



Sustainability report summary 2025

Linkosuo Oy





Revenue 2025

22.8 MEUR



Number of employees

203



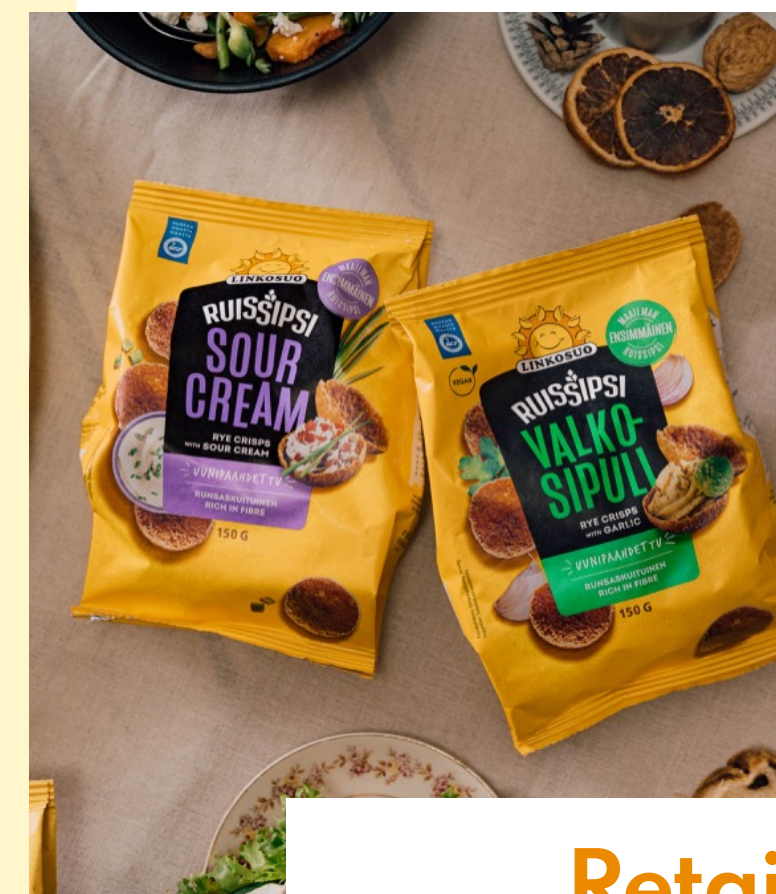
Brand products in grocery retail stores

50



Number of outlets

13



Retail



Restaurants & Cafés



Foodservice



Export

Founded in
1936

“You have to be
inventive
by nature and
act in an original way”

Aarne Linkosuo,
1936



Family
business



The story of Linkosuo began with a love story, when Aarne and Elsa Linkosuo founded a small bakery in the courtyard of a hotel in Tampere. That same inventive, energetic, yet warm and brightly bubbling feeling guides us even today.

Brand
pillars

Genuinely Sunny
Service



Creating Carefree
Moments



Natural Ingredients &
Strong Finnish Roots



Inventive Spirit & New
Taste Experiences

Brändin
kulmakivet

ENVIRONMENT
Less waste, more impact

PEOPLE
A valued employer

CUSTOMERS
Responsibility as part of
everyday life

PRODUCTS
High-quality and
innovative products

ETHICAL BUSINESS
Strong business

90 %
of Finns recognise the
Linkosuo brand*



Linkosuo's operational cornerstones in 2025

Revenue
22,8 MEUR

Number of employees
203

Bakery,
Production kitchen,
13 restaurants / cafés

Two new restaurants:
Rouheja and Fastelle
by Linkosuo

Launch of the
Puffi-product family

IFS Standard
score 95.58 %

100% of the
electricity used
at the Mannakorpi
bakery is Finnish
renewable
wind power

100% of the
grain used in
baking is domestic



Responsibility in our operations in 2025

Responsibility in management

- Updated strategy and sustainability roadmap for 2026–2030
- Updated double materiality assessment and stakeholder analysis
- Supervisor training and employee engagement in sustainability and strategy workshops

Products

- "Produced in Finland (Hyvää Suomesta)" -label awarded to 23 products
- Development of lunch offering with a focus on increasingly colourful and diverse salad buffet

Environment and resource efficiency

- 100% of grain used in baking is domestic
- 100% of electricity used at the Mannakorpi bakery is Finnish renewable wind power
- Over 5,700 meals sold via the ResQ app

Quality and unified digital systems

- IFS Standard score 95.58 %
- Strengthening the quality team
- New ERP system implemented in restaurant and café services
- Unified digital self-monitoring system across all locations



Key sustainability focus areas

Sustainability is an integral part of our business operations and daily decision-making. It guides our development and everyday choices.

Our sustainability roadmap brings together our work under five main themes and helps identify the most important focus areas. Based on these themes, we set clear targets for the coming years and define concrete actions. We monitor progress annually. This ensures that our sustainability efforts guide us systematically towards shared goals.



	Focus	Long-term objective
Environment	Less waste, more impacts	The more efficiently we utilise the energy and materials we use, the lower the environmental impact of our operations. By making better use of side streams in our own and our partners' operations, we can further improve efficiency. We continuously focus on developing practical solutions and new ideas to enhance energy and material efficiency.
People	A valued employer	Our goal is a safe, equal and encouraging work environment where everyone can develop and find their work meaningful. We work closely with occupational health services to support employee wellbeing, and we take care of our employees' coping, health, and safe and ergonomic working environments in different roles. We support skills development by offering opportunities for training and professional growth as part of everyday work. We want to be a workplace where people enjoy working and want to commit long term.
Customers	Responsibility as part of everyday life	Responsibility is visible in our everyday life in every customer encounter. We listen carefully to our customers and consumers and develop our products and operations based on their feedback and sustainability expectations. Close cooperation and open dialogue help us provide solutions that support sustainable everyday life – in an easy, understandable and reliable way. We talk about sustainability the way we operate – openly and honestly. Our sustainability communication makes visible what we do, why we do it and where we are heading. This way, our customers can trust that our commitments are reflected in concrete actions and everyday choices, not just in words.
Products	High-quality, innovative products	The quality and safety of our products are fundamental values that underpin our entire business. We continuously develop our operations in line with responsibility, investing in healthiness, domestic sourcing and innovation to meet changing customer needs. We aim to offer solutions that support responsible choices for both our customers and end consumers.
Ethical business	Strong business	Sustainable and profitable business enables long-term responsibility work. We strengthen our market position, develop our operations and build a profitable business that creates value for owners, customers, employees and society as a whole.

Development of key indicators



Linkosuo's key indicators	2025	2024	2023	2022	2021
Environment					
Scope 1 emissions (tCO ₂ e)	792	654,9	883,6	1328,1	1578,8
Scope 2 emissions (tCO ₂ e)	125	1905,3	899,5	893,7	425,4
Bakery production volume (tonnes of dough)	5191	5194	4124	3902	4390
Bakery carbon footprint per production volume (tonnes / tonnes)	0,18	0,48	0,50	0,64	0,53
Bakery water consumption (m ³)	15066	14330	15015	11980	10445
Bakery water consumption per production volume (m ³ /t)	2,9	2,8	3,6	3,1	2,4
Raw materials used at the bakery (tonnes)	3617	3550	3003	2821	3104
Raw materials per production volume at the bakery (tonnes / tonnes)	0,70	0,68	0,73	0,72	0,71
Total waste sent to material recycling at the bakery (tonnes)	392	447	324	341	392
Waste sent to energy recovery at the bakery (tonnes)	44	40	79	72	80
Total waste per production volume at the bakery (tonnes / tonnes)	0,10	0,10	0,10	0,11	0,11
Social					
Number of employees	203	201	202	213	212
- of which women / men – bakery (%)	43 / 57	33 / 67	33 / 67	36 / 64	31 / 69
- of which women / men – restaurants and cafés (%)	85 / 15	83 / 17	86 / 14	86 / 14	90 / 10
Workplace accidents (bakery / restaurants and cafés)	6 / 7	3 / 4	3 / 4	3 / 8	3 / 4
Absence rate (%) (bakery / restaurants and cafés)	7,6 / 3,1	6,5 / 4,1	5,1 / 4,0	6,3 / 4,0	7,4 / 2,6
Economic					
Revenue (MEUR)	22,8	22,9	22,9	20,3	17,4



Kiitos!
Thank you!

www.linkosuo.fi

