



SUSHI YAMA

Sustainability Report 2024



Sushi Yama at a glance

Brand Story

In Japan's rippling seas, where mystique meets vibrant beauty, two twin brothers discovered their love for sushi during an unforgettable diving trip in crystal-clear waters. There, amidst the dancing shadows of coral reefs and the playful movements of fish, not only was a passion for flavors born—but an entire journey that would shape their future.

Their love for the Japanese national dish, with its perfectly balanced rice and meticulously crafted sushi artistry, became not just a culinary revelation but a journey of a lifetime. This passion traveled back with them to Sweden, where Sushi Yama was founded two decades ago.

Yama, Japanese for "mountain," in this case, refers to Mount Fuji—one of the world's most amazing places, where

people make pilgrimages every year. As beautiful as a Nordic fjord, framed by Yama all around – a fusion of Japanese tradition and Nordic quality, where fish like halibut and salmon are the mountain peaks.

Our kitchen is not just a place where food is prepared; it is a stage where flavors playfully dance and where the love for local ingredients thrives—a tribute to the community that has embraced us since day one, a community for everyone.

With a carefully selected palette of fresh ingredients, sustainability is a hallmark. Each piece of our sushi is a declaration of love to the sea and your taste buds—an opportunity for new discoveries with every bite. We're not satisfied until a Flamed Halibut or a Glazed Salmon is never farther than a block away (or the press of a button).

It's our passion; it's our conviction—
it's Yamazing Sushibilities!

Passion Joy Pride



2008

Sushi Yama was founded

52

wholly-owned restaurants

32mn

EUR in Revenue

ASC/MSC

certified

350

employees

+90%

Of offerings are plant based
or non red meat



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Since Sushi Yama was founded in 2008, sustainability has been part of our DNA. From our early decision to become ASC/MSC certified, to our pioneering paper-based takeaway packaging, we’ve always believed that doing good and doing business go hand in hand.

2024 was a strong year for us. We achieved zero waste on salmon, supported important causes like the Pink Ribbon campaign, and made meaningful progress across our operations. These accomplishments build on a foundation we’ve laid over the years - from switching to 100% green electricity in 2020 to climate labeling our entire menu and introducing reusable chopsticks.

But we are far from done.

As the leading sushi chain in the Nordics, we know our responsibility extends beyond our own restaurants. That’s why we’re working hard to reach our ambitious 2030 goals within Planet, Product and People. And it’s why we remain committed to contributing to the UN’s Sustainable Development Goals.

We consider ourselves sustainable from the beginning (+90% of our offerings are plant based or non red meat) - but the journey is ongoing, and we’re just getting started.”

Johannes Örnemark, CEO of Sushi Yama

Sustainability Strategy 2030

PLANET



1

Sustainable quality choices

Giving our guests the opportunity to make the right choice by offering a wide range of local, vegan and in other ways sustainable products



2

Climate emissions and energy efficiency

Reducing & offsetting greenhouse gas emission contributing to global warming



3

Waste & recycling

Reducing food waste and ensuring resource-efficient use and disposal of material

PRODUCT



4

Safe food handling

Ensuring safe products and process for all our products

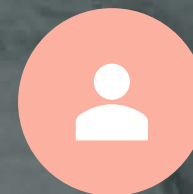


5

Responsibility backwards in the value chain

Securing transparent and ethical practices across the value chain

PEOPLE



6

Guest satisfaction & economic growth

Ensuring profitability and growth through 100% satisfied guests



7

Responsible employer

Creating best-in class workplace for both direct & suppliers' workforce



8

Equality & inclusion

Securing practices and culture promoting diversity and inclusion to contribute to a more equitable society

Connection to UN's Global Goals for Sustainable Development:



The Strategy supports UN's goals for Sustainable Development

UN target areas applicable to Sushi Yama:



UN targets applicable to Sushi Yama:

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

What it means for Sushi Yama:

- Take action to combat climate change and its impacts

- Sustainable fishing
- Protect and restore ecosystems
- Reduce waste

- Achieve gender equality
- Grant women equal rights and opportunities

- Generate inclusive and sustainable economic growth
- Ensure productive employment and decent work for all

Example actions for Sushi Yama:

- Consolidation of suppliers to reduce deliveries
- Takeaway packaging and bags from 80% renewable materials
- Climate labeling of entire menu
- Introducing electric and hybrid cars
- Using electric mopeds and bicycles for delivery

- Follow WWF Fish Guide
- ASC/MSC-certified Sushi Chain
- Optimizing the processing of salmon, leading to zero waste
- Developing our vegan and more sustainable product lines

- Objectively calibrated salaries throughout the organization
- Trainee program with the aim of 50/50 gender split

- Comply with collective agreements
- Implemented Code of Conduct & whistle blower
- Investments into technology (currently 85% digital sales)
- +5% of EBITDA spent on educating staff members
- Employee survey four times a year

Targets for Sushi Yama:

2026

- Reduce CO2 by 20% (comp. to 2022)
- Reduce waste by 20% (comp. to 2022)

2028

- Reduce CO2 by 30% (comp. to 2022)
- Reduce waste by 30% (comp. to 2022)

2030

- Reduce CO2 by 40% (comp. to 2022)
- Climate compensate to reach zero CO2
- Reduce waste by 40% (comp. to 2022)

2026

- Zero waste on Salmon
- 90% non-red meat

2028

- All possible products to be ASC/MSC-certified
- 35% plant-based offerings
- 95% non-red meat

2030

- 40% plant-based offerings
- 95% non-red meat

2026

- 35/65 (women/men) split in leadership positions (restaurant manager to board)

2028

- 45/55 (women/men) split in leadership positions (restaurant manager to board)

2030

- 50/50 (women/men) split in leadership positions (restaurant manager to board)

2026

- Annual growth of 10%
- eNPS score of +20

2028

- Annual growth of 10%
- eNPS score of +30

2030

- Annual growth of 10%
- eNPS score of +40



SUSHI
YAMA

ADD 2
NIGIRIS

*Young
for your
tummy*

Välj mellan
lax, räka, tofu
och avokado.
20 kr



The most SUSHI YAMA way to say
you're on a roll with Great Taste!

Gift Card



micros
ORACLE

SUSHI
YAMA

During 2024, we made progress across all our areas

- EXAMPLE OF INITIATIVES -

PLANET



Zero waste on salmon

This year, we reached a major milestone by achieving **Zero Waste on salmon**, in close collaboration with one of our largest suppliers. By ensuring that every part of the salmon is fully utilized, we've significantly reduced waste and contributed to a more circular and sustainable value chain.



Minimizing Waste

We've taken practical steps to reduce our environmental footprint by improving everyday materials. This includes implementing reusable sticks in all restaurants, reducing the size of our takeaway bags, and switching to napkins made from recycled materials.

PRODUCT



Strengthening Product Excellence

To ensure the highest quality across our offerings, we introduced a series of targeted educational and review initiatives. These include the Yama Review, Guest Path, Kitchen Review, and the Kitchen A-team—each designed to reinforce product standards, improve consistency, and elevate the overall guest experience.



Setting the Standard, Together

Great products start with great partners. That's why we created clear, consistent supplier requirements for our biggest suppliers—covering everything from quality standards to sustainability. It's our way of making sure we're all working toward the same goals: responsible sourcing, high performance, and long-term impact.

PEOPLE



Building an Inclusive Team

We're proud to have achieved a 50/50 gender balance across our workforce, a reflection of our ongoing commitment to building a truly diverse and inclusive organization. It's about creating equal opportunities, supporting leadership development for all, and ensuring equity at every level of our company.



Collaborating for a Cause

In partnership with the Breast Cancer Association, we launched a campaign to raise awareness and funds for breast cancer research and support. Thanks to the collective effort of our team and guests, we proudly donated 100,000 SEK to the organization. This initiative reflects our ongoing commitment to social responsibility and supporting the health and wellbeing of our wider community.



Minimizing Waste

We've taken meaningful and practical steps to reduce our environmental footprint by rethinking and improving the everyday materials we use throughout our operations.

As part of our ongoing commitment to sustainability, we've introduced reusable sticks in all of our restaurants, helping to significantly cut down on single-use material. We've also redesigned our takeaway packaging by reducing the size of our bags, which minimizes paper waste and lowers the environmental impact of production. Additionally, we've made the switch to napkins made from 100% recycled materials, further supporting the circular economy and reducing our reliance on virgin resources.

These changes show our ongoing commitment to building a more sustainable future, stick by stick and box by box.



Sakura

SALMON MAKI

10 kr
per såld rätt
skänks till



BRÖSTCANCER
FÖRBUNDET

**Beställ i
vår App**



DUBBLA STÄMPLAR FÖR MEDLEMMAR

 SUSHI
YAMA



Collaborating for a Cause

As part of our commitment to making a positive impact, we selected one special dish from our menu and pledged to donate a portion of the proceeds from each one sold to support the fight against breast cancer. This simple yet powerful choice allowed our guests to take part in a meaningful cause with every order, turning an everyday meal into an opportunity to make a difference.

In partnership with the Breast Cancer Association, we launched a heartfelt campaign to raise both awareness and critical funds for breast cancer research and support services. This initiative was about more than just donations, it was about standing together with those affected by breast cancer, fostering open conversations, and encouraging our community to join us in taking action.

Thanks to the collective effort of our team and the generous support from our guests, we are incredibly proud to have donated 100,000 SEK to the Breast Cancer Association. These funds will help advance life-saving research, support early detection efforts, and provide crucial assistance to individuals and families navigating the challenges of a breast cancer diagnosis.

This campaign reflects our ongoing commitment to social responsibility and to supporting the health and wellbeing of the wider community we serve. We believe that even small actions, like choosing one dish, can lead to meaningful change when driven by care, compassion, and collective effort.

 SUSHI
YAMA

We have kickstarted 2025 with four larger initiatives

- EXAMPLE OF INITIATIVES -



RedLocker

- There are currently no menstrual products available in any of our restrooms.
- We think it is important and want to offer this opportunity to our guest and employees.
- This is why we've initiated a collaboration with RedLocker.



Compensate for CO2

- We want to offset our climate impact.
- Therefore, we're looking for a fitting partner to help us compensate for our CO2 emissions.



New Inventory Management System

- We want to achieve 100% accuracy in our products, down to every gram we use.
- Waste is both harmful for the environment and costly.
- That is why we're implanting a new Inventory Management System to support us.



Sustainability education

- Daily Sustainability work can be complex.
- Everyone at Sushi Yama needs to understand how our daily actions impact the planet, product and people – to make sure we do the right things and reach our goals.
- Why we are developing a Sustainability education and training.

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This initiative is an important step in our sustainability and gender equality efforts. We believe it is crucial to create an inclusive and safe environment for everyone – both in the workplace and for our guests.

By offering free menstrual products in our restaurants, we want to reduce the barriers that many women and people who menstruate face in everyday life.

RedLocker has done a fantastic job of providing a simple and practical solution that not only breaks the stigma around menstruation but also contributes to greater safety and inclusion. We are proud to be part of this important work,”

Cornelia Sporre, Accountant and Sustainability Lead





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