

Responsible Supply Chain Management

Storskogen operates through a decentralised business model with diverse supply chains across industries and geographies. To manage sustainability-related risks in the value chain, the Group applies a risk-based and proportionate approach to supplier engagement, governance and follow-up.

The focus is on identifying, prioritising and managing higher-risk supplier relationships, while maintaining a scalable framework adapted to Storskogen's operating model.

Our approach

Storskogen recognises that sustainability risks in the supply chain are unevenly distributed and vary depending on sourcing geography, supplier dependency and operating context. The Group therefore applies a risk-based approach to supplier risk management, where efforts and follow-up are scaled based on assessed risk and leverage.

Storskogen is establishing a Group-wide due diligence process that covers the entire value chain, with particular focus on human rights, working conditions, the environment and business ethics. This work is based on the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises and aims to identify, prevent, mitigate and report actual and potential negative impacts.

Identify - Supplier risk screening is applied as a first-line control across all operating companies. The assessment considers factors such as sourcing geography, supplier criticality and contextual risk indicators. Insights are aggregated at Group level and used to identify risk patterns, prioritisation areas and governance needs, rather than to assess individual suppliers or companies.

Prevent – Preventive measures are applied to reduce the likelihood of adverse impacts. The Supplier Code of Conduct, contractual requirements and the Group's sustainable supply chain programme provide a common baseline, while self-assessments and dialogue are used to clarify expectations in higher-risk contexts.

Mitigate – Where potential or actual non-compliance is identified, operating companies engage with suppliers to clarify expectations, agree on corrective actions and monitor progress. Follow-up is applied in a risk-based and proportionate manner, and business relationships may be reconsidered if improvement is not achieved.

Report - Group-level reporting is used to track progress, identify gaps and support prioritisation over time. Aggregated insights from supplier risk screening and follow-up activities inform governance and continuous improvement, while concerns can be raised



through the independent whistleblower channel accessible to suppliers and other stakeholders.

Supplier expectations and minimum requirements

Suppliers assessed as higher risk are required to formally commit to Storskogen's Supplier Code of Conduct, which sets minimum expectations related to labour conditions, human rights, health and safety, environmental responsibility and business ethics.

The Supplier Code of Conduct forms the baseline for supplier engagement and supports a structured approach to dialogue, clarification of expectations and follow-up. The objective is to promote responsible practices and continuous improvement across the supply chain.

Key insights from 2025 supplier risk reporting

The 2025 Group-wide supplier risk reporting provides increased transparency into Storskogen's supply chain exposure and follow-up maturity:

- A significant share of operating companies source from suppliers outside the EU/Nordics, highlighting exposure to varying regulatory and operating contexts.
- Many businesses report dependency on a limited number of critical suppliers, underlining the importance of prioritised engagement and risk-based oversight.
- Supplier risk screening is broadly implemented across the Group, while the maturity of structured monitoring and follow-up varies between operating companies.
- A subset of companies have established formal processes for supplier monitoring and Supplier Code of Conduct follow-up, particularly in higher-risk sourcing contexts.
- Identified gaps in monitoring, documentation and follow-up are actively used as management indicators to prioritise actions, allocate support and strengthen governance where risk exposure is higher.
- On a group level we have set the following targets followed up in our sustainability reporting:
 - 0 cases of corruption and bribery
 - 100 percent of employees in risk-exposed roles shall participate in business conduct and anti-corruption training
 - All in-scope business units shall carry out risk assessments of their suppliers (except for business units with < 50 FTEs that have been assessed not having high-risk suppliers).
 - High-risk suppliers shall sign the Supplier Code of Conduct and be evaluated.



These insights are used to guide Group-level priorities and to support operating companies in strengthening their supplier risk management practices.

Group level insights from annual supplier risk reporting are used to monitor progress, identify gaps and support prioritisation. Quantitative performance indicators and targets related to supply chain risk management are presented separately as part of Storskogen's sustainability performance follow-up.

Supplier monitoring and follow-up

In 2025, Storskogen developed an updated procurement training programme together with supporting materials to support operating companies in applying a resource efficient and risk-based approach to supplier management. The materials are made available for voluntary use and are designed to support efficient implementation without compromising the Group's minimum requirements.

Supplier engagement and follow-up are applied in a risk-based and proportionate manner. Enhanced monitoring is focused on higher-risk and more critical supplier relationships, while lower-risk contexts are managed through baseline requirements and dialogue.

The supplier engagement model emphasises continuous improvement rather than one-off assessments. Follow-up activities are integrated into local management processes, with learnings used to improve structures, documentation and oversight over time.

In higher-risk contexts, supplier follow-up may include enhanced due diligence measures such as on-site visits, documentation reviews or third-party audits. Where non-compliance with the Supplier Code of Conduct is identified, Storskogen companies engage with suppliers to clarify expectations, agree on corrective actions and monitor progress. In cases where improvement is not achieved, business relationships may be reconsidered.

In addition to internal training, Storskogen encourages knowledge sharing and capacity building among suppliers. Where relevant, companies may provide guidance materials, share best practices or engage in dialogue to support suppliers in meeting the expectations set out in the Supplier Code of Conduct.

Grievance mechanism

Storskogen offers an anonymous whistleblower service through the external platform WhistleB. Suppliers' employees and other stakeholders can report suspected irregularities or violations of the Supplier Code of Conduct via: <https://report.whistleb.com/storskogen>. All reports are handled confidentially, and whistleblowers are protected from retaliation.



Storskogen's Supplier Code of Conduct states that suppliers must ensure their employees are aware of this service and encourage its responsible use.

Governance and accountability

In line with Storskogen's decentralised operating model, responsibility for supplier due diligence and follow-up is anchored at company level within a Group-defined framework. Supplier risk management is overseen through established governance structures, with escalation of material risks to local management and board level where relevant.

At Group level, aggregated insights from supplier risk assessments and follow-up activities are used to support oversight, prioritisation and the ongoing development of supply chain governance.

Storskogen maintains an independent whistleblower channel that is accessible to all stakeholders, including suppliers and their employees. This channel enables confidential reporting of concerns related to human rights, labour conditions, or ethical misconduct in the value chain.

Continuous development

Storskogen continues to strengthen its supply chain risk management framework in line with evolving expectations and reporting requirements. Development efforts focus on areas with higher risk exposure and leverage, while maintaining a pragmatic and scalable approach aligned with the Group's decentralised operating model.

While the current focus is on direct suppliers, Storskogen recognises that sustainability risks may also exist further upstream in the value chain. As the Group's due diligence framework evolves, deeper assessments of critical sub-suppliers may be considered in high-risk contexts.

Storskogen is committed to strengthening supplier risk management over time. While implementation maturity varies across operating companies, the Group aims to progressively increase the share of higher-risk suppliers covered by structured monitoring and follow-up. Progress is tracked through annual reporting and used to guide prioritisation and support.

Framework alignment

This thematic disclosure complements Storskogen's sustainability and CSRD reporting and describes the Group's supply chain risk management framework. The approach is currently applied with a particular focus on labour-related risks in the value chain, while



the same governance structure is used to address environmental and business ethics-related supply chain risks as implementation is further phased in.