
TMC Invest 2021 ApS

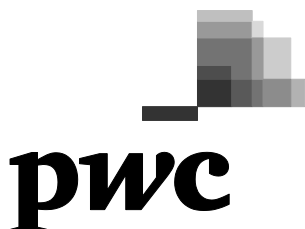
Langelinie Allé 35, DK-2100 København Ø

Annual Report for 2022

CVR No 42 42 01 82

The Annual Report has
been presented and
adopted at the Annual
General Meeting of the
Company on
23/5 2023

Jacob Kjær
Chairman of the general
meeting



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Management's Statement

The Executive Board have today considered and adopted the Annual Report of TMC Invest 2022 ApS for the financial year 1 January - 31 December 2022.

The Consolidated Financial Statements and the Parent Company Financial Statements are prepared in accordance with the Danish Financial Statements Act.

In my opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position at 31 December 2022 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 2022.

In my 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.

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

Copenhagen, 31 March 2023

Executive Board

Christian Riis-Hansen
CEO

Independent Auditor's Report

To the Shareholders of TMC Invest 2021 ApS

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 2022, 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 2022 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of TMC Invest 2021 ApS for the financial year 1 January - 31 December 2022, 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 9 -15).

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 Financials 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, 31 March 2023

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

TMC Invest 2021 ApS
Langelinie Allé 35
DK-2100 København Ø

CVR no: 42 42 01 82

Financial period: 1 January - 31 December

Financial year: 2nd financial year

Municipality of reg. office: Copenhagen

Executive Board

Christian Riis-Hansen, CEO

Auditors

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
Strandvejen 44
DK-2900 Hellerup

Financial Highlights

Group

	2022	2021 *)
	DKK '000	DKK '000
Income statement		
Revenue	861,097	205,517
Gross profit	384,289	297,588
Depreciation, amortisation and impairment	(49,617)	(24,450)
Profit before financial items	(55,805)	173,350
Financial income and expenses	18,751	(16,951)
Profit before tax	(37,054)	(156,400)
Net profit for the year	(19,747)	131,117
Balance sheet		
Balance sheet total	1,336,006	1,231,796
Total equity	368,936	251,227
Production property	496,085	343,003
Investment property	496,800	555,616
Credit institution	631,521	743,223
Investment in PPE	49,517	57,322
Cash flows		
<i>Cash flows from:</i>		
Operating activities	56,649	40,545
Investing activities	(36,608)	(37,962)
Financing activities	(73,787)	109,880
Change in cash and cash equivalents	(53,746)	112,463
No of employees	645	287

*) Comprises the period 27 May 2021 to 31 December 2021.

Management's review

The consolidated financial statements of TMC Invest 2021 ApS for 2022 have been prepared in accordance with the provision of the Danish Financial Statement Act applying to large enterprises of reporting class C.

The Consolidated Financial Statements comprise subsidiaries from the date on which control is transferred to the Group and until the date on which the control ceases.

Our Responsible Hospitality Report for 2022 is included as supplementary reporting

Main activity

Hosting moments that matter

The Group's primary activity is hosting moments that matter. Be it leisure or business, an intimate dinner for two or a congress for thousands, we believe in the power of bringing people together. Our purpose is to create a positive impact that lives on in the memory of all involved. As a key stakeholder in the development of tourism and business in Copenhagen, we aim to play our part in making the Danish Capital an international top destination for major events, conferences, and travel by shaping the sustainable hospitality platform of the future.

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

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

Development in 2022

Rampant demand challenged by new barriers

While the first months of 2022 still saw COVID-19 restrictions regarding social distancing and international access implemented by the Danish government – thus continuing to affect business activity across venues and hotels in Bellagroup – Q2 marked the beginning of a new and exciting chapter. Large groups were once again permitted to travel to and gather in Copenhagen.

Many of the major events, which had been postponed during 2020 and 2021, could now finally take place, and just in the span of May through June, Bella Center Copenhagen hosted largescale international congresses ESTRO 2022 for Radiology and Oncology, SETAC Europe 32 for Environmental Toxicology and Chemistry, EULAR European Congress of Rheumatology 2022, EuroPerio 2022 for periodontology and implant dentistry and the ESPGHAN Annual Meeting for Pediatric Gastroenterology, Hepatology and Nutrition. The total number of congress guests in 2022 exceeded 200.000.

Meanwhile our three hotels followed the same pattern, with a slow Q1 but with demand starting to pick up from Q2. In the outlook section of the annual report for 2021, we anticipated that leisure guests and national clients would return more rapidly than business guests and international clients, yet – and that has materialized. Generally, Denmark is back to or exceeding pre pandemic levels, but Copenhagen is not yet fully back, and we still miss business travelers from large parts of the world.

Just when travel started to pick up a new and unpredicted challenge arose. The general COVID-19 driven increase in costs on a wide array of supplies turned into an unprecedented growth in inflation

fuelled by the war in Ukraine. As Russia embarked on a full out gas supply conflict with the European Union and the war started to upset global food production and export, the fall and winter of 2022 saw terms such as ‘recession’ and ‘energy crises’ necessarily dominate the strategic planning of activities throughout Bellagroup.

Likewise, we experienced how clients and guests suddenly became more careful with their spendings, which in turn put a damper on the explosive growth in business we saw in the beginning of 2022. We expect that these geopolitical and macroeconomic factors will continue to affect business in 2023, which we elaborate upon in the outlook section later in this review.

Other highlights from the year gone by in Bellagroup include:

- Developing and implementing a state-of-the-art upskilling education program for chefs throughout Bellagroup. ‘Bella Chefs’ aims at attracting and retaining talent in a competitive job market, while at the same time broadening our social responsibility in terms of sharing our knowledge of business-oriented gastronomy with new generations of chefs to come.
- A new commercial structure at Bella Center Copenhagen with new key divisions including Bella Meeting place (congresses and meetings), Bella Presents (signature cultural events), and Bella Lifestyle (fashion events and vintage markets).
- A surge in employment and reemployment: A total of 348 colleagues were welcomed in Bellagroup during 2022 out of which 30 were familiar faces, who we had to let go during the pandemic lockdowns. Bellagroup now totals 560 permanent employees from 65 different nationalities. The gender breakdown for Bellagroup at the conclusion of 2022 was 47% women and 53% men.
- In our ExCom group – the top leadership level of Bellagroup – we onboarded two new members: Group Marketing Director, Louise Knox Martin and Group Director of People & Culture, Renée Mamsen-Svarter.

Financial result for the year

The financial result for 2022 clearly reflects the developments described in the previous sections of this management review: A year characterized by the “close-down” in the very beginning, followed by strong development in business activity and demand during spring, which was later on challenged by rising costs, inflation and energy crises. The profit before tax excluding negative goodwill of DKK 16.3 (part of other operating income) and revaluations negative 58,816 million amounts to DKK 5.4 million. This is better than the expectations for 2022 mentioned in the outlook section of the 2021 Annual report.

Outlook 2023

For 2023, we expect an EBIT in the range of DKK 20-30 million.

Responsible hospitality

Commercializing core sustainability values

Even through challenging times, Bellagroup remains committed to shaping the sustainable hospitality platform of the future. Not just because it is an important commercial driver in regard to ever increasing sustainability demands from our guests and clients, but because we thoroughly believe we have a part to play when it comes to changing the hospitality industry locally – and inspiring globally.

Our ambitions and efforts within sustainability are accumulated under the umbrella we call Responsible Hospitality. Our Responsible Hospitality report (Responsible Hospitality Report 2022) is included in this Annual Report, summarizing all activity, partnerships, and initiatives in 2022.

Responsible hospitality highlights in Bellagroup during 2022 include:

- Recruitment of new Director of Responsible Hospitality, Frida Ulrik-Petersen
- Definition of Responsible Hospitality strategy and way forward
- Construction of Zealand's largest solar panel park atop Bella Center Copenhagen is to be completed in April 2023 (phase 1) and November 2023 (phase 2). The solar panel park will help address current issues in the Danish European energy supply grid and produce more than 2,79 MW green electricity equaling an annual CO₂e reduction of 370 tons.
- Phase-out of disposable toiletries at all Bellagroup hotels
- Bella Arena obtained its official DGNB Gold-certification for sustainability in construction
- Green Key site visits at all units ensuring 2023 Green Key recertification

Our ambitions and commitments to sustainability for 2023 cover all business areas as we aim to deliver real, tangible change. Responsible hospitality ambitions for 2023 include:

- Identification of primary scope 3 CO₂e emissions
- Mapping of CO₂e scope 1, 2 and primary scope 3 emissions through corporate climate reporting system
- Setting science-based targets
- Publish pathway to net zero by 2050
- Be able to offer climate impact event reports to events clients
- Introduce Viima chemical-free cleaning at all our hotels
- Including energy efficiency projects in the renovation of the Copenhagen Marriott Hotel
- 5,500 new LED light fixtures at AC Hotel Bella Sky Hotel Copenhagen by end of 2023 equaling a 120 tons CO₂e emission reduction annually

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 2022" included in this Annual Report.

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, the Company is not required to report, as the Company has less than 50 employees.

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 law 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 TMC Invest 2021 ApS group – “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 2022, 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 2022, 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 25 to the Consolidated Financial Statements.

Subsequent events

Subsequently to 31 December 2022, the Group completed the acquisition of REVOLVER ApS. As the transaction was completed after 31 December 2022 the acquisition has no impact on the consolidated financial statements of TMC Invest 2021 ApS for 2022 but will be fully consolidated in the financial statements for 2023.

Income Statement of 1 January – 31 December

Group	Note	2021 *)	
		2022 DKK '000	2021 DKK '000
Revenue	2	861,097	205,517
Cost of goods sold		(184,736)	(37,976)
Other operating income	3	65,336	194,946
External costs		<u>(357,408)</u>	<u>(64,899)</u>
Gross profit		384,289	297,588
Staff expenses	4	(331,661)	(99,788)
Revaluations		(58,816)	0
Depreciation, amortisation and impairment	5	<u>(49,617)</u>	<u>(24,450)</u>
Profit before financial income and expenses		(55,805)	173,350
Financial income	6	44,875	1
Financial expenses	7	<u>(26,124)</u>	<u>(16,951)</u>
Profit before tax		(37,054)	156,400
Tax on profit for the year	8	<u>17,307</u>	<u>(25,283)</u>
Net profit for the year		<u>(19,747)</u>	<u>131,117</u>
Attributable to			
Equity holders of the Parent Company		(9,863)	66,793
Non-controlling interests		<u>(9,884)</u>	<u>64,324</u>
		<u>(19,747)</u>	<u>131,117</u>

*) Comprises the period 27 May 2021 to 31 December 2021.

Balance Sheet 31 December - Assets

Group	Note		
		<u>2022</u>	<u>2021</u>
		DKK '000	DKK '000
Assets			
Acquired licenses	9	597	0
Completed development projects	9	<u>4,064</u>	<u>7,016</u>
Intangible assets		<u>4,661</u>	<u>7,016</u>
Leasehold improvements	10	53,674	37,246
Equipment	11	66,472	49,316
Production properties	12	496,085	343,003
Investment properties	13	<u>496,800</u>	<u>555,617</u>
Tangible assets		<u>1,113,031</u>	<u>985,182</u>
Deposits		<u>39,001</u>	<u>38,651</u>
Financial assets		<u>39,001</u>	<u>38,651</u>
Non-current assets		<u>1,156,693</u>	<u>1,030,849</u>
Inventories		3,951	2,792
Trade receivables		96,429	33,890
Receivables from group enterprises		0	20
Other receivables		7,963	27,543
Prepaid expenses		12,253	24,239
Cash and cash equivalents		<u>58,717</u>	<u>112,463</u>
Current assets		<u>179,313</u>	<u>200,947</u>
Total assets		<u>1,336,006</u>	<u>1,231,796</u>

Balance Sheet 31 December – Liabilities and Equity

Group

	Note		
		2022 DKK '000	2021 DKK '000
Liabilities and equity			
Share capital	15	100	100
Share premium		61,900	61,900
Retained earnings		67,379	0
Retained earnings		<u>53,609</u>	<u>65,906</u>
Equity, attributable to owners of TMC Invest ApS		182,988	127,906
Non-controlling interests	16	<u>185,948</u>	<u>123,321</u>
Total equity		<u>368,936</u>	<u>251,227</u>
Credit institutions	17	609,663	720,980
Provision for deferred tax	18	61,766	38,072
Trade payables		8,771	8,771
Deposits		11,089	11,066
Other payables		<u>12,021</u>	<u>12,726</u>
Non-current liabilities		<u>703,310</u>	<u>791,615</u>
Credit institutions	17	21,858	22,243
Corporation tax		0	9,523
Trade payables		85,838	43,618
Prepayments received from customers		46,712	67,034
Deposits		2,343	5,320
Other payables		<u>107,009</u>	<u>41,216</u>
Current liabilities		<u>263,760</u>	<u>188,954</u>
Total liabilities and equity		<u>1,336,006</u>	<u>1,231,796</u>

Statement of Changes in Equity

Group

	Share Capital DKK '000	Share Premium DKK '000	Other reserves DKK '000	Retained earnings DKK '000	Total equity DKK '000
At 1 January 2022	100	61,900	0	189,227	251,227
Paid in from					
minority interest	0	0	0	1,400	1,400
Revaluation of property	0	0	136,056	0	136,056
Net profit for the year	<u>0</u>	<u>0</u>	<u>0</u>	<u>(19,747)</u>	<u>(19,747)</u>
At 31 December 2022	<u>100</u>	<u>61,900</u>	<u>136,056</u>	<u>170,880</u>	<u>368,936</u>

Cash Flow Statement 1 January – 31 December

Group

	Note	2022	2021 *)
		DKK '000	DKK '000
Profit before financial income and expenses		(55,805)	173,350
Adjustments for income statement items without cash effect	23	92,107	(134,892)
Change in working capital	24	54,498	17,774
Cash flow from operating activities before financial items		90,800	56,232
Financial income received		1,496	1
Financial expenses paid		(26,124)	(15,688)
Taxes		(9,523)	0
Cash flow from operating activities		56,649	40,545
Business acquisition		12,908	0
Purchase of tangible assets		(49,516)	(57,322)
Sale of tangible assets		0	19,360
Cash flow from investing activities		(36,608)	(37,962)
Capital increase		0	62,000
Paid in minorities, net		1,400	59,880
Net changes in debt to credit institutions		(75,187)	(10,231)
Expenses incurred with the capital increase		0	(1,770)
Dividend paid		0	0
Cash flow from financing activities		(73,787)	109,880
Change in cash and cash equivalents		(53,746)	112,463
Cash and cash equivalents at 1 January 2022 / 27 May 2021		112,463	0
Cash and cash equivalents at 31 December		58,717	112,463
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		54,374	109,718
Restricted cash		4,343	2,745
Cash and cash equivalents at 31 December		58,717	112,463

*) Comprises the period 27 May 2021 to 31 December 2021.

Notes to the Financial Statements

Group

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Note 1 – Subsequent events

In January 2023, the Group acquired REVOLVER ApS following dialogues throughout 2022. The acquisition is expected to support and develop a more coherent fashion week and showroom experience for buyers and brands at Bella Center Copenhagen and Øksnehallen. The completion date of the transaction was 3 March 2023.

	2022 DKK'000	2021 *) DKK '000
Note 2 – Revenue		
Geographical segments		
Denmark	<u>861,097</u>	<u>205,517</u>
	<u>861,097</u>	<u>205,517</u>
Business segments		
Hotel	429,486	75,869
Area & Entry	147,649	56,548
Technique & Services	108,884	28,605
Food & beverage	<u>175,078</u>	<u>44,495</u>
	<u>861,097</u>	<u>205,517</u>
Note 3 – Other operating income		
Covid-19 compensation for fixed costs, salary and arrangements and remission of financial debt and subordinated loan	49,011	194,946
Badwill	<u>16,325</u>	<u>0</u>
	<u>65,336</u>	<u>194,946</u>
Note 4 – Staff expenses		
Wages and salaries	297,508	88,452
Pensions	21,914	7,253
Social security costs	5,767	1,706
Other staff related costs	<u>6,472</u>	<u>2,377</u>
	<u>331,661</u>	<u>99,788</u>

No remuneration has been paid to the Executive Board.

Average numbers of employees	645	287
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Non-executive members of the management board have been granted warrants in BCHG Holding A/S. For additional information, we refer to note 14 in the consolidated financial statements.

*) Comprises the period 27 May 2021 to 31 December 2021.

	2022	2021 *)
	DKK '000	DKK '000
Note 5 – Depreciation, amortisation and impairment		
Acquired licenses	96	0
Completed development projects	2,952	1,321
Leasehold improvements	6,016	2,502
Equipment	19,204	9,345
Production and hotel properties	<u>21,349</u>	<u>11,282</u>
	<u>49,617</u>	<u>24,450</u>
Note 6 – Financial income		
Other financial income	1,494	1
Financial income from refinancing	<u>43,379</u>	<u>0</u>
	<u>44,873</u>	<u>1</u>
Note 7 – Financial expenses		
Interest on long-term debt	19,196	15,256
Lease obligations	217	68
Other financial expenses	<u>6,704</u>	<u>1,627</u>
	<u>26,117</u>	<u>16,951</u>
Note 8 – Tax on profit for the year		
Tax on profit for the year	0	9,523
Tax on profit prior year	(2,628)	0
Change in deferred tax for the year	25,838	15,760
Change in deferred tax for prior year	<u>(2,144)</u>	<u>0</u>
	<u>21,066</u>	<u>25,283</u>
can be allocated as follows:		
Tax on profit/loss for the year	(17,307)	25,283
Tax on equity movements	<u>38,373</u>	<u>0</u>
	<u>21,066</u>	<u>25,283</u>

*) Comprises the period 27 May 2021 to 31 December 2021.

Note 9 – Intangible Assets

Acquired licenses

Costs

	2022 DK'000	2021 DKK '000
At 1 January 2022 / 27 May 2021	0	0
Additions through acquisition	694	0
Disposals	<u>0</u>	<u>0</u>
At 31 December	<u>694</u>	<u>0</u>

Accumulated amortisation

At 1 January 2022 / 27 May 2021	0	0
Amortisation for the year	<u>96</u>	<u>0</u>
At 31 December	<u>96</u>	<u>0</u>

Carrying amount at 31 December

<u>598</u>	<u>0</u>
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Completed development projects

Costs

At 1 January 2022 / 27 May 2021	8,338	0
Additions through acquisition	0	9,078
Disposals	<u>0</u>	<u>(740)</u>
At 31 December	<u>8,338</u>	<u>8,338</u>

Accumulated amortisation

At 1 January 2022 / 27 May 2021	1,321	0
Amortisation for the year	<u>2,953</u>	<u>1,321</u>
At 31 December	<u>4,274</u>	<u>1,321</u>

Carrying amount at 31 December

<u>4,064</u>	<u>7,017</u>
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Note 10 – Leasehold improvements

Costs

	2022 DKK '000	2021 DKK '000
At 1 January 2022 / 27 May 2021	39,748	0
Additions through acquisition	0	49,255
Additions	22,443	180
Disposals	<u>0</u>	<u>(9,688)</u>
At 31 December	<u>62,191</u>	<u>39,748</u>

Accumulated depreciation

At 1 January	2,502	0
Depreciation for the year	6,015	2,502
Reversal of depreciation of sold assets	<u>0</u>	<u>0</u>
At 31 December	<u>8,517</u>	<u>2,502</u>

Carrying amount at 31 December

<u>53,674</u>	<u>37,246</u>
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Note 11 – Equipment

Costs

At 1 January 2022 / 27 May 2021	58,662	0
Additions through acquisition	9,285	37,515
Additions	27,075	29,588
Disposals	<u>0</u>	<u>(8,441)</u>
At 31 December	<u>95,022</u>	<u>58,662</u>

Accumulated depreciation

At 1 January 2022 / 27 May 2021	9,345	0
Depreciation for the year	19,204	9,345
Reversal of depreciation of sold assets	<u>0</u>	<u>0</u>
At 31 December	<u>28,549</u>	<u>9,345</u>

Carrying amount at 31 December

<u>66,472</u>	<u>49,317</u>
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	2022 DKK '000	2021 DKK '000
Note 12 – Production properties		
Halls/Auditoriums/Meeting facilities		
Costs		
At 1 January 2022 / 27 May 2021	354,285	0
Additions through acquisition	0	35,210
Transfer	<u>0</u>	<u>319,075</u>
At 31 December	<u>354,285</u>	<u>354,285</u>
Revaluation		
At 1 January 2022 / 27 May 2021	0	0
Revaluation for the year	<u>174,431</u>	<u>0</u>
At 31 December	<u>174,431</u>	<u>0</u>
Depreciation		
At 1 January 2022 / 27 May 2021	11,282	0
Depreciation for the year	21,349	11,282
Depreciation on disposals for the year	<u>0</u>	<u>0</u>
Depreciation at 31 December	<u>32,631</u>	<u>11,282</u>
Carrying amount at 31 December	<u>496,085</u>	<u>343,003</u>

Production property

The fair value of production property as of 31 December is determined by discounting expected cash flows by a discount rate of 10.3% (2021: 9.6%). 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.

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 20 million and +/- DKK 19 million, respectively. The sensitivity related to fluctuations in the growth rate of +/- 0.25 percentage point affects the assessment value by +/- DKK 19 million.

	2022	2021
	DKK '000	DKK '000
Note 13 – Investment properties		
Costs		
At 1 January 2022 / 27 May 2021	555,616	0
Additions through acquisition	<u>0</u>	<u>555,616</u>
At 31 December	<u>555,616</u>	<u>555,616</u>
Value adjustments		
At 1 January 2022 / 27 May 2021	0	0
Revaluation	<u>(58,816)</u>	<u>0</u>
At 31 December	<u>(58,816)</u>	<u>0</u>
Carrying amount at 31 December	<u>496,800</u>	<u>555,616</u>

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 2022 is determined by discounting expected cash flows by a discount rate of 6.2% (2021: 6.0%).

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 20 million and +/- DKK 53 million, respectively. The sensitivity related to fluctuations in the growth rate of +/- 0.25 percentage point affects the assessment value by +/- DKK 20 million.

Note 14 – Share capital

Share capital at 1 January	100	40
Capital increase	<u>0</u>	<u>60</u>
Share capital at 31 December	<u>100</u>	<u>100</u>

The share capital consists of 100,000 shares of a nominal value of DKK 0.01. No shares carry any special rights.

The subsidiary, BCHG Holding A/S has established an incentive program under which certain employees of the BCHG Holding A/S Group have been granted warrants. Warrants can be exercised by the employees by cash purchase of shares. As of 31 December 2022, the total granted warrants to employees amounts to 21,000 of which 2,625 have vested. Each warrant entitles the warrant holder to subscribe for a specific agreed class of share of nominally DKK 1 in the BCHG Holding A/S.

	2022 DKK '000	2021 DKK '000
Note 15 - Non-controlling interests		
At 1 January 2022 / 27 May 2021	123,321	0
Additions/disposals for the year	3,834	58,997
Revaluation property	68,677	0
Net profit for the year	<u>(9,884)</u>	<u>64,324</u>
Share capital at 31 December	<u>185,948</u>	<u>123,321</u>

Note 16 – Long-term debt

Credit institutions

After 5 years	401,069	376,715
Between 1 and 5 years	<u>208,594</u>	<u>344,265</u>
Long-term part	609,663	720,980
Within 1 year	<u>21,858</u>	<u>22,243</u>
Financial obligations at amortised cost at 31 December	<u>631,521</u>	<u>743,223</u>

Note 17 – Provision for deferred tax

Intangible fixed assets	5,162	7,020
Tangible fixed assets	(434,767)	(294,143)
Tax losses carried forward	145,562	108,928
Other timing differences	<u>3,287</u>	<u>5,141</u>
	<u>280,756</u>	<u>173,054</u>
Provision for deferred tax 22%:	<u>61,766</u>	<u>38,072</u>

Note 18 – Collateral

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

Production and investment properties, carrying amount	<u>992,885</u>	<u>898,619</u>
	<u>992,885</u>	<u>918,619</u>

Note 19 - Contingent liabilities and other financial obligations

Rental and lease obligations as of 31 December

Within 1 year	68,855	32,481
Between 1 and 5 years	515,458	403,855
After 5 years	<u>2,647,760</u>	<u>2,548,287</u>
	<u>3,232,073</u>	<u>2,984,623</u>
Rent expenses charged to the income statement during the year	108,977	18,413
Lease expenses charged to the income statement during the year	2,432	960

Joint Taxation

For the income year up to 27 May 2021, the subsidiaries of TMC Invest 2022 ApS are jointly and severally liable for tax on the jointly taxed incomes etc., of the Solstra Investment Group and for the period 15 June 2021 to 31 December 2022 the company is jointly and severally liable for tax on the jointly taxed incomes etc. of the TMC Invest 2022 ApS' Group.

The total amount of corporation tax payables is disclosed in the Annual Report of respectively Solstra Investments A/S and TMC Invest 2022 ApS, which is the management company for the two joint taxations groups. 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 20 – Related party transactions

The Group is controlled by TMC Invest 2021 ApS.

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

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.

	<u>2022</u>	<u>2021*)</u>
	DKK '000	DKK '000

Note 21 – Fee to the auditors appointed by the Company in general meeting

Statutory audit	661	352
Non-audit services	493	492
Tax related services	156	108
Other assurance related services	<u>73</u>	<u>486</u>
	<u>1,383</u>	<u>1,437</u>

Note 22 – Cash flow statement, Adjustments for income statement items without cash effect

Revaluations	58,816	0
Badwill	(16,325)	0
Remission of loans	0	(158,315)
Gain/losses fixed assets disposals	0	(1,027)
Depreciation, amortisation and impairment	<u>49,617</u>	<u>24,450</u>
	<u>92,107</u>	<u>(134,892)</u>

*) Comprises the period 27 May 2021 to 31 December 2021.

	2022	2021*)
	DKK '000	DKK '000
Note 23 – Cash flow statement, change in working capital		
Change in inventories	(164)	(1,113)
Change in receivables, etc.	(19,207)	106,972
Change in payables, etc.	<u>73,869</u>	<u>(88,085)</u>
	<u>54,498</u>	<u>17,774</u>

*) Comprises the period 27 May 2021 to 31 December 2021.

Note 24 – Accounting policies for the Financial Statements

The Annual Report of the Group for 2022 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

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred
- liabilities incurred to the former owners of the acquired business
- equity interests issued by the group
- fair value of any asset or liability resulting from a contingent consideration arrangement, and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the:

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity
- over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value, with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

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>
Production buildings	50
Exhibition and convention centres, auditoriums etc.	10-50
Acquired licenses	20
Other fixtures and operating equipment	1-15
Completed development projects	5

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 group enterprises. 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 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.

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 25 – Significant accounting estimates and assessments

On application of the Group's accounting policies as described in note 24, 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	2022	2021*
		DKK '000	DKK '000
Gross profit		(206)	(200)
Profit before financial income and expenses		(206)	(200)
Financial income	B	3	0
Financial expenses	C	(7)	0
Profit before tax		(210)	(200)
Tax on profit for the year	D	46	44
Net profit for the year	E	(164)	(156)

*) Comprises the period 27 May 2021 to 31 December 2021.

Balance Sheet 31 December - Assets

Parent Company

	Note	2022	2021
		DKK '000	DKK '000
Assets			
Investment in subsidiaries	F	61,120	61,120
Financial assets		61,120	61,120
Non-current assets		61,120	61,120
Deferred tax asset		66	0
Receivables from group enterprises		9,334	9,567
Other receivables		0	430
Cash at bank and in hand		619	450
Current assets		10,019	10,447
Total assets		71,139	71,567

Statement of Changes in Equity

Parent Company

	Share capital DKK '000	Share premium DKK'000	Retained earnings DKK '000	Total equity DKK '000
At 1 January 2022	100	61,900	(156)	61,844
Net profit/loss for the year	<u>0</u>	<u>0</u>	<u>(164)</u>	<u>(164)</u>
At 31 December 2022	<u>100</u>	<u>61,900</u>	<u>(320)</u>	<u>61,680</u>

Notes to Financial Statement

Parent Company

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	2022	2021 *)
	DKK '000	DKK '000
Note A – Financial income		
Other financial income	<u>3</u>	<u>0</u>
	<u>3</u>	<u>0</u>
Note B – Financial expenses		
Other financial expenses	<u>7</u>	<u>0</u>
	<u>7</u>	<u>0</u>
Note C – Tax on profit for the year		
Current tax for the year	24	44
Deferred tax for the year	22	0
Adjustment of tax concerning previous years	<u>0</u>	<u>0</u>
	<u>46</u>	<u>44</u>
Note D – Distribution of profit		
Retained earnings	<u>(164)</u>	<u>(156)</u>
	<u>(164)</u>	<u>(156)</u>

*) Comprises the period 27 May 2021 to 31 December 2021.

Note E – Investments in subsidiaries

	2022	2021
	DKK '000	DKK '000
Cost		
Cost at 1 January 2022 / 27 May 2021	61,120	0
Additions for the year	<u>0</u>	<u>61,120</u>
Cost at 31 December	<u>61,120</u>	<u>61,120</u>
Carrying amount at 31 December	<u>61,120</u>	<u>61,120</u>

Investments in subsidiaries are specified as follows:

	Share capital	Votes and ownership	Equity	Net profit/loss for the year
	DKK '000		DKK '000	DKK '000
Name/place of registered office				
BCHG Holding A/S	406	50%	361,767	88,360
Bella Operation A/S	1,000	100%	202,687	(13,598)
CP Hotel A/S	750	100%	28,824	6,399
BCHG Properties A/S	1,190	100%	167,126	102,109

Information is based on latest available Annual Reports for the Companies (2022).

Note F – Equity

The share capital consists of 100,000 shares of a nominal value of DKK 0.01. No shares carry any special rights.

The subsidiary, BCHG Holding A/S has established an incentive program under which certain employees of the BCHG Holding A/S Group have been granted warrants. Warrants can be exercised by the employees by cash purchase of shares. As of 31 December 2022, the total granted warrants to employees amounts to 21,000 of which 2,625 have vested. Each warrant entitles the warrant holder to subscribe for a specific agreed class of share of nominally DKK 1 in the Company.

Note G – Contingent liabilities and other financial obligations

Joint Taxation

For the income year up to 27 May 2021, the subsidiaries of TMC Invest 2021 ApS are jointly and severally liable for tax on the jointly taxed incomes etc., of the Solstra Investment 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 respectively Solstra Investments A/S and TMC Invest 2021 ApS, which is the management company for the two joint taxations groups. 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 H - Related parties

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

Basis

Controlling interest

None.

Transactions

The Company has had limited transactions related to intercompany receivables and payables. No Interests from or to group enterprises has been received or paid.

Note I – Accounting policies for the Parent Company

Basis of Preparation

The Annual Report of the Parent Company TMC Invest 2021 ApS has been prepared in accordance in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class B.

The accounting policies applied remain unchanged from last year.

The Parent Company Financial Statements for 2022 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 REPORT 2022



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This report covers the 2022 activities relating to Responsible Hospitality in all business units of TMC Invest 2021 ApS including BCHG Holding A/S group (Bellagroup). The report follows the financial year, 1 January 2022 - 31 December 2022, 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 TMC Invest 2021 ApS for 2022.



About this report

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.

Previous Responsible Hospitality reports are available at www.bellagroup.dk.

For further information regarding this report, please contact Frida Ulrik-Petersen, Head of Responsible Hospitality at frul@bellagroup.dk

About Bellagroup

Bellagroup is among the largest hospitality companies in Denmark. It has three main business areas: Venues, hotels, and event production.

The venue part is comprised of Bella Center Copenhagen, Bella Arena, and Bella Sky Conference & Event, CIFF Showrooms and International House. In the hotel part, 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 produces 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 in total enough space to host up to 30,000 people.

Our business

Bellagroup is one of Denmark's leading hospitality companies headquartered in Copenhagen.

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 as well as Vækstfonden and Nordea.

Bellagroup consists of:

Bella Center Copenhagen

Scandinavia's largest exhibition and congress center

Bella Arena

Copenhagen's new DGNB Gold certified multi arena

Crowne Plaza Copenhagen Towers

One of Denmark's leading hotels within sustainability

Copenhagen Marriott

Copenhagen's premier five-star hotel

AC Hotel Bella Sky Copenhagen

The largest design hotel in the Nordic region

Bella Sky Conference & Event

Denmark's largest conference center

CIFF

Northern Europe's leading fashion fair

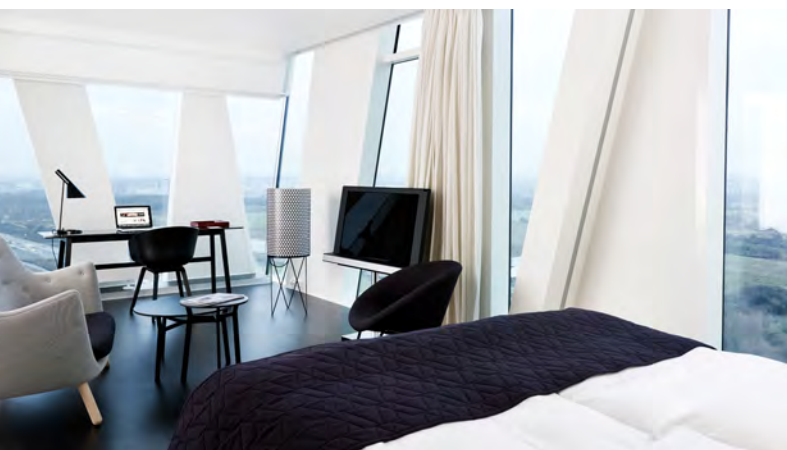
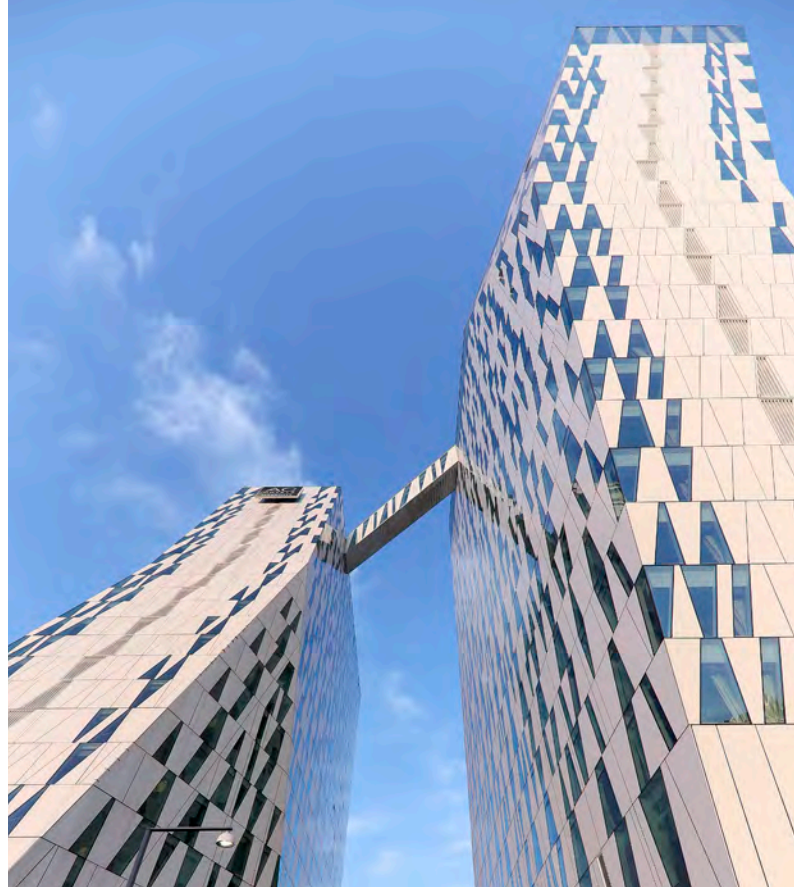
CIFF Showrooms

16,611 m² of permanent leasehold tenancies

Internationale House

Bella Center Copenhagen's serviced office

Read more at www.bellagroup.dk





Statement from the CEO:

Ramping up ambitions

2022 has been an eventful year for Bellagroup where we have rebounded from the global COVID-19 pandemic that affected the hospitality industry in 2020 and 2021.

Although the start of the year was influenced by the pandemic, 2022 saw high activity levels at our hotels and event venues – although still not quite as they were pre-pandemic.

However, business is picking up again, and both tourists and event guests are returning in large numbers – and with 59 conferences and events and more than 430,000 overnight hotel guests, we have had a very busy year. At the same time, we have scaled up our organization to accommodate the rising activity levels and welcomed back former employees alongside many new ones.

Building upon a strong foundation

For many years, Bellagroup has been at the forefront of responsible hospitality, which we have addressed holistically with a focus on both people, planet, and profit. I am proud of our sustainability journey so far and of our strong foundation and internal commitment to shape the responsible hospitality platform of the future.

As we now rise from the ashes of the pandemic, we are also firmly aware that it is time to ramp up our sustainability ambitions. A large part of global CO₂e emissions can be ascribed to tourism, and by hosting events and hospitality moments, Bellagroup also contributes to the impact on climate and environment.

To stop travelling or cancelling physical meetings altogether is not the solution. The tourism and hospitality industries are major factors in the global economy and important sources of income for many people around the globe. Moreover, the COVID-19 pandemic has shown us that physical meetings and bringing people together hold both great value and significance.

As agents of responsible hospitality, we must be part of the solution and act responsibly – both when it comes to climate impact mitigation, the environment, and social responsibility. Building on our strong responsible hospitality foundation, we will therefore accelerate our responsible hospitality strategy in 2023 and lay some of the major stones that will serve as foundation as we move forward with our ambition to make a positive

difference and shape the responsible hospitality platform of the future. This will among other things entail setting science-based targets and obtaining ISO certifications for both Bella Center and our three hotels.

A net zero future

As part of this acceleration, Bellagroup has committed to a net zero 2050 target for all units and activities.

And through an intense focus on energy optimization, Bellagroup's overall scope 1 and 2 CO₂e emissions have already been reduced by 20% since 2019. Moreover, we have in 2022 begun the construction of a 16,000m² roof-integrated solar panel park that by the end of 2023 will reduce our scope 1 and 2 CO₂e emissions on group level by another 10-15%.

However, although these are large and important steps in the right direction, we must broaden the focus to bring our hotel and event operation to zero before 2050. We will therefore in 2023 be mapping our climate impact in all scopes and use this data over the coming years as we find better and more climate-smart solutions.

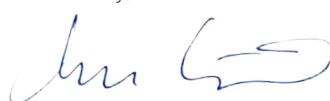
The work towards net zero is an effort that requires teamwork, cooperation, and innovation, as well as close collaboration with other key industry stakeholders. I am therefore pleased to report that we have engaged in several industry coalitions in 2022, which enables strategic collaboration towards new solutions and a joint ambition to maintain Copenhagen as an international top destination for large sustainable events in the future.

Committed to driving change

Our ambitions and commitments to sustainability going forward cover all business areas, and we aim to drive tangible change to reduce impact in close collaboration with our customers and guests.

We will continue expanding our focus on sustainable growth and maintaining our commitment to hold responsible hospitality at the heart of everything we do, while we ramp up ambitions and pave the way for a net zero future.

Sincerely,



Christian Folden Lund, CEO

Responsible Hospitality

A new strategic foundation

In 2022, Bellagroup consolidated a new responsible hospitality strategy that will serve as the strategic foundation for our sustainability efforts going forward.

The purpose of the strategy is to ensure that Bellagroup operates as a responsible business in compliance with laws and regulations and adds value through responsible hospitality to all stakeholders.

In Bellagroup, we take responsibility in everything we do by focusing on environmental and social responsibility and with the ambition to successfully realize a net zero operation by 2050 in line with global targets set forth by the Paris Agreement.

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

We put responsible hospitality at the heart of everything we do, with the aim of driving change in the tourism and hospitality industry for a better and more sustainable future.

Four strategic pillars

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

**ENVIRONMENT
& CLIMATE**

**SOCIAL
RESPONSIBILITY**

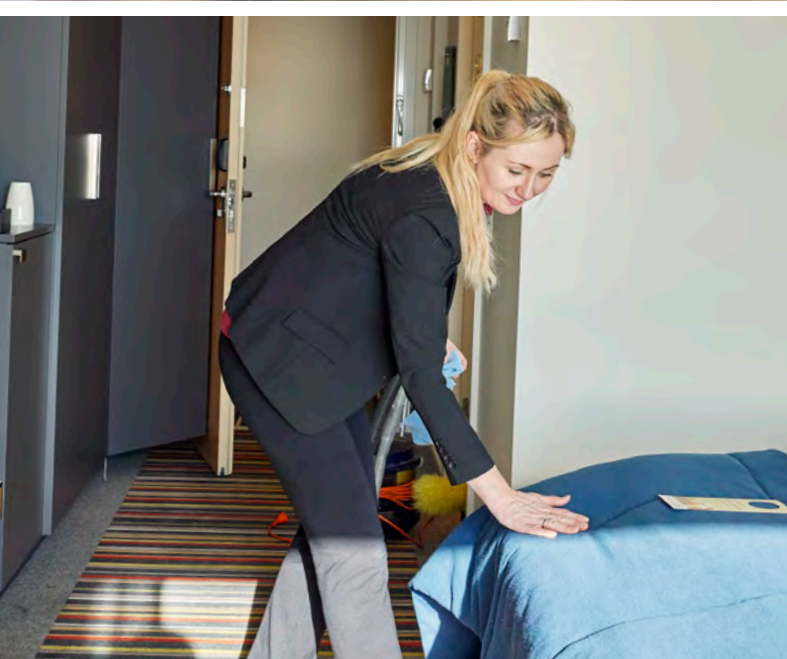
**GOVERNANCE
& ETHICS**

**ONE
TEAM**

Important issues for our organization are:

- Food waste reduction
- Resource use and conservation (energy, water, waste)
- Climate impact mitigation
- Promotion of health, safety, and well-being at work
- Responsible supply chain management
- Diversity and equal opportunity
- 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 this report.



SUSTAINABLE DEVELOPMENT GOALS

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 our business.

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.



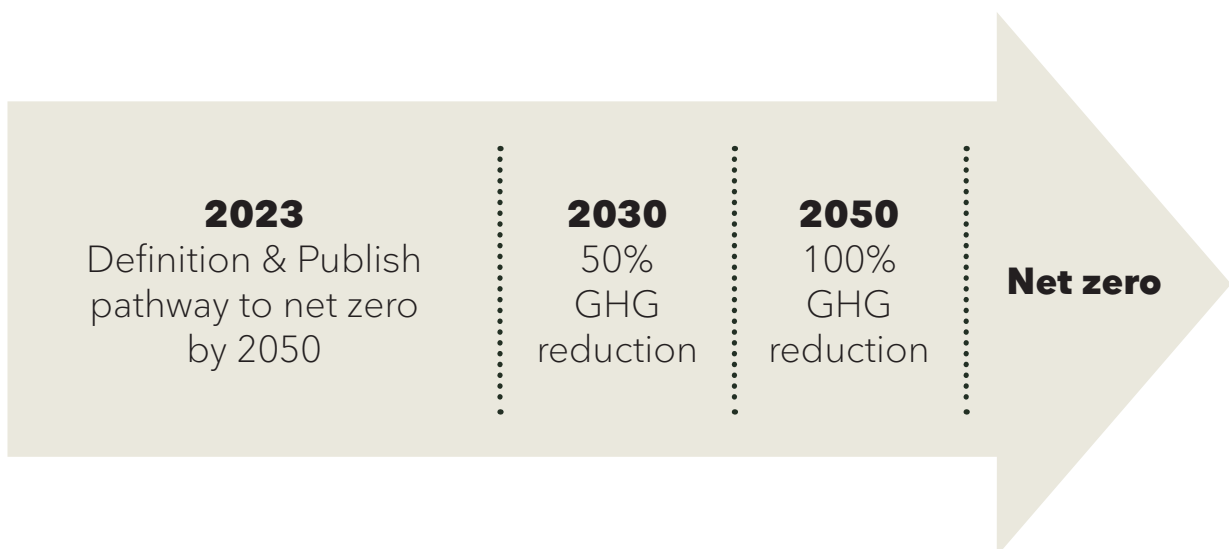
Milestones 2022

- Definition of Responsible Hospitality strategy and way forward
- Roof-integrated solar panel park construction started at Bella Center Copenhagen
 - own energy production of more than 2,79 MW equaling an annual CO2e reduction of 370 tons
- Phase-out of disposable toiletries at all hotels
- Bella Arena DGNB Gold-certified
- Green Key site visits at all units ensuring 2023 Green Key recertification
- Signatory of Wonderful Copenhagen's 'Planet Copenhagen' manifesto for sustainable tourism

Ambitions 2023

- Identification of primary scope 3 CO2e emissions
- Mapping of CO2e scope 1, 2 and primary scope 3 emissions through corporate climate reporting system
- Setting science-based targets
- Publish pathway to net zero by 2050
- Become ISO 14001 and 20121 certified at all hotels and Bella Center
- Be able to offer customer climate impact event reports
- Viima chemical-free cleaning at all our hotels
- Renovation of Copenhagen Marriott for a better guest experience and improved energy efficiency
- 5,500 new LED light fixtures at AC Hotel Bella Sky Hotel by end of 2023 - 120 tons CO2e emission reduction annually

Towards net zero





Bellagroup: on a journey towards net zero by 2050

Bellagroup works strategically to reduce climate impact in all aspects of its operation with the overarching goal of realizing a net zero operation by 2050 at the latest.

That 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.

”If we want to be truly sustainable, we need to take full accountability for our carbon footprint from our entire existence,” says Frida Ulrik-Petersen who has spearheaded Bellagroup’s focus on responsible hospitality since 2022.

As a first step on the journey, during 2022 Bellagroup began the implementation of a climate reporting system that, when fully implemented, will be able to measure the entire carbon footprint in all links of operations at all four physical Bellagroup units.

”With the right data in place, we will gain the necessary insight and transparency to identify where we should focus our operation in order to reduce our carbon emissions and ultimately drive them to zero”, says Frida Ulrik-Petersen, adding: “It’s a continuous process and evolution of monitoring and reporting, while setting your sights on the next target.”

Both long- and short-term targets are necessary to achieve net zero, and Bellagroup will in 2023 therefore start the process of setting science-based targets in collaboration with SBTi to ensure that the company’s climate goals are consistent with climate science.

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.

The global initiative is a collaborative effort to drive the events sector towards net zero, and by joining the initiative, Bellagroup has pledged to:

- Publish the organization’s pathway to achieve net zero by 2050 at the latest, with an interim target in line with the Paris Agreement’s requirement to reduce global GHG emissions by 50% by 2030
- Collaborate with partners, suppliers and customers to drive change across the value chain
- Measure and track our Scope 1, 2 and 3 GHG emissions according to industry best practice
- Report on our progress at least every two years

”Our journey towards net zero is not one we can complete alone. It is a journey that requires commitment and collaboration across the sector to ensure innovation and joint solutions. In that context, partnerships and collaborations like Net Zero Carbon Events are essential if we are to achieve a net zero target by 2050,” Frida Ulrik-Petersen concludes.

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’:

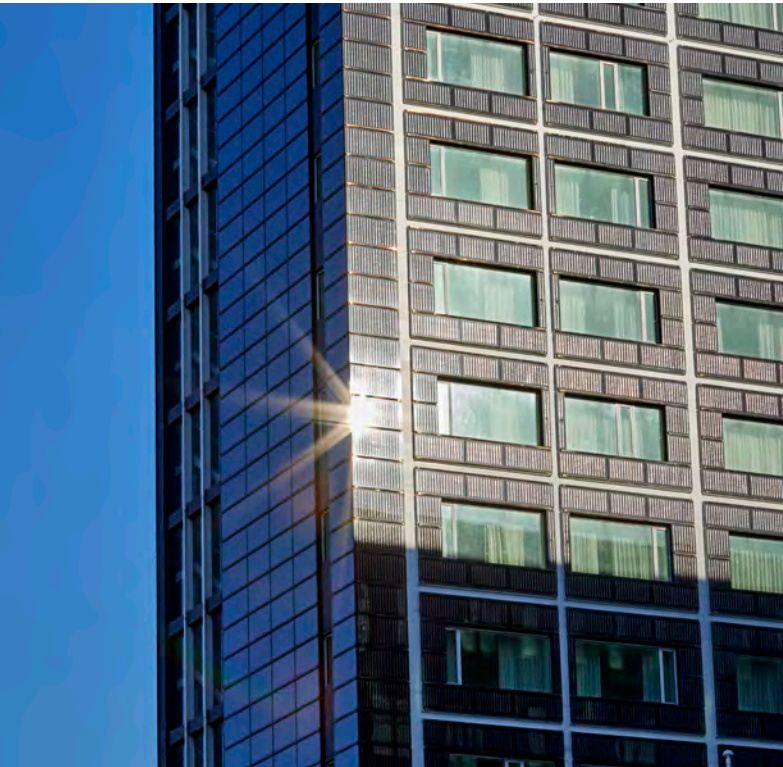
Scope 1: Direct GHG emissions that occur from sources owned or controlled by the organization.

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 should be addressed.

Ultimately, not all emissions can be reduced, and offsetting unavoidable carbon emissions through a carbon removal project can therefore become necessary to achieve net zero by 2050.



Governance & ethics

Bellagroup’s governance structure aims to ensure legal and regulative compliance, a business focus on human rights, and adherence to relevant international standards.

To ensure we uphold sound and sustainable business ethics, 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.

Preparing for the future

In 2023, we will focus on ensuring our future license to operate by preparing for coming legislative and compliance demands – especially with an increased climate mitigation focus as well as increased reporting transparency.

In 2022, we have therefore started the implementation of a corporate climate reporting system, which will provide Bellagroup with the required data transparency necessary to map and report on our CO2e emissions in scope 1, 2 and 3. The system will also provide input in terms of the most relevant and impactful areas for the business to reduce its CO2e emissions. The implementation and application of the climate reporting system will also entail close cooperation with external suppliers and collaborators as we collectively work to identify scope 3 emissions and leverage a dialogue on how to reduce these.

The system will be implemented in 2023 and will subsequently be extended in order to generate event reports to clients, thus providing transparency on the climate footprint of events and congresses hosted by Bellagroup.

Risks

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

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.

Governance structure

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

In 2022, we have seen several changes among Bellagroup’s executive members with new holders to the positions of Commercial Director, Marcom Director, and HR Director. By the end of 2022, the Executive Committee had three female and nine male representatives, our 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 2022, the Board comprised of four male and two female representatives. Bellagroup continues to strive for an equal Board member gender representation.





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 whose main function is to enhance the overall level of information communicated within the company. It acts as a mechanism by which employees can bring issues or queries that they may have to the attention of Bellagroup's management.

Business ethics

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 Anti-Corruption Policy, are intended to define our responsibilities to colleagues and company stakeholders and guide our decision-making.

We do not tolerate violations of our company policies at any level of our organization, and any such violation will result in disciplinary action.

In 2023, we will reconsider our policies and, in case deemed necessary, update our policies.

Whistleblower program

Bellagroup has a whistleblower program through which employees and others affiliated with the company, e.g., 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 2022, no reports were filed through the whistleblower program.





Human Rights

Respect for human rights is a continued focus for Bellagroup. In 2022, Bellagroup has implemented preventive and mitigating initiatives by for example creating greater awareness amongst employees of the human rights of others and themselves. This work will continue in the years to come.

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.

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

Engaging with our suppliers

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.

Business organizations

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

In order to strengthen our hotel and venue representation and industry position, Bellagroup became in 2022 a member of two Danish industry organizations for the very first time - Dansk Erhverv (The Danish Chamber of Commerce) and Dansk Industri (The Confederation of Danish Industry) - where the majority of Denmark's hotel chains and the largest venues in Denmark are represented, respectively.

Bellagroup held the following associations memberships in 2022:

- AIPC (International Association of Convention Centres)
- Best Cities
- Dansk Erhverv (Industry association) (from October 2022)
- Dansk Industri (Industry association) (from October 2022)
- HORESTA (Industry association) - membership terminated by end-2022
- ICCA (International Congress and Convention Association)
- MPI (Meeting Professionals International)
- UFI (Global Association of the Exhibition Industry)
- Visit Denmark
- Wonderful Copenhagen
- ØICC (Ørestad Innovation City Copenhagen)

Policies

Bellagroup's Responsible Hospitality policies can be found at the www.bellagroup.dk website here.

Data Privacy & Cyber Security (99d)

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 2022, 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 2022, no complaints or incidents concerning breaches of personal data were registered at Bellagroup.

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, and customers alike, and for society as a whole.

As a large operator in the hospitality industry, we also have an obligation to reduce our climate impact and work strategically to ensure sustainable production in all parts of our value chain. We therefore work to minimize our impact and create value through environmentally sustainable solutions with minimal climate impact.

Risks

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

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

For all risk areas, we measure our impact and have defined targets for improvement.

Energy consumption and carbon emissions

Bellagroup aims to achieve net zero operations by 2050 with an interim target of a 50% reduction by 2030.

However, not surprisingly, in 2022 we have seen an increase in energy consumption at all our units compared to 2021 and 2020 - two previous years marked by the COVID-pandemic and very little or no event and hotel activity.

However, if we compare to 2019, which is the closest comparative year prior to the COVID-19 pandemic, the total energy consumption in Bellagroup has been reduced by 13% over the course of three years.

And although still at a slightly lower activity level than pre-pandemic, especially the two units Bella Center Copenhagen and AC Hotel Bella Sky Copenhagen have contributed to the overall energy reduction in Bellagroup.

In Bella Center Copenhagen, the demolition of Hall H and replacement by our DGNB Gold Certified Bella Arena has resulted in improved energy control and utilization. Moreover, the replacement of heat exchangers and removal of central boilers has also contributed to a reduction in energy consumption at Bella Center of 18.5% since 2019, as illustrated in Table 1.

At AC Hotel Bella Sky Copenhagen, the optimization of hotel operations, extensive energy surveillance systems, and the phase-out of the hotel spa has resulted in an overall energy reduction per guest night of 25% since 2019, as can be seen in Table 2.



Renewable energy

In 2022, we have taken significant steps towards increasing our use of renewable energy sources. With the steps taken, Bellagroup will in 2023 - with its own roof-integrated solar panel park atop Bella Center Copenhagen and the building-integrated solar panels at Crowne Plaza - produce more than a tenth of the group's annual energy consumption through emission free, renewable energy sources.



Removal of outdated central boilers at Bella Center has in 2022 contributed to energy optimization.

CO2e emission reduction

With the reduced energy consumption compared to 2019, we have also seen a significant reduction in scope 1 and 2 CO2e emission of 20% over the course of the past three years.

This reduction is to a high degree due to energy optimization focusing on light, heat, and ventilation control at AC Hotel Bella Sky Copenhagen and Bella Center Copenhagen.

At Bella Center Copenhagen, construction of the new Bella Arena has also helped reduce CO2e emissions, just as the switch from Bella Center's diesel and gas fueled work vehicles to electrical ones over the past years has resulted in a reduction of fossil fuel consumption and thus also CO2e emissions.

All in all, this means that since 2019, Bella Center Copenhagen has seen a 25% Scope 1 and 2 CO2e emission reduction and that AC Hotel Bella Sky Copenhagen has seen a 29% reduction, as can be seen in Table 3.

Energy optimization

While renewable energy is an important step on the journey towards a sustainable net zero future, energy optimization is key to reducing annual emissions and thus Bellagroup's overall climate impact.

In 2022, we have initiated several energy optimization projects, including a comprehensive renovation of the Copenhagen Marriott Hotel where a new building management system will ensure better control and monitoring of the various energy processes of the premises.

Likewise, AC Hotel Bella Sky Copenhagen has in 2022 commenced the replacement of more than 5,500 light fixtures to LED, which by end-2023 will result in an annual CO2e emission reduction of approximately 120 tons.

Bella Arena – a DGNB Gold certified multi arena

As the latest addition to Bella Center Copenhagen, Bella Arena not only presents countless possibilities for events. It is also a modern building that holds a DGNB Gold Certification.

The arena is built and operated with a 360 degrees approach to sustainability and as part of our Responsible Hospitality strategy.

The arena is one of Northern Europe's largest of its kind and has room for 7,000 seated and 8,600 standing guests.





Solar-powered moments that matter

By the end of 2023, a solar panel park on the roof of Bella Center Copenhagen - the size of two football fields - will provide one third of the congress center's annual electricity consumption. The solar park will be the largest of its kind on the island of Zealand.

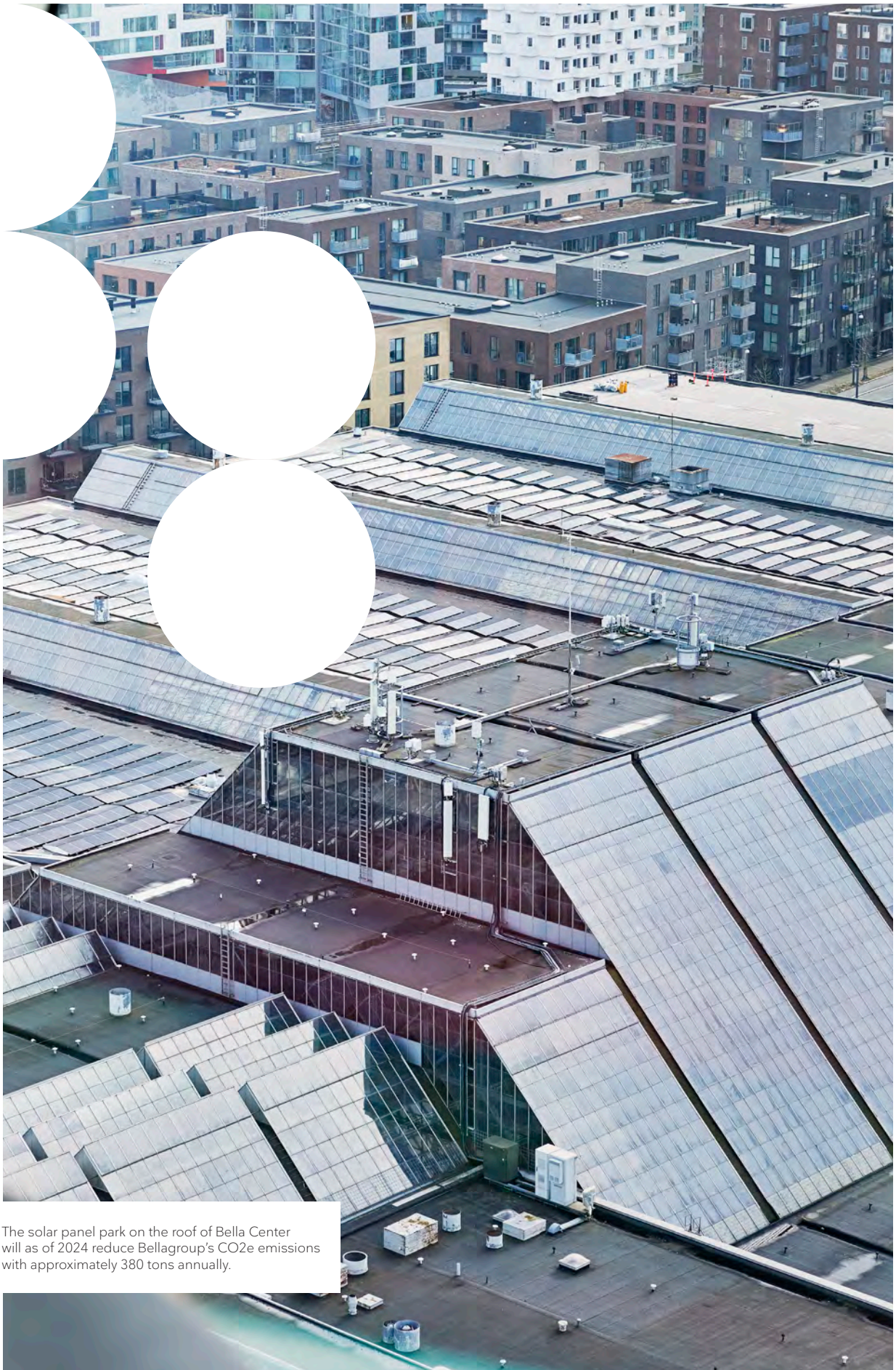
Solar power is a renewable energy source, which captures the energy from the sun and converts it to electricity with no subsequent CO2e emissions.

The large solar panel park is part of Bellagroup's sustainability strategy on the pathway towards becoming net zero by 2050.

” We work strategically with sustainability and responsibility across all our hotels and venues as part of our responsible hospitality strategy. We are very excited that we can now utilize the potential of our large roof to generate renewable energy for Bella Center and AC Bella Sky Hotel,” says Christian Folden Lund, CEO of Bellagroup. When all solar cells are connected, the photovoltaic system has a capacity of 2.79 MW.

This means that the solar cells can produce green energy corresponding to the annual power consumption of 537 households with two adults and two children.



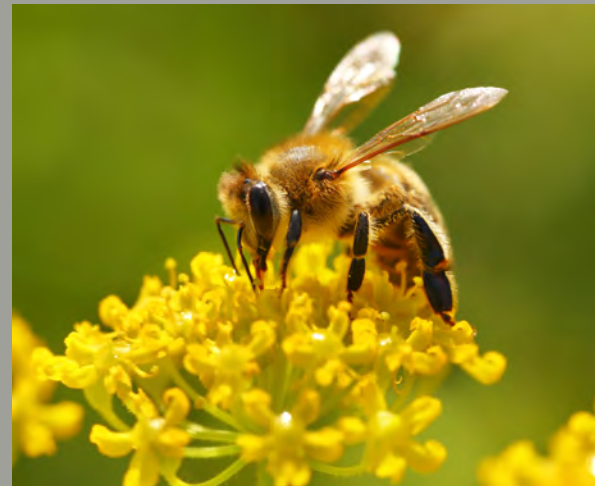


The solar panel park on the roof of Bella Center will as of 2024 reduce Bellagroup's CO₂e emissions with approximately 380 tons annually.

Biodiversity and Climate Change

The links between biodiversity and climate change go two ways. While climate change is one of the main drivers of biodiversity loss, destruction of ecosystems accelerates climate change and increases vulnerability to it by undermining nature's ability to regulate greenhouse gas emissions and withstand extreme weather.

Thus, the protection of biodiversity and reduction of carbon emissions are increasingly being seen as joint and inextricably linked activities.





Promoting a sustainable relationship between humans and nature

The focus on biodiversity is also a part of Bellagroup's progress towards a net zero operation. Although we are situated in an urban environment; all three 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, the premises by AC Hotel Bella Sky Copenhagen has for many years hosted several thousands important pollinators, namely the honeybees who make themselves at home in the green spaces around the hotel and the congress venue.

The bees are looked after by ByBi, a socially responsible organization, which cultivates a regenerative system where bees, flowers, and humans thrive together. ByBi recruits 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 2022, our local bees produced 87 kilos of honey, which was - among other purposes - served to our guests at Bella Center Copenhagen and AC Hotel Bella Sky Copenhagen.



Water management

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

As with our energy consumption, we have in 2022 experienced an increase in water use compared to 2020 and 2021 as business has picked up after the pandemic.

However, as visible in Table 4, we have experienced an overall 25% water consumption reduction on group level compared to 2019. This reduction is to a large degree due to the phase-out of the spa facility at AC Hotel Bella Sky Copenhagen where we have also seen the largest decrease in water consumption per guest compared to pre-pandemic levels.

To further reduce our water consumption in Bellagroup, we will in 2023 implement 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 Copenhagen and the Copenhagen Marriott Hotel. The Viima cleaning system is based on a unique fiber technology that reduces water consumption for cleaning by minimum 80% compared to regular cleaning.

Waste management

At Bellagroup we work towards a goal of producing zero waste. 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 in our units, while at the same time taking deliberate steps to divert remaining waste from landfill through donation, recycling, composting, energy-from-waste incineration, and other opportunities.

Waste is closely linked to guest occupancy rates, and the amount of waste produced by our units in 2022 has therefore increased compared to 2020 and 2021 as activities rose at our four units following the COVID-19 pandemic. However, as illustrated in Table 7, we have managed to decrease our waste volumes by 38% at group level compared to 2019.

And although some of this reduction is still linked to a lower activity level, we will continue our efforts, working with our partners, including our waste haulers, suppliers, and donation partners, to find innovative ways to continue to reduce waste.

In 2022, we have prepared our waste facilities to comply with the extended waste sorting act 2512, effective from December 31, 2022, ensuring all



required sorting fractions are represented and that these are labelled with the necessary pictograms. Moreover, the waste sorting area by AC Hotel Bella Sky Copenhagen has been optimized to ease the internal waste sorting by our employees.

In 2023, these improvements are - together with an increased internal waste management awareness through training and internal communication expected to strengthen source separation even further at all our hotels as well as at Bella Center Copenhagen, ensuring we continue to send as little waste as possible to the landfill.

Upcycling

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

One major example is the construction of Crowne Plaza Copenhagen Towers. Here, wood from old window frames and doors, floorboards, and scaffolding were used to create modern wall panels, while flooring was manufactured from upcycled concrete. Lobby furniture was also made from upcycled materials.

We are constantly working on innovative ways to integrate big and small upcycling solutions in our operations. In 2023, we are - among other projects - looking into upcycling conference banners in new and innovative ways and partnerships.

Single-use plastic

We remain focused on reducing unnecessary single-use items, and in 2022 we have completed our transition from individual bath toiletries to full-size bath dispensers at all our hotels, reducing single-use plastic consumption significantly.

Moreover, to reduce the use of water bottles and single use plastics, 2022 saw the installment of eight new tap water stations at our four physical locations of Bellagroup.

To strengthen the internal sustainability commitment and reduce our own consumption of bottled water, we have likewise phased out all bottled water and soft drinks at Bellagroup's offices and staff areas, which were originally introduced as a hygienic measure during the COVID-19 pandemic. Instead, all employees have now been provided with a reusable drinking bottle made from 98% sugarcane biomass, which can be refilled from water stations across all units.

An internal communication campaign ensures awareness of the clean Danish tap water and the combined health and climate benefits of consuming purified tap water instead of bottled water and soft drinks.

In 2023, the same focus will be extended to our hotel and event guests along with steps to make tap water the natural hydrating solutions when visiting one of Bellagroup's units.

Impacts of large events

Congresses, fairs, and other types of events facilitate meetings between people. Essentially, they form the starting point of many future partnerships and business agreements. A negative side effect is the heavy waste production, which usually results from such events relating to e.g., food and beverage consumption as well as production of meeting and exhibition materials. To deal with this, we collaborate directly with exhibitors and clients to further increase the amount of sorted and recyclable waste.

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 continue 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.



A better food experience

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

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

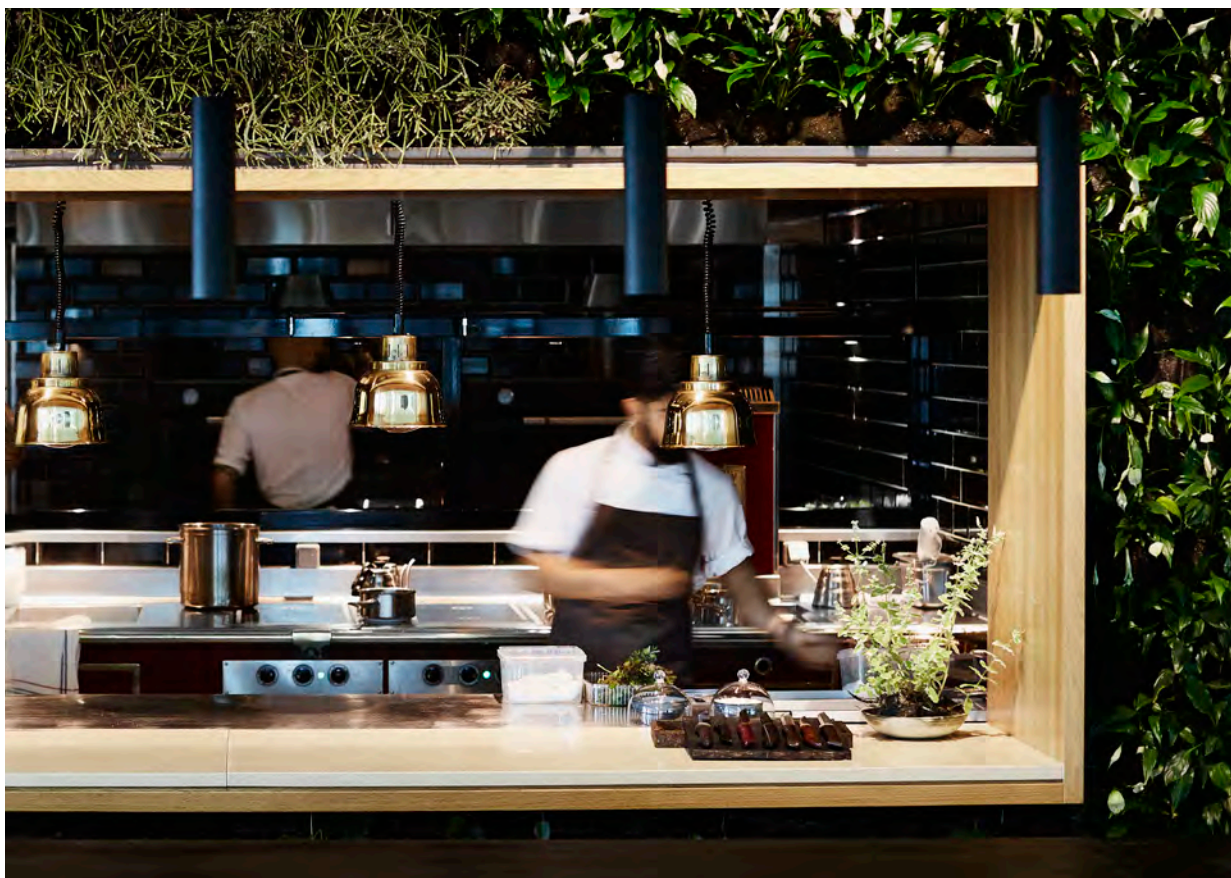
We strive to strengthen as transparent a supply chain as possible. In other words, we want to know exactly how the products we buy are grown, made, and sourced. All as part of our efforts to maximize and improve a positive impact - and eradicate any negative activities. Our mission is to source high-quality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

In the year to come, we will continue improving our focus on identifying and reducing the climate impact of our F&B across Bellagroup. Likewise, we will continue to work closely with our suppliers to help improve their environmental and social practices in line with our own expectations.



Organic cuisine label

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.

Stop Waste Locally

Together with Food Rescue partner organization Stop Spild Lokalt (Stop Waste Locally), we have since 2018 hosted several annual food handouts at Bella Center Copenhagen. Stop Spild Lokalt collaborates with Denmark's largest supermarket chains where surplus food that would otherwise be discarded is distributed to thousands of people in need.

In connection with Denmark's National Food Waste Day on September 29, 2022, we once again teamed up with Stop Spild Lokalt to campaign for the large potential - both gastronomically and in terms of sustainability - in cooking with surplus food raw materials donated by a local supermarket.



60-90% organic



30-60% organic





Volunteers prepare Christmas meals in Bella Center for groups in need

The Round Tabel

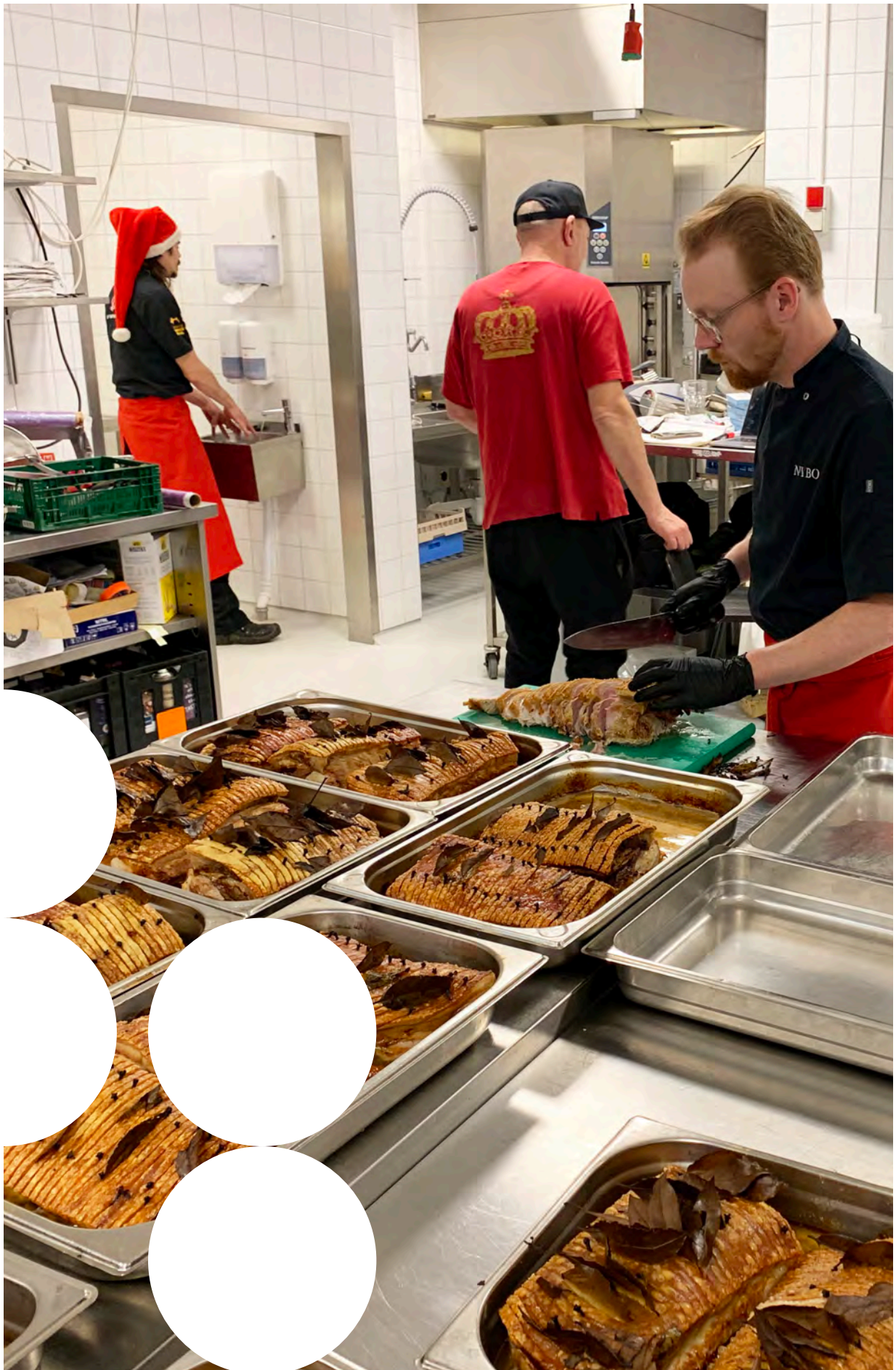
Another of our long-term food rescue partners is Det Runde Bord (The Round Table) - an organization comprising voluntary chefs and social workers who provide a healthy and nutritious diet to the homeless and socially disadvantaged by utilizing donated and surplus foods.

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

In 2022, 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.

Director Peter Haugelund and his team of 50 volunteers used one of the kitchens in Bella Center to cook Christmas dinner for marginalized members of society.

The meals were distributed to shelters for homeless, shelters for addicts, women's homes, and houses for particularly vulnerable citizens. A total of 100 addresses spread across 30 different destinations received a caring box of Christmas goodies.



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, employees, and neighbors, and we need to nurture these relationships responsibly.

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

Engaging through communications

We strive to be a workplace where our employees can reach their full potential in a positive and inclusive environment.

2022 has - to a large extent - been characterized by a rebound from the COVID-19 pandemic, where many events postponed from 2020 and 2021 could finally take place. Likewise, we experienced new events being booked with shorter notice than usual. At the same time, we have scaled up our organization at a rapid pace, welcoming many new colleagues while at the same time experiencing a high level of activity across our hotels and venues.

Despite our very best efforts, this meant that some team members have had to contribute more than what could be expected for prolonged periods of time, and some new employees experienced a hectic start to their new job due to high activity levels and little time for onboarding.

Therefore, 2022 included a strategic focus on gearing up our organization, strengthening the internal team spirit, and fully showcasing our values in the workplace.

One example is the BELLA HUB - a platform for internal communications and nurturing organizational commitment, which was implemented in June 2022.

In 2023, we will continue focusing on engaging through internal communication to strengthen our organization and promote the well-being and job satisfaction of our employees.

Risks

Our industry has historically been challenged in terms of access to qualified labor, just as we are reliant on the movement of international labor.



In the wake of the COVID-19 pandemic, we have had increasing difficulties recruiting qualified employees. However, reemploying previous team members and working strategically with municipal job centers are 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 tackled 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.

Recruitment

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

After having recruited 230 new employees during the last half of 2021, we continued to recruit on a large scale throughout 2022. By the end of 2022, 348 recruitments had been completed during the year, and Bellagroup now totals 560 employees.



We have always worked strategically to create a positive impact in our local community through our recruitment strategy, and our partnerships with local municipalities play a key role to this end.

Bellagroup 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.

In 2022, we have together with Københavns Erhvervshus been able to offer employment to several Ukrainian refugees and thus help people in a difficult situation find footing in a new land. The Ukrainian refugees have been offered employment at our hotels e.g., in housekeeping and kitchen positions. Københavns Erhvervshus has helped facilitate the recruitment process with translatable assistance alongside administrative aid in order to ensure mutual understanding and smooth onboarding.

Apprenticeships

In Bellagroup, we provide apprenticeships and work experience opportunities for students in collaboration with various educational institutions and through company internship programs.

During the past year, we had the pleasure of welcoming more than 150 apprentices through different programs on several levels throughout our organization.

Talent and training optimization

In 2022, our training focus has been on the huge and important task of onboarding the 348 new employees that have joined Bellagroup during the year.

And although the total number of internal and external training hours come close to those of 2021, the total number of training hours per employee (FTE) dropped from an all-time high of 12 in 2021 to 4.4 in 2022 due to the large influx of new employees (FTEs).

In 2022, 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. Most of the training activities were conducted online with employees from all job types and functions participating.

A large part of the training activities has also been dedicated to Bellagroup's new ERP system, Ungerboeck, which has been implemented throughout 2022 and which will fully launch in Q1 of 2023. The new ERP system will provide a smoother and more dynamic planning system aimed at strengthening our organization and ease internal and client-centric collaborations alike.



The “Bella Chefs” program trains the chefs of tomorrow



Attracting and retaining talented chefs in a highly competitive market is challenging – also in Bellagroup, where we at our hotel and conference restaurants cater for hundreds of thousands of guests every year. Moreover, many professional cooks have an ambition to explore the culinary scene or perhaps even open their own restaurant and are therefore not interested in long-term employment.

In order to address this challenge and attract new culinary talent to Bellagroup, we have developed the “Bella Chefs” training and talent program that ensures development and skill-optimization of our chefs: by training the chefs of tomorrow, we develop talent internally and help our chefs fulfil their ambitions for the future – be it with us, somewhere else or at their own restaurants.

With Bella Chefs, the aim is to invest 5% of our chefs’ work time to dedicated continuous education.

The training has its focus on current trends, skill optimization and not least sustainable cooking with climate impact mitigation, minimizing food waste, hygiene, and energy optimization as part of the curriculum.

In 2023, the Bella Chefs program will focus on the following areas of development through 12 stand-alone workshops:

1. Seasonal vegetables
2. Financial understanding of crafting a dish
3. Minimizing the use of red meats, dairy products, and cheese
4. Reducing the CO2 footprint per dish
5. Using technology to optimize energy consumption

Collective agreements

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

Table 11 visualizes the share of employees who are covered by or members of collective agreements, as well as the share of salaried employees in each business unit. 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 will be negotiating all our collective agreements covering Bellagroup's employees.

Inclusion, diversity, and equality

In Bellagroup we strive to create a truly 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, and fostering a dynamic work environment with an inclusive culture, where everyone feels valued and respected, and where everyone is treated fairly and equally.

As one of Denmark's largest hospitality groups, we understand that Bellagroup is a catalyst for social

integration – we provide many youths 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.

Health & Safety

Team member Health

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. We therefore 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 work life contributes to a better overall productivity in the workplace. We therefore work proactively to promote healthy lifestyles among all our employees.

Our health strategy is ambitious and aimed both at healthy employees as well as those unfortunate to be facing 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, yoga classes, 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 manor.

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 2022.



Student representative

In the same way as a union representative can be elected as a representative of his department, a student can also be elected student representative within a specific professional area.

In 2022, we have had the pleasure of welcoming Cater Trainee, Dikte Evers Tusvik as elected student representative for gastronomy at Crowne Plaza Copenhagen Towers – as the first student representative in both our industry and in the country as a whole.

Our focus areas in this regard continue to be 1) Well-being and culture 2) Safety and the physical workplace and 3) Ergonomics.

In 2022, 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 will during 2023 be invited to complete a workplace assessment (APV) and an engagement survey followed up by pulse surveys. Moreover, all employees will in the year to come be invited to performance interviews with their closest manager to ensure an ongoing and fertile dialogue about well-being, performance, and future development opportunities.

Health & Safety Committee

In 2022, new employee and management representatives have been elected for the Health & Safety Committee, and in 2023 they will receive all necessary health and safety courses and additional training needed to thrive in their positions.

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 on-boarding 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.

Although the COVID-19 pandemic has loosened its grip, we continued during 2022 to maintain and update COVID-19 protocols, ensuring that all requirements are up to date. We follow and continuously update our Safe to Visit Guidelines, our health and safety protocols, social distancing guidelines, and signage, as well as we provide personal protection equipment when necessary.

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 Velliv. 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 6 months of employment.

One Team

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 our "One Team" focus, we signal our commitment to working together to shape the sustainable hospitality platform of tomorrow. We embrace partnerships, networks, and collaborations that extend beyond our own organization in order to constantly develop, discover, and implement the necessary sustainable solutions.

Collaborate to innovate

During 2022, we have strengthened our one team approach by entering several new partnerships with relevant organizations. One of these organizations is ØICC (Ørestad Innovation City Copenhagen), which is an association that brings together educational institutions, start-ups, public and private companies in a strong innovation partnership focusing on sustainable solutions rooted in the Copenhagen quarter of Ørestad, where all Bellagroup's activities are centered except for the Copenhagen Marriott Hotel.

In 2023, we will act further to integrate our sustainability initiatives in the guest experience by involving our hotel and event guests in acting responsibly to create a sense of cooperation and a better understanding of the importance of making sustainable choices.

Moreover, we will - through internal communications and involvement initiatives - focus on rooting our responsible hospitality commitment within in the organization even more effectively, thus creating internal commitment and understanding across all units to ensure a united one team approach to responsible hospitality moving forward.





Creating the world's most sustainable destination:

Bellagroup signs the Planet Copenhagen Manifesto



By 2030, Copenhagen should be the most sustainable destination in the world.

That is the bold ambition of the tourist organization Wonderful Copenhagen's Planet Copenhagen initiative, which was launched in September of 2022 at a large conference with representatives from the wide tourism and hospitality industry of the Danish capital. Bellagroup also took the stage with an inspirational talk, reflecting on our experience with social sustainability in the recruitment of refugees and other marginalized groups.

To fulfil and support that ambition, Bellagroup has become one of the first signatories of the Planet Copenhagen Manifesto, through which we commit to act on five crucial objectives, namely that:

- We will create the overall most sustainable tourism destination
- We will create a destination that by international tourists is assessed as the number one environmentally friendly travel destination
- We will foster a tourism development with a strong local commitment
- We will make sustainability business and vice versa
- We will assume co-responsibility for the ambitious local and national objectives within climate, environment, and nature

As signatories of the manifesto, we will in collaboration with other stakeholders of the industry contribute to creating positive change - to the benefit of both climate and environment, the local community, visitors, and the industry.

” In Bellagroup, we work proactively to create the responsible hospitality platform of the future here in Copenhagen, and we are therefore excited by the ambitious manifesto that Wonderful Copenhagen has initiated on behalf of the tourism and hospitality industry in Copenhagen. As one of the capital's largest players, we look forward to contributing with our own, lived experiences, but also to seeking and creating new knowledge in close collaboration with our industry colleagues across the value chain. Because when it comes to sustainability, one thing is certain: We will never finish the work finding the sustainable solutions of the future, says our CEO Christian Folden Lund.

APPENDIX

RESPONSIBLE HOSPITALITY REPORT 2022

Disclosure of non-financial Key Performance Indicators (KPIs)

The non-financial key performance indicators of Bellagroup's 2022 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 resource department, privacy & compliance and IT Department.
- Grievance reports from external whistleblower program.
- Calculations of the above derived from comparison with historical data.

Environment & Climate

- Measurement and registration of energy and water consumption - reduction results derived from comparison with historic data.

- Scope 1 & 2 CO₂e emissions calculated through klimakompasset.dk
- Waste consumption measured by external waste hauler - reduction results derived from comparison with historic data.
- Calculated CO₂e emission reductions derived from comparison with historic data and based on actual and expected energy consumption.
- F&B supplier data detailing organic food share %.
- Calculations of all of the above environment & climate focus points derived from comparison with historical data.

Social Responsibility

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

Environmental Responsibility Data

Table 1

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

Table 2

Energy Consumption per guest night (kWh)	2022	2021	2020	2019
Copenhagen Marriott	33	64	97	32.7
AC Hotel Bella Sky Copenhagen	25	93	99	33.4
Crowne Plaza Copenhagen Towers	23.6	56	81	23.6

Table 3

CO2e Scope 1+2 (Ton)	2022	2021	2020	2019
Bellagroup	3,919	3,146	5,046	4,938
Copenhagen Marriott	929	733	1,256	1,035
AC Hotel Bella Sky Copenhagen	952	670	1,075	1,348
Crowne Plaza Copenhagen Towers	531	396	449	531
Bella Center Copenhagen	1,507	1,347	2,266	2,024

Table 4

Total Water Consumption (m3)	2022	2021	2020	2019
Bellagroup	111,587	64,598	57,783	149,436
Copenhagen Marriott	34,564	24,627	19,205	37,392
AC Hotel Bella Sky Copenhagen	32,659	13,635	13,768	59,119
Crowne Plaza Copenhagen Towers	23,681	13,609	13,297	29,302
Bella Center Copenhagen	20,683	12,727	11,513	23,623

Table 5

Water Consumption per guest night (m3)	2022	2021	2020	2019
Copenhagen Marriott	0.16	0.27	0.34	0.21
AC Hotel Bella Sky Copenhagen	0.12	0.44	0.34	0.20
Crowne Plaza Copenhagen Towers	0.24	0.24	0.32	0.22

Table 6

Waste distribution (%)	2022			2021			2020			2019		
	Landfill	Recycled	Recovered. (District heating & Biogas)	Landfill	Recycled	Recovered. (District heating & Biogas)	Landfill	Recycled	Recovered. (District heating & Biogas)	Landfill	Recycled	Recovered. (District heating & Biogas)
Bellagroup	1%	23%	76%	0%	36%	78%	1%	26%	73%	2%	16%	82%
Copenhagen Marriott	1%	18%	80%	0%	17%	83%	0%	20%	80%	1%	19%	81%
AC Hotel Bella Sky Copenhagen	0,5%	34%	65%	0%	19%	81%	2%	26%	72%	1%	16%	83%
Crowne Plaza Copenhagen Towers	0,5%	13,5%	86 %	1%	14%	85%	1%	12%	87%	1%	9%	89%
Bella Center Copenhagen	1%	27%	72 %	0%	50%	50%	0%	46%	54%	4%	19%	77%

Table 7

Waste volume (Ton)	2022	2021	2020	2019
Bellagroup	1,257.5	681.3	646.5	2,027
Copenhagen Marriott	184.6	112.2	105.1	258.4
AC Hotel Bella Sky Copenhagen	190.7	35	60.5	362.2
Crowne Plaza Copenhagen Towers	204.5	123.7	113.3	272.1
Bella Center Copenhagen	677.7	410.4	367.6	1,134.3

Table 8

Organic Food Share (%)	2022	2021	2020	2019
Bellagroup	38%	40%	36%	34%
Copenhagen Marriott	32%	36%	33%	28%
AC Hotel Bella Sky Copenhagen	30%	46%	34%	40%
Crowne Plaza Copenhagen Towers	41%	39%	38%	32%
Bella Center Copenhagen	49%	44%	36%	33%

Social responsibility data

Table 9

No. of Permanent Employees	2022	2021	2020	2019
Bellagroup	560	426	313	800
Copenhagen Marriott	125	111	72	166
AC Hotel Bella Sky Copenhagen	94	38	19	62
Crowne Plaza Copenhagen Towers	84	79	77	134
Bella Center Copenhagen	257	198	145	264

Table 10

No. of On-call Employees	2022	2021	2020	2019
Bellagroup	1,288	1,383	958	1,269
Copenhagen Marriott	81	271	22	70
AC Hotel Bella Sky Copenhagen	14	29	39	236
Crowne Plaza Copenhagen Towers	200	271	219	264
Bella Center Copenhagen	993	1,036	678	699

Table 11

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

Table 12

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

Table 13

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

Table 14

Employee Gender Equality	2022		2021		2020		2019	
	Male	Female	Male	Female	Male	Female	Male	Female
Bellagroup	53%	47%	52%	48%	48%	52%	50%	50%
Copenhagen Marriott	46%	54%	49%	51%	46%	54%	45%	55%
AC Hotel Bella Sky Copenhagen	59%	41%	45%	55%	42%	58%	54%	46%
Crowne Plaza Copenhagen Towers	55%	45%	62%	38%	52%	48%	50%	50%
Bella Center Copenhagen	54%	46%	48%	52%	47%	53%	51%	49%

Table 15

Employee Gender Equality	2022		2021		2020		2019	
	Training hours	Participants	Training hours	Participants	Training hours	Participants	Training hours	Participant
Bellagroup	8,220	1,874	8,805	719	16,055	1,771	13,039	2,909

Table 16

Internal / External Training - Total no. of hours	2022		2021		2020		2019
	Internal	External	Internal	External	Internal	External	Total
Bellagroup	6,773	1,447	544	8,261	3,804	12,251	13,039

Table 17

Internal / External Training - Total no. of participants	2022		2021		2020		2019
	Internal	External	Internal	External	Internal	External	Total
Bellagroup	1,761	113	68	651	651	1,120	2,909

Table 18

Gender division Training	2022		2021		2020		2019	
	Male	Female	Male	Female	Male	Female	Male	Female
Bellagroup	48%	52%	44%	56%	52%	48%	52%	48%

Table 19

Training hours per FTE	2022	2021	2020	2019
Bellagroup	4.4	12.2	9.1	4.25

Table 20

Absence due to illness	2022	2021	2020	2019
Bellagroup	4.1%	3.3%	3.8%	3.8%
Copenhagen Marriott	4.2%	4.5%	5.0%	4.8%
AC Hotel Bella Sky Copenhagen	3.7%	6.8%	3.7%	4.1%
Crowne Plaza Copenhagen Towers	5.1%	2.7%	3.8%	4.6%
Bella Center Copenhagen	3.8%	2.7%	3.2%	2.8%

Table 21

No. of occupational accidents registered	2022	2021	2020	2019
Bellagroup	36	14	9	39
Copenhagen Marriott	9	2	1	3
Crowne Plaza Copenhagen Towers	7	5	3	17
Bella Center Copenhagen & AC Hotel Bella Sky Copenhagen	20	7	5	19

Governance data

Table 22

Gender distribution in our boards and committees	2022		2021		2020		2019	
	Male	Female	Male	Female	Male	Female	Male	Female
Bellagroup Board of Directors	83%	17%	83%	17%	75%	25%	67%	33%
Crowne Plaza Board of Directors	100%	0%	67%	33%	67%	33%	67%	33%
Bellagroup Executive Committee	75%	25%	70%	30%	60%	40%	60%	44%
Bellagroup Directors Committee	50%	50%	53%	47%	56%	44%	N/A	N/A
Bella Center Copenhagen	54%	46%	48%	52%	47%	53%	51%	49%

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				
1. Organizational Profile 2021				
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		
102-3*	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 break-down, sectors served, and types of customers and beneficiaries).	About Bellagroup		
102-7*	Report the scale of the organization, including: <ul style="list-style-type: none"> Total number of employees Total number of operations Net sales (for private sector organizations) or net revenues (for public sector organizations) Total capitalization broken down in terms of debt and equity (for private sector organizations) Quantity of products or services provided 	About Bellagroup Social Responsibility Data	6	8, 10
102-8*	a. Report the number of employees by employment contract (permanent and temporary), by gender. b. Report the number of employees by employment contract (permanent and temporary), by region. c. Report the number of employees by employment type (fulltime and part-time), by gender. d. Report Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Report any significant variations (such as seasonal variations in the tourism or agricultural industries). f. Report an explanation of how the data have been compiled, including any assumptions made.	About Bellagroup Social Responsibility Data		
102-9*	Describe the organization's supply chain.	Governance & Ethics		

GRI Indicator	Disclosure	Reference	UNGC	SDG
GRI 102: General Disclosures				
1. Organizational Profile 2021				
102-10*	<p>Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination. 	Governance & Ethics		
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.		
102-12*	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Global Reporting Initiative (GRI Standards), UN Global Compact, UN Sustainable Development Goals, UN Guiding Principles for Business and Human Rights, The Universal Declaration of Human Rights, International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, Net Zero Climate Events, Planet Copenhagen		
102-13*	<p>List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> - Holds a position on the governance body. - Participates in projects or committees. - Provides substantive funding beyond routine membership dues. - Views membership as strategic. 	Governance & Ethics		17

GRI Indicator	Disclosure	Reference	UNGC	SDG
2.Strategy				
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	Message from the CEO		
102-15	Provide a description of key impacts, risks, and opportunities.	Responsible Hospitality Environment & Climate Social Responsibility Governance & Ethics		

3.Ethics and integrity

102-16*	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Responsible Hospitality Governance & Ethics	10	16
102-17	Provide a description of key impacts, risks, and opportunities.	Responsible Hospitality Environment & Climate Social Responsibility Governance & Ethics	10	16

4.Governance

102-18*	Governance structure.	Governance & Ethics		
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5. Stakeholder Engagement

102-40*	Provide a list of stakeholder groups engaged by the organization.	One Team Governance & Ethics Social Responsibility		
102-41*	Report the percentage of total employees covered by collective bargaining agreements.	Social Responsibility Data	1, 3	8, 16
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.	Responsible Hospitality Governance & Ethics Social Responsibility Environment & Climate One Team	10	
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.	Responsible Hospitality	10	16

GRI Indicator	Disclosure	Reference	UNGC	SDG
6. Reporting Practice				
102-45	a. List all entities included in the organization's consolidated financial statements or equivalent documents. 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 2022		
102-46*	a. Explain the process for defining the report content and the Aspect Boundaries. 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 2022		
102-56*	Assurance a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	No external assurance Approved by company board		

GRI Indicator	Disclosure	Reference	UNGC	SDG
GRI 103: Management Approach 2021				
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	Disclosures on Management Approach (DMA) a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Responsible Hospitality		
103-3	An explanation of how the organization evaluates the management approach i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Responsible Hospitality Governance & Ethics Social Responsibility Environment & Climate One Team		

GRI 201: Economic Performance 2016

201-1	Direct economic value generated and distributed.	Bellagroup A/S Annual Financial Report 2022		8
201-2	Direct economic value generated and distributed.	Bellagroup A/S Annual Financial Report 2022 Environmental Responsibility	7, 8, 9	
201-3	Coverage of the organization's defined benefit plan obligations.	Social Responsibility		
201-4	Financial assistance received from government.	Bellagroup A/S Annual Financial Report 2022		

GRI 202: Market Presence 2016

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		

GRI Indicator	Disclosure	Reference	UNGC	SDG
GRI 302: Energy 2016				
302-1	Energy consumption within the organization	Environment & Climate Data	7, 8, 9	7, 8, 12, 13
302-3	Energy intensity	Environment & Climate Data	7, 8, 9	7, 8, 12, 13
302-4	Reduction of energy consumption	Environment & Climate Data	7, 8, 9	7, 8, 12, 13

GRI 303: Water and Effluents 2018

303-5	Water consumption	Environment & Climate Data	7, 8, 9	6
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GRI 304: Biodiversity 2016

304-2	Significant impacts of activities, products, and services on biodiversity	Environment & Climate Data	7, 8, 9	11, 12, 13, 15
304-3	Habitats protected or restored	Environment & Climate Data	7, 8, 9	11, 12, 13, 15

GRI 305: Emissions 2016

305-1	Direct (Scope 1) GHG emissions	Environment & Climate Data	7, 8, 9	3, 12, 13, 14, 15
305-2	Energy indirect (Scope 2) GHG emissions	Environment & Climate Data	7, 8, 9	3, 12, 13, 14, 15
305-4	GHG emissions intensity	Environment & Climate Data	7, 8, 9	3, 12, 13, 14, 15

GRI 306: Effluents and Waste 2020

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 Data	7, 8, 9	3, 12
306-3	Waste generated	Environment & Climate Data	7, 8, 9	3, 12
306-4	Waste diverted from disposal	Environment & Climate Data	7, 8, 9	3, 12
306-5	Waste directed to disposal	Environment & Climate Data	7, 8, 9	3, 12

GRI 401: Employment 2016

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

GRI 402: Labor/Management Relations 2016

402-1	Minimum notice periods regarding operational changes	Social Responsibility		
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GRI Indicator	Disclosure	Reference	UNGC	SDG
GRI 403: Occupational Health and Safety 2018				
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

GRI 404: Training and Education 2016

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

GRI 405: Diversity and Equal Opportunity 2016

405-1	Diversity of governance bodies and employee	Governance & Ethics	1, 6	5, 8
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GRI 406: Non-discrimination 2016

406-1	Incidents of discrimination and corrective actions taken	No incidents	1, 6	5, 8, 16
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GRI 407: Freedom of Association and Collective Bargaining 2016

407-1	Operations and suppliers in which the freedom of association and collective bargaining may be at risk	Social Responsibility	1, 6	8
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GRI 408: Child Labor 2016

408-1	Operations and suppliers at significant risk for incidents of child labor	Governance & Ethics	1, 6	8, 16
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GRI Indicator	Disclosure	Reference	UNGC	SDG
GRI 413: Local Communities 2016				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Social Responsibility	1, 6	8

GRI 410: Security Practices 2016				
410-1	Security personnel trained in human rights policies or procedures	Social Responsibility		

GRI 412: Human Rights Assessment 2016				
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	

GRI 413: Local Communities 2016				
413-1	Operations with local community engagement, impact assessments, and development programs	Social Responsibility		3, 6, 11, 17

GRI 415: Public Policy 2016				
415-1	Assessment of the health and safety impacts of product and service categories.	No political contributions given		17

GRI 416: Customer Health and Safety 2016				
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		

GRI 417: Marketing and Labeling 2016				
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		

GRI 418: Customer Privacy 2018				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None		16

