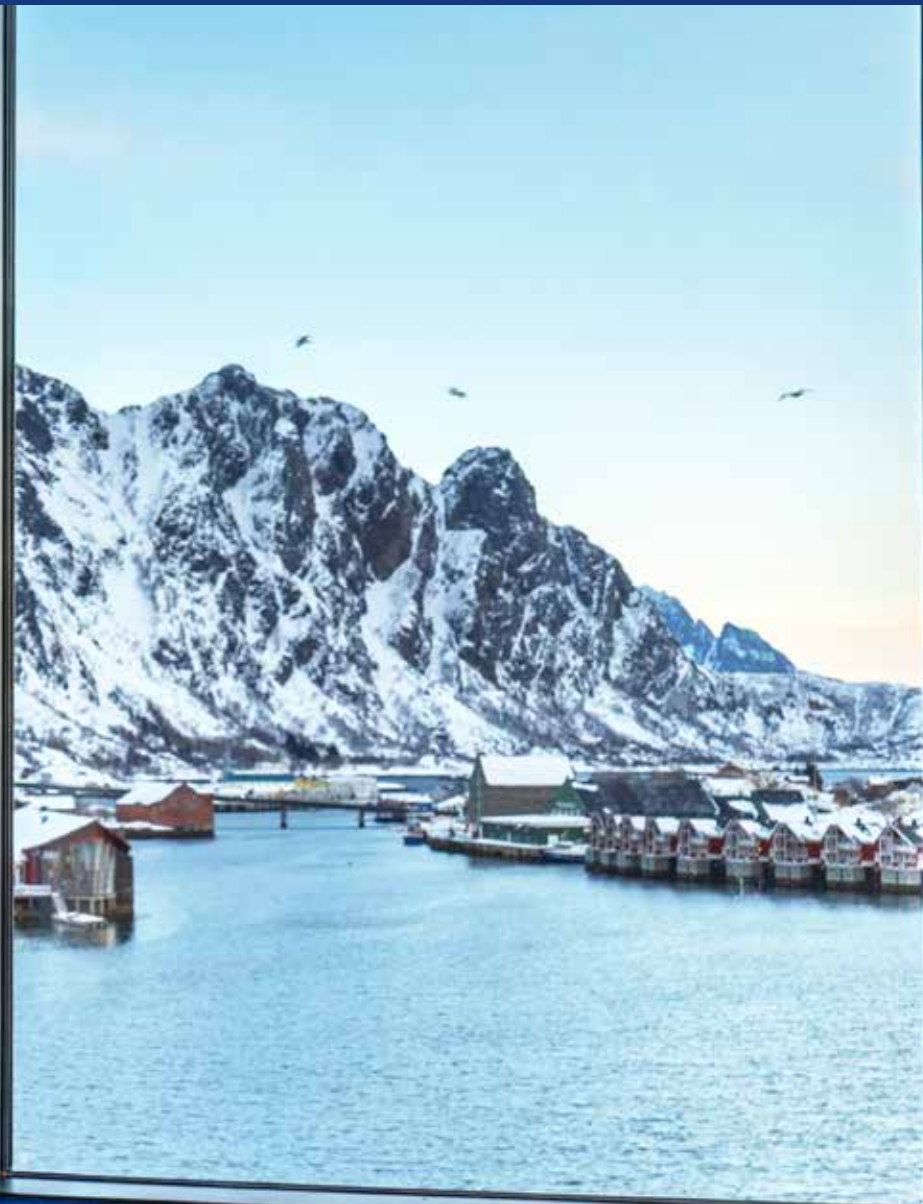




OLAV THON GROUP

ANNUAL REPORT 2021





OLAV THON GROUP

2021

ANNUAL REPORT

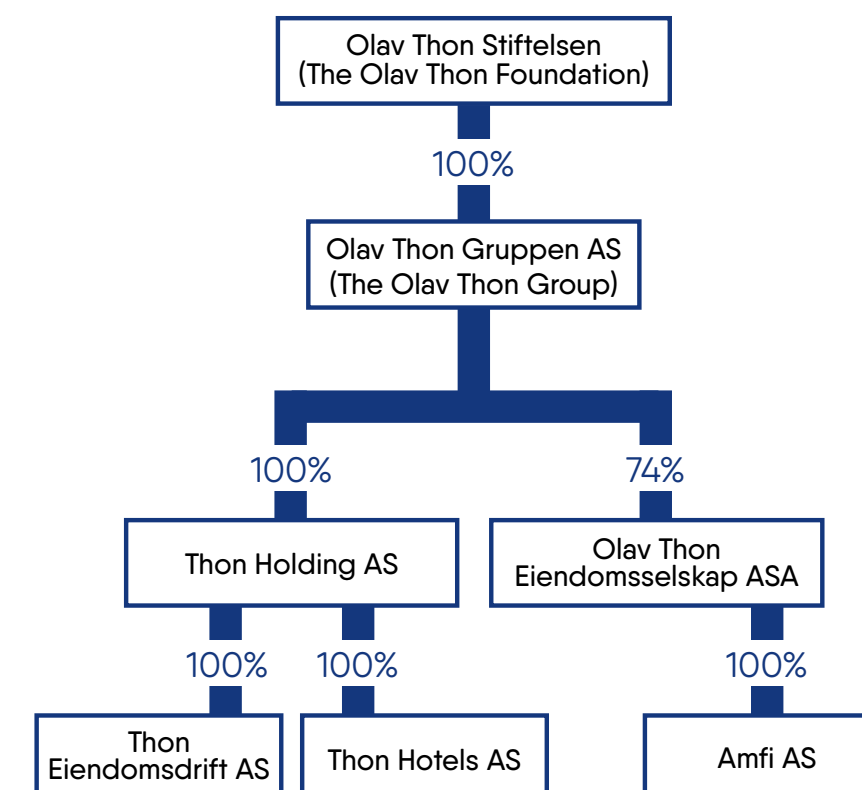
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Cover photo: Thon Hotel Svolveær

Corporate structure



Corporate management As of May 2022



KJETIL NILSEN
CEO



MORTEN THORVALDSEN
Executive Vice President
Hotel | Restaurant



DAG TANGEVALD-JENSEN
Executive Vice President
and CEO OTE ASA



ARNE B. SPERRE
Executive Vice President
Finance



GEIR T. THORVALDSEN
Executive Vice President
HR

The Olav Thon Group 2021

8 OF THE 10 LARGEST

The Olav Thon Group owns and manages 8 of the 10 largest shopping centres in Norway based on turnover.



OUR SHOPPING CENTRES AND HOTELS



Shopping centres in Norway: **84**
 Shopping centres in Sweden: **10**
Total: 94



Hotels in Norway: **75**
 Hotels in Brussels and Rotterdam: **8**
Total: 83

DID YOU KNOW THAT...

Thon Hotels has its **own fish farm** at its new hotel in **Svolvær**

Thon Hotels opened **2 new hotels** in 2021

The Olav Thon Foundation can distribute up to **NOK 100 million per year** for research and non-profit purposes



Since 2008, the Recycling Lottery has given over NOK 500 million to the Red Cross



Approx. NOK 66.6 billion in store turnover at the Olav Thon Group's Norwegian shopping centres in 2021



OLAV THON GROUP



SHOPPING CENTRE
 COMMERCIAL
 PROPERTY HOUSING

May 2022

Good results despite challenging times

The year 2020 put us to the test. The year 2021 wasn't any easier. The war in Eastern Europe is a fact. An expansion cannot be excluded.

The Olav Thon Group ended 2021 with good results, but the future is a game of monopoly. Caution is a virtue that we in management want to influence our decisions.

The Olav Thon Group has a new CEO, Kjetil Nilsen. He works closely with chairman Olav Thon. With management's extensive experience in construction, civil engineering and trade, we are well-equipped and look forward to the challenges that await us.

We would like to say a big thank you to our talented employees. We know that loyal and great work will always win.



Olav Thon
Chairman



Key figures

Amount in MNOK	2021	2020
RESULT		
Operating revenues	10,282	8,995
Change in value/depreciation of properties and financial instruments ¹⁾	4,369	-2,281
Profit before tax ²⁾	7,815	139
Profit before tax and change in value/depreciation ³⁾	3,420	2,658
SOLIDITY		
Equity	65,053	59,369
Equity ratio	56%	53%
LIQUIDITY		
Net cash flow from operations ⁴⁾	3,583	2,480
Liquidity reserves ⁵⁾	11,589	9,320
Instalment next 12 months	5,574	6,291
FINANCING		
Interest-bearing debt ⁶⁾	30,850	32,356
Interest per balance sheet date	3.01%	2.90%
Lending ratio ⁷⁾	28%	30%
PROPERTY		
Net investments ⁸⁾	2,660	2,894
Market value of properties ⁹⁾	108,480	103,489
Annualized rental income level ¹⁰⁾	5,830	5,750
Net yield properties	4.76%	4.95%
SHOPPING CENTRES AND HOTELS		
Turnover owned shopping centres	66,619	64,351
RevPAR (revenue per available room) (NOK) ¹¹⁾	345	254

Please note that as a result of rounding differences and reclassifications, figures and percentages will not always match the total sum.

1) Fair value adjustments investment properties + Fair value adjustments financial instruments + Depreciation right-of-use owner-occupied properties + Depreciation owner-occupied properties. Including joint ventures and associated companies

2) Taxes in joint ventures and associated companies included

3) Taxes in joint ventures and associated companies and net currency gains deducted

4) Net cash flow from operating activities + Expended interest - Interest paid - Income tax paid + Change in operating related accruals

5) Bank deposits etc. + Undrawn borrowing facilities

6) Unsecured part of interest-bearing debt NOK 13,363 million (31.12.21) and NOK 7,979 million (31.12.20)

7) (Interest-bearing debt - Bank deposits etc.) / Investment properties

8) Property purchase/sale/upgrade costs + purchase/sale of companies + assets + other investments (purchase/sale)

9) Includes market value of investment properties and owner-occupied properties. In addition, the Group owns through jointly controlled companies / associated companies properties with market value (Group's share)

NOK 7,096 million (31.12.21) and NOK 6,586 million (31.12.20)

10) Market rent for rented and vacant premises

11) Thon Hotels

The Olav Thon Group

The Olav Thon Group comprises a number of companies, of which the core businesses are Thon Eiendom and Thon Hotels.



Stenersgata 2, Oslo

DID YOU KNOW THAT...

The Olav Thon Group employs **2,390 full-time equivalents**

Thon Hotels is **one of Norway's largest hotel chains**

Thon Eiendom is **Norway's largest private real estate player**

In 2021, the Olav Thon Group's operating revenues totalled NOK 10.28 billion, and the group employed approximately 2,390 full-time equivalents. The listed Olav Thon Eiendomsselskap ASA is part of the Group.

The Olav Thon Group's head office is located on Stenersgata 2 in the centre of Oslo. Close by we find a number of the group's properties, including the Arkaden and Gunerius shopping centres, Thon Hotel Terminus and Spektrum P-hus.

Thon Eiendom is the group's real estate division and market leader in Norway. The business areas include housing, commercial real estate and shopping centres.

Read more about Thon Eiendom on page 12.

Thon Hotels is one of the country's largest hotel chains with hotels throughout Norway, as well as in Brussels and Rotterdam.

Read more about Thon Hotels on page 30.

The Olav Thon Group also owns and has commitments in a number of different business areas.

Read more about our other businesses on page 40.

The Group is owned by the Olav Thon Foundation, which gives parts of the profits to various charitable and non-profit causes each year.

At the establishment of the Olav Thon Foundation in 2013, Olav Thon stated this:

"It is important to me that the Olav Thon Group is managed in the best possible way in the future, so that the company provides safe workplaces for all employees, and at the same time can work for the non-profit causes that I want to support and for society in general. My conclusion is that ensuring the continued overall development of the Olav Thon Group, while at the same time providing parts of the results the company creates for various non-profit causes, is the best contribution I can make to society.

Read more about the Olav Thon Foundation on page 48.



Read more:

olavthon.no
thoneiendom.no
thonhotels.com
olavthonstiftelsen.no

Thon Eiendom

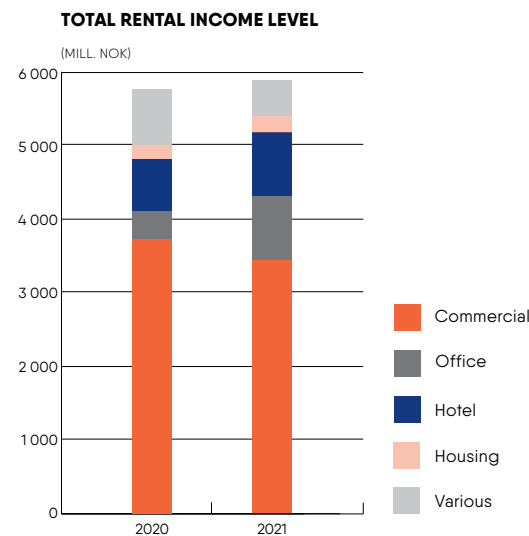
The group's real estate division works with shopping centres, housing sales, housing rental, commercial real estate, logistics buildings and hotel real estate.



Skårerløkka PREMIUM, Lørenskog



Lagunen Storsenter



Thon Eiendom is one of Norway's largest private real estate players.

THE REAL ESTATE PORTFOLIO BROKEN DOWN BY RENTAL INCOME LEVEL:

Commercial:	59%
Hotel:	14%
Office:	15%
Housing:	4%
Various:	8%

GEOGRAPHICAL DISTRIBUTION OF THE REAL ESTATE PORTFOLIO:

Oslo region:	54%
Other parts of Norway:	33%
Abroad:	13%

SHOPPING CENTRES

The Olav Thon Group is Norway's largest shopping centre player. The group owns and manages shopping centres all over Norway - from Kristiansand in the south to Svalbard in the north. The portfolio includes 8 of Norway's 10 largest shopping centres based on turnover.

Norwegian shopping centres:	84
Swedish shopping centres:	10

Read more about shopping centres on page 18.

HOUSING SALES

Thon Eiendom designs and sells apartments.

In 2021, Thon Eiendom had several large housing projects, including in Vestby, Lørenskog and at Strømmen.

A total of 179 new apartments were sold, as well as 38 holiday apartments at Skeikampen. Sales revenues in 2021 concluded at NOK 950 million.

Read more about housing projects on page 22.

HOUSING RENTALS

Thon Eiendom also has a number of rental properties in Oslo that are rented out to private individuals and students.

In total there are approx. 1800 apartments for rent.

The apartments are located in central areas such as Grünerløkka, St. Hanshaugen, Frogner, Storo, Grønland and Bjørvika.

COMMERCIAL PROPERTY

Approx. 500,000 square metres of property are rented out as office space and high street commercial premises. The tenants range from large, medium to small businesses. Office communities are also rented out via the Thon Flex concept at three locations in central Oslo. Thon Eiendom also offers warehouses and logistics buildings.

Read more about commercial property on page 14.

HOTEL PROPERTIES

Several of the group's hotel properties are also included in the Thon Eiendom property portfolio.

Read more about Thon Hotels on page 30.

i **Read more:**
thoneiendom.no
thonflex.no



Thon Flex



COMMERCIAL PROPERTY

New life in old buildings

An office doesn't have to look like an office anymore. Pløens gate 1 in the centre of Oslo is a good example of this.

In the backyard from 1878, 500 square metres have been converted into a dream office for a tenant who wanted a place that could feel like home for the employees. The premises now have herringbone parquet, art on the walls, wine cabinets, a kitchen island, lounge, dining room and shuffleboard.

Thon Eiendom offers tailor-made solutions in a market where more and more tenants want to make their own mark on the premises. During the pandemic, many people have gained good experience of working from home, which will also provide guidelines for the design of future work premises. One trend is that the differences between the home office and the traditional workplace are blurred.

For the consulting company Alv, which is a tenant at Pløens gate, it means a lot to stand out with unique premises. This is important both in terms of recruitment, employee well-being and in terms of representation. General manager Marcus Sahlin Pettersen explains that most employees are at customers' premises, but that they still need a place to socialise with their colleagues in Alv. That's why they wanted to create a space where they could build a culture and community and where they wanted to spend time, even after working hours.

"We stand out from the crowd with premises like this. Our goal is to recruit the best people and retain them. We often bring potential job seekers here in interview rounds, but also customers", says Sahlin Pettersen.

DEMAND FOR PROPERTY WITH SOUL

"We chose Thon Eiendom after we had sent out enquiries to several property owners. Thon Eiendom responded quickly and these premises were actually the first we went to view. Sahlin Pettersen explains that they looked at a number of other properties as well, but that none had as much soul as this property.

The property manager at Thon Eiendom, Randi Gåsvær, is also pleased with the result. She has extensive experience in commercial rentals and seeing opportunities in old premises. At Pløens gate 1, there was clear potential in creating something unique for the consulting company Alv.

"We have many properties and a large variety of customers and needs. An important part of the rental work is to find premises that are suitable for the individual tenant. This project it was a perfect match. Pløens gate 1 was in good shape and was waiting for Alv.



500 M² HAVE BEEN CONVERTED INTO A DREAM OFFICE



THON EIENDOM OFFERS TAILOR-MADE SOLUTIONS FOR TENANTS

"We wanted it to look like a luxurious apartment"

Marcus Sahlin Pettersen
General Manager of Alv

Thon Flex changes direction



In the spring of 2018, Thon Flex opened its first office community in Vika Atrium at Aker Brygge. All the offices here have been rented out on an ongoing basis from the start, and today there is a waiting period to rent here.

In autumn 2018, the largest office community opened across five floors on Karl Johans gate 16, and two years later we opened a slightly smaller location on Karl Johans gate 5.

"The location of our office communities is probably our biggest advantage, as well as good prices. We have had the greatest success in the locations where we have only offered individual offices of different sizes. This experience now means that Thon Flex rents out the floors on Karl Johans gate 16 to a large tenant. To meet the demand for individual offices in office communities, we are opening a new location on Stenersgata 2a in the summer of 2022. "This is a wise choice with regard to improving the profitability of Thon Flex," says Jøran Nenseth, property manager for Thon Flex.

"We are optimistic about the future of Thon Flex and are constantly assessing new locations in our portfolio that may be suitable," Nenseth concludes.



THON FLEX HAS
THREE LOCATIONS IN
CENTRAL OSLO

i Read more:
thonflex.no

Lagunen Storsenter was Norway's biggest shopping centre in 2021



With a turnover of NOK 3.9 billion, Lagunen Storsenter in Bergen retained its position as Norway's biggest shopping centre in 2021. An increase of 11% compared to 2020.



NORWAY'S LARGEST SHOPPING CENTRE



NOK 3.9 BILLION IN TURNOVER

"The Olav Thon Group has major development projects underway, including at AMFI Vågen in Sandnes and at Triaden in Lørenskog. There is a big change in the shopping centre of the future, and in both of these centres there is considerable focus on cafés and restaurants, food experiences, entertainment and local development."

Thomas E. Rønning, director of the shopping centre division of the Olav Thon Group.

Closely following Lagunen Storsenter was Sandvika Storsenter (NOK 3.4 billion) and Strømmen Storsenter (NOK 3.34 billion). In terms of turnover, the three centres have alternated between being the biggest in Norway. An expansion and strengthening of the offer at Lagunen in 2018 contributed to the centre moving up in the lead.

"We are delighted that Lagunen is now reaping the benefits of the major investment in urban development and the establishment of several restaurants, a cinema centre, a fitness centre, a sports bar and bowling, in addition to the already enormous range of shops and services. The public has discovered that Lagunen is now nearing a complete destination for shopping and experiences, and that we cover most errands for both everyday and going out," says centre director Knut Eliassen at Lagunen Storsenter.

CORONA CLOSED CENTRES

As a result of the strict infection control measures, a number of the group's shopping centres were required to remain closed during periods of 2021. For Lagunen, the lockdown lasted for about 2 weeks, for Sandvika Storsenter 9.5 weeks and Strømmen Storsenter 12.5 weeks.

10 LARGEST SHOPPING CENTRES IN THE OLAV THON GROUP 2021 GROSS TURNOVER IN NOK MILLION

1	LAGUNEN STORSENTER	BERGEN	3,903
2	SANDVIKA STORSENTER	SANDVIKA	3,403
3	STRØMMEN STORSENTER	STRØMMEN	3,340
4	AMFI MOA	ÅLESUND	3,160
5	SØRLANDSSENTERET	KRISTIANSAND	2,815
6	STORO STORSENTER	OSLO	2,634
7	KVADRAT*	SANDNES	2,576
8	SARTOR STORSENTER	STRAUME	2,305
9	SKI STORSENTER	SKIING	2,118
10	JESSHEIM STORSENTER	JESSHEIM	1,988

*Managed for external owner



AMFI MOA

A destination for the whole of Northwest Norway

DID YOU KNOW THAT...

AMFI Moa is Ålesund's largest private workplace?

AMFI Moa will soon surpass **50,000** customer club members!

With around 200 shops, over 20 restaurants, a large cinema complex and library, AMFI Moa outside Ålesund is a hub for the entire region.

The centre had 6.7 million visitors and a record turnover of NOK 3.16 billion in 2021, making it the fourth largest in Norway. The market area extends from Kristiansund in the north to Lesja in the east and Stryn in the south and comprises a total of 270,000 people.

AMFI Moa consists of three buildings: Moa north, Moa south and Moa east, with a bridge between north and south and between south and east. In the autumn of 2018, the centre was expanded by 35,000 square metres and gained 40 new shops and eateries, and Odeon cinema opened with six screens.

AMFI Moa is a constantly developing shopping centre, and major development has also taken place in 2021. When the work is completed in May 2022, the centre will have 1,200 additional square metres of rental space in Moa south. The main tenant is Elkjøp, who will then have a new and beautiful store of more than 2,000 square metres. In addition, a new facade and a new common area will be built and several of the stores will be refurbished.

At the end of 2021, AMFI Moa had a total of 90,000 square metres of rental space. 75,600 square metres is retail space and there are few vacant premises. One of the focus areas has been to add a greater selection of dining and experiences, and in June the outdoor area "Liv & Røre" opened with food experiences, bars and games. The concept has been developed by Resthon and will be established in several shopping centres, with AMFI Moa as the first.

50 YEARS OF TRADE AT MOA

When Ålesund municipality in the 1970s wanted to develop the original agricultural area of Moa, an airport was one of several options that were launched. This land, however, was to be regulated for businesses, offices and non-profit causes. In 1972, the Spjelkavik shoe factory was closed down and Moa Handel moved into the old industrial premises. This marked the start of what would evolve into a regional trading adventure. The shoe factory is still standing and today forms part of AMFI Moa East, and in 2022 the centre will mark the 50th anniversary of trading at Moa.



NORWAY'S 4TH LARGEST SHOPPING CENTRE



6.7 MILLION VISITORS IN 2021



A TOTAL OF 150,000 M²



APPROX. 200 SHOPS AND EATERIES

HOUSING SALES

Make your home dream come true – and then some



The response was not long in coming when the Skårerløkka PREMIUM was put up for sale in April 2021.

The Skårerløkka in Lørenskog consists of three construction stages with a total of 383 apartments. Stages two and three are apartments aimed at a growing customer group, home buyers looking for premium facilities and benefits.

Thon Eiendom has taken this into account when it comes to the purchase of an apartment in Skårerløkka PREMIUM where a guest apartment, a function room, hobby room, bicycle workshop and a 400 square metre roof terrace are included. It is the first housing project in the company to offer such benefits and the market response has been very positive.

"Our goal is to offer a project with practical facilities that residents can use on a daily basis. It's rare that we experience such a great response, which means that we've hit on something the market wants," says Tonje Marie Haugbro, Director of Housing Sales, and adds:

"The Olav Thon Group is a driving force in the development of Lørenskog and Skårerløkka will become part of Lørenskog's new city centre. In connection with the housing development, an 8,000 square metre car-free activity and park area will be created that will make up the area between Skårerløkka and the newly renovated Triaden shopping centre.



Tonje Marie Haugbro



Stig Christiansen, sales manager for Skårerløkka PREMIUM, explains that customers are constantly looking for more and they like to meet the demands and offer what they want.

"We want to make everyday life a little easier and more comfortable for our residents in Skårerløkka." He says that the buyers have also become more aware of interiors and design and want to put their own personal touch on the apartment. One of the Premium benefits is precisely the style packages that buyers can choose from.

"In addition to the standard solution, Monn interior designers have helped us to create alternative style packages that satisfy buyers' preferences," he says.

At Skårerløkka PREMIUM, eco-friendly lifestyles have also been facilitated. Among other things, the large roof terrace has its own small ecosystem and a common cultivation area. All spaces in the underground car park are also equipped with chargers for electric cars.

 **Read more:**
thoneiendom.no

Record housing sales

At the end of 2021, Thon Eiendom had 212 apartments under construction. Tonje Marie Haugbro describes 2021 as a year of sales success.

"In short, 2021 was a hectic and exciting year in which we had housing projects in all stages, from start-up to handover. At the end of the year, a total of 179 apartments were sold in our Skårerløkka, Strømmen Verksted and Wessel Park projects. "In addition to this, we sold 38 holiday apartments at Skeikampen," she says.



IN 2021, APARTMENTS WERE SOLD FOR NOK 950 MILLION.



Major construction and development projects



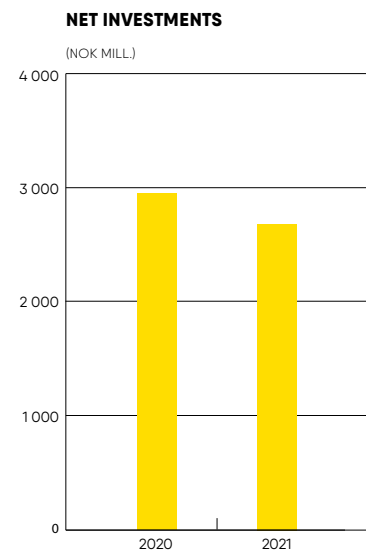
Completed real estate projects

PROJECT	LOCATION	SEGMENT	AREA/EXTENSION
Thon Hotel Svolvær	Svolvær	Hotel	200 rooms
Thon Hotel Ålesund	Ålesund	Hotel	175 rooms renovated
Strømmen Verksted (Construction phase 1)	Strømmen	Housing	70 apartments for sale
Skårerløkka	Lørenskog	Housing	95 apartments for sale

Under construction

PROJECT	LOCATION	SEGMENT	COMPLETION	AREA/EXTENSION
Wessel Park (60% ownership)	Vestby	Housing	2022	106 apartments for sale
Triaden Lørenskog Storsenter	Lørenskog	Commerce	2022	26,000 m ² expansion, 15,000 m ² renovated
Triaden Sports Hall	Lørenskog	Multi-purpose Hall	2022	3,972 m ² multi-purpose hall for rental
Strømmen Verksted (Construction stage 2)	Strømmen	Housing	2023	102 apartments for sale
Thon Hotel Snø	Lørenskog	Hotel	2023	300 rooms
Bernt Ankers gate 6	Oslo	Housing/Commercial	2022	46 apartments and 4 commercial premises for rent
Bragesvei 1 and 3	Ullensaker	Logistics	2022	46,600 m ²
AMFI Vågen	Sandnes	Commerce	2022	750 m ² expansion, 40,000 m ² renovated
Arljot Gellines vei 1	Oslo	Housing	2022	22 apartments for rent

In addition, major renovations and renewal projects are being carried out at several of the group's hotels.





In total, Thon Eiendom has a portfolio of approximately 1,800 rental apartments

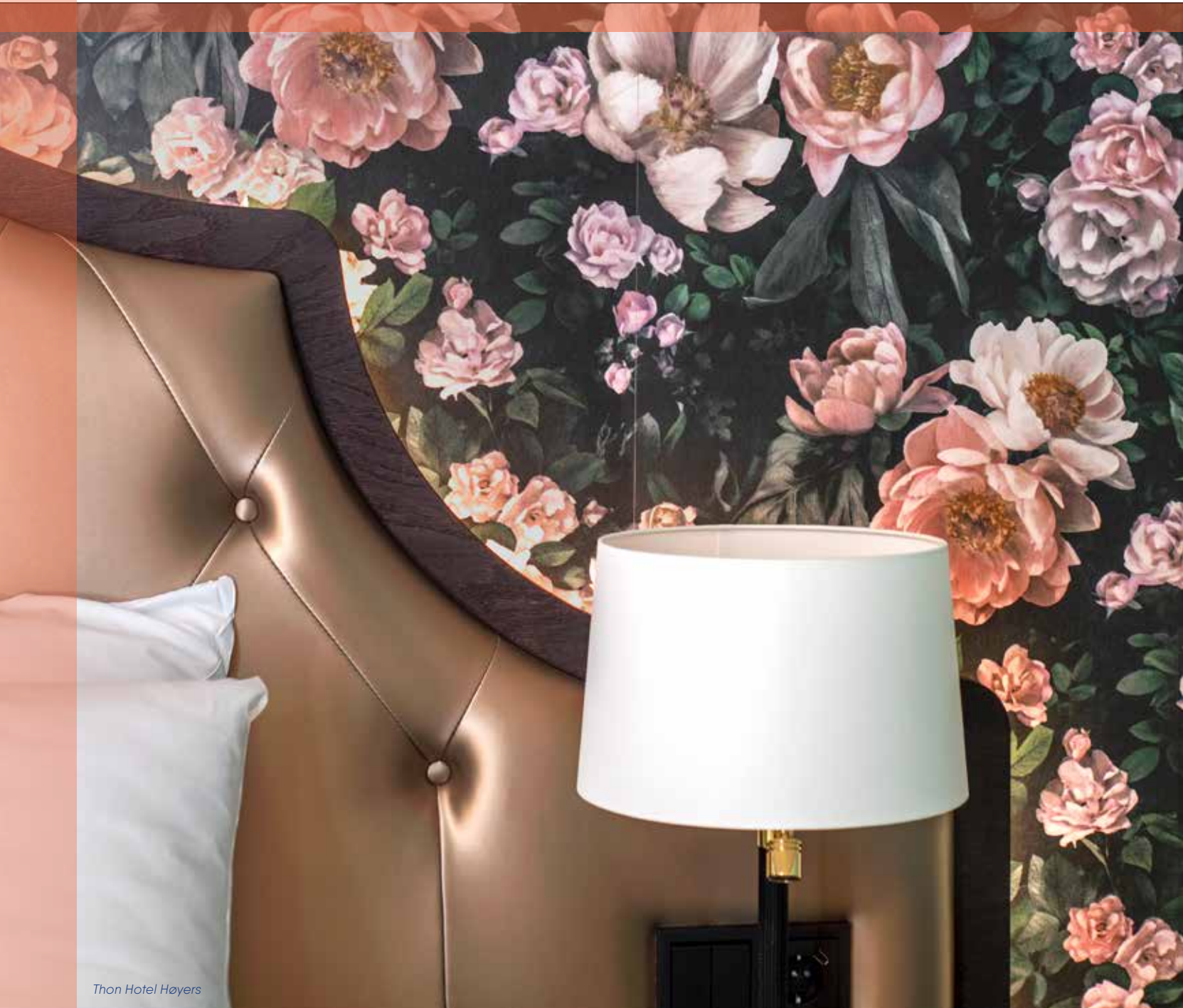
Housing rentals

In the Torggata/Calmeyers gate/Bernt Ankers gate neighbourhood in Oslo, 46 new, modern apartments are being built.

The project consists of two new builds and three buildings that are being renovated. The buildings being renovated were built between 1860–1895. The first part of the project was completed in 2021 and consisted of 27 apartments that are now rented out, the remaining 19 apartments will be completed for renting in May 2022.

In total, Thon Eiendom has a portfolio of approximately 1,800 rental apartments. These are mainly concentrated around central Oslo districts, St. Hanshaugen, Frogner, Storo, Grønland and Bjørvika. The largest rental units are Diagonale Studentboliger in Bjørvika with a total of 308 apartments, Akers høyden on St. Hanshaugen with 142 apartments and Stortunet in Nydalen with 149 apartments.





Thon Hotel Høyers



11,000

ROOMS ACROSS NORWAY



1,600

ROOMS ABROAD



83

HOTELS AND APARTMENT HOTELS

THON HOTELS

Another challenging year – but also opportunities

Home offices and closed schools and kindergartens led to empty beds also in 2021. But after two difficult years, the tourism industry is starting to see positive signs.

For Morten Thorvaldsen, Executive Vice President of Thon Hotels, the lack of predictability was one of the biggest challenges in 2021. "We could open one day and then close the next, and then we could open again. It was very unpredictable," he says and continues:

"The pandemic affected us very strongly, people didn't dare to travel and we had to lay off a lot of people. Since there was uncertainty about when we could reopen, it was natural that many employees chose to look for other jobs.

When salary compensation came at the end of the year, Thon Hotels decided not to lay off more, which would have risked losing even more people.

The number of closed Thon hotels went up and down a bit throughout the year, but as many as 27 of the total 70 hotels in the chain were closed throughout 2021.

The market in Brussels and Rotterdam was also difficult and of the group's seven hotels in Brussels, only Thon Hotel Stephanie remained open throughout the year.

Despite two difficult years, Morten Thorvaldsen shares the industry's belief in the future. "In general, it looks like there is positivity in the Norwegian hotel market, both the chains and the small hotels seem to have hopes of better times towards the summer of 2022. We can also see that more and more European tourists are coming now, so it is starting to ease up," he says.

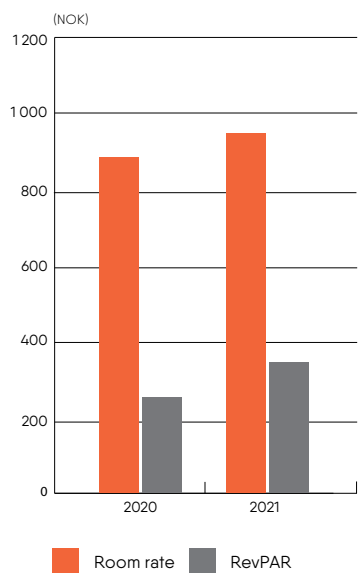
When it comes to guests from the U.S. and China, he's a bit more hesitant. "I think we will have to wait a little bit before there is movement in the American and Chinese markets," he concludes.



"The pandemic has been very difficult. 2020 and 2021 have been the most difficult years in the tourism industry in general."

Morten Thorvaldsen
Executive Vice President of Thon Hotels

ROOM RATE AND REVPAR THON HOTELS





Thon Hotel Ålesund



Malene Knutsen

From Thon Discovery to THON+

On 16 November 2021, Thon Hotels launched its new THON+ loyalty programme. The long-standing partnership with the Global Hotel Alliance was also terminated. Thon Hotels thereby has full control over its own loyalty programme and a direct link to the brand. While much of the programme's content is retained, efforts are being made to further develop benefits for members.

"Moving forward, we will develop the loyalty programme and tailor benefits to meet our members' wishes and needs. The idea is to ensure continuous development and optimisation of the loyalty programme," says CRM and loyalty manager Malene Knutsen.



120,200

THON+ MEMBERS WERE REGISTERED IN 2021

The Norwegian hotel market in 2021

Despite the fact that 2021 was also a difficult year with lockdowns and restrictions, the demand for hotel rooms increased compared to 2020. The total number of guest nights ended at 16.4 million, which was up 1.7 million from 2020, but still 34% behind 2019.

On a national level, the average room price increased by 7.8% compared to 2020 (4.8% compared to 2019). RevPAR (Revenue Per Available Room) strengthened by 34% compared to 2020. For Oslo and Gardermoen, which account for more than 25% of turnover in Norway, the figures were 40% and 80% respectively.



Thon Hotel Svolvær

Hotel with own fish farm

If you stay at the new Thon Hotel Svolvær, you can start the day by catching skrei cod in the Lofoten Sea.

On 2 July, the new Thon Hotel Svolvær opened at the far end of the quay at the popular destination, where Thon Hotels already has a hotel. Executive Vice President Morten Thorvaldsen explains that with this hotel, they want to expand the range of experiences for its guests.

"We've created our own fishing farm on the quayside and guests can take part in getting bait and go out to sea and put out a line. Later, you go out again and get the line and help prepare the catch inside the fish farm, and you can ask for the fish to be served for dinner," he says.

At the hotel's own fish farm, you can also participate in memorable activities and taste experiences, such as the "Taste of Lofoten", Lofoten Seafood Theatre" and caviar courses. In addition to its own fish farm, Thon Hotel Svolvær has a full-scale greenhouse on the roof, and the goal is within two years to be able to offer a minimum of 50% of vegetables, salads and herbs from its own garden.

Morten Thorvaldsen tells us that work is being done to give the hotels that are just a little outside the large city centres something to set them apart to give guests special experiences.

Responsible for the interior are the design manager in the Olav Thon Group, Sissel Berdal Haga Thon, and MNIL Trond Ramsøskar.



Milestones in the history of Thon Hotels



1974
Buy Hotel Bristol

1992
Open hotel in Rotterdam

2001
Open Thon Hotel Opera

2007
Start process towards Eco-Lighthouse certification of the hotels

2016
Thon Hotels Lofoten and Thon Hotel Rosenkrantz were awarded the prize for Norway's best breakfast

2021
Open Thon Hotel Svolvær and Thon Hotel Ålesund

1989
Rainbow Hotels established

1995
Open first hotel in Brussels

2005
Change name to Thon Hotels

2010
Design manager in the Olav Thon Group, Sissel Berdal Haga Thon, and MNIL Trond Ramsøskar started the renovation work of the hotels

2020
Voted Norway's best hotel chain



Hotel Bristol 100 Years



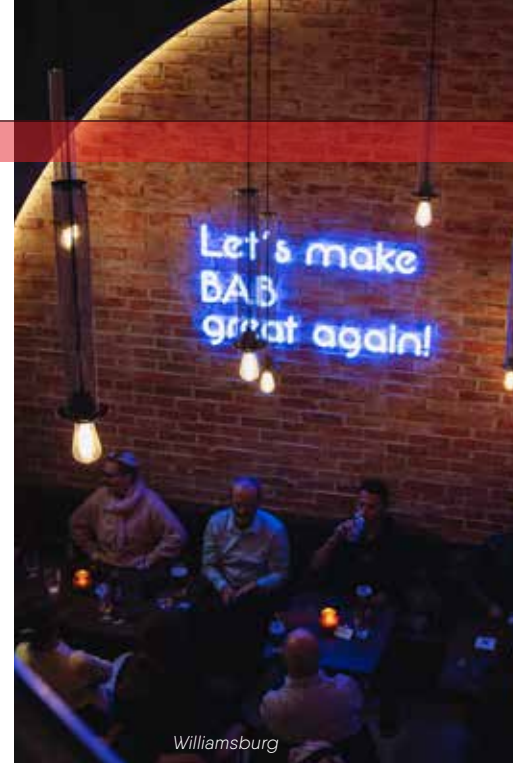


Unique restaurant concepts

Resthon has been developing bar and restaurant concepts since 1965. In 2021, the portfolio consisted of 10 different locations with a focus on dining and experiences.



Liv&Røre, Moa



Williamsburg



Williamsburg



Duckpin



Greenland Boulebar



"The current trend is that guests want to be engaged"

Tore Melgårdshagen
General Manager at Resthon

The latest addition to the tribe is the Greenland Boulebar in Oslo. Here, 800 square metres are furnished with five boules lanes and a large restaurant area. Boule involves throwing balls closest to a target ball and the inspiration is taken from Sweden where the game has been popular for a long time.

General manager Tore Melgårdshagen of Resthon explains that it took just over six months to create the unique concept. "The current trend is that guests want to be engaged. At Grønland Boulebar you can play in the boules sandboxes, have a drink and have a nice time. There's something here for everyone.

Williamsburg Bab & Beer and Duckpin are two other concepts that they opened in 2021, respectively on Karl Johans gate and Torggata in Oslo. The former is an urban and playful space inspired by the Brooklyn district of New York, while Duckpin offers tasty barbecued food and mini-bowling.

In the summer of 2021, the new concept Liv & Røre also opened at AMFI Moa outside Ålesund. This is a combination of entertainment venue, restaurant, bar and football pub. The 1,450 square metre premises have their own street food corner, bowling alleys, arcade games, billiards, darts, table tennis and a separate karaoke room. The concept will also be established at the Triaden shopping centre in Lørenskog in the early summer of 2022.

What has it been like to open this type of dining concept in the middle of a pandemic?

"The biggest challenges have been delivery times and a lack of equipment, as well as increased prices for shipping and materials. We have had to think differently, but the solutions have turned out just as good," says Tore Melgårdshagen.

They have also been closed for long periods. After a total lockdown from January to the end of May, it was once again possible to stay open until September, but with significant restrictions.

"Only in October did we open with normal operations, but only until 5 December, when such strict restrictions were introduced that it was no longer financially viable to keep the doors open."

With the hope that the pandemic is coming to an end and that society is heading towards normalisation, Resthon is now concentrating on what they can, namely developing and operating popular restaurants with atmosphere and identity.

"With a focus on service and product knowledge, we will create a positive operating result and return on investment in the long term," Melgårdshagen concludes.

Other businesses

The Olav Thon Group also has several smaller businesses that are part of the group, including parking companies, restaurants and the Recycling Lottery (Pantelotteriet).



Unger Fabrikker



Time Park AS

The privately owned parking company was started by the Olav Thon Group in 2007. Time Park has over 34,000 parking spaces in Norway. The company offers indoor parking spaces, short-term parking, long-term rental of spaces and charging points for electric cars.

Time Park has several large parking garages throughout Oslo. In addition, Time Park operates the car parking at several of the group's shopping centres and hotels. Digital solutions such as the ParkLink app and sign recognition were successfully implemented at several car parks. In 2021, Time Park had a turnover of more than NOK 195 million, an increase of 15% and 48 full-time equivalents.

[Read more at timepark.no](https://www.timepark.no)



Unger Fabrikker AS

Unger Fabrikker AS is a chemical industry factory in Fredrikstad that produces and sells surfactants for household detergents, personal care and institutional products. Among other things, the main ingredients are used in washing up liquids, laundry detergents, toilet blocks and shampoo. Unger exports over 90% of what they produce to around 50 different countries. The Olav Thon Group has owned Unger Fabrikker AS since 1992. In 2021, the company had a turnover of NOK 731 million and employed 113 full-time equivalents in addition to 5 apprentices.

[Read more at unger.no](https://www.unger.no)



Norsk Pantelotteri AS (60%)

The Recycling Lottery (Pantelotteriet) was established by the Olav Thon Group in 2008 and is a lottery where empty bottles and cans are used as a stake. 2021 was another record year for the Recycling Lottery. Never before have Norwegians pushed the Red Cross button so often and donated so much.

The Recycling Lottery had a growth in turnover of 22%, which resulted in the Red Cross receiving more than NOK 115 million in 2021. Since its inception, the Red Cross has received more than NOK 500 million from the Recycling Lottery. The lottery has thereby become one of the organisation's most important sources of income.

[Read more at pantelotteriet.no](https://www.pantelotteriet.no)



Conrad Langaard AS

Conrad Langaard AS was established in 1854 as a family business and from 1986 became a wholly owned subsidiary of the Olav Thon Group. Business areas are imports, selling of goods, wholesale and logistics services, primarily of tobacco products in addition to imports and sales of snacks and confectionery. Turnover in 2021 was NOK 127 million and Conrad Langaard employed 17 full-time equivalents.

[Read more at conrad-langaard.no](https://www.conrad-langaard.no)



Follo Fjernvarme AS

In 2005, the Olav Thon group took over all the shares in Follo Fjernvarme AS. The company produces, distributes and sells district heating and cooling. The company headquarters are located in Ski, where the municipal council has decided that all new buildings and conversions over 300 square metres must be connected to Follo Fjernvarme. To ensure the Olav Thon Group's properties affordable and environmentally friendly energy, Follo Fjernvarme has also established several district heating plants/local heating systems on the group's properties. The plants use different energy sources for their production.

Follo Fjernvarme has 4 employees and in 2021 had an operating revenue of NOK 72.64 million.

[Read more at follofjernvarme.no](https://www.follofjernvarme.no)

DID YOU KNOW THAT...

In order to **strengthen the work** with **sustainability**, the Olav Thon Group is developing **a sustainability strategy**

The **energy consumption** in the Olav Thon Group was **reduced by 10%** in 2021

The Olav Thon Group has **developed ethical requirements for suppliers**

Sustainability and social responsibility

The Olav Thon Group has a focus on the environment and green operations and has established ethical requirements for suppliers. One important point in 2021 was the start of a project for the development of a sustainability strategy.



The group works on some key aspects of its sustainability and social responsibility work. These are largely governed by membership of the UN Global Compact and reporting using the Global Reporting Initiative (GRI) reporting framework.

Four sustainability areas are being focused on by the Olav Thon Group - finance, environment and green operations, health and safety, diversity and inclusion.

DEVELOPMENT OF SUSTAINABILITY STRATEGY

The Olav Thon Group wants to strengthen its work on sustainability, and in order to ensure this, a project was launched in 2021 to develop a sustainability strategy. The strategy will set targets towards 2030 for topics that are deemed to be significant for the breadth of business areas in the group.

"The strategy becomes a clearer framework for our sustainability work and will contribute to a clearer common thread in the work we do. This will make the collaboration between the various parts of the group even better and help to increase our performance in this area," says Olav Thon Group's sustainability adviser, Anders N. Rylander.

ETHICAL REQUIREMENTS FOR SUPPLIERS

The Olav Thon Group purchases goods and services from a number of suppliers. The group has therefore set up ethical requirements. Annually, surveys are carried out of approx. 100 of the suppliers through Factlines.

"We ask questions about the supplier's fulfilment of the ethical requirements and the result of the survey gives us a status of the largest risk categories in which we trade goods and services. In this way, we can go deeper into our value chain and influence suppliers to improve in areas that do not meet our requirements," says Nandrup Rylander.

ENERGY-REDUCING MEASURES

One of the UN's sustainability goals is responsible consumption and production. The group has many properties and works continuously with energy-reducing measures. The energy consumption in the Olav Thon Group was reduced by 10% in 2020. The recorded reduction entails 29,000,000 kWh. Modern technology, skills development and the right choice of good technical solutions have been important factors.

BREEAM CERTIFICATION

As a major real estate player, the group strives to develop its real estate portfolio in an environmentally friendly direction. In 2021, a decision was made to certify all shopping centres in accordance with BREEAM In-Use. This is a long-term work that will create good systematic systems in the operation, optimisation and development of these properties.

SUPPORTING RESEARCH AND TEACHING

The Olav Thon Foundation was established in 2013 and each year distributes millions to non-profit causes, research and outstanding teaching.

*Read more about the Olav Thon Foundation on page 48.
Read more about everything we do in our sustainability report on olavthon.no*



500 million
THE RECYCLING LOTTERY HAS CONTRIBUTED TO THE RED CROSS



approx.
225 million
HAS BEEN AWARDED FOR RESEARCH AND NON-PROFIT CAUSES SINCE 2014



A sustainability strategy will help to improve our performance

Anders Nandrup Rylander
Sustainability Advisor

HSE

Different from other crises

Infection control and safety have been the two main areas for the HSE department also in 2021.

The Olav Thon Group's HSE department has coordinated infection control and emergency preparedness since the outbreak of the pandemic. HSE Manager Merete Alfstad is very pleased with the cooperation and efforts across the divisions.

"The HSE work in 2021 has been both rewarding and demanding. What was a new situation for all of us in 2020 proved to persist throughout 2021. It has also been very important this year to create security, predictability and a safe working environment. This is a reason to be satisfied with the efforts and cooperation between the divisions in the Olav Thon Group," she says.

A DIFFERENT CRISIS

Merete Alfstad says the corona crisis is different from all other crises because it has been so long-lasting and because the group has several business areas that at very short notice had to change their routines due to constantly new recommendations and requirements from the authorities. She points to accessibility and reliability as important factors in the work.

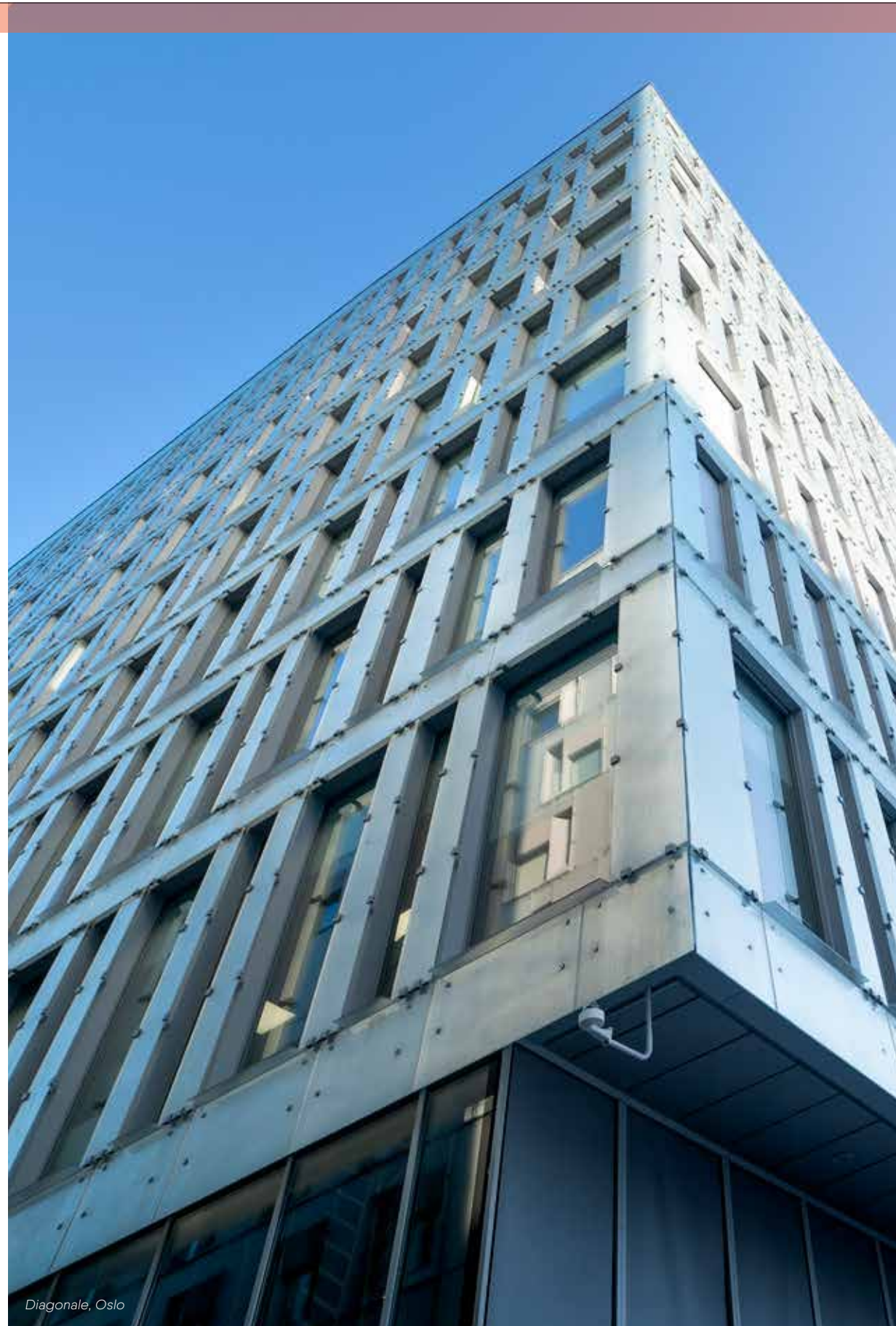
ONGOING ADJUSTMENTS

When the pandemic broke out, work was immediately initiated to draw up guidelines within the specialist areas that the HSE department is responsible for: safety and emergency preparedness, privacy, sustainability, fire protection, the working environment and H&S.

"Throughout 2021, we have continuously developed new and revised current guidelines and working methods in line with the development of the pandemic and changed requirements and recommendations from the authorities," says Merete Alfstad.

OWN EMERGENCY PREPAREDNESS GROUP

The HSE department has been both advisers and supporters for the group's many hotels, shopping centres, restaurants and properties. In addition to the existing 24-hour emergency preparedness, a separate emergency preparedness group was established during the corona pandemic to coordinate and assist infection control and safety situations.



Diagonale, Oslo



Creating security, predictability and a safe working environment has been very important

Merete Alfstad
HSE manager

Olav Thon Stiftelsen (The Olav Thon Foundation)

There has been no award ceremony in the Olav Thon Foundation in the University's auditorium since 2020 due to Covid-19. However, the chairman of the board Olav Thon was notified of the relevant winners of this year's 2021 awards, with a total of NOK 26.5 million going to research and education.

THE INTERNATIONAL RESEARCH AWARD OF NOK 5 MILLION WAS AWARDED TO PROFESSOR ESKE WILLERSLEV

Eske Willerslev is an evolutionary geneticist who has established new research fields and transformed our understanding of human evolution, pathogenic evolution and environmental change. His research has also had a major influence on other fields, such as medicine, ecology, archaeology and environmental science. Willerslev currently heads the Centre for Geogenetics at the GLOBE Institute at the University of Copenhagen, where he holds a professorship for the Lundbeck Foundation. He effectively oversees eleven independent research groups at the intersection of genetics, medicine, geology and archaeology. The research focuses on describing evolutionary pathways and processes that lead to genetic construction and architecture of brain diseases such as schizophrenia, depression and ADHD.

The three national awards for outstanding teaching were awarded to Associate Professor Anne Helene Kveim Lie, UiO Oslo, Associate Professor Sigrunn Eliassen, UiB and Associate Professor Tobias S. Slørdahl, NTNU. Support was also awarded to Nordic research projects in medicine.

The prestigious award ceremony for winners of the 2021 and 2022 awards will take place in the University's auditorium in Oslo on Thursday 2 June 2022, with a subsequent gala dinner for award-winners and guests at the venerable Hotel Bristol.



**UP TO NOK 100 MILLION CAN
BE DISTRIBUTED EACH YEAR
FOR NON-PROFIT CAUSES**



Picture from a previous award

The Olav Thon Foundation with support for research into musculoskeletal diseases

The Olav Thon Foundation is now heavily involved in the financing of a new research centre for the treatment of rheumatology and musculoskeletal diseases. The annual payment from the foundation is increased from NOK 50 to NOK 100 million. Half of this framework will be earmarked for research and treatment of musculoskeletal diseases.

The foundation will support the research centre with NOK 4 million each year for up to 8 years, totalling NOK 32 million, and thereby makes a major contribution to research in this field.

At Diakonhjemmet Hospital, a research centre for clinical treatment is now being established, as part of a long-term initiative with funding also from the Research Council of Norway. The centre is REMEDY - Centre for the treatment of Rheumatic and Musculoskeletal Diseases. Professor Espen A. Haavardsholm will lead the centre.



Picture from a previous award



Read more:
olavthonstiftelsen.no



Thon Hotel Svolvær



THE OLAV THON GROUP

Stenersgata 2a | P. O. Box 489 Sentrum | 0105 Oslo
Telephone 23 08 00 00 | firmapost@olavthon.no | olavthon.no