



BRILLIANT BASICS DASHBOARD

JOE & THE JUICE

MB 2.0





We Are Guided by Our Vision and Company Pillars



COMPANY VISION

"BECOME THE FIRST TRULY GLOBAL
PEOPLE CENTRIC FOOD & BEVERAGE BRAND"

COMPANY MISSION

"TO OFFER A HEALTHY, CONVENIENT, AND AMBIENT EXPERIENCE WHEN ENTERING OUR UNIVERSE"

COMPANY PILLARS

HEALTH

EXPERIENCE

CONVENIENCE

SUSTAINABILITY

STRATEGIC FOCUS



OUR STORES



OUR JUICERS



OUR PRODUCTS

COMPANY VIRTUES



POSTIVE ATTITUDE



INCLUSION



SOCIAL TIES



GROWTH

"I see my role as both protecting the legacy and unique brand of JOE & THE JUICE and pushing the boundaries of how we can drive impact and satisfy consumers around the world.

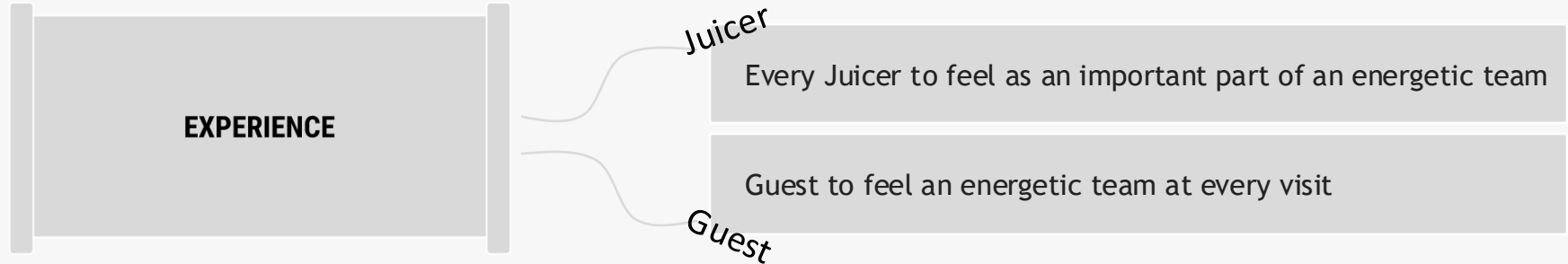
To achieve our vision of becoming the first truly global people centric F&B brand, we constantly calibrate our focus to our stores, products and most importantly, our juicers."

Thomas Nørøxe



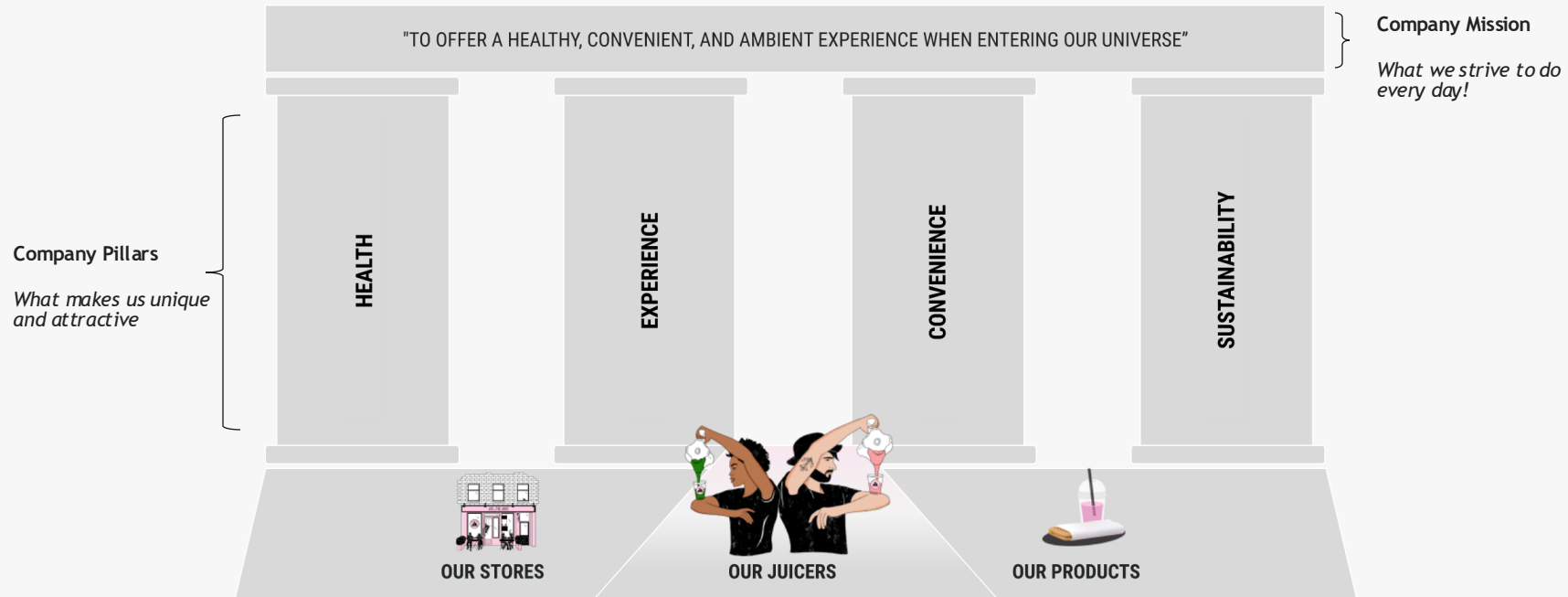
PUTTING THE “EXPERIENCE” BACK IN THE FOREFRONT

The past years, we’ve focussed so heavily on core operational KPI’s - it is time to reignite the company mission



This is Joe!
- *It's our identity*

How do we offer an ambient experience?



*Joe & The Juice's Strategy House



HOW WE WIN EVERY DAY

Brilliant Basics: Store Performance & Leadership



*“Great stores are built on **consistent** operational execution and great leadership.”*

Brilliant Basics:

Defines how we deliver strong performance, operational discipline, and great guest experience every day.

This is our shared definition of store success.

TEAM • EXPERIENCE • PERFORMANCE

“Performing stores maintain discipline, and consistency across all drivers: every day & every shift.”

- TEAM:** Management presence & Ideal Management
- EXPERIENCE:** Guest satisfaction & operational execution
- PERFORMANCE:** Commercial results & Compliance standards

Brilliant Basics

IS OUR BASELINE.





MANAGEMENT PRESENCE

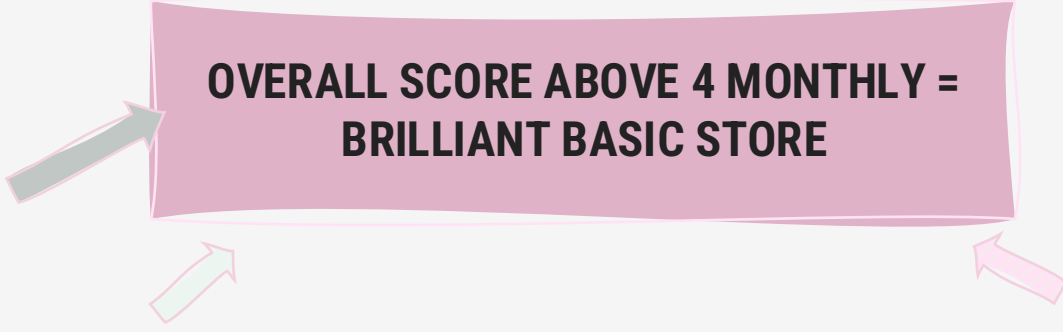
85% = BB

Store Leadership drives shift stability and performance. "Our ambition is to always have a manager on shift"

IDEAL MANAGEMENT

50% = BB

Ideal store leadership-amount is key for our 3 C's, **Cleanliness, Consistency and Connection** with our guests.



MYLI SCORE

3,75 = BB

Online 'Tripadvisor' ratings dictates our ability to get new guests into our stores.

COMPLAINTS PR. 1.000

1,5 = BB

Guest perception defines store success.

C.P.T.

75% = BB

We need speed to compete. Biggest driver of convenience is product speed.

AVG. STORE ASSESMENT

75% = BB

Maintaining a critical mindset to the guest perception and experience in our stores.

HEALTH RATING

😊 = BB

No operational excellence without compliance discipline. "The Bread and Butter in F&B."

REVENUE FORECAST

0% = BB

Hitting our forecasts - results in seamless workflow and fun BTC.

WASTE

3,3% = BB

Controlled Waste showcase operational discipline. "One apple more – one less store."

STORE SALARY

0% = BB

Strong shift plans – fewer blue hours.



MANAGEMENT PRESENCE

85% = BB

- Ensure Monthly shift-plan is done with a 85% M.P mindset to begin with
- Weekly follow up

MYLI SCORE

3,75 = BB

- Brand Haviour - & Till Discipline Daily Training and expectations

HEALTH RATING

😊 = BB

- DCW, Risk proof and Store assessments (360 and BB)

IDEAL MANAGEMENT

50% = BB

- Ensure Most important Locations are filled with Management Pipeline
- Ensure to have a Development plan for all Pipeline employees

COMPLAINTS PR. 1.000

1,5 = BB

- Brand Haviour - & Till Discipline Daily Training and expectations

REVENUE FORECAST

0% = BB

- Daily Dashboard check and execution

1

CHECK DASHBOARD TARGETS DAILY

Include in DCW

C.P.T.

75% = BB

- Daily & Weekly follow up on productivity execution
- Product training and activating on the go training for ref.

WASTE

3,3% = BB

- Store assessment
- Count verification

2

THROUGH ROTB FOLLOW UP ON WEEKLY PERFORMANCE

AVG. STORE ASSESMENT

75% = BB

- Daily Store follow up
- Bi-Weekly Audit and action plan creation

STORE SALARY

0% = BB

- Ensure Strong monthly planning aligning with SOM Forecast
- Weekly follow up and strong Team positioning .

3

ENSURE STORE FOLLOW UP THROUGH STORES ASSESSMENTS BI-WEEKLY



SALES 35,316 LW % 106,867 -34.6 % 130,497	ADT 117 LW 143 169	AVG. TICKET 94.42 LW 100.56 110.48	LABOR HOURS N/A	WASTE -- Nominal vs. Bud 3,504 Data from week: 2026-8
---	--	--	----------------------------------	---

FORECAST ACCURACY

CORRECT PRODUCTION TIME



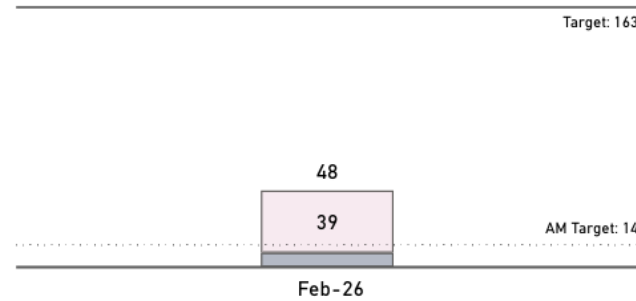
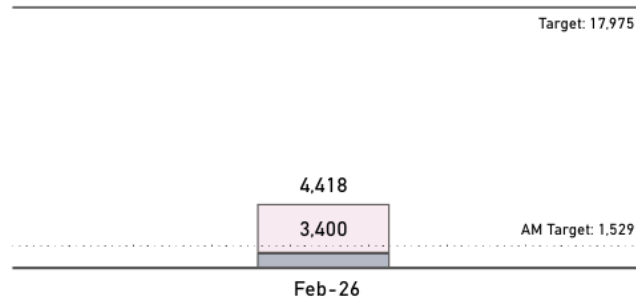
TARGETS OF THE DAY

Thu, Feb 26

Revenue

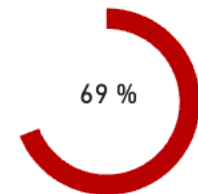
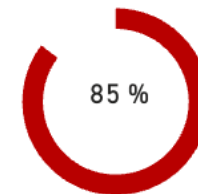
Transactions

Last Refresh
Feb 26, 13:02



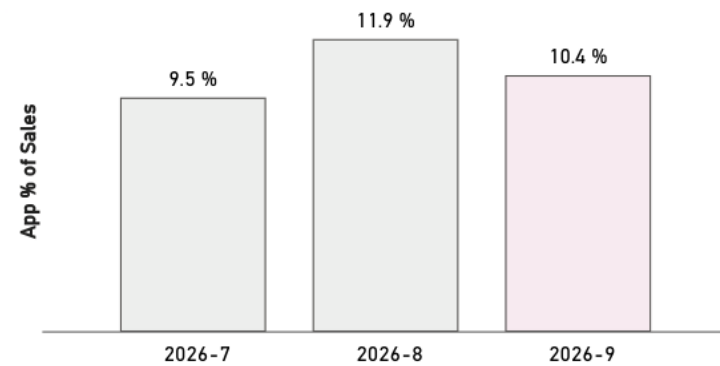
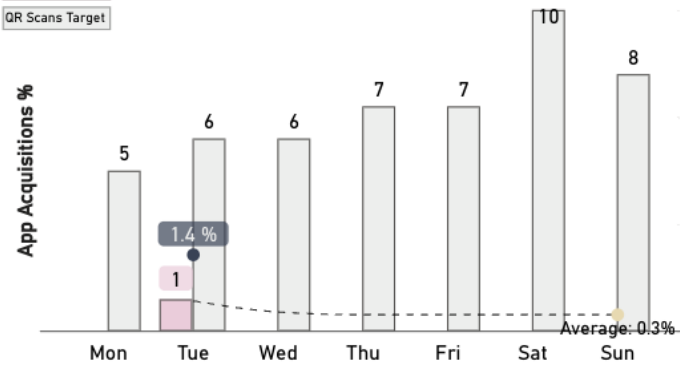
STORE ASSESMENT

RISK PROOF



Q1 FOCUS AREAS

QR Scans
QR Scans Target



TEAM POSITIONING

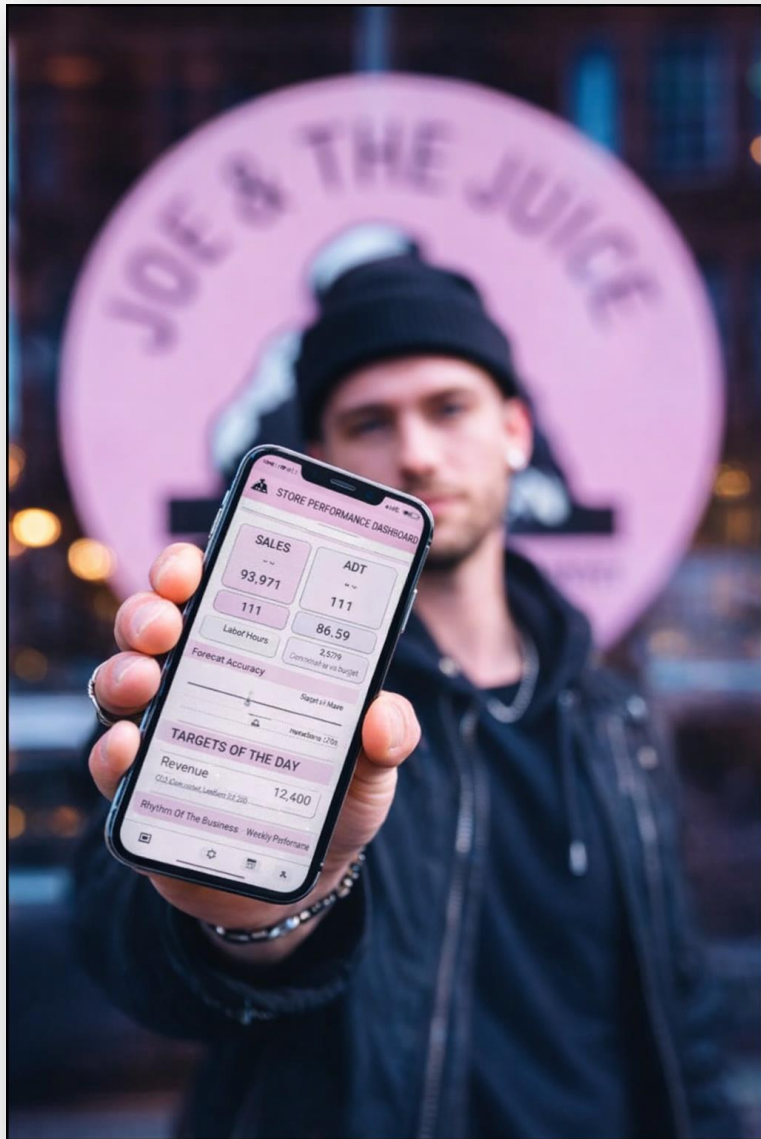
GUEST REVIEW RATING



--

HOW WE WIN EVERY DAY

NORDIC PERFORMANCE JANUARY



SE
16 STORES

DK
10 STORES

NO.
5 STORES

FI..
0 STORES

BRILLIANT BASICS - REGIONAL January 2026

MID EU							NORDIC							UNITED KINGDOM							UNITED STATES						
MARKET	E	P	T	TOTAL	#	%	MARKET	E	P	T	TOTAL	#	%	MARKET	E	P	T	TOTAL	#	%	MARKET	E	P	T	TOTAL	#	%
Switzerland	4.0	4.1	3.8	4.0	4	(44%)	Sweden	4.2	3.3	3.6	3.7	16	(39%)	United Kingdom	3.5	2.8	3.0	3.1	7	(8%)	San Francisco	3.3	3.9	3.8	3.7	3	(30%)
France	3.7	2.7	4.2	3.6	3	(23%)	Finland	4.6	2.1	3.3	3.3	0	(0%)								Chicago	3.6	3.1	3.6	3.4	1	(14%)
Germany	3.3	2.9	4.0	3.4	0	(0%)	Denmark	3.7	2.9	3.2	3.3	10	(14%)								Miami	3.3	4.0	2.3	3.2	2	(17%)
The Netherlands	3.6	2.0	2.6	2.7	0	(0%)	Norway	2.8	3.4	3.3	3.1	5	(15%)								Seattle	3.5	2.4	3.8	3.2	0	(0%)
Belgium	3.6	2.3	1.2	2.3	0	(0%)								Airports	3.3	2.8	3.3	3.1	0	(0%)							
														Washington	3.0	3.0	3.4	3.1	1	(20%)							
														Los Angeles	3.0	3.6	2.6	3.1	0	(0%)							
														New York	3.4	1.7	3.0	2.7	1	(3%)							
														San Diego	3.3	1.7	1.0	2.0	0	(0%)							

DYNAMIC DEEP-DIVE

REGION	MARKET	AREA MAN.	STORE	SCORING					TOTAL (SCALE: 1-5)			EXPERIENCE (SCALE: 1-5)			TEAM (SCALE: 1-5)			PERFORMANCE (SCALE: 1-5)			
				E	P	T	TOTAL	MoM	MoM %												
Mid EU	Denmark	Adam Selmqvist	Emporia [Malmö]	5.0	4.8	5.0	4.9	0.2	3%	4			4			4			4		
		Area Manager Test ...	Nygade 14 [Silkeborg]	5.0	4.0	5.0	4.7	-1.3	-7%	4			4			4			4		
Nordic	Finland	Calle Nyman	CC Vest Kjøpesenter [Lilleaker]	4.0	5.0	5.0	4.7	0.5	11%	4			4			4			4		
		Erik Delme Mostue...	Ostra Hamngatan 31 [Göteborg]	5.0	4.0	5.0	4.7	-0.3	-6%	4			4			4			4		
		Francesco Ducoli	Vanløse Centeret [Vanløse]	4.5	4.3	5.0	4.6	-0.2	-4%	4			4			4			4		
		Frederik Brendum ...	Ostra Larmgatan 17 [Göteborg]	5.0	4.3	4.0	4.4	-0.6	-13%	4			4			4			4		
		Frederik Fredsted ...	CPH Airport T2 Landside [Copenhagen]	4.0	5.0	4.0	4.3	0.3	6%	4			4			4			4		
		Gabriel Löfgren	Illum [Copenhagen]	4.0	5.0	4.0	4.3	0.3	17%	4			4			4			4		
		Jeppe Haugen	Nacka Forum [Nacka]	4.5	5.0	3.5	4.3	0.3	8%	4			4			4			4		
			Sankt Eriksplan 6 [Vasastan]	5.0	4.0	4.0	4.3	0.1	2%	4			4			4			4		
			Galleriet Bergen [Vågsbunnen]	4.5	3.8	4.5	4.3	0.3	14%	4			4			4			4		
			Kvadrat Stavanger [Staraberget]	4.5	4.3	4.0	4.3	-0.1	-2%	4			4			4			4		
UK	Norway	Frederik Fredsted ...	Nordstan Femman [Stampen]	4.0	4.3	4.5	4.3	0.5	11%	4			4			4			4		
			Norrandsgatan 21 [Norrmalm]	5.0	3.8	4.0	4.3	0.4	10%	4			4			4			4		
			Randers Storcenter [Randers]	4.5	3.5	4.5	4.2	0.0	0%	4			4			4			4		
			Väla Centrum [Björka]	4.5	3.5	4.5	4.2	0.3	21%	4			4			4			4		
			Baltzarsgatan 41 [Malmö]	5.0	4.5	3.0	4.2	0.7	17%	4			4			4			4		
US	Sweden		Oslo City [Oslo]	4.5	5.0	3.0	4.2	0.8	20%	4			4			4			4		
			Østerbrogade 84 [Copenhagen]	3.7	4.3	4.5	4.1	0.3	7%	4			4			4			4		
			Sandvika [Sandvika]	2.3	5.0	5.0	4.1	-0.1	-3%	4			4			4			4		
			Arlanda T5 Marketplace	4.5	3.8	4.0	4.1	-0.3	-8%	4			4			4			4		
			Vesterbronade 57 [Copenhagen]	5.0	3.3	4.0	4.1	0.1	2%	4			4			4			4		



BRILLIANT BASIC: WHAT & WHY

Team



Mgmt. presence

Store Leadership drives shift stability and performance.
“Our ambition is to always have a manager on shift”

Ideal management Z

Ideal store leadership amount is key for our 3 C's, **Cleanliness**, **Consistency** and **Connection** with our guests. Z

Experience



Myli rating (In-store only)

Online ‘Tripadvisor’ ratings dictates our ability to get new guests into our stores.

Complaints / 1000 orders

Guest perception defines store success.

Correct production time %

We need speed to compete. Biggest driver of convenience is product speed.

Avg. store assessment rating

Maintaining a critical mindset to the guest perception and experience in our stores.

Performance



Health rating (Trigger for Brilliant basics)

No operational excellence without compliance discipline.. “The Bread and Butter in F&B.”

Revenue

If we hit our forecast - results in seamless workflow and fun BTC. Z

Waste%

Controlled Waste showcase operational discipline.
“One apple more – one less store.”

Store Salary

Strong shift plans – fewer blue hours.



USING THE TOOLS IN PRACTICE



TOP FUNNEL >>>
[REGIONAL LEADERSHIP]

BRILLIANT BASICS REGIONAL
OVERVIEW



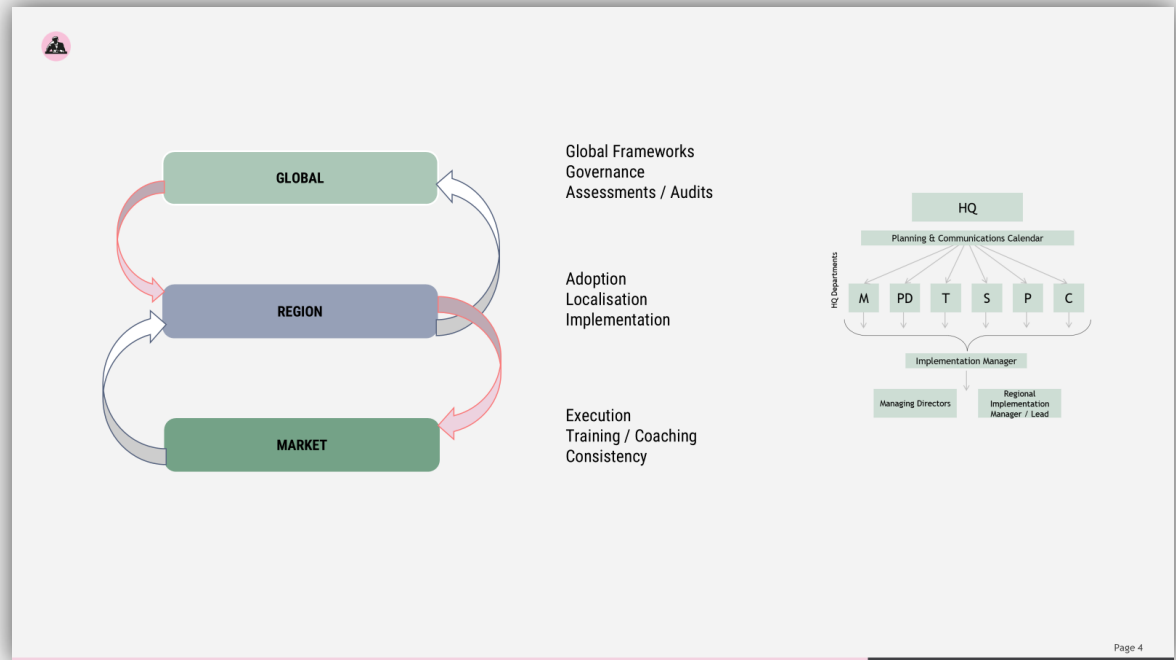
MID FUNNEL >>>
[MARKET LEADERSHIP]

BRILLIANT BASICS MARKET LEVEL
OVERVIEW



BOTTOM FUNNEL >>>
[STORE LEADERSHIP]

STORE PERFORMANCE DASHBOARD



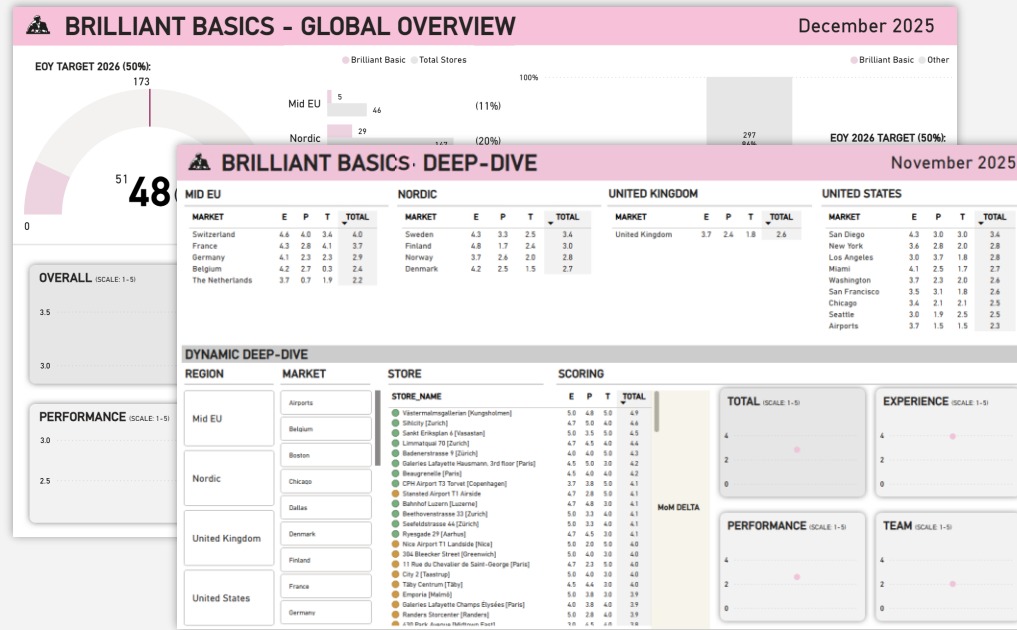


BRILLIANT BASICS IN THEORY What We Measure & How?

Having one source of truth with a performance snapshot of our stores

1 Defined Expectations to Deliver Consistency

- Team
 - Management presence
 - Ideal management
- Experience
 - Myli Reviews (in-store)
 - Complaints per 1,000 transactions
 - Correct Production Time %
 - Store Assessment Rating %
- Performance
 - Health Rating (binary factor)
 - Revenue
 - Store Labour %
 - Waste %



MOBILE VERSION

2 Monthly Tracking built into Regional Management Packs and reviews

3 Company to improve by 50% Brilliant Basics Stores by end '26

Each store is evaluated on a 1–5 scale across main three parameters: Experience, Performance, and Team. Each parameter consists of equally weighted sub-parameters that are evaluated on a 1-5 scale. Stores that achieve an overall score above 4.0¹ earn Brilliant Basic status.

¹ Brilliant Basic status requires a top (or no) health rating, regardless of a total score over 4



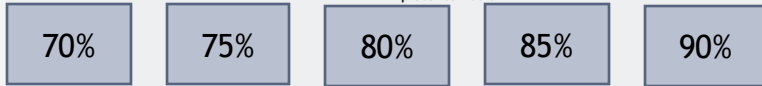
BRILLIANT BASICS - SCORECARD

Team



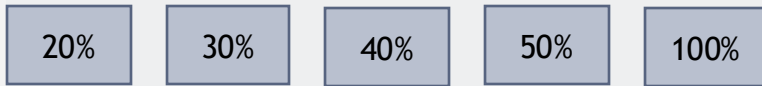
Mgmt. presence

Total mgmt. coverage throughout the month, example if a store has 10 hours of operating time and 8 hours are covered by a manager then the mgmt. presence = 80%



Ideal Management

Mgmt. hired in a store compared to budgeted expectations, example if a store is expected to have 5 managers but only has 4 the % will be 80%

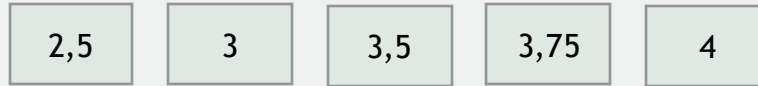


Experience



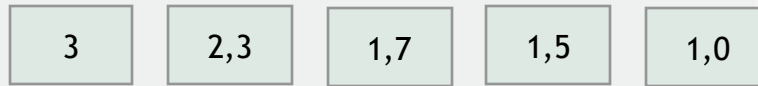
Myli rating (In-store only)

Average in-store rating throughout all guest platforms Google, Tripadvisor etc.



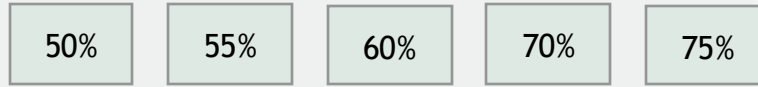
Complaints / 1000 orders

As stated, total complaints per 1000 orders, example 2 complaints and the store has 2000 transactions then the amount equals 1.



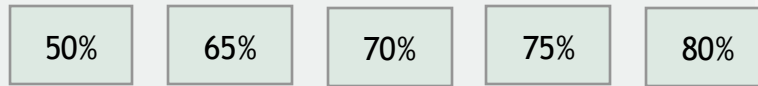
Correct production time %

% of orders completed within the products pit expectations based on the fuel of the product



Avg. store assessment rating

The rating that the store has gotten based on the GoAudit "Guest POV" audit.

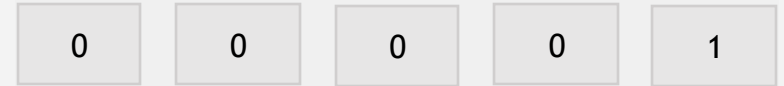


Performance



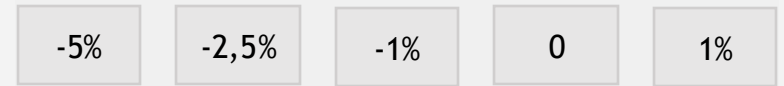
Health rating

Stores with perfect health inspection rating. If a store does not have a perfect health inspection rating the store will not be a brilliant basics store



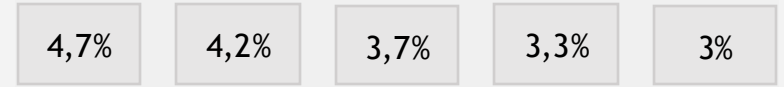
Revenue

Deviation vs the SOM revenue expectations. Example a store does 1% better then expectations = score of 5



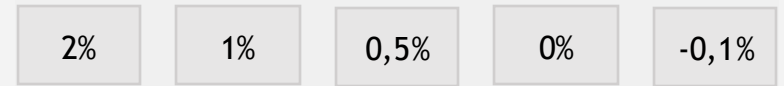
Waste%

Difference between the value of actual usage of ingredients and expected usage of ingredients. Example: Your actual usage on Apples is 100, expected usage is 99, your turnover is 1000 then your waste % is 1%



Store Salary

Delta of expected store salary & executed store salary





BRILLIANT BASICS IN THEORY What We Measure & How?

Regional overview
Number bb stores vs. total stores (% of total stores)

Monthly development
For every month, a new month is added until we have a L12M view

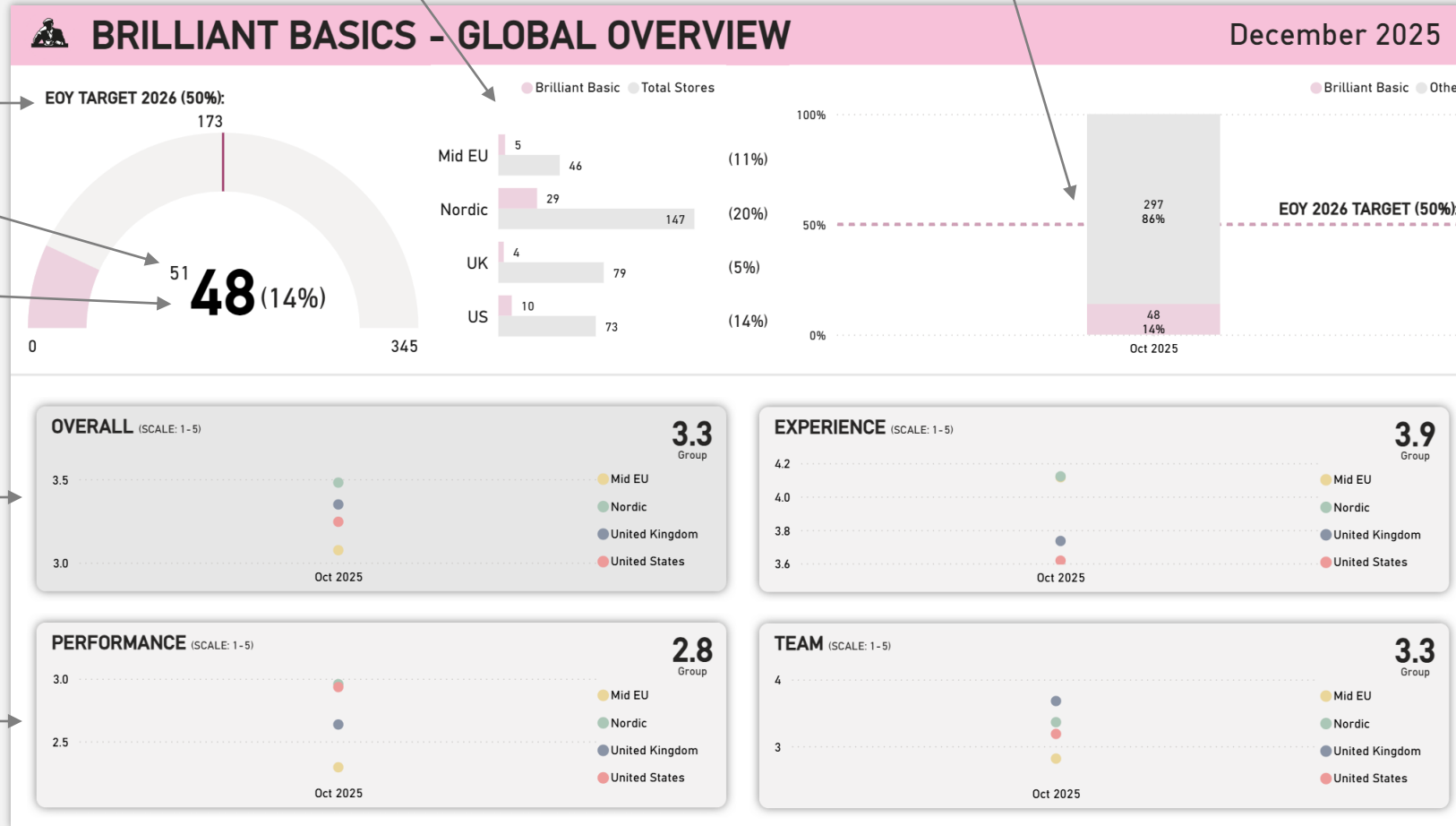
EOY 2026 target

Number of bb stores without health requirement¹

Number of bb stores (% of total stores)

Overall score
Assuming equal weight to all parameters

Performance
Health rating
Revenue
Store Labour
Waste



Experience
Myli reviews
Complaints
Production time
Store Assessment Rating

Team
Management presence
Team positioning (number of managers in-store)

Each store is evaluated on a 1-5 scale on three parameters: Experience, Performance, and Team. Each parameter consists of equally weighted sub-parameters that are evaluated on a 1-5 scale. Stores that achieve an overall score above 4.0¹ earn Brilliant Basic status.

¹ Brilliant Basic status requires a top (or no) health rating, regardless of a total score over 4



BRILLIANT BASICS IN THEORY What We Measure & How?

BRILLIANT BASICS - REGIONAL december 2025

MID EU							NORDIC							UNITED KINGDOM							UNITED STATES						
MARKET	E	P	T	TOTAL	#	%	MARKET	E	P	T	TOTAL	#	%	MARKET	E	P	T	TOTAL	#	%	MARKET	E	P	T	TOTAL	#	%
Switzerland	4,1	3,1	3,8	3,7	2	(22%)	Sweden	3,8	4,1	3,9	3,9	19	(48%)	United Kingdom	3,2	2,9	2,9	3,0	9	(10%)	Washington	3,4	3,1	3,9	3,5	1	(20%)
France	4,1	2,7	4,2	3,6	4	(31%)	Denmark	3,4	3,5	3,4	3,4	16	(22%)								San Francisco	3,1	3,5	3,6	3,4	1	(9%)
Belgium	3,7	3,8	2,0	3,2	0	(0%)	Finland	4,3	2,2	3,2	3,2	1	(17%)								Los Angeles	3,4	3,5	3,0	3,3	0	(0%)
The Netherlands	3,1	2,0	2,6	2,6	0	(0%)	Norway	2,3	3,7	3,4	3,1	6	(18%)								Miami	3,8	3,4	2,2	3,1	2	(17%)
														Seattle	3,8	1,9	3,5	3,1	0	(0%)							
														Chicago	3,4	2,0	3,4	2,9	0	(0%)							
														New York	3,1	2,6	3,0	2,9	1	(3%)							
														Airports	2,5	2,3	3,5	2,8	0	(0%)							
														San Diego	3,3	1,0	3,0	2,4	0	(0%)							

DYNAMIC DEEP-DIVE

REGION	MARKET	AREA MAN.	STORE	SCORING					
			STORE	E	P	T	TOTAL	MoM	MoM %
Mid EU	Airports	Adam Selmqvist	Nygade 14 [Silkeborg]	5,0	5,0	5,0	5,0	0,8	17%
	Belgium	Adel BOUGHENDJO...	Östra Larmgatan 17 [Göteborg]	5,0	5,0	5,0	5,0	1,0	20%
Nordic	Boston	Adriana Rozza Surv...	Sergelgatan [Stockholm]	5,0	5,0	5,0	5,0	1,7	33%
	Chicago	Alexandre AILLAUD	Islands Brygge [Copenhagen]	5,0	4,5	5,0	4,8	1,3	28%
	Dallas	Area Manager Test ...	Nybrogatan 34 [Östermalm]	5,0	5,0	4,5	4,8	0,5	10%
	Denmark	Aris Ceballos	Emporia [Malmö]	5,0	4,3	5,0	4,8	0,3	7%
	Finland	Armand DE PONCINS	Vanløse Centeret [Vanløse]	4,5	4,8	5,0	4,8	0,8	18%
UK	France	Benny Lee Coff	Karlavägen 48 [Östermalm]	4,7	5,0	4,5	4,7	0,9	19%
	Germany	Bernice Pöhler	Östra Hamngatan 31 [Göteborg]	4,0	5,0	5,0	4,7		
			Västermalmsgallerian [Kungsholmen]	5,0	4,5	4,5	4,7	0,2	5%
US			11 Rue du Chevalier de Saint-George [Paris]	5,0	4,3	4,5	4,6	1,4	31%
			Battersea Power Station [London]	4,0	4,8	5,0	4,6	1,1	24%
			Ryesgade 29 [Aarhus]	4,3	4,3	5,0	4,5	1,9	42%
			Gallerian Mall [Norrholm]	4,5	4,5	4,5	4,5	1,0	22%
			1100 17th Street [Downtown]	4,0	4,5	5,0	4,5	0,4	9%
			Galeries Lafayette Hausmann, 3rd floor [Paris]	4,0	5,0	4,5	4,5	0,2	4%
			Bahnhof Luzern [Luzerne]	3,3	5,0	5,0	4,4		
		Södra Forstadsгатan 15 [Malmö]	3,3	5,0	5,0	4,4	0,5	11%	
		Arlanda T5 Marketplace	4,0	4,8	4,5	4,4	0,3	8%	
		Birger Jarlsгатan 61 [Vasastan]	4,5	4,3	4,5	4,4	0,7	15%	
		Friis City Center [Aalborg]	4,5	3,5	5,0	4,3	1,0	23%	
		Gatwick Airport South Terminal [Gatwick]	3,5	5,0	4,5	4,3	0,9	14%	





BRILLIANT BASICS IN THEORY What We Measure & How?



BRILLIANT BASICS - MARKET

december 2025

Nordic



Denmark

Finland

Iceland

Norway

Sweden

Calle Nyman

Erik Delme Mostue-Thomas

Lisa Chetboun

Micah Bakke

Paul Plata Kristiansen

Sanna Hagen Slettebø

Search for store name here



STORE_NAME	MyLI	Complaints	Production Time	Store Rating	Experience	Health Rating	Revenue	Store Salary	Waste	Performance	Shift Mgmt.	Team Pos.	Team	Total
● Kvadrat Stavanger [Stavanger]		5	4		4,5	5	5	5	5	5,0	3	4	3,5	4,3
● Amfi Madla [Stavanger]		5	5		5,0		1	5	5	3,7	4	4	4,0	4,2
● Sandvika [Sandvika]	1	5	2		2,7	5	5	5	5	5,0	5	5	5,0	4,2
● Wesselkvartalet [Asker]		2	3		2,5	5	5	5	5	5,0	5	5	5,0	4,2
● CC Vest Kjøpesenter [Lilleaker]		5	2		3,5		5	5	2	4,0	5	5	5,0	4,2
● Ski [Ski]	0	5	4		3,0	5	5	5	5	5,0	4	4	4,0	4,0
● Oslo Airport Landside - Relocation [Oslo]		5	2		3,5		5	3	2	3,3	4	5	4,5	3,8
● Oscars Gate 19 [Homansbyen]		4	3		3,5	5	5	3	2	3,8	3	5	4,0	3,8
● Hospitalsgata 6 [Stavanger]	1	0	5		2,0	5	5	5	2	4,3	5	5	5,0	3,7
● Galleriet Bergen [Vågsbunnen]		3	3		3,0	5	0	5	4	3,5	5	4	4,5	3,7
● Aker Brygge II [Oslo]		5	0		2,5		5	5	3	4,3	4	4	4,0	3,6
● Fornebu [Fornebu]		2	1		1,5	5	5	4	5	4,8	5	3	4,0	3,4
● Lagunen Storsenter [Bergen]		5	0		2,5	5	5	5	5	5,0	1	4	2,5	3,3
● Oslo City [Oslo]		5	1		3,0		5	5	5	5,0	2		2,0	3,3
● Bogstadveien 21 [Majorstuen]	0	2	3		1,7	5	1	5	5	4,0	5	3	4,0	3,2
● Strømsø Torg [Drammen]		1	4		2,5	5	0	5	0	2,5	4	5	4,5	3,2
● Colosseum [Oslo]	0	1	2		1,0	5	5	5	2	4,3	4	4	4,0	3,1
● Strømmen [Strømmen]	0	2	0		0,7	5	2	5	2	3,5	5	5	5,0	3,1
● Kongens Gate 31 (Steen & Strøm) [Oslo]	5	5	0		3,3	5	5	1	2	3,3	1	4	2,5	3,0
● Storgata 3 [Oslo]		2	5		3,5	5	1	0	0	1,5	3	5	4,0	3,0
● Skovveien 5 II [Frogner]		5	2		3,5	5	5	1	3	3,5	0	4	2,0	3,0
● Nydalsveien 33 [Sandaker]	0	0	1		0,3	5	5	5	3	4,5	4	4	4,0	2,9
● Storo Storsenter [Oslo]	0	0	2		0,7	5	5	0	2	3,0	5	5	5,0	2,9
● Bergen Storsenter [Bergen]		4	3		3,5		2	1	2	1,7	2	5	3,5	2,9
● Karl Johans Gate 25 [Oslo]	0	4	0		1,3	5	5	5	5	5,0	0	4	2,0	2,8
● Vikaterrassen [Vika]	0	4	5		3,0	5	5	1	4	3,8	0	3	1,5	2,7
● Bvoorten Shopping [Oslo]	0	3	3		2,0	5	1	3	5	3,5	2	3	2,5	2,7



THANK YOU

JOEJUICE.COM