



# SUSTAINABILITY REVIEW

2025

THE MOST DESIRED PARTNER IN FOOD LOGISTICS  
Sustainable operations and long-term choices

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This sustainability review provides an overview of KWH Freeze's sustainability work in 2025 and its key priorities. You will get to know the different areas – from environmental responsibility to personnel and safety – as well as the measures and developments taken during the year. The review illustrates how sustainability is reflected in our everyday operations and guides our actions in different areas.

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KWH Freeze

# As a responsible company

KWH Freeze has been serving its customers as a reliable partner for over 60 years. Our customer base includes wholesalers, food industry operators and frozen food importers. Over the years, we have grown to become Finland's leading and strongest expert in frozen food storage.

As part of the KWH Group, our operations are based on long-term development and strong commitment. We continuously invest in improving our services so that our customers can fully focus on their own business – now and in the future.

Delivery reliability and comprehensive service solutions are core values for us, which we will develop and cherish for the benefit of our customers in the future.



# CEO's review

This review brings together the key sustainability figures and actions for 2025 – but at the same time we want to emphasize that our sustainability work did not start in 2025. We have been building responsible operations and making long-term choices for 10–20 years. Now we are revealing the full picture for the first time.

Responsible work requires financially sustainable business. We are the largest player in our industry in Finland, and therefore it is important for us to take responsibility for the environment, our personnel and our customers. Our strategy published in 2025 makes responsibility one of its cornerstones, and we continue to take active steps to reduce our environmental footprint.

### **Our personnel are the core of our operations.**

One of the most significant achievements of the year was our best-ever result in the employee well-being measurement. Long careers, employee benefits and systematic training of supervisors support the fact that KWH Freeze is a safe and developing workplace.

### **Safety is an uncompromising principle for us**

We have been investing in making and processing safety observations for several years now. The results of our work are visible: the frequency of occupational accidents has decreased significantly, and we also achieved our 2025 target. A new, more ambitious target has already been set.

### **We took another big leap in environmental responsibility**

We have been purchasing carbon-free electricity for years, but waste heat from refrigeration has been a major untapped opportunity. In early 2026, we will introduce a solution where waste heat is fed into Vantaa Energia's district heating network. This is a project that we have been preparing for a long time – and which will make it possible to heat approximately 2,000 single-family homes in Vantaa in the coming years.

This review shows that for us, responsibility is not a one-off act, but an ongoing part of our daily work. We are building responsibility that will last.

# Our purpose

We help our customers succeed by providing seamless and evolving logistics solutions. We build long-term partnerships and continuously evolve our operations to meet the needs of a changing world.

## MISSION

We produce optimized logistics solutions with partners.

## VISIO 2030

The most desired partner in food logistics.

# VALUES

## Safe

We are a reliable and safe partner. We care about our customers, our staff and we act responsibly.

## Development

KWH Freeze enables everyone to grow through continuous development with the help of knowledgeable and caring personnel.

## Continuity

A developing and flexible partner. We grow profitably with our customers, taking care of the competence and well-being of our personnel.



# The strategic goal is to be the most desired partner in the industry

2025 was a year of clarity for us. We sharpened our strategy and our vision is now even more ambitious: we want to be the most desired partner in food logistics.

KWH Freeze is building its position as the strongest player in the industry. Our goal is to grow profitably by focusing on long-term customer relationships, continuous development of operations, sustainability, and the well-being and expertise of our personnel.

Sustainability is a key part of our strategy. We are determined to reduce our environmental footprint and develop sustainable practices. Responsible choices have been part of our daily operations for a long time, and we have now brought our goals and actions together more clearly into a dedicated sustainability strategy. This gives our work direction, metrics and even stronger impact.

2026-2027

# The pillars of our sustainability work

In 2026-2027, we will strive to reduce emissions, increase recycling, and define more specific longer-term goals for sustainability work.

We reduce our environmental footprint and improve efficiency by focusing on emission reduction, energy efficiency and the circular economy.

**E**

**Goals**

- Reducing Scope 1 & 2 emissions.
- Further improve the energy efficiency of warehouses/operations.
- Recycling and reuse of packaging materials and monitoring and reducing the amount of waste.

Our goal is to be a preferred employer that offers equal opportunities to all employees. We promote a safe, equitable, fair and enjoyable work environment.

**S**

**Goals**

- Regular training and occupational safety reviews. Join the Zero Accident Forum 2026.
- Training programs and career paths to develop employee skills.
- Developing recruitment practices and promoting equality and diversity.

We operate transparently, ethically and responsibly in all our business operations. Reliability of supply and high-quality operations are at our core.

**Q**

**Goals**

- Clear operating principles and ethical rules for all personnel and subcontractors, and their implementation.
- Incorporating sustainability criteria into procurement processes.
- Protecting customer and personal data with modern security practices.

# First review, but not the first act of responsibility.

Over the past decades, we have made several projects and investments aimed at improving energy efficiency. Since 2010, the volume of our premises has doubled, but energy consumption has remained at the same level. In addition to measures to improve energy efficiency, we have also made significant investments in carbon-free energy.

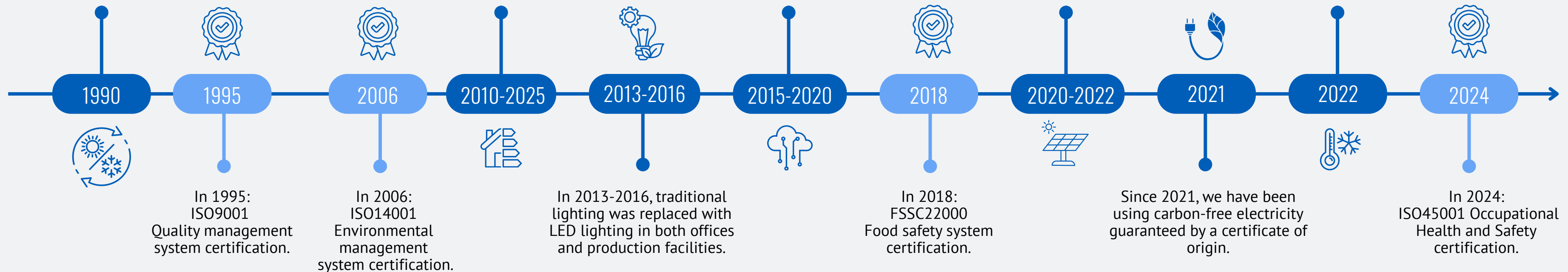
Since the 1990s, our office spaces have been heated with waste heat generated from the refrigeration process.

From 2010 to 2025, we will invest in a significant amount of new, more energy-efficient warehouse space, e.g. the complete renovation of the VK8 building in 2010-2011.

The logic software for refrigeration machines was developed in 2015-2020, which has improved their energy-efficient and optimal use.

In 2020-2022 we invested in solar power production, and currently we produce approximately 1,500 MWh of solar power annually, which corresponds to approximately 7% of our annual energy consumption.

In 2022, we increased the temperature in the warehouses by two degrees, and the current storage temperature is -23 °C.



# 2025 key figures and events

→ **60 years**

The company turned 60 and celebrated with its staff

→ **GuruField**

A new tool for making and managing safety observations

→ **QWL**

Very high result in the employee well-being measurement.

→ **Warehouse expansion**

New warehouse expansion approx. 1700m<sup>2</sup> / 3000 pallet spaces

→ **Intranet**

Internal channel to increase transparency and information flow

→ **Managing director**

Long-time CEO retires and new CEO appointed

Turnover, M€

**32,3**

(2024: €29.4 million)

Number of employees

**118**

(2024: 113)

Net Promoter Score, NPS

**50**

(2024: 53)

Quality of working life, QWL

**76,3**

(2024: 75,0)

Safety observations

**662**

(2024: 1490 pcs.)

Frozen food per day

**1050t**

(2024: 950t/day)



# Environmental responsibility

We reduce our environmental footprint and improve efficiency by focusing on emission reduction, energy efficiency and the circular economy.



# Carbon footprint 2025

In 2025, emissions increased by approximately 40%, mainly due to the increase in Scope 3 emissions (+41%). The increase in emissions between 2024 and 2025 is a result of volume growth and a change in the distribution structure. Scope 3 accounts for the majority of emissions (approximately 97%) and is particularly related to procurement, transportation and other parts of the value chain. Our own Scope 1 and 2 emissions are small overall, but we are continuously working to reduce them, for example by operating units as full as possible and by utilizing carbon-free electricity, of which approximately 7% is produced with our own solar panels.

## Scope 1

**2,51%**

Vehicles and machinery

## Scope 3

**97,35%**

- purchased goods and services
- transportation and distribution
- waste
- business trip

## Scope 2

**0,14%**

Energy use in properties

## Emissions in numbers (market-based method)

**11580,22**

tCO<sub>2</sub>e, annual emissions

**0,36**

tCO<sub>2</sub>e, emissions/kEUR

**106**

tCO<sub>2</sub>e, emissions/person

## Emissions 2024 vs. 2025

| Scope | Scope 1                   | Scope 2                  | Scope 3                     | Total                       |
|-------|---------------------------|--------------------------|-----------------------------|-----------------------------|
| 2024  | 296,39 tCo <sub>2</sub> e | 0,0 tCo <sub>2</sub> e   | 7971,11 tCo <sub>2</sub> e  | 8267,49 tCo <sub>2</sub> e  |
| 2025  | 290,77 tCo <sub>2</sub> e | 16,09 tCo <sub>2</sub> e | 11273,35 tCo <sub>2</sub> e | 11580,22 tCo <sub>2</sub> e |

# Waste and recycling

In 2025, the recycling rate increased significantly to 70.2% (2024: 64.4%), indicating a positive trend, even though the total amount of waste increased with the volume of operations. The figures do not include wastewater, customer bio-waste or pallet reuse, which would further increase the recycling rate. Cardboard remained the largest single waste type, and reducing energy waste is a key development target for 2026-2027 to further improve the recycling rate.



## Recycling rate

2025 **70,2%**  
2024 **64,4%**

## Waste volume

2025 **327,5 t**  
2024 **283,65 t**

## Cardboard

2025 **119,93 t**  
2024 **116,68 t**

## Energy waste

2025 **60,78 t**  
2024 **49,70 t**



# Social responsibility

Our goal is to be a preferred employer that offers equal opportunities to all employees. We promote a safe, equitable, fair and enjoyable work environment.



Number of permanent staff **118**

Women's share of personnel 7.6% (9 women)

Temporary workers **36**

The average age of our staff **40.2 years**

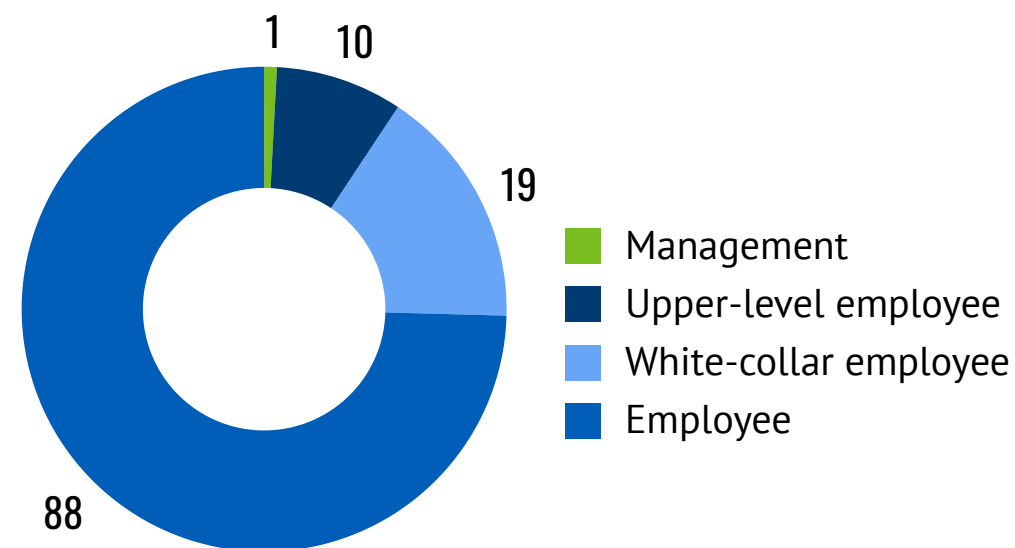
Permanent staff turnover **6,3%**

Average length of employment **12.1 years**

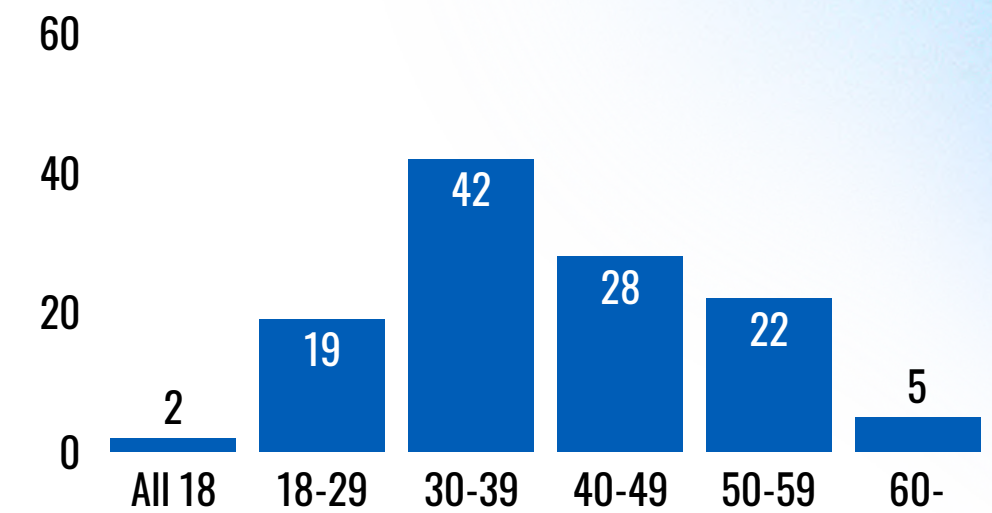
# Personnel key figures

Our personnel form a strong foundation for our operations. A committed, competent and diverse work community supports high-quality work and continuous development. Low staff turnover and long-term employment relationships indicate a good working atmosphere and that we enjoy our work.

Personnel distribution



Age distribution





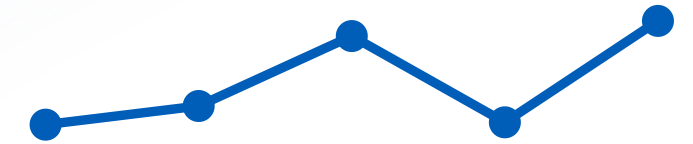
**Quotes from the QWL survey:**

*"There has been a good spirit at work. Weekly meetings are very good at getting things done"*

*"Suggesting development ideas is recommended and even encouraged, which is a good thing."*

*"Response to problems quickly."*

# Work environment



QWL index development 2023 - 2025

QWL index

11/2025

**76,3**

The QWL index measures employees' well-being at work and the quality of working life from different perspectives. We conduct the survey twice a year in collaboration with MCompetence, and the survey has been conducted since 2022. In 2025, we achieved the highest result in the history of the measurement.

**Employee benefits**

- Comprehensive occupational health care, leisure accident insurance, TYKY benefits €600/year, private gym

**Competence**

- Good and effective orientation and continuous development of skills.

**Supervisor work**

- We invest in good supervisor work. In 2025, a separate 4-month supervisor training.

**Communication**

- Our own communication channel, PakkasNet, streamlines the flow of information and increases satisfaction.

# Occupational safety and well-being

Occupational safety and employee well-being are the foundation of our operations. In 2026, we are aiming for LTIR level 10, and we are preparing to join the Zero Accident Forum. Our safety culture is slowly developing – reports are actively made, especially during incentive campaigns, and the next step is to reinforce this as a consistent everyday practice.

Number of work accidents leading to absence

2025/ 2024

**4/1**

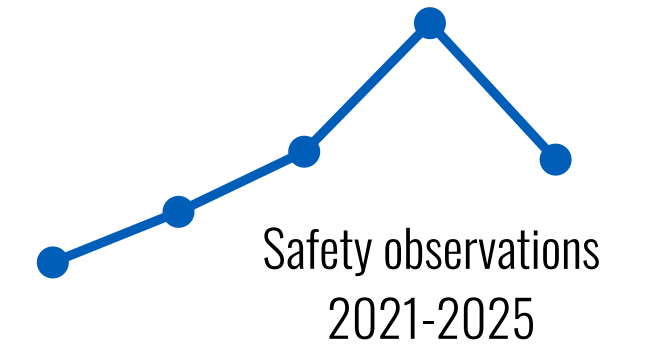
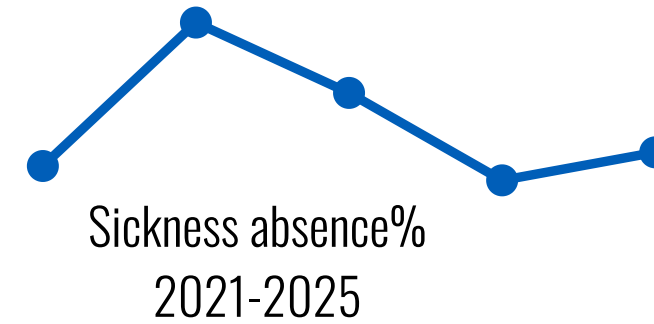
Absence days in 2025 11, absence days in 2024 5.

Other occupational accidents, pcs.

2025/ 2024

**1/7**

No work-related accidents resulting in absence.



Safety observations

2025 / 2024

**662/1490**

Announcements are made especially during campaigns, and vary in everyday life.

LTIR

2025 / 2024

**15,10/11,62**

We are aiming for an LTIR level of 10 by 2026.

Sickness absence%

2025 / 2024

**4,32/3,91**

The figures do not include sick leave compensated by Kela or an insurance company.

Work-related pain

2025

**4kpl**

In 2025, occupational injuries were differentiated from occupational accidents.

# Our customers

Satisfied customers are the core of our operations. In 2025, we received an overall rating of very good 3.9 on a scale of 1–5. 100% of our customers say they want to continue working with us and as many as 24% plan to increase their cooperation with us.

Our customers especially appreciate our personal service, wide range of services, and easy cooperation.

High customer satisfaction

**NPS 50** 2025

NPS is a customer loyalty metric that shows how likely customers are to recommend a company. Scale -100 ... 100.

- 4,2** Safe operation
- 4,1** Service range
- 4,0** High-quality services
- 4,0** Personal service



## From our customers:

*"It is a reliable operator and easy to use."*

*A wide range of services and very good customer service, you can trust that things will work and IT matters will be taken care of as well.*

*"Reliable operator and good location."*

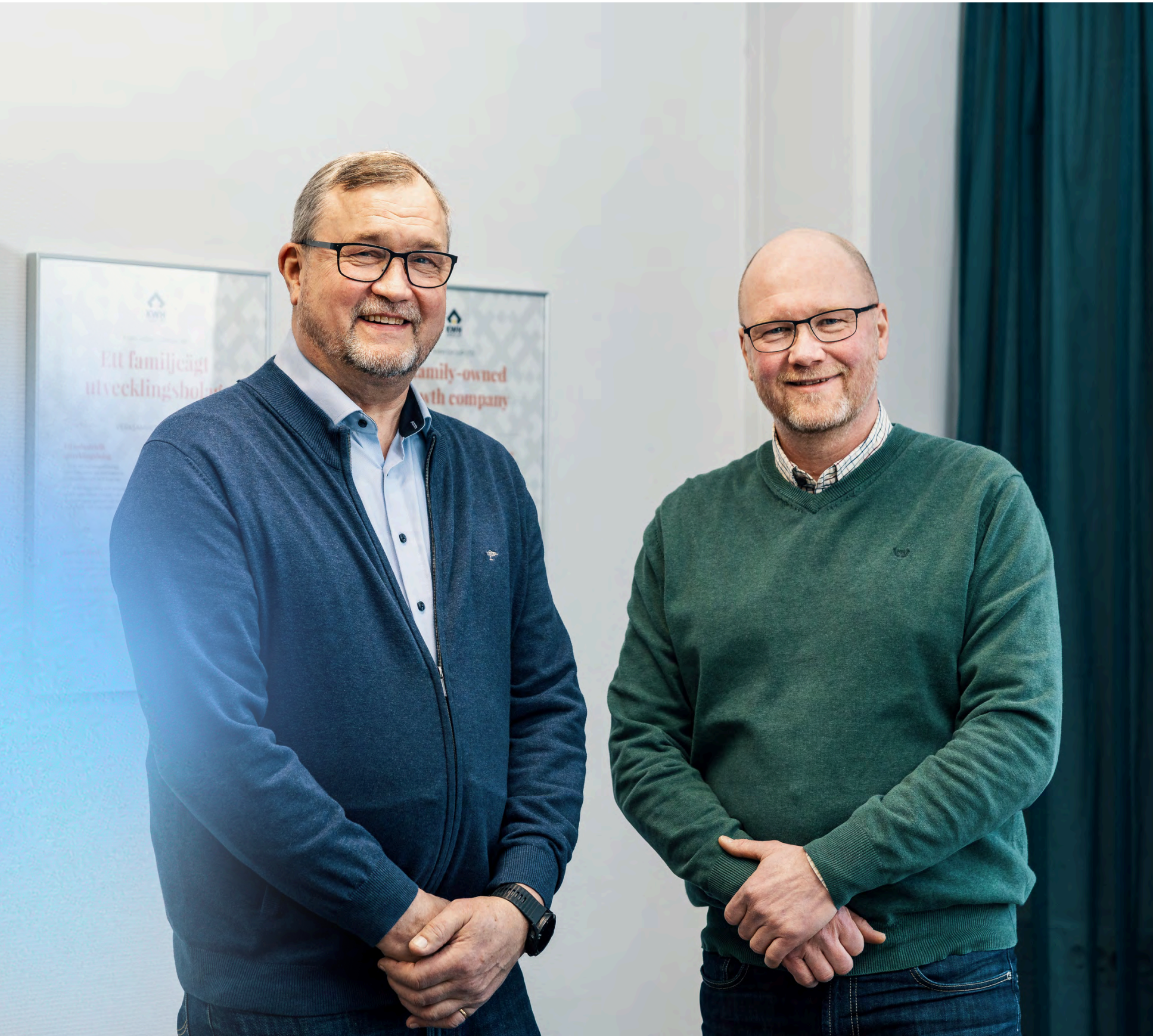
*"The collaboration has been smooth and has been developed. Competent employees!"*



# Financial responsibility

We operate transparently, ethically and responsibly in all our business operations. Reliability of supply and high-quality operations are at our core.





# Management and risk management

Our sustainability work is systematically managed based on certified ISO systems. The management model includes regular risk assessments, internal audits and management reviews to ensure continuous development and compliance.

We have carried out a comprehensive sustainability risk assessment as part of our CSRD reporting at the group level, also taking into account financial aspects. Further information can be found in the Group Sustainability Report.

Risk management is a key part of responsible business. The aim is to proactively identify and manage risks and ensure the quality and continuity of operations. Operations are guided by clear policies and ethical principles (Code of Conduct), which oblige personnel to act responsibly, transparently and in accordance with the law and the expectations of stakeholders.

[Read KWH Group's sustainability report](#)



# Economic indicators

The financial indicators describe the company's development in recent years. Sales and operating profit have grown steadily, which indicates improved profitability. At the same time, the equity ratio has strengthened, although the amount of investments has fluctuated. Overall, the development has been positive and increasing stability.

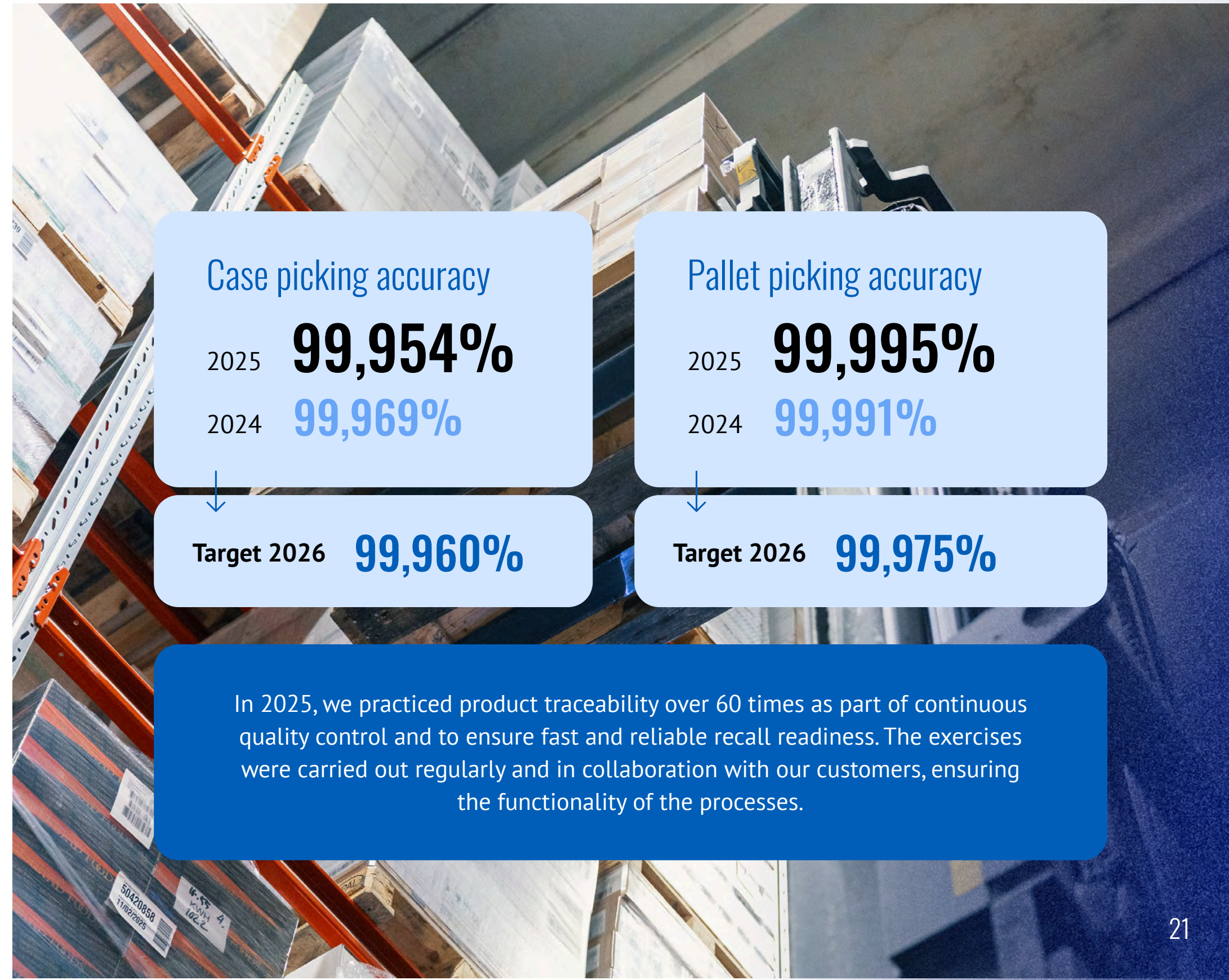
| Year                        | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
|-----------------------------|-------|-------|-------|-------|-------|-------|
| Turnover, t€                | 23012 | 23778 | 27008 | 27973 | 29441 | 32349 |
| Operating profit, t€        | 4060  | 5990  | 8113  | 8617  | 9294  | 10444 |
| Investments, t€             | 16650 | 8070  | 1500  | 900   | 4600  | 5100  |
| Average number of employees | 104   | 101   | 115   | 120   | 113   | 109   |
| Equity ratio, %             | 37,1  | 37,4  | 40,2  | 44    | 47,3  | 49,4  |

# Delivery reliability and traceability

Delivery reliability is a core value for us, and it is reflected in every delivery. We ensure that products arrive on time, without errors and reliably – day after day.

Seamless traceability is an essential part of our responsible and safe operations. It enables a fast and controlled response to exceptional situations and minimizes risks for customers and end consumers.

High-quality and precise operational work supports this whole process at all stages. We handle significant quantities of products, such as up to 1050 tons of frozen products, daily, while maintaining high quality, transparency and delivery reliability in all situations.



## Case picking accuracy

2025 **99,954%**  
2024 **99,969%**

↓  
**Target 2026 99,960%**

## Pallet picking accuracy

2025 **99,995%**  
2024 **99,991%**

↓  
**Target 2026 99,975%**

In 2025, we practiced product traceability over 60 times as part of continuous quality control and to ensure fast and reliable recall readiness. The exercises were carried out regularly and in collaboration with our customers, ensuring the functionality of the processes.



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