



2019 ESG Report

EquipCapital

Letter from the Managing Partner

We started fresh in 2019 and had the privilege of defining our own values and how we want to act as a firm. ESG is an integral part of the Equip DNA, and we integrate ESG in all our core processes. Investors, employees, customers and consumers care about this and expect us to take our part of the responsibility.

And we care. We are a young team that believes in making the world a better place. It was an easy choice to sign up to UN PRI as soon as we had the opportunity to do so. All our companies select their own UN SDG goals that they focus on giving us a mission that we can work towards together. Our companies care as well. The response from portfolio executives and employees has been exclusively positive.

Starting fresh means that we had the opportunity to define all our processes according to best practice. We have onboarding packs that take all our companies up to a solid level from day one. Due diligence tools have been developed and used in our acquisition processes. Our compliance routines have been key to us when setting up as a modern asset manager. Compliance is a much broader and more complex area than most people think, and our legal partner BAHR has been instrumental in setting this up.



We will continuously improve our efforts in core areas such as climate change. The carbon footprint in several of our companies has been actively reduced with investments such as LED lighting in Busfabriken. We will over the next year extend our reporting regime across all companies to also include our contribution to reduced CO2 emissions.

COVID-19 has changed many things although the outbreak is so far less severe in the Nordic region than in many other countries. Swift and firm governmental action as well as substantial economic support packages from the governments across the region giving us reason to be optimistic. Our team had developed contingency plans together with our portfolio companies ahead of the virus outbreak which we immediately implemented. We have now turned our attention to how we develop our companies in a different macro environment, and we are optimistic. Our companies are leaders in their niches, and are all well positioned to emerge even stronger during our ownership period and take responsibility for our future.

"Our companies are leaders in their niches, and are all well positioned to emerge even stronger during our ownership period and take responsibility for our future."

Sverre B. Flåskjer
Managing Partner, Equip Capital

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We build better companies

Our approach to active ownership

A core part of Equip's investment strategy is to build robust partnerships with entrepreneurs and management teams. Equip takes control positions in profitable businesses with unrealised growth potential that can be triggered by applying our ownership methodology and expertise. Our approach is based on successful execution on focused, actionable value creation plans that build better companies.

Founded in 2018, Equip Capital is a Nordic private equity firm headquartered in Oslo, Norway. Equip's team has an extensive investment experience across three verticals: consumer, industrials and business services.

Our values

Our values guide how we work and we are committed to building a firm and culture based on these five principles:

- › **Trust**
Each other, our stakeholders and the facts
- › **Ambition**
A prerequisite for superior value creation
- › **Collaboration**
Diversity and teamwork give better results
- › **Down to earth**
Be professional and unpretentious
- › **Agility**
Open to new ideas and move fast when necessary

Our mission

Our mission is to build better companies – for shareholders, employees, customers and society. We fundamentally believe that this creates most value for all stakeholders in the long run and are therefore strongly committed to promoting sound principles for protection of the environment, social responsibility and proper corporate governance in the execution of our ownership.

Equip strives to be the best owner for companies. We commit to raise ESG standards during our ownership period, but also to bring the ESG perspective into our investment analysis and decision-making processes. Our portfolio companies all serve as examples of how we work on ESG and support the UN Sustainable Development Goals.

All employees are required to commit to Equip's values, mission and vision when joining the firm by signing the Equip value statement.

6

Team Members

47

Year of Experience

6

Portfolio Companies

Internal procedures

Equip Capital AS (the Company) acts as an investment adviser to Equip Capital Fund I (GP) LP (the Client), the general partner and manager of the alternative investment fund Equip Capital Fund I LP (the Fund). The Company further provides certain ancillary advisory services to the Client related to the risk management of the Fund and the valuation of the assets of the Fund.

With the ambition of being a leading private equity player in the Nordics, Equip Capital has adopted a comprehensive set of internal routines to ensure that its operations are conducted in a manner compliant with the Company's contractual obligations with its clients and within relevant legislation. In addition, our internal routines have been developed to promote sound business judgement and be at the forefront of corporate governance.

All employees are required to have knowledge of the procedures relevant to their tasks and perform their duties in compliance with these in their daily operations for the Company. Employees are required to inform the compliance function of any suspicion of violation or breach of the internal procedures, or if the internal procedures are inadequate or should be amended. The internal procedures are reviewed annually by the Board of Directors of Equip Capital.

- The internal routines of Equip Capital consist of the following documents:**
- Rules of procedure for the board of directors
 - Instructions regarding the Company's compliance function
 - Procedures for internal control
 - Procedures for safekeeping of documentation
 - Procedures for the advisory function of the Company
 - Procedures for due diligence of potential investments
 - Environmental, Social and Governance policy
 - Procedures for ancillary services
 - Procedures for marketing
 - Anti-corruption policy
 - Conflicts of interest policy
 - Personal transactions policy
 - Procedures concerning confidentiality
 - Privacy protection policy
 - Whistle-blowing policy
 - Workplace harassment policy
 - Procedures relating to listed instruments
 - Declaration of confidentiality and knowledge of internal instructions
- Limited Partners of Equip Capital Fund I LP can obtain the current internal procedures by contacting the Company's CFO and Compliance Officer, Ms. Charlotte Ekanger.

ESG Policy

Equip's environmental, social and governance policy (ESG policy) was developed for the purpose of promoting and maintaining proper decision-making processes that focuses on high environmental, social and governance standards, and to encourage the establishment of appropriate ESG measures in portfolio companies.

Environmental

Equip seeks to minimise environmental impact and encourages environmental consciousness. Equip does not accept products or working routines that are unreasonably harmful to the environment or components of products that do not live up to high ethical, environmental and safety related standards.

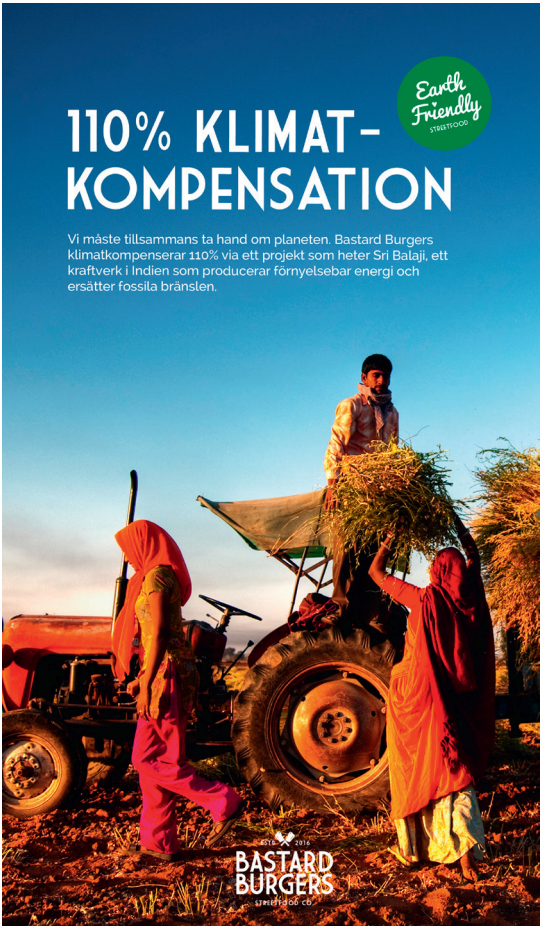
Social

It is Equip's objective to be socially responsible with regards to its advisory business, and to contribute to the development of the communities in which companies operate by promoting sustainable and profitable growth of the Equip portfolio companies.

Governance

Equip acknowledges the importance of good corporate governance in connection with its business, and thus adheres to all applicable anti-corruption laws and best practice standards. The principles of fair business and marketing practices are essential to us, and Equip will thus seek to take all reasonable steps to ensure the quality and reliability of the goods and services provided by Equip and its portfolio companies.

Equip will exhibit honesty, integrity, fairness and respect in all its business dealings, and do not make representations or omissions, nor engage in any other practices that are deceptive, misleading, fraudulent or unfair.



Compliance function

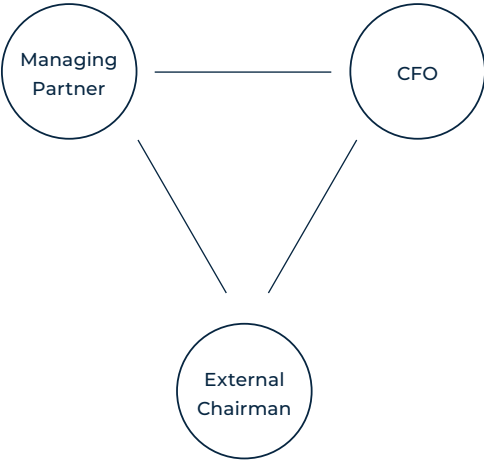
Equip acknowledges the importance of good corporate governance in connection with our business and will therefore adhere to all applicable anti-corruption laws and best practise standards.

The Board of Equip Capital AS has appointed a Compliance Committee consisting of two internal members and an external member (a representative from the Company's legal advisor). The task and functions of the committee is to review all proposed investment advice to be rendered by Equip to ensure that any recommendations are made within the bounds of the investment strategies and within the limits with regards to, inter alia, the risks and instruments of the relevant funds advised by Equip as well as reviewing potential conflicts of interest.

Equip will comply with sanctions and screen any sellers, key people and ultimate beneficiaries against sanctions list. In addition, there are several types of companies that Equip will not invest in; for instance (but not limited to) in companies involved in coal, weapons, firearms and ammunition, nuclear power, drugs, tobacco, alcohol, gambling, genetic engineering, corruption, animal testing, companies targeting criminal activities such as money laundering, financing of terrorism, tax crime or a company that appears on the list of companies excluded from the investment universe of the Norwegian Government Pension Fund (Global) (NO: Statens Pensjonsfond Utland) from time to time.*

*) www.nbim.no/en/responsibility/exclusion-of-companies/

Compliance Committee



UN Sustainable Development Goals

Equip Capital recognises the impact private equity owned companies may have on the environment and society at large and are therefore strongly committed towards promoting sound principles for the protection of the environment, social responsibility and proper governance practices in the course of our business conduct.

The year 2020 kicks off a decade of action of the global commitment towards achieving the 2030 agenda decided by the United Nation Members States in 2015. With 10 years left, it is becoming more important than ever to mobilise for accelerated action to deliver the Sustainable Development Goals (SDGs) to ensure sustained social, economic and environmental gains.

In line with our ESG Policy, each of Equip's portfolio companies shall always be committed to at least one of the 17 UN Sustainable Development Goals as we believe that working towards these goals is key for creating most value for all stakeholders in the long run and thereby deliver solid returns to our investors.



The UN Principles for Responsible Investment

Equip Capital became a signatory of the Principles for Responsible Investment (PRI) as instituted by the United Nations in February 2020.

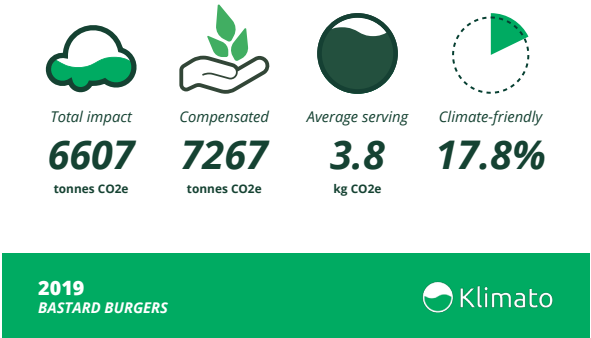


Signatories' commitment

- Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.
- Principle 6:** We will each report on our activities and progress towards implementing the Principles.

How Equip commits to the PRI

- Equip's active ownership approach is consistent with the Principles
- Equip addresses ESG issues in our investment policy statements
- Equip has developed an ESG Assessment Tool and ESG risks and opportunities are an integrated part of the Equip Risk framework
- ESG factors are a part of Equip's due diligence process
- Equip assesses whether the management teams have the capability to incorporate ESG issues through our ESG Assessment Tool and Management Assessment Tool
- Equip actively engages with potential targets and our portfolio companies on ESG issues
- Equip is committed to ensure alignment of investment policy, monitoring procedures and performance indicators
- Equip is committed to train their employees in best ESG practises and will continue to develop the team through internal and external seminars and training activities. Equip seeks standardised and frequent reporting on ESG related topics both on Fund and portfolio level
- Equip provides an annual ESG report to investors in addition to integrating ESG issues in the quarterly investor report
- Equip follows Invest Europe's Handbook of Professional Standards



Extract from Bastard Burgers' 2019 Climate Report

How we include ESG in our ownership approach

ESG is a core part of Equip's investment policy which is systematically applied across all our investment and ownership activities. We have developed proprietary tools to analyse ESG aspects when evaluating new investment opportunities. In the coming sections we will describe the tools we use followed by how they are applied in the portfolio companies.

Equip Risk Framework

A comprehensive understanding of risk factors is core to Equip's investment approach. As we base our value creation on driving growth and profitability, it is instrumental to understand which risks an investment is exposed to, whether they are external or internal (the latter is easier to manage), and last but not least how they are interlinked. We have therefore developed the Equip Risk Framework, which seeks to identify and assess all risks for a given investment opportunity. For all significant risks we assess both impact and probability, and we establish KPIs which allow us to monitor the risks throughout our ownership period.

ESG is a core part of this framework, covered through the application of the Equip ESG Assessment Tool.

See Equip Risk Framework model on page 11.

ESG Assessment Tool

Already at the deal sourcing stage, Equip seeks to identify ESG related risks and opportunities by using our proprietary Early Deal Assessment Tool and our ESG Assessment Tool. These tools also help us to determine whether a company is within or outside the Equip criteria and focus the due diligence.

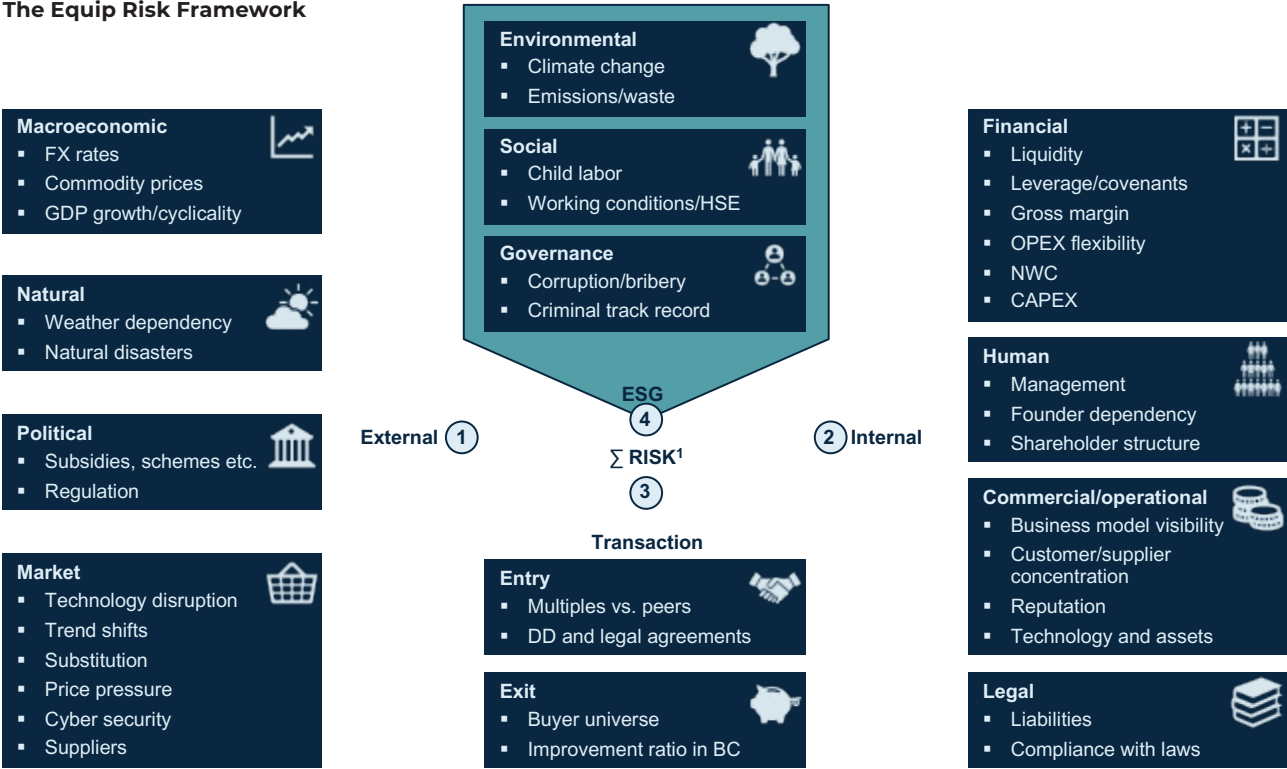
The Equip ESG Assessment Tool is an integral part of the due diligence of a potential investment and based on the output of the tool, Equip considers whether deep dives are necessary and whether external resources are required for further investigation. This standardized but comprehensive questionnaire is based on the guidelines from Invest Europe and aims to gauge how advanced a company is with its ESG policies and reporting. The questionnaire will also assist with the identification of potential issues that might require a more detailed technical assessment, as well as opportunities to enhance value and mitigate risks. The tool includes 90 questions in total asked on business level, overall regarding ESG/ Sustainability Governance as well as detailed questions regarding the environmental, social and governmental aspects of the business. The questionnaire is typically completed with large involvement from the target company's management team, which allows for alignment and specific discussions on ESG related matters throughout the acquisition process.

"We perceive Equip to be extremely thorough and professional in their ESG reviews, both during the acquisition process and through their ownership."

Berit Sjøvik
CEO, Makeup Mekka



The Equip Risk Framework



¹) Not exhaustive

ESG and value creation plan

The output from these tools are then used to identify any exclusion criteria, risks, and opportunities of a potential investment. This work typically results in one set of issues to be addressed immediately after acquisition, and one set of improvement areas to be addressed over time. The first set of issues are typically included in the post-acquisition/100-day plan and handled through the implementation of the Equip onboarding pack, further detailed below. The longer term improvement areas are typically considered when developing the value creation plan for the upcoming ownership period, including a set of targets and KPIs used to measure development over time. This part also includes commitment to at least one of the Sustainable Development Goals. All of this work then forms an integral part of the investment advice to the Investment Committee and Equip Capital Fund I (GP) LP.

Very often the ESG improvement areas and opportunities coincides with the general value creation plan. At Makeup Mekka for example, the customers are extremely cautious of animal testing and any ingredients from animals. Consequently, it is a core part of the company's value creation plan to further improve its product line by taking the last step from 99% to 100% vegan products, and not only be 100% cruelty-free (no animal testing). Other examples are Bastard Burger and Holy Greens, where the general wellbeing and satisfaction of employees together with food quality and taste are the most important success factors for attracting guests to the restaurants.



"One of the most important things for our planet, is that humans eat a healthy and nutritious diet focused on plant based ingredients, which are locally produced. Our planet is doing better with what the human body feels good about – a perfect symbiosis! Holy Greens' concept is based on this symbiosis, and Holy Greens would not exist without its focus on sustainability."

David Egonson
Co-Founder, Holy Greens

Implementation and Equip onboarding pack

Implementation of the value creation plan, including ESG related improvement areas and relevant SDG always starts at the level of the Board of Directors of the relevant portfolio company. This plan is then further detailed into a strategic action plan with KPIs, milestones and targets, to be implemented by the management team. The plan is dynamic and continuously adjusted, and reviewed once a year by the Board of Directors ahead of the budget process.

During the first months of ownership, the Equip onboarding pack is implemented and adopted by the Board of Directors of the relevant portfolio company. In addition, any other short-term risks or issues (ESG related or not) not addressed by the onboarding pack are mitigated. The onboarding pack includes a template for ESG policy, which then is tailored to meet the ESG aspects of the value creation plan and the SDG that the company has committed to.

The onboarding pack consist of the following documents:

	Makeup Mekka	Rush	Holy Greens	Bus-fabriken	Bastard Burgers	Funn
ESG Policy	√	In progress	√	In progress	In progress	In progress
Code of Conduct	√	In progress	√	In progress	In progress	In progress
Anti-corruption Policy	√	In progress	√	In progress	In progress	In progress
Whistle-blowing Policy	√	In progress	√	In progress	In progress	In progress
Workplace Harassment Policy	√	In progress	√	In progress	In progress	In progress
GDPR Privacy Protection Policy ¹	√	In progress	√	In progress	In progress	In progress
ESG Procedure relating to 3rd parties ²	√	In progress	√	In progress	In progress	In progress
Standard SHA	√	√	√	√	√	√
Instructions for the Board of Directios	√	In progress	√	√	In progress	√
Instructions for the CEO	√	In progress	√	In progress	In progress	√

In addition, we provide a competition law policy and sanctions policy to be implemented, if relevant. We typically implement new and standardised employee agreements for all key employees as part of our acquisitions. We also procure the portfolio companies with standard employment agreements, standard consultancy agreements (both corporate and non-corporate) as well as a non-disclosure agreement.

¹⁾ Incl. GDPR template Article 30 protocol for recording of data processing activities.
²⁾ Incl. ESG self-assessment questionnaire and ESG checklist for use of 3rd parties

ESG in our portfolio companies

Our vision is to be *the best owner* for companies

Company	Sustainable Development Goals	2019 KPIs			
		Revenues	FTEs	Sick leave	Female employees
Makeup Mekka Online retailer of colored cosmetics		NOK 77.4m	18	4.2%	91%
Rush Operator of indoor trampoline parks in the Nordics and Germany		NOK 161.1m	83*	4.0%	57%
Holy Greens Chain of salad restaurants in Sweden	 	SEK 111.9m	70	3.8%	84%
Busfabriken Operator of indoor play centres in the Nordics		SEK 144.3m	73	0.7%	71%
Bastard Burgers Chain of fast-casual burger restaurants		SEK 228.2m	215	2.8%	38%
Funn IT service provider		NOK 170.2m	70	3.9%	4%

*) Excluding FTEs in the Airhop Essen park acquired on 28 January 2020.

ESG strategy and SDG alignment per portfolio company

MAKEUP
MEKKA

rush
TRAMPOLINEPARK

BUS
fabriken

HOLY
GREENS

ESTD 2016
BASTARD
BURGERS
STREETFOOD CO.

FUNN



Makeup Mekka

Investment date	Country of operation	Sector
7 May 2019	Norway	Consumer



ESG strategy and SDG alignment

Next generation consumers have wide access to information through mobile devices and social media, and are therefore better informed relative to other consumers. Their knowledge about products they buy is thus extensive, not only with respect to product features, but also with respect to how the products are made. Hence, they have a better understanding of what a product should cost, and the impact of the products and their consumption on the environment.

Makeup Mekka has successfully built a strong brand in this demanding consumer group based on low prices and sustainability. The company develops all its products in-house, but they are produced using external manufacturers across Asia, Europe and the US. This allows the company to bypass expensive intermediaries and gives more control with respect to ingredients used and how the products are made.

Core to Makeup Mekka's strategy is to sell products that are as human, animal, and environmentally friendly as possible. Makeup Mekka distances itself from animal testing and sells 100% cruelty free makeup. The only products sourced from China, where animal testing is still common, are tools and accessories. In addition, the company has a target of providing 100% vegan products during 2020, where the only remaining effort is to replace bee wax in some of its products.

Makeup Mekka constantly works on reducing packaging. Most products are sold without any second layer of packaging and product information is available on the company's website. It is also a continuous effort to make the packaging more sustainable, for example by selling sets of brushes in envelopes made of paper rather than plastic bags. Reduced use of plastics is a general focus area for the company, also by using plastic-free formulas and ingredients. It is not yet however, it is not yet possible to avoid plastic in the first layer of product packaging, but the company uses recycled plastics when possible.

Makeup Mekka has also made a social commitment with its philosophy of providing makeup to everyone, independent of skin tone, look and gender. The company's philosophy is that makeup improves quality of life, artistic expression and joy.

During the first year of ownership, Equip has been leading an effort to professionalise Makeup Mekka's supply chain and internal routines. Although the due diligence revealed no major issues, the company's practices have now been formalised and further improved through the implementation of new supplier contracts and routines for ingredients. In addition, the company has implemented Equip's onboarding pack.



Rush and Busfabriken

Company	Investment date	Country of operation	Sector
Rush	5 Jul 2019	Norway, Danmark & Germany	Consumer
Busfabriken	1 Oct 2019	Norway, Sweden & Denmark	Consumer



ESG strategy and SDG alignment

According to the World Health Organisation (WHO), childhood obesity is one of the most serious public health challenges of the 21st century. Overweight and obese children are likely to stay obese into adulthood and are more likely to develop diseases like diabetes and cardiovascular diseases at a younger age. Overweight and obesity, as well as their related diseases, are largely preventable. Prevention of childhood obesity therefore needs high priority. WHO recommends that children should be physically active for at least 60 minutes per day.

In Norway, c. 15% of 9-year-old girls are overweight and c. 5% obese, while 13% and 3% of boys were overweight or obese¹. Research show that from 1975 to 2000, the average weight for a 9-year-old child have increased by more than 3 kilograms.

Rush and Busfabriken enable people, and especially young people, to be physically active, exercise and improve their health while having fun. This is increasingly important in a world where we spend more and more time in front of digital tools.

Visits to Rush and Busfabriken are typically close to home and hence let families enjoy a great experience together without too much travel.

Rush has decided to become climate neutral and improve waste handling as part of Equip's ESG agenda for the company.

As majority owner in Busfabriken, Equip has decided to install LED lighting in all play centres, reduce the amount of plastic consumption, and improve waste handling in the restaurants as part of the ESG plan. The company has also decided to move to cash free solutions, as a means to reduce theft and discourage black market economies.

Although we take pride in keeping people physically active, we decided to close all venues when the COVID-19 virus began to spread in Northern Europe as a precautionary measure to limit infection risk for both visitors and employees. We are confident that was the most responsible decision to make.

¹) 2018 numbers according to Norsk Helseinformatikk AS (www.nhi.no)



Holy Greens

Investment date	Country of operation	Sector
21 Aug 2019	Sweden	Consumer



ESG strategy and SDG alignment

Holy Greens was founded by two entrepreneurs in Southern Sweden, David Egonson and Nebojsa Pavicevic. David, an aspiring lawyer at the time, became increasingly interested in healthy food, nutrition and healthy living. Struggling with finding healthy lunch alternatives at a reasonable cost, the idea of Holy Greens gradually took shape. "The available salad options were either cheap but low on nutrition or very expensive. I looked to international success concepts offering great salads based on local and organic ingredients at a reasonable price point and became convinced that there was space for something similar in Sweden", David recalls.

Partnering with local restaurateur Nebo in Helsingborg, Holy Greens was born. The first unit opened in 2013 in Helsingborg and became an immediate hit. Now counting 13 units across Sweden, Holy Greens offers a healthy lunch alternative to thousands of Swedes every day.

Holy Greens is a company built around organic, locally sourced ingredients and a genuine wish to give people the opportunity to eat healthy in a sustainable way. It is

Holy Greens's philosophy that healthy food should be easily available, served fast and taste fantastic. Holy Greens only serve products with sustainable ingredients, which are mainly locally sourced and produced ecologically. For instance, the chicken served is from Bjärefågel which is the only climate certified chicken in Sweden, while the shrimps served in the salads meet the MSC's¹ global standard for sustainability and the salmon is ASC² certified. Vegetables are purchased from local organic-focused farmers.



Holy Greens also seeks to limit their environmental footprint throughout its operations and thus all plates used are made from sugar beet and are fully degradable, and all cutlery is fully recyclable. It is also an important part of the company's ESG agenda to ensure that Holy Greens is a great place to work for all employees.

¹) www.msc.org, ²) www.asc-aqua.org



Bastard Burgers

Investment date	Country of operation	Sector
13 Des 2019	Sweden	Consumer



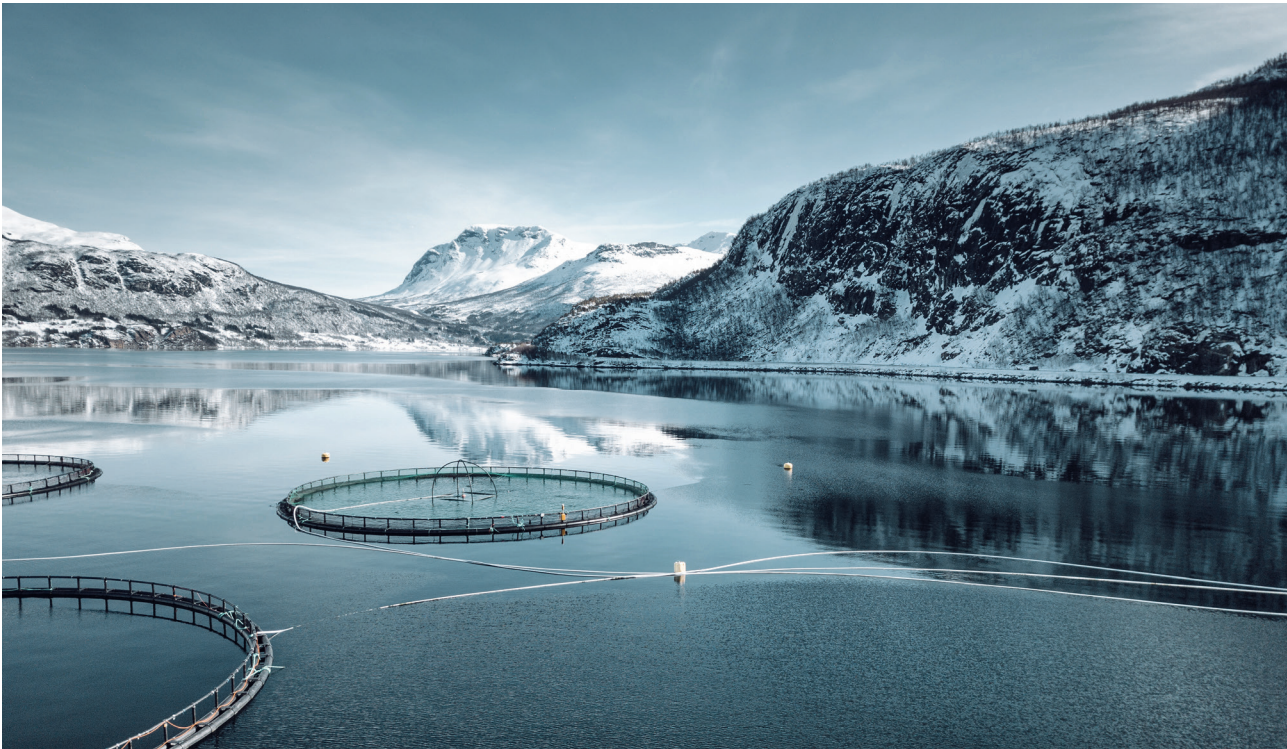
ESG strategy and SDG alignment

Bastard Burgers not only sells the world's best hamburger, it was the first hamburger chain to develop a parallel vegan menu of all its burgers. This includes sourcing of not only plant-based burger patties from Beyond Meat, but also extensive product development to make sure all sauces and garnish meet the strict taste criteria. Veganism is a strong trend globally, driven by the environmental concerns related to CO2 emissions, water consumption and animal welfare. This trend is especially strong among younger, female consumers and Sweden is one of the most advanced vegan markets. By continuously improving its vegan offering, Bastard Burgers both widens its target group and contributes positively to the environment. Currently, about 15% of sales come from vegan hamburgers and vegan side orders.

Sustainability and responsibility are integral parts of Bastard Burgers' culture and strategy. In addition to offering vegan alternatives, the company climate

compensates 110% of its CO2 emissions from food sold. There is also a continuous effort on reducing food waste, reducing plastic consumption and improving recycling across all restaurants.

The responsibility also includes the wellbeing of employees and customers. This ranges from hygiene in restaurants – obviously particularly important during the COVID-19 pandemic – to focusing on employee satisfaction and development. As a company with its roots from Luleå in Northern Sweden, the responsibility also includes supporting local communities through sponsorships of local sports clubs, to providing food to schools and community servants. This work, in combination with the strong position based on taste, quality and menu offering, has resulted in a strong followership among consumers and employees.



Funn

Investment date	Country of operation	Sector
21 Jan 2020	Norway	Business Services



ESG strategy and SDG alignment

Funn enables a more efficient use of society's resources by improving IT operations and digitisation of processes. The company has a broad customer base within the SME market in Northern Norway and delivers complete IT solutions, from hardware to cloud solutions to consulting, helping their customers to become more efficient and effective. For example, the company offers digital communication solutions, enabling efficient communication within the organisation and to customers without having to travel along the long, Norwegian coastline or abroad.

Aquaculture is Funn's largest industry vertical. Within aquaculture, Funn helps to increase the world's supply of food with high protein quality and Omega 3 content. Fish farmers depend on Funn's robust communication solutions to run their offshore installations in a safe and efficient manner.

Funn is a leading provider of cloud services and was one of the first IT service providers in Norway to completely migrate from a physical data center to the cloud (Microsoft's public cloud, Azure). With this setup, Funn helps its customers reduce their environmental footprint through fewer servers, less hardware and lower electricity usage.



EquipCapital

We build better companies

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