



SUSHI
YAMA

Sustainability Report 2025

Joy Passion Pride

2008

Founded

55

Wholly-owned restaurants

2

Countries

40mn

EUR in Revenue

400

Employees

ASC/MSC

Certified

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 salmon is 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 Glazed Salmon or a Flamed Prawn 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!



Words from our CEO

”

2025 was a defining year for Sushi Yama – a year where our ambitions extended beyond our home market and our sustainability work took on an even broader perspective. We opened seven new restaurants, including two in Hamburg, marking our entry into the German market and an important step in our continued expansion. We saw strong sales growth and healthy margins throughout the year, reflecting continued guest demand and operational efficiency.

During the year, we took one of our most important steps so far by deciding to serve only ASC¹-labelled salmon. This means that all seafood we serve is now either MSC²- or ASC-labelled, ensuring it comes from responsibly managed fisheries or responsibly farmed aquaculture. These certifications are not just labels; they represent a clear expression of our commitment to taking responsibility for the oceans, for the people behind the products, and for future generations.

Our entry into the German market in October 2025 represented more than a geographical expansion. For us, this expansion is not only about growth, but about sharing the way we operate, where quality, transparency, and sustainability go hand in hand. We see it as a responsibility to bring our sustainability principles into new markets and continue to develop them as we grow.

At the same time, we are looking ahead. In 2026, we will continue to strengthen our sustainability initiatives and deepen collaborations that create long-term value, with a clear focus on further improvements across sourcing, operations, and guest experience.

We are proud of how far we have come—but we are far from done. Sustainability is a journey of constant improvement, where every step matters.

Johannes Örnemark

1. Aquaculture Stewardship Council
2. Marine Stewardship Council

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

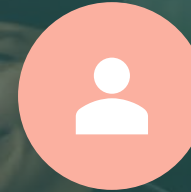


5

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:

13 CLIMATE ACTION



14 LIFE BELOW WATER



13 CLIMATE ACTION



14 LIFE BELOW WATER



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



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:

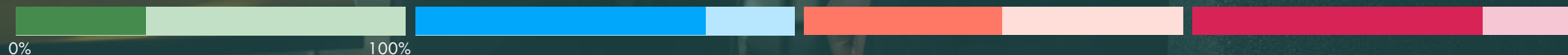
- 2026**
- Reduce CO2 by 20% (comp. to 2022)
 - Reduce waste by 20% (comp. to 2022)
- 2028**
- Reduce CO2 by 30% (comp. to 2022)
 - Reduce waste by 30% (comp. to 2022)
- 2030**
- Reduce CO2 by 40% (comp. to 2022)
 - Climate compensate to reach zero CO2
 - Reduce waste by 40% (comp. to 2022)

- 2026**
- Zero waste on Salmon
 - 90% non-red meat
- 2028**
- All possible products to be ASC/MSC-labelled
 - 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

Progress against 2030 target:





Activities during 2025



Zero Waste on Salmon

2024 we reached a major milestone by achieving **Zero Waste on salmon** — an achievement we have continued to maintain throughout 2025.

Full Resource Utilization

By ensuring that every part of the salmon is fully utilized, we reduce waste and contribute to a more circular and sustainable value chain, in line with our ambition to maximize resource efficiency and minimize environmental impact.

Maintaining Zero Waste on salmon shows how sustainability and operational efficiency can create long-term value together.



Inventory Management System

We implemented the new inventory management system – to **improve visibility** into food waste and better understand where losses occur. By tracking inventory more accurately, we can identify patterns of waste and take targeted actions to reduce it.

Improving Efficiency Through Better Insights

This helps us make more informed decisions in planning, purchasing, and storage, ultimately allowing us to **minimize unnecessary waste** while maintaining quality and efficiency in our operations.

Turning better insights into less waste!



Klimato

We use Klimato to provide transparent information about the climate impact of our dishes. Each menu item is linked to an **estimated carbon footprint**, helping guests make more informed food choices.

Making Climate-Friendly Choices Easier

Based on lifecycle assessments, the data gives a clear overview of the climate impact of different meals. Our goal is to make climate-friendly choices easier — without compromising on taste or quality.

By sharing this information openly, we aim to encourage **more sustainable food choices**.



RedLocker

As mentioned in last year's report, we initiated a partnership with RedLocker, enabling us to offer **free menstrual products** to both guests and employees. Through this initiative, we aim to support greater accessibility and inclusion in our everyday operations.

Creating a More Inclusive Sushi Experience

We are proud to contribute to a **more inclusive environment** and plan to further expand the collaboration through future initiatives that promote awareness and accessibility in society.

Because inclusion starts with everyday essentials.



Pink October

The campaign in partnership with the Breast Cancer Association continued this year. To **raise awareness and funds** for breast cancer research and support. Thanks to the collective effort of our team and guests, we once again **donated 100,000 SEK** to the organization.

Supporting Awareness and Wellbeing

This initiative reflects our ongoing commitment to social responsibility and **supporting the health and wellbeing** of our wider community.

Together, we continue to support awareness, research, and hope.



ASC-labelled Salmon

We became both ASC- and MSC-certified in 2018 and during 2025, we made the decision to transition all our salmon to ASC-certified sources as part of our continued commitment to responsible sourcing and sustainability. By the end of Q1 2026, this transition was implemented across our operations, ensuring that all salmon we serve meets strict environmental and social standards.

“Minimizing Environmental Impact”

ASC-labelled salmon is farmed with a strong focus on minimizing environmental impact. This includes protecting surrounding ecosystems, maintaining water quality, and ensuring responsible use of resources such as feed. The standards also require reduced use of chemicals and antibiotics, contributing to healthier marine environments and safer products.

In addition to environmental benefits, ASC certification ensures good working conditions and fair treatment for workers throughout the supply chain. Transparency and traceability are also key parts of the certification, giving businesses and consumers confidence in where the product comes from and how it was produced.

Choosing ASC-labelled salmon means supporting more sustainable aquaculture, reducing environmental impact, and contributing to better social practices—while still delivering high-quality fish.

Fully ASC- & MSC-labelled

We have chosen to remove halibut from our offering, as it was not available with ASC-labelling. This decision reflects our commitment to responsible sourcing and ensuring that our seafood meets strict sustainability standards. As a result, all our seafood products are now fully ASC- or MSC-labelled.

In the coming year, we plan to initiate several collaborations together with ASC and MSC, further strengthening our commitment to sustainable seafood and increasing awareness around responsible sourcing.

Sustainable Avocados

We also made the strategic decision to switch to Swedlog's avocado range as part of our commitment to offering higher quality products while strengthening our sustainability efforts. This change was driven by the need for better consistency, reduced food waste, and a more responsible supply chain.

Longer shelf life, reliable quality

By choosing Swedlog and their unique Hållbar Mognad™ concept powered by Softripe™ technology, we are able to provide avocados with better taste, improved texture, longer shelf life, and more reliable quality for both our business and our guests.

Long-term choices

The extended shelf life also helps reduce waste in our restaurants, supporting both profitability and environmental goals. This transition reflects our focus on making smarter, long-term choices that benefit our guests, our operations, and the environment.

AVOCADOS AT SUSHI YAMA

During 2025, we purchased approximately
180 000 kg of avocados.

Therefore, this represents an important step forward and a significant change for us.

SOFTRIPE™ TECHNOLOGY

Softripe™ technology is used to ensure our avocados reach perfect ripeness with consistent quality and flavor.

Through a carefully controlled nine-step ripening process the avocado is allowed to ripen naturally and without stress. Resulting in a smoother texture, richer taste, and longer shelf life — delivering a better experience in every serving.





People

Collective Agreement

We have had a collective agreement in place for the past five years, reflecting our long-term commitment to providing security and fair working conditions for all employees. It establishes a stable framework for employment terms and conditions, supporting both workplace safety and employee wellbeing.

Lease a bike

We offer all employees the benefit of leasing a bicycle to encourage more environmentally friendly commuting options. By making cycling more accessible, we aim to support sustainable travel to and from work while also promoting healthier everyday habits.

Inclusive Team

Our team is made up of many different cultures, which we are proud of and see as a strong asset. This diversity brings a wide range of perspectives, experiences, and ideas, helping us grow and strengthen both our workplace and the way we work together.

Employee Score

Our eNPS score increased during the year, reflecting a significant improvement in employee engagement and workplace satisfaction. We continuously work to become a better employer.

November 2025 38.6%

Education

We continuously offer internal training opportunities to support professional development and increase knowledge within our team. These initiatives help ensure ongoing learning, strengthen skills, and support both individual and organizational growth.

Sustainability

We include sustainability in several training programs and have developed a dedicated course that will be launched next year. This will further strengthen knowledge and make sustainability an even more natural part of our daily work.

Sustainability in every detail



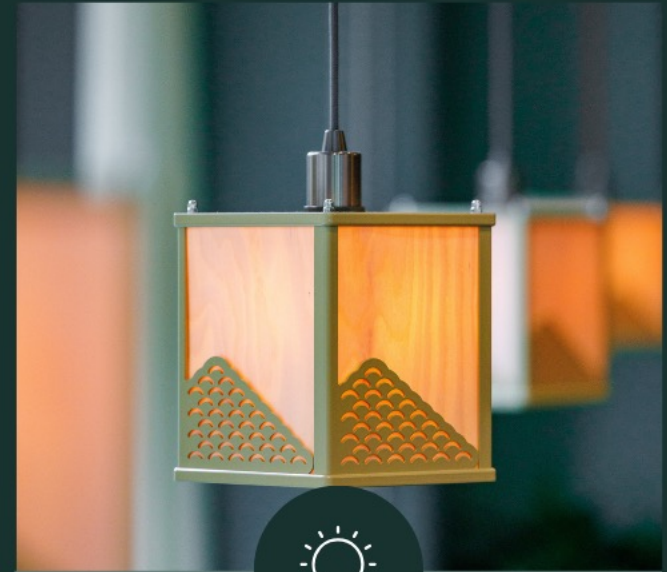
From day one, we have chosen to **minimize plastic use** and prioritize more sustainable alternatives. Our packaging is made from at least **80% renewable materials** and designed with the future in mind.

By using environmentally responsible options, we aim to reduce our impact while offering a **more sustainable takeaway experience** for both our guests and the planet.



Our chairs are made from **100% PET recycled polyester yarns** produced from waste **plastic bottles**, supporting marine conservation through the Marine Conservation Society.

Our sofas have synthetic leather made from over **50% bio-based raw materials**. The leather is **100% vegan**, and the backing is made from **GOTS-certified cotton**.



Our lamps are not only beautiful – they are also sustainable. Made from **recycled aluminum** and **Swedish FSC-certified birch** from Östergötland, they are carefully designed to be fully recyclable.

By combining durable materials with thoughtful craftsmanship, they reflect our commitment to uniting aesthetics with sustainability in every detail of our interior.

Future



CO₂ compensation

One of our key upcoming initiatives is that we have selected a partner for CO₂ compensation. We are currently working on calculating our total climate footprint to ensure that we compensate for the right emissions and do so in a responsible and accurate way.

Climate compensation helps address emissions that are currently difficult to eliminate completely, while we continue working to reduce our footprint at the source. By investing in verified climate projects, it can support global efforts such as carbon reduction, reforestation, and the development of more sustainable solutions.



Yama Kids collaboration

Another important upcoming initiative is that we are selecting a partner for our kids menu, Yama Kids, who actively works with social sustainability. Through this collaboration, a portion of the revenue will be donated to the organization – supporting children's rights.

This initiative is part of our broader commitment to create positive impact beyond our own operations. By linking our kids menu to meaningful social contributions, we aim to support initiatives that help improve conditions for children and promote equal opportunities.



SUSHI
YAMA

SEK545.00

SAUCE/DIP	
Ukai Miso	Wasabi Miso
Wasabi Mayo	Yuzu Mayo
Spicy Mayo	Spicy Mayo
Spicy Mayo	Spicy Mayo
13 kr	20 kr

Total Order #: 1234

micros
ORACLE