



LAMOR

SUSTAINABILITY REPORT 2021

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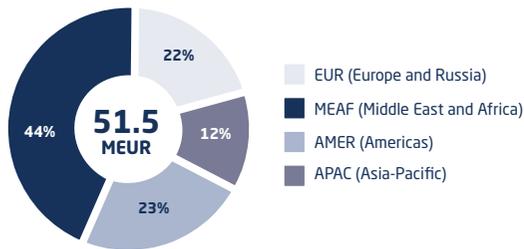
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Progress, targets and emissions

LAMOR IN BRIEF

Geographical split of the revenue 2021



Key figures from 2021

- Revenue 51.5 MEUR
- EBITDA 6.0 MEUR
- Adjusted EBITDA 6.7 MEUR
- Adjusted EBITDA margin 13.0%
- EBIT 1.9 MEUR
- Adjusted EBIT 2.8 MEUR
- Adjusted EBIT margin 5.5%
- Order backlog 226,9 MEUR
- Personnel 290



Lamor is an abbreviation of Larsen Marine Oil Recovery, and it is a family company established in 1982 in Finland. Lamor is **one of the leading global providers of environmental solutions.**

The company's share is listed on the Nasdaq First North Premier Growth Market Finland marketplace. We provide expertise and solutions

to protect the environment and ecosystems - globally but locally. Lamor operates in over 100 countries through its subsidiaries and associated companies, as well as its partner and distribution network. Lamor has subsidiaries and associated companies in 21 countries. Through to our local presence, we are able to provide a wide offering

of solutions, which can be tailored to meet the individual needs of each customer, and we are able to quickly respond to the needs of our customers.

We solve global environmental problems locally - from oil spill response to massive refining operations, total waste management and water treatment solutions.

LAMOR HIGHLIGHTS 2021



Lamor won three major service projects in Middle East : One in Saudi Arabia and two in Kuwait in co-operation with Khalid ali Al-Kharafi & Bros Co.

Lamor's order backlog grew over ten times bigger compared to previous year.



Lamor's sustainability strategy, goals and KPIs were defined and the company's carbon footprint was calculated for the first time.

Lamor applied for the Nasdaq Green Equity Designation and received it in January 2022 as the first Finnish company.



Lamor was listed on Nasdaq First North Premier Growth Market Finland marketplace.

Lamor raised gross proceeds of approximately EUR 35 million in the offering for implementing the growth strategy and strengthening the capital structure.

STRATEGIC APPROACH TO A CLEANER TOMORROW

The year 2021 was exceptional for Lamor. We won significant multi-year service contracts and improved our delivery capability to meet the needs of large projects. We also developed our business and sustainability work. To enable our growth strategy, we arranged a successful share offering and listing on the Nasdaq First North Premier Growth Market Finland marketplace in December.

Our strategy to be globally local demonstrated its functionality during the year. Thanks to our strategy, we have been able to act very efficiently, even though the coronavirus measures have restricted mobility.

At the end of the year, our order backlog was EUR 227 million, which is more than 10 times higher than in previous years.

One of last year's main events was Lamor's listing on the Nasdaq First North Premier marketplace in December. We had been preparing for the IPO for a long time, and it was a great effort from our entire organisation. Our goal with the IPO was to raise funds to implement our growth strategy and strengthen our capital structure. Our extensive service projects require significant working capital, and thanks to the IPO, our balance sheet is now much

stronger. We raised gross proceeds of EUR 35 million in the offering and received over 10,000 new shareholders.

During 2021, Lamor started two other important development projects, a growth engine project related to the plastic waste problem and a sustainability reporting development project. The aim of the growth engine project is to help solve the global plastic waste problem. We started the first projects in cooperation with RiverRecycle Oy in Southeast Asia and made an investment in liquefied waste plastic technology. Our goal is to continuously search for and develop new environmental solutions so that we can offer our customers even more comprehensive solutions.

Sustainability and environmental values have become strongly emphasised in recent years, and we believe that this development will continue. The sustainability is in the core of our business and this report highlights the most important topics that are high on our agenda now and in the coming years.

Mika Pirneskoski
Chief Executive Officer
Lamor



STRATEGIC APPROACH TO A CLEANER TOMORROW

Sustainability has always been in the core of our business. Our mission "Let's clean the world" highlights our sustainable business model to protect the nature and environment. To be able to quantify our impacts even more clearly, we have in 2021 worked hard to develop our sustainability reporting methods. For the first time, we defined a clear sustainability strategy, our sustainability goals and indicators, as well as calculated the carbon footprint and handprint of our operations.

We were the first Finnish company to receive the Nasdaq Green Equity Designation recognition in January 2022. This was a great achievement for Lamor and it shows our commitment to develop our sustainable business also going forward.

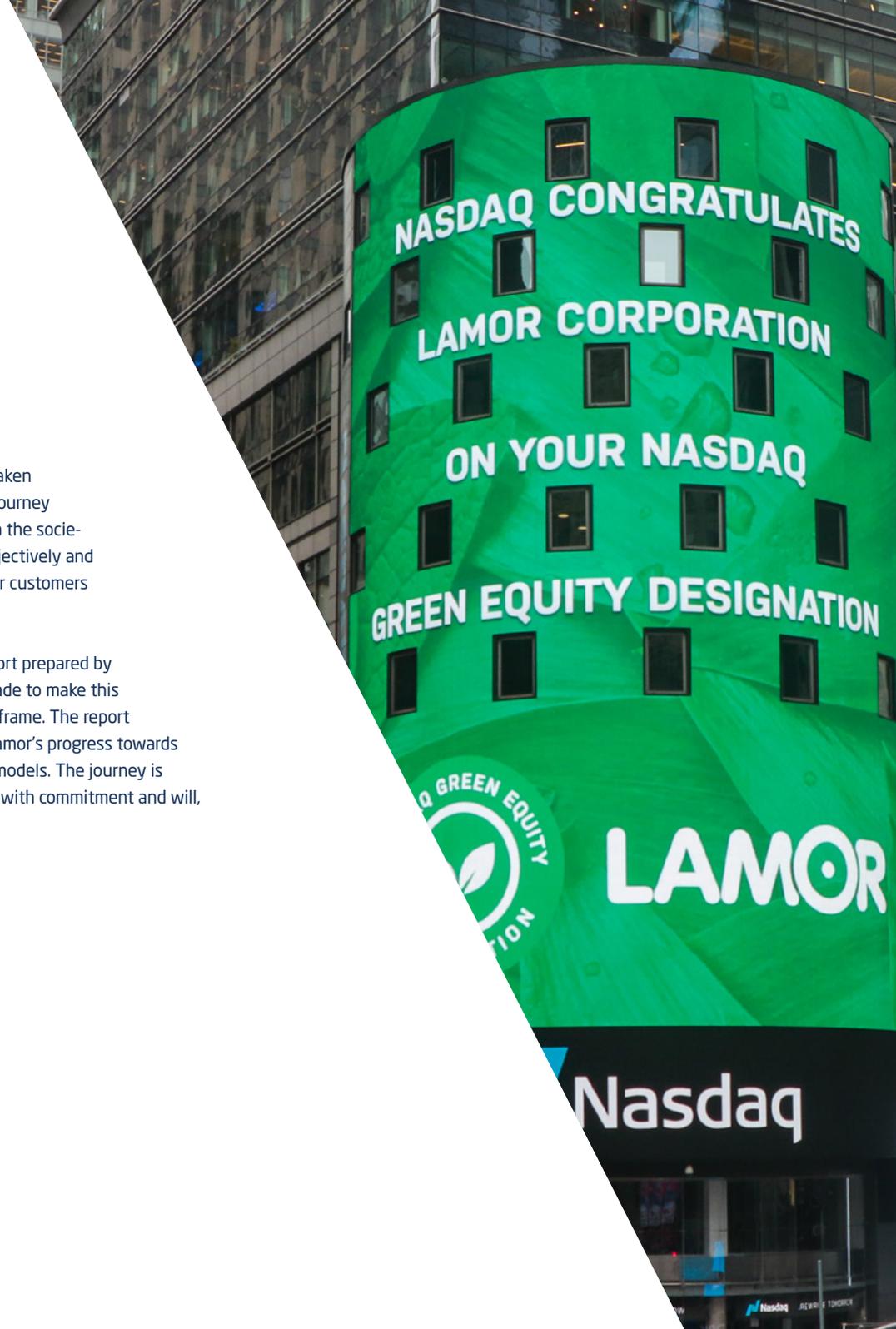
We want to be a forerunner in the field of sustainability. We will continue to develop our processes and actions to further increase the positive impact of our business activities.

Our personnel's job satisfaction and safety are important sustainability themes for us, and our goal is to further progress our leadership expertise so that we can respond well to the changes caused by our growth.

Despite of the significant steps taken this is only the beginning of the journey to increase our positive impact on the society and environment measured objectively and by creating additional value to our customers and other stakeholders.

This is the first sustainability report prepared by Lamor. A huge effort has been made to make this happen in a relatively short time-frame. The report highlights the material facts of Lamor's progress towards even more sustainable business models. The journey is long and the targets are high but with commitment and will, everything is possible.

Johanna Grönroos
Chief Development Officer
Lamor



SUSTAINABILITY GOVERNANCE



Strategy and business model

Sustainability is incorporated into our strategy and resource optimisation is one of the strategic key pillars of Lamor.

In its business, Lamor is aiming to maximize the net impact of its own as well as customers' activities creating as much positive impact as possible.

Lamor is creating solutions that support circular economy by using scarce resources as effectively as possible.

Governance

Lamor's strategy is approved by the Board of Directors and includes sustainability goals and targets.

The Chief Development Officer leads the sustainability work supported by a sustainability manager with a legal background, and a team of R&D, sourcing, project execution, logistics and HR functions.

Reporting

The Management Team reports the efforts taken and outcomes achieved for the Board of Directors regularly. The outcomes are reported for the external stakeholders annually as part of the annual sustainability reporting. The progress is followed actively and sustainability reporting is an integral part of Lamor's activities.

Clear strategy for profitable growth



Technological and international expansion of the business areas



Optimisation of resource usage



Winning significant new long-term service agreements



Continuous improvement of operational efficiency and profitability

Lamor's sustainability governance model





MISSION, VISION AND VALUES



LAMOR

MISSION



Let's clean the world!
Our mission is based on
cooperation and our
object is to make
the world a cleaner place

VISION



A world with
clean waters
and soil during
our lifetime

VALUES



Passion, innovation
and trust guide
everything
we do





GENERATING A POSITIVE NET IMPACT

Lamor approaches sustainability through evaluating the overall impact of its all activities. **We are an environmental company delivering solutions which generate positive environmental impact.** This report aims to disclose our sustainability targets and future developments, as well as the progress Lamor has made on its sustainability journey.

LAMOR MATERIALITY

The most material sustainability aspects for Lamor are based on a materiality assessment conducted in 2021. Our assessment covers our emission inventory, external green equity assessment conducted by CICERO Shades of Green and the Upright project's net impact report. Additionally we have analysed surveys and interviews, current global pressures, our business environment as well as relevant sustainability frameworks and legislative trends.

Analysis prepared by Cicero Shades of Green

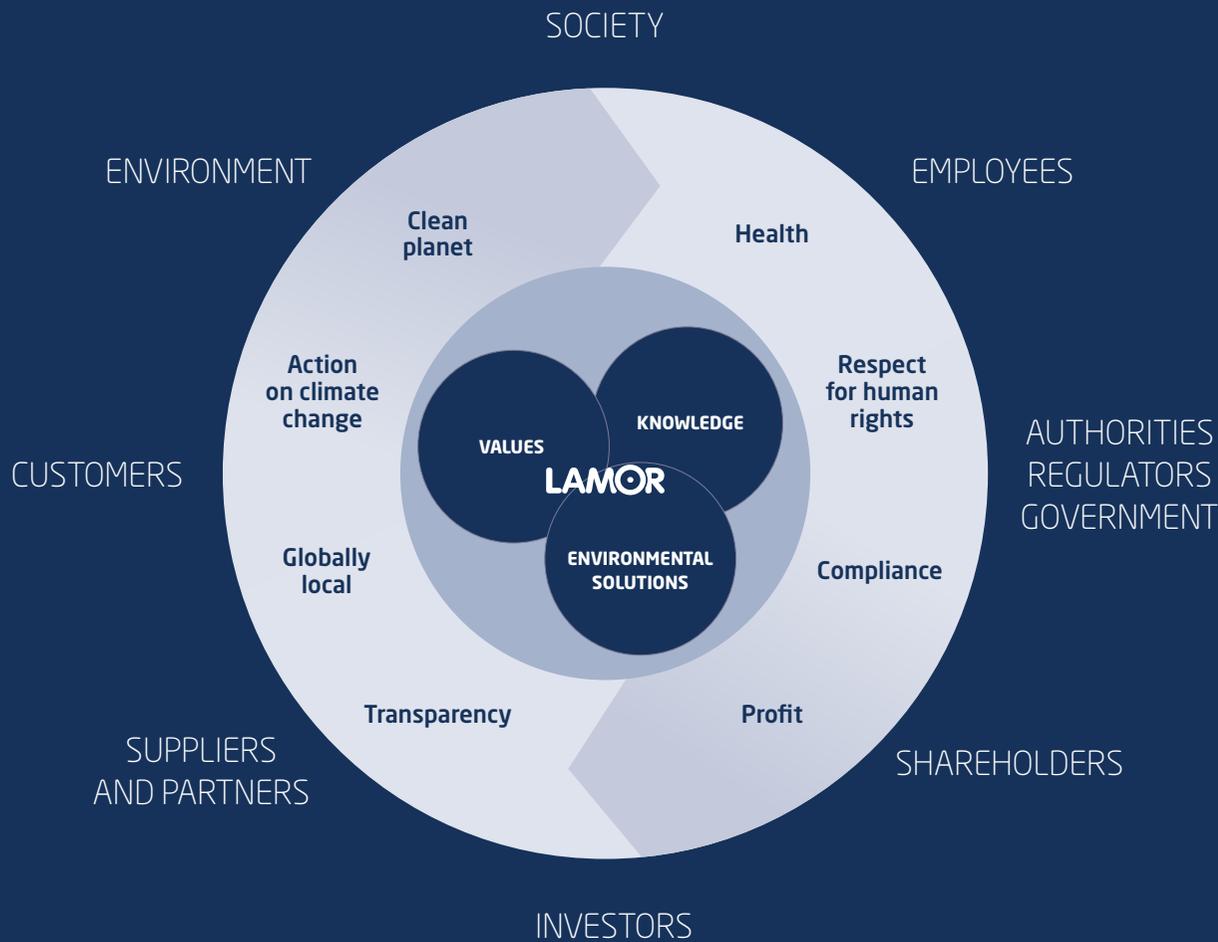
Norwegian Cicero Shades of Green made a qualitative assessment of Lamor's business activities and sustainability. The assessment was made as part of application of the Nasdaq Green Equity Designation.

The assessment made by a third party supported Lamor to assess the different aspects when defining the materiality. As part of the evaluation process, Cicero reviewed Lamor's sustainability strategy, operating model and the management's commitment to sustainable business practices including both environmental and social aspects. In addition, the analysis included an assessment of the plans made by Lamor to support the green transition. Read more about the assessment on page 11.

Net impact as part of the materiality assessment

The Upright Project prepared a net impact assessment of the business activities of Lamor. This assessment summarises the total impact of the business activities on society, environment, knowledge and health. The analysis supported Lamor in defining the materiality of different aspects when defining the targets and KPIs. Read more about the analysis on page 15.

CREATING STAKEHOLDER VALUE



The aspects defined to be material have a significant relevance to our business and stakeholders, and thus the governance of these topics forms our net impact.

Being a global company means that we consider us having **an extensive impact on society**. Our employees, business partners and customers are located around the globe. Our day to day business involves international cooperation and is subject to numerous regulations. Thus we are responsible for and committed to making our societal impact positive.

The purpose of our business is to achieve a clean planet. To best serve the environment we need to deliver our effective environmental solutions leaving as low environmental footprint as possible.

We believe that our decisions shall **benefit our investors and shareholders**. Accordingly we review our actions from both a financial and sustainable point of view. Since our business activities are dedicated to pollution reduction, our financial growth is also directly connected to a cleaner planet.

TRANSFORMING FACTS INTO ACTIONS

Lamor received Nasdaq Green Equity Designation as the first Finnish company

Lamor is the first company in Finland who has received Nasdaq Green Equity Designation on 19 January 2022. The designation supports equity issuers with their green business models and strategies and enhances increased visibility and transparency toward investors looking for sustainable investments.

"Lamor has been a front-runner in many ways, and receiving the Nasdaq Green Equity Designation as the first company in Finland is one example of our commitment to act as a trusted partner in environmental clean-up projects and provide solutions that help our customers better meet their circular economy targets," says **Mika Pirneskoski**, CEO of Lamor.

Lamor strives to respond to the growing global environmental awareness that creates demand for sustainable environmental solutions. Lamor aims to combat climate change extensively by developing solutions that enable our customers to better prepare for environmental challenges. In addition, Lamor can create significant positive impacts on society and environment through its business activities.

"Sustainability is at the core of Lamor's mission "Let's clean the world". Our vision is a clean tomorrow, where future generations will enjoy clean water and clean soil. Joining the Nasdaq Green Equity Designation program further supports our strategy and business activities around sustainability. It increases transparency of our carbon footprint and at the same time it supports us to further develop our activities increasing our positive carbon handprint," says **Johanna Grönroos**, Chief Development Officer of Lamor.

The Nasdaq Green Equity Designation includes an annual assessment process which include an analysis of the sustainability strategy, operating models and categorisation of revenue and investments considered green.

Read the whole report: www.lamor.com/sustainability.



Nasdaq Green Equity Designation targets **companies that have over 50 percent of their turnover derived from activities considered green** and that continue to invest more than 50 percent in green activities.

For the application, a qualitative assessment, relating to the company's activities and investments, is performed to assess the company's alignment with the Nasdaq Green Equity Principles by a Nasdaq approved reviewer. A Norwegian company, Cicero Shades of Green, made the review for Lamor.

LAMOR'S SUSTAINABILITY AGENDA

ENVIRONMENTAL

Providing efficient environmental solutions

Lamor is a frontrunner in end-to-end environmental solutions providing an extensive offering.

Lamor has a long industry history with an extensive network, which enables the company to act globally local. Lamor's experience confirms that we are a trusted and reliable partner, delivering tailor-made solutions and rapid response.

Lamor's focus is to provide and develop solutions that directly address some of the key environmental challenges:

- Pollution prevention, control and recovery
- Sustainable use and protection of water and marine resources
- Protection and restoration of biodiversity and ecosystems
- Efficient resource use and transition to circular economy

SOCIAL

Making a strong positive impact on society

Lamor believes that environmental sustainability goals cannot be reached without a strong commitment to social goals. Thus focusing on societal impact is part of our agenda.

Creating and distributing knowledge

Consulting, engineering and training services delivered as part of Lamor's offering contribute positively to knowledge creation and distribution.

Equality and equal opportunities for all

Lamor's agenda is to advance the well-being of the people throughout its whole value chain. Although Lamor is a global company, Lamor works with local networks targeting a positive impact.

Health and safety

Lamor contributes to social well-being and prevention of diseases by recovering pollution.

FINANCIAL

Sustainable profitability

We believe that financial growth and sustainability are connected. Profit is limited without a wellbeing of the society and environment.

Together with our network of customers, partners, suppliers and subcontractors we are targeting sustainable and inclusive economic growth.

Lamor aims to reduce emissions in its value chain by improving efficiency, optimising processes and sourcing for more sustainable materials.

We respect the human rights and consider them in each aspect of our approach to sustainability.

ON A MISSION FOR A BETTER TOMORROW

Lamor's sustainability agenda is influenced by the UN Sustainable Development Goals

Lamor is committed to running its business responsibly, in a way that keeps people healthy and safe and the environment protected, enabling Lamor to provide quality products and services for its customers.

Lamor's strategy, mission and values are aligned with the UN Sustainable Development Goals (SDGs) and these 17 goals serve as a roadmap for our business activities. Lamor has prioritised eight goals it can influence the most.

SUSTAINABLE DEVELOPMENT GOALS



ON A MISSION FOR A BETTER TOMORROW

SDGs most relevant to Lamor's sustainability agenda

	SDG	LAMOR'S ACTIONS	OUR TARGET
POSITIVE IMPACT THROUGH BUSINESS ACTIVITIES	Goal 6 - Clean water and sanitation	Water scarcity affects more than 40 percent of people. With our solutions we aim at ensuring clean water and drinking water availability and improving circularity of this scarce resource.	Invest in wider distribution and increase access to our solutions
	Goal 14 - Life below water	Oceans are an important source for sustainable development, providing livelihoods for over three billion people and absorbing about 30 percent of the carbon dioxide produced by humans. With our solutions we aim at keeping the world's oceans healthy and to protect marine and coastal ecosystems from pollution.	Invest in wider distribution and increase access to our solutions. Expand to new industries
	Goal 15 - Life on land	Human life depends on the earth as much as the ocean. Lamor removes hazardous substances and waste from contaminated drylands, reducing the loss of natural habitats and biodiversity. With our solutions we aim at contributing to global food and water security, climate change mitigation and adaptation.	Invest in wider distribution and increase access to our solutions
EMISSION REDUCTION GOALS	Goal 13 - Climate action	There is no country that is not experiencing the drastic effects of climate change. We have initiated the process of adapting our offering to climate change and investing in low-carbon development. Through our solutions and efficient technologies we provide measures to combat the impact of environmental disasters, which also contributes to increased human security.	Reduce footprint in operations, add efficiency to own processes
	Goal 12 - Responsible consumption and production	The efficient management of our shared natural resources, and the way we dispose of toxic waste and pollutants, are important targets to achieve this goal. We use natural resources with care and a high degree of reuse and efficiency in our operations. Our solutions prevent toxic waste and pollutants from spreading in the environment.	Improve recycling and maximise use of sustainable materials, invest in R&D
SOCIAL IMPACT AND GOALS	Goal 8 - Decent work and economic growth	The world needs higher levels of productivity, improved working conditions and technological innovation. We provide people with a meaningful job - a workplace with a clear purpose, that creates motivation, commitment and willingness to go an extra mile for our mission to clean the world.	Invest in training and R&D
	Goal 16 - Peace, justice and strong institutions	We cannot hope for sustainable development without peace, stability, human rights and effective governance. Lamor family promotes and aims to ensure this along with its value chain.	Invest in leadership that enhances and secures our values
	Goal 17 - Partnerships for the goals	Improving access to technology and knowledge is an important way to share ideas and foster innovation. Our way of doing business is built on fair and open cooperation and partnerships that benefits all. Our partner network approach is based on the principle that no one can do everything, but everyone can do something. Our network combines know-how, resources and technologies of Lamor and our partners and provides customers with versatile comprehensive solutions.	Further develop processes which ensure ethical business practices and respect for human rights

ON A MISSION FOR A BETTER TOMORROW

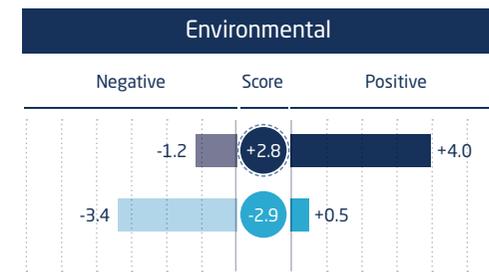
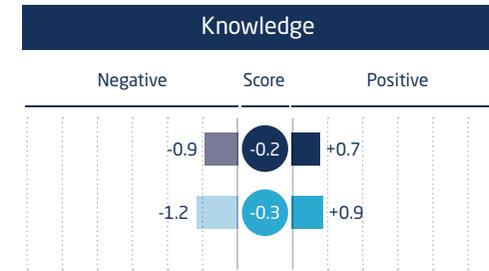
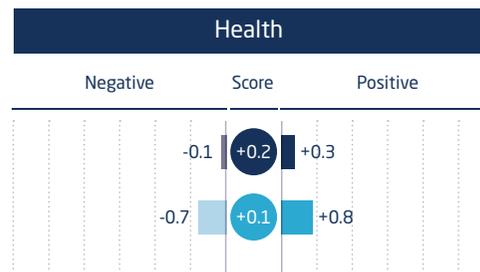
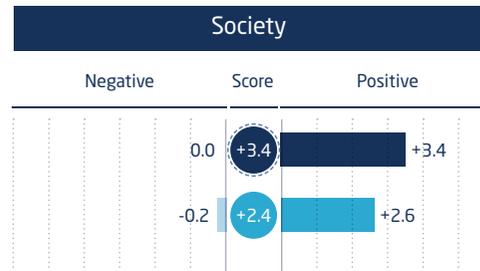
Lamor is a highly net positive company

In August 2021, The Upright Project prepared a assessment of Lamor's business activities to analyse the net impact of the company on society, knowledge, health and environment.

Lamor is able to generate large-scale environmental and health benefits using scarce resources with care. These benefits include e.g. protecting the diversity of the natural environment, decreasing the amount of emissions and waste and supporting the circular economy in its business operations.

The net impact highlights the most significant positive and negative impacts on society and environment and links those impacts together. In practice, the net impact shows what resources company uses in its business and what it achieves by using them. Every company uses resources and exists to create some positive value with them. The aim of Lamor is to increase the net impact ratio continuously by developing more efficient ways of working to create a maximum amount of positive impacts with the scarce resources.

Read the whole report:
www.lamor.com/sustainability.



Lamor's business stands out through its high net impact ratio, +74 per cent.
 The average of Nasdaq Helsinki is -13 per cent.

■ Lamor
 ■ Nasdaq Helsinki average

ENVIRONMENTAL OBJECTIVES

Lamor's focus is to provide and develop solutions that directly address some of the key environmental challenges. We help customers to reduce their negative environmental impacts by providing them with efficient tools to prevent, mitigate and recover spills and contaminations. Our handprint is measured by the mitigation of negative environmental impacts by using Lamor's solutions.

In 2021, we sold equipment with a total **oil recovery capacity of 11,681 m³/h.** This corresponds to 102,325,560 m³ annual oil collection assuming that the sold equipment would operate non stop for a year.

Lamor delivers handprint through efficient solutions

End-to-end environmental solutions

By recovering spills and contaminations, Lamor mitigates negative environmental impact. Lamor offers environmental solutions that make recovery of hazardous waste and contaminations possible at every stage of an environmental incident preventing the loss of biodiversity and environmental degradation.

A fit-for-purpose solution together with operational preparedness and appropriate equipment ensure optimal recovery efficiency which in turn reduces carbon footprint of a clean-up operation.

A great part of Lamor's business is to deliver experienced consulting, planning and training to ensure an efficient prevention of future environmental events.

Acting globally local

When delivering the solutions Lamor acts globally, using local networks, enabling the use of trained personnel and response capacity on demand.

By investing in being globally local, Lamor delivers optimised capacity and well planned operations, which in turn ensure an efficient and environmentally friendly response to environmental accidents.

Optimised oil spill recovery capacity

Our equipment is designed to be energy efficient, by optimised operational recovery capacity, i.e., faster recovery and a lower water intake. Using the best available technology and practice increases efficiency and mitigates negative environmental impact.

ENVIRONMENTAL OBJECTIVES

Lamor delivers handprint through circular economy

Lamor makes a positive contribution to the circular economy through its waste management, water treatment and plastic waste solutions. We are diversifying our business with new activities in order to combat a larger scope of environmental challenges.

In 2021, we remediated 51,776 m³ of waste and treated 14,879 m³ of wastewater in our operations globally.

Waste management

Lamor identifies the best available technologies to treat waste and aims to add value to the recovered waste through material recovery, reuse and recycling. Our processes are guided by the waste hierarchy, with a focus on maximising recovery and recycling rates.

Appropriate waste treatment reduces local pollution and allows reuse of previously contaminated soil, which improves resource efficiency. This contributes to circular economy and reduces the climate impact of the relevant sector.

Plastic solutions

Lamor takes part in a growth engine project to help solve the global plastic waste problem. Lamor aims to add circular economy solutions to its offering and this activity represents a valuable contribution.

Lamor's plastic recovery and reuse has the potential to reduce the amount of plastics entering the world's oceans and contribute to reduced GHG-emissions.

Lamor has invested in liquefied waste plastic technology and is targeting waste reception, recovery and recycling.

Water treatment

Industrial and domestic activities produce large volumes of wastewater, the re-use of which will be increasingly important for water security.

In water treatment Lamor searches for a closed water circulation to be able to produce and make it appropriate for a specific end-use: drinking water, industrial water supply, irrigation, river flow maintenance, water recreation or many other uses, including being safely returned to the environment.

Lamor's water treatment solutions contribute to increased water reuse in the oil industry. The inlet water entering our treatment contains variable amounts of oil and other impurities such as chemical contaminants.

Our process is capable of separating the oils, breaking the oil/water emulsion and meeting the degree of treatment required by international standards. The oil recovered from the treatment process is delivered back to the industry, which in turn reduces the use of virgin oil and the emissions.



ENVIRONMENTAL OBJECTIVES

Lamor's targets on reduction of greenhouse gas emissions

Our long-term goal is to provide customers with products and services with a low negative environmental impact. We aim to make our offerings even more efficient and to optimise our own processes in order to reduce GHG emissions to achieve an overall sustainable outcome of our business. Our emission inventory demonstrates a reduction potential in the following areas.

Optimising supply chain management

We are initiating activities to optimise our distribution and supply chain in order to target avoidable transportation emissions. Our strategy being globally local is also key in the optimisation of the supply chain management.

Increasing use of sustainable sources

Sourcing for more sustainable materials either recycled or made with a lower environmental footprint has been initiated as a result of our emission calculations. This transition is however heavily dependent on the availability of greener and economically feasible materials.

With regards to energy use in Scope 2, we continue to utilise greener energy in all locations where such an alternative is available.

Increasing sustainable offering

We are targeting reduction of emissions related to the use phase of our equipment and services. Most of our equipment is powered with fossil fuels, but we are also searching for possibilities to promote electric alternatives. The usability of the electrical alternatives is limited due to exceptional operational requirements and access to power sources. We are initiating R&D activities to replace fossil fuels with biofuels in the future.

When delivering services, we aim to search for delivery models where the amount of emissions can be limited by providing an optimal solution for the customers.

Increasing resource efficiency

We aim to improve recycling in our own activities and of our products aiming for waste reduction. We are in the process of developing recycling instructions for our products to ensure their right disposal with the end-user. Additionally, Lamor targets further implementation of circular economy to our processes, to minimise environmental impacts and to reduce resource depletion.

CURRENT AND FUTURE ENVIRONMENTAL PROJECTS

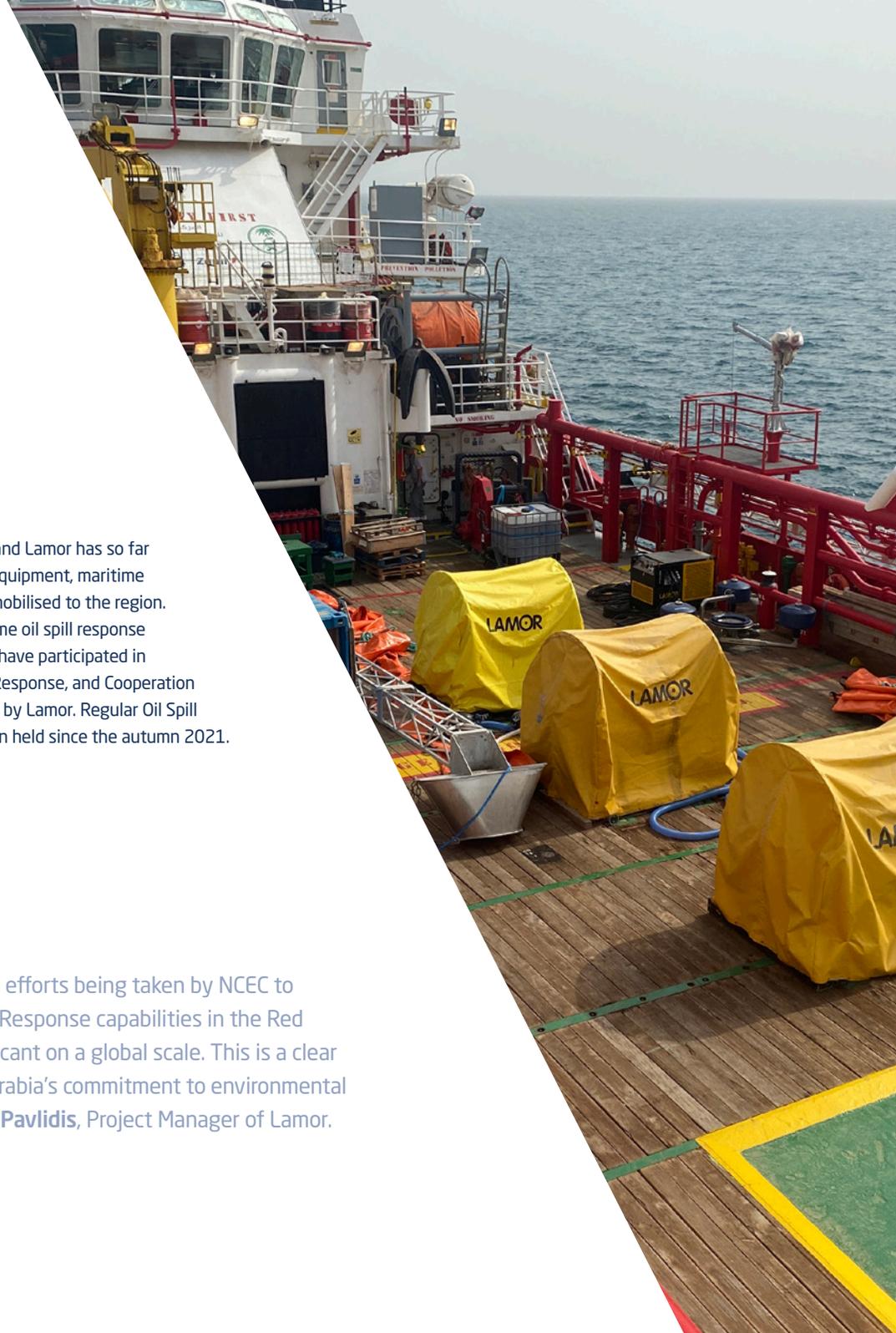
Lamor improves oil spill response capabilities in the Red Sea area

In March 2021, Lamor entered into a three-year service agreement with the National Center for Environmental Compliance (NCEC) in Saudi Arabia to strengthen the Oil Spill Response capabilities in the Red Sea area. The services include for instance assessment of the current resources, contingency planning, training of responder resources as well as marine and aviation assets. Three oil spill response centers will also be built in the area. The aim of the project is to support the efforts to establish and enhance the environmental services capabilities in the Red Sea area.

The Red Sea is one of the world's busiest sea routes and the coastline has pristine environments that could suffer irreparable damage in case of a major oil spill. Increasing Saudi Arabia's ability to respond to incidents is a key mission of NCEC and the Ministry of Environment, Water and Agriculture. The Red Sea area has many pristine ecosystems and with several large projects to develop the Saudi Arabia's tourism sector, focus on environmental protection is paramount. Lamor's service agreement with NCEC is an integral part of achieving the region's environmental protection targets.

The project started in June 2021 and Lamor has so far supplied a significant amount of equipment, maritime assets and personnel have been mobilised to the region. In addition to the dedicated full time oil spill response personnel, more than 300 people have participated in basic Oil Pollution Preparedness, Response, and Cooperation (OPRC) training courses facilitated by Lamor. Regular Oil Spill Response exercises have also been held since the autumn 2021.

” The investments and efforts being taken by NCEC to enhance the Oil Spill Response capabilities in the Red Sea region are significant on a global scale. This is a clear testimony to Saudi Arabia's commitment to environmental protection, says **Ilias Pavlidis**, Project Manager of Lamor.



CURRENT AND FUTURE ENVIRONMENTAL PROJECTS

Lamor cleaning the largest global anthropogenic oil spill in Kuwait

In July 2021, Lamor signed contracts for soil remediation projects in northern and southern Kuwait in a consortium with Khalid Ali Al-Kharafi & Bros. Co.

The world's largest anthropogenic oil spill happened in Kuwait in 1991 during the Gulf war. The attack torched 600-700 oil wells in the area, which led to a massive oil spill and an environmental catastrophe.

The Kuwait Environmental Remediation Program (KERP), which is managed by the United Nations, was established for the aftercare of the catastrophe, aiming to clean, remediate and revegetate the affected area. The program is financially supported by the United Nations.

Projects related to soil remediation have been initiated in northern and southern Kuwait with facility construction and other preparations in 2021. During 2022, the treatment testing is performed, the final technology choices are made, and the remediation execution phase will begin.

” Our success in one of the largest tenders within the global environmental sector addresses our reliability and expertise in solving environmental problems globally, says **Manel Fernandez Bosch**, Project Manager of Lamor.





ENVIRONMENTAL OBJECTIVES

Application of “Do no significant harm” criteria

The activities currently defined by the EU Taxonomy are only relevant to a minor share of Lamor’s activities. We mainly treat hazardous waste, which is not included in the established Delegated acts to the EU Taxonomy. Currently we assess that our water treatment activities mainly relate to the environmental objective of “the sustainable use and protection of water and marine resources”, where a delegated act specifying the technical screening criteria has not yet been issued.

As sustainability is at the heart of our business, we aim to assess every operation in order to design our measures to comply with Do no significant harm (DNSH) criteria. So far, the nature of our operations, often requiring a very urgent reaction, excludes the opportunity for choosing the most environmentally friendly alternative. In our actions we can demonstrate DNSH by adopting the best available levels of environmental performance in the sector combined with increased preparedness.

During the past year we have however initiated assessment of actions where emission reduction is possible. One of our initiatives for 2022 is to prepare a life cycle assessment of our largest operations, which is also one of our KPIs.

Recognition of the green transition

Lamor supports the green transition and it is our agenda to contribute to its acceleration. Nevertheless a large share of our revenues and investments come from activities associated with clean up of fossil activities, covering both old spills, but also ongoing oil activities. We are committed to global environmental objectives and thus our work with the fossil sector focuses on climate change adaptation and mitigation, as well as pollution prevention and control.

The green transition will not happen overnight and we consider oil recovery to be aligned with a cleaner environment. Left spills increase health problems, threaten biodiversity and pollute soil and groundwater. Furthermore, recent events have shown there is a high possibility of climate disasters caused by accelerating climate change, also leading to unprecedented spills.

We want to ensure pollution prevention and control by building up preparedness and recovery capacity. Having the available resources and expertise, we always aim to conduct our operations on a condition to deliver a higher standard than required. Furthermore, with our diversified offering we support the oil and gas companies in combating a larger scale of environmental pollution.

SOCIAL OBJECTIVES

Lamor aims to be a safe, equal, non discriminating and **attractive place to work** for all employees and partners. Lamor provides people with a meaningful job - a workplace with a clear purpose, that creates motivation, commitment and willingness to go an extra mile for Lamor's mission to clean the world.

Health and safety

We want to ensure sufficient training and instructions for all parties involved in our operations. We keep track of incidents, investigate, mitigate and prevent risks.

The Lamor family

Global • Inclusive • Accountable • Entrepreneurial • Strong in networks • Agile • Customer focused





SOCIAL OBJECTIVES

Lamor respects human rights and requires sustainability along its value chain. We are all dependent on others' efforts and cooperation, as every aspect of our impact comes as a result of other people's efforts. We believe that acting globally local promotes an inclusive organisational culture and minimises the risks for infringement of human rights.

Inward activities

We attract, develop and retain talents with a drive for action and motivation towards our vision to clean the world. Through good leadership and being a collaborative place to work Lamor encourages advancement of well being and work-life balance.

We invest in leadership

We continuously improve our leadership processes to be better in our talent management activities, performance management and fair employment.

We invest in development

We are building a capable organisation to our growing business. We have regular people discussions with the agenda of performance, targets, wellbeing, competence and career development.

We value open dialogue and trust among people. We organise regular employee satisfaction surveys to identify key development areas.

Outward social impact

Ensure respect for human rights

Lamor has implemented Human Rights policies and has conducted inspections along the value chain. Our goal is to increase monitoring and develop processes to ensure respect for human rights along the whole value chain.

Health and safety

Lamor contributes to social well-being and prevention of diseases by removing spills and contamination from the environment.

Creating and distributing knowledge

Education and knowledge adds sustainability and creates sustainable societies. Lamor shares its expertise on making a positive environmental impact through training and consulting.

Scarce human capital

At Lamor, scarce human capital is put to good use and we continuously strive to use this resource efficiently, with the aim to avoid opportunity cost of high skilled human capital.



CARE FOR LOCAL COMMUNITIES

Throughout LAMOR's operations, from the Peruvian and Ecuadorian Amazon jungles to the fjords of Tierra del Fuego in Chile, LAMOR has worked together with local communities, providing jobs and economic development to the sectors where it operates. Currently, in Ecuador, 77% of our local workforce comes from the local communities, demonstrating our commitment to employ and involve local workforce.

Additionally, LAMOR trains people in the communities where we operate, on for instance: environment and safety, hygiene and health, water care and first aid. LAMOR has promoted the economic growth and development of women, being a pioneer in social programs such as "Entrepreneur Women", where LAMOR, through the Junior Achievement Foundation, provided women in the local communities with financial training.

Finally, our subsidiary in Ecuador has been a member of the United Nations Global Compact since 2014, where it has demonstrated its commitment to different objectives of the SDGs.

LAMOR has focused its resources on the abolition of child labour, technology contribution in remediation processes with its EKOGRID system, community farm process, and community commitment to the development of female entrepreneurs.



SUSTAINABILITY RELATED FINANCIAL IMPACTS

To provide investors with information on how sustainability impacts Lamor's business, we present qualitative assessment of actual and potential impacts of climate and social related risks and opportunities. The risk and opportunity assessment is followed by an overview of how Lamor manages those risks.

Metrics for measuring and managing the impact

Lamor has identified and measured the financial impacts of sustainability-related risks and opportunities based on the influence of performed materiality assessment and calculations of our greenhouse gas emissions.

The most significant climate related impacts to Lamor are presented in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) on the following page.

Additionally, we collect and monitor climate, environment and social key performance indicators (KPIs). The KPIs for 2021 are presented, along with emission data, in the 2021 Sustainability Performance section.

RISKS AND OPPORTUNITIES

Climate-related risks

Category	Description	Financial impact	Time horizon
Transitional risks			
Technology	Increased cost of materials due to limited availability of sustainable materials	High	Medium
	Capital investment in R&D to reduce lock-in of uncompetitive and carbon intensive processes and products	Intermediate	Long
Market	Potential risk of financial consequences from loss of activity caused by reduced need for oil and gas	Low	Long
Policy and Legal	Increased supply chain costs (both upstream and downstream) from new and tightened carbon pricing policies and border tax adjustment policies	Intermediate	Medium
	Increased insurance premiums through risk of negative impact on local environment and biodiversity caused by handling large quantities of hazardous and non-hazardous waste	Low	Medium
Reputation	Reduced demand for products and services caused by shifting consumer preferences and indirect connection to oil and gas sector	Intermediate	Medium
Physical risks			
Acute	Reduced revenue from decreased operational capacity caused by extreme precipitation and flooding, water scarcity	Low	Medium
	Increased operating costs caused by extreme weather events particularly in operations in the Asia Pacific and Africa/Middle East.	Intermediate	Medium
	Increased supply chain costs (both downstream and upstream) due to exposure to disruptions from extreme weather	Low	Medium

Climate-related opportunities

Category	Description	Financial impact	Time horizon
Products and Services	Increased revenue through rising demand for our solutions due to pollution caused by extreme weather conditions and increased awareness and willingness to clean environmental damages. Additionally the oil exploration in environmentally sensitive areas has increased.	Intermediate	Short
	Better competitive position from developing new products and services with increased handprint through R&D and innovation.	Intermediate	Medium
	Better competitive position through offering low emission products based on availability of low emission materials and implementing use of recycled materials	Low	Long
Markets	Increased revenue from rising demand for our products and services in biofuel industry and pollution related to increased use of such products	Intermediate	Long
Resource efficiency	Increased productivity by high degree of recycling and reusing water and waste in our services, resulting in increased revenue	Intermediate	Short
Resilience	Increased reliability and transparency through sustainability reporting due to stricter requirements.	Low	Short
Energy source	Better competitive position through offering new technologies using lower-emission source of energy in environmental solutions	Low	Short

Other risks (non-TCFD)

Our materiality analysis has identified additional risks not related to climate.

Lamor's business could pose a risk to the health and safety of employees, as the company's operations involve hazardous materials and potentially challenging work environments.

There is also potential for human rights violations in the supply chains - primarily when the countries involved have lax regulations. The supply chain implies risks for violations of workers' rights, as a significant part of their work is conducted through contractors and sub-contractors.



STRATEGIC PLANNING AND RISK MANAGEMENT

Lamor has identified the risks and opportunities relating to climate change and is working to create a future governance model to address the relevant risk mitigation models and identification of opportunities. One of the initiatives is to perform location based analyses in order to reduce climate related risks and increase resilience.

Governance factors

Lamor has a clear governance model and management system that supports meeting the sustainability requirements and goals.

Regulatory framework and policies

Lamor's industry is heavily regulated, as legislation plays a major role in achieving environmental protection goals. Lamor always comply with the laws that guide the industry, a range of standards and regulations around waste and the management of hazardous materials, licenses, health and safety, data protection, public procurement, labor laws, antitrust issues, general business issues and taxation.

Integrated Management System (IMS)

Lamor is compliant with all ISO 9001, ISO 14001 and ISO 45001 certification standards. In addition, Lamor has set up integrated health, safety, security and environment and quality management systems (HSSEQ - IMS) that are designed to improve and enhance for instance the

supervisory methods, compliance with business ethics as well as internal control and risk management systems.

Whistleblowing channel

Lamor has launched a reporting channel and established procedures for the internal reporting and follow-up of irregularities. Through the Whistleblowing reporting channel, one can confidentially report a suspected crime, violation, or abuse. The Whistleblowing Notification Channel is a tool for maintaining ethical principles and trust at Lamor.

The following Policies are applied at Lamor:

- Code of Conduct
- Integrated Management System (IMS) Manual
- Human Rights Policy
- Partner Due Diligence Policy
- Internal control and risk management policy
- Disclosure policy
- Insider Guidelines

2021 SUSTAINABILITY PERFORMANCE

Lamor is globally local delivering a global impact.

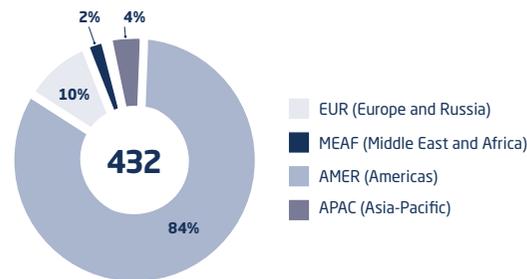


Location of business

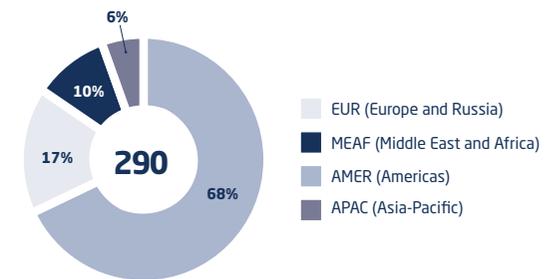
- | | |
|------------|--------------|
| Bolivia | Oman |
| Chile | Peru |
| China | Russia |
| Columbia | Saudi Arabia |
| Ecuador | Senegal |
| Finland | Spain |
| Guyana | Turkey |
| India | UK |
| Kazakhstan | Ukraine |
| Kuwait | USA |
| Norway | |

Information on location of employees

Geographical distribution of employees 2020



Geographical distribution of employees 2021



Gender statistics: 80% male, 20% female

KEY PERFORMANCE INDICATORS

Employee satisfaction

Lamor conducts regular employee satisfaction surveys to identify key development areas for Lamor as an employer and for its employees.

Key strengths based on the latest satisfaction surveys:

- Interesting tasks and possibility to impact and learn
- Ethical and purpose-driven mindset aiming to save the world
- Global company with continuous development paths

Key development areas:

- Working even more closely together as one Lamor
- Clear roles and responsibilities

Employee benefit expenses

EUR thousand	2021	2020
Wages and salaries	-7,939	-6,884
Social security costs	-974	-172
Pension expenses	-724	-863
Total employee benefit expenses	-9,637	-7,918

Integrated quality system

Lamor complies with all ISO 9001, ISO 14001 and ISO 45001 certification standards.

In addition, Lamor has set up an integrated health, safety, security, environment and quality (HSSEQ) management system, that is designed to improve and enhance the governance of environmental and social factors within Lamor's operations.

Work-related injuries per million hours worked

	2021	2020
High-consequence injury rate	0	0
Lost Time Incident Rate (LTIR)	0	0.27

High-consequence injury rate reflects the number of high-consequence injuries per million hours worked. High-consequence injuries exclude fatalities but include injuries from which the worker cannot recover, or does not or is not expected to recover fully to pre-injury health status within 6 months.

Lost time incident rate (LTIR) reflects the number of injuries resulting in an absence of at least one workday per million hours worked.

KEY PERFORMANCE INDICATORS

Significant environmental incidents

	2021	2020
Incidents (Spills)	0	0

A significant environmental incident is a spill that is included in the organisation's financial statements, for example due to resulting liabilities, or is recorded as a spill by the organisation.

Our personnel are trained and experienced in environmental damage prevention. We deliver emergency response exercises globally to private and public institutions.

Anti-corruption

Progress

Target

Prohibition of bribery

Implemented through Lamor Code of Conduct

Operations assessed for risks related to corruption

Lamor employee's attend a training around Code of Conduct annually

New principles launched globally. Training sessions on-going

Annual webcast training for all employees

Lamor Code of Conduct applied in the subcontractor and partner relationships

New principles launched globally 2021

Main suppliers and partners applying Lamor's Code of Conduct or equivalent guidelines

Quality criteria for the selection of partner companies and subcontractors

For our partner network, we select companies whose expertise, resources and technologies complement ours and meet the quality level and operating principles of our company and customers.

We expect high quality of our partners' services and components. Our partners shall promote sustainable development and environmental diversity in their activities.

Ethical business

At Lamor, we conduct our business only with ethical and trustworthy business partners, which is ensured by our due diligence procedures.

Lamor does not engage in corruption or bribery and requires its business partners to operate in the same manner.

KEY PERFORMANCE INDICATORS

Energy consumption within the organisation

	2021	2020
Direct (Scope 1) energy consumption by fuel		
Fossil (gasolin/diesel)	100%	100%
Indirect (Scope 2) energy consumption by energy source		
Biomass	27%	57%
Renewables (if a mix of renewable sources)	31%	3%
Geothermal	8%	10%
Nuclear	9%	8%
Natural gas*	10%	-
Fossil fuel (coal, oil)	16%	23%
Total:	100%	100%

*Natural gas included in fossil fuel data in 2020.

Water withdrawal m³

	2021
Estimated municipal water consumption	549.18

Municipal water consumption based on invoicing was only available in Finland, United Kingdom, United States, China and Oman. Indicated water consumption does not include our business units in Latin America, where several units also use rain water.

Environmental targets

Target

Sustainable materials	Reduction in use of virgin or unsustainable materials in our products
Increase recyclability and reuse of Lamor products	Assess the possibility and economical feasibility to recycle and reuse products
Life cycle assessment	Create a model for life cycle assessment of our products and services

With the environmental targets, we aim at finding effective solutions to reduce emissions in our value chain.



EMISSION INVENTORY

We have calculated our emission in line with Greenhouse Gas (GHG) Protocol.

Our calculated environmental impact currently comprises emissions from our own operations. We have chosen a financial control approach and calculated emissions from Scope 1, 2 and selected upstream Scope 3 categories.

The chosen approach reflects our main sustainability goal - to reduce emissions we have an influence over and to mitigate the company's risk exposure related to climate change. With a low environmental footprint combined with the positive environmental outcome of our business we strive to build a fully sustainable business. Lamor will publish its sustainability data annually.

We have calculated the carbon dioxide (CO₂) and, where possible, also carbon dioxide equivalent (CO₂e) emissions. The emission data is presented on Group level, unless otherwise stated.

” The journey towards a cleaner tomorrow is exciting. I am extremely proud of our experienced and committed team who can make our ambitious sustainability goals happen, says **Anna Schuhel**, Sustainability Manager of Lamor.

Direct (Scope 1) GHG emissions, tCO₂e

	2021	2020
Scope 1 emissions	96	40

GHG emissions for reporting year of 2021 cover CO₂e emissions. The resulting emissions are based on kilometers driven and converted to CO₂e emissions.

SI/metric units have been used for conversion.

For 2021 emission factors 'UK Government Conversion Factors for greenhouse gas (GHG) reporting 2021' and 'The Finnish Transport and Communications Agency Traficom' have been used as sources.

Indirect (Scope 2) GHG emissions, tCO₂

	2021	2020
Scope 2 emissions (market based) Finland and UK	16	24
Scope 2 emissions (location based)	121	28
Total:	137	52

GHG emissions reporting covers only CO₂.

The resulting emissions are based on invoicing and converted from kWh to CO₂ emissions.

SI/metric units have been used for conversion.

For 2021 emission factors 'IEA Greenhouse Gas Emissions from Energy 2021' edition has been used as a source. In calculations for market-based emissions supplier specific emission factors have been used.

Other indirect (Scope 3) GHG emissions, tCO₂/tCO₂e

	2021	2020
Category 1: Purchased goods and services	3,103	1,866
Category 4: Upstream transportation and distribution*	596	954
Category 6: Business travel (air)	123	49
Category 8: Upstream Leased Assets*	1,815	-

*CO₂e

Lamor conducted a high-level analysis of all Scope 3 emission categories. Based on that analysis, four categories were identified as relevant for managing GHG risks and identifying reduction opportunities: purchased goods and services, upstream transportation and distribution, business travel, and upstream leased assets. Additionally, the access to reliable information impacted the choice of categories for reporting. We will continue to further develop our Scope 3 emission calculations to improve the coverage of our emissions.

Lamor has assessed its scope 3 emissions based on the GHG Protocol's Corporate Value Chain Accounting and Reporting Standard.

Category 1: Purchased goods and services

For emission calculation of this category, we have gathered data on Oil Spill Response products sold, and the identified most sold products were categorised as "reference products". Other sold products not identified as reference products were allocated under relevant reference product on the basis of product category, material composition and volume. Due to the lack of precise data the reliability of the calculated emissions is indicative. We will continue to develop the calculation methods and the scope of this category.

The emissions have been calculated using GHG Protocol Average-data method, i.e., collection of data on the mass of purchased goods multiplied by relevant secondary (e.g. industry average) cradle-to-gate emission factor.

GHG emissions reporting from purchased goods and services cover only CO₂.

Canada's Official Greenhouse Gas Inventory 2018, Emissions database for construction: <https://co2data.fi/>, Finnish Environment Institute and GaBi database have been used as sources of emission factors.

Category 4: Upstream transportation and distribution

Upstream transportation emissions are based on CO₂e data provided by logistics service providers or statistics on the distance, gross weight transported and transportation mode provided by the logistics service providers. An assumption has been made that the coverage of reported emissions is 100% of the total transportation spend. CO₂e emissions for upstream transportation includes transportation between tier 1 suppliers and own operations, and transportation between Lamor business units.

GHG emissions reporting from upstream transportation covers CO₂e.

Lamor has calculated the emissions using a calculator compliant with GHG Protocol.

Category 6: Business travel

Lamor currently monitors and accounts for emissions from business travel made by air. The reporting covers all relevant business units defined in accordance with the financial control approach. Business travel emissions are based on travel data provided by our travel agencies and data reported by the travelers.

Lamor has calculated the emissions using ICAO Carbon Emissions Calculator.

Category 8: Upstream leased assets

Emissions from upstream leased assets are generated from vessels used in Lamor's operations. The resulting emissions are based on metric tonnes of Marine Gas Oil consumed and converted to CO₂ emissions.

Lamor leased the vessels during 2021 and thus category 8 emissions were not relevant for Lamor in the comparison period 2020. Emissions from leased premises are included in Scope 2 calculations.

International Maritime Organization: Fourth IMO GHG Study 2020 Full Report has been used as a source of emission factors.



LAMOR



Let's Clean the World
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