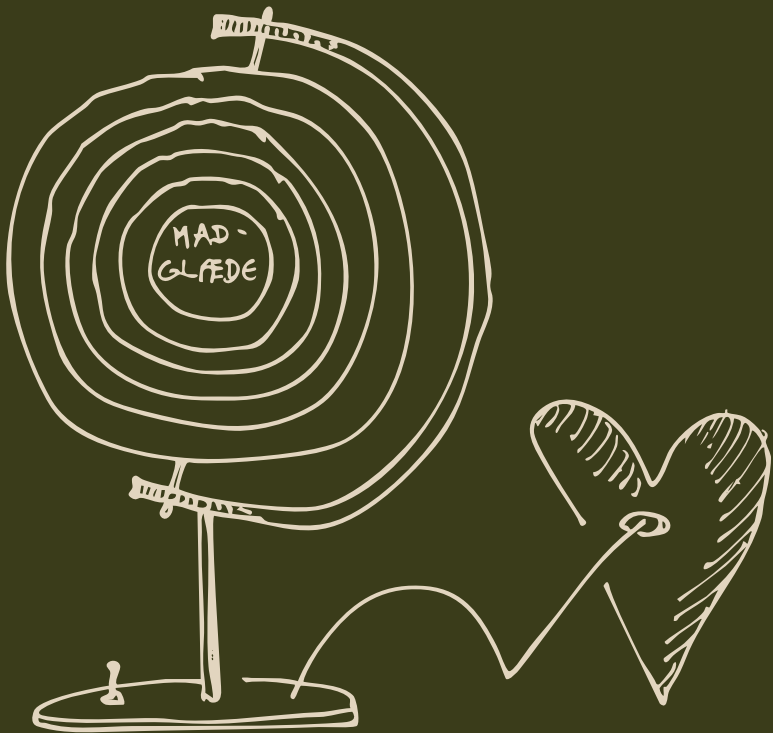


LOCA

MANIFESTO



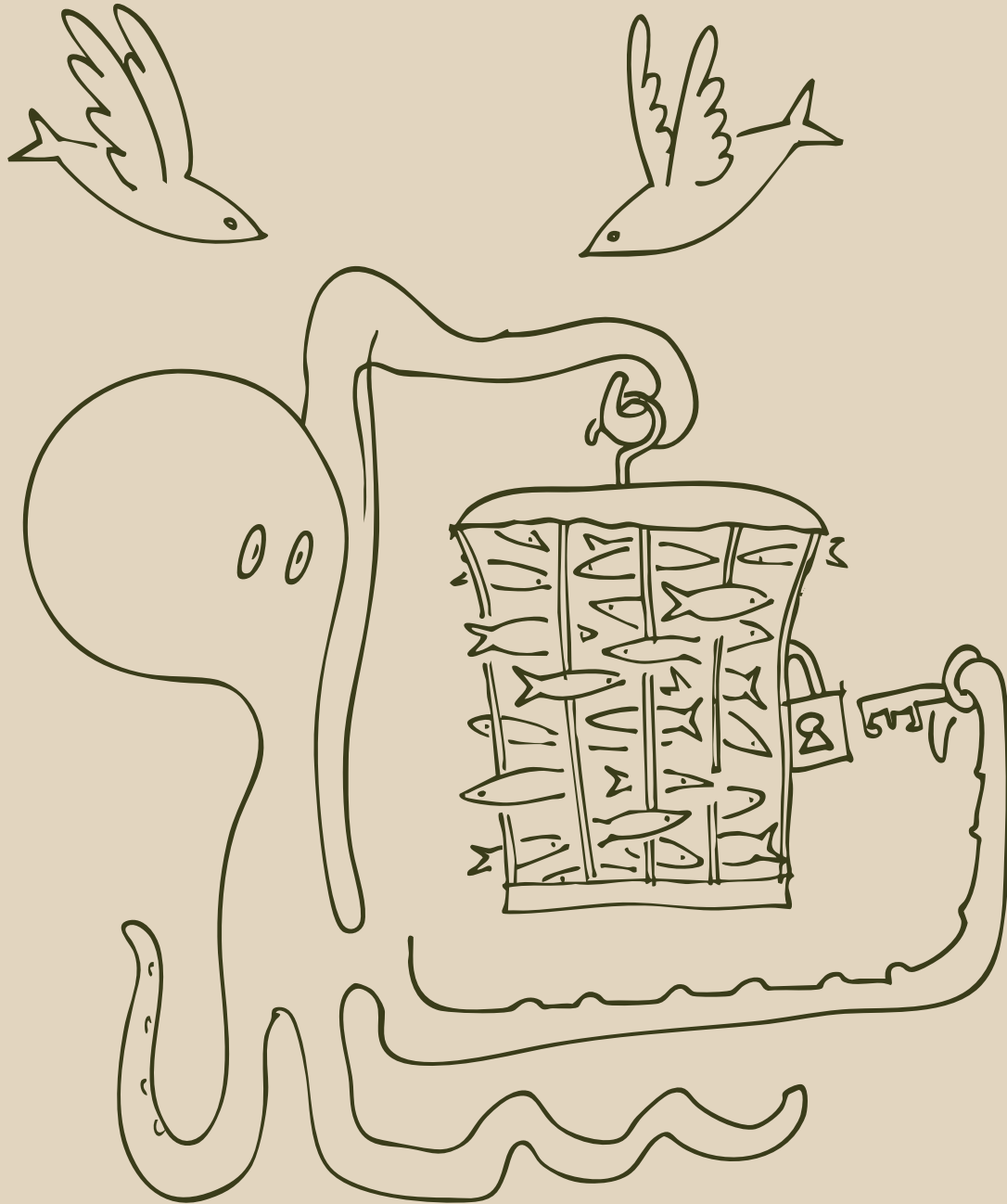
EVERY MEAL MATTERS

A MANIFESTO FOR A SUSTAIN- ABLE FUTURE

The LOCA Manifesto is our vision for the future of sustainable gastronomy. It is our proposal for creating positive change in the gastronomic world we live in, across global goals and national borders, through good taste and the joy of food.

Around the world, the food industry has long contributed to a wide range of man-made problems, and the time has come for gastronomy to become part of the solution to the world's major issues.

No one can do everything, but everyone can do something. We hope that those of you with a taste and zest for life will take the next step with us.





WE ARE LOCA – AND WE KNOW THAT FOOD CAN CHANGE THE WORLD

We are restaurants, canteens, people, flavors, and attitudes. We are community and professionalism. We are vegetables with bite and knowledge with an edge. We believe in the good meal as a gathering point – and as a starting point for something bigger.

We work with gastronomic sustainability. Not as a goal in itself, but as a necessity in the world we are part of. That's why we set

concrete goals for food, people, organization, partnerships, and responsibility in the world. We know we can't do everything – but we will do what we can, as best we can. And we will constantly work to strengthen and improve our own goals.

The LOCA Manifesto is the cornerstone of this vision – and of our commitment to you, our colleagues, and the world.

LOCA Manifesto er udarbejdet i samarbejde med Basque Culinary Center under projektet Gastronomy Shapers i 2021. The Basque Culinary Center is a pioneering academic institution founded by prominent Basque chefs in collaboration with Mondragon University. Its purpose is to contribute to education, research, innovation, and the promotion of gastronomy and health.

Its international advisory committee includes some of the industry's most prominent figures, such as Ferran Adrià, Michel Bras, Heston Blumenthal, Dan Barber, and René Redzepi.

On behalf of LOCA and the entire team behind **Merete, Dorte, Christian and Michael**

Updated October 2025, Copenhagen



basque
culinary
center

PURPOSE
EVERY MEAL MATTERS

WHY
We want to inspire people to enjoy themselves to a better world

HOW
We guide you to a better culinary life without guilt and shame

WHAT
We create great taste and joy by raising the bar on sustainability with carefully selected ingredients and passionate craftsmanship

ABOUT LOCA

We meet over the meal: The grand, the wild and the festive; the intimate, the close proximity, and the touching. That which nourishes you and warms you.

The meal that awakens your senses to new horizons and delights you to your core. That which makes you stop in mid-conversation because it has a captivating taste. That which is felt – not just in the taste, but in the body, in the heart, in the memories going forward.

We create the setting, whether for a large celebration or a small get-together – friends, families, colleagues, first dates, and last drinks – because no matter who you are, you are welcome here. We provide lunch in the canteen and dinner as we celebrate life's great moments and welcome you again and again. Because it is our greatest joy to make ours yours. We know that food that nourishes body and soul brings us closer together. And we look forward to pampering you with the season's best ingredients and greatest flavors.

We dare to say that a good meal is an art, and we strive daily to create meals that are ethical, climate-friendly, made in the LOCA spirit, and naturally based on local ingredients.

For us, a meal is more than just food. It's conversation, togetherness, and connection. It is art and presence in the same bite.

Together we are LOCA.

LOCA'S VALUES

JOY

We develop concepts and businesses that, with desire and **JOY**, create preference for **sustainable food choices**, which for us are based on the **UN Sustainable Development Goals**. We live and breathe creating great experiences, because in our view, those who create **JOY** have not lived in vain.



INTEGRITY

INTEGRITY is a two-way street, and for us it's about being **transparent, loyal and accountable** – both to our cause and to the people we surround ourselves with.

This means that we will sometimes make difficult choices to achieve the best outcome that makes sense for **people, the climate, and the economy**. We always strive to **do the right thing** – no matter how convenient the alternative may be.



CURIOSITY

We dare to experiment and break new ground because we know that together we can learn and improve. Our **CURIOSITY** drives us to push the envelope if that's where we find the greatest value. And it's our curiosity and pursuit of sustainable and **climate-friendly** gastronomy that drives us to break with habitual thinking.



WILL

We have the will to **make a difference**. We want to **enrich people's food lives** and we always strive to do it a little better tomorrow. We learn from our mistakes and celebrate drive, **WILL and diligence**, because we are driven by the desire to create a professional and **meaningful workplace** that makes a **positive** difference through **sustainable gastronomy**.





FROM 17 GLOBAL GOALS TO 17 LOCA GOALS

OUR 2026-2030 STRATEGY

The UN set its 17 Global Goals in 2015, and LOCA and the LOCA Manifesto were founded on them. 10 years later, in 2025, we have developed 17 concrete LOCA goals based on the UN's Global Goals, which together form LOCA's 2026-2030 sustainability strategy.

17 LOCA goals that together tell us where, why and how we want to proactively contribute to making the world a better place now – and for future generations – by 2030.

The 17 LOCA goals are dynamic and are adjusted every year in connection with our sustainability report.

You can always find the full descriptions of the LOCA goals at www.locagruppen.dk.



1

LOCA goal no. 1:

TASTE & JOY OF FOOD

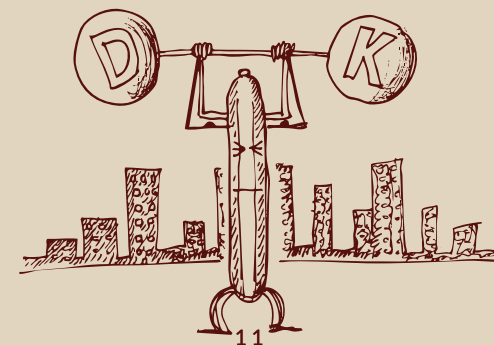
At LOCA, we prioritize taste and joy of food above all else – this is our most important sustainability goal. A meal is only sustainable if it is eaten, and we want every bite to taste amazing. We aim for at least 80% of our guests to leave happy – preferably more, but not necessarily all. We don't aim to please everyone – we aim to delight those who dare.

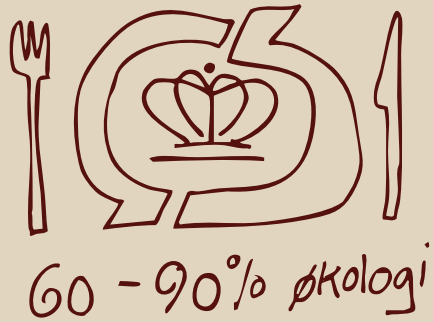
2

LOCA goal no. 2:

LOCAL PRODUCE – 60%-90%

Denmark is an agricultural country with fantastic local produce – and at LOCA, we use them with pride. For us, it makes sense to use Danish ingredients in Denmark and to use them fresh in season. It's benefits for both gastronomy and Danish agriculture. Our goal is for 60%-90% of our ingredients to be local – no more and no less. We also want to make room to celebrate the world's best specialties when they can do something Denmark can't.





3

LOCA goal no. 3:

ORGANIC – 60%-90%

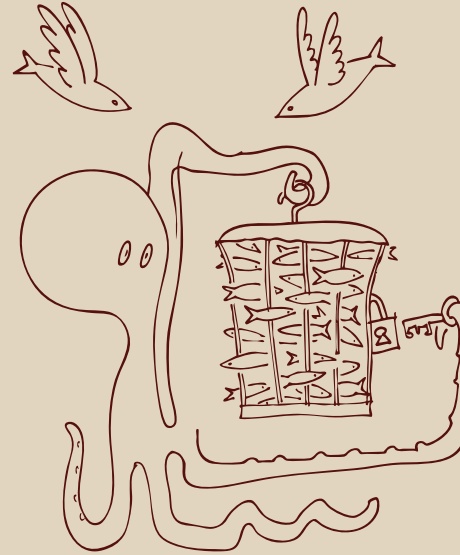
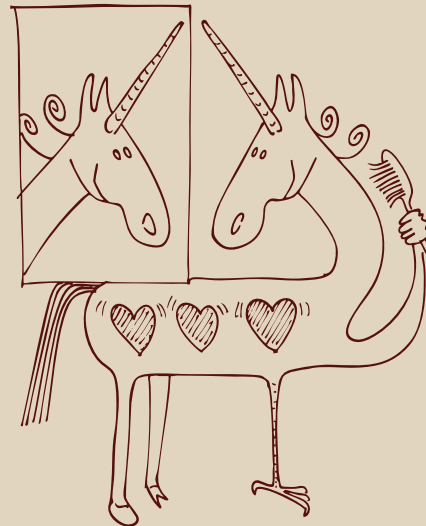
We want to serve delicious food with as few artificial additives as possible – and without pesticides, of course. That's why we choose organic. It protects our guests, nature and our shared groundwater and makes room for more biodiversity. At LOCA, we work purposefully with organic food, and in 2025, we have achieved the silver organic food label at all our restaurants. The silver label means that 60%-90% of our ingredients are organic.

4

LOCA goal no. 4:

ANIMAL WELFARE – 60%-90%

At LOCA, we choose more vegetables – and meat, eggs and dairy products in the right quantities – but we set high standards for animal welfare. In Denmark, there are official and unofficial labels for animal welfare, which we have chosen to combine. We therefore define animal welfare as being animals that have lived wild, free-range, labeled organic or with the Danish Veterinary and Food Administration's animal welfare hearts. By 2025, we will achieve our goal of 60%-90% of our animal raw material purchases meeting this criterion.



5

LOCA goal no. 5:

SUSTAINABLY OR GENTLY CAUGHT FISH – 60%-90%

The ocean holds amazing ingredients, but life below the surface is under pressure from overfishing and climate change. That's why we choose seafood based on sustainable fishing methods like pots, hand-picking and farming. WWF's fishing guide helps us choose fishing areas and stocks carefully. By 2025, 60%-90% of the seafood we serve meets our requirements.

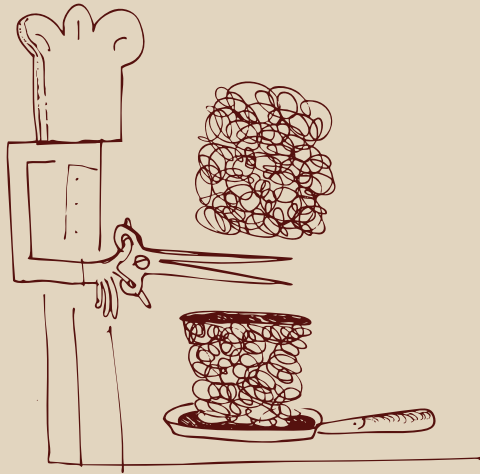
6

LOCA goal no. 6:

FOOD WASTE – 0%

Waste is waste. Food is only sustainable if it is eaten, which is why we must measure and weigh all our raw materials. From the kilos that go into the fridge upon delivery to the grams of leftovers that go out with the plate. The right purchasing, the right logistics and the chefs' ability to use the whole ingredients are crucial in the fight against food waste, and it is – and always will be – an internal competition throughout LOCA to see if we can do a little better tomorrow.





7

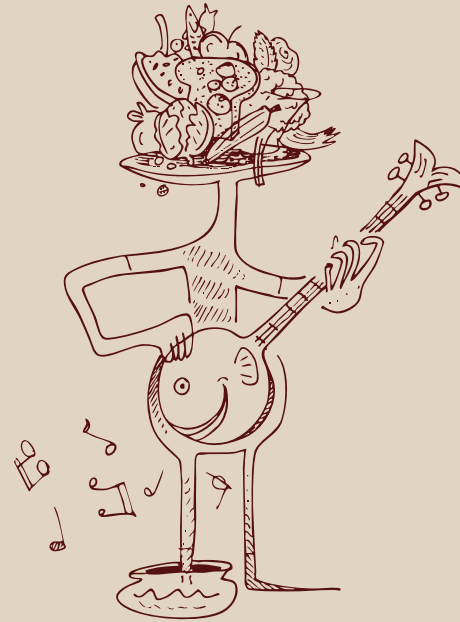
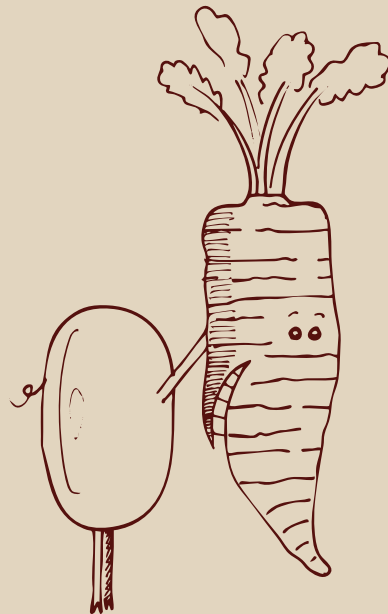
LOCA goal no. 7:
CARBON FOOTPRINT - 0%

Fødevarer står for 25 % af Danmarks drivhusgasser, men potentialet for reduktion er stort. Food accounts for 25% of Denmark's greenhouse gases, but the potential for reduction is huge. At LOCA, we register all purchases, and in 2024, we had a carbon footprint of only 2.05 kg per kg of purchased raw materials. We already have a low carbon footprint, but have committed to carbon neutrality by 2050. Therefore, we work daily to reduce our emissions and contribute to the green transition.

8

LOCA goal no. 8:
ANIMAL VS. PLANTS
60%-90%

At LOCA, we love fruits and vegetables for their flavors, colors, and endless possibilities. However, taste and pleasure aren't the only things our chefs bring to the table when they transform fruits and vegetables into the most delicious dishes. As a side benefit, plant-based ingredients also reduce the meal's CO₂ emissions while improving our personal health. At LOCA, we have already achieved the goal of having plant-based ingredients make up at least 60%-90% of the plate, with the rest consisting of meat, eggs, and dairy products.



9

LOCA goal no. 9:
GUT INTELLIGENCE

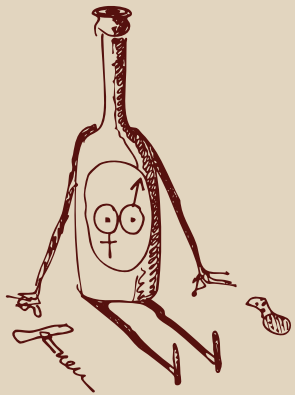
We go for a good gut feeling – literally. Our gut is connected to our emotions, and what we put into our bodies not only affects our physical wellbeing but also our mental wellbeing. That's why at LOCA, we (naturally) care that what we serve is based on the best craftsmanship, made from scratch – and of course without ultra-processed ingredients that can upset your stomach. That's our – good – gut feeling.



10

LOCA goal no. 10:
HAPPY EMPLOYEES

At LOCA, it is our employees who create the flavors, the atmosphere and the great dining experiences. We must therefore, of course, take good care of them – in everyday life but also beyond that. We prioritize employee well-being and work to ensure that everyone has both the desire and the opportunity to stay in the industry – even when they start a family and when they turn 50. It is community and togetherness that creates change, and together we will set new goals for gastronomy's sustainable workplace – both now and in the future. Because together we are LOCA.



11

LOCA goal no. 11:

GENDER EQUALITY

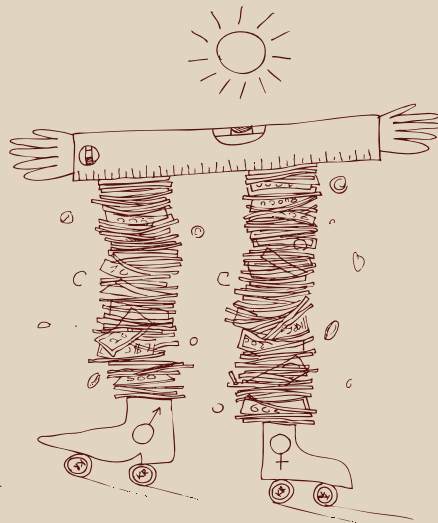
At LOCA, which, as you know, is founded, owned, and managed by women, we all have the desire and incentive to promote gender equality in our own businesses specifically – and in the world around us in general. However, a lack of female chefs and waiters makes it challenging to practice gender equality with equal numbers of each gender in our own organization. Our efforts for gender equality at LOCA are therefore forward-looking and industry-wide, to ensure working conditions for chefs, waiters, dishwashers, etc., that make it interesting for both men and women to pursue careers in our industry.

12

LOCA goal no. 12:

AVERAGE GENDER PAYGAP

Thoughts and intentions about gender equality are not enough. They need to be backed up by action, and that means, as a minimum, that women and men receive equal pay for equal work – and we're not there yet in Denmark either. In 2025, Statistics Denmark has for the first time calculated this figure for LOCA to be 4%. In comparison, our industry as a whole has a gender pay gap of 6.7% – both figures are in favor of men. We now need to analyze the reason why we also have a gender pay gap in LOCA, as our goal is, of course, to pay equal pay for equal work regardless of gender, nationality or other differences among those who carry out the job.

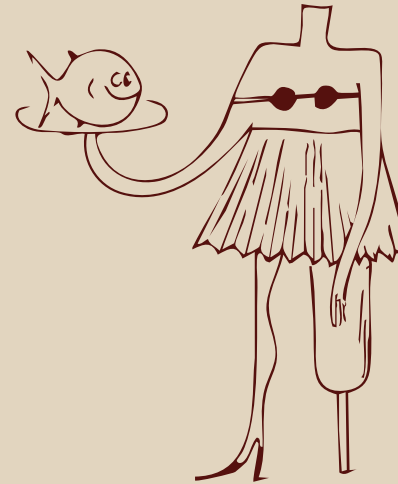


13

LOCA goal no. 13:

DIVERSITY AND INCLUSION

We believe that everyone is unique, each with their own unique contribution to the world. Diversity and inclusion is therefore more than just a given – it is a core value at LOCA. We believe that by recruiting people with different backgrounds, personalities, and lifestyle choices, we increase our overall skill set, and when we actively work to understand each other's differences and strengths, we promote both job satisfaction and efficiency in our organization.

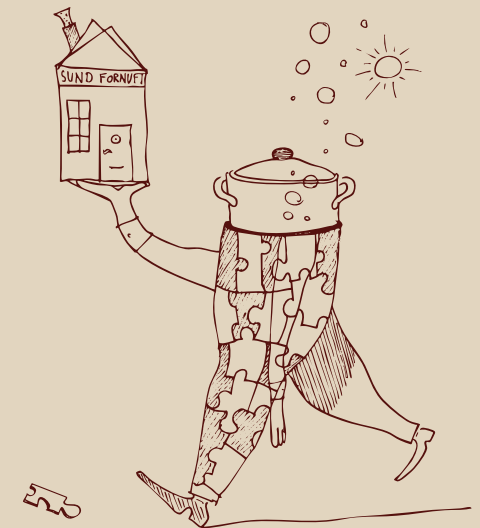


14

LOCA goal no. 14:

OUR ORGANIZATION

LOCA is here to make a difference, now and in the future – and a sustainable business starts with ourselves. We must ensure the framework for a profitable and financially sustainable business all the way around. A company that can survive on its own in a competitive market and continue to make a positive difference for generations to come. LOCA has been named a Børsen Gazelle in 2025, but our growth strategy is not necessarily to get bigger, but always to improve and become stronger.

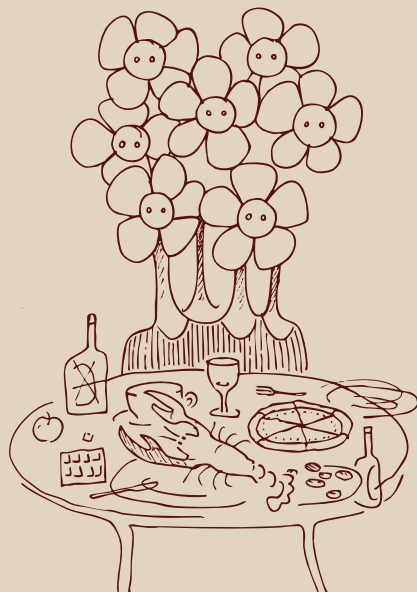


15

LOCA goal no. 15: **LONGEVITY**

At LOCA, we dream of being more of a lifestyle than a restaurant – and more of a movement than a business.

Our ultimate goal is therefore that people associate LOCA with the good, long life, and thus prefer us when they need a new canteen, as a place to go out with friends, to pick up their meal box to take home, to stop on the road for take-out or to treat themselves to the best restaurant for two or a large party.

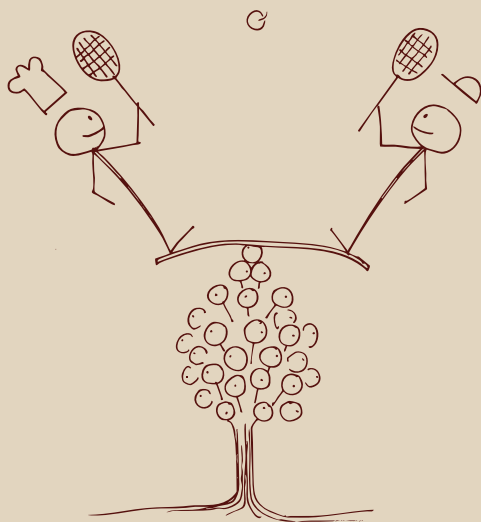


16

LOCA goal no. 16: **THE INDUSTRY**

If we want to continue to enjoy great dining experiences when we're out and about in the future, we, as an industry, need to ensure that our profession is attractive by any comparison, so we can attract and retain the right people, both now and in the future.

This requires us to abolish outdated traditions and cultures that scare people away from our profession, but it also requires us to work together to ensure more attractive conditions and competitive salaries, as well as training and working conditions, for the industry's employees.



17

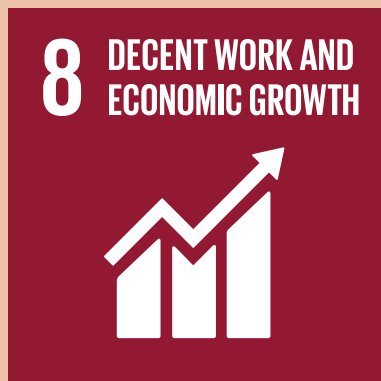
LOCA goal no. 17: **THE WORLD**

At LOCA, we are constantly seeking Danish and international partnerships that can contribute to economic growth, reduced inequality, and greater gender equality in the world's poorest countries.

We are a member of the Global Compact, which commits us to working purposefully with their 10 principles within human rights, labor rights, environment, anti-corruption and global goals, and in 2021 we initiated a collaboration with PlanBørnefonden, where we sponsor a girl's education or improved conditions in one of the world's most vulnerable countries for every FTE we employ in Denmark. In 2025, we support 50 girls in the world's poorest areas.



LOCA'S SELECTED GLOBAL GOALS



THE LOCA MANIFESTO

With taste and joy

... as the means, we will work to achieve the following goals:

1. THE FOOD

We strive to craft meaningful, delectable meals through an innovative approach characterized by unwavering quality and deliberate choices. We reject food waste while embracing **local ingredients, organic produce, animal welfare, and sustainable seafood**. We select **less meat, more greens, and responsible suppliers** that align with the United Nations' Sustainable Development Goals and the values we aim to embody.

But all of this is irrelevant if the food does not taste exceptionally good. Therefore, choices of inclusion and exclusion always go hand in hand with innovation, curiosity, and a strong craftsmanship, as the sustainable meal must and should make the angels sing.

GLOBAL GOALS:



2. THE PEOPLE

We will do away with outdated traditions and cultures, lack of diversity and inequality throughout the food chain. It is people who create unforgettable experiences, and community and togetherness are essential if you want to create change. In the LOCA family, we are driven by strong values such as joy, curiosity, integrity and a powerful will to create essential cultural changes within sustainable gastronomy, **diversity, and gender equality.**

GLOBAL GOALS:



3. THE ORGANIZATION

We aim to establish the framework for an **economically sustainable business** capable of self-sufficiency in a competitive market while continuing to make a positive impact for generations to come. The path to achieving this is paved with integrity and relies on professionally managed enterprises and the involvement of a culture-sustaining ownership group among key employees. Co-owners who, through their leadership, commitment, and enthusiasm, contribute to ensuring **clear communication, well-defined objectives, and favorable working conditions**. Additionally, we will always strive for responsible production with **minimal consumption of energy, chemicals, and plastics**, and maximize the use of renewable **energy sources**.

GLOBAL GOALS:



4. THE INDUSTRY

We will seek partnerships within the industry and collectively contribute to creating a healthy and sustainable industry culture. Poor leadership fosters negative working environments and unstable employees. Through fair wages and decent working conditions, it should be possible to maintain a work-life balance and make it attractive to remain in the industry throughout various stages of life.

GLOBAL GOALS:



5. THE WORLD AND THE GLOBAL GOALS

We want to **create growth not only in our part of the world**, but also in third world countries, as the majority of man-made global problems such as climate and inequality can be traced back to us in the privileged part of the world. We take our share of responsibility in contributing positively to the greater whole through our supplier and ingredient choices, as well as targeted initiatives aimed at **addressing inequalities for marginalized groups.**

GLOBAL GOALS:





ANNUAL SUSTAINABILITY REPORT

We know that whatever one can measure, one can change. That's why we set concrete goals for all our businesses and departments individually and collectively. At the end of the year, we produce a sustainability report that takes stock of the past year and looks forward to the year ahead:

- What have we achieved?
- Where can we improve?
- What differences have we made?
- What are our next goals?

The report presents the year's realized results, progress, and expected impact in facts and figures for each individual company and for LOCA as a whole, and sets the stage for establishing new goals for the coming years.





THE BRIDGE BETWEEN PLANETARY HEALTH AND INSPIRING TASTE

In every part of our business, we are driven by the idea that we can enjoy ourselves to a healthier planet. Eating in a climate-friendly manner must rhyme with great taste experiences; otherwise, we have failed in our mission. For example, a sustainable diet is not just about eating local produce – it depends on many factors, and here we lean on the UN Sustainable Development Goals to identify where our industry can contribute most. But how do we define sustainability?

At LOCA, we have chosen the following definitions

WHAT IS SUSTAINABILITY?

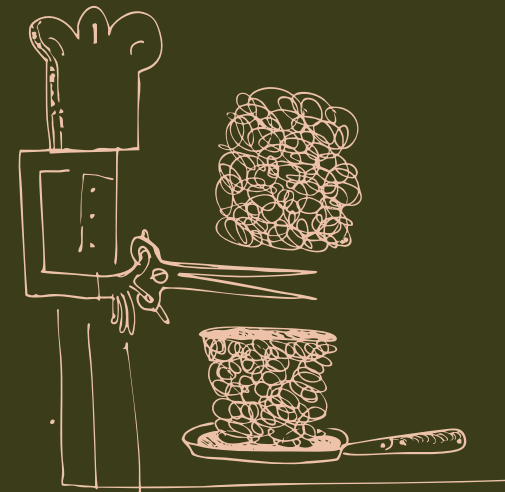
THE BRUNDTLAND COMMISSION 1987

A company is only sustainable when it is sustainable in its entirety. We believe this at LOCA, which is why the holistic concept of sustainability that was introduced by the Brundtland Commission in 1987 also forms the basis of our understanding of sustainability.



„Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.“

- Gro Harlem Brundtland





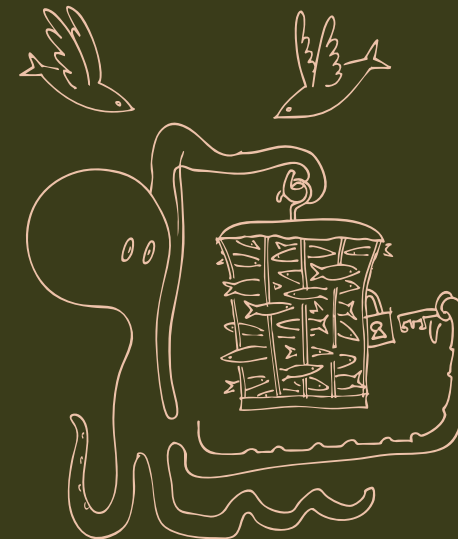
WHAT DEFINES THE SUSTAINABLE MEAL?

THE UN'S SUSTAINABLE MEAL

The United Nations Food and Agriculture Organization (FAO) describes the sustainable meal as an equal balance between four different factors:

At all LOCA stores, we adhere to the UN definition of a sustainable meal and work with the model in practice.

- Low climate impact
- Healthiness
- Must fit our culture
- Economic accessibility



SUSTAIN- ABILITY

As society and individuals, we need to explore and (re)discover ways of living that not only support our current well-being, but also long-term well-being for our children and grandchildren.

This is what you might call sustainable well-being. And this is the goal we must achieve if we want to preserve

both present and future human well-being in a climate and environmentally sustainable framework.

(Nygaard & Tønnesvang, 2013).

Sustainable well-being is measured as, among other things:

- Joy and positive emotions
- Life satisfaction



THE TRIPLE BOTTOM LINE

LOCA is a business, and nothing is sustainable unless it is also financially sustainable. For us, therefore, nothing is sustainable until it occurs within a trinity of environmental, social, and economic sustainability.

That's why we call our journey towards a sustainable world 'our imperfect journey', but we always strive to do a little better every day than we did the day before.

Perhaps our most important definition is that nothing is perfect – not even LOCA.





almanak
i operaen



PAULA



KILDEN
i haven



Dolores



RADIO



LOCA
KANTINER

THE LOCA MANIFESTO IS WHAT DEFINES US

Prepared by Dorte Juhl Østergaard and Merete Holst.
Co-signed by Christian Hoffmann and Michael Steijn.



MERETE HOLST
Founder, CEO & Head of Gastronomy

Merete is passionate about all that food can do: Making us healthier and stronger, creating pleasure and nourishment. That's why Merete has worked to raise the bar for what a meal can do – whether it's served in a gourmet restaurant, a hospital or as a daily lunch in the workplace. She trained as a chef at the Hotel d'Angleterre, where her gastronomic journey began. She then continued her career within fine dining as head chef at Le Canard in Aarhus, which, at the time, was among Denmark's top 10 restaurants. Merete lives for the difference that decent ingredients, good craftsmanship and thus fantastic meals can make, and after cooking really good food for the few at Michelin level, she dreamed of making a difference for the many. She was hired as head chef at a hospital where the new direction in the kitchen made a noticeable difference to the well-being of patients. Before founding LOCA in 2017 together with Dorte Juhl Østergaard, she was CEO and partner with Claus Meyer at Meyers Kantiner and Contract Catering for almost 10 years, where she was responsible for more than 30,000 daily meals, more than quadrupling turnover and increasing the bottom line tenfold. Today, together with Dorte, she heads LOCA – with the same uncompromising focus that has driven her entire career. Regardless of the scale, the goal is the same: Great meals that make a difference – with great ingredients, great craftsmanship and a focus on the health of the planet and ourselves.

CHRISTIAN HOFFMANN
Partner & Head Chef, Restaurant KILDEN i haven

Christian is a partner and head chef at Restaurant KILDEN i haven. He is an important part of LOCA's management team, where, together with Merete, he is responsible for LOCA's overall gastronomic level. He is a trained chef from D'Angleterre and has previously worked on the Royal Yacht Dannebrog, among other things. Christian has been part of LOCA since he took over the helm as head chef at Almanak in 2019, then located at The Standard on Havnegade, where he helped secure the restaurant a recommendation in the Michelin Guide three years in a row – in 2019, 2020 and 2021. Since then, he has worked at Almanak in the Opera House – and is now working at KILDEN i haven in the enchanting Tivoli Gardens. He is passionate about creating tasty and beautiful dishes with seasonal local ingredients – and has a love for the sea and seasonal vegetables.



DORTE JUHL ØSTERGAARD
Founder, CCO & Head of Sustainability

Dorte is passionate about creating a world where life can be enjoyed by people living today and by future generations. She grew up with nature and agriculture as her closest playground, and her love for both has left its mark on her entire working life. However, her career started far from Denmark's borders in the travel industry, where she specialized in developing experiences and hospitality that made a difference – experiences and emotions that remain as life-long memories. It was the dream of doing this again that led her to co-found LOCA with Merete Holst in 2017. Before that, however, her career took her back to agriculture, where she was an independent grower and supplier of fruit and vegetable solutions with Grønne Mølle for 10 years before selling her business. She then continued her career with some of Europe's largest agricultural organizations in plant-based foods. With 25 years of experience as both an entrepreneur and director in the food industry, Dorte brings a wealth of experience to LOCA, which she has supplemented with an MBA from Henley to specialize in sustainability in the industry. Thus, Dorte also has the overall responsibility for thinking sustainability into all parts of the LOCA business.

MICHAEL STEIJN
Head of Sustainable Procurement & IT

Michael – or Mr. Manifesto, as most people call him at LOCA – is LOCA's Head of Sustainable Procurement & IT and the spokesperson when it comes to sustainability and carbon accounting. He ensures that all data about our purchasing behavior is recorded, analyzed and translated into action in the organization. With almost 20 years of experience in procurement, data and sustainability, especially in the food and beverage industry, he is one of our strongest driving forces in turning knowledge into real results. His journey within organic food began in 2008, when Merete hired him to collect data on organic food, among other things. In 2011, this data was converted into an Organic Cuisine Label for Meyers Kantiner, as the first major chain in Denmark. Since then, he has led his own household to a stable silver level in the organic accounts. Michael is also at the forefront of our collaboration with the industry and external partners – relationships we prioritize highly at LOCA. With his solid experience, he has proven that a high level of ambition for organic food also leads to more plants on the menu, a lower carbon footprint and new conversations about ingredients in the kitchen.



Copenhagen, October 2025

Merete Holst *Dorte Juhl Østergaard* *Christian Hoffmann* *Michael Steijn*



In a world where there is much
that divides us, we go together.
Together we are LOCA.



KILDEN
i haven

almanak
i operaen



PAULA RADIO

LOCA
KANTINER

LOCA
VENUS COPENHAGEN

www.locagruppen.dk