel Bella Sky.

Although we have seen an increase in activity level across all units, we have in 2023 managed to keep our energy consumption on group level equal to the energy consumption of 2022.

The positive development is especially led by Copenhagen Marriott Hotel where the phase-out of cooking gas and change in the energy management system has contributed to an improved energy consumption of the hotel.

Crowne Plaza Copenhagen Towers has, in contrast to our other units, seen an energy increase from 2022 to 2023, where energy consumption has been increased by 15%.

In 2024, we will actively work to reduce the energy consumption at Crowne Plaza Copenhagen Towers to match 2022 consumption level. This will, among other things, be achieved by changing light sources to less energy intensive sources.

### Energy optimization

Compared to our baseline year, 2019, we have on group level seen a 11.5% energy reduction from 2019 to 2023.

Especially Bella Center Copenhagen has contributed to the overall energy reduction where the demolition of Hall H and replacement with our DGNB Gold Certified Bella Arena has meant a better energy utilization.

However, strategic investments in less energy intensive lighting, ventilation, and temperature control have had a positive effect on Bella Center Copenhagen's overall energy spend.

Seen in the light of the increased activity levels at Bella Center Copenhagen, the energy consumption per event guest has been reduced by 26% from 2019 to 2023.

Copenhagen Marriott Hotel has in connection with the hotel's improvement project seen a positive development in energy consumption per hotel guest. A new Central Condition Control and Management System now ensures better control and monitoring of the various energy processes of the premises and the individual hotel rooms, resulting in a 17% decrease in energy spend per guest over the past year.

In 2024, we continue to explore ways to reduce our energy consumption on all four units with an overall target to reduce our total energy consumption by 5% compared to 2022 energy levels.

### Annual energy consumption

| Total energy Consumption       | Unit       | 2019   | 2020  | 2021  | 2022   | 2023   | % change from 2019 to 2023 | % change from 2022 to 2023 |
|--------------------------------|------------|--------|-------|-------|--------|--------|----------------------------|----------------------------|
| Copenhagen Marriott Hotel      | Annual mWh | 5,757  | 5,506 | 5,762 | 6,822  | 6,239  | +8%                        | -8.5%                      |
| AC Hotel Bella Sky Copenhagen  | Annual mWh | 8,851  | 4,036 | 2,857 | 6,560  | 6,529  | -26%                       | -0.5%                      |
| Crowne Plaza Copenhagen Towers | Annual mWh | 3,208  | 3,390 | 3,147 | 3,321  | 3,900  | +18%                       | +15%                       |
| Bella Center Copenhagen        | Annual mWh | 13,424 | 8,954 | 7,086 | 10,940 | 10,993 | -18%                       | +0.5%                      |

| Energy Consumption per guest   | Unit          | 2019 | 2020 | 2021 | 2022 | 2023 | % change from 2019 to 2023 | % change from 2022 to 2023 |
|--------------------------------|---------------|------|------|------|------|------|----------------------------|----------------------------|
| Copenhagen Marriott Hotel      | kWh pr. guest | 33   | 97   | 64   | 47   | 39   | +18%                       | -17%                       |
| AC Hotel Bella Sky Copenhagen  | kWh pr. guest | 30   | 99   | 93   | 35   | 29   | -3%                        | -17%                       |
| Crowne Plaza Copenhagen Towers | kWh pr. guest | 24   | 81   | 56   | 33   | 34   | +29%                       | +3%                        |
| Bella Center Copenhagen        | kWh pr. guest | 50   | 24   | 67   | 42   | 37   | -26%                       | -12%                       |





### **Renewable energy**

In 2023, Bellagroup has, with the construction of a large solar panel park on the roof of Bella Center Copenhagen, taken a large step in ensuring a higher utilization of renewable energy.

The roof-integrated solar panel park is, with its size of two football fields, the largest of its kind on the island of Zealand. When all solar cells are connected, the photovoltaic system produces approximately 30% of Bella Center Copenhagen's annual electricity consumption.

As of January 2024, this will reduce Bellagroup's CO<sub>2</sub>e emissions by approximately 380 tons each

year and is thus a vital contribution to Bellagroup's sustainability strategy on the path towards becoming net zero by 2050.

Crowne Plaza Copenhagen Towers continues to be run on 100% renewable electricity where approximately 10% is produced through the hotel's own solar panels that clad the facades of the hotel.

In 2024, our target is to increase renewable energy utilization percentage on a group level to minimum 8.5% compared to the 2022 baseline.





## Exploring flexible energy solutions through innovation and partnerships

A sustainable approach to energy consumption is not only a question of how much and what type of energy a company uses - it is a question of sharing energy, not least the renewable kind, to avoid a general energy overproduction.

In 2023, Bellagroup joined the innovative project named "Energy Flexlab Ørestad" - a project led by IBM and facilitated by the organization Ørestad Innovation City Copenhagen (ØICC). The aim was to create the world's first self-financed and energy-efficient district in Ørestad, where the district's properties play an absolutely decisive role.

In Denmark, the primary renewable energy source comes from wind energy. But when the wind is absent, and we are in a deficit of electricity production, fossil-fired reserve power plants are used to create the necessary electricity supply.

However, a large untapped and sustainable alternative to backup power sources is available by making use of existing buildings.

By joining the Energy Flexlab Ørestad, Bella Center Copenhagen's building will be used to optimize, store, and produce renewable energy, and thus contribute to a balanced electricity system - not least by making the renewable electricity production from Bella Center Copenhagen's own solar panel park available to balance the local energy consumption.

Bella Center Copenhagen's local district, Ørestad, will, through the Energy Flexlab project, function as a laboratory for green transition and consumption flexibility. The project in Ørestad will document how the district itself can go about and manage part of the supply locally, so the future Denmark will be able to save considerable investments for energy storage, balancing, and expansion of the electricity grid.



# CO2e emissions

A large part of global CO2e emissions can be ascribed to tourism, and by hosting events and hospitality moments, Bellagroup also contributes to impacting the climate through direct and indirect CO2e emissions.

As agents of Responsible Hospitality, we must be part of the solution, and in 2023, Bellagroup has taken significant steps in creating the necessary data foundation and transparency in identifying CO2e emissions associated with the company's hotel and event operation to enable data-driven decisions for change.

**On a journey towards net zero**

Bellagroup has the overarching goal of realizing a net zero operation by 2050 at the latest with an interim target of a 50% reduction by 2030.

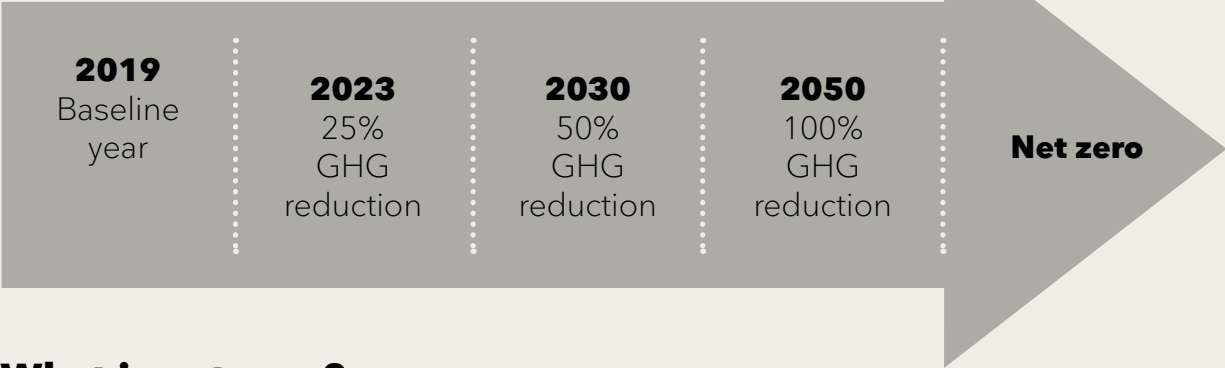
This means that all carbon emissions associated with Bellagroup's hotel and event operations -

from building materials and energy usage to event design and service products - should equal zero by mid-century, taking all emissions into account, reducing them, and ultimately balancing unavoidable emissions to zero.

In 2021, Bellagroup joined the industry initiative Net Zero Carbon Events Pledge - initiated by the Joint Meetings Industry Council (JMIC) with the support of the United Nations Framework Convention on Climate Change (UNFCCC) - to strengthen the work on climate mitigation in the group's event business.

In 2023, we have committed to setting science-based targets in collaboration with SBTi to ensure that the company's climate goals are consistent with climate science. Based on the mapping of Bellagroup's scope 1, 2, and 3 emissions, these targets will be defined and submitted to SBTi for approval in 2024.

# Bellagroup's pathway to net zero



## What is net zero?

Net zero refers to a balance between man-made greenhouse gas (GHG) emissions and their removal from the atmosphere. To achieve this balance, greenhouse gas emissions must be reduced, and the non-avoided ones must be compensated or neutralized through the use of long-term carbon capture solutions.

The Greenhouse Gas (GHG) Protocol categorizes carbon emissions into three scopes:

- Scope 1 - Direct GHG emissions that occur from sources owned or controlled by the organization.
- Scope 2 - Indirect GHG emissions from generation of purchased electricity consumed by the organization.
- Scope 3 - Other indirect GHG emissions that occur as a consequence of the activities of the organization but occur from sources not owned or controlled by the organization.

For an organization to achieve net zero, emissions from all three scopes must be addressed. If not all CO<sub>2</sub>e emissions can be reduced, offsetting unavoidable carbon emissions through a carbon removal project can therefore become necessary to achieve net zero by 2050.





### Carbon footprint calculations

In 2023, we have completed the implementation of our new carbon report system through which we, going forward, will be mapping all scope 1, 2, and 3 CO<sub>2</sub>e emissions associated with Bellagroup’s production on all four units; AC Hotel Bella Sky, Crowne Plaza Copenhagen Towers, Copenhagen Marriott Hotel, and Bella Center Copenhagen.

The mapping starts with our baseline year, 2019, from which we measure and benchmark reductions towards our 2050 net zero target.

The historical mapping from 2019 to 2023 provides a detailed insight into our scope 1, 2, and 3 CO<sub>2</sub>e emissions – where they come from, and how they have evolved over the years. And with the right data in place, we gain the necessary insights and transparency to identify where we must focus our operation to reduce our carbon emissions. This is a continuous process, where we will be

monitoring and reporting on our CO<sub>2</sub>e emissions, while setting new reduction targets.

In 2024, the 2019 to 2023 mapping of our CO<sub>2</sub>e emissions will form the basis of setting concrete science-based targets for SBTi verification.

### 2023 Bellagroup total CO<sub>2</sub>e emissions

In 2023, Bellagroup has contributed to a total of 14,194.6 tons CO<sub>2</sub>e emissions across all units and business areas – an increase of 4% compared to 2022.

The majority of Bellagroup’s CO<sub>2</sub>e emissions are indirect scope 3 emissions. In 2023, these amounted to 82% of Bellagroup’s total emissions, where scope 1 emissions amounted to 1% and scope 2 emissions 17%.

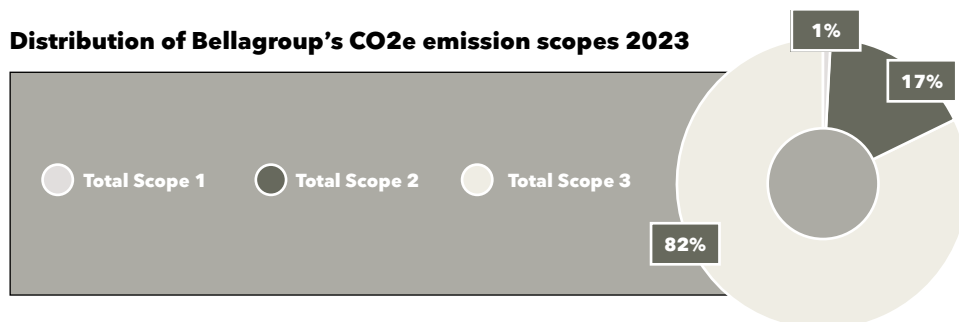
Compared to our baseline year, 2019, Bellagroup’s total CO<sub>2</sub>e emissions have been cut by 5,235 tons CO<sub>2</sub>e – corresponding to a 27% reduction in five years.



### Bellagroup total CO<sub>2</sub>e emissions 2019 - 2023

| Category                           | Unit               | 2019     | 2020     | 2021     | 2022     | 2023     |
|------------------------------------|--------------------|----------|----------|----------|----------|----------|
| Total Scope 1                      | tCO <sub>2</sub> e | 1,132.2  | 814.4    | 94.5     | 226.4    | 86.7     |
| Total Scope 2                      | tCO <sub>2</sub> e | 4,582.9  | 2,478.6  | 2,259.9  | 2,585.9  | 2,380.5  |
| Total Scope 3                      | tCO <sub>2</sub> e | 13,698.9 | 32,061.2 | 21,754.6 | 10,792.5 | 11,727.4 |
| Total tCO <sub>2</sub> e emissions | tCO <sub>2</sub> e | 19,414   | 35,354.2 | 24,109   | 13,604.8 | 14,194.6 |

### Distribution of Bellagroup’s CO<sub>2</sub>e emission scopes 2023





### 2023 unit specific CO2e emissions

When diving deeper into the CO2e emissions of Bellagroup’s four units, we see minor differences in the amount and mix of emissions depending on type of production and the specific building type of the given unit.

All units have the lowest share of scope 1 CO2e emissions, which is expected given the nature of Bellagroup’s production as a hotel and event provider.

The share of scope 2 CO2e emissions ranges from 10-22% across the units, where Crowne Plaza Copenhagen Tower excels with the lowest percentage of scope 2 CO2e emissions, as the hotel is run on renewable electricity from Danish windmills, as well as own-produced solar power, and therefore only has scope 2 CO2e emissions associated with heating.

### CO2e emissions per Bellagroup unit 2023

| Bella Center Copenhagen 2023 | tCO2e  | %   |
|------------------------------|--------|-----|
| Total Scope 1                | 5.70   | 0%  |
| Total Scope 2                | 992.6  | 17% |
| Total Scope 3                | 4847.8 | 83% |
| Total                        | 5846.1 |     |

| Crowne Plaza Copenhagen Towers 2023 | tCO2e  | %   |
|-------------------------------------|--------|-----|
| Total Scope 1                       | 50.7   | 2%  |
| Total Scope 2                       | 324    | 10% |
| Total Scope 3                       | 2844.9 | 88% |
| Total                               | 3219.4 |     |

| AC Hotel Bella Sky 2023 | tCO2e  | %     |
|-------------------------|--------|-------|
| Total Scope 1           | 9.1    | 0.5%  |
| Total Scope 2           | 591.8  | 22.5% |
| Total Scope 3           | 2030.6 | 77%   |
| Total                   | 2631.6 |       |

| Copenhagen Marriott Hotel 2023 | tCO2e  | %   |
|--------------------------------|--------|-----|
| Total Scope 1                  | 21.1   | 1%  |
| Total Scope 2                  | 472.1  | 19% |
| Total Scope 3                  | 2004.3 | 80% |
| Total                          | 2497.5 |     |

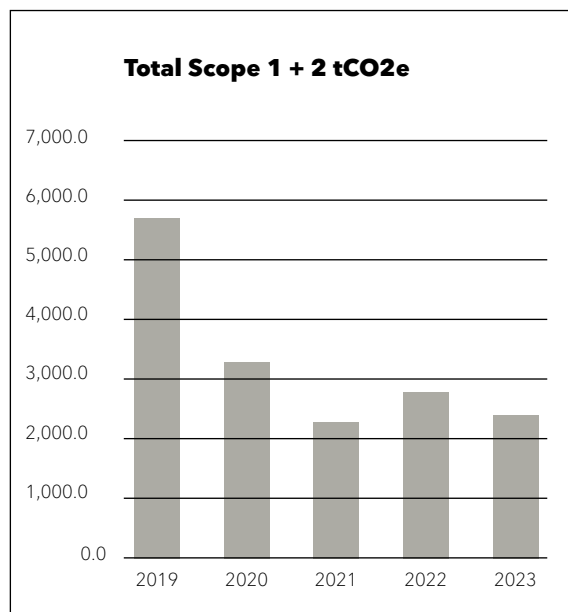
### Bellagroup's scope 1 + 2 emissions

With a reduced energy consumption compared to 2019, we have also seen a significant reduction in scope 1 and 2 CO<sub>2</sub>e emission from 2019 to 2023 across Bellagroup.

This reduction is mostly due to energy optimization focusing on lighting, heating, and ventilation control at all units. Likewise, the phase-out of cooking gas and fossil fuel driven vehicles has had a large impact on the reduction of scope 1 emissions.

From 2022 to 2023, Bellagroup's scope 1 and 2 emissions were reduced by 12%. Over the course of five years from 2019 to 2023, they have been cut 3247.9 tons CO<sub>2</sub>e - a 57% reduction.

In 2024 and going forward, we expect to cut emissions by an additional 380 tons with the completion of the Bella Center Copenhagen solar panel park.



Scope 1 + 2 CO<sub>2</sub>e emissions 2019 - 2023

### Scope 1 + 2 CO<sub>2</sub>e emissions 2019 - 2023

| Year                                 | 2019    | 2020  | 2021    | 2022    | 2023    |
|--------------------------------------|---------|-------|---------|---------|---------|
| Total Scope 1 + 2 tCO <sub>2</sub> e | 5,715.1 | 3,293 | 2,354.4 | 2,812.3 | 2,467.2 |

### Bellagroup's scope 3 emissions

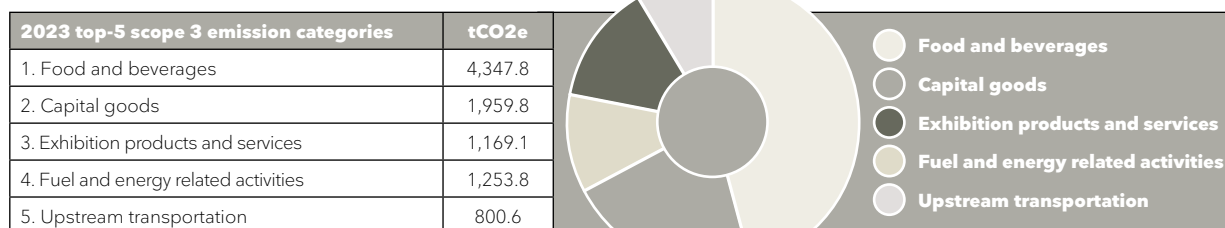
In 2023, Bellagroup has contributed to a total of 11,727.4 tons scope 3 CO<sub>2</sub>e emissions across all units and business areas. This is 1,971.5 tons CO<sub>2</sub>e less than in 2019 and a reduction of 14.5%.

However, comparing to our scope 1 and 2 CO<sub>2</sub>e emission reductions, we do not see our scope 3 CO<sub>2</sub>e emissions going down at the same rate.

As we now have the transparency of where we contribute to scope 3 CO<sub>2</sub>e emissions, we can initiate the right projects and set specific reduction targets to achieve the biggest impact.

In 2023, Bellagroup's top-5 largest scope 3 emissions categories across all units were:

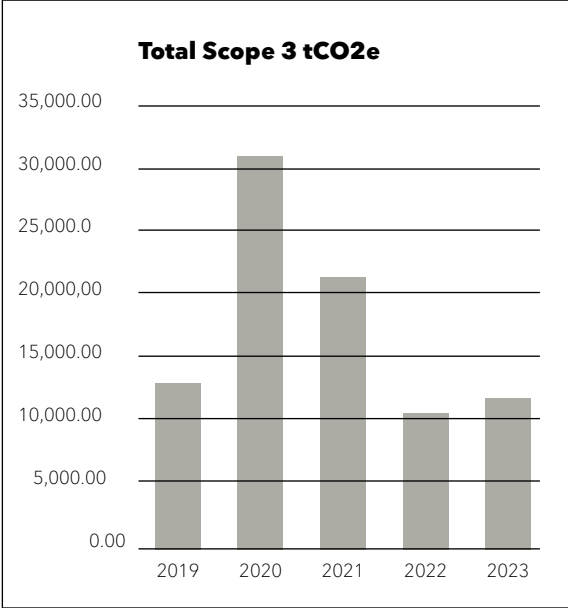
### 2023 top-5 scope 3 emission categories



The capital goods category reflects the annual investment in Bellagroup’s assets, such as buildings, maintenance, equipment, and vehicles. The category also covers one-time investments and larger constructions, including our solar panel park at the roof of Bella Center Copenhagen and the construction of Bella Arena.

However, the four other categories - F&B, exhibition products & services, and fuel and energy related activities and upstream transportation - are all directly linked to Bellagroup’s operation of our hotels and events.

In 2024, we will report on these four categories even further, as we start creating individual carbon footprint reports from all large events taking place in one or more of Bella Center Copenhagen’s halls, enabling us to identify emissions in more detail and enter dialogue with our customers and suppliers on how to drive these emissions down collaboratively.



Scope 3 CO2e emissions 2019 - 2023

**Scope 3 CO2e emissions 2019 - 2023**

| Year                | 2019     | 2020     | 2021     | 2022     | 2023     |
|---------------------|----------|----------|----------|----------|----------|
| Total Scope 3 tCO2e | 13,699.0 | 32,061.2 | 21,754.6 | 10,792.4 | 11,748.8 |







## Event climate reports - a shared transparency tool for future event impact mitigation

Congresses, fairs, and other types of events facilitate meetings between people.

Essentially, they form the starting point of many future partnerships and business agreements, or provide entertainment, insights, and new discoveries. This is when history is written - for the individual and for the world. A challenge in our industry is the carbon emissions associated with events and meetings, typically related to waste production, food and beverage consumption, energy spend, transport, and use of materials to build up the venue setting.

To deal with this impact, we collaborate directly with Bella Center Copenhagen's exhibitors and clients to address this joint challenge. However, with our climate reporting system implemented in 2023 covering all of Bellagroup's units, we now have an improved tool to engage in this dialogue with partners, clients, and suppliers to address the impacts associated with large events.

To gain more in-depth insights into the impact of individual events, separate event climate reports will, as of January 2024, be created for all large events held in one or more of Bella Center

Copenhagen's halls, disclosing the emissions associated with the specific event.

In that way, the reports offer transparency of both internal and client event scope 1, 2, and 3 emissions. However, they also serve as a tool for Bellagroup and Bella Center Copenhagen's clients alike to identify where to improve for future events - for example in terms of choosing F&B with a lower climate impact or generating less waste.

As we believe in sharing knowledge, the climate reports are offered free of charge, giving all large event organizers and clients the same chance to gain in-depth insights into the emissions associated with the setup and execution of their events.

The reports are generated in line with the GHG protocol, and cover the primary impact areas energy, waste, purchased goods and services, food and beverage, and upstream transportation. Reports made in connection with external events are not published unless done so by the client, however, Bellagroup will account collectively for event-related emissions as part of the annual ESG reporting going forward.







**F&B CO2e emission**

CO2e emissions associated with Bellagroup’s purchase of F&B is by far the largest of the company’s scope 3 categories.

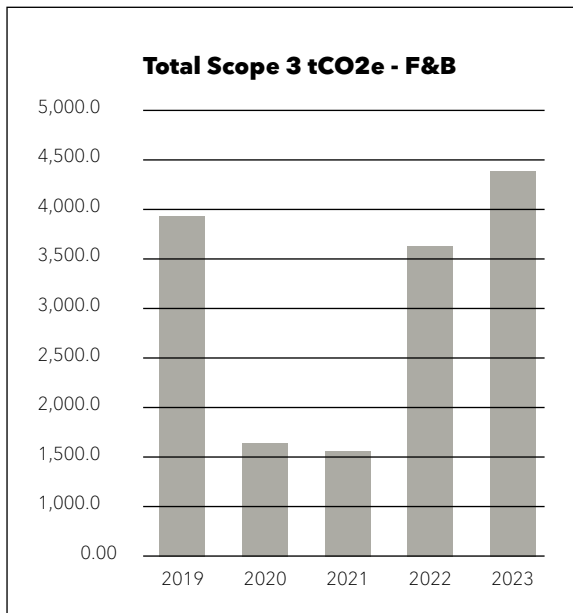
The identification of emissions associated with specific foods groups underlines the need for a collaborative effort to reduce especially the use of animal protein and dairy in our menus if we are to effectively reduce our scope 3 CO2e emissions.

However, with transparency of emissions associated with F&B, we can now address where we have the biggest impact, giving us the data and transparency to enter dialogue with our customers to help them make more responsible menu choices.

As part of the gained transparency, we will in 2024 update our Better Foods Road Map with F&B emission factors to strengthen internal awareness of F&B associated CO2e emissions and to better enable our clients to choose low-climate impact menus.

**Top-5 scope 3 CO2e emissions from F&B**

| 2023 top-5 F&B emission categories |
|------------------------------------|
| 1. Red meat                        |
| 2. Pork and poultry                |
| 3. Dairy                           |
| 4. Fish                            |
| 5. Coffee                          |



Scope 3 F&B CO2e emission 2019 - 2023

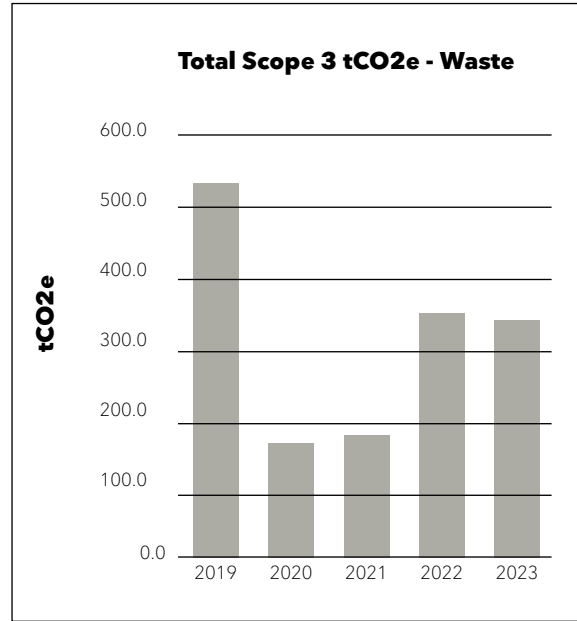
**Scope 3 F&B CO2e emission 2019 - 2023**

| Year      | 2019    | 2020    | 2021    | 2022    | 2023    |
|-----------|---------|---------|---------|---------|---------|
| F&B tCO2e | 3,979.7 | 1,672.1 | 1,569.4 | 3,622.9 | 4,347.8 |

**Waste CO2e emissions**

Better waste management means lower climate impact. Over the years, Bellagroup has worked strategically to reduce waste amounts and to increase a better sourcing of waste into reusing, recycling, and upcycling of waste in cooperation with both internal and external partners.

In 2023, Bellagroup has contributed to a total of 342.6 tons scope 3 waste related CO2e emissions across all units and business areas. This is 181.5 tons CO2e less than in 2019 and a reduction of 35%.



Scope 3 waste CO2e emission 2019 - 2023

**Scope 3 waste CO2e emission 2019 - 2023**

| Year        | 2019  | 2020  | 2021  | 2022  | 2023  |
|-------------|-------|-------|-------|-------|-------|
| Waste tCO2e | 524.1 | 171.5 | 187.8 | 354.7 | 342.6 |



### Upstream Transport CO2e emissions

Transport emissions are a large part of our scope 3 emissions, and accurate data is necessary to create full transparency and to set reduction targets.

In 2023, we have conducted our own analysis of our CO2e emissions associated with transport of goods and services to Bellagroup's four units where transport data from our primary suppliers form the basis of an average calculation of the yearly CO2e emissions associated with upstream transportation.

However, we still see a need for more direct data on these emissions, and we remain in close dialogue with our transport suppliers on how we can jointly share and disclose the necessary data to make this mapping even more accurate, thus enabling us to work together on reducing emissions from transportation to our facilities.

### Scope 3 upstream transportation CO2e emission 2019 - 2023

| Year                          | 2019  | 2020  | 2021  | 2022  | 2023  |
|-------------------------------|-------|-------|-------|-------|-------|
| Upstream transportation tCO2e | 923.7 | 707.5 | 575.9 | 831.5 | 800.6 |

### Employee Commuting CO2e emissions

In 2023, we have conducted an internal survey and analysis of Bellagroup's employees' transport to and from work to gain insights into the emissions associated with employee commuting to Bellagroup's four units.

The average distance from home to work for a Bellagroup employee is 20 km, and due to the in-person service associated with Bellagroup's production at hotels and venue, most employees commute to work on a daily basis.

While many opt for the public transportation options available, or choose to bike to and from work, many rely on car transportation. In average, a Bellagroup employee emit 700 kg CO2e annually when commuting.

In 2024, we will continue to promote the availability of discounted fares for public transport through Bellagroup's Employee Travel Pass to strengthen the awareness of the option to commute to work with bus, train, and metro.

Moreover, an investigation of the option to have more electrical car-chargers will identify whether it will be possible to charge more electrical cars during the day, thus creating a stronger incentive for Bellagroup's employees to switch from fossil fueled cars to electrical vehicles.

In 2024, a new employee commuting survey will be conducted to identify changes and obstacles related to transportation to and from work at Bellagroup's units.

### Scope 3 employee commuting CO2e emission 2019 - 2023

| Year                     | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------|------|------|------|------|------|
| Employee commuting tCO2e | 477  | 235  | 329  | 443  | 390  |

# Water

## Water management

A large amount of water consumption in Bellagroup can be ascribed to laundry and housekeeping operations.

The total water consumption in Bellagroup across all four units is in 2023 on par with our 2022 consumption.

Considering the higher activity level from 2022 to 2023, we have decreased the overall water consumption per guest, and especially Bella Center Copenhagen and Copenhagen Marriott Hotel have managed to reduce water consumption per guest by 37.5% and 25% respectively.

Overall, we have on group level decreased our water consumption by 32% from 2019 to 2023.

## Annual water consumption

| Total Water Consumption        | Unit           | 2019   | 2020   | 2021   | 2022   | 2023   | % change from 2019 to 2023 | % change from 2022 to 2023 |
|--------------------------------|----------------|--------|--------|--------|--------|--------|----------------------------|----------------------------|
| Copenhagen Marriott Hotel      | m <sup>3</sup> | 37,392 | 19,205 | 24,627 | 34,564 | 29,285 | -22%                       | -15%                       |
| AC Hotel Bella Sky Copenhagen  | m <sup>3</sup> | 59,119 | 13,768 | 13,635 | 32,659 | 39,240 | -34%                       | +17%                       |
| Crowne Plaza Copenhagen Towers | m <sup>3</sup> | 29,302 | 13,297 | 13,609 | 23,681 | 26,089 | -11%                       | +9%                        |
| Bella Center Copenhagen        | m <sup>3</sup> | 23,623 | 11,513 | 12,727 | 20,683 | 15,969 | -32%                       | -24%                       |

## Water consumption per guest

| Total Water Consumption per guest (m <sup>3</sup> ) | Unit           | 2019 | 2020 | 2021 | 2022 | 2023 | % change from 2019 to 2023 | % change from 2022 to 2023 |
|---|----------------|------|------|------|------|------|----------------------------|----------------------------|
| Copenhagen Marriott Hotel                           | m <sup>3</sup> | 0.21 | 0.34 | 0.27 | 0.24 | 0.18 | -14%                       | -25%                       |
| AC Hotel Bella Sky Copenhagen                       | m <sup>3</sup> | 0.2  | 0.34 | 0.44 | 0.17 | 0.17 | -15%                       | 0%                         |
| Crowne Plaza Copenhagen Towers                      | m <sup>3</sup> | 0.22 | 0.32 | 0.24 | 0.23 | 0.23 | +4%                        | 0%                         |
| Bella Center Copenhagen                             | m <sup>3</sup> | 0.09 | 0.03 | 0.12 | 0.08 | 0.05 | -44%                       | -38%                       |



## Cleaning with less water and chemicals

In the past year, we have also taken steps to reduce the consumption of water associated with housekeeping. In 2023, we have implemented the Viima cleaning system – which has been in effect at Crowne Plaza Copenhagen Towers for several years – at our two other hotels, AC Hotel Bella Sky and the Copenhagen Marriott Hotel.

The Viima cleaning system is based on advanced composite fibers with cloths and mops that have more than three times the cleaning power of other products on the market. In addition to having a high cleaning effect, water consumption for cleaning is also reduced by at least 80% compared to traditional methods, as the composite fibers can lift and retain both particles and bacteria.

This means that we can now offer our guests a clean and chemical-free hotel experience with less use of water. Furthermore, also means improved working conditions for our housekeeping who are now less exposed to chemicals in their cleaning products, just as less friction results in less physical strain during daily operations.

In 2024, the Viima cleaning system will be implemented in Bella Center Copenhagen, and will thus be the only cleaning method in use across Bellagroup.



## Biodiversity



Although situated in an urban environment, all three Bellagroup hotels and Bella Center Copenhagen should promote a sustainable relationship between humans and nature to ensure resilient ecosystems through biodiversity. This includes ensuring biodiversity impact assessments when building new venues, ensuring the use of sustainable construction materials, or only sourcing and serving sustainably certified seafood, just to name a few examples.

As part of Bellagroup's focus on biodiversity, several hundred thousand honeybees are offered accommodation by AC Hotel Bella Sky where they thrive in the green spaces around the hotel and Bella Center Copenhagen.

The bees are looked after by ByBi, a socially responsible organization, which cultivates a regenerative system where bees, flowers, and humans thrive together. ByBi recruit their beekeepers among refugees, the long-term unemployed, and the homeless, thus creating a space for more species and more positive experiences with each other - with honey as a natural return of a community that becomes richer over time.

In 2023, our local bees produced 152 kilos of honey, which was - among other purposes - served to our guests at Bella Center Copenhagen and AC Hotel Bella Sky.

## Waste

### Waste management

In Bellagroup, we have a zero-waste ambition. For us this means sending as little as possible to the landfill and ensuring waste materials are reduced, reused, recycled, or repurposed.

Our waste reduction strategy seeks to decrease the overall amount of waste produced at our venue and hotels. We separate our waste into different fractions, and we collaborate directly with exhibitors and clients to further increase the amount of sorted and recyclable waste, along with upcycled products and materials.

Through strategic partnerships, we continue to investigate how we can reduce our impact by finding new ways of turning waste into new, valuable resources.

### Waste consumption

The annual waste consumption is closely linked to guest occupancy rates and the number of large



## Annual waste consumption

| Total waste                    | Unit | 2019    | 2020  | 2021  | 2022  | 2023  | % change from 2019 to 2023 | % change from 2022 to 2023 |
|--------------------------------|------|---------|-------|-------|-------|-------|----------------------------|----------------------------|
| Copenhagen Marriott Hotel      | Ton  | 258.4   | 105.1 | 112.2 | 190.7 | 248.9 | -4%                        | +23%                       |
| AC Hotel Bella Sky Copenhagen  | Ton  | 362.2   | 60.5  | 35    | 192.6 | 218.6 | -40%                       | +12%                       |
| Crowne Plaza Copenhagen Towers | Ton  | 272.1   | 113.3 | 123.7 | 204.5 | 113.3 | -58%                       | -45%                       |
| Bella Center Copenhagen        | Ton  | 1,134.3 | 367.6 | 410.4 | 677.7 | 827.9 | -27%                       | +22%                       |

| Waste per guest                | Unit | 2019 | 2020 | 2021 | 2022 | 2023 | % change from 2019 to 2023 | % change from 2022 to 2023 |
|--------------------------------|------|------|------|------|------|------|----------------------------|----------------------------|
| Copenhagen Marriott Hotel      | kg   | 1.5  | 1.9  | 1.3  | 1.3  | 1.6  | +6%                        | +16%                       |
| AC Hotel Bella Sky Copenhagen  | kg   | 1.2  | 1.5  | 1.1  | 1.0  | 1.0  | -22%                       | -6%                        |
| Crowne Plaza Copenhagen Towers | kg   | 2.0  | 2.7  | 2.2  | 2.0  | 1.0  | -50%                       | -51%                       |
| Bella Center Copenhagen        | kg   | 4.2  | 1.0  | 3.9  | 2.6  | 2.8  | -35%                       | +5%                        |

events we host at Bella Center Copenhagen. Therefore, we expect to see higher volumes corresponding to the increase in hotel and venue guests from 2022 to 2023.

However, Bellagroup's units have overall achieved a significant decrease in waste volumes with a 30.5% reduction from 2019 to 2023.

Copenhagen Marriott Hotel is the one unit that continues to be the most challenged by high waste volumes and is the only unit that has not seen a decrease in waste volumes per guest from 2019 to 2023. However, the renovation of Copenhagen Marriott Hotel means that there in 2023 has been a thorough cleanout of storage etc., just as building waste has contributed to the higher waste volumes reflected in this year's waste report.

Bella Center Copenhagen has seen a slight increase in waste pr. guest in 2023 compared to 2022. However, the volume per guest has from 2019 to 2023 decreased by 34.7%. In 2024, we will continue to explore how event waste can be avoided and diverted into new purposes through upcycling.

The overall ambition for 2024 is to reduce waste related emissions by 5% on group level compared to 2022. This will be done by creating less waste and by more upcycling of waste products.



## Upcycling

Circularity and upcycling as a way of creating a new life for items otherwise considered waste is a central focus in Bellagroup's zero waste strategy.

In 2023, we unveiled the meeting room The Brewery at AC Hotel Bella Sky Conference & Event - a room that has been created in collaboration with Carlsberg with a special focus on upcycled materials, including upcycled wood from the very first Bella Center Copenhagen hall, Hall H, that in 2021 was replaced by the new Bella Arena.

However, The Brewery is not only a room with a special focus on circularity. It is also a room that fosters innovation and that, with an upcoming podcast project slated for production in 2024, will be the setting for discussions on how we shape the society of tomorrow.

## Upcycling focus of The Brewery

### **Reclaimed Bella Center Copenhagen wood used for acoustic panels, conference table and cupboards**

Old wooden beams carefully collected from a former Bella Center Copenhagen hall, Hall H (1972 to 2021). The wood has been cleaned by removing nails, screws, brackets etc., after which the wood is profiled and cut to length. The old finish and wear and tear of the wood is cut away, but the wood still visibly tells its story.

### **Floor made from recycled oak and ash off-cuts**

Floorboard cut-offs have been used to create a wooden floor pattern in the room with what would otherwise have been discarded, thus ensuring responsible use of all the natural resources rather than turning them into waste.

### **Furniture made from disposable Carlsberg DraughtMaster kegs**

The disposable Carlsberg kegs have been used for conference table and cupboards. The kegs are collected from bars, hotels, and restaurants, cleaned and ground down to a granulate. The upcycling process takes place locally in Denmark where the granulate is heat-pressed into thick boards. The result is terrazzo-like due to the various plastic types.

The DraughtMaster kegs have also been used for the R.U.M. chairs designed by Wehlers and based on sustainable principles of "Respect, Repair, Reuse, Recycle and Remember".







## From waste to resource - upcycling carpets and banners

Fulfilling Bellagroup's zero-waste ambition requires both innovation and collaboration.

In Bella Center Copenhagen, where Bellagroup has its largest production of waste, we collaborate directly with exhibitors and clients to further increase the amount of sorted and recyclable waste, along with upcycled products and materials.

In 2023, we have started testing out a partnership with the external waste partner the UPCYCL to find ways to reduce our waste through upcycling of used banners and carpets from events in Bella Center Copenhagen.

Through the UPCYCL platform, our banners and carpets become available to a network of stakeholders with focus on circular economy, amongst them companies who reuse our waste materials to produce furniture, building materials, or design components.

In that way, we can now offer our customers in Bella Center Copenhagen more sustainable meeting and exhibition solutions as we reduce our impact on the environment and climate.

**The cooperation with the UPCYCL is a one-year test period to see if this solution works for Bella Center Copenhagen's production with the anticipated outcome.**



## Food waste

Reducing food waste is an integral part of our approach to Responsible Hospitality and a very important issue for our stakeholders.

In Bellagroup we work to reduce food waste in every step of food and beverage production and consumption processes: From purchasing and menu planning to donation of excess edible items and disposal of remaining inedible food.

We work actively with a wide array of partners in our food rescue program to ensure no good food goes to waste. The food that is wasted is sourced separately and turned into biogas along with our organic waste in general. In 2023, we turned Bellagroup's organic waste into approximately 24,000 m<sup>3</sup> biogas.

In 2023, we have ramped up our internal processes for food waste reduction as a joint focus area across all units. This means that we in 2024 will measure and register all buffet food waste to better identify future solutions.



Moreover, we have expanded the treatbox concept from Crowne Plaza Copenhagen Towers to our other hotels, giving our guests the opportunity to take home leftovers from our afternoon buffets.

Our target for 2024 is to reduce food waste on group level by 10% compared to 2022 food waste amounts.



## On a joint mission to reduce our food waste across Bellagroup

Food waste is a major, global problem – in fact, two billion people could have been fed by the food that ends up as waste every year on a global scale.

But food waste does not only have social and economic consequences – it is also a problem for the climate. Did you know that food waste accounts for more annual carbon emissions than flight transportation?

As part of our Responsible Hospitality focus in Bellagroup, we will in 2024 strive to reduce our food waste by 10% compared to 2022. This target is also one of our annual ISO objectives.

We already have a lot of internal training and initiatives in place to reduce food waste – from purchasing and production of breakfast, buffets, and dinners in

our many outlets to the way the food is served to the end consumer.

To create an even better foundation for a strategic food waste management, we will from 2024 be measuring and registering food waste through e-smiley in all Bellagroup kitchens to give us the data we need to set the right targets and initiate the right projects going forward.

Finally, we will be extending our use of the so-called treat boxes where guests have been given the opportunity to take home buffet leftovers – that for several years have been part of the guest experience at Crowne Plaza Copenhagen Towers – to our other two hotels.

# Food & beverage

## Responsible F&B

In Bellagroup, we host and serve thousands of guests every year, offering an assortment of food and beverages. This supports a healthy lifestyle and integrate environmental and social considerations into our sourcing practices.

This includes increasing our sourcing of sustainably certified products, the advancement of biodiversity, animal welfare, sustainable fishing practices, and reducing the use of animal proteins with a high carbon footprint.

We strive to strengthen as transparent a supply chain as possible. In other words, we want to know exactly how the products we buy are grown, made, and sourced. All as part of our efforts to maximize and improve a positive impact - and eradicate any negative activities. Our mission is to source high-quality products with a sustainable profile that adds value to guests and customers alike.

When sourcing food and beverages, we lean on several key principles:

- Locally sourced
- Seasonal
- Fairly traded
- Organic
- Animal welfare at heart
- Sustainably certified

Continually rethinking and optimizing our product inventory is an integrated part of our food and beverage strategy. By driving and supporting sustainable innovation within the food sector, we aim to offer our guests the very best gastronomic experiences on all levels.

We are proud to hold a silver label (60-90% organic produce) at our breakfast restaurants at Crowne Plaza Copenhagen Towers and a Bronze label (30-60% organic produce) at our Bella Center Copenhagen canteen.

In 2024, we will continue improving our focus on identifying and reducing the climate impact of our F&B across Bellagroup.

## Food donations

Although reducing food waste is a strategic focus area across Bellagroup's units and food outlets, avoiding left over food completely is close to impossible.

In connection with congresses, fair, and events there can be an overproduction of, for example, sandwiches and salads that have not been sold and which must be consumed within a short period of time. In those instances, Bellagroup collaborates with a number of partners and organizations that distribute food donations to shelters, soup kitchens, or charities.

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## The Round table

One of our food rescue partners is Det Runde Bord (The Round Table) - an organization comprising voluntary chefs and social workers who provide a healthy and nutritious diet to the homeless and socially disadvantaged by utilizing donated and surplus foods.

During the last 10 years, Det Runde Bord has distributed more than 7 million free meals to those in need.

Again in 2023, Bella Center Copenhagen partnered with Det Runde Bord to produce and distribute Christmas meal boxes to shelters and organizations that help socially marginalized individuals to enjoy a wholesome Christmas meal.



# Social Responsibility

As agents of hospitality and events, social responsibility is in our very DNA.

We directly affect the lives of thousands of guests, partners, suppliers, and employees, and we need to nurture these relationships responsibly.

Social responsibility is also about being a force for positive change in our community - giving back to our neighbors in our local community, as well as creating and attracting major events and publicity for Denmark and Copenhagen as a destination.

## Risks

Our industry has historically been challenged in terms of access to qualified labor. We are reliant on the movement of international labor. Moreover, our strategic cooperation with municipal job centers is some of our key tools in addressing this challenge.

Bellagroup employs a wide range of people from many origins and nationalities. Several of our team members have come to Denmark as refugees or immigrants. Despite our continued efforts to ensure necessary language skills, cultural or linguistic challenges can arise. In terms of safety, we have handled this by offering safety courses in several languages to our team members.

Furthermore, our aim is to present critical safety instructions in visual as well as written form.

## Challenges of a high-paced industry

Bellagroup operates in an industry where service delivery is of the essence.

Especially in connection with planning and execution of large events, employees can in certain periods experience a high workload - not least at Bella Center Copenhagen where large, international congresses with up to 12,000 participants takes place.

In 2023, we have, in the wake of the COVID-19 pandemic, had a very high activity level at Bella Center Copenhagen with a record-breaking visitor count, and we have seen many postponed events being executed along with newly planned ones. At the same time, we are still a relatively new organization, as many new employees have been recruited in 2022 and 2023 while business picked up again post-pandemic.

This means that the Bella Center Copenhagen organization has been challenged in certain periods during 2023, which is also seen in the annual employee turnover for Bella Center.

To address the challenges of a complex and busy organization, we have in 2023 initiated Project Highline where the first part of the project has consisted of an extensive analysis of our internal working processes. This has identified both gaps and overlaps that are now being addressed to create a stronger synergy between departments and functions to foster a more transparent workflow, especially connected to sale, planning and execution of large events.

The work to implement Project Highline and strengthening our internal processes and workflows continues in 2024, where the implementation of the ERP system Momentus will serve as an important tool for better and smoother planning, design, and execution of large events.

## Values

Bellagroup has a set of corporate values that unites us as a group across teams, units, and working areas. In 2023, we have strengthened our core value - from "One Team" to "One Team - Greater Together".

In Bellagroup, we are all different in terms of culture, language, religion, the clothes we wear, and how we approach our jobs. However, by the new addition to our core value, it is also emphasized that we are all part of something bigger. We can do a lot on our own, even more in our teams, but together we can unlock new potentials as a group.

In 2024, our objective is to increase employee satisfaction by strengthening the One Team - Greater Together value.

## Recruitment

In Bellagroup, we have always worked strategically to create a positive impact on our local community through our recruitment strategy, and our partnerships with local municipalities play a key role to this end. We not only recruit many colleagues through our municipal job center partnerships, but also provide skill development opportunities for those on the edge of the labor market.





# ONE TEAM - GREATER TOGETHER

**Nordic at heart  
- Global at mind**

**Professionalism**

**Playing  
to win**

**Responsible  
Hospitality**

In 2020 and the first half of 2021, all recruitments and budgeted training activities were paused due to a complete COVID-19 lockdown. This was followed by the termination of a large part of the workforce, and most of the remaining employees were sent home on paid leave.

After recruiting 230 new employees during the last half of 2021, we continued to recruit on a large scale throughout 2022.

In 2023, we have found a more stable level of our workforce and have therefore also seen significantly less recruitments over the past year. As of December 31, 2023, Bellagroup totals 521 permanent employees and 1,237 on-call employees.

## **Apprenticeships**

In Bellagroup, we provide apprenticeships and work experience opportunities for students in collaboration with various educational institutions and company internship programs. During the past year, we had the pleasure of welcoming 64 apprentices to Bellagroup.

## **Talent and training optimization**

As a large organization with diverse talents, all of which require nurturing, we aim to provide the right framework for our employees to progress and develop throughout their careers at Bellagroup.

In 2023, the primary training focus has been on internal training activities concentrating on a few mandatory and critical training areas: GDPR, IT Security, and Brand Standards, in addition to our traditional onboarding and PI training sessions, as well as ad hoc custom-made training sessions.

Overall, we have conducted 5,873 training hours in 2023, which is a lower number than the year before, reflecting that Bellagroup is still a new organization post-pandemic where considerable resources have focused on implementation of the new ERP system.

However, in 2023 significant steps have been taken to ramp up Bellagroup's internal training and development with the launch of a Learning & Development platform available to employees, offering an extensive training and an array of development opportunities.

This also means that we, in the first half of 2024, expect to reach the same amount of training hours conducted in all of 2023.

## **Sustainability Ambassadors**

As part of Bellagroup's new Learning & Development platform, a new course has been created to foster sustainability ambassadors across Bellagroup.

Through the course, the attending employees will gain in-depth insight into Bellagroup's sustainable strategy and initiatives from an operational and commercial view, making it possible for them to identify sustainable trends and opportunities for sustainable industry development.

Moreover, the course will enhance their ability to communicate and explain Bellagroup's sustainability strategy externally, as well as enable them to better understand the expectations from customers, clients, and partners and help bridge new solutions for a common good.



## Launch of new L&D platform for ongoing learning and continued growth

In Bellagroup, we wish to foster development, both for our employees as individuals and for Bellagroup as a whole.

We believe that ongoing learning is essential for continued professional and personal growth, and we are committed to ensuring accessible learning and development opportunities for all employees within our group.

To strengthen the training and development of Bellagroup's employees, a new Learning & Development platform has been launched during 2023, offering a diverse array of learning initiatives, spanning the six domains; Bella Skills, Bella Way of Working, Bella Leadership, Bella Safety, Bella Culinary Chefs, and Bella Elevate.

The curriculum encompasses brand-specific hotel training, skill enhancement, personal development, and leadership advancement. The programs are delivered both through virtual learning, web-based platforms, and expert-led in-person sessions.

The extensive training and development program will be offered in the periods with less activity, starting in the first half of 2024.

### Collective agreements

In Bellagroup, we value our close cooperation with the unions and the union representatives of our employees.

We want to create the best possible working conditions for our employees with the aim of avoiding disputes and maintaining peaceful corporation in the workplace. We encourage our employees to elect trade union representatives. Currently, there are two union representatives at Bellagroup representing two different trade unions.

In 2023, we have negotiated all our collective agreements covering Bellagroup's employees.

| Salaried/Collective Agreements | 2019     |                      | 2020     |                      | 2021     |                      | 2022     |                      | 2023     |                      |
|--------------------------------|----------|----------------------|----------|----------------------|----------|----------------------|----------|----------------------|----------|----------------------|
|                                | Salaried | Collective Agreement | Salaried | Collective Agreement | Salaried | Collective Agreement | Salaried | Collective Agreement | Salaried | Collective Agreement |
| Bellagroup                     | 161      | 639                  | 109      | 204                  | 129      | 297                  | 151      | 409                  | 172      | 349                  |
| Copenhagen Marriott Hotel      | 13       | 159                  | 12       | 60                   | 12       | 99                   | 12       | 113                  | 10       | 57                   |
| AC Hotel Bella Sky Copenhagen  | 22       | 214                  | 5        | 14                   | 35       | 3                    | 10       | 84                   | 9        | 72                   |
| Crowne Plaza Copenhagen Towers | 21       | 153                  | 16       | 61                   | 17       | 62                   | 14       | 70                   | 15       | 67                   |
| Bella Center Copenhagen        | 105      | 113                  | 76       | 69                   | 97       | 101                  | 115      | 142                  | 138      | 153                  |



## Bellagroup provided me and my rainbow family with security

Case: Kaspar Mørk Arianto, Communications Director



In the summer of 2023, when I approached Bellagroup's leadership to initiate a conversation about the lack of rights for rainbow families regarding secure and financial parental leave, it was with the hope of creating better conditions for my own situation. Instead, Bellagroup responded with new guidelines that not only improved the parental leave options for me but for ALL rainbow families in Bellagroup, i.e. families where one or more parents may not yet be legally recognized concerning parental leave and inheritance, among other aspects.

I went from the prospect of 0 days of paid parental leave to enjoying 11 weeks with full pay. This enabled a secure and present start to our newborn son's life, allowing both my husband and me to be at home during the initial period without depending on a single income. With Bellagroup's initiative, I no longer feel seen merely as an employee but as a human being, as my whole self. For once, not as a rainbow-colored minority peering through the window at the basic rights others have, but as part of a community where we support new parents regardless of their gender and sexual orientation.

Simultaneously, the development of the new Parental Leave Policy for rainbow and surrogacy families signals a company that takes its employee responsibility seriously. In cases where the state fails to adequately protect its citizens, Bellagroup is not afraid to forge its own path and dip into its pockets to invest and care for its employees. This message benefits not only my family but all employees who can see that Bellagroup is innovative, takes responsibility, and provides a safety net. It is indeed a true form of social sustainability.

### **Inclusion, diversity, and equality**

In Bellagroup we strive to create an inclusive culture in which our employees can be their authentic selves at work.

We are committed to empowering our employees to meet their full potential, and we provide an environment of mutual respect, while at the same time offering possibilities to learn, acquire new skills, and stimulate a greater sense of fulfillment in their lives.

We are proud to employ and serve colleagues representing many backgrounds, cultures, sexualities, religions, and nationalities here in Bellagroup. Our diversity is considered a strength, sparking innovation. Together, we foster a dynamic work environment with an inclusive culture, where everyone feels valued and respected, and where everyone is treated fairly as equals.

As one of Denmark's largest hospitality groups, we understand that Bellagroup is a catalyst for social integration. We provide many young people with their first job, or help immigrants and refugees settle in a new country and support their integration in Denmark - not only as part of the workforce but as part of a community.

We are passionate about providing people the dignity and respect to contribute to the society in which they live, to support their families and dependents, and to help them navigate their individual life journeys.

In 2023, we have updated our terms for child leave to accommodate different types of families. This means that Bellagroup now offers 11 weeks of paid parental leave to parents in rainbow families who, in accordance with current legislation in Denmark, cannot be legally registered as parents at the child's birth. We call this leave "farsel" but, in principle, it can also be offered to an intended mother who cannot be legally registered as a parent of her surrogacy child.

"Farsel" at Bellagroup will primarily be used in families established through surrogacy since they are not yet protected by Danish law. Starting from 2024, social parents in multi-parent constellations will have the opportunity to participate in the biological parents' leave, according to recent changes in the maternity leave law.

# Health & Safety

In Bellagroup, we have an obligation and a responsibility to ensure that our team members return safely to their families and loved ones after a workday at Bellagroup. Therefore, we continue to put safety and wellbeing of our team members above everything else.

We believe that good health contributes to a good life - work life included - and that a good life contributes to a better overall productivity in the workplace. We therefore work proactively to promote healthy lifestyles to all our employees.

Our health strategy is ambitious and aimed both at healthy employees as well as those who unfortunately face illness. Some of our tools include workplace evaluations in addition to personal and professional development schemes. We offer health insurance and check-ups for senior colleagues or employees working nights. We also facilitate and encourage company sports associations and events, discount on gym memberships, and massage therapy - just to name a few initiatives. We want to create an environment that supports a healthy lifestyle and healthy habits in a joyful and motivating manner.

## Team member health

We continue to aim for our goal of having 0 serious health and safety incidents at Bellagroup, and we are glad to have upheld this ambition during 2023. Our focus areas continue to be 1) Well-being and culture 2) Safety and the physical workplace and 3) Ergonomics.

In 2023, we have emphasized the importance of a healthy physical working environment by inviting a physical therapist to visit all our locations to train employees in ergonomics and important ground rules for a healthy working environment.

To gain a better insight into our physical and mental working environment at Bellagroup, all employees have in 2023 been invited to complete a workplace assessment (APV) and an engagement survey followed up by PULSE surveys.

Moreover, all employees are invited for annual performance interviews with their closest manager to ensure an ongoing dialogue about well-being, performance, and future development opportunities.



In 2023, we have updated our Employee Guide, which is a valuable resource for all Bellagroup employees, promoting consistency, efficiency, compliance, and communication within the organization. It helps employees understand expectations, navigate processes, and uphold organizational values.

## Health & Safety Committee

Bellagroup's has a Health & Safety Committee including Bella Center Copenhagen, AC Hotel Bella Sky, and Copenhagen Marriott Hotel, as well as one for Crowne Plaza Copenhagen Towers holding up its own independent setup.

The main functions of the health and safety committees are to facilitate cooperation, carry out measures to improve the safety of workers, and to support implementation of health and safety standards, rules, and procedures. Our Health & Safety organization operates on two levels and includes an overall committee and four working groups.

In 2023, new employee representatives have been elected for a period of two years. To strengthen our current health and safety organization, we have also welcomed five new managers during 2023 who all contribute with their competencies and important knowledge within different business areas.



### **Health & Safety Training**

As our organization rebuilds following the pandemic and all our facilities have once again been taken into use, health and safety training has returned as a mandatory part of onboarding for all new employees.

### **Mental health**

In addition to physical health and safety, we take steps to ensure the mental health of our team members.

We support all our employees by offering mental health resources accessible through our employee health insurance, maintaining consistent, open communication from our leaders, and operating with transparency.

### **Safe to visit**

Our responsibilities also include the health and safety of the guests and business partners who visit our hotels and venues daily. If we instigate a strong safety culture amongst ourselves, this will also have a positive impact on our guests and business partners.

Copenhagen, Denmark, is one of the safest destinations in the world. Situated in the Danish capital, Bellagroup has a close collaboration with authorities and government officials to ensure the highest level of security for our guests who come with many different needs and requirements.

We review our procedures as often as possible and have an extensive risk assessment toolbox in place, making it possible to customize security solutions for each individual event. The group comprises significant expertise and experience within crowd management and handling of large events no matter the size.

### **Food Safety**

We set and maintain very high standards in terms of food safety and quality. Our chefs and food & beverage managers constantly reinforce the principles of food safety.

All our units comply with food and safety rules and regulations and have only received elite smileys and exceptional reports from the Danish Ministry of Environment and Food.

To be abreast of allergies and food intolerances, we label and pack our food and beverage with a

full description of ingredients. We also encourage our guests to ask about allergenic ingredients pertinent to them.

### **Health insurance**

All salaried employees are covered by the company's private health insurance with Pension Danmark or Gjensidige. These health insurances follow the pension payment and are in effect from day one if the employee has previously made installments to a pension fund when they start at Bellagroup.

In addition, Bellagroup has chosen to facilitate supplementary insurance for the employees covered by the collective agreement through Dansk Sundhedssikring, which comes into effect after six months of employment.

Bellagroup has in 2023 changed its health insurance provider to ensure better coverage and more employee options, including insurance availability to own family.



# One Team – Greater Together

Shaping the sustainable hospitality platform of the future is not a task that can be administered by a single person, department, or company.

It requires cooperation and commitment - externally and internally - to understand and solve the challenges and possibilities of sustainable transitioning.

With the strategic focus “One Team - Greater Together”, we embrace our own corporate core value and underline our commitment to working together to responsibly host moments that matter. We embrace partnerships, networks, and collaborations that extend beyond our own organization to constantly develop, discover, and implement the necessary sustainable solutions.

## **A valuable part of our local community**

A good example of our One Team - Greater Together focus is Bella Center Copenhagen and how our venue has become part of the local community over the years.

When Bella Center Copenhagen moved to its current location, it was the only building in the local area. This is no longer the case. As the Copenhagen city district of Ørestad has evolved, Bella Center Copenhagen is now part of a lively neighborhood with houses, apartments, restaurants, and shops - and a lot of new, close neighbors of all ages.

Placed in the middle of this new residential area, we aim to embrace Bella Center Copenhagen’s location by becoming a valuable part of our local community.

In 2023, we expanded our neighborhood involvement by partnering with the Municipality of Copenhagen to open a daycare facility at Bella Center Copenhagen, strengthening ties with the local community. Likewise, we have integrated our building façade with the local community by offering spaces for shops and cafes that can help foster valuable connection between Bella Center Copenhagen and the local neighborhood.



In 2024, we will apply the same mindset to Copenhagen Marriott Hotel and the local area by the harbor to create a closer connection to the locals and visitors by expanding and opening up our hotel terrasse.

## **Collaborating to innovate through cross-organizational working groups**

Being One Team - Greater Together is not only a question of Bellagroup being a valuable external resource and part of the local community.

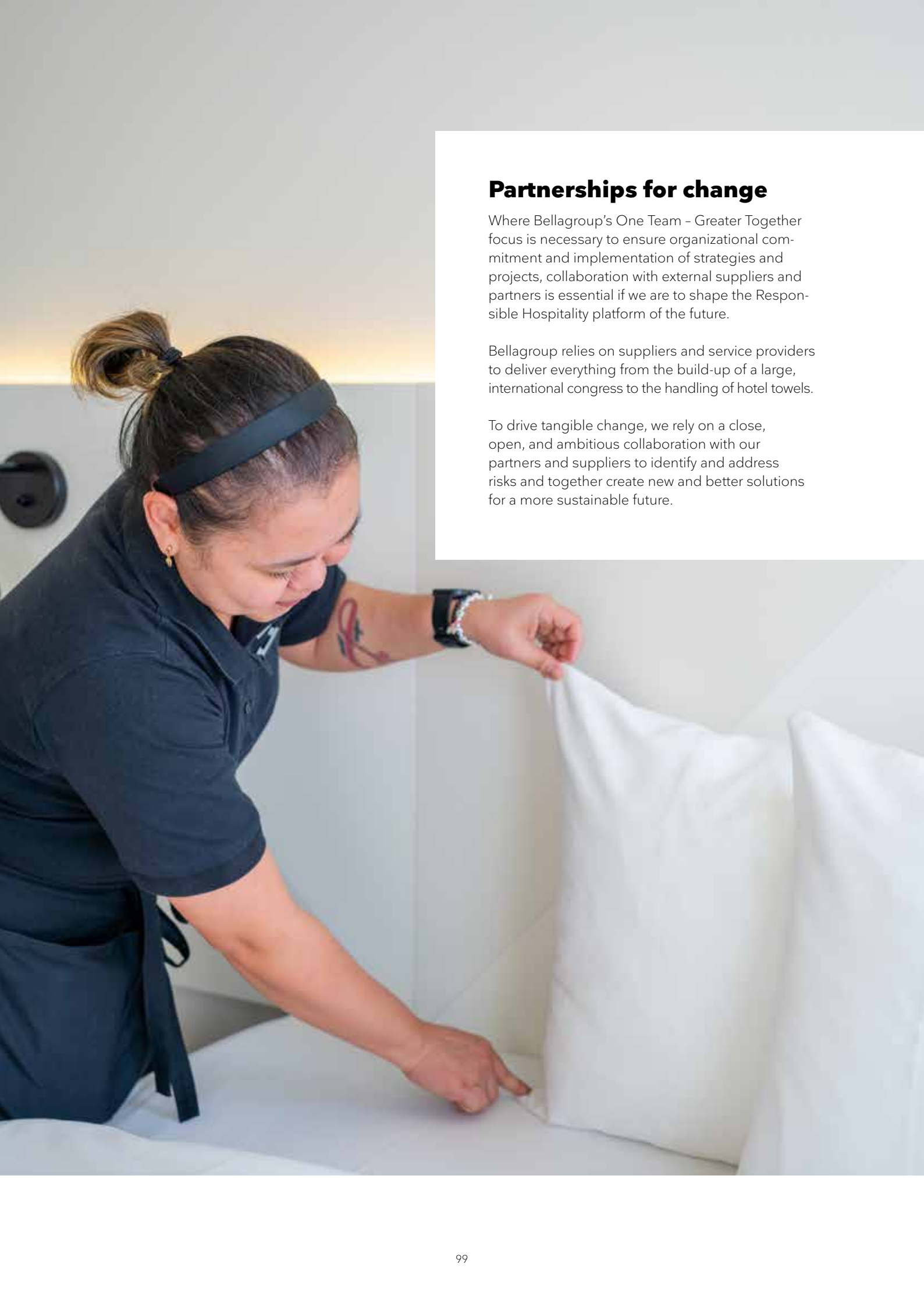
Internal collaboration across our different units is essential to rooting our Responsible Hospitality commitment within in the organization, developing on our strategic focus areas and reaching our objectives as a group.

In 2023, a new cross-organizational process has been created to strengthen the collaborative approach to Bellagroup’s sustainability efforts.

As part of this process, a number of cross-organizational working groups have been established, each focusing on material aspects of Bellagroup’s operation, namely:

- Energy, climate & biodiversity
- Food, beverage & food waste
- Waste, materials & upcycling
- Social responsibility
- Governance & compliance

The groups comprise a range of employees with different perspectives and insights into the various focus areas. Together, they will come up with new solutions, projects, and initiatives to be ultimately verified by a steering committee and approved at the management’s annual review, as part of the company’s ongoing sustainability work.



## Partnerships for change

Where Bellagroup's One Team - Greater Together focus is necessary to ensure organizational commitment and implementation of strategies and projects, collaboration with external suppliers and partners is essential if we are to shape the Responsible Hospitality platform of the future.

Bellagroup relies on suppliers and service providers to deliver everything from the build-up of a large, international congress to the handling of hotel towels.

To drive tangible change, we rely on a close, open, and ambitious collaboration with our partners and suppliers to identify and address risks and together create new and better solutions for a more sustainable future.



## Working together for worry-free housekeeping

One example of a supplier partnership that fosters real change is Bellagroup's collaboration with The Ellen Group, a Danish cleaning company that has handled all housekeeping at AC Hotel Bella Sky since 2022, and additionally at Copenhagen Marriott Hotel since 2023.

Housekeeping is traditionally a job that involves a high degree of physical labor and repetitive tasks, often perceived as less prestigious and meaningful than other types of employment.

Driven by a desire to change the negative perception of housekeeping, Bellagroup's Central Housekeeping Manager, Heidi Axelsen, initiated a partnership with the newly established housekeeping service The Ellen Group in 2022.

Under the slogan "worry-free housekeeping", the partners agreed that the hotel housekeeping should be as fair as possible rather than as cheap as possible, benefiting both companies and, most importantly, the housekeepers themselves.

### Valuable work that makes sense to all

The mission of the partnership was clear: Working as a housekeeper should be valuable work with room for development, pride in what you do, and a desire to go to work every day.

Fair working conditions and sufficient time to carry out the job were prerequisites for the concept created by Bellagroup and The Ellen Group. Just as important, Bellagroup and The Ellen Group decided to work as one team from the get-go, making sure all housekeepers are an integrated and valuable part of Bellagroup in the same way as any other employee.

This means that new housekeepers are trained in Bellagroup's cleaning methods and get a thorough onboarding to Bellagroup's values and culture. It also means that all housekeepers are invited to company parties and social events, and that they receive Christmas presents just like all other Bellagroup employees.

### Room for professional and personal development

One thing is to be well-integrated into to your company's culture, another is to thrive in your job.

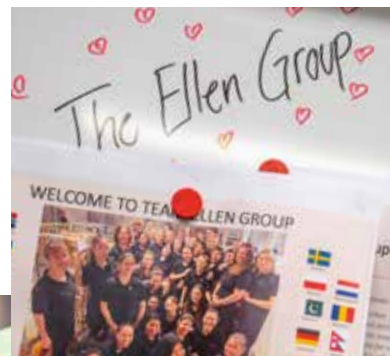
To ensure that the housekeepers have the chance to develop and grow in their role, Bellagroup and The Ellen Group have created a unique training program, in which the housekeepers can choose to go through three different levels of training, ranging from being able to clean a room alone to become associated trainer and supervisor.

However, training and development is also offered on a more personal level. Since the housekeepers come from a broad range of nationalities, learning Danish is high on their wish-lists.

In the shoulder season with less visitors, The Ellen Group and Bellagroup have set up our own language school for 20 hours pr. week with a language program created specifically to the housekeepers, held on-site in a meeting room of one Bellagroup's hotels. In addition to learning Danish, other practical aspects to holding a job in Danmark, like reading a pay slip and paying taxes, are also part of the curriculum.

In a strong partnership, Bellagroup and The Ellen Group have reimagined meaningful employment in a traditionally low-prestige job, driven by the ambition to simply do better.





Bellagrup's Central Housekeeping Manager, Heidi Axelsen, and CEO and Owner of the Ellen Group, Kasper Willemoes.



# Disclosure of non-financial KPIs

The non-financial key performance indicators of Bellagroup's 2023 Responsible Hospitality report consist of generic ESG data aimed at further informing our stakeholders.

**These metrics cover the three focus areas:**

Governance & Ethics; diversity in management, anti-corruption, human rights, ethics, committees, and data privacy & security, Environment & Climate; greenhouse gas emissions, energy consumption, water, waste, and food & beverage (F&B); and Social Responsibility; employee turnover, health & safety data, training data, and headcount of employees by type of contract, gender, nationality, and age.

**KPIs ARE REGISTERED, REPORTED, AND CALCULATED BASED ON:**

**Governance & Ethics**

- Complaints and incidents in the organization reported to Bellagroup's human resources department - in Bellagroup known as People & Culture -, privacy & compliance, and IT Departments.
- Grievance reports from external whistleblower program.

**CALCULATIONS OF THE ABOVE WERE DERIVED FROM COMPARISON WITH HISTORICAL DATA.**

**Environment & Climate**

- Measurement and registration of energy and water consumption - reduction results were derived from comparisons with historic data.
- Waste consumption measured by external waste hauler - reduction results were derived from comparisons with historic data.
- F&B supplier data detailing organic food share %.

## CARBON EMISSION ACCOUNTING

- Scope 1, 2, and 3 CO<sub>2</sub>e EW emissions calculated through climate reporting system CEMAsys in compliance with the reporting principles of the GHG protocol.
- The emission report comprises of the following organizational units; Bella Center Copenhagen, AC Hotel Bella Sky, Crowne Plaza Copenhagen Towers, and Copenhagen Marriott Hotel, totaling the climate footprint of Bellagroup.
- The emission analysis is done according to a Corporate Accounting and Reporting Standard Revised edition, currently one of four GHG Protocol accounting standards on calculating and reporting GHG emissions. The report considers the following greenhouse gases, all converted into CO<sub>2</sub>-equivalents: CO<sub>2</sub>, CH<sub>4</sub> (methane), N<sub>2</sub>O (laughing gas), SF<sub>6</sub>, HFCs, PFCs and NF<sub>3</sub>.
- Bellagroup accounts for emissions within Bellagroup's operational control in scope 1, 2, and 3:
  - **Scope 1** includes all direct emission sources. This includes all use of fossil fuels for stationary combustion or transportation, in owned and, depending on the consolidation approach selected, leased, or rented assets.
  - **Scope 2** includes indirect emissions related to purchased energy; electricity and heating/cooling where the organization has operational control. The electricity emission factors used in CEMAsys are based on national gross electricity production mixes from the International Energy Agency's Statistics (IEA Stat). Emission factors per fuel type are based on assumptions in the IEA methodological framework. Factors for district heating/cooling are either based on actual (local) production mixes, or average IEA statistics.
  - **Scope 3** includes indirect emissions resulting from value chain activities. The scope 3 emissions are a result of the company's upstream and downstream activities, which are not controlled by the company, i.e. they are indirect. Bellagroup's activities contribute to emissions in eight out of 15 scope 3 categories. Categories 9-15 are not accounted for, at these are not relevant to Bellagroup's operation.

- The GHG emissions accounting is based on direct data from suppliers, partners, and internal systems. Where direct data has not been available for scope 3 accounting, this is based on spend-based data and calculation of averages based on questionnaires and generalized data.
- Scope 1 and 2 emissions have in connection with the 2023 GHG emissions accounting been recalculated compared to previous reports to align with data from climate reporting system CEMAsys.
- All GHG emission calculations and benchmarking are done based on location-based method for calculating scope 1 and 2 emissions. A market-based method will only apply to Crowne Plaza Copenhagen Towers, as it is the only Bellagroup unit purchasing electricity through green certificates.

Calculations of the environment & climate focus points above were derived from comparisons with historical data.

## SOCIAL RESPONSIBILITY

- Health and safety data, including no. of accidents and absence due to illness, were derived from direct reporting to Bellagroup's human resource department.
- Employee absence, turnover, demography, nationality, and employment type are registered for all salaried employees and reported through internal workforce management software.
- Internship data are registered and delivered through internal workforce management software and external partner KVH Erhvervshus.
- Training data, including internal/external training hours, participants, and gender division, are registered and delivered through an internal Talent Acquisition & Optimization report provided by Bellagroup's human resource department.

Calculations of the social responsibility focus points above were derived from comparisons with historical data.

# Appendix

## Energy

**Table 1**

| Total Energy Consumption (mWh) | 2019          | 2020          | 2021          | 2022          | 2023          |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Bellagroup</b>              | <b>31,240</b> | <b>21,886</b> | <b>24,182</b> | <b>27,643</b> | <b>27,661</b> |
| Copenhagen Marriott Hotel      | 5,757         | 5,506         | 5,762         | 6,822         | 6,239         |
| AC Hotel Bella Sky Copenhagen  | 8,851         | 4,036         | 2,857         | 6,560         | 6,529         |
| Crowne Plaza Copenhagen Towers | 3,208         | 3,390         | 3,147         | 3,321         | 3,900         |
| Bella Center Copenhagen        | 13,424        | 8,954         | 7,086         | 10,940        | 10,993        |

**Table 2**

| Energy Consumption per guest (kWh) | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------------------|------|------|------|------|------|
| Copenhagen Marriott Hotel          | 33   | 97   | 64   | 47   | 39   |
| AC Hotel Bella Sky Copenhagen      | 30   | 99   | 93   | 35   | 29   |
| Crowne Plaza Copenhagen Towers     | 24   | 81   | 56   | 33   | 34   |
| Bella Center Copenhagen            | 50   | 24   | 67   | 42   | 37   |

| Energy Consumption per m <sup>2</sup> | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|------|------|------|------|------|
| Copenhagen Marriott Hotel             | 243  | 232  | 243  | 288  | 263  |
| AC Hotel Bella Sky Copenhagen         | 203  | 93   | 66   | 150  | 150  |
| Crowne Plaza Copenhagen Towers        | 131  | 138  | 128  | 136  | 159  |
| Bella Center Copenhagen               | 111  | 74   | 59   | 90   | 91   |



# CO<sub>2</sub>e emissions

**Table 3**

| Bellagroup total ton CO <sub>2</sub> e emissions (Scope 1, 2, 3) |                    |          |          |          |          |          |
|--|--------------------|----------|----------|----------|----------|----------|
| Category   | Unit               | 2019     | 2020     | 2021     | 2022     | 2023     |
| Total Scope 1  | tCO <sub>2</sub> e | 1,132.2  | 814.4    | 94.5     | 226.4    | 86.7     |
| Total Scope 2  | tCO <sub>2</sub> e | 4,582.9  | 2,478.6  | 2,259.9  | 2,585.9  | 2,380.5  |
| Total Scope 3  | tCO <sub>2</sub> e | 13,698.9 | 32,061.2 | 21,754.6 | 10,792.5 | 11,727.4 |
| Total tCO <sub>2</sub> e emissions                               | tCO <sub>2</sub> e | 19,414   | 35,354.2 | 24,109   | 13,604.8 | 14,194.6 |
| <b>Scope 1</b>   |                    |          |          |          |          |          |
| 1. Transportation Total  | tCO <sub>2</sub> e | 162.6    | 0.7      | 28.1     | 43.3     | 5.8      |
| 2. Stationary combustion Total                                   | tCO <sub>2</sub> e | 969.6    | 813.7    | 66.4     | 183.1    | 80.9     |
| <b>Scope 2</b>   |                    |          |          |          |          |          |
| 1. Electricity location-based Total                              | tCO <sub>2</sub> e | 3,489.3  | 1,868.8  | 1,616.4  | 2,090.4  | 1,842.2  |
| 2. District heating Total  | tCO <sub>2</sub> e | 1,093.6  | 609.9    | 643.5    | 495.5    | 538.3    |
| <b>Scope 3</b>   |                    |          |          |          |          |          |
| 1. Purchased goods and services                                  |                    |          |          |          |          |          |
| Food and beverages   | tCO <sub>2</sub> e | 3,979.7  | 1,672.1  | 1,569.4  | 3,622.9  | 4,347.8  |
| Office supplies  | tCO <sub>2</sub> e | 80.8     | 3.6      | 13.8     | 31.3     | 24.4     |
| Other goods and services   | tCO <sub>2</sub> e | 106.1    | 23.4     | 81       | 138.2    | 163.3    |
| Exhibition products and services                                 | tCO <sub>2</sub> e | 737.3    | 124.3    | 300.5    | 990.7    | 1,169.1  |
| Disposable service items   | tCO <sub>2</sub> e | 2,012.9  | 101.3    | 129.1    | 259.5    | 408.8    |
| Cleaning products and services                                   | tCO <sub>2</sub> e | 2,388.2  | 171.4    | 234.5    | 529      | 630.1    |
| IT and electronics   | tCO <sub>2</sub> e | 9.5      | 1.1      | 142.6    | 182.9    | 218.4    |
| 2. Capital goods   | tCO <sub>2</sub> e | 1,095.9  | 28,010.3 | 16,796.5 | 2,340.6  | 1,959.8  |
| 3. Fuel and energy related activities                            | tCO <sub>2</sub> e | 1,336.4  | 822.3    | 1,384.7  | 991      | 1,253.8  |
| 4. Upstream transportation                                       | tCO <sub>2</sub> e | 923.7    | 707.5    | 575.9    | 831.5    | 800.6    |
| 5. Waste   | tCO <sub>2</sub> e | 524.1    | 171.5    | 187.8    | 354.7    | 342.6    |
| 6. Business travel   | tCO <sub>2</sub> e | 27.1     | 17.8     | 9.5      | 77.4     | 40.1     |
| 7. Employee commuting  | tCO <sub>2</sub> e | 477.3    | 234.6    | 329.3    | 442.7    | 390      |

## Market-Based GHG Emissions

| Bellagroup total CO <sub>2</sub> e emissions (Scope 1, 2, 3) - Market-Based |                    |          |
|---|--------------------|----------|
| Category  | Unit               | 2023     |
| Electricity Total (Scope 2) with Market-based calculations                  | tCO <sub>2</sub> e | 5,543.1  |
| Scope 2 Total with Market-based electricity calculations                    | tCO <sub>2</sub> e | 6,081.5  |
| Scope 1+2+3 Total with Market-based electricity calculations                | tCO <sub>2</sub> e | 17,895.5 |

| <b>Bella Center total ton CO2e emissions (Scope 1, 2, 3)</b> |             |             |             |             |             |             |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Category</b>  | <b>Unit</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> |
| Total Scope 1  | tCO2e       | 46          | 6.9         | 9.6         | 34.9        | 5.7         |
| Total Scope 2  | tCO2e       | 1,991.3     | 1,050.7     | 1,021.2     | 999.8       | 992.6       |
| Total Scope 3  | tCO2e       | 4,088.2     | 28,501.1    | 18,302.3    | 3,682.8     | 4,847.8     |
| Total tCO2e emissions  | tCO2e       | 6,125.5     | 29,558.6    | 19,333.1    | 4,717.6     | 5,846.1     |
| <b>Scope 1</b>   |             |             |             |             |             |             |
| 1. Transportation Total                                      | tCO2e       | 0.8         | 0.7         | 1.3         | 2.7         | 5.7         |
| 2. Stationary combustion Total                               | tCO2e       | 45.1        | 6.2         | 8.2         | 32.2        | -           |
| <b>Scope 2</b>   |             |             |             |             |             |             |
| 1. Electricity location-based Total                          | tCO2e       | 1,529.1     | 818.7       | 777.2       | 826         | 793.1       |
| 2. District heating Total                                    | tCO2e       | 462.2       | 232         | 244.1       | 173.9       | 199.5       |
| <b>Scope 3</b>   |             |             |             |             |             |             |
| 1. Purchased goods and services                              |             |             |             |             |             |             |
| Food and beverages   | tCO2e       | 1,466.9     | 452.5       | 360.7       | 1,151.7     | 731.6       |
| Office supplies  | tCO2e       | 20.2        | 0.9         | 3.4         | 7.8         | 15.1        |
| Other goods and services                                     | tCO2e       | 26.8        | 5.9         | 20.2        | 34.6        | 48.3        |
| Exhibition products and services                             | tCO2e       | 184.3       | 31.1        | 75.1        | 247.7       | 870.3       |
| Disposable service items                                     | tCO2e       | 434.6       | 36.6        | 42.8        | 40.1        | 59.5        |
| Cleaning products and services                               | tCO2e       | 217.3       | 4.5         | 42.9        | 94.1        | 119.2       |
| IT and electronics   | tCO2e       | 9.5         | 1.1         | 142.6       | 182.9       | 218.4       |
| 2. Capital goods   | tCO2e       | 597         | 27,345.8    | 16,682.5    | 994.9       | 1,730.8     |
| 3. Fuel and energy related activities                        | tCO2e       | 480.9       | 292.6       | 590.3       | 341.9       | 473.4       |
| 4. Upstream transportation                                   | tCO2e       | 176.1       | 122.1       | 89.1        | 152.3       | 151.3       |
| 5. Waste   | tCO2e       | 214         | 65.1        | 81          | 142.8       | 158.9       |
| 6. Business travel   | tCO2e       | 27.1        | 17.8        | 5.3         | 76.8        | 40          |
| 7. Employee commuting  | tCO2e       | 233.5       | 125.3       | 166.2       | 215.2       | 231         |

| AC Hotel Bella Sky total ton CO2e emissions (Scope 1, 2, 3) |       |         |         |         |         |         |
|---|-------|---------|---------|---------|---------|---------|
| Category  | Unit  | 2019    | 2020    | 2021    | 2022    | 2023    |
| Total Scope 1   | tCO2e | 106.3   | 67.3    | 8.3     | 33.7    | 9.1     |
| Total Scope 2   | tCO2e | 1,343.1 | 489.7   | 398.6   | 638.1   | 591.8   |
| Total Scope 3   | tCO2e | 4,852.3 | 954.6   | 638.2   | 2,283.5 | 2,030.6 |
| Total tCO2e emissions                                       | tCO2e | 6,301.7 | 1,511.6 | 1,045.1 | 2,955.3 | 2,631.6 |
| <b>Scope 1</b>  |       |         |         |         |         |         |
| 1. Transportation Total                                     | tCO2e | -       | -       | -       | -       | -       |
| 2. Stationary combustion Total                              | tCO2e | 106.3   | 67.3    | 8.3     | 33.7    | 9.1     |
| <b>Scope 2</b>  |       |         |         |         |         |         |
| 1. Electricity location-based Total                         | tCO2e | 1,058.1 | 396.9   | 305.8   | 541.9   | 475.6   |
| 2. District heating Total                                   | tCO2e | 285.1   | 92.9    | 92.8    | 96.2    | 116.2   |
| <b>Scope 3</b>  |       |         |         |         |         |         |
| 1. Purchased goods and services                             |       |         |         |         |         |         |
| Food and beverages  | tCO2e | 1,417.9 | 234.2   | 103.2   | 601.5   | 833.7   |
| Office supplies   | tCO2e | 20.2    | 0.9     | 3.4     | 7.8     | 2.6     |
| Other goods and services                                    | tCO2e | 26.8    | 5.9     | 20.2    | 34.6    | 41.1    |
| Exhibition products and services                            | tCO2e | 184.3   | 31.1    | 75.1    | 247.7   | 151.1   |
| Disposable service items                                    | tCO2e | 976     | 8.9     | 4.6     | 50      | 121.6   |
| Cleaning products and services                              | tCO2e | 1,283.1 | 53      | 28      | 138.1   | 193.5   |
| IT and electronics  | tCO2e | -       | -       | 0.6     | -       | -       |
| 2. Capital goods  | tCO2e | 249.4   | 331.3   | 48.4    | 710.2   | 119     |
| 3. Fuel and energy related activities                       | tCO2e | 343.4   | 144.4   | 234.7   | 218.4   | 286.9   |
| 4. Waste  | tCO2e | 136.5   | 22.2    | 14      | 62.5    | 80.6    |
| 5. Business travel  | tCO2e | -       | -       | 0.6     | -       | -       |
| 6. Employee commuting                                       | tCO2e | 53.8    | 16      | 32.1    | 76.2    | 63.8    |
| 7. Upstream transportation                                  | tCO2e | 160.8   | 106.7   | 73.8    | 136.6   | 136.7   |

| <b>Copenhagen Marriott total ton CO2e emissions (Scope 1, 2, 3)</b> |             |             |             |             |             |             |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Category</b>   | <b>Unit</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> |
| Total Scope 1   | tCO2e       | 773.1       | 734.1       | 41.6        | 85          | 21.1        |
| Total Scope 2   | tCO2e       | 770.4       | 590.2       | 547         | 547.8       | 472.1       |
| Total Scope 3   | tCO2e       | 3,013.0     | 1,468.3     | 1,411.1     | 2,607.7     | 2,004.3     |
| Total tCO2e emissions   | tCO2e       | 4,556.5     | 2,792.6     | 1,999.7     | 3,240.5     | 2,497.5     |
| <b>Scope 1</b>  |             |             |             |             |             |             |
| 1. Transportation Total   | tCO2e       | -           | -           | -           | -           | -           |
| 2. Stationary combustion Total                                      | tCO2e       | 773.1       | 734.1       | 41.6        | 85          | 21.1        |
| <b>Scope 2</b>  |             |             |             |             |             |             |
| 1. Electricity location-based Total                                 | tCO2e       | 511.7       | 407         | 371.6       | 427.3       | 322.3       |
| 2. District heating Total   | tCO2e       | 258.7       | 183.2       | 175.4       | 120.5       | 149.7       |
| <b>Scope 3</b>  |             |             |             |             |             |             |
| 1. Purchased goods and services                                     |             |             |             |             |             |             |
| Food and beverages  | tCO2e       | 700.8       | 393.5       | 439.3       | 725.9       | 762.8       |
| Office supplies   | tCO2e       | 20.2        | 0.9         | 3.4         | 7.8         | 2.1         |
| Other goods and services  | tCO2e       | 26.8        | 5.9         | 20.2        | 34.6        | 48.5        |
| Exhibition products and services                                    | tCO2e       | 184.3       | 31.1        | 75.1        | 247.7       | 141.5       |
| Disposable service items  | tCO2e       | 342         | 26.6        | 48          | 103.6       | 115         |
| Cleaning products and services                                      | tCO2e       | 697.3       | 80.2        | 81.7        | 174         | 194.4       |
| IT and electronics  | tCO2e       | -           | -           | -           | -           | -           |
| 2. Capital goods  | tCO2e       | 249.4       | 333.3       | 65.6        | 635.6       | 109.9       |
| 3. Fuel and energy related activities                               | tCO2e       | 319.3       | 272.7       | 343.3       | 232.9       | 253.3       |
| 4. Waste  | tCO2e       | 72.4        | 33.8        | 39.9        | 72.5        | 67.3        |
| 5. Business travel  | tCO2e       | -           | -           | 0.7         | 0.6         | -           |
| 6. Employee commuting   | tCO2e       | 97.4        | 41.3        | 77.7        | 91.6        | 44.1        |
| 7. Upstream transportation  | tCO2e       | 303.1       | 249         | 216.1       | 281.1       | 265.3       |

| Crowne Plaza total ton CO2e emissions (Scope 1, 2, 3) |       |         |         |         |         |         |
|---|-------|---------|---------|---------|---------|---------|
| Category  | Unit  | 2019    | 2020    | 2021    | 2022    | 2023    |
| Total Scope 1   | tCO2e | 206.9   | 6.2     | 35      | 72.7    | 50.7    |
| Total Scope 2   | tCO2e | 478.1   | 348     | 293     | 400.2   | 324     |
| Total Scope 3   | tCO2e | 1,745.4 | 1,137.2 | 1,403.1 | 2,218.5 | 2,844.9 |
| Total tCO2e emissions                                 | tCO2e | 2,430.3 | 1,491.4 | 1,731.1 | 2,691.4 | 3,219.4 |
| Scope 1   |       |         |         |         |         |         |
| 1. Transportation Total                               | tCO2e | 161.7   | -       | 26.8    | 40.6    | 0.1     |
| 2. Stationary combustion Total                        | tCO2e | 45.1    | 6.2     | 8.2     | 32.2    | 50.6    |
| Scope 2   |       |         |         |         |         |         |
| 1. Electricity location-based Total                   | tCO2e | 390.5   | 246.2   | 161.9   | 295.2   | 251.1   |
| 2. District heating Total                             | tCO2e | 87.6    | 101.8   | 131.2   | 105     | 72.9    |
| Scope 3   |       |         |         |         |         |         |
| 1. Purchased goods and services                       |       |         |         |         |         |         |
| Food and beverages                                    | tCO2e | 394.1   | 591.9   | 666.1   | 1,143.9 | 2,019.6 |
| Office supplies                                       | tCO2e | 20.2    | 0.9     | 3.4     | 7.8     | 4.6     |
| Other goods and services                              | tCO2e | 25.5    | 5.9     | 20.2    | 34.6    | 25.5    |
| Exhibition products and services                      | tCO2e | 184.3   | 31.1    | 75.1    | 247.7   | 6.1     |
| Disposable service items                              | tCO2e | 260.2   | 29.1    | 33.7    | 65.9    | 112.6   |
| Cleaning products and services                        | tCO2e | 190.6   | 33.8    | 81.9    | 122.7   | 123     |
| IT and electronics                                    | tCO2e | -       | -       | -       | -       | -       |
| 2. Capital goods                                      | tCO2e | -       | -       | -       | -       | -       |
| 3. Fuel and energy related activities                 | tCO2e | 192.9   | 112.6   | 216.4   | 197.8   | 192.9   |
| 4. Waste  | tCO2e | 101.2   | 50.3    | 53      | 76.9    | 35.9    |
| 5. Business travel                                    | tCO2e | -       | -       | 2.9     | -       | 0.1     |
| 6. Employee commuting                                 | tCO2e | 92.6    | 52      | 53.3    | 59.6    | 51.1    |
| 7. Upstream transportation                            | tCO2e | 283.8   | 229.8   | 196.9   | 261.6   | 247.2   |

| Climate footprint Kg CO2e per guest (Scope 1, 2, 3) | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| Copenhagen Marriott Hotel                           | 26   | 49   | 22   | 22   | 16   |
| AC Hotel Bella Sky Copenhagen                       | 21   | 37   | 34   | 16   | 12   |
| Crowne Plaza Copenhagen Towers*                     | 17   | 29   | 25   | 21   | 19   |
| Bella Center Copenhagen                             | 23   | 80   | 183  | 18   | 20   |

| Climate footprint Kg CO2e per m <sup>2</sup> (Scope 1, 2, 3) | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|------|
| Copenhagen Marriott Hotel                                    | 192  | 118  | 84   | 137  | 105  |
| AC Hotel Bella Sky Copenhagen                                | 145  | 35   | 24   | 68   | 60   |
| Crowne Plaza Copenhagen Towers*                              | 92   | 49   | 57   | 85   | 87   |
| Bella Center Copenhagen                                      | 51   | 244  | 160  | 39   | 48   |

\*Excluding catering and canteen operation at Copenhagen Towers

# Water

**Table 4**

| Total Water Consumption (m <sup>3</sup> ) | 2019           | 2020          | 2021          | 2022           | 2023           |
|---|----------------|---------------|---------------|----------------|----------------|
| <b>Bellagroup</b>                         | <b>149,436</b> | <b>57,783</b> | <b>64,598</b> | <b>111,587</b> | <b>110,583</b> |
| Copenhagen Marriott Hotel                 | 37,392         | 19,205        | 24,627        | 34,564         | 29,285         |
| AC Hotel Bella Sky Copenhagen             | 59,119         | 13,768        | 13,635        | 32,659         | 39,240         |
| Crowne Plaza Copenhagen Towers            | 29,302         | 13,297        | 13,609        | 23,681         | 26,089         |
| Bella Center Copenhagen                   | 23,623         | 11,513        | 12,727        | 20,683         | 15,969         |

**Table 5**

| Total Water Consumption per guest (m <sup>3</sup> ) | Unit           | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|----------------|------|------|------|------|------|
| Copenhagen Marriott Hotel                           | m <sup>3</sup> | 0.21 | 0.34 | 0.27 | 0.24 | 0.18 |
| AC Hotel Bella Sky Copenhagen                       | m <sup>3</sup> | 0.2  | 0.34 | 0.44 | 0.17 | 0.17 |
| Crowne Plaza Copenhagen Towers                      | m <sup>3</sup> | 0.22 | 0.32 | 0.24 | 0.23 | 0.23 |
| Bella Center Copenhagen                             | m <sup>3</sup> | 0.09 | 0.03 | 0.12 | 0.08 | 0.05 |

# Waste

**Table 6**

| Waste distribution (%)         | 2019      |            |            | 2020      |            |            | 2021      |            |            | 2022        |            |              | 2023      |            |            |
|--------------------------------|-----------|------------|------------|-----------|------------|------------|-----------|------------|------------|-------------|------------|--------------|-----------|------------|------------|
|                                | Landfill  | Recycled   | Recovered* | Landfill  | Recycled   | Recovered* | Landfill  | Recycled   | Recovered* | Landfill    | Recycled   | Recovered*   | Landfill  | Recycled   | Recovered* |
| <b>Bellagroup</b>              | <b>2%</b> | <b>16%</b> | <b>82%</b> | <b>1%</b> | <b>26%</b> | <b>73%</b> | <b>0%</b> | <b>36%</b> | <b>78%</b> | <b>0,5%</b> | <b>23%</b> | <b>76,5%</b> | <b>0%</b> | <b>28%</b> | <b>72%</b> |
| Copenhagen Marriott Hotel      | 1%        | 19%        | 81%        | 0%        | 20%        | 80%        | 0%        | 17%        | 83%        | 0%          | 17,5%      | 82,5%        | 0,5%      | 31,5%      | 68%        |
| AC Hotel Bella Sky Copenhagen  | 1%        | 16%        | 83%        | 2%        | 26%        | 72%        | 0%        | 19%        | 81%        | 0%          | 32,5%      | 67,5%        | 1%        | 27%        | 72%        |
| Crowne Plaza Copenhagen Towers | 1%        | 9%         | 89%        | 1%        | 12%        | 87%        | 1%        | 14%        | 85%        | 1%          | 15%        | 84%          | 0%        | 10%        | 90%        |
| Bella Center Copenhagen        | 4%        | 19%        | 77%        | 0%        | 46%        | 54%        | 0%        | 50%        | 50%        | 1%          | 27%        | 72%          | 0%        | 43%        | 57%        |

\*District heating & Biogas

**Table 7**

| Waste volume total (Ton)       | 2019         | 2020         | 2021         | 2022          | 2023            |
|--------------------------------|--------------|--------------|--------------|---------------|-----------------|
| <b>Bellagroup</b>              | <b>2,027</b> | <b>646.5</b> | <b>681.3</b> | <b>1257.5</b> | <b>1,408.70</b> |
| Copenhagen Marriott Hotel      | 258.4        | 105.1        | 112.2        | 190.7         | 248.9           |
| AC Hotel Bella Sky Copenhagen  | 362.2        | 60.5         | 35           | 192.6         | 218.6           |
| Crowne Plaza Copenhagen Towers | 272.1        | 113.3        | 123.7        | 204.5         | 113.3           |
| Bella Center Copenhagen        | 1,134.3      | 367.6        | 410.4        | 677.7         | 827.9           |

| Waste per guest (kg)           | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------------|------|------|------|------|------|
| Copenhagen Marriott Hotel      | 1.5  | 1.9  | 1.3  | 1.3  | 1.6  |
| AC Hotel Bella Sky Copenhagen  | 1.2  | 1.5  | 1.1  | 1.0  | 1.0  |
| Crowne Plaza Copenhagen Towers | 2.0  | 2.7  | 2.2  | 2.0  | 1.0  |
| Bella Center Copenhagen        | 4.2  | 1.0  | 3.9  | 2.6  | 2.8  |

## Food & beverage

**Table 8**

| Organic Food Share (%)         | 2019       | 2020       | 2021       | 2022       | 2023       |
|--------------------------------|------------|------------|------------|------------|------------|
| <b>Bellagroup</b>              | <b>34%</b> | <b>36%</b> | <b>40%</b> | <b>38%</b> | <b>39%</b> |
| Copenhagen Marriott Hotel      | 28%        | 33%        | 36%        | 32%        | 36%        |
| AC Hotel Bella Sky Copenhagen  | 40%        | 34%        | 46%        | 30%        | 31%        |
| Crowne Plaza Copenhagen Towers | 32%        | 38%        | 39%        | 41%        | 44%        |
| Bella Center Copenhagen        | 33%        | 36%        | 44%        | 49%        | 43%        |

# Social

**Table 9**

| No. of Permanent Employees     | 2019       | 2020       | 2021       | 2022       | 2023       |
|--------------------------------|------------|------------|------------|------------|------------|
| <b>Bellagroup</b>              | <b>626</b> | <b>313</b> | <b>426</b> | <b>560</b> | <b>521</b> |
| Copenhagen Marriott Hotel      | 166        | 72         | 111        | 125        | 67         |
| AC Hotel Bella Sky Copenhagen  | 62         | 19         | 38         | 94         | 81         |
| Crowne Plaza Copenhagen Towers | 134        | 77         | 79         | 84         | 82         |
| Bella Center Copenhagen        | 264        | 145        | 198        | 257        | 291        |

**Table 10**

| No. of On-call Employees       | 2019         | 2020       | 2021         | 2022         | 2023         |
|--------------------------------|--------------|------------|--------------|--------------|--------------|
| <b>Bellagroup</b>              | <b>1,269</b> | <b>958</b> | <b>1,383</b> | <b>1,288</b> | <b>1,237</b> |
| Copenhagen Marriott Hotel      | 70           | 22         | 271          | 81           | 90           |
| AC Hotel Bella Sky Copenhagen  | 236          | 39         | 29           | 14           | 40           |
| Crowne Plaza Copenhagen Towers | 264          | 219        | 271          | 200          | 262          |
| Bella Center Copenhagen        | 699          | 678        | 1,036        | 993          | 845          |

**Table 11**

| Salaried/Collective Agreements | 2019       |                      | 2020       |                      | 2021       |                      | 2022       |                      | 2023       |                      |
|--------------------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|
|                                | Salaried   | Collective Agreement | Salaried   | Collective Agreement | Salaried   | Collective Agreement | Salaried   | Collective Agreement | Salaried   | Collective Agreement |
| <b>Bellagroup</b>              | <b>161</b> | <b>639</b>           | <b>109</b> | <b>204</b>           | <b>129</b> | <b>297</b>           | <b>151</b> | <b>409</b>           | <b>172</b> | <b>349</b>           |
| Copenhagen Marriott Hotel      | 13         | 159                  | 12         | 60                   | 12         | 99                   | 12         | 113                  | 10         | 57                   |
| AC Hotel Bella Sky Copenhagen  | 22         | 214                  | 5          | 14                   | 35         | 3                    | 10         | 84                   | 9          | 72                   |
| Crowne Plaza Copenhagen Towers | 21         | 153                  | 16         | 61                   | 17         | 62                   | 14         | 70                   | 15         | 67                   |
| Bella Center Copenhagen        | 105        | 113                  | 76         | 69                   | 97         | 101                  | 115        | 142                  | 138        | 153                  |

**Table 12**

| No. of Nationalities           | 2019      | 2020      | 2021      | 2022      | 2023      |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Bellagroup</b>              | <b>74</b> | <b>44</b> | <b>54</b> | <b>65</b> | <b>58</b> |
| Copenhagen Marriott Hotel      | 33        | 24        | 32        | 35        | 28        |
| AC Hotel Bella Sky Copenhagen  | 41        | 8         | 16        | 24        | 28        |
| Crowne Plaza Copenhagen Towers | 54        | 25        | 22        | 24        | 25        |
| Bella Center Copenhagen        | 26        | 17        | 23        | 30        | 33        |



**Table 13**

| Age distribution               | 2019       |             |            | 2020       |             |            | 2021       |             |            | 2022       |             |            | 2023       |             |            |
|--------------------------------|------------|-------------|------------|------------|-------------|------------|------------|-------------|------------|------------|-------------|------------|------------|-------------|------------|
|                                | >50 years  | 30-50 years | <30 years  | >50 years  | 30-50 years | <30 years  | >50 years  | 30-50 years | <30 years  | >50 years  | 30-50 years | <30 years  | >50 years  | 30-50 years | <30 years  |
| <b>Bellagroup</b>              | <b>12%</b> | <b>62%</b>  | <b>26%</b> | <b>21%</b> | <b>65%</b>  | <b>14%</b> | <b>21%</b> | <b>60%</b>  | <b>19%</b> | <b>18%</b> | <b>58%</b>  | <b>24%</b> | <b>18%</b> | <b>59%</b>  | <b>23%</b> |
| Copenhagen Marriott Hotel      | 7%         | 72%         | 21%        | 8%         | 81%         | 11%        | 14%        | 62%         | 24%        | 13%        | 66%         | 21%        | 10%        | 69%         | 21%        |
| AC Hotel Bella Sky Copenhagen  | 3%         | 55%         | 42%        | 0%         | 68%         | 32%        | 12%        | 39%         | 55%        | 6%         | 42%         | 52%        | 8%         | 49%         | 43%        |
| Crowne Plaza Copenhagen Towers | 22%        | 54%         | 24%        | 23%        | 57%         | 19%        | 23%        | 61%         | 16%        | 21%        | 53%         | 26%        | 20%        | 62%         | 18%        |
| Bella Center Copenhagen        | 19%        | 64%         | 17%        | 30%        | 61%         | 10%        | 26%        | 64%         | 10%        | 23%        | 62%         | 15%        | 22%        | 59%         | 19%        |

**Table 14**

| Employee Gender Equality       | 2019       |            | 2020       |            | 2021       |            | 2022       |            | 2023       |            |
|--------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
|                                | Male       | Female     | Male       | Female     | Male       | Female     | Male       | Female     | Male       | Female     |
| <b>Bellagroup</b>              | <b>50%</b> | <b>50%</b> | <b>48%</b> | <b>52%</b> | <b>52%</b> | <b>48%</b> | <b>53%</b> | <b>47%</b> | <b>56%</b> | <b>44%</b> |
| Copenhagen Marriott Hotel      | 45%        | 55%        | 46%        | 54%        | 49%        | 51%        | 46%        | 54%        | 57%        | 43%        |
| AC Hotel Bella Sky Copenhagen  | 54%        | 46%        | 42%        | 58%        | 45%        | 55%        | 59%        | 41%        | 68%        | 32%        |
| Crowne Plaza Copenhagen Towers | 50%        | 50%        | 52%        | 48%        | 62%        | 38%        | 55%        | 45%        | 50%        | 50%        |
| Bella Center Copenhagen        | 51%        | 49%        | 47%        | 53%        | 48%        | 52%        | 54%        | 46%        | 54%        | 46%        |

**Table 15**

| Training Development | 2019         |               | 2020         |               | 2021         |               | 2022         |               | 2023         |               |
|----------------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
|                      | Participants | Training hrs. | Participants | Training hrs. | Participants | Training hrs. | Participants | Training hrs. | Participants | Training hrs. |
| <b>Bellagroup</b>    | <b>2,909</b> | <b>13,039</b> | <b>1,771</b> | <b>16,055</b> | <b>719</b>   | <b>8,805</b>  | <b>1,874</b> | <b>8,220</b>  | <b>535</b>   | <b>5,873</b>  |

**Table 16**

| Internal / External Training<br>- Total no. of hours | 2019          |              | 2020          |            | 2021         |              | 2022         |              | 2023         |  |
|--|---------------|--------------|---------------|------------|--------------|--------------|--------------|--------------|--------------|--|
|  | Total         | Internal     | External      | Internal   | External     | Internal     | External     | Internal     | External     |  |
| <b>Bellagroup</b>                                    | <b>13,039</b> | <b>3,804</b> | <b>12,251</b> | <b>544</b> | <b>8,261</b> | <b>6,773</b> | <b>1,447</b> | <b>1,980</b> | <b>3,893</b> |  |

**Table 17**

| Internal / External Training<br>- Total no. of participants | 2019         |            | 2020         |           | 2021       |              | 2022       |            | 2023      |  |
|---|--------------|------------|--------------|-----------|------------|--------------|------------|------------|-----------|--|
|   | Total        | Internal   | External     | Internal  | External   | Internal     | External   | Internal   | External  |  |
| <b>Bellagroup</b>   | <b>2,909</b> | <b>651</b> | <b>1,120</b> | <b>68</b> | <b>651</b> | <b>1,761</b> | <b>113</b> | <b>450</b> | <b>85</b> |  |

**Table 18**

| Employee<br>Gender Equality | 2019       |            | 2020       |            | 2021       |            | 2022       |            | 2023       |            |
|-----------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
|                             | Male       | Female     | Male       | Female     | Male       | Female     | Male       | Female     | Male       | Female     |
| <b>Bellagroup</b>           | <b>52%</b> | <b>48%</b> | <b>52%</b> | <b>48%</b> | <b>44%</b> | <b>56%</b> | <b>48%</b> | <b>52%</b> | <b>55%</b> | <b>45%</b> |

**Table 19**

| Training hours per FTE | 2019        | 2020       | 2021        | 2022       | 2023        |
|------------------------|-------------|------------|-------------|------------|-------------|
| <b>Bellagroup</b>      | <b>4.25</b> | <b>9.1</b> | <b>12.2</b> | <b>4.4</b> | <b>11.3</b> |

**Table 20**

| Absence due to illness         | 2019        | 2020        | 2021        | 2022        | 2023        |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Bellagroup</b>              | <b>3.8%</b> | <b>3.8%</b> | <b>3.3%</b> | <b>4.6%</b> | <b>4.3%</b> |
| Copenhagen Marriott Hotel      | 4.8%        | 5%          | 4.5%        | 4.7%        | 4.7%        |
| AC Hotel Bella Sky Copenhagen  | 4.1%        | 3.7%        | 6.8%        | 4.3%        | 4.5%        |
| Crowne Plaza Copenhagen Towers | 4.6%        | 3.8%        | 2.7%        | 6%          | 5.5%        |
| Bella Center Copenhagen        | 2.8%        | 3.2%        | 2.7%        | 4.3%        | 3.8%        |

**Table 21**

| No. of occupational accidents registered                   | 2019      | 2020     | 2021      | 2022      | 2023      |
|--|-----------|----------|-----------|-----------|-----------|
| <b>Bellagroup</b>  | <b>39</b> | <b>9</b> | <b>14</b> | <b>36</b> | <b>29</b> |
| Copenhagen Marriott Hotel                                  | 3         | 1        | 2         | 9         | 2         |
| Crowne Plaza Copenhagen Towers                             | 17        | 3        | 5         | 7         | 7         |
| Bella Center Copenhagen &<br>AC Hotel Bella Sky Copenhagen | 19        | 5        | 7         | 20        | 20        |

**Table 22**

| Gender distribution<br>in our boards and<br>committees | 2019 |        | 2020 |        | 2021 |        | 2022 |        | 2023 |        |
|--|------|--------|------|--------|------|--------|------|--------|------|--------|
|  | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Bellagroup<br>Board of Directors                       | 67%  | 33%    | 75%  | 25%    | 83%  | 17%    | 83%  | 17%    | 83%  | 17%    |
| Crowne Plaza<br>Board of Directors                     | 67%  | 33%    | 67%  | 33%    | 67%  | 33%    | 100% | 0%     | 100% | 0%     |
| Bellagroup<br>Executive Committee                      | 60%  | 44%    | 60%  | 40%    | 70%  | 30%    | 75%  | 25%    | 75%  | 25%    |
| Bellagroup<br>Directors Committee                      | N/A  | N/A    | 56%  | 44%    | 53%  | 47%    | 50%  | 50%    | 59%  | 41%    |

# GRI Index

| Comparison table for the GRI Standards 2021/ UN Global Compact Principles (UNGC) / Sustainable Development Goals (SDG) |   |   |      |       |
|--|---|---|------|-------|
| GRI Indicator  | Disclosure  | Reference   | UNGC | SDG   |
| GRI 102: General Disclosures   |   |   |      |       |
| <b>1. Organizational Profile 2021</b>  |   |   |      |       |
| 102-1*   | Report the name of the organization   | About Bellagroup  |      |       |
| 102-2*   | Report the primary brands, activities, products, and services   | About Bellagroup  |      |       |
| 102-3*   | Report the location of the organization's headquarters  | About Bellagroup  |      |       |
| 102-4*   | Report the number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.  | About Bellagroup  |      |       |
| 102-5*   | Report the nature of ownership and legal form.  | Our Business  |      |       |
| 102-6*   | Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).   | About Bellagroup  |      |       |
| 102-7*   | Report the scale of the organization, including:<br>- Total number of employees<br>- Total number of operations<br>- Net sales (for private sector organizations) or net revenues (for public sector organizations)<br>- Total capitalization broken down in terms of debt and equity (for private sector organizations)<br>- Quantity of products or services provided.  | About Bellagroup Social Responsibility Data   | 6    | 8, 10 |
| 102-9*   | Describe the organization's supply chain.   | Governance & Ethics   |      |       |
| 102-10*  | Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:<br>- Changes in the location of, or changes in, operations, including facility openings, closings, and expansions<br>- Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)<br>- Changes in the location of supplies the structure of the supply chain, or in relationships with suppliers, including selection and termination. |   |      |       |
| 102-11*  | Report whether and how the precautionary approach or principle is addressed by the organization.  | We are committed to the UN Global Compact's ten principles, including supporting a precautionary approach especially in areas involving environmental and social risks. |      |       |

| Comparison table for the GRI Standards 2021/ UN Global Compact Principles (UNGC) / Sustainable Development Goals (SDG) |   |  |      |     |
|--|---|--|------|-----|
| GRI Indicator  | Disclosure  | Reference  | UNGC | SDG |
| GRI 102: General Disclosures   |   |  |      |     |
| 102-12*  | List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.  | <ul style="list-style-type: none"> <li>• Global Reporting Initiative (GRI Standards)</li> <li>• UN Global Compact</li> <li>• UN Sustainable Development Goals</li> <li>• UN Guiding Principles for Business and Human Rights</li> <li>• The Universal Declaration of Human Rights</li> <li>• International Labor Organization (ILO)</li> <li>• Declaration on Fundamental Principles and Rights at Work</li> <li>• Net Zero Climate Events</li> <li>• Planet Copenhagen</li> </ul> |      |     |
| 102-13*  | List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization:  | Governance & Ethics  |      | 17  |
| <b>2.Strategy</b>  |   |  |      |     |
| 102-14*  | Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability   | Statement from the CEO   |      |     |
| 102-15   | Provide a description of key impacts, risks, and opportunities.   | <ul style="list-style-type: none"> <li>• Responsible Hospitality</li> <li>• Environment &amp; Climate</li> <li>• Social Responsibility</li> <li>• Governance &amp; Ethics</li> </ul>   |      |     |
| <b>3.Ethics and integrity</b>  |   |  |      |     |
| 102-16*  | Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.   | <ul style="list-style-type: none"> <li>• Responsible Hospitality</li> <li>• Governance &amp; Ethics</li> </ul>   | 10   | 16  |
| 102-17   | Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines. Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines. | Governance & Ethics  | 10   | 16  |

| Comparison table for the GRI Standards 2021/ UN Global Compact Principles (UNGCC) / Sustainable Development Goals (SDG) |   |  |       |     |
|---|---|--|-------|-----|
| GRI Indicator   | Disclosure  | Reference  | UNGCC | SDG |
| GRI 102: General Disclosures  |   |  |       |     |
| <b>4. Governance</b>  |   |  |       |     |
| 102-18*   | Governance structure.   | Governance & Ethics  |       |     |
| <b>5. Stakeholder Engagement</b>  |   |  |       |     |
| 102-40*   | Provide a list of stakeholder groups engaged by the organization.   | <ul style="list-style-type: none"> <li>• One Team</li> <li>• Governance &amp; Ethics</li> <li>• Social Responsibility</li> </ul>   |       |     |
| 102-41*   | Report the percentage of total employees covered by collective bargaining agreements.   | Social Responsibility Data   |       |     |
| 102-42*   | Report the basis for identification and selection of stakeholders with whom to engage.  | Responsible Hospitality  |       |     |
| 102-43*   | Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.                   | About Bellagroup   |       |     |
| 102-44*   | Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns. | <ul style="list-style-type: none"> <li>• Responsible Hospitality</li> <li>• Governance &amp; Ethics</li> <li>• Social Responsibility</li> <li>• Environment &amp; Climate</li> <li>• One Team</li> <li>- Greater together</li> </ul> | 10    | 16  |
| <b>6. Reporting Practice</b>  |   |  |       |     |
| 102-45*   | a. List all entities included in the organization's consolidated financial statements or equivalent documents.<br>b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.         | Bellagroup A/S Annual Financial Report 2023  |       |     |
| 102-46*   | a. Explain the process for defining the report content and the Aspect Boundaries.<br>b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.  | Responsible Hospitality  |       |     |
| 102-47*   | List all the material Aspects identified in the process for defining report content.  | Responsible Hospitality  | 10    | 16  |
| 102-48*   | Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.   | No significant restatements  |       |     |
| 102-49*   | Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.  | No significant changes   |       |     |
| 102-50*   | Reporting period (such as fiscal or calendar year) for information provided.  | About this report  |       |     |
| 102-51*   | Date of most recent previous report (if any).   | About this report  |       |     |
| 102-52*   | Reporting cycle (such as annual, biennial).   | About this report  |       |     |
| 102-53*   | Provide the contact point for questions regarding the report or its contents.   | About this report  |       |     |
| 102-54*   | Report the 'in accordance' option the organization has chosen.  | About this report  |       |     |
| 102-55*   | Report the GRI Content Index for the chosen option.   | Appendix to Responsible Hospitality Report 2023  |       |     |

| Comparison table for the GRI Standards 2021/ UN Global Compact Principles (UNGC) / Sustainable Development Goals (SDG) |  |   |       |     |
|--|--|---|-------|-----|
| GRI Indicator  | Disclosure   | Reference   | UNGC  | SDG |
| GRI 102: General Disclosures   |  |   |       |     |
| 102-56*  | <p>Assurance</p> <p>a. Report the organization's policy and current practice with regard to seeking external assurance for the report.</p> <p>b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.</p> <p>c. Report the relationship between the organization and the assurance providers.</p> <p>d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report</p> | <ul style="list-style-type: none"> <li>No external assurance</li> <li>Approved by company board</li> <li>Compliance with §99a and §99d of the Danish Financial Statement Act has been ensured in consultancy with PricewaterhouseCoopers (PwC)</li> </ul> |       |     |
| <b>GRI 103: Management Approach 2021</b>   |  |   |       |     |
| 103-1*   | For each material Aspect, report the Aspect Boundary within the organization, as follows: Report whether the Aspect is material within the organization  | Responsible Hospitality   |       | 16  |
| 103-2  | <p>Disclosures on Management Approach (DMA)</p> <p>a. An explanation of how the organization manages the topic.</p> <p>b. A statement of the purpose of the management approach</p> <p>c. A description of the following, if the management approach includes that component:</p> <p>i. Policies</p> <p>ii. Commitments</p> <p>iii. Goals and targets</p> <p>iv. Responsibilities</p> <p>v. Resources</p> <p>vi. Grievance mechanisms</p> <p>vii. Specific actions, such as processes, projects, programs and initiatives</p>                        | <ul style="list-style-type: none"> <li>Responsible Hospitality</li> <li>Governance &amp; Ethics</li> <li>Social Responsibility</li> <li>Environment &amp; Climate</li> <li>One Team</li> </ul>  |       |     |
| 103-3  | <p>An explanation of how the organization evaluates the management approach</p> <p>i. the mechanisms for evaluating the effectiveness of the management approach;</p> <p>ii. the results of the evaluation of the management approach;</p> <p>iii. any related adjustments to the management approach.</p>   | <ul style="list-style-type: none"> <li>Responsible Hospitality</li> <li>Governance &amp; Ethics</li> <li>Social Responsibility</li> <li>Environment &amp; Climate</li> <li>One Team</li> </ul>  |       |     |
| <b>GRI 201: Economic Performance 2016</b>  |  |   |       |     |
| 201-1  | Direct economic value generated and distributed.   | Bellagroup A/S Annual Financial Report 2023   | 7,8,9 |     |
| 201-2  | Financial implications and other risks and opportunities for the organization's activities due to climate change.  | Bellagroup A/S Annual Financial Report 2023   |       |     |
| 201-3  | Coverage of the organization's defined benefit plan obligations.   | Environmental Responsibility  |       |     |
| 201-4  | Financial assistance received from government.   | Social Responsibility   |       |     |

| Comparison table for the GRI Standards 2021/ UN Global Compact Principles (UNGC) / Sustainable Development Goals (SDG) |   |   |         |                   |
|--|---|---|---------|-------------------|
| GRI Indicator  | Disclosure  | Reference   | UNGC    | SDG               |
| <b>GRI 202: Market Presence 2016</b>   |   |   |         |                   |
| 202-1  | Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation. | There is no legally stipulated minimum wage in Denmark. Wage rates are specified in accordance with collective agreements |         | 1, 2              |
| 202-2  | Proportion of senior management hired from the local community at significant locations of operation.               | Social Responsibility Data  |         |                   |
| <b>GRI 302: Energy 2016</b>  |   |   |         |                   |
| 302-1  | Energy consumption within the organization  | Energy data - appendix  | 7, 8, 9 | 7, 8, 12,13       |
| 302-3  | Energy intensity  | Energy data - appendix  | 7, 8, 9 | 7, 8, 12,13       |
| 302-4  | Reduction of energy consumption   | Energy data - appendix  | 7, 8, 9 | 7, 8, 12,13       |
| <b>GRI 303: Water and Effluents 2018</b>   |   |   |         |                   |
| 303-5  | Water consumption   | Water data - appendix   | 7, 8, 9 | 6                 |
| <b>GRI 304: Biodiversity 2016</b>  |   |   |         |                   |
| 304-2  | Significant impacts of activities, products, and services on biodiversity   | Environment & Climate   | 7, 8, 9 | 11,12,13,15       |
| 304-3  | Habitats protected or restored  | Environment & Climate   | 7, 8, 9 | 11,12,13,15       |
| <b>GRI 305: Emissions 2016</b>   |   |   |         |                   |
| 305-1  | Direct (Scope 1) GHG emissions  | Environment & Climate<br>CO2e emission data - appendix  | 7, 8, 9 | 3, 12, 13, 14, 15 |
| 305-2  | Energy indirect (Scope 2) GHG emissions   | Environment & Climate<br>CO2e emission data - appendix  | 7, 8, 9 | 3, 12, 13, 14, 15 |
| 305-3  | Other indirect (Scope 3) GHG emissions  | Environment & Climate<br>CO2e emission data - appendix  |         |                   |
| 305-4  | GHG emissions intensity   | Environment & Climate<br>CO2e emission data - appendix  | 7, 8, 9 | 3, 12, 13, 14, 15 |
| <b>GRI 306: Effluents and Waste 2020</b>   |   |   |         |                   |
| 306-1  | Waste generation and significant waste-related impacts  | Environment & Climate   | 7, 8, 9 | 3, 12             |
| 306-2  | Management of significant waste-related impacts   | Environment & Climate<br>CO2e emission data - appendix  | 7, 8, 9 | 3, 12             |
| 306-3  | Waste generated   | Environment & Climate<br>CO2e emission data - appendix  | 7, 8, 9 | 3, 12             |
| 306-4  | Waste diverted from disposal  | Waste data - appendix   | 7, 8, 9 | 3, 12             |
| 306-5  | Waste directed to disposal  | Waste data - appendix   | 7, 8, 9 | 3, 12             |
| <b>GRI 401: Employment 2016</b>  |   |   |         |                   |
| 401-1  | New employee hires and employee turnover  | Social Responsibility Data  | 6       | 5, 8, 10          |
| 401-2  | Benefits provided to full-time employees that are not provided to temporary or part-time employees                  | Social Responsibility   | 6       | 3, 8              |
| 401-3  | Parental leave  | Social Responsibility   | 6       | 5, 8              |
| <b>GRI 402: Labor/Management Relations 2016</b>  |   |   |         |                   |
| 402-1  | Minimum notice periods regarding operational changes  | Social Responsibility   |         |                   |



| <b>Comparison table for the GRI Standards 2021/ UN Global Compact Principles (UNGC) / Sustainable Development Goals (SDG)</b> |   |                            |             |              |
|---|---|----------------------------|-------------|--------------|
| <b>GRI Indicator</b>  | <b>Disclosure</b>   | <b>Reference</b>           | <b>UNGC</b> | <b>SDG</b>   |
| <b>GRI 403: Occupational Health and Safety 2018</b>   |   |                            |             |              |
| 403-1   | Occupational health and safety management system  | Social Responsibility      | 1, 2        | 3, 8         |
| 403-2   | Hazard identification, risk assessment, and incident investigation  | Social Responsibility      | 1, 2        | 3, 8         |
| 403-3   | Occupational health services  | Social Responsibility      | 1, 2        | 3, 8         |
| 403-4   | Worker participation, consultation, and communication on occupational health and safety                       | Social Responsibility      | 1, 2        | 3, 8, 16     |
| 403-5   | Worker training on occupational health and safety   | Social Responsibility      | 1, 2        | 3, 8         |
| 403-6   | Promotion of worker health  | Social Responsibility      | 1, 2        | 3, 8         |
| 403-7   | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Social Responsibility      | 1, 2        | 3, 8         |
| 403-8   | Workers covered by an occupational health and safety management system  | Social Responsibility      | 1, 2        | 3, 8         |
| 403-9   | Work-related injuries   | Social Responsibility      | 1, 2        | 3, 8         |
| 403-10  | Work-related ill health   | Social Responsibility      | 1, 2        | 3, 8         |
| <b>GRI 404: Training and Education 2016</b>   |   |                            |             |              |
| 404-1   | Average hours of training per year per employee   | Social Responsibility Data | 6           | 4, 5, 8, 10  |
| 404-2   | Programs for upgrading employee skills and transition assistance programs                                     | Social Responsibility      | 6           | 8            |
| <b>GRI 405: Diversity and Equal Opportunity 2016</b>  |   |                            |             |              |
| 405-1   | Diversity of governance bodies and employee.  | Governance & Ethics        | 1, 6        | 5, 8         |
| <b>GRI 406: Non-discrimination 2016</b>   |   |                            |             |              |
| 406-1   | Incidents of discrimination and corrective actions taken  | No incidents               | 1, 6        | 5, 8, 16     |
| <b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>   |   |                            |             |              |
| 407-1   | Operations and suppliers in which the freedom of association and collective bargaining may be at risk         | Social Responsibility      | 1, 6        | 8            |
| <b>GRI 408: Child Labor 2016</b>  |   |                            |             |              |
| 408-1   | Operations and suppliers at significant risk for incidents of child labor                                     | Governance & Ethics        | 1, 6        | 8, 16        |
| <b>GRI 409: Forced or Compulsory Labor 2016</b>   |   |                            |             |              |
| 409-1   | Operations and suppliers at significant risk for incidents of forced or compulsory labor                      | Social Responsibility      | 1, 6        | 8            |
| <b>GRI 410: Security Practices 2016</b>   |   |                            |             |              |
| 410-1   | Security personnel trained in human rights policies or procedures   | Social Responsibility      |             |              |
| <b>GRI 412: Human Rights Assessment 2016</b>  |   |                            |             |              |
| 412-1   | Operations that have been subject to human rights reviews or impact assessments                               | Governance & Ethics        | 1, 6        |              |
| 412-2   | Employee training on human rights policies or procedures  | Human Rights Training      | 1, 6        |              |
| <b>GRI 413: Local Communities 2016</b>  |   |                            |             |              |
| 413-1   | Operations with local community engagement, impact assessments, and development programs                      | Social Responsibility      |             | 3, 6, 11, 17 |

| <b>Comparison table for the GRI Standards 2021/ UN Global Compact Principles (UNGC) / Sustainable Development Goals (SDG)</b> |  |                                  |             |            |
|---|--|----------------------------------|-------------|------------|
| <b>GRI Indicator</b>  | <b>Disclosure</b>  | <b>Reference</b>                 | <b>UNGC</b> | <b>SDG</b> |
| <b>GRI 415: Public Policy 2016</b>  |  |                                  |             |            |
| 415-1   | Political contributions  | No political contributions given |             | 17         |
| <b>GRI 416: Customer Health and Safety 2016</b>   |  |                                  |             |            |
| 416-1   | Assessment of the health and safety impacts of product and service categories.               | Social Responsibility            |             |            |
| 416-2   | Incidents of non-compliance concerning product and service information and labeling          | Social Responsibility            |             |            |
| <b>GRI 417: Marketing and Labeling 2016</b>   |  |                                  |             |            |
| 417-1   | Requirements for product and service information and labeling                                | Environment & Climate            |             |            |
| 417-2   | Incidents of non-compliance concerning product and service information and labeling          | None                             |             |            |
| 417-3   | Incidents of non-compliance concerning marketing communications                              | None                             |             |            |
| <b>GRI 418: Customer Privacy 2018</b>   |  |                                  |             |            |
| 418-1   | Substantiated complaints concerning breaches of customer privacy and losses of customer data | None                             |             | 16         |



