

Paulig Group Sustainability Report 2017



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Exploring Great Taste

Welcome to explore Paulig Group's sustainability report

This report covers the sustainability work of Paulig Group in 2017. In the report, the Global Reporting Initiative (GRI) G4 guidelines are applied. For more information, please contact Paulig Group's Sustainability Director Fredrik Rosenholm: fredrik.rosenholm@paulig.com.

CEO's review

Over the years our aim within Paulig Group has been to ensure that a sustainable way of thinking and acting is embedded in all our activities, functions and co-operations. In 2017, we put a new gear into our work by defining what kind of food and beverage company we want to be in the future.

We have formulated a vision for 2030 through an online brainstorming for all employees and a workshop with the senior management. Our vision is a mental place, a dream with a deadline and aspirational description of how we want to be and what we want to accomplish going forward.

For Paulig Group, it is a headline for our long-term strategy. Linking to our mission – *Exploring Great Taste* – we want to give a picture of how we can grow as a business, while caring about people and the planet.

It seems there is more going on in the world today than during the whole existence of humankind so far. Being in the midst of the fourth industrial revolution, we must incorporate our direction towards the planetary boundaries and put sustainability at the core of how we do business.

Up until now, the food industry has been one of the few areas that has not yet changed much, despite opportunities and necessities for change.

I believe this is about to change.

You might ask why?

Due to the fact that we are approaching a global population of 8 billion in 2030, it is obvious that there is a need for huge changes within the food industry in order to strive for a viable planet in the future.

As the food sector is an industry responsible for up to 30% of greenhouse gas emissions to the atmosphere, we have a huge responsibility to be brave and to focus our actions. Therefore, climate action is perhaps the most overarching and critical of the sustainability development goals for us.

"We aim to

focus on innovation

to deliver sustainable products, as well as waste-smart solutions and services to our consumers."

Accelerated focus

While maintaining Paulig Group's sustainability roadmap on responsible sourcing, focus on quality and lowering the environmental impact and health & safety in our operations, we have also accelerated our focus on the offering. One such area is our attention to an increased vegetarian offering and support to our consumers in making choices that support their health, their wallet and the globe's future.

Another area in which we are increasing our attention is waste or in the extension, circularity, and the challenge to minimise food waste and packaging at the same time.

Driven by a sense of curiosity, we at Paulig aim to focus on innovation to deliver sustainable products, as well as waste-smart solutions and services to our consumers.

In our vision 2030 we have expressed our future direction in the following way: "The Nordic challenger loved and valued for reshaping the world of pure taste experiences."



Tina Andersson, acting CEO, Paulig Group



Interview with Fredrik Rosenholm, Sustainability Director, Paulig Group

Having worked as the Sustainability Director of Paulig Group since April 2017, **Fredrik Rosenholm** is enjoying his job. Fredrik believes an ambitious sustainability agenda is a must and possible to achieve if you prioritise and are clear about the long-term value proposition.

"The old narrative that sustainability is contradictory to profitable business has quickly changed. Both my own observations and empiric data is showing that having a long-term focus on corporate strategy, including sustainability, is good for internal governance and for business agility, as well as motivating for consumers and employees."

You have now been at Paulig Group for almost a year. What is your impression, how would you describe the company's approach to sustainability?

Getting to know the company and my colleagues, the majority are open and very interested in sustainability and how we can do better. I interpret this as a sign of a company with long history and lots of pride but also preparedness and fearlessness for the challenging future knocking on our door.

In your opinion, what are the main challenges in the future?

Obviously greenhouse gas emissions in a world where climate impact puts pressure on agriculture, livelihood and subsequent food security globally.

In parallel, we also need to focus on eliminating waste at all stages of the supply chain. This means that we need to aim beyond resource efficiency and recycling and include e.g. packaging design in search for higher levels of performance towards circularity. At par with this, but more on the social side is the major challenge of food production and subsequent links to nutrition and human health. We already have a wide vegetarian assortment and this is an area we will continue developing over the coming years.

Two of the big discussions of last year were Ellen MacArthur's prognosis on "more plastic than fish in our waters by 2050", and the discussion that "overweight and obesity are now as common as undernourishment and nutrient deficiency." Both of these are very eye-catching shifts that clearly point out where the global food system and food companies like ourselves need to focus.

What have you done during your first year at Paulig to address these challenges?

The Group as well as the divisions have had strong sustainability programmes for years. In order to accelerate our sustainability

programme further, we have continued our systematic work and in addition selected material areas where we can achieve more.

So we can expect Paulig sustainability programme to develop with increased speed the coming year?

Definitely. We must and will continue to accelerate our journey towards a more sustainable future. We will keep our focus on the most material issues, but simplify the end-destination and communication to motivate both colleagues and consumers to participate in the action.

"We must and will continue to accelerate our journey towards a **more sustainable future.**"



Our highlights of 2017

100%

Environment:

100% electricity from renewable energy in 7 sites out of 9

(excl. Russia and parts of Belgium energy source)



Supporting consumers' health and wellbeing:

From 2016 to 2017 Santa Maria brand increased the share of vegetarian recipes on the web from

12% → 23%



99%

Environment:

99% of waste is recycled or incinerated

100%

Environment:

100% carbon offset for Risenta products



70%

Social responsibility:

70% of coffee comes from sustainable sources*

* This means coffee that we buy as certified (UTZ, Rainforest Alliance, Fairtrade, Organic) and from our partnership programmes assessed against the Paulig Group Code of Conduct for suppliers.

185%

Workplace safety:

An internal awareness campaign resulted in a 185% increase in risk observations from 2015 to 2017

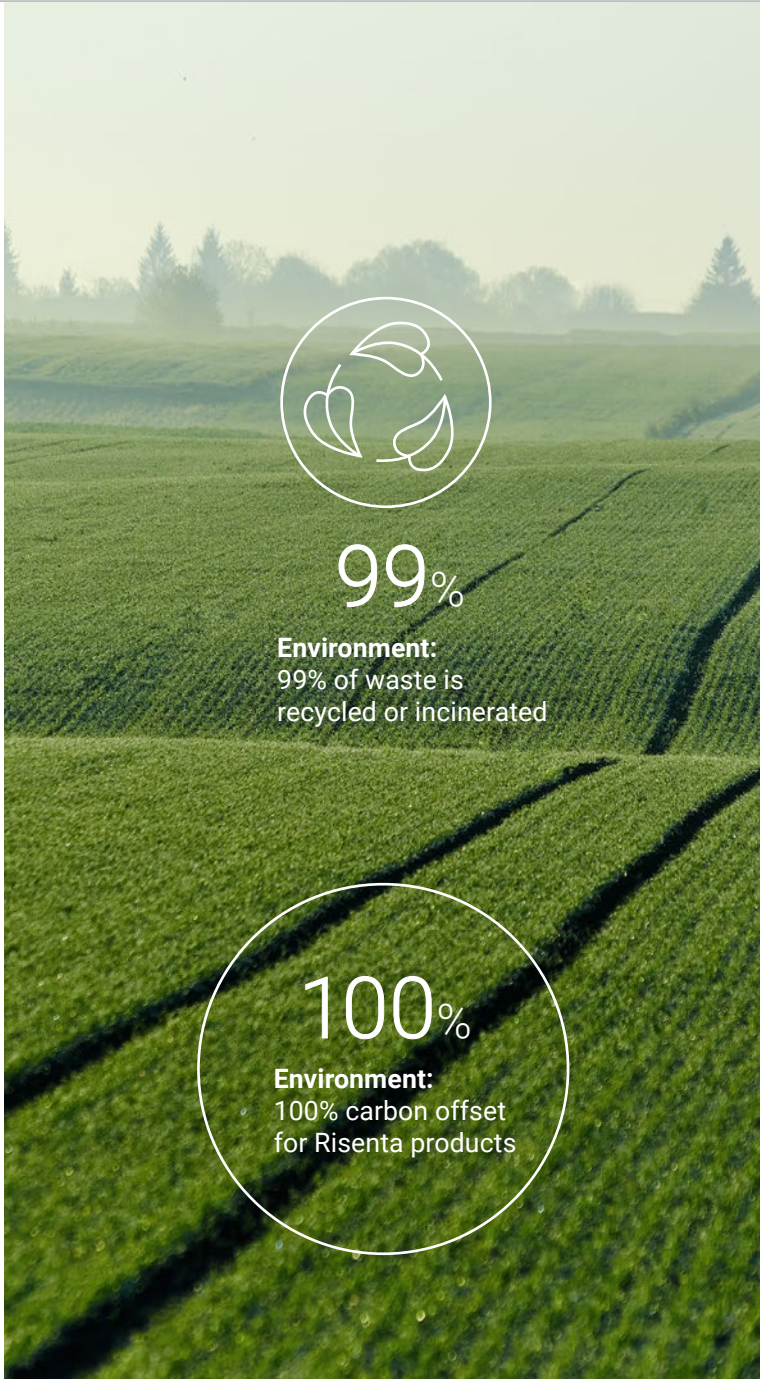
In 2015–2017, the number of lost time accidents decreased by

35%

60%

Workplace safety:

The Snack Food division has reduced Lost Time Days by 60% during the period 2015–2017



About Paulig Group

Paulig Group is a family-owned international food company founded in 1876, known for its high-quality brands and services. Our business is divided into four divisions: Coffee, World Foods & Flavouring, Snack Food and Naturally Healthy Food*. Well-known brands include Paulig, Santa Maria, Risenta, Gold&Green and Poco Loco. We have operations in the Nordic and Baltic countries, Russia and its neighbouring areas, Continental Europe and the United Kingdom.

Our products are sold in over 60 countries. Currently, 58% of the Group's sales are in the Nordic countries and 42% in other markets. In the end of 2017, the Group had over 2000 employees in 13 countries, and its net sales were EUR 929 million. The company is headquartered in Helsinki, Finland.

Changes in the Group's structure and operations in 2017

- Kaffesystem Nordic AB was sold
- Discovery Holdings Ltd was liquidated
- Majority (51%) of Mode Cold Brew AB was acquired

* In January 2018, the merger of World Foods & Flavouring division and Naturally Healthy Food division into one Paulig Foods division was initiated.

The economic impacts of Paulig Group

Paulig Group operates globally and has direct and indirect financial impacts on the economies the Group operates in. Direct impacts include purchases of goods from suppliers, wages and benefits paid to the Group's employees, dividends paid to the owners and shareholders, and income taxes paid to the public sector. We also contribute indirectly to the economy in many ways. Our biggest indirect impacts relate to the supply chain. Paulig Group purchases a substantial amount of raw material from developing countries, thereby creating business and job opportunities along the supply chain. We collaborate actively with our partners and other operators to enhance sustainable farming practices and better business skills in the countries of origin.

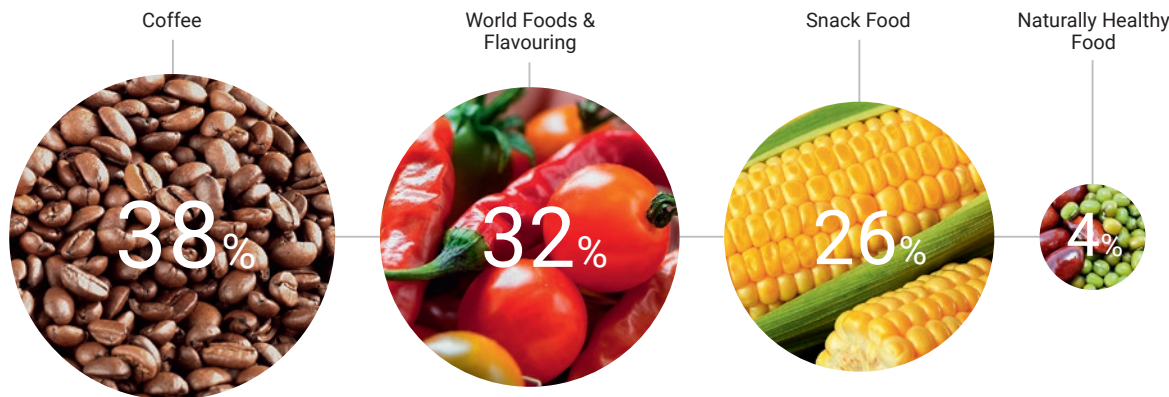
Our tax payments

In 2017 the direct income taxes paid were EUR 24 million, of which approximately 56% was paid in Finland, 28% in Belgium, 10% in Sweden and 6% in other countries we operate in. In addition to direct income taxes, we contribute to society in the form of pension and social security contributions, payroll taxes, value-

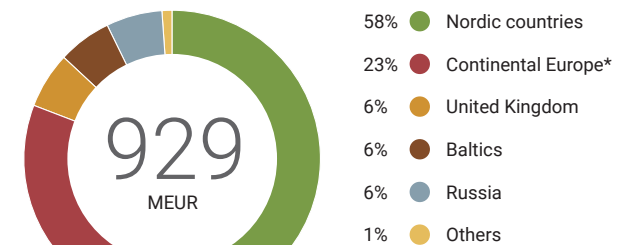
Economic value created and distributed 2017, MEUR



Net sales per division, 2017

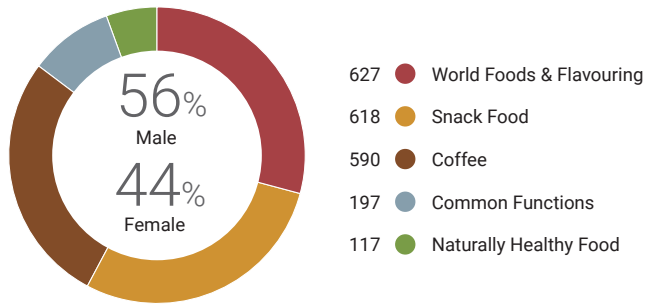


Net sales per market, 2017

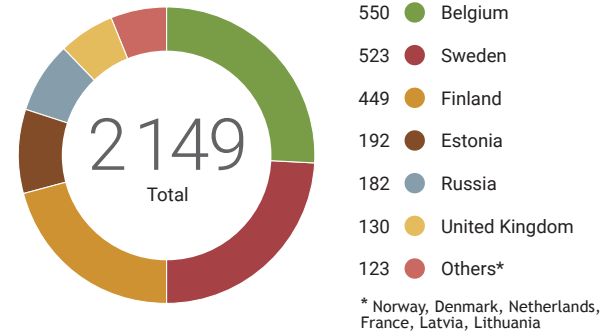


* e.g. France, Germany, Netherlands, Belgium, Spain, Switzerland, Italy, Poland, Austria, Czech Republic

Personnel by division, 31.12.2017



Personnel by country, 31.12.2017



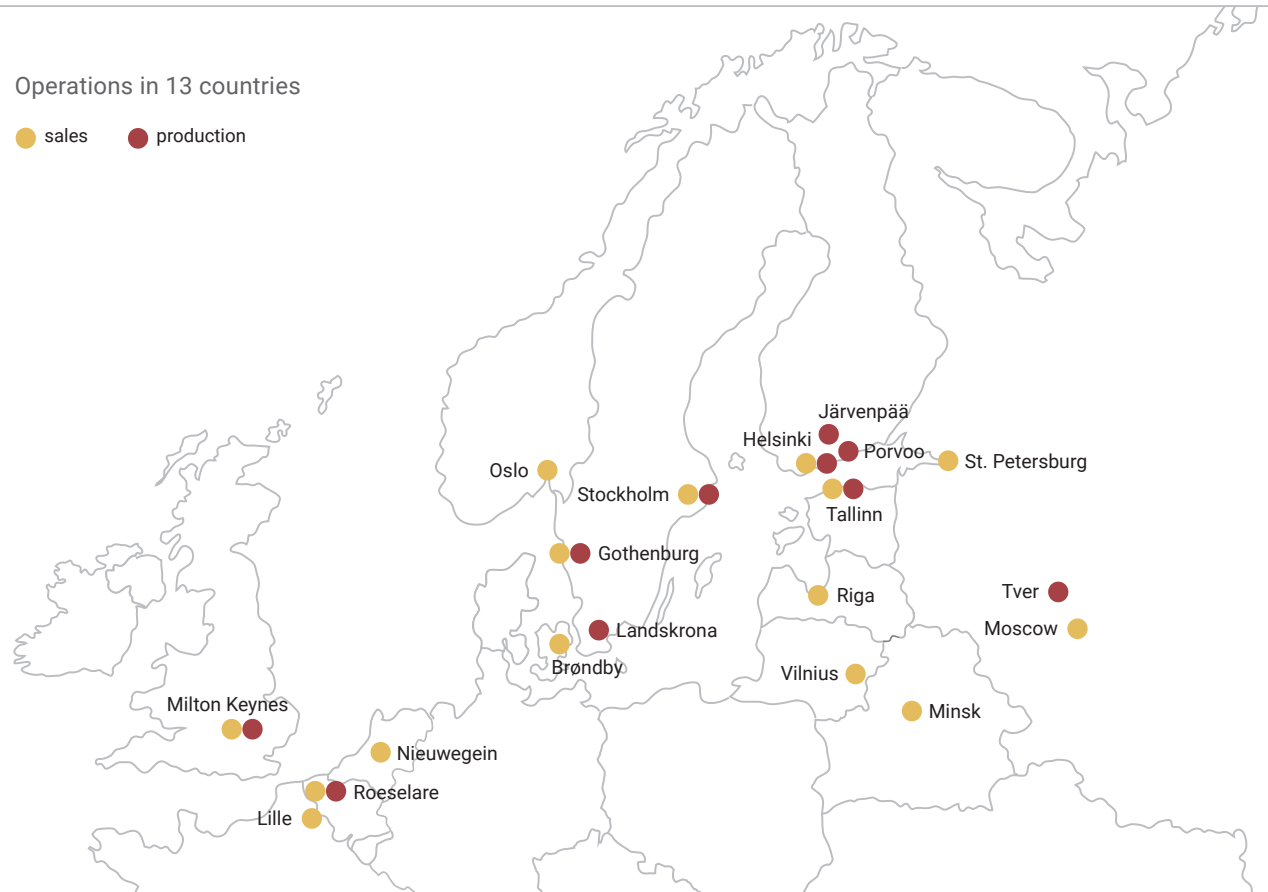
added taxes, sales taxes, customs duties, excise, real estate and environmental taxes. Paulig Group pays and collects these taxes following the applicable rules and regulations. Payroll-related tax payments and VAT make up most of Paulig Group's tax footprint.

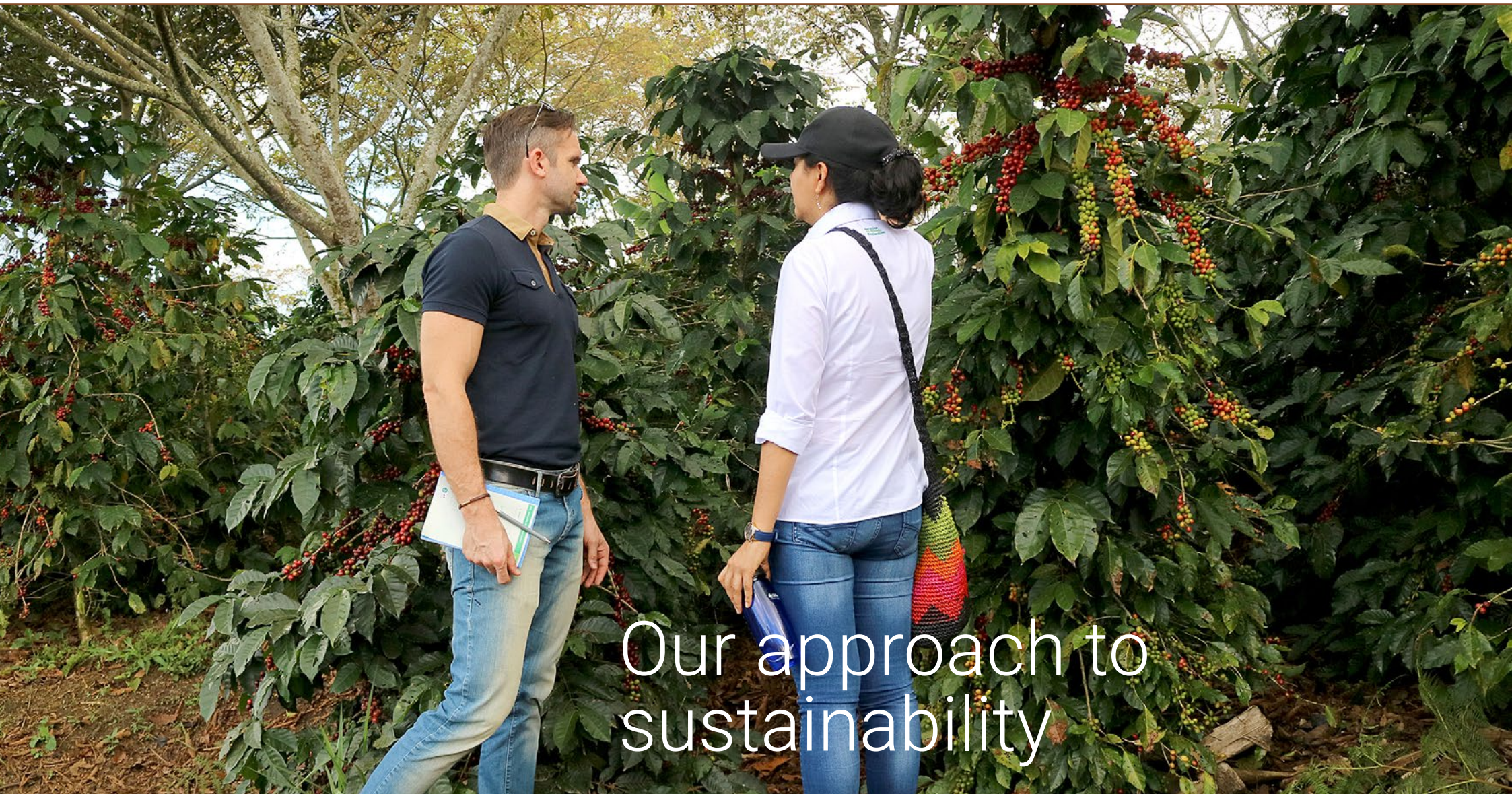
About our tax strategy

Our principle is to pay the right amount of tax legally due in the right jurisdiction. We observe all applicable rules and regulations in all the countries we operate in and follow the rules set by the appropriate authorities. Our transfer pricing is based on the global Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations issued by the OECD. We also follow the development of local transfer pricing rules and regulations and adopt localised policies if necessary. Our tax planning is aligned with business models and we consider taxes as one element in decision making. Business or location planning is driven by sound commercial needs. [» More information about our financial figures and corporate governance can be found in the Paulig Group Annual Report.](#)

Operations in 13 countries

● sales ● production





Our approach to sustainability

Within Paulig Group, the commitment to high quality and the long-term perspective of our role in society have been a part of our way of working ever since 1876 when Gustav Paulig founded the company. Our business is based on natural ingredients and our supply chains are global. Our future success will only be possible if the wellbeing of people and the environment throughout the value chain are taken care of.



Key areas in our sustainability work

Paulig Group's sustainability work focuses on the areas which are important to our stakeholders, society and the environment and where we can have a positive impact or minimise our negative impacts through our own actions and collaboration. The focus areas are based on a materiality analysis conducted in 2015 and reviewed and updated in 2017. Based on the review, we reconsidered our previous focus area, "Acting as a constructive part of society" as the core of the entire sustainability programme and merged it into the other focus areas. Hence, the sustainability focus areas that also steer our reporting are:

"A key aspect of our sustainability work is acknowledging our role in society."

1. Fostering social responsibility

- Sustainability in the supply chain: Workers' rights, labour conditions and human rights
- A good workplace for our employees

2. Caring for the environment

- Energy and climate action
- Resource efficiency with focus on waste, packaging materials and water
- Sustainable agriculture and environmental sustainability in the supply chain

3. Supporting consumers' health and wellbeing

- Quality and food safety
- Consumer health and wellbeing
- Sustainable consumption; certified raw materials and products

Our focus areas



Commitment to United Nations Sustainable Development Goals

Paulig Group acknowledges the importance of United Nations Sustainable Development Goals. The goals that we have recognised as most relevant to our business are further emphasised in our sustainability programme and we are committed to promoting them throughout our value chain.

The most important SDGs that Paulig Group supports



End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



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



Ensure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.

The foundation of our sustainability work and our approach to sustainability is built on our values, ethical principles and company culture. A key aspect of our sustainability work is acknowledging our role in society.

Paulig Group's sustainability programme is built on the sustainability topics found to be the most relevant for our company and stakeholders and where we have the greatest impact. Thus far, most effort at the Group level has been put into developing

an ethical business culture, leadership and a sustainable supply chain. As many key topics cover a scope wider than the Group's own operations, there is a great need to actively collaborate with other parties. For example, in sourcing this is fundamental and our divisions have been working for years with their suppliers and partners both to improve performance and to have a positive impact through various sustainability programmes and activities.

Paulig Group's ethical principles

We avoid conflicts of interest	We exceed the consumers' expectations	We foster a responsible way of sourcing
We care for the environment	We respect people	We build trust

Our values

Stay Curious	Strive for Excellence	Grow Together
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>> Read more about our mission and values



Managing sustainability



Our sustainability work is based on Paulig Group's common values and mission and guided by management systems, ethical principles and Paulig Group's Code of Conduct for Suppliers. Sustainability issues are reviewed regularly in all parts of the organisation.

Building an ethical business culture

Paulig Group has strong brands, and consumers and customers trust the company. To maintain these valuable assets, we are committed to a highly ethical way of operating. Our ethical principles set the standard for all employees, and all suppliers must commit to the Paulig Group Code of Conduct for Suppliers. The ethical principles are supported by following Group level policies and management systems:

- Paulig Group Code of Conduct for Suppliers
- Paulig Group Corporate Governance
- Environmental management systems (divisional)
- Food safety management systems (divisional)
- Health and safety management systems (divisional)
- Paulig Group Enterprise Risk Management Policy

Training and communicating

To ensure the implementation of our ethical principles and related policies, we updated our online ethical principle training last year. The training package and subsequent questionnaire is mandatory for all employees. The goal is to ensure awareness and to bring sustainability into practice of processes and daily work.

In addition to ethical principles training, there are sustainability training sessions for personnel organised in divisions. The goal of these is to increase the awareness of corporate responsibility in Paulig Group, to acquaint personnel with the Group's shared values and ethical principles, and to bring sustainability even closer to each employee's daily work and ways of working. In addition, people working within sourcing, quality management and sustainability functions are trained to ensure consistent evaluation of the social and environmental work of Paulig Group's suppliers.

Managing risks and opportunities

Risks and opportunities are monitored and updated annually. The analysis is done both on the divisional level as well as on the Group level and policy updates are proposed and approved by the Board of Directors.

With this dual governance system in place, risks and opportunities are governed in a systematic and structured way with the aim to ensure the continuity of the business and support the achievement of business and sustainability objectives.

Key risks and opportunities are identified and managed as part of business operations. Risk management covers strategic, operational and hazard risks where sustainability is described in general terms and classified as strategic.

The biggest sustainability risks in Paulig's operations are in the field of product quality, in particular if linked to negative consumer health consequences. Internal awareness of our environmental and social implications is considered well established, but lack of implementation on the team level may still be a risk. Failure in our Responsible sourcing programme and/or suppliers or partners not following our Code of Conduct with resulting adverse effects on local labour or the environment remains as a risk. Consumer disapproval of our sustainability commitments or actions is an additional risk which could have negative consequences for brand loyalty. In the longer perspective, climate change is the greatest risk from a variety of dimensions, in particular for the agriculture of sensitive crops.

Opportunities are not clearly specified in the Enterprise Risk Management process. Due to earlier decisions, we have strengthened the sustainability team, raised sustainability to the

Paulig Group's value chain



Listening to and collaborating with stakeholders

Strategy & Growth function and believe these investments will help us in mitigating pronounced risks. Via divisional responsibility for sustainability, good governance as well as a more sustainable offer is the largest opportunity of sustainability, both in terms of savings as well as an increased consumer preference and loyalty.

Management systems in Paulig Group

Paulig's way of working is described in our management systems and consists of our ethical principles, policies, processes, procedures and instructions. Our way of working reflects the Paulig Group ambition levels, standard, legal and other stakeholder requirements.

A list of all sites and divisional standards/certificates can be found on >> [page 41](#).

We want to contribute positively to the societies we operate in, and we have done so throughout our company's history. We appreciate networks and collaboration, since together we can find answers to sustainability challenges more successfully than alone.

Relationships with the various stakeholders around us, and understanding their views and expectations, form the basis of Paulig Group's sustainability work. We believe that, by collaborating with our stakeholders and engaging them in dialogue, we can find solutions benefiting people and societies on a wider scale as well as improving the future prospects of our business.

Based on our daily co-operation, we find consumers, customers, employees, suppliers and owners to be the central stakehold-

ers for us. Other important groups we keep in touch with are the local communities we operate in, regulatory bodies, decision makers and opinion formers. Social media is an important dialogue platform for us, especially with consumers, customers and non-governmental organisations (NGOs). We also get information and feedback from various surveys and studies concerning, for example, consumer views on our sustainability, customer satisfaction and employee engagement.

Stakeholders' expectations and our ways to engage with them

Consumers first

Consumers expect great tasting, healthy and sustainable products and services that they can trust. They also look for inspiration and advice. Most of the feedback we receive from consumers is related to our products and services, such as the origin of raw materials and the social conditions in their production. The health, safety and environmental aspects of the products are also important to them.

Employees thrive in a strong, value-based company culture

Our employees strive in a value-based company culture and an employer that offers professional development and sustainable economy.

Owners – for the next generation

Our owners expect a long-term economic perspective and ethically driven business. They expect the company to grow and be successful in a sustainable way that respects natural resources and human rights. We respond to these expectations via business and annual reviews, the family intranet, CEO events and the annual general meeting.

The main goals of our partnership programmes in coffee origin countries are to increase the profitability of coffee farming, the quality of the coffee crops and contribute to the wellbeing of the communities.



Customers – value creation

Our customers are our partners who sell our products to the consumers, e.g. retail and foodservice customers. Customers expect us to provide sustainable products and services and create value with them. They expect transparency and a systematic way of managing and ensuring quality, food safety and environmentally-sound practices. We are also members of various international and national initiatives, both industrial and those of other associations.

Suppliers – long-term partnerships

Suppliers' expectations toward us are fair treatment, long-term partnerships and economic sustainability. We have various means for engaging with our suppliers: our responsible sourcing process, meetings, visits and questionnaires, common development initiatives and our Code of Conduct for Suppliers.

NGO's and communities

Non-governmental organisations and communities expect engagement and local presence from us. We respond to their expectations and engage in dialogue with them through joint social programmes, supporting local initiatives, digital media and participating in surveys.

Media

Media expect interesting and trustworthy stories, compliance and high morals from us. We engage in dialogue through media briefings and interviews, digital media and visits to company premises.

Support for communities along the value chain

We utilise raw materials, resources, flavours and inspiration from cultures and societies around the world. Many of these societies are facing social and environmental challenges that are future threats both to them and to our business. We want to be part of the solution and are therefore investing long-term in many projects. >> [Read more about these projects in the Sustainable Supply Chain section.](#)

Cooking together creates a convenient atmosphere to get to know new people, learn from each other and share valuable experiences.

CASE

Meeting over a meal for bonding and inclusion

Diversity, integration and equity are valuable for us as a company, and also for our employees. That is why we are happy to have had a partnership with Mitt Liv (My Life) since 2010. Mitt Liv is a social enterprise located in Sweden working for an inclusive society and a labour market that values diversity.

In this initiative, employees from Paulig Group have had the opportunity to act as mentors to coach new citizens in Sweden, while learning about other cultures. The meetings have included discussions about societal norms, the labour market and networking and have given the newcomers a chance to practice the Swedish language.

Communications Manager **Eva Berglie** has been mentoring **Tarek**, who moved to Sweden from Syria two years ago.

"I have looked forward to every meeting with Tarek. He has been giving me fruitful perspectives and I hope that I have given him some insights into Swedish norms and business culture. I am grateful

that I got the chance to meet Tarek. Tarek now has a job at the quality department of a food company and is doing great," says Eva.

In 2017, we developed this initiative by arranging a pilot with Mitt Liv to further develop successful integration. A group of students and people of foreign background were invited to our office in Mölndal to cook à la Santa Maria, talk and network with each other. The meeting was successful, containing buzzy conversation, collaboration and fruitful sharing about cultural differences.

Our experiment has proven that cooking creates a convenient atmosphere to get to know new people, learn from each other and a great way to share valuable experiences.

The lack of an inclusive society today is a fact that needs to be addressed. The Santa Maria way of addressing this societal gap is to facilitate people coming together through cooking. We are happy to contribute to societal needs and let people meet while also exploring great tasting food.





① Fostering social responsibility

For us, social responsibility means contributing to people's wellbeing both in-house and in the supply chain. We want to build an engaging work environment with a culture that strongly supports safety and wellbeing at work. In our supply chain, we enhance responsibility through our sustainable sourcing practices.



Establishing a common workplace culture

At Paulig Group our culture is based on our three values: Stay Curious, Strive for Excellence and Grow Together. Our common culture, our way of doing and creating things together we call the Paulig Way. We think that engaged employees are the most important ingredient when building a company's success. We support our employees in succeeding and growing together with the business in many ways. Wellbeing starts from a healthy and safe workplace. In everyday work, good leadership and opportunities to develop professional knowledge, skills and competence are important. At the end of 2017, Paulig Group employed a total of 2,149 persons in 13 countries.

Committed and engaged employees – the most important ingredient

At Paulig Group, we conduct a survey every year to measure employee engagement, commitment and quality of leadership at Paulig. The TellUs employee engagement survey and a shorter

TellUs Pulse are conducted in alternate years. One important sign of employee engagement is the response rate of the survey, which has been on a really high level, over 90% during the last several years.

The results of the survey conducted in 2017 show that our engagement levels are very strong within Paulig Group. Our employees find their work interesting (92% of respondents), are willing to 'go the extra mile' (91%), and 86% would recommend the company as an employer. In addition, the vast majority of our employees understand our mission and see Paulig Group as a responsible employer that lives up to our ethical principles. Our employees know and live up to our values and especially the encouragement of innovative thinking has increased compared to previous years. Room for improvement is needed in certain areas, e.g. in communicating to everyone what is expected from them at work and also in relation to perceived high stress levels.

TellUs employee engagement survey



Strengthening professional growth and knowledge

Our goal is to strengthen employees' capabilities, competences and skills by offering opportunities for knowledge sharing and competence development. The majority of competence development takes place through on-the-job learning.

In addition, we offer a number of development programmes and training opportunities. The areas of focus in 2017 continued to be leadership development as well as sales and sourcing. In 2017 two internal educational programmes were launched – Taste Academy and Bean Society. Taste Academy is an educational programme where employees acquire knowledge around taste in order to ensure we continue to have the best know-how and the self-confidence to spread the word about great taste. Especially the Taste Academy's app Taste Buddy is widely used within the company, where colleagues challenge and compete against each other in different taste challenges. In Bean Society employees in Paulig who develop and train their coffee wisdom, share their passion and experience through inspiration sessions to others.

Encouraging an exploratory leadership culture and coaching skills

Leadership skills are a key factor for the success of the entire organisation, and we put a lot of effort into the development of managerial work and leadership culture. At the end of 2016 our new leadership training, called Paulig Way Leadership Experience, was kicked off and during 2017 it was running at full speed. The purpose of the programme is to support managers in their work. The aim is also to develop capabilities in finding new directions

“Taste Academy is an educational programme where employees acquire knowledge around taste.”



and the courage to reform and reinvent. The training is heavily focused on learning by doing and the participants are trained to improve their communication and leadership skills. As a result of the program we also get many new ideas. Some of the great ideas generated during the training days will be developed further in the Group. During 2017 over 180 leaders in Paulig Group participated in the programme, and the programme is continuing during 2018.

Empowering career development, personal growth and performance

With our Group-wide performance management process, called the 3D, we aim to ensure that strategy is successfully executed, and objectives met by aligning our personal ambitions and actions with those of the company. The 3D stands for “three dialogues”

and the process aims to ensure that our employees have regular opportunities to discuss their performance and personal development. Performance management starts with clear expectations and ends with objective reflection of what has been accomplished.

Re-enforcing peer rewarding

In 2017 our new reward programme Spotlight Award was launched. The programme allows anyone working in the Group to bring forward good work they experience by their colleagues or managers. The programme enables every employee to say thank you to those who have helped them succeed, made them stay curious, grow together, or strive for excellence, or with whom we have gone that extra mile together to make a big difference. Over 110 people have been nominated for Spotlight Award since the launch in the spring 2017.

Ensuring a healthy and safe workplace for all

Our values are a stable part of our culture and each year Value Ambassadors are chosen from among nominations placed by Paulig Group employees. Value Ambassadors are ambassadors of the Paulig Group values who live the values continuously in their daily work. In 2017 we were pleased to announce 11 new Paulig Group Value Ambassadors. All these people are great embodiments of our values and they contribute in an irreplaceable way to the strengthening of our company culture.

Equity and justice as basis for our remuneration

The purpose of our total remuneration offering is to attract and retain talent, support employee engagement and provide tools for managers to effectively lead and steer the performance of their teams. The driving principles of remuneration are equity and justice. We regularly evaluate remuneration practices and do not accept discrimination of any kind. Wage determination and development shall not be affected by gender, sexual orientation or other aspects of diversity.

In addition to money or benefits having monetary value, employment at Paulig is enriched by various intangible rewards such as development and career opportunities, inspiring working environments and employee benefits to support e.g. employees' health and wellbeing, and promote engagement and satisfaction.

As an employer, we strive to ensure the best possible safety for our staff and a healthy working environment characterised by job satisfaction, development, diversity and mutual respect. We want to provide our employees with a safe workplace where the personnel can enjoy their work without risking their health and wellbeing. We strive to prevent all work-related accidents and illnesses proactively and eliminate discrimination at all levels in the organisation.

To harmonise the health and safety management within the Group we have established a Paulig Group Health & Safety programme including a roadmap for 2017-2020. The main ingredients in this programme are establishing a strong safety culture and promoting wellbeing both on individual and on the organisational level. The ultimate target is zero accidents from 2020 onwards.

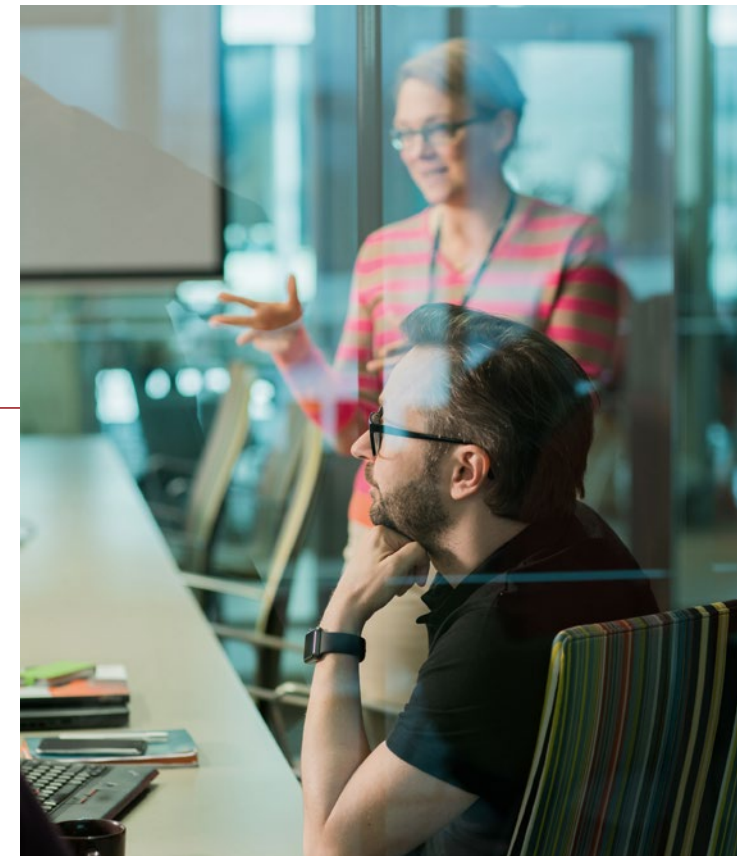
Proactive approach and raising safety awareness

In improving safety and averting risks, a proactive and preventative approach is the most important tool. This includes, for example, increasing our employees' safety awareness, assessing and observing risks systematically, and inspecting and auditing our safety practices. Our objectives are to reduce the risk of

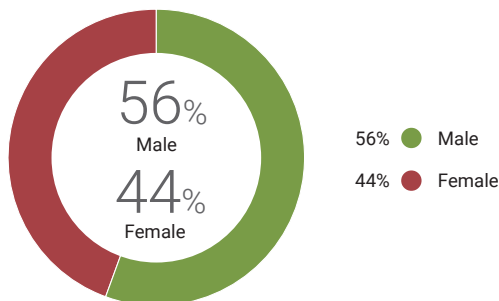
work-related injuries and to increase the reporting on risk observations.

Health and safety has been of special focus throughout the Group during the last two years. In 2017, we focused on improving risk awareness and behavioural safety, which resulted in a remarkable 185% increase in the number of risk observations. In addition, there is a clear trend of reduced numbers of near misses at our sites.

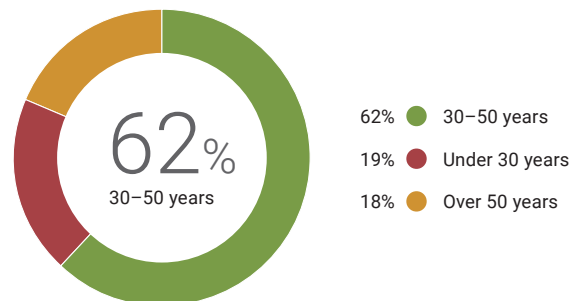
At Paulig Group, the most frequent types of accidents are related to slip, trip and fall situations. Divisional and site-specific



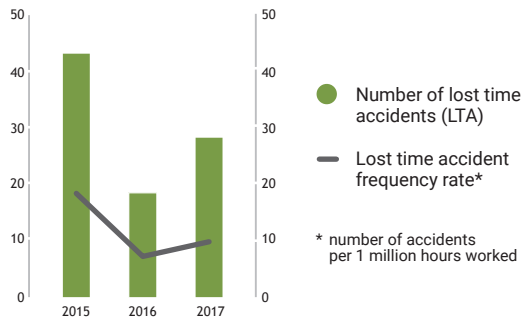
Gender



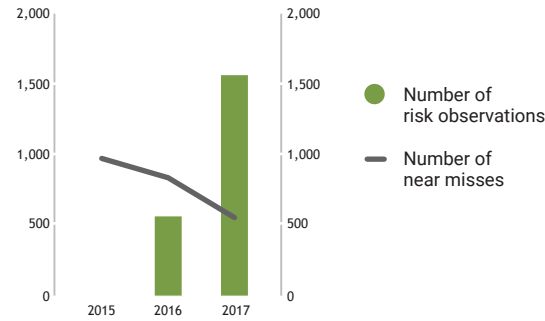
Age groups



Lost time accidents and frequency



Risk observations and near misses



action plans are in place to investigate root causes and prevent reoccurrence. During the last two years, we have managed to reduce the number of accidents. However, in 2017 the number of accidents increased slightly compared to 2016. The main reason for this is a more accessible and comprehensive reporting system within the Group. However, in the last two years the lost days due to work related accidents have been reduced by 57%, which also indicates the lowered severity of accidents that occurred in Paulig Group.

Developing wellbeing Group-wide and locally

During 2017, we continued developing a programme for wellbeing activities for the whole Group focusing on physical, mental and social wellbeing. The aim of the programme is to locally support our employees to be energised before, during and after the workday and to enjoy working at Paulig Group.

We provide occupational healthcare for all our employees, which supports our efforts to prevent injuries and ill-health. As part of our health & safety activities we have external or internal company health care partners that support us with i.e.; rehabilitation, health services for travellers, noise, dust and vibration measurements, ergonomic evaluations, health check-ups, support in psychosocial topics on individual and Group level and health & safety trainings for employees and leaders. Input from our company health care partners is used in developing our programmes further to minimise injuries and ill-health and increase health presence at our workplaces.

“In the last two years the lost days due to work related accidents have been reduced by 57%.”



CASE

Going beyond health & safety standards and legislation

In the Snack Food division, we continued our deliberate and continuous effort to go beyond health and safety standards and legislation. In 2016, we initiated the ‘Yes, we care’ safety programme to reduce risks and to expand collective and individual safety awareness.

In 2017 this work has continued to advance and we have organised over 100 toolbox sessions. During these interactive sessions, one of our 10 safety rules is put in the spotlight to raise awareness and remind employees of our safety engagements. Production supervisors have also been trained to perform safety observations of the production workers. These safety observations have as a goal to evaluate in real life working circumstances how the safety rules are applied and take corrective measures if necessary.

In order to constantly remind our employees of the importance of work safety, info screens in our production environment display safety messages on a daily basis. As an effect of these initiatives, potentially dangerous situations and near-misses are increasingly being reported. This allows us to evaluate these situations and take actions where necessary. Furthermore, we continue to track and report risk observations and near-misses to the top management team.



Local wellbeing initiative in Landskrona factory

During 2017, the World Foods & Flavouring division's factory in Landskrona, Sweden started a wellbeing programme with Operations Director **Robert Stenstavold** as initiator. The wellbeing initiative has now become a programme that will be implemented at all Paulig Group sites with adjustments related to each specific site. That is due to the great success of the wellbeing programme in Landskrona. We interviewed Robert to find out what the wellbeing programme consists of and what the key outcomes are so far.

What is the wellbeing initiative in Landskrona all about?

Being active with training and eating healthy has many positive effects on many things in life. We simply wanted our employees to increase their wellbeing and realised that an active lifestyle is a key factor to become successful with that.

Can you describe what the wellbeing initiative in Landskrona contains?

Together with the local management team of the factory in Landskrona, we decided what "recipes" we wanted to achieve. Thereafter, we hired two consultants to develop both the employees' physical activity and their diet. The employees were given training and diet programmes every month during one year.

The employees were given one training session every week – everything from running in terrain to swimming. We have also had lectures about food, training and ergonomics. Everything that we've offered as part of the wellbeing initiative has been optional for everyone.

How has the wellbeing initiative been received among the employees?

A clear majority has appreciated it and many have taken part in the different initiatives. However, when making changes that are not a part of the ordinary business some will not like it but overall it has been very successful and popular.

One fascinating thing is the spirit at the Landskrona factory. Employees are happier, more dedicated to their job and more capable both when working and also in their spare time.

How will wellbeing initiatives like the one in Landskrona continue in the whole of Paulig Group?

We have started working to implement similar wellbeing initiatives at all Paulig Group sites. We want to support all employees who want to learn more about wellbeing and become more active.

What is your take on the future for organisations' engagement in employees' wellbeing?

Crucial! Many consider the attractiveness of employers by their wellbeing profile among many other things. We will keep on supporting our employees and their wellbeing and also attract candidates who value wellbeing as highly as we do. Employers have a responsibility when it comes to the health of the employees. On the other hand, one shouldn't see it as some responsibility that has to be done, but a possibility that could bring great benefits.

Employees from the Landskrona factory at a training session.

Robert Stenstavold



“We want to support all employees who want to learn more about wellbeing and become more active.”



Towards a sustainable supply chain

Our mission – *Exploring Great Taste* – encompasses our way of working and the journey of our products, all the way from the farmer to the consumer. Our supply chain stretches to numerous countries around the globe. Many of them are classified as risk countries and affected by social challenges, and problems related to climate change and water stress. These topics are increasingly of concern for consumers and for us as a company. Therefore sourcing continues to be one of the key areas for our sustainability work.

Paulig Group's supply chain comprises raw material and traded goods suppliers and various service and logistics providers. In 2017, we had around 630 direct and 6300 indirect* suppliers, and our purchasing volume was 720 million euros. Of this, the share of raw and packaging material and traded goods was roughly 540 million euros.

We enhance social and environmental performance in our supply chain through our sustainable sourcing activities. In the Paulig Group Code of Conduct for Suppliers we set sustainability re-

quirements that we require all our suppliers to sign and commit to. We co-operate closely with our suppliers and other stakeholders to continuously improve the operations.

Sourcing from risk countries

A significant share of our raw materials comes from countries that are classified as risk countries by the BSCI (Business Social Compliance Initiative). In these countries, problems related to human and employee rights are prevalent. In 2017, the number of our direct suppliers classified as high-risk suppliers was approximately 160 based on the country they operate in or on the country of origin of the raw material.

In 2017, we updated our Sustainable Sourcing process in terms of the reviews for risk assessments and audit cycles. We assess country risks systematically and conduct audits of our high risk suppliers regularly.

* Not harmonised figure, includes duplicates

“We enhance
**social and
environmental**
performance in our supply chain
through our sustainable
sourcing activities.”

Common commitment to sustainability

We aim to build long-term relationships with our strategic suppliers. A mutual understanding of ethical and sustainability aspects, and commitment to tackling the challenges, are foundations for our co-operation. The ethical and sustainability requirements for our supplier relationships are outlined in the Paulig Group Code of Conduct for Suppliers. >> [Read more.](#)

All our suppliers are requested to sign and commit to the Code which is to ensure, among other things, that the supplier provides safe and decent working conditions for its employees, complies with national laws and regulations, and mitigates the environmental impacts caused by its operations. Paulig Group expects all of its suppliers to sign this document. By the end of 2017, 90% of the Group's direct suppliers had signed the Code.

Evaluating and following up our suppliers

In the food sector, general sustainability risks are related to human and employee rights, such as to fair remuneration and working hours. In addition, business ethics and environmental aspects such as the usage of water and pesticides are of high importance.

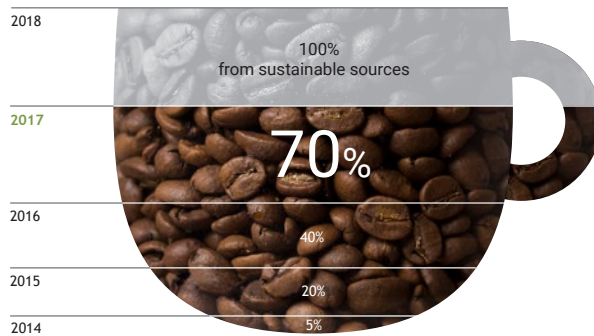
We evaluate the sustainability risks related to our Group's suppliers through country risk assessment, supplier self-assessments and audits. We always conduct a supplier risk assessment before starting collaboration with a new supplier and the assessment is updated regularly.

The sustainability audit covers inspection of production, warehouses and social facilities, employee interviews and a review of documents and records. We have chosen to have the audits performed mainly by Paulig's own employees instead of using second party auditors. The main reason for this is that we are aiming for more than risk mitigation. Our target is to better understand the challenges in our supply chain as well as learn about and identify opportunities for improvements. In addition, through conducting our own audits, we are able to deepen our relationship and co-operation with our suppliers. By the end of 2017, we had audited 60% of all identified high risk suppliers. In the audits, the main areas of non-compliance were related to occupational safety, working hours and payment of wages. The suppliers with non-compliances were requested to take corrective actions that we monitor until closure.



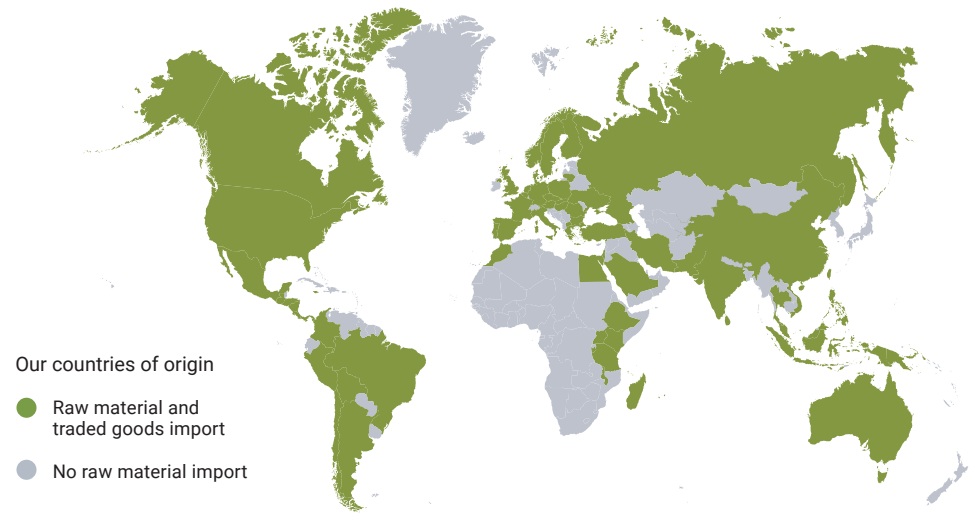
Sandra Flodström, Senior Specialist on Social Responsibility, auditing a pepper farm in India.

Sustainable coffee programme 2014–2018



We have made a promise that all our coffees will come from sustainable sources by the end of 2018. This means coffee that we buy as certified (UTZ, Rainforest Alliance, Fairtrade, Organic) and from our partnership programmes assessed against the Paulig Group Code of Conduct for Suppliers.

Where our raw materials come from



Deepening understanding of sustainability issues

We have conducted a sustainability mapping of raw materials to understand and identify key sustainability risks and opportunities in each phase of our supply chain – from farm to delivery to Paulig Group. This enables us to prioritise and focus our resources and actions.

The study shows that the key sustainability risks can vary greatly in the supply chain, and for different raw materials. The analysis has been carried out for six raw materials so far, starting with the most important materials, based on purchase volumes. As a result of this work we have, in 2017, further investigated water management for pepper cultivation in India and working conditions in the tomatoes supply chain.

Growing competencies for supplier evaluation

To ensure coherent evaluation of suppliers' social and environmental work, and to have the right competencies in place, we have organised supplier evaluation trainings for our employees. The training includes, for example, audit processes and the Group's tools to be used before, during and after the audit. We will continue to develop auditor competencies and general sustainability knowledge in each of our divisions.

"Our target is to

better understand the challenges

in our supply chain and learn and identify opportunities for improvements. Through our own audits, we are able to deepen our relationship and co-operation with our suppliers."

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Collaborating with Save the Children: Promoting children's rights in 30 spice growing villages in Guntur, Andhra Pradesh, India

India is the world's largest exporter of spices and a large proportion of spices are grown at small family farms. This makes it more challenging to control the entire spice value chain. Since 2004, the World Foods & Flavouring division, including the Santa Maria brand, has collaborated with Save the Children to support children's rights. Over the years this co-operation has deepened and with this the belief that children with access to quality education, have the possibility to define their own future.

In 2015 the World Foods & Flavouring division initiated a study on child rights in the supply chain of major spices in India. The study was performed by Save the Children. The key findings of the study were that many children were seasonally involved in spice cultivation and due to helping their families the children risk missing out on education and leisure time.

Based on the findings, Santa Maria formed a project in co-operation with Save the Children with the ambition to make a positive difference in the spice supply chain in India. The project will run in 30 villages in the Guntur district of India with the aim of getting children to complete elementary education. This will be achieved by numerous activities including working with the quality of education, strengthening children's and parents' engagement in school through an inclusive, safe and interesting environment as well as establishing "village protection committees".

Our long-term goal for this project is to work together with different players, such as suppliers, and other stakeholders in the industry to contribute in making a positive change. We are aiming at creating a successful model leading all children in the chosen areas to finishing elementary school.

Photo: Save the Children



Newly established Academic Learning Center in the rural village Rajanagaram, one of the 30 villages in the project. The schools in all the villages will be equipped with teaching and learning materials that enhance the learning level through more "fun" way of learning.



CASE

For the bright future of coffee: Quality and great taste come only from co-operation

There are approximately 25 million coffee farmers in the world and about 70 per cent of coffee in the world is grown in small farms of less than two hectares in size. These coffee farmers are local entrepreneurs that are doing their best to make a living while battling the challenges posed by a changing climate.

Developing partnerships in key coffee origin countries

In order to build a bright future for coffee, we have selected the coffee farmers' livelihoods and climate resilience as our top priorities. We have developed partnerships in the key coffee origins we source from with a long-term commitment to sustainability. The main goals of our partnership programmes are to increase the profitability of coffee farming, the quality of the coffee crops and contribute to the wellbeing of the communities. The programmes also look into how coffee farmers can adapt to the effects of climate change and protect the environment for future generations.

In 2017, for example, in Nueva Segovia, Nicaragua, with the local coffee farmers community and our coffee exporter partner Mercon, we worked to offer trainings on good agricultural practices, renovated a local school and offered support to modernise coffee washing stations waste water treatment practices. We have also looked into how to secure clean drinking water access in the community.

Presidentti coffees will be sourced from partnership programmes

We have made a promise that all our coffees will come from sustainable sources by the end of 2018. In practice, this means coffee that we buy as certified (UTZ, Rainforest Alliance, Fairtrade, Organic) and from our partnership programmes assessed against the Paulig Group Code of Conduct for suppliers. During 2017, we launched new partnership programmes in co-operation with export

companies in Colombia and Nicaragua. We continued the sustainability work with International Coffee Partners, Coffee & Climate initiative and project in Ethiopia together with Fairtrade, Sidama Farmers Co-operative union and Ministry of Foreign Affairs of Finland. To date, these projects have supported nearly 121,000 coffee farmers.

In 2018, we will continue to support and expand these programmes and our coffee sourcing from them will cover the entire Paulig Presidentti product family.

“We have made a promise that all our coffees will come from sustainable sources by the end of 2018.”



Senior Development Manager Karla Koullias and Senior Sourcing Manager Timo Allen visiting a coffee farm in Kenya.





② Caring for the environment

Great taste begins with respect for our planet. Our continued success is based on the wellbeing of the environment and the people in our value chain. Our business is strongly tied to raw materials that come from all over the world, now and in the future. Therefore, our responsibility extends from the fields where our raw materials grow all the way to our consumers' kitchen.



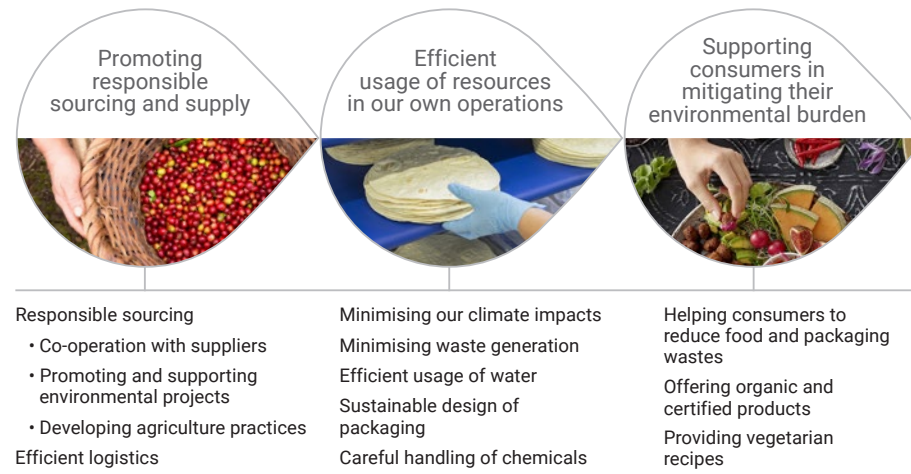
Managing our environmental impacts

As a food and beverage company, our business is strongly dependent on natural resources and the state of the environment. The global food system is facing considerable challenges as the basic conditions for the cultivation of food are affected by climate change and water stress. At the same time, food production is responsible for a major share of global greenhouse gas emissions and accounts for two thirds of all fresh water used in the world.

We affect the environment throughout our value chain and we are focusing our activities on promoting responsible sourcing and supply, efficient usage of resources in our own operations, and supporting consumers' efforts to mitigate their environmental burden.

As our four divisions produce different end products varying from coffee to tortillas, and from snacks to muesli, and thus have different operations and supply chains, all of the divisions have their own environmental programmes, which focus on their main environmental impacts.

We are working to reduce our environmental impacts along our value chain in different ways



Efficient usage of resources in our own operations

In order to align the environmental work across our divisions, in 2017 we established the Paulig Group-wide environmental programme. Our aim is to formulate common environmental targets, KPIs and activities for the Group. In addition, we want to support sharing best practices, develop our competences, and harmonise our way of working between the divisions.

There are three ingredients in the programme: resource utilisation including waste and recycling/re-use, reduction of greenhouse gas emissions and energy consumption and reduction of hazardous substances and chemicals.

“Almost 70% of all our waste is bio-waste and most of it is recycled as animal feed or used for bioenergy production.”

We are determined to mitigate our environmental impacts. In our own operations – in factories, warehouses and offices – we constantly strive to minimise our climate impact and diminish the generation of waste.

Minimising our climate impact

In order to minimise climate impacts, we focus our actions on enhancing energy efficiency and increasing the usage of renewable energy. Energy consumption and intensity are closely monitored at all our production sites, and energy reviews are conducted to identify opportunities for efficiency improvements. The Group-wide energy intensity (energy consumption related to production volumes) has reduced yearly since 2015 and this positive trend continued also in 2017.

In addition to improving energy efficiency, we have substantially increased our usage of renewable energy. For example, all our sites in Finland, Sweden, Estonia and Great Britain are using 100% renewable electricity, and Paulig coffee roastery in Helsinki uses biogas instead of natural gas for roasting all the coffees. These activities have already resulted in remarkable reductions of greenhouse gas emissions during the years, and in 2017 the Group-wide greenhouse gas intensity (emissions related to production volumes) was further reduced by 9% compared to 2015.

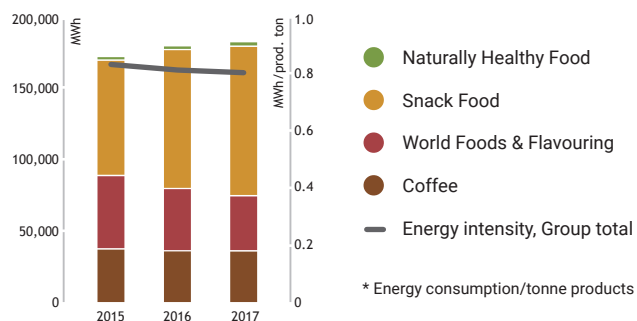
Two of our divisions also offset their greenhouse gas emissions. World Foods & Flavouring carbon-offsets the emissions from its own operations through projects that increase the use of renewable energy in India, and our Naturally Healthy Food division offsets the emissions from its activities from farm to store, through projects in Mexico and Peru.

Minimising waste and increasing recycling

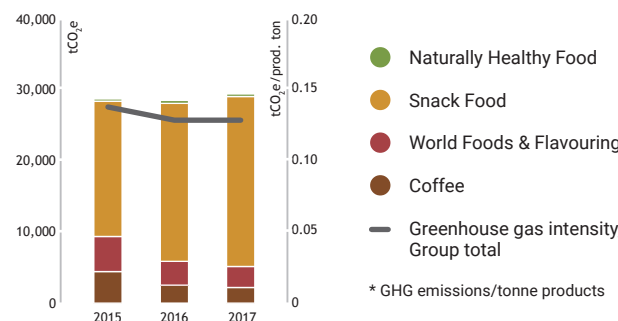
We work actively to minimise the amount of waste generated in our production. Almost 70% of all our waste is bio-waste, mainly non-marketable and by-products deriving from our production, and most of it is recycled as animal feed or used for bioenergy production. For example, all food waste from tortilla and taco production is used as animal feed, and coffee waste is sold as raw material for instant coffee production, composted or used for biogas production.

All our divisions have increased waste recycling and improved the sorting of waste into fractions. In addition, for example, our coffee roasteries have reduced coffee waste through improved production quality and optimisation of production batches. Our tortilla factory in Landskrona, Sweden has reduced its food waste remarkably over the past few years through improvements both in their machinery and processes.

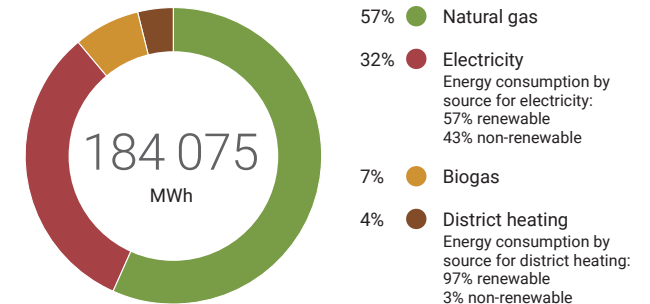
Total energy consumption and intensity*



Total greenhouse gas and intensity*



Total energy consumption by type 2017



As a result, 84% of our total waste is now recycled, and we have managed to reduce the amount of landfill waste every year. In 2017, only 0.35% of our total amount of waste ended up in landfills.

Efficient usage of water

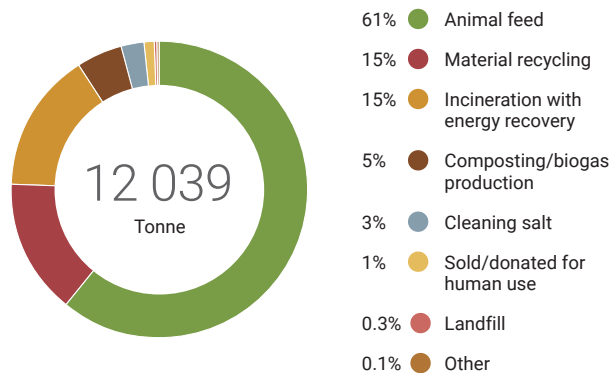
The consumption of water in our production varies a lot between divisions, depending on the type of end products. Whereas coffee roasting and spice blending do not require large amounts of water, it is an important ingredient in, for example, tortilla and taco production. Hence, the water consumption is directly related to production volumes. Water is also used in cleaning, but we cannot risk food safety by minimising the usage of cleaning water. Therefore, we focus on using the right equipment and efficient cleaning procedures to ensure the efficient use of water.

Careful handling of hazardous substances and chemicals

As part of our sustainability work we aim to minimise the usage of hazardous substances and chemicals in our own operations. We do not use hazardous substances and chemicals in production but they are used in supporting processes i.e. maintenance and cleaning.

We have a chemical management process that consists of the approval and risk assessment of all chemical products before use. Any

Total waste by disposal method 2017



CASE

A bridge to CO₂ reduction

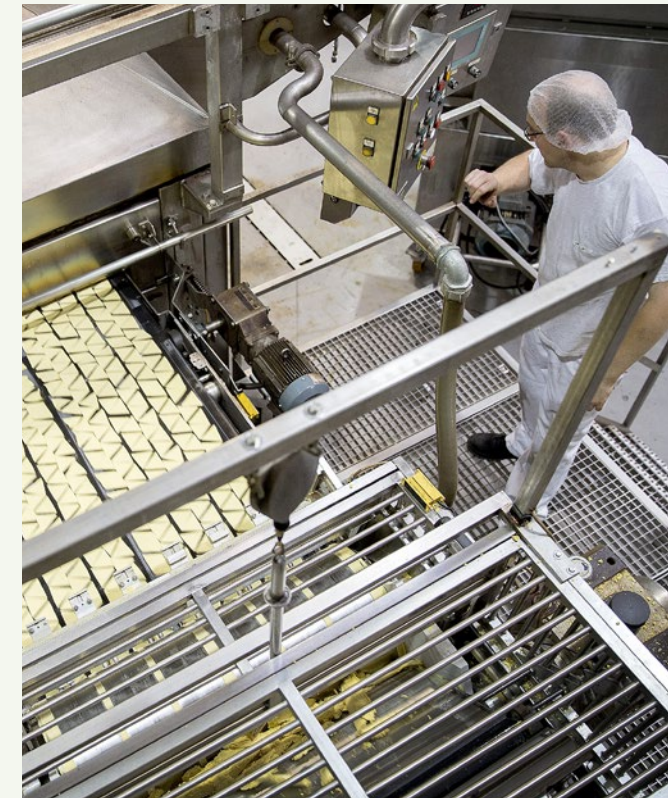
Every three years an energy plan is drawn up in the Snack Food division in which we evaluate our energy consumption and determine an action plan with energy-saving measures for the next three years. The 11% energy reduction between 2012 and 2016 was intended to continue with an additional 3% in 2017. All this has been achieved by implementing a series of high impact energy-saving measures in recent years (eg. adjustment of cooling control, lighting, heat recovery from ovens and air compressors & re-use for hot water heating).

In order to further reduce CO₂ emissions in the future, it was decided to join the Lean and Green programme, a European programme sponsored by the innovation platform for the logistics sector in Flanders, Belgium. The programme rewards businesses that commit to improving the energy efficiency of their transport and logistics' activities and to cutting their CO₂ emissions by at least 20% in a 5-year period. To get a maximal result out of this project, all logistical activities which are under the Snack Food division's control are targeted. Our goal is to reduce CO₂ emissions of our logistics by 22% in the period 2016–2021.

During the year, the construction of the new high bay warehouse – started in August 2016 – progressed according to plan and the test phase was successfully completed, preparing for start-up in

January 2018. The new, fully automated warehouse is located opposite the Roeselare office and factory. A bridge of 100 metres physically connects the two sites. Via automatic transport lanes in this bridge, the warehouse, and the production halls, raw materials are taken from the warehouse to the production lines and finished products are taken from the production site to the warehouse. This operation will save about 25,000 lorry journeys each year and thereby reduce CO₂ emissions annually by 365 tonnes.

In addition to this, we are working on providing 100% green energy for the new warehouse.





Towards more sustainable packaging materials

CASE

We want to minimise the climate impact of our products throughout their lifecycle. For our roasteries this has meant focus on switching to renewable energy wherever possible and minimising waste in everything we do. We have set a goal to reduce the climate impact of our roasteries by 40% by the end of 2020 in comparison to 2015. We have made significant progress and by the end of 2017 we achieved that goal ahead of time when our greenhouse gas emissions per coffee kg produced reduced by 54%. Our biggest roastery located in Vuosaari in Helsinki runs entirely on renewable energy. The roasting has been done using renewable biogas already from 2015 and electricity is wind-powered.

Sustainability thinking is at the core of our packaging development. A significant portion of the carbon footprint of foods originates from farming, processing and logistics before the produce is packed. Therefore, it is essential to ensure that the packaging is durable and protects the valuable product inside – while keeping the amount of packaging material as low as possible and searching for renewable material options. It is a challenging balancing act.

We have decided to be bold and set ourselves the

ambitious objective that by the year 2025 all our packaging will be made out of renewable raw materials. They have a lower carbon footprint than packaging made of fossil-based materials and we want to be able to offer more environmentally-friendly solutions to the consumers. To reach this ambitious goal we are investing in and testing new packaging materials and want to support innovative technology development.

As coffee requires tightly sealable packaging that protects it from e.g. oxygen, it is extremely challenging to replace the plastic made of fossil raw materials. We have now discovered a partly renewable laminate that uses plastic made from plants. The carbon footprint of the plant-based vacuum laminate is 10% lower than that of traditional plastic laminate.

In 2017, we tested this laminate successfully in our high-speed vacuum packing line and Paulig Mundo coffee will be launched in this new material package at the beginning of 2018.

Kati Randell
Senior Manager, Strategic Packaging Development

product intended for use at our sites goes through an approval process where the product itself and all included chemicals are assessed.

The phase out of chemicals is continuous work and is based on legal requirements from different countries, but most importantly by authorities and non-governmental organisations, where products not yet included in legislation but suspected of causing harm to humans or environment are included. The phase out chemicals include products that are suspected to have endocrine disrupting properties.

Sustainable design of packaging

Product packaging has a vital role in protecting the product at all stages, from production via transportation and stores to consumers' kitchens. Hence, the appropriate package also helps in preventing food waste, as it keeps food fresh and in good quality. As a food producer, we have the responsibility and an important role in helping to reduce waste in various ways. Our sustainable packaging design strives to protect the products while creating as little environmental burden as possible.

We are constantly striving to make our packaging as resource-efficient as possible and reduce the amount of material used without compromising on the function. We focus on optimising the packaging weight and carefully choose the packaging materials to ensure its recyclability. We aim to make it easy for consumers to recycle the package when it is empty, and we do our best to make it simple to sort the package and to separate various materials, such as plastic and cardboard.

For example, we have reduced the thickness of the coffee packaging laminates by 10% over the last five years and reduced the amount of packaging material by 11% for all tortillas manufactured in Sweden since 2013. In addition, we have decreased the usage of aluminium by replacing the protective aluminium film on Santa Maria dip sauces with a metallised plastic film.

We are also investigating new packaging solutions to reduce food waste. For example, the World Foods & Flavouring division in Sweden has participated in a Vinnova project "Packaging solutions for reduced food waste" in order to gain new insights for product development. Our Santa Maria brand also received the Norwegian Food and Beverage Association's prize for social responsibility for the new packaging for foodservice products. New packaging together with more organic spices and the reduction of salt were the reasons for winning.

Protecting the environment along the supply chain

We enhance minimising the environmental impacts from production of the raw materials, packaging material and products that we source through choosing responsible suppliers and partners, by sourcing certified or verified raw materials and by participating in projects that support environmentally sound farming and management practices.

Paulig Group's Responsible Sourcing process includes environmental assessments and requirements for our suppliers, such as water and climate risk assessments and a detailed environmental follow-up in the supplier audits. >> [Read more about our responsible sourcing practices on page 20.](#)

We also participate in several international projects supporting environmentally sound farming and processing. For example, the Coffee division is taking part in the Coffee & Climate project that helps coffee farmers to adapt and prepare for changing conditions due to climate change. The World Foods & Flavouring division participates in an industry initiative to support sustainable water usage both in their own production processes and in their supply chains. The aim of this collaboration is to identify the best ways of managing water in cultivation and processing in countries facing increasing water challenges.

Optimising logistics

We are constantly working on improving the efficiency of our freight transport, including efficient route planning and the development of transportation methods. Optimising logistics and fully packed transport loads are important for us as we source our raw materials from all over the world and sell our products in more

than 60 countries. Therefore, we co-operate with both our suppliers and customers to ensure efficient logistics.

We have also developed our internal logistics. Both the World Foods & Flavouring division in Sweden and the Snack Food division in Belgium have invested in new distribution centres that will improve logistics efficiency and reduce internal transportation. For example, currently all the Snack Food division's goods and materials are stocked in three different places in external warehouses, which requires a lot of internal transport as goods are shuttled by truck. In their new warehouse that is side by side with

the production site, finished goods and raw materials will be automatically shuttled via conveyor belts, which will eliminate approximately 25,000 truck journeys per year. The new warehouse is planned to start operation in 2018.

To support and encourage our employees to make environmentally sound choices when traveling, we have policies for business travel and low-emission company cars. Our employees can also avoid travelling by holding virtual meetings and by working from home.

The Coffee division supports coffee farmers in adapting to climate change through the Coffee & Climate initiative.



“We
co-operate
with both our suppliers
and customers to ensure
efficient logistics.”

Will there still be coffee in 2080? Climate change is the biggest threat to the supply of coffee

The availability of high-quality coffee crops is under threat due to climate change. Global warming and extreme weather conditions have a severe impact on the delicate coffee plant, the livelihoods of more than 25 million farmers and the consumption of coffee. If the 2–2.5-degree increase in the world's average temperature happens, the area suitable for growing Arabica coffee will decrease by 50 per cent by 2050. Arabica coffee may become a luxury commodity that only a few can afford.

Slowing down global warming and adapting to climate change requires co-operation and everyone's contribution matters, including that of governments, businesses, farmers and consumers. We at Paulig are, for example, a founding member of the Coffee & Climate initiative where coffee

enterprises together with local partners and smallholder farmers are working together to better respond to climate change. This unique collaboration is based on sharing scientific information and best adaptation practices for coffee growing openly across boundaries. The common goal is a bright future for coffee for everyone working in the supply chain, and the aim is to reach 70,000 coffee farmers via Coffee & Climate projects by 2019.

Reducing environmental impacts of our operations

In addition to the countries of origin, we also take into account environmental issues in our own operations and strive for continuous improvement in reducing our impacts. We have

set a common goal for all our roasteries in Finland and in Russia to minimise all waste and to lower greenhouse gas emissions per coffee kg produced by 40% by the year 2020 from the 2015 level. We have invested in renewable energy and process efficiency with great results. We have now achieved our ambitious target ahead of time, as the greenhouse gas emissions/produced coffee kg of our roasteries has reduced by 54% 2015–2017.

We educate our people actively to understand the challenges and possibilities in combining sustainability thinking and awareness into how we work every day. In 2017 we organised several training events and we participated in the WWF Earth Hour climate event in Finland and Russia.

Our roastery in Tver, Russia has shown a great example of combining environmental thinking with an explorer mindset in finding recycling partners for most of their waste fractions where municipal recycling does not exist. As a result, the recycling rate has risen from 30% to 86% in the last three years. For example, coffee peel and waste can go for decorative pillows filling and animal feed and jute bags turn into fibre that can be used to make rope or new jute bags.



Slowing down global warming and adapting to climate change requires co-operation throughout the coffee value chain.



“Paulig buys approximately a million coffee bags of 60kg annually.”



③ Supporting consumers' health and wellbeing

Our mission is to explore great taste and to ensure that we leave a sense of good taste behind. As a food and beverage company, we have a special responsibility towards consumers who use our products. This includes ensuring product safety as well as taking health and sustainability aspects into consideration when developing our products and services.



Health and wellbeing in focus

Today, consumers have many expectations regarding the products they use. Among the most topical issues are their own health and wellbeing, the origin and safety of the products, and concern about ethical and environmental aspects. These are also significant to us and we pay a lot of attention to them. We continuously improve our products and use high-quality ingredients to support the health and wellbeing of our consumers.

In innovating new products and recipes, we consider health aspects early in the product development processes. This also applies to existing products, and we, for example, continue to reduce the amount of salt and sugar in many products like e.g. the Tex Mex assortment as well as the Santa Maria spice mixes. We have also replaced palm oil with other oils as rapeseed and sunflower oil that have more unsaturated fatty acids and are thus considered healthier.

In 2017, work to establish a Paulig Innovation Incubator (PINC) was initiated. The incubator's task is to develop radical

innovations around four basic pillars: taste, wellbeing, sustainability and experiences. The incubator began its work in early spring 2018.

Vegetarian products and recipes to reduce environmental impacts

Healthy and environmentally sound choices often go hand in hand. To support consumers in mitigating their environmental footprint we are providing them with recipes and easy-to-use products for tasty vegetarian meals. We provide ideas and recipes for vegetarian food on our brands' websites and through social media, and we have, for example, launched Risenta meal mixes and Pulled Oats® products, which are an easy way for consumers to replace meat in dishes. The demand for vegetarian products has risen remarkably and in 2017, we started to build a new production site for Pulled Oats® in Sweden to be able to offer the products to wider markets.

“Our future
innovation work
is based on four themes: taste, wellbeing,
sustainability and experiences.”

>> www.goldandgreenfoods.com

>> www.santamariaworld.com

Extensive range of certified products

Using products with certification, such as Organic, Fair Trade and UTZ, is important for many people, due to concern about their own health as well as about the environmental and social conditions in the origin of the raw materials. Paulig Group has an extensive range of certified products such as Santa Maria's spices, spice mixes,

tortillas, tacos and coconut milk, Risenta's granola, bean pasta products and chickpea mixes, as well as several Paulig coffees.

Our plan is to further extend our offering of certified products and other methods to continuously improve the social and environmental footprint of our products. For example, in 2017, Risenta launched 12 new organic products and we have continuously increased the proportion of green coffee purchased from sustainable sources* and we are aiming for 100 per cent by 2018. To do this we concentrate purchases to certified coffees and to sustainable development projects in the countries of origin. At the end of 2017, 70 per cent of the coffee came of sustainable sources.

What are certified products?

Certified products and raw materials, such as coffee, spices or oils, have been produced in accordance with sustainability criteria set by certification schemes. Adherence to the requirements is confirmed by an independent third party with regular audits. Within our assortment, Fair Trade, UTZ Certified and Organic certification schemes are used. Farms within the Rainforest Alliance certification, or farms involved in sustainable development projects which we support, are also possible suppliers for us in the future. The shared goal of certification schemes is to further sustainability in the supply chain.

Healthy oil options

Palm oil is the most widely consumed vegetable oil but its sourcing is also a threat to some of the planet's most important and sensitive habitats. Within Paulig Group, nutritional viewpoints, such as the quality of fat, are considered alongside sustainability aspects. Palm oil contains relatively high levels of saturated fats that are considered unhealthy. This is why we have chosen to replace palm oil with oils containing more unsaturated fatty acids as sunflower and/or rapeseed oils in many of our products. For example, palm oil has been replaced in all Santa Maria products and in over half of Poco Loco products. All the palm oil we use is 100 per cent certified by RSPO (the Roundtable on Sustainable Palm Oil), and Paulig Group has been a member of the RSPO since 2014 and Santa Maria since 2005.

* This means coffee that we buy as certified (UTZ, Rainforest Alliance, Fairtrade, Organic) and from our partnership programmes assessed against the Paulig Group Code of Conduct for suppliers.

CASE

Healthier options and innovations for consumers' benefit

We offer consumers easy and quick ways to prepare vegetarian and climate-friendly meals. Risenta's vegetarian food assortment includes e.g. chickpea ball and nuggets mixes that make the taste experience greener. These organic, highprotein and gluten free options contribute to the wellbeing of consumers.

All Risenta products are 100% climate-compensated. This means that to take responsibility for our climate impact we have chosen to offset all greenhouse gas emissions arising from our supply chain by protecting rainforest and planting trees in South America. These activities also empower local communities and help them develop sustainable uses for natural resources from the forest.

We are continuously looking for new taste experiences to meet the needs of consumers who value quick, easy and nutritious snacks. In 2017, we launched an innovative product, lentil cakes, which is made of protein and fiber rich lentils as well as corn, potato flours and pea protein. Lentil cakes contain four times more fiber and twice as much protein compared to corn cakes.

The lentil cakes have already received recognition when the Swedish wellbeing magazine Må Bra (Feel Good) selected the lentil cakes as one of their products of the year 2018. Our Pulled Oats® was also on the list.

Risenta has also supported financing a Swedish vegan fast food start-up Taku-Taku, which was launched in 2016.



Food safety and quality are top priorities

As a food company, food safety and quality are top priorities for us and the essential building blocks of customer and consumer trust. Our quality work stretches from raw material farming and sourcing all the way to the end consumer. We assess risks proactively, which allow us to ensure that our raw materials and products meet our high requirements for quality.

An important part of our quality work is sampling and analysing incoming raw materials. We have externally certified quality and food safety management systems in place for all production sites, except for our production sites in Porvoo and the Järvenpää. In 2018 Järvenpää production site will get a food safety certificate and there are also plans to certify Porvoo for

quality, health & safety and environmental management. In addition, our sourcing and quality experts meet with our suppliers regularly to investigate their ways of managing quality and food safety.

Traceability is central for food safety. In production, the batch numbers of raw materials are registered, enabling tracing of the raw material to the finished products and vice versa. This enables rapid blocking of products if any problem is detected, and ensures full transparency throughout the delivery.

The demand for gluten free products is increasing and it is important that the production of these products is done in a safe way. Our Poco Loco production site in Roeselare, Belgium re-

ceived a gluten-free certification of their chips and taco production in 2017.

Targeting to reduce complaints

We follow up product safety and quality carefully by various measures, such as consumer complaints, recalls and withdrawals. Our overall target for our quality work is to reduce the number of complaints year by year. However, the ways of measuring the complaints vary between divisions, due to different products and business models. Therefore, the figures are not yet comparable in the Group level. Our aim is to harmonise the measurement methods on the Group level in 2018.



“Our quality work stretches from raw material farming and sourcing all the way to the consumer.”



We value consumer feedback

Our consumers have many requests and ideas related to the use and content of our products and company. Yearly, we receive thousands of contacts mainly through social media channels and websites, and the usage of these channels is still increasing.

We have actively developed communication and dialogue with consumers in social media channels. For example, in March 2017 we introduced a consumer forum on the Santa Maria Swedish webpage. The forum makes it easy for consumers to contact us.

The consumer contacts are mainly related to quality, guidance requests, product development ideas and other feedback. Most complaints concern the taste of the product and matters related to packaging. Regarding complaints, a product sample from consumer or customer helps further investigation in our own laboratories or production. After the investigation, we always provide the consumers information of the results of our investigations.

“We have actively developed our communication and dialogue with consumers via social media channels and websites.”



CASE

The vegetarian protein alternative is conquering Nordic dinner tables

At Paulig, our job is to offer great tasting and environmentally preferred experiences for consumers. As a Nordic challenger, whose aspiration is to reshape the world of taste experiences, we acquired 51% of Gold and Green Foods in 2016. We wanted to enable adequate supply of a novelty product, Pulled Oats®, to everyone's dinner table.

Today, we have production facilities for Pulled Oats® in Finland and Sweden offering Nordic consumers the “perfect protein” meat alternative for delicious dishes. In Finland, Pulled Oats® was selected as The Food Product of the Year in 2017.

For meals that matter

Pulled Oats® is a plant-based protein made of Nordic oats, faba beans and yellow peas. It contributes to the fight against global warming and water shortages as the amount of water needed to produce pulled oats is significantly lower than of e.g. producing beef*. It also feeds six times more people and helps to cut the CO₂ emissions.

* Amount of water needed to produce 1 kg of beef: 14,964 litres.
Amount of water needed to produce 1 kg of pulled oats: 1,370 litres.



Sustainability key figures 2017

Fostering social responsibility

Health & Safety

	2015	2016	2017
Number of Lost Time Accidents (LTA)	43	18	28
Lost Time Accident Frequency rate*	18.1	6.7	9.4
Number of Lost Time Days (LTD)	650	390	279
Lost Time Day Severity rate**	0.27	0.14	0.09
Number of accidents without lost days	n/a	n/a	155
Number of near misses	960	820	537
Number of risk observations	n/a	546	1 556

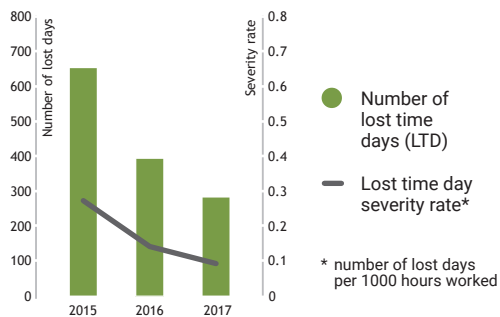
* number of accidents per 1 million hours worked
 ** number of lost days per 1000 hours worked

Trainings for professional growth

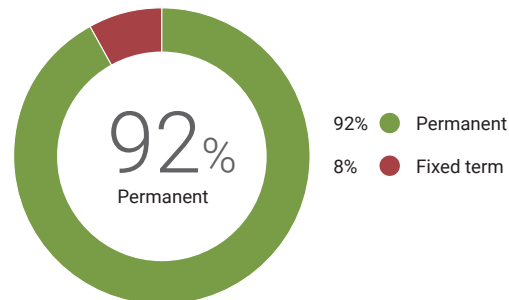
Number of participants	2015	2016	2017
Leadership programme for managers	25	16	159
Sales and marketing	160	357	37
Paulig Sourcing Academy	40	38	64
Auditor training	15	7	4



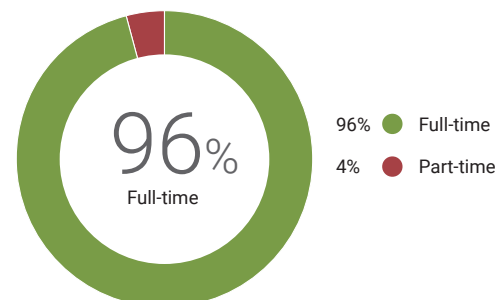
Lost days and severity rate



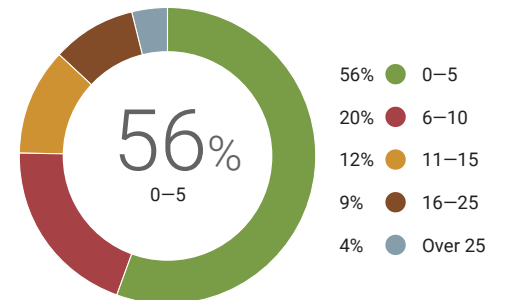
Employment contract



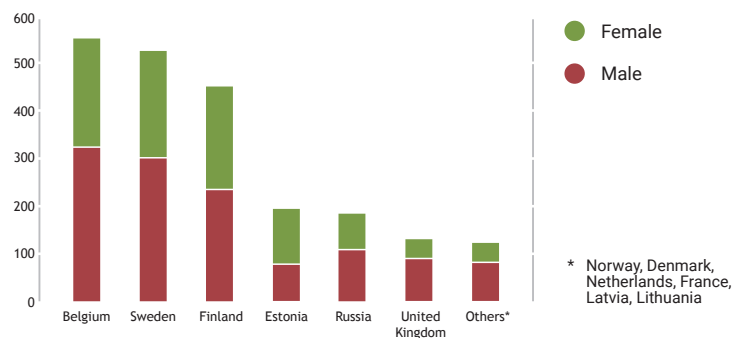
Employment type



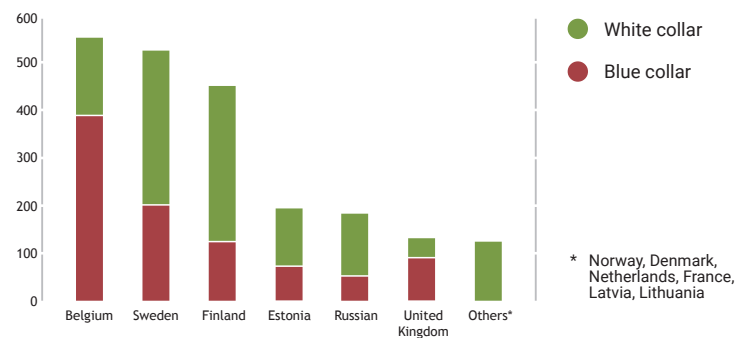
Service years



Employees per country



Personnel groups per country



Caring for the environment

Total energy consumption by type (MWh)

	2015	2016	2017
Electricity	58 160	60 955	59 269
Natural gas	103 256	98 844	104 441
Bio gas	6 094	13 190	13 422
District heating	6 066	8 408	6 942
Group total	173 576	181 398	184 075
Energy intensity MWh/tonne product	0.84	0.82	0.81

Total energy consumption by division (MWh)

	2015	2016	2017
Coffee	36 317	35 064	34 664
World Foods & Flavouring	52 997	44 929	39 618
Snack Food	83 565	100 410	108 606
Naturally Healthy Food	696	995	1 186
Group total	173 576	181 398	184 075

Share of renewable energy by division (%)

	2015	2016	2017
Coffee	45%	67%	71%
World Foods & Flavouring	44%	64%	63%
Snack Food	4%	4%	4%
Naturally Healthy Food	100%	100%	100%
Group total	26%	32%	30%



Total GHG emissions by division (tCO₂e)

	2015	2016	2017
Coffee	4 202	2 418	2 040
World Foods & Flavouring	5 214	3 366	3 064
Snack Food	18 758	22 240	23 847
Naturally Healthy Food	3	6	5
Group total	28 177	28 029	28 956
GHG intensity, tCO ₂ e / tonne product	0.136	0.127	0.127

Production volume by division (tonne)

	2015	2016	2017
Coffee	48 997	49 211	49 827
World Foods & Flavouring	55 171	51 400	49 818
Snack Food	96 275	114 575	122 035
Naturally Healthy Food	6 300	6 144	5 710
Group total	206 742	221 331	227 390

Water consumption by division (m³)

	2015	2016	2017
Coffee	12 340	13 705	14 574
World Foods & Flavouring	45 399	38 686	24 723
Snack Food	56 608	68 521	75 972
Naturally Healthy Food	162	480	593
Group total	114 509	121 392	115 862

Total waste by division (tonne)

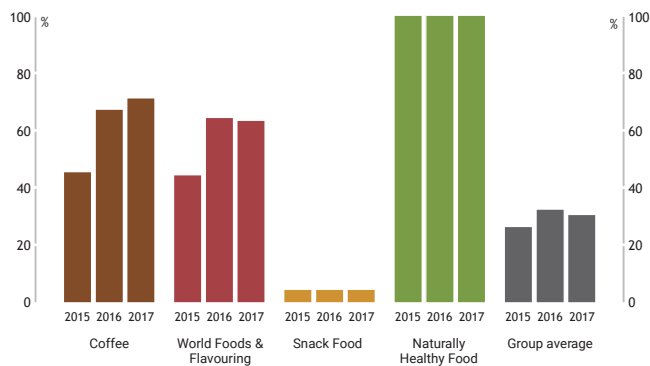
	2015	2016	2017
Coffee	938	936	1 026
World Foods & Flavouring	5 762	5 013	5 684
Snack Food	3 673	4 448	5 098
Naturally Healthy Food	215	175	266
Group total	10 589	10 572	12 074

Total waste by disposal method (tonne)

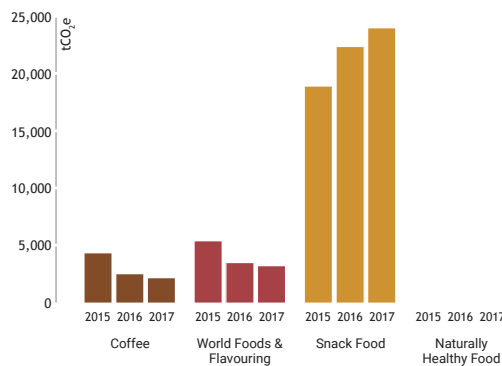
	2015	2016	2017
Animal feed	6 422	6 648	7 348
Material recycling	1 325	1 602	1 839
Incineration with energy recovery	2 031	1 771	1 779
Composting or biogas production	522	315	584
Cleaning salt	446	456	304
Sold or donated for human use	103	81	135
Landfill	184	153	41
Incineration without energy recovery	0	0	7
Unspecified	2	2	2
Total	11 034	11 029	12 039
Group total recycling rate	80%	82%	84%



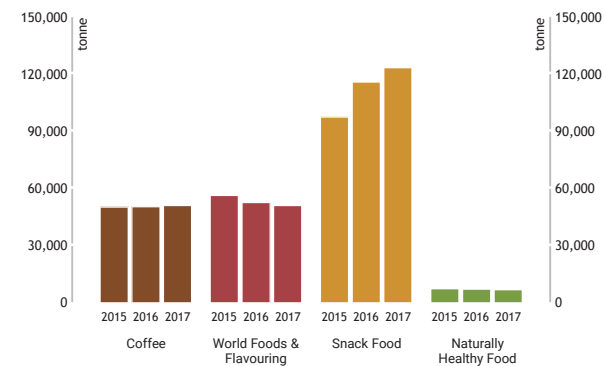
Share of renewable energy (%)



GHG emissions by division (tCO₂e)



Production volume by division (tonne)



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Management systems in Paulig Group

DIVISION AND SITES	QUALITY AND PRODUCT SAFETY				ENVIRONMENT	ENERGY	HEALTH & SAFETY
	ISO 9001	FSSC 22000	BRC	Customer specific	ISO 14001	ISO 50001	OHSAS 18001

COFFEE

Divisional certifications	x				x		
Site certifications:							
Vuosaari, FIN		x		x	x		x
Tver, RUS		x		x	x		x
Porvoo, FIN				x			

WORLD FOODS & FLAVOURING

Divisional certifications:							
Factory Mölnlycke, SE			x		x		
Factory Saue, EE			x		x		
Factory Landskrona, SE			x		x		
Warehouse Kungsbacka, SE			x		x		

SNACK FOOD

Divisional certifications:							
Factory Roeselare, BEL			x*	x		x	
Factory Milton Keynes, UK			x	x	x		

NATURALLY HEALTHY FOOD

Divisional certifications:							
Factory Rotebro, SE		x			x		

* In addition, IFS and AIB certificates

IFS = International Featured Standards

AIB = AIB International

ISO 9001 = Quality Management Standard

FSSC 22000 = Food Safety Management Standard

BRC = Food Safety Standard

ISO 14001 = Environmental Management Standard

ISO 50001 = Energy Management Standard

OHSAS 18001 = Occupational Health and Safety Management Standard

Our membership in organisations

Collaboration organisations

ROUNDTABLE FOR SUSTAINABLE PALM OIL (RSPO)

RSPO is a global, multi-stakeholder initiative on sustainable palm oil. Members of RSPO, and participants are plantation companies, processors and traders, consumer goods manufacturers, retailers of palm oil products, financial institutions and NGOs. www.rspo.org

INTERNATIONAL COFFEE PARTNERS GMBH (ICP)

ICP is a non-profit collaborative company, founded by five European, family-owned coffee industry companies. ICP furthers sustainable development in coffee-producing countries by realising projects, which benefit coffee farmer families and the environment.

www.coffee-partners.org

COFFEE AND CLIMATE (C&C)

ICP and the German developmental collaboration organisation GIZ started a joint coffee industry environmental project, Coffee & Climate, in the spring of 2011. In the project, smallholder coffee farmers are aided in adapting to the challenges presented by climate change.

www.coffeeandclimate.org

GLOBAL COFFEE PLATFORM

The Global Coffee Platform (formerly known as the 4C Association) is a membership organisation of coffee farmers, trade and industry and civil society based in Germany. Members work jointly towards improving economic, social and environmental conditions for all who make a living in the coffee sector.

www.globalcoffeeplatform.org

FINNISH BUSINESS & SOCIETY (FIBS ry)

The goal of the network is to develop co-operation between the private and public sectors to promote socially and financially sustainable business. The organisation is a member of CSR Europe, European Business Network for Corporate Social Responsibility.

www.fibsry.fi

STOCKHOLM WATER INSTITUTE (SIWI)

The Stockholm Water Institute leverages knowledge and convening power to strengthen water governance for a just, prosperous and sustainable future. SIWI focuses now on a range of research and development topics within and around water that support decision-makers. SIWI's strong, international team of knowledge-generators, convenors, facilitators, and trainers work to strengthen the systems and processes that govern access to and protection of fresh water, with the overarching aim to contribute to poverty eradication. www.siwi.org

Food and beverage industry associations

THE FINNISH FOOD AND DRINK INDUSTRIES' FEDERATION, ETL

The Finnish Food and Drink Industries' Federation, ETL, represents the interests of the food and drinks industry in Finland. ETL also acts as a corporate collaborative forum, in relation to authorities, trade, producers and other stakeholder groups. It is a member of FoodDrinkEurope. www.etl.fi

THE SWEDISH FOOD FEDERATION (LIVSMEDELSFÖRETAGEN)

The Swedish Food Federation represents the interests of food industry companies in Sweden. The Food Federation is a member of the Confederation of Swedish Enterprise (Svenskt Näringsliv) and member of FoodDrinkEurope. www.livsmedelsforetagen.se

THE BELGIAN FOOD AND DRINK FEDERATION, FEVIA

The Belgian Food and Drink Federation represents the interests of the food and drinks industry in Belgium. It is a member of FoodDrinkEurope. www.fevia.be

THE SWEDISH FLAVOUR & SPICE ASSOCIATION

An industry association representing companies which supply products giving taste and flavours to food and drink products.

www.aromochkryddforeningen.se

EUROPEAN COFFEE FEDERATION (ECF)

ECF is the umbrella organisation of the European coffee industry, which acts as the guardian on the EU level. www.ecf-coffee.org

EUROPEAN SPICE ASSOCIATION (ESA)

ESA represents the interests of its members' vis-à-vis the competent bodies and departments of the European Union as well as international institutions and organisations. www.esa-spices.org

KAHVI- JA PAAHTIMOYHDISTYS RY. (COFFEE AND ROASTERY ASSOCIATION)

The coffee and roastery association is the Finnish Food and Drink Industries' Federation's industry association, and a member of the European Union's umbrella organisation, the ECF (European Coffee Federation). In addition to representing interests, the association develops connections to the national researcher community, to follow coffee-related research, and closely follows foreign field research, questions pertaining to coffee and health, as well as environmental issues.

www.etl.fi, www.kahvi.net

Others

RISE RESEARCH INSTITUTES OF SWEDEN

RISE Research Institutes of Sweden is Sweden's research institute and innovation partner. In international collaboration with companies, academia and the public sector, they contribute to a competitive business community and a sustainable society. www.ri.se

INSTITUTE FOR SCIENTIFIC INFORMATION ON COFFEE (ISIC)

ISIC is an organisation formed by the largest European coffee companies. ISIC's Scientific Committee follows and funds scientific research which pertains to the health effects of coffee. Its communications committee produces information based on scientific research, for the usage of healthcare professionals.

www.coffeeandhealth.org

THE REGISTERED ASSOCIATION FINNISH-RUSSIAN CHAMBER OF COMMERCE (SVKK)

SVKK is a non-profit organisation which has both Finnish and Russian members. SVKK helps the internationalisation of Finnish companies in Russia, and furthers the opportunities and motivation of Russian companies to find Finnish partners and business opportunities.

www.svkk.fi



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