



STILL

Pure
Nordic
Quality

Corporate Responsibility & Sustainability

Report 2025

Sustainability is central to our culture, and a key element of our strategy for future development and growth



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The Year 2025

Unger is committed to sustainability throughout the entire value chain.
We challenge ourselves to create new and sustainable value in our daily operations.

Unger's factory and offices are located in Fredrikstad.

952
MNOK

Sales to

54
countries

66%
Bio-based raw materials



Unger is part of the Thon Group.



The share of recycled plastic in the packaging of our finished products is more than

25%

103

years of pure nordic quality

CO₂ emissions reduced by

122

employees

20,5%

across Scope 1, 2, and 3*

6389

Hours spent on competence development

Women in key positions

26%

*LCA method. Compared with base year 2018. LCA figures verified by NORSUS.

Unger provides products,
services, and concepts
where we utilize the
most environmentally
friendly technology
for a cleaner, safer, and
functional everyday life.



Unger's Purpose

At Unger, we work every day **to make everyday life cleaner, safer, and more functional in a responsible society.** We develop and produce surfactants and chemical solutions that are used in everything from hygiene products to industrial processes. Although we are not always visible, we are an important part of a bigger picture. Our products are everyday heroes with an essential function.

Our vision is: "Unger provides products, services, and concepts where we utilize the most environmentally friendly technology for a cleaner, safer, and more functional everyday life."

We are passionate about creating products that make a difference. Our goal is to develop solutions that are safe, sustainable, and deliver value, for both people and the environment.

We take responsibility across the entire value chain and work to reduce our climate footprint, ensure good working conditions, and contribute to a more sustainable future. We work closely with our customers to understand their needs and support them in achieving their own sustainability goals.

Our role in the value chain
We operate in a B2B environment and supply products to a wide range of industries. This means that our products are often a small part of something much bigger—yet still essential for the overall system to function. We place strong emphasis on responsible sourcing of raw materials, energy-efficient production, and transparent processes.

By being a resource-efficient and responsible company that delivers highquality products, we create competitive advantages for our customers.

A Message from Jan Ivar

At Unger Fabrikker, we carry with us a valuable legacy from our owners, Theodor B. Unger and Olav Thon. They laid the foundation for a corporate culture defined by prudence, modesty, and respect for the resources around us.

Although the concept of sustainability first became widely recognized after the Brundtland Report in 1987, the idea of balancing climate and environment, social conditions, and economic performance has always been a natural part of our business. For us, sustainability is not a new ideal. It is an integral part of our history and our daily operations. A part of the "Unger spirit."

Our history and legacy provide a solid foundation on which to build. What I truly appreciate is how we face challenges together. Not only when something needs to be solved, but also when we question our own ways of working and what we actually measure. The open and constructive discussions we have had on everything from climate footprint and waste management routines to gender balance and clarifying our goals continue to strengthen us as an organization. These conversations drive us forward and contribute to continuous improvement.

In practical terms, sustainability is reflected in the measures we have implemented to reduce emissions, minimize and sort waste, lower oil consumption, and develop products

with a lower CO₂ footprint. These efforts are not only crucial for the climate and environment, they also contribute to a more sustainable economy. On the social dimension, we have jointly developed strategies, worked to implement trust-based leadership, and strengthened gender balance across the organization.

For me, managing sustainability comes down to three things: being clear about our goals, honest about where we stand, and concrete about what it takes to get there. That is why it is important that we clarify how we measure, why we measure what we do, and which areas truly drive our development. Creating shared understanding and working effectively together, across departments and roles, is essential for progress.

We have delivered strong results this year, and we clearly see that the changes we are implementing are effective. At the same time, we must be willing to ask critical questions about metrics, definitions, and models. That is how we ensure that our strategy remains credible, understandable, and grounded in reality. Both internally and externally.

Looking ahead, the most important thing is to maintain momentum. Even in a world marked by uncertainty and instability, our goals remain firm. We are working systematically towards them with the same strength and commitment. We must continue to



clarify our objectives, ensure robust measurement methods, and involve the entire organization in follow-up. I see an organization that is moving in the right direction, and one that stands strong together in this effort.

This year gives me strong confidence that we will achieve our goals, because we work in a structured way, learn as we go, and do it together.

Jan Ivar Ruud
Jan Ivar Ruud
Chief Executive Officer

For me, sustainability work comes down to three things: being clear about our goals, honest about our current status, and specific about what it takes to get there.



JANUARY	APRIL	JUNE	AUGUST	SEPTEMBER	SEPTEMBER
					
AWARDS AND RECOGNITION The year got off to a strong start as Unger received the Henkel Sustainability Award at the ACI Congress in Orlando. This recognition demonstrated our strength in innovative and environmentally friendly solutions. Particularly with our UFARYL® EcoSmart, launched at SEPAWA the previous year. The award set the tone for the year and provided additional momentum to continue our sustainability efforts and to develop new, groundbreaking solutions within functional materials and surfactants.	INNOVATION AT CLEANING PRODUCTS EUROPE In April, R&D Manager Christoffer Lund presented Unger’s groundbreaking, partially bio-based LAS product line, UFARYL® EcoSmart, at Cleaning Products Europe. An innovation within one of the world’s most widely used everyday chemicals: the anionic surfactant known as linear alkylbenzene sulfonate (LAS). This innovation enables up to a 78% reduction in the product’s CO₂ footprint in a cradle-to-gate LCA, setting a new benchmark for sustainability in the industry.	INNOVATION PRESENTED AT INSPIRIA In June, we had the opportunity—together with Østfold University College (HiØ)—to present our joint project at “EXPO 2025” at Inspiria. Over the course of six months, four dedicated bachelor students contributed to the development of the UFAPORE product series, which has proven effective in maintaining air content in sustainable concrete and mortar mixtures using CEM II cement. The project confirmed that UFAPORE enables stable and environmentally friendly solutions for the construction industry.	STRENGTHENING OUR COMMITMENT TO SUSTAINABILITY This year, we have strengthened our focus on sustainability by appointing a dedicated Sustainability Manager, ensuring that our commitment to environmental and social responsibility is both holistic, strategic, and long-term. To drive this work forward, it is essential to have a dedicated resource that can set direction and pace for our sustainability initiatives. The Sustainability Manager plays a key role in developing and integrating sustainability across all parts of the organization, from product development to production and our people. With this initiative, Unger clearly demonstrates that responsibility and innovation go hand in hand, and that we are working towards solutions that strengthen people, the environment, and our competitiveness.	GOLD MEDAL IN SUSTAINABILITY This year, Unger was once again recognized with a gold medal in the EcoVadis sustainability rating, placing us proudly among the top 5% of companies in our industry worldwide. This recognition is more than just a medal. It reflects our strong commitment to sustainability, our dedication to responsible practices, and the hard work of the entire Unger team. Being awarded a gold medal means that we perform at a very high level across the four key areas: environment, labor and human rights, ethics, and sustainable procurement. Being ranked among the top 5% in the industry highlights our continuous progress and positions Unger as a role model for sustainability within the chemical manufacturing sector.	PSYCHOLOGICAL SAFETY AND EMPLOYEE ENGAGEMENT The Scandinavian leadership model and employee engagement are more relevant than ever, especially as the workplace shifts from hierarchical structures to more flexible networks. At Unger, we have embraced this with strong commitment. Throughout the year, several employees have participated in an in-depth training program, and all have received an introduction to employee engagement. The goal is to strengthen us. As individuals, teams, and as a company. A key initiative this year has been to ensure that our strategy and vision are firmly anchored across the organization. This has been achieved through thorough internal implementation, presentations, and active involvement.

OCTOBER



LAUNCH AT SEPAWA

In October, it was once again time for SEPAWA, an excellent arena for us at Unger to meet our dedicated distributors, many of our existing customers, and to create new business opportunities.

We also launched the new product UFARYL® C4, a highly effective solution for inhibiting limescale formation. Traditional LAS formulations often rely on phosphates to effectively prevent limescale buildup. However, the release of phosphates into aquatic environments contributes to eutrophication, which can lead to algal blooms, oxygen depletion, and long-term ecological imbalances.

UFARYL® C4 provides the same high level of protection against limescale as phosphate-based products, ensuring optimal performance in cleaning applications. At the same time, it is phosphate-free, environmentally friendly, and significantly reduces the risk of eutrophication in rivers and lakes.

OCTOBER



AN INCLUSIVE WORKPLACE AND EMPLOYEE ENGAGEMENT

Our HR department has focused on two key themes: “How to attract and retain talent” and “The path out of social exclusion.” These themes reflect our commitment to building a future where expertise and inclusion are at the heart of industrial growth.

We have undergone a transformation, from a traditional soap factory to a modern, high-tech company characterized by innovation and sustainability. At its core, this development is about our people. To attract and retain skilled employees, we have reshaped the Unger narrative. From a classic industrial company to an organization where competence, learning, and collaboration take center stage.

In October, we presented our approach to workplace inclusion to the business community in Fredrikstad, demonstrating how we are building a culture rooted in development and trust.

OCTOBER



AI AND DIGITALIZATION

Through a targeted, multi-year investment in artificial intelligence (AI) and machine learning, Unger Fabrikker has achieved significant sustainability improvements in its production processes. We have developed machine learning systems that have delivered impressive results, including reduced waste, lower energy consumption, and less wear on equipment. It is now time to take a structured approach to extending these efforts across the rest of the organization.

We have initiated a project to ensure that the entire organization gains access to, and can further develop, the necessary capabilities to integrate AI into everyday work. This is essential for Unger, as AI enables us to work more efficiently, make better decisions, and strengthen our capacity for innovation. By investing in AI related competence development, we are enhancing our competitiveness while also contributing to more sustainable solutions in our production.

NOVEMBER



HEALTH, SAFETY AND ENVIRONMENT

HSE is always the top priority at Unger, and we expect everyone to take responsibility. This year’s HSE Day focused on fire safety, first aid, and IT security, combining both theory and practical exercises across six stations. External speakers and our in-house emergency response team contributed, making the day both educational and engaging.

In November, we collaborated with the Fredrikstad Fire and Rescue Service where we conducted a largescale exercise involving all emergency services. This provided important learning experiences and strengthened our coordination and competence. We extend our sincere thanks for their highly valuable cooperation in 2025.

DECEMBER



WE HAVE TAKEN THE PLASTICS PLEDGE

Unger’s Packaging Group has, over time, worked purposefully on developing more efficient and environmentally friendly packaging solutions. They have already reached several milestones and achieved strong results.

With the Packaging Group leading the way, Unger has now also committed, through the Plastics Pledge (Plastløftet), to working systematically towards more sustainable packaging solutions. We will continue to increase the use of recycled plastic, avoid unnecessary plastic, and design for recyclability. Without compromising quality or durability.

Each year, we report our initiatives to Grønt Punkt Norge, and Plastløftet provides us with an opportunity to share our experiences and strengthen collaboration across the industry. Something that is essential for achieving both our own and national sustainability goals.



02

Sustainability is firmly anchored in Unger’s leadership

The leadership team consists of the Chief Executive Officer and the heads of our various business areas. They are key contributors to Unger’s sustainability work.



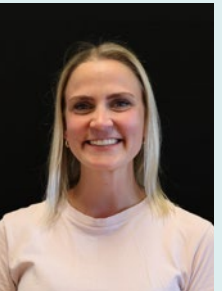
Jan Ivar Ruud
Chief Executive Officer
Employed since 2006



Christoffer Lund
Product & Development (R&D) Manager
Employed since 2010



Erik Reistad
HR Manager
Employed since 2022



Marianne Skadsem
Quality and Laboratory Manager
Employed since 2022



Stig Arild Johansen
Supply Chain Director
Employed since 2017



Sverre-Håvard Grønvik
Plant Manager
Employed since 2004



Terje Nyhus
Chief Financial Officer
Employed since 2010



Thor Erik Nyseth
Sales and Marketing Director
Employed since 2017

Particularly responsible for sustainability, the environment, and HSE.



Thomas Kierulf Lindahl
HSE Engineer
Employed since 2022



Sunniva Ihlebæk
Sustainability Manager
Employed since 2025

This is Unger

Unger develops and produces surfactants and chemical solutions used in everything from hygiene products to industrial processes. The company has a long industrial history in Norway and has been an important part of the local community since its establishment in 1922 in Fredrikstad, where production still takes place today. 103 years of pure Nordic quality.

Sustainability is an integral part of our business strategy, and we continuously work to reduce environmental impact across the entire value chain. From raw material processing to final product development. Our goal is to deliver safe, functional, and more sustainable products that contribute to a cleaner and better everyday life for both customers and consumers. We are committed to reducing our climate footprint, ensuring responsible use of resources, and maintaining good conditions for people within our own operations and throughout our supply chain.

Unger Fabrikker AS is part of the Thon Group. When we refer to “Unger,” we mean Unger’s overall operations and activities within production, innovation, and sustainability, not the wider group.

Market and Innovation

Unger operates in a global market with continuous demands for quality, sustainability, and technological development. As one of Europe’s leading producers of surfactants, we supply products to customers worldwide, with 95% of our production exported. The market is characterized



by strong international competition, rapid technological advancement, and increasing expectations for environmental performance from customers, authorities, and end-users. This places high demands on our pace of innovation, documentation, and ability to deliver sustainable solutions.

Basis for this report

Sustainability encompasses environmental, social, and governance (ESG) aspects, including matters related to employees, respect for human rights, and the prevention of corruption and bribery. For us, this means maintaining close dialogue with our stakeholders to ensure we continuously understand which topics are crucial for us to address.

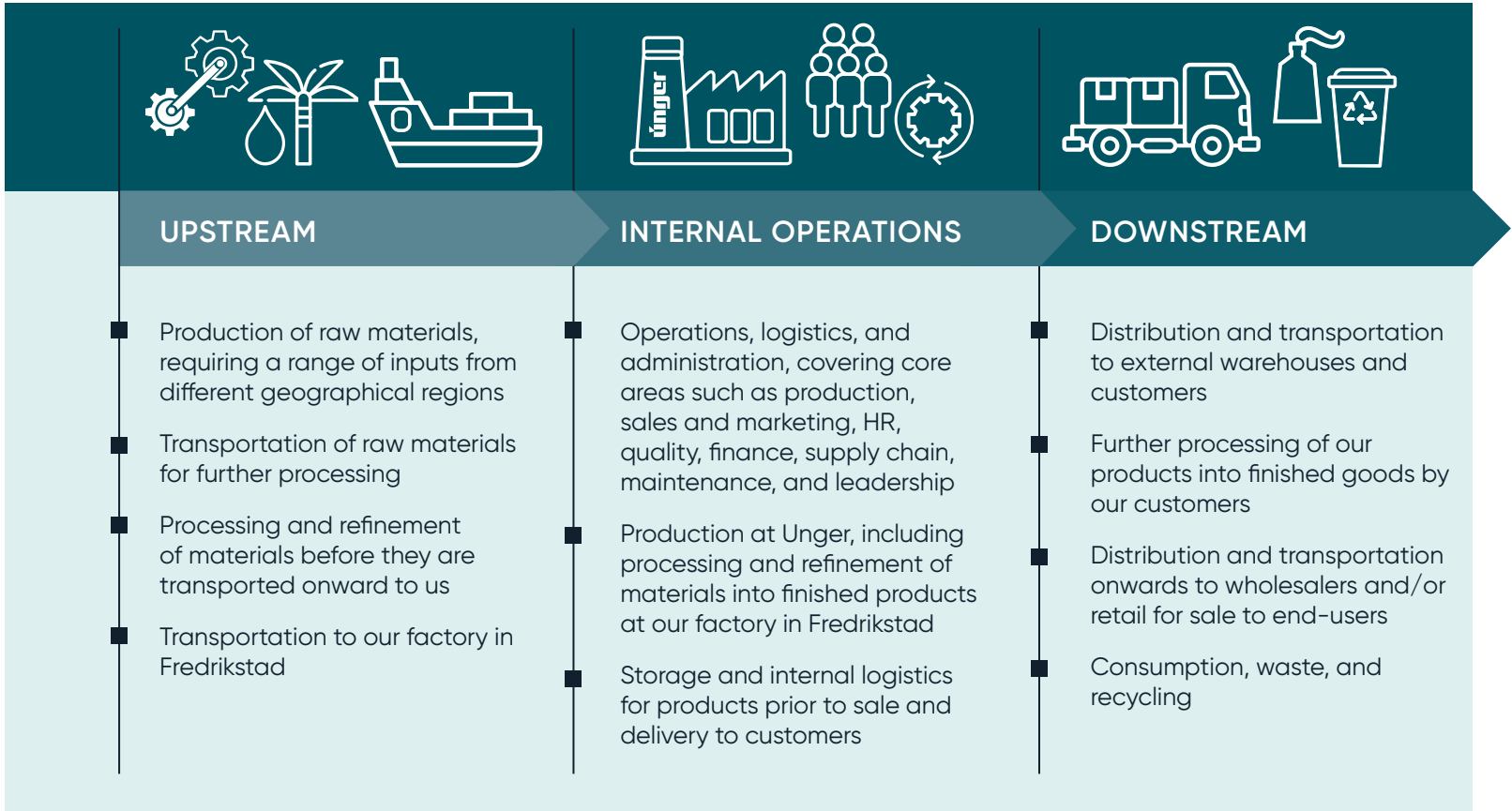
During 2025 the Thon Group conducted a Double Materiality Assessment to further develop its sustainability strategy in line with stakeholder expectations and reporting requirements under the

CSRD. We have been part of this process and have actively used the insights in our own work.

In 2026, we will place additional focus on the topics which are fundamental to Unger. While the Thon Group has conducted a Double Materiality Assessment at the group level, it is highly valuable for Unger to assess its own material topics separately. Unger has specific products, processes, and market conditions that set us apart from the rest of the group.

We will therefore continue our efforts to identify and prioritize the topics that are most relevant to our business and stakeholders. This provides a solid foundation for targeted actions, making our sustainability efforts more relevant, clear, and effective, ensuring that we focus where it matters most for Unger and our stakeholders.

Unger’s Value Chain and Core Activities



Our Stakeholders

Our stakeholders play a central role in shaping Unger’s sustainability efforts. Through ongoing dialogue and close collaboration with customers, suppliers, and other partners, we ensure that we are always up to date on the issues that are most material to our business.

We actively participate in research projects and industry collaborations, providing valuable insights and strengthening our ability to achieve our sustainability goals.

These expectations have had a direct impact on the design of our

strategy and have guided the further development of our sustainability approach towards 2030. As a result, our strategic priorities are grounded in a strong understanding of what matters most, both to us and to our stakeholders; enabling us to deliver sustainable solutions with real impact.

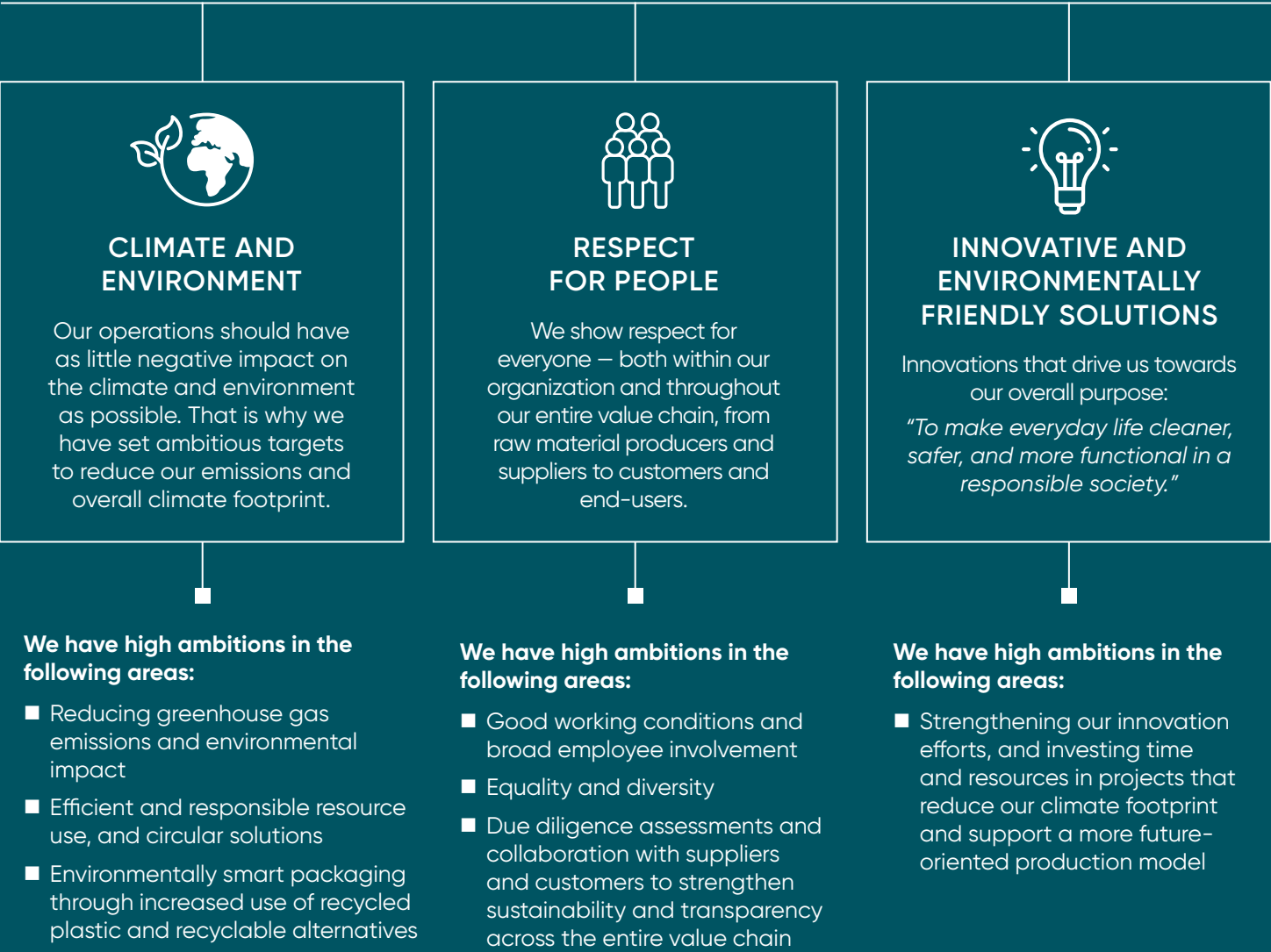


Our purpose is to make everyday life cleaner, safer, and more functional in a responsible society.

Our Sustainability Strategy

Our sustainability efforts are built around three pillars – **Climate Impact, Respect for People, and Innovative and Environmentally Friendly Solutions**. Within each focus area, we work with initiatives both globally and locally. In 2025, we have continued to clarify our goals and strengthen the connection between our strategy and day-to-day operations.

Our purpose is to make everyday life cleaner, safer, and more functional in a responsible society.



Overall Sustainability Strategy



Pilars	Significant Topics	Ambition		Status 2025	Goals for 2030	UNSD Goals
Climate and Environment	Develop processes and process control to reduce our internal climate footprint.	The sum of all our internal activities shall be climate neutral.		An 85% reduction in internally generated CO ₂ emissions compared to 2018.	A 50% reduction in internally generated CO ₂ emissions compared to 2018.	
	Reduce waste and energy consumption across all production processes.	Ensure that all process and energy flows are circulated and/or utilized.		Waste sorting rate: 87% 93% renewable energy used internally. 20.2 tonnes of COD.	Waste sorting rate: 95% 100% renewable energy used internally. Below 10 tonnes of COD	
Respect for People	Be an inclusive workplace by increasing the share of women and reducing social exclusion by providing a platform for work placements and practical work experience.	Representative leadership.		16% women in leadership positions. 26% women in key positions.	30% women in leadership positions. 30% women in key positions.	
	A strong local focus contributes to skills development in Østfold. Ongoing internal competence development.	Contribute to a strong competence network in Østfold.		10 qualified applicants per job posting. 97% confirm that they are encouraged to share knowledge.	At least 10 qualified applicants per job posting At least 95% confirm that they are encouraged to share knowledge.	
	Human rights and transparency.	Unger shall work systematically and based on risk with human rights and transparency across the value chain, in accordance with the OECD Guidelines for Multinational Enterprises.		90% of suppliers risk-mapped, with prioritized actions where risk is highest.	Risk-map 100% of suppliers and prioritize actions where risk is highest.	
Innovative and Environmentally Friendly Solutions	Innovation: developing products, and producing and delivering services that meet our customers' product and application needs.	Responsible economic growth for owners, employees, and local communities.		An innovation rate of 78 out of 100 points.	An innovation rate of 75 out of 100 points.	
	Sustainable products: helping our customers meet their product needs and achieve their sustainability goals.	Reducing our climate footprint, preserving biodiversity, and ensuring a transparent value chain.		Increase the share of bio-based raw materials to 66%.	Increase the share of bio-based raw materials to 70%.	
	Production, technology, and services.	Smart technology for innovation, improved resource utilization, and a reduced climate footprint.		69% open innovation in all our R&D activities.	Open innovation in more than 50% of all our R&D activities.	



03

Climate and Environment

Our climate and environmental efforts encompass several dimensions. This includes reducing the impact we generate ourselves, as well as enabling our customers to make more sustainable choices through the products we deliver. In 2025, we took several important steps in these areas.

Why it is important for Unger

Climate and the environment are one of the three core pillars of Unger’s sustainability strategy because our operations impact both nature and society and the climate, in turn, affects us.

For us, this is not only about reducing our own emissions and environmental footprint, but also about enabling our customers and partners to make more sustainable choices.

At the same time, we recognize that climate and environmental efforts involve both financial risks and opportunities, as changes in regulatory frameworks, technology, and market expectations can influence our profitability and competitiveness.

How we work with this

By setting clear climate and environmental targets and working systematically on improvements across the entire value chain, we contribute to safeguarding future generations while strengthening our competitiveness.

This commitment is rooted both in our sense of social responsibility and in requirements from authorities, stakeholder organizations, and our local community. For us, it is essential to focus on reducing emissions, lowering our climate footprint, and developing innovative and environmentally friendly solutions to ensure long-term value creation and trust.

Our goals, actions and results

Operationalization and collective performance for sustainability is one of the must-win battles in Unger’s overall strategy. Within our sustainability strategy, one of our key climate targets is to reduce greenhouse gas emissions by 50% in Scope 1 and 2, while increasing the share of bio-based raw materials to 70% by 2030. Unger has also set a target of achieving 100% renewable energy in its own production by 2030.

Several initiatives were launched immediately, and some of the targets have already been achieved, while others require long term efforts. Unger is continuously working to improve the data foundation of its carbon accounting, enabling a more scientific and structured approach to climaterelated work.

In 2025, we also applied to the Science Based Targets initiative (SBTi) together with our owners, the Thon Group.

Through active stakeholder dialogue and materiality assessments, we ensure that our initiatives address what matters most to society, the environment, and our partners, while simultaneously strengthening trust and our competitiveness.



Results for 2025

- 85%** reduction in internal CO₂ emissions (Scope 1 and 2)*
- 93%** renewable energy in own production
- 20,2 tonnes** of COD discharged to water
- Waste sorting rate of **87%** of operational waste
- 25%** recycled plastic in packaging
- Specific energy consumption: **0,71 KWh/Kg** per product
- Reduced CO₂ footprint from downstream transport by **24%** compared to 2024
- Increased the share of bio-based raw materials to **66%**
- Improved innovation rate to **78 out of 100 points**
- Applied open innovation in **69%** of our research and development activities

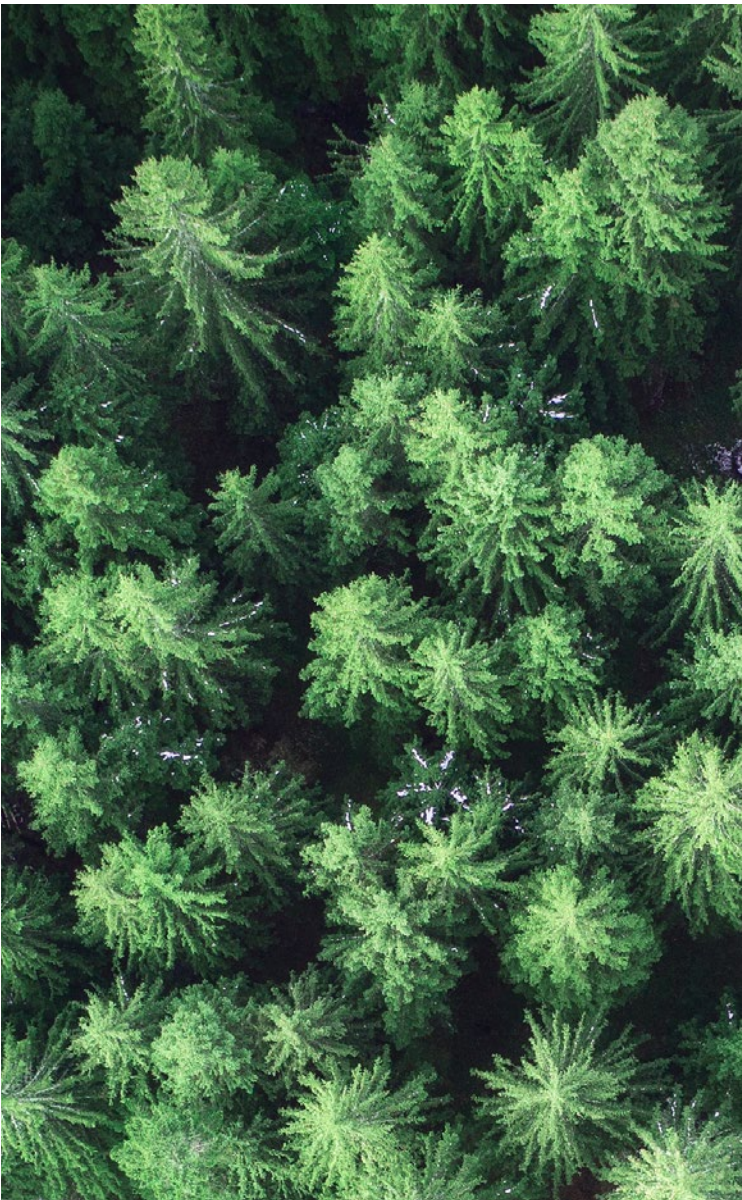


Goals for 2030

- 50%** reduction in internal CO₂ emissions (Scope 1 og 2)
- 100%** renewable energy in own production
- Below **<10 tonnes** of COD discharged to water
- Waste sorting rate of **95%** of operational waste
- 35%** recycled plastic in packaging
- Specific energy consumption: **<0,61 KWh/Kg** per product
- Reduce CO₂ footprint from downstream transport by **20%** compared to 2024
- Increase the share of bio-based raw materials to **70%**
- Improve our innovation rate to **75 out of 100 points**
- Apply open innovation in more than **50%** of our research and development activities

*Compared with base year 2018

The focus area “Climate and Environment” is closely linked to the UN Sustainable Development Goals 9 and 12. We work systematically to reduce emissions across the entire value chain, from raw material production to finished products. We set concrete goals based on data from our climate footprint.



UNSD GOAL 9:
Industry, Innovation and Infrastructure

We invest in new technologies and develop methods that reduce emissions to water, as well as the consumption of raw materials and energy. To achieve the desired improvements, we utilize advanced control systems and artificial intelligence in our production processes.



UNSD GOAL 12:
Responsible Consumption and Production

We continuously work on resource efficiency throughout the entire value chain. Our processes essentially generate no waste, and any emissions or residual materials are regarded as resources out of place. We actively promote resource awareness across the organization, ensuring that materials are preserved and recycled, such as plastic, paper, and pallets. This contributes to lower emissions and strengthens the circular economy, while also reducing our CO₂ footprint through decreased consumption of raw materials and packaging.

Unger is certified according to ISO 14001 Environmental Management.

Climate Change

Climate Accounting

Climate accounting represents an important milestone in our efforts to document and understand the company's overall climate impact. By collecting and analyzing data across the entire value chain, we gain a comprehensive overview of where emissions occur and which areas have the greatest potential for improvement. This not only enables us to track progress over time, but also to set concrete goals and implement measures that contribute to reducing our climate impact.

With a transparent climate accounting framework, we are able to demonstrate accountability to authorities, customers, and society, while strengthening trust in our environmental initiatives. It provides a solid foundation for prioritizing projects and allows us to systematically measure the impact of changes and investments. In this way, climate accounting becomes an essential tool for ensuring lasting results and driving continuous improvement.

To ensure a highly credible climate accounting system, Unger made early investments in life cycle assessments (LCA), providing reliable data on CO₂ emissions across the value chain. This has been crucial for documenting and understanding our total climate impact and, not least, for enabling us to implement effective measures where they have the greatest effect.

Over several years, we have received valuable support from NORSUS, assisting us in collecting, validating, and analyzing data across the organization. This collaboration has helped ensure that our climate accounting is both robust and transparent, providing a strong professional foundation for further development of environmentally friendly innovations.

To understand the true climate impact of our products, we use LCA, a method that assesses environmental impact from raw material to finished product. Since 2021, we have worked systematically with cradle-to-gate life cycle analyses, continuously improving our data foundation and using these insights to target emission reduction efforts.



One of the main conclusions from our LCA work is that emissions from the raw materials we use are significantly higher than those from our internal operations. This highlights the importance of focusing on the supply chain and raw material choices in order to achieve real reductions in our climate footprint.

In 2025, as much as 98% of Unger's CO₂ emissions were linked to the procurement of raw materials and packaging. LCA provides the insights needed to take action where it matters most and to prioritize projects that reduce emissions across the entire value chain.

Although the majority of emissions occur further upstream, it is equally important for Unger to implement measures within our own operations.

LCA provides us with the insights needed to implement measures where they truly make a difference.



This means taking responsibility at multiple levels: by reducing our own energy consumption, choosing renewable solutions, and optimizing internal processes, we not only lower greenhouse gas emissions but also support financial sustainability and corporate responsibility.

Balancing the triple bottom line; environmental, economic, and social considerations, strengthens the company's credibility, inspires employees and partners, and enables the development of lasting solutions that deliver results both locally and across the wider value chain.

The data foundation for our climate accounting is continuously developed in line with the GHG Protocol

The GHG Protocol has been developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). The standard covers various greenhouse gases, which are converted into CO2 equivalents.

Scope 1 includes all emission sources related to fossil fuels used for stationary purposes.

Scope 2 includes indirect emissions related to purchased energy and electricity.

Scope 3 involves reporting on upstream categories, including indirect emissions. The summary below outlines the content of

the different Scope 3 categories, as well as those included in our climate accounting.

Decisions on inclusion have been based on internal materiality assessments. We are working progressively and systematically to collect more data for Scope 3 in our climate accounting; however, it is not yet fully categorized according to the 15 categories required by the GHG Protocol.

The following emissions are included in Scope 3:

- 1. Purchased goods and services
- 3. Fuel- and energyrelated activities (not included in Scope 1 or Scope 2)
- 4. Upstream transportation and distribution (included in LCA for raw materials)
- 5. Waste generated in operations

New for 2025:

- 1. Packaging used in own production
- 6. Business travel
- 9. Downstream transportation and distribution

The following emissions are still not included:

- 2. Capital goods
- 7. Employee commuting
- 8. Upstream leased assets
- 10. Processing of sold products

- 11. Use of sold products
- 12. End of life treatment of sold products
- 13. Downstream leased assets
- 14. Franchises
- 15. Investments

We continuously work to include more data in our climate accounting. Capital goods, employee commuting, and investments are not included this year, but we plan to incorporate them in the coming years.

We are also working to gain a better understanding of the processing and use of our products. When it comes to end of life treatment, it remains challenging to map how products are handled after use, as they often end up in wastewater treatment facilities or become embedded in the final product.

Upstream and downstream leased assets, as well as franchises, are not relevant to our business model.

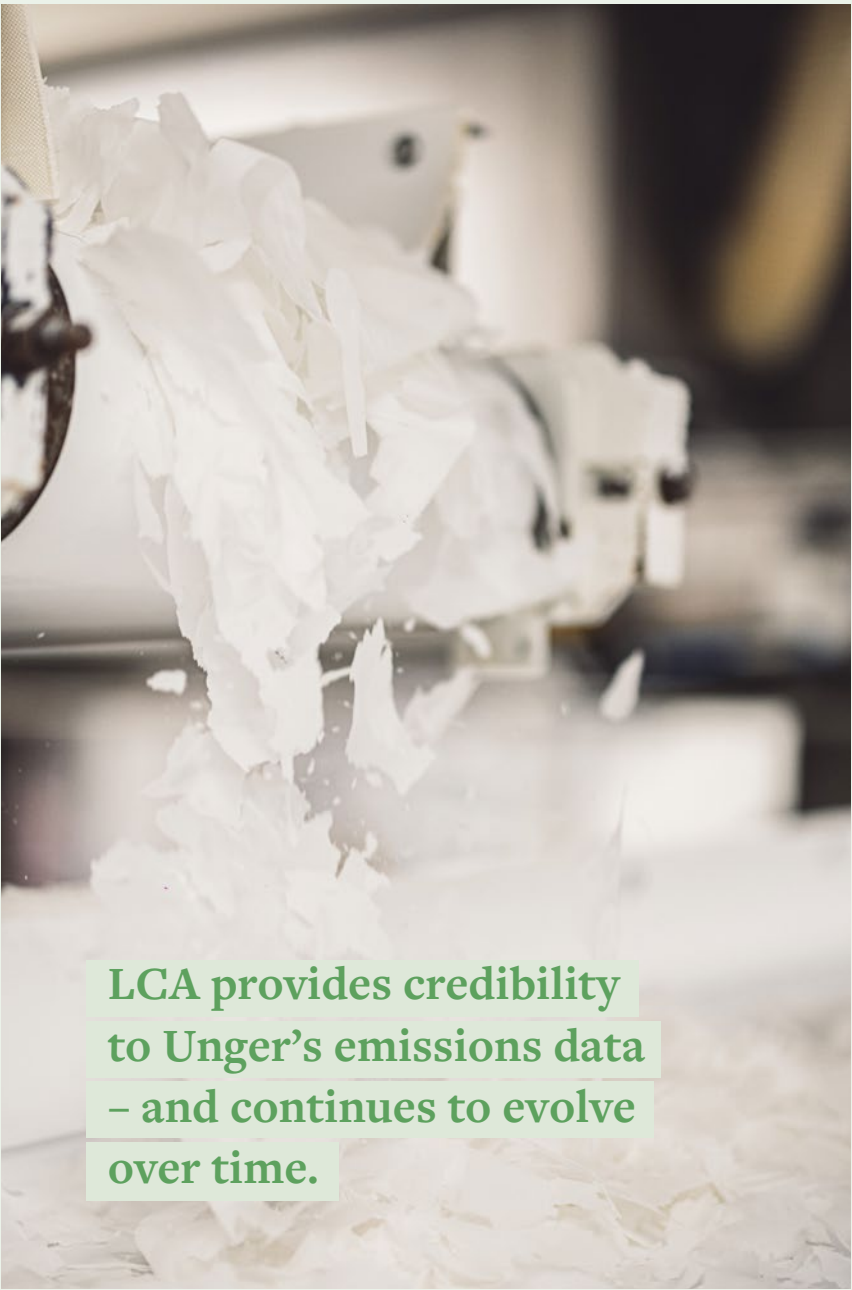
LCA for Insight into Our Emissions Across the Value Chain

Unger's LCA efforts began in 2021 and have since evolved through several phases. What started as a student project was quickly expanded into a more comprehensive LCA analysis covering all raw materials and finished products. The study maps all inputs and emissions, from raw materials arriving at the production site to finished products leaving the facility. Following a cradle to gate approach.

Methodology and Comparability

In the spring of 2022, NORSUS AS conducted an LCA analysis of all raw materials and finished products at Unger Fabrikker AS in Fredrikstad. The work was based on an earlier student project and expanded to include all inputs and emissions, from the point where raw materials enter the facility to when products leave the site.

The model has been expanded and improved over several years. For background data and emission factors, the most recent available version of the ecoinvent database has been used, applying the system model Allocation, cutoff by classification (Table 1). Most raw materials are modeled using generic life cycle inventory (LCI) data, linked to their region of origin rather than to specific suppliers. This is an area we aim to further improve going forward.



LCA provides credibility to Unger's emissions data – and continues to evolve over time.

Climate Accounting

LCA methodology 2025*

All emissions	Total emission (tonne CO2-eq)				
	2018	2022	2023	2024	2025
Scope 1					
Heating oil	3 933	7 268	1 199	295	302
Scope 2 location based					
Electricity	255	151	308	338	334
Scope 2 market based					
Electricity (Scope 2+3)	17 784	10 529	21 485	23 566	23 318
Scope 3					
Raw material – petrobased	30 440	30 850	28 587	29 489	20 084
Share petrochemical raw material	50%	53%	51%	45%	40%
Raw material – biobased	30 531	27 560	26 983	36 204	30 090
Packaging	-	1 644	1 478	1 960	1 495
Electricity (not reported in Scope 2)	242	143	293	321	318
Heating oil (not reported in Scope 1)	1 102	2 036	336	83	85
Waste	180	273	292	285	236
Employee travel	-	-	-	139	98
Total Scope 3 (cradle to gate)	62 495	62 506	57 969	68 481	52 405
Total emission scope 1, 2 and 3 (location based scope 2)	66 683	69 925	59 475	69 114	53 041

*Approved by NORSUS in April 2026. Statement attached.

The data foundation for our LCA analysis is systematically improved each year

Our LCA model is continuously updated and refined. It calculates the company's impact on the climate (GWP) and other key environmental factors using data extracted from Unger's own ERP system. For certain chemicals, we have now obtained more precise data from suppliers, making the 2025 modeling more accurate. This applies, for example, to fatty alcohols and our packaging.

In 2025, total greenhouse gas emissions from Unger Fabrikker, measured through LCA from cradle to gate (Scope 1, 2, and 3), amounted to **53,041 tonnes of CO2 equivalents—a reduction compared to 2024**. This calculation is based on the same emission factors as in 2024, meaning that changes in reported results reflect only changes in raw material consumption, not in background data.

Through a gradual reduction in petrochemical raw materials, Unger Fabrikker has achieved lower emissions over time, with both petrochemical and bio-based raw materials contributing less in 2025 than in the previous year.

Consumption of heating oil increased in 2025 compared to 2024, reaching 302 tonnes of CO2 equivalents, while total electricity consumption was slightly reduced. Electricity consumption, calculated using the locationbased method, amounted to 334 tonnes of CO2 equivalents. When applying a market based emission factor for electricity, Scope 2 emissions are significantly higher, totaling 23,318 tonnes of CO2 equivalents.

Emissions are distributed as follows:

- **Scope 1 (direct emissions):** 302 tonnes CO₂ eq. (0.57%)
- **Scope 2 (location/market based):** 334 tonnes CO₂ eq. (0.63%)
- **Scope 3 (upstream):** 52,405 tonnes CO₂ eq. (98.8%)



When it comes to developments since our base year of 2018, these are the result of long term efforts across multiple initiatives and projects. We have worked systematically for several years to reduce our CO₂ emissions, particularly through: The transition to an electric steam boiler, significantly reducing the need for fossil energy sources. Increased use of sea freight and GoGreen certified solutions, resulting in substantially lower emissions compared to land transport. Energy optimization measures, including improvements in drying processes and production planning. Reuse of production waste in circular processes, which was previously considered waste. Increased use of bio-based raw materials, reducing our Scope 3 footprint

From our production operations, we would particularly highlight:

- **Production growth and emissions:** Up to and including 2019, continuous production growth led to increased greenhouse gas emissions, as all energy production was based on oil
- **Transition to an electric steam boiler:** In 2020, an electric steam boiler was installed, resulting in a reduction of 3,400 tonnes of CO₂-equivalent to a 94% decrease compared to the previous year
- **Optimization of oil boilers:** In 2024, steam coils were installed in the oil boilers, eliminating the need for oil to keep them on standby for the electric boiler



- **Electrification of internal transport:** The transition to electric forklifts in 2020 removed an annual diesel consumption of 40,000 liters
- **EV charging infrastructure:** In 2018, a new parking area with 24 EV charging stations was established, corresponding to one charging point per 4.9 employees
- **Monitoring and measurement:** Additional steam meters have been installed, and in the third quarter of 2019, the new electric boiler was put into operation, enabling improved control and efficiency in energy use

Fuel Oil

In the third quarter of 2019, a new electric steam boiler with double the production capacity was commissioned. This reduced fuel oil consumption from 25,000 liters per week in 2019 to just 1,600 liters per week in 2020. Since then, electricity has been our primary source for steam production (with the exception of 2022, which was an extraordinary year).

Energy prices have at times, particularly towards the end of the year, been highly volatile, influencing the choice of energy sources. Nevertheless, Unger has chosen to balance the triple bottom line, economic, environmental, and social considerations, rather than focus solely on short-term cost savings.

We continuously explore alternative energy sources and carriers. A pellet boiler has been evaluated as a potential replacement for the oil boiler. Pellets, being bio-based, provide renewable energy and can contribute to further emission reductions while offering more predictable energy costs.

In the fourth quarter of 2024, a system was installed that enables heating of the oil boilers using steam from the electric boilers. This further reduces fuel oil consumption, as oil is no longer required to keep the boilers warm.

Energy Consumption

For Unger, maintaining strong control over energy use is essential to ensuring more sustainable operations and reducing the company's environmental impact. As early as 2016, we initiated a comprehensive project to map our consumption of energy and water, including condensate, instrument air, electricity, and oil.

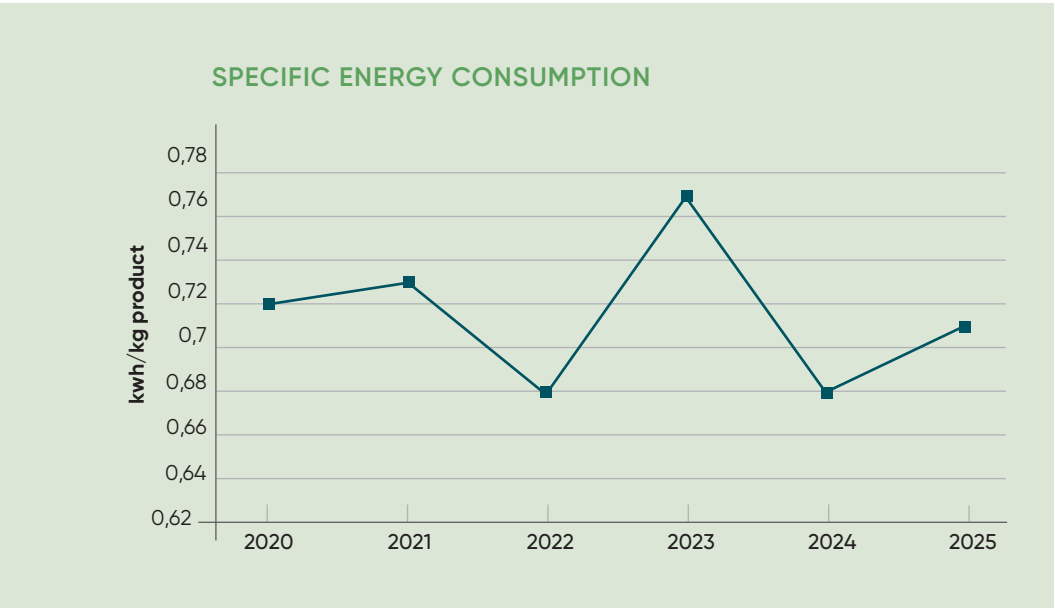
This work, supported by ENOVA, has provided valuable insight into our processes and laid the foundation for targeted improvements. The mapping has since evolved into a dedicated energy management process, where we continuously monitor and optimize energy use across all operations. Our focus on energy management

is therefore a key part of our climate efforts, helping to reduce emissions while ensuring long-term resource efficiency.

We are now focusing particularly on two main areas within our ongoing energy management work:

- **Optimization of drying processes and production planning:** We are working to make drying processes more energy-efficient and to align production planning in a way that ensures optimal use of energy.
- **Pre-study for reducing electricity consumption related to instrument air:** We are exploring ways to reduce energy use associated with instrument air production, for example by adopting more modern and energy-efficient solutions.

We expect these measures to contribute to lower energy consumption from 2026 onwards, and we already see that our energy use in 2025 has returned to a normal level. The effects of these improvements will become more evident as the new solutions are implemented.



Transport

We recognize that raw materials are the largest source of emissions in our value chain, but transport is also a significant factor. In 2025, downstream transport was calculated using more detailed supplier data and accounted for 3,232 tonnes of CO₂ equivalents. It is therefore important for us to work actively with transport, as it has a considerable impact on greenhouse gas emissions.

The transport sector accounts for approximately 15–20% of global greenhouse gas emissions and nearly a quarter of energy related CO₂ emissions. Road transport, dominated by gasoline and diesel powered vehicles, is by far the largest emission source within the sector.

We have significantly reduced our climate footprint by focusing on more intermodal transport solutions and implementing GoGreen Plus for sea freight. Through these measures, **we have achieved a 24% reduction in CO₂ emissions, and overall, our efforts to cut emissions from downstream transport have resulted in a reduction of more than 1,000 tonnes of CO₂.** This strategy strengthens sustainability across our value chain and supports both our own and our customers’ climate goals.

Unger uses DHL’s GoGreen Plus to reduce greenhouse gas emissions from vessel transport. DHL replaces fossil fuels with Sustainable Marine Fuel (SMF) in its logistics operations. This



results in real and verifiable emission reductions within DHL’s value chain, rather than relying on traditional carbon offsetting.

Certificates from DHL show substantial emission reductions in our overseas transport. In 2025, this resulted in an estimated 60% reduction in emissions from our downstream vessel

transportation. A reduction of 882,290 tonnes of CO₂e WtW through the use of sustainable marine fuel (SMF).

The service is audited annually by independent third parties to ensure traceability and reliability.

Emissions to Air and Water

We actively work to minimize emissions to air and water and have continued our efforts related to the **zero emissions to Glomma project**, where the largest emission sources have now been eliminated or significantly reduced. We have **made major improvements in cleaning processes**, enabling more product residues to be returned to the process instead of becoming waste. Noise mitigation measures have been strengthened both around the production facility and during vessel operations. We have also focused on mapping and reducing chemical risk. An effort that requires cross-functional collaboration and continuous follow-up.

Emissions to Water

To reduce emissions to water, we have implemented several targeted measures, including:

- Recycling of wash water
- Investment in modern process equipment
- New control systems to minimize waste
- Mechanical cleaning

The use of water for cleaning production equipment has been significantly reduced in favor of mechanical cleaning. This allows us to recover product residues and prevent them from entering the Glomma River. This work has also made our operations more circular. Since 2020, the majority of waste has been utilized for energy production through incineration.

In the first quarter of 2022, we launched a project aimed at zero emissions to

Glomma, encompassing the entire Unger organization. The main objective is to prevent product loss in production while increasing the use of mechanical cleaning of production equipment. As a result, we have reduced water consumption for cleaning, and the water we do use is recycled back into the process. This contributes not only to eliminating emissions but also to reducing resource use and improving overall sustainability.

The largest source of emissions to water was shut down in 2023. In 2024, Unger received a new permit, with the emission limit reduced by 80%. **Over the period from 2011 to 2025, emissions to water have been reduced by 94%.**

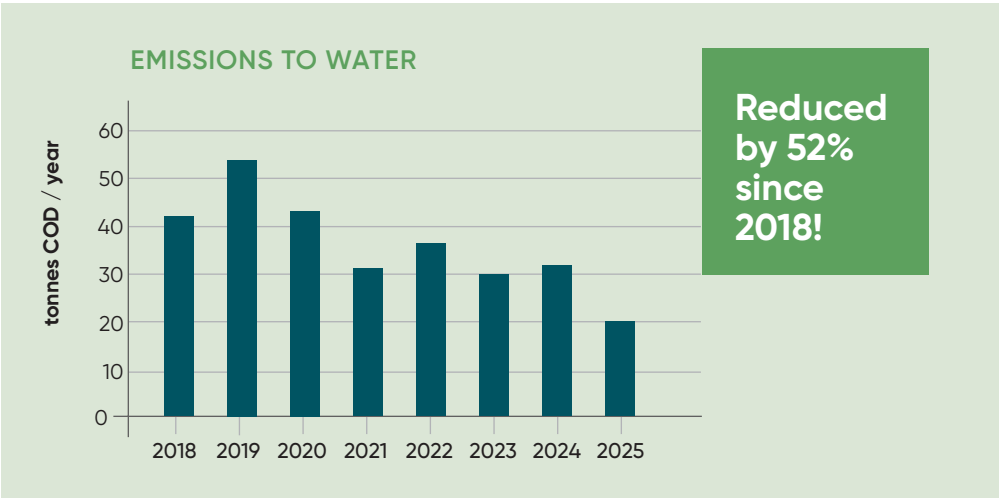
For many years, Unger has conducted regular studies of the Glomma River to assess the impact of emissions on the aquatic environment. These studies were carried out every three years and consistently showed that Unger’s

emissions had no negative impact on the river’s benthic fauna. Based on these positive findings, such studies have no longer been required from 2024 onward.

Emissions to Air

Unger holds permits for emissions of SO₂ and SO₃ to air. Six measurements are conducted annually, showing that emissions are at 5–20% of the permitted limits. Results from recent measurements confirm that emissions have consistently remained well below established thresholds, indicating that our mitigation measures have been effective. This provides reassurance to both the local community and regulatory authorities and demonstrates that our operations comply with current environmental requirements.

In 2025, we also installed a modern and advanced electrostatic precipitator.



Noise Mitigation and Consideration for the Local Community

Unger operates in proximity to residential areas, and we see it as our responsibility to minimize noise impact on our neighbors. Maintaining good neighbor relations, wellbeing, and respect for the local community are important values for us. We therefore work systematically with noisereducing measures:

- **Systematic noise mapping:** Since 2011, we have mapped noise from our operations and developed noise zone maps, providing a clear overview of where potential exceedances may occur. These maps indicate that, in the worstcase scenario, we may exceed limits by 1–2 dB at three residential properties during evenings, nights, and weekends.
- **Noisereducing measures:** In 2022, we installed an additional seven silencers on fans, and previously replaced our forklift fleet with electric trucks to reduce transport related noise. This measure also contributes to lower emissions.
- **Continuous monitoring:** We conduct spot noise measurements and have initiated a project to establish a fixed monitoring station for continuous measurement. This provides a comprehensive overview of our impact and ensures that measures deliver the intended effect.

- **Vessel operations and logistics:** Raw materials are received by ship, and noise from auxiliary engines, ventilation towers, and unloading pumps varies between vessels. To reduce noise impact for neighbors, unloading operations are primarily scheduled during daytime and evening hours. Noise is measured before, during, and after each vessel operation, and from the first quarter of 2026, a fixed monitoring station will continuously track these levels.

Following a period of improvements and noisereduction initiatives, our current focus is largely on monitoring and control. When developing new projects, emissions to the external environment are a natural part of the evaluation process.



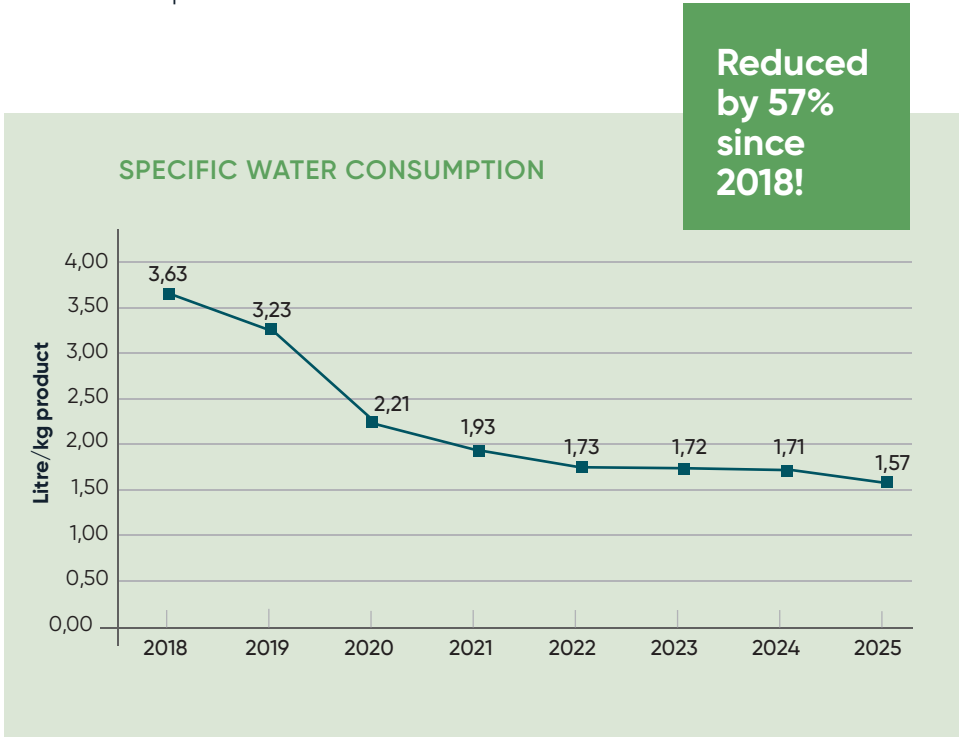
Water and Marine Resources

Water is a critical resource in our production. We therefore work to ensure both reduced consumption and improved control. In recent years, we have implemented several measures, including mapping water usage and raising awareness of the key drivers behind high consumption.

Following this mapping, we have been able to introduce targeted initiatives, such as reducing the use of municipal water for cooling and utilizing cooling compressors instead. A key part of our zero-discharge project is to reduce water consumption for equipment cleaning, where the water used is recycled back into the process.

Efficient use and monitoring of water help reduce costs, protect the environment, and ensure sustainable operations. By optimizing water use and implementing continuous improvements, Unger can also minimize the risk of environmental emissions and meet requirements for environmental responsibility.

In 2025, Unger reduced its water consumption by 17,000 m³, bringing usage back to 2023 levels. We have already achieved strong results, with nearly a 60% reduction in water consumption since 2018.



Resource Use and Circularity

Resource-efficient production is one of our clear goals. At Unger, we view waste as a resource that should be utilized to create value, and in 2025 we worked particularly on measures to improve sorting, reuse, and the return of product residues back into production.

- Reduced waste volumes, including through better sorting and increased reintegration of product residues
- Increased recycling of raw materials and packaging, also in collaboration with customers and suppliers

Waste as Resources Out of Place

At Unger, we distinguish between two main types of waste: production waste and operational waste.

Production waste occurs when products or raw materials become contaminated and can no longer be used. Operational waste arises from support functions and daily operations rather than from the production process itself. It is similar to household waste and includes materials such as cardboard and plastic packaging, electrical equipment, cables and wiring, paint, wood, and similar items.

Production Waste – Measures through the Zero-Emissions Project and the NIR Project

Unger exclusively uses pure raw materials in production, ensuring that our finished products are also of high purity. Production waste typically arises when products

are contaminated, mixed during transitions between products, or degraded during processing.

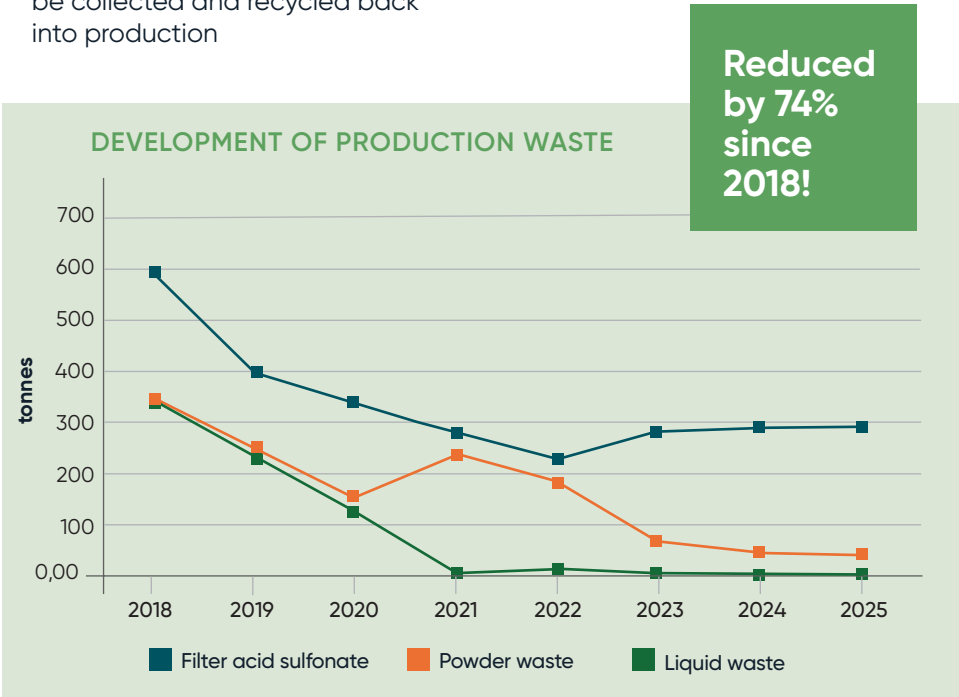
Our zero-emissions project has primarily aimed to reduce emissions to the Glomma River, while also contributing to a reduction in production waste requiring disposal. The project has focused on:

- Eliminating leaks in production, both lubricants and product
- Maintaining clean facilities so that any material outside the process can be returned instead of being contaminated
- Using mechanical cleaning methods so that product residues can be collected and recycled back into production

- Reducing water use for cleaning, allowing water to be recycled and reused in the process

The zero-emissions project has fostered a new culture in which our material flows are seen as valuable resources that must be preserved.

The NIR project has focused on product transitions in the sulfonation process, which operates continuously, allowing transitions between products without stopping production. During these transitions, mixtures of two products are created. By using spectrophotometric methods and artificial intelligence, we have been



able to accurately calculate how much material must be discarded during product changes, significantly reducing this waste stream since the project began in 2016.

Operational Waste – Behavioral Change and Accessible Sorting Solutions

Over time, Unger has established a dedicated waste station for all types of hazardous waste, including chemicals, electronic waste, lubricants, and metals. We have also built strong partnerships with suppliers who collect and recycle pallets, wood, and used packaging such as big bags.

In 2024, we initiated a project to increase the sorting rate for recyclable waste, primarily from production packaging, but also from office areas. The project included setting up dedicated containers for different waste fractions, particularly plastic and paper packaging. Compactors were installed for plastic, paper/ cardboard, and residual waste, and separate waste bins were placed in meeting rooms and central office areas, including solutions for food waste. This has made it easier to sort waste directly at the source.

The project has significantly improved the sorting rate from 45% in 2023 to 87% in 2025.

A Dedicated Packaging Group

At Unger, we have for several years had a dedicated packaging group working systematically to achieve our



targets for reducing the climate and environmental impact of packaging, in line with the EU Packaging and Packaging Waste Regulation (PPWR), adopted in 2024.

Through close collaboration with Grønt Punkt and our suppliers, we have strengthened reporting, expertise, and regulatory compliance. During 2025–2026, we have conducted extensive testing of packaging containing recycled plastic (PCR), with nine products evaluated for quality, functionality, and production stability.

This has resulted in reduced use of virgin plastic and lower CO₂e

emissions, while maintaining packaging quality. Unger has already achieved over 70% recyclability of packaging in Norway and is working towards 35% recycled content by 2030.

Overall, these initiatives have resulted in a reduction of 465 tonnes of CO₂e emissions from 2024 to 2025.

Looking ahead, we are preparing for the implementation of a digital product passport, which will provide greater transparency on material use, recyclability, and sorting instructions. Strengthening both compliance and competitiveness towards 2030.



Innovative and Environmentally Friendly Solutions

To reduce CO₂ emissions across the value chain, it is essential to work in a focused and systematic way with innovative and environmentally friendly solutions. Our cradle-to-gate LCA clearly shows that raw materials account for the largest share of emissions. This makes it crucial to focus on raw material sourcing and the value chain in order to achieve real reductions in our climate footprint. That is why we have set clear goals for innovation and environmentally friendly solutions.



UNSD GOAL 9:
Industry, innovation and infrastructure
To ensure a sustainable and competitive business, we invest in innovation and development in close collaboration with customers, partners, and research environments. We prioritize sustainable use of natural resources and continuously work to develop solutions that reduce energy use and environmental impact. Our goal is to maintain a high rate of innovation and contribute to increased value creation and efficiency. By 2030, the innovation rate should remain consistently above 75 out of 100 points. We calculate the innovation rate as a total score out of 100, where performance is measured against defined benchmarks across five areas: product development, marketing, internal learning, knowledge sharing, and (financial) anchoring. Each area consists of specific indicators with fixed weighting, and the total score is calculated by summing achieved points across all indicators.



UNSD GOAL 12:
Responsible consumption and production
We have made a strategic choice to focus on developing products based on bio-based and climate-friendly



raw materials to contribute to a more sustainable society. Through collaboration with suppliers and partners, we strengthen the value chain and ensure transparency. Our goal is that more than 70% of the raw materials in our products will be bio-based by 2030, and we are actively working to phase out fossil-based raw materials. We have documented data on the environmental impact of our operations and conduct LCA analyses based on the standards in ISO 14040/14044.

UNSD GOAL 17:
Partnerships for the goals
Unger is a pioneer in the chemical industry when it comes to making sound and sustainable choices. We have extensive experience in sustainable collaboration within the industry, including early membership in RSPO and certifications according to standards such as Ecocert and Safer Choice. Together with suppliers, customers, and research partners, we develop a sustainable and innovative value chain. Our goal is for open innovation to be part of more than half of our R&D projects by 2030, and for us to be a preferred partner for sustainability and innovation.

Innovative and environmentally friendly solutions

Unger shall develop products, services, and concepts where we utilize the most environmentally friendly technology for a cleaner, safer, and more functional everyday life, both now and for future generations.

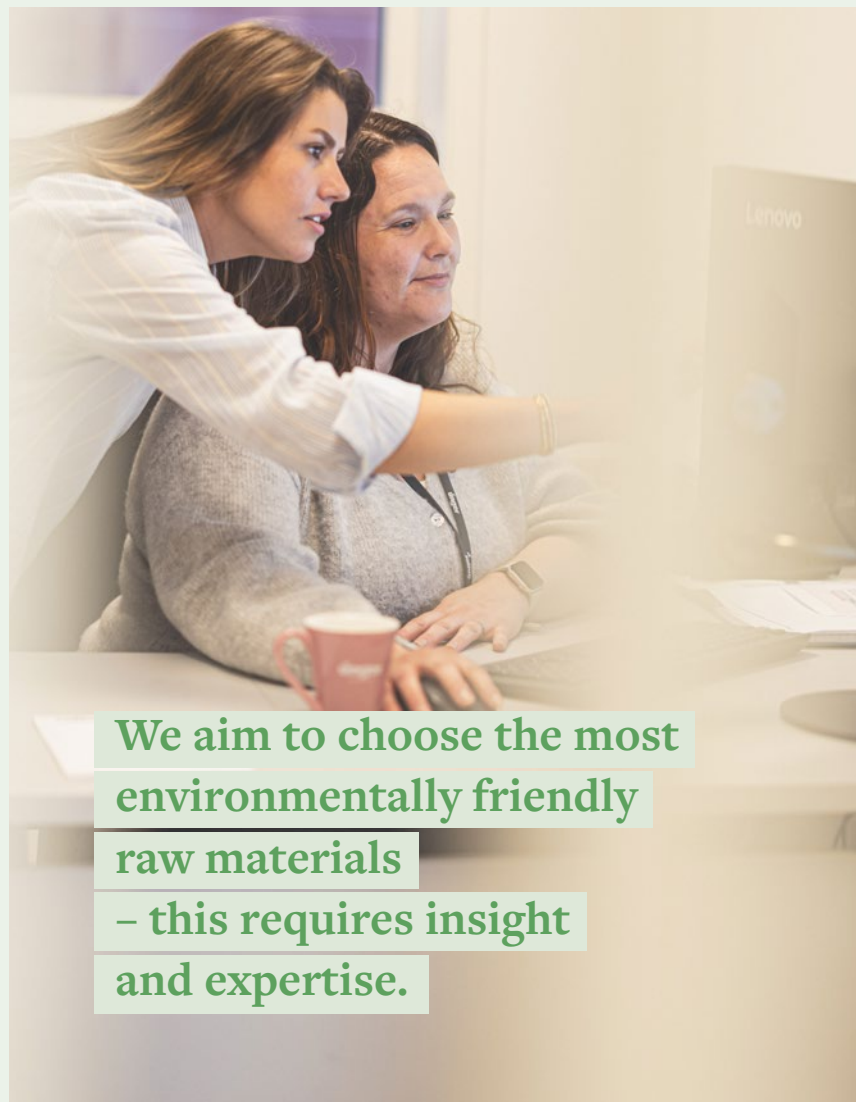
We aim to choose the most environmentally friendly raw materials. This requires insight and expertise.

Innovation rate

The innovation rate is a key factor for Unger's ability to compete in the market of the future. By maintaining a high innovation rate, we ensure continuous value creation, and innovation becomes a central part of our daily operations. In 2025, Unger achieved an innovation rate of 78 points. This is our best result ever and significantly above the set goal of 75. This is an important breakthrough that clearly shows that our focus on structure, cross-functional collaboration, and targeted development work yields strong results.

The score of 78 confirms that Unger performs strongly against benchmarks within product development, marketing, internal learning, knowledge sharing, and (financial) anchoring. During 2025, we further developed several products, strengthened our focus on technical and scientific testing, and built competence that creates increased value across categories and business areas.

The innovation rate clearly demonstrates that investments in research and development, structured project execution, and targeted knowledge sharing remain crucial for progress and sustainable solutions. At the same time, the analysis highlights areas for improvement that can contribute to further increasing the innovation rate in the coming years. This includes, among other things, larger and more strategic investments



in research and development, an increased rate of product launches, and a more stable development pace. Such measures will support faster commercialization and further strengthen competitiveness.

Increase the share of sustainable products

In our approach to sustainability, our goal is to offer our customers the most environmentally friendly products, based on values such as low climate footprint, biodiversity, and transparency. At Unger, we actively work to select the most environmentally friendly raw materials at a competitive cost. With our solid expertise and deep understanding of the market, we support our customers in developing sustainable products, enabling them to achieve their sustainability goals.

During 2025, we increased the share of bio-based raw materials by 7% compared to 2024, reaching 66%. This represents solid progress, bringing us closer to our goal of having 70% of our raw materials bio-based by 2030. At the same time, we must take into account that the global situation presents challenges; both geopolitical conflicts and regulatory changes cause delays and create new obstacles in the chemical industry's value chain. The goal remains achievable, and we work purposefully every day to strengthen sustainability across our value chain.

We are working actively to

increase this share further, in close collaboration with both customers and raw material suppliers. The process is well underway, and we are taking regular, small but important steps to ensure that our products become increasingly sustainable. By prioritizing environmentally friendly raw materials and strengthening collaboration with our partners, we aim to be a leader in sustainable product development.



We have a strong commitment to continuous improvement and continuously seek new, innovative solutions that contribute to reduced environmental impact and help us fulfill our promise of a sustainable future.

Open innovation

We strengthen our innovation capacity through collaboration. At Unger, we have established strong partnerships with customers, strategic partners, and external expert environments. In 2025, we applied open innovation in 69% of all our research and development projects, particularly within product and process development.

We recognize that we cannot possess all the necessary expertise on our own to lead in innovation, and therefore we work continuously to anchor open innovation as a key driver for strengthening innovation capacity across the entire organization.

By opening up for collaboration and actively sharing knowledge, we build a dynamic and innovative platform that gives us access to external expertise and new perspectives. This enables the development of groundbreaking solutions that we would not have been able to achieve alone. We strongly believe in the value of collaboration and in establishing strong networks to develop innovative products and services. Open innovation provides access to a broader knowledge base, multiple perspectives, and

diverse expertise. Strengthening our internal capabilities and giving us a competitive advantage.

We continuously work to strengthen our focus on open innovation by establishing more partnerships and collaborative projects. By being open and involving a wider range of stakeholders in the innovation process, we remain purposeful in our efforts to achieve even greater success and realize our ambition of being a leader in innovation.



By enabling collaboration
and active
knowledge sharing,
we build a dynamic
and innovative platform.





04

Respect for People

Our work on social aspects is about people, both within our own organization and across the value chain. We work systematically to ensure a safe and inclusive working environment, good development opportunities, and responsible conditions among partners and suppliers. In 2025, we continued our work to strengthen HSE, competence development, and follow-up of social conditions in the value chain.

Why it is important for Unger

Respect for people is the second core pillar of Unger’s sustainability strategy, as we view people as our most important resource. We have a responsibility to safeguard the rights, health, and wellbeing of employees, partners, and local communities. By creating an inclusive and safe working environment and contributing to positive social impact, we strengthen both our own organization and the communities around us. This is fundamental to sustainable growth and long-term trust. For us, it is a natural part of the Unger spirit.

How we work with this

Unger has set clear and ambitious goals for social sustainability as a central part of the company's overall strategy. We work purposefully to create an inclusive, safe, and fair working environment, and also promoting health, wellbeing, and co-determination for all employees. At the same time, we aim to be a positive contributor to the communities around us through collaboration with local stakeholders, support for education and skills development, and strong community engagement. We set clear expectations for our partners to uphold human rights, working conditions, and social responsibility.

Our goals, actions and results

Unger works actively and systematically with social sustainability through a number of measures and initiatives that place people at the center. We emphasize inclusion and diversity through clear procedures for equality and equal opportunities, and regularly monitor wellbeing and the working environment. Health and safety is taken care of through comprehensive HSE programs, training, and initiatives that promote both physical and mental health. Codetermination among employees is ensured through effective systems for involvement, where employees contribute to decision-making processes. We are engaged in the local community and support projects within education and inclusion, to create safety and growth. Suppliers are followed up with clear requirements regarding human rights and social responsibility, while continuous training and development ensure that employees strengthen their competence through various learning opportunities.

Through active stakeholder dialogue and materiality assessment, we ensure that our measures address what is most important to our people internally and externally, our partners and the communities around us while strengthening trust and our competitiveness.

 Results for 2025	 Goals for 2030
16% women in leadership positions	30% women in leadership positions
26% women in key positions	30% women in key positions
97% confirm encouragement and facilitation for knowledge sharing	95% confirm encouragement and facilitation for knowledge sharing
10 qualified applicants per job vacancy advertisement	10 qualified applicants per job vacancy advertisement
90% of suppliers risk-mapped, with prioritized actions where the risk is highest	100% of suppliers risk-mapped, with prioritized actions where the risk is highest
93,9% attendance rate	95% attendance rate
3 participants in labor market programs at any given time	2 participants in labor market programs at any given time
3 HSE days completed	3 HSE days completed
2 injuries with absence	0 injuries with absence
5 apprentices	3 apprentices
6389 hours of training	6240 hours of training
4 employee surveys completed	4 employee surveys completed
4 neighbor complaints	0 neighbor complaints

Our people are the foundation of everything we do. We prioritize health, safety, development, and good working conditions. We are committed to showing respect for our people—within our own organization, in the local community, and throughout the value chain, from raw material producers to customers and manufacturers of finished products.



UNSD GOAL 3:
Good health and quality of life
Together with clean water and vaccines, our products help prevent infectious diseases and contribute to good health. In this sense, we have a very important function in society, and it is important that we treat this responsibility with respect and see our function in the value chain.

As a manufacturing company, Unger focuses on the health of each employee through good HSE practices. We also give our employees the opportunity to participate in the development of their own workplace. Unger is certified according to ISO 45001 Occupational Health and Safety Management.

We place great importance on maintaining a good relationship with our neighbors and take active measures to reduce environmental impact. We maintain ongoing dialogue with our neighbors and have implemented a range of measures to reduce noise and odor from our production facilities.



UNSD GOAL 8:
Decent work and economic growth
Internally, we facilitate good working conditions through close collaboration with labor unions and each individual employee. There is also a special focus on equality, diversity, and inclusion through specific goals and specific projects.



As a local key employer, we also see it as a natural part of our role to contribute to local value creation and shared competence development in the region through various initiatives and collaborative projects.

Unger also has a responsibility to conduct due diligence assessments of our suppliers and customers across the value chain. With the OECD Guidelines for due diligence assessments we conduct risk assessments of suppliers for both raw materials and packaging. These assessments cover forced labor, child labor, HSE, wages and compensation, harassment and equal treatment, as well as environmental and sustainability factors. This is part of our due diligence assessments and a prerequisite for our ISO certification according to ISO 14001 Environmental Management.

UNSD GOAL 17:
Teamwork to achieve goals
UNSD Goal 17 is important to us at Unger, as we believe that collaboration across stakeholders is essential to achieving our shared goals. We cannot reach our goals without working together. Borth internally, but also externally across the value chain with suppliers and customers. We depend on transparency to implement the measures that will move sustainability work in our industry. This is a shared responsibility that requires good dialogue and joint projects with our stakeholders.

Our People at Unger

Our employees are at the heart of Unger. It is their commitment, job satisfaction, and competence that make it possible to create a safe and sustainable working environment. We know that individual wellbeing and development are crucial to achieving our goals, and we place our people at the center of everything we do. Together, we build a culture characterized by unity, openness, and continuous improvement, where each individual contributes to strengthening both the community and the company's future. It is our people internally who create and sustain the Unger spirit.

Health, Safety, and Environment (HSE)

At Unger, health, safety, and environment (HSE) is always a top priority. We work systematically and purposefully to ensure a safe working environment, while taking responsibility for reducing environmental impact across all areas. Our HSE work are rooted in broad engagement from authorities, stakeholder organizations, employees, and the local community, and continuous development is central to everything we do.

We have a dedicated HSE Day

A dedicated HSE Day is one of the measures we have to ensure that HSE remains a priority every year. It is essential for us that everyone takes responsibility for HSE works. We have

established a routine where first aid and fire safety have special focus. This year, IT security was also a topic on the agenda, and it will continue to be part of the HSE Day in the years to come.

The day was divided into two parts: a theoretical session with training in first aid and fire theory, and a practical outdoor session where the participants practiced what they had learned, divided into six different stations. External speakers contributed with professional input, while the industrial emergency team and IT department supported the practical exercises.

The theme *"Thank you for speaking up"* remains central and will continue to be an important element in our

efforts to create a safe and secure workplace in the years ahead.

Emergency preparedness as an important part of HSE

Unger has its own industrial emergency response team, which acts as the first line of response in the event of incidents. The team consists of 32 members, including staff, team leaders, and response personnel.

During 2025, we conducted a number of exercises, including four major drills in line with regulatory requirements. At the same time, we have lowered the threshold for conducting smaller exercises, enabling the fire and rescue group to train regularly in the use of equipment and in effective response handling until the emergency services arrive.



During 2025, our collaboration with Fredrikstad Fire and Rescue Service has been highly rewarding. Together with emergency services we had an extensive exercise in November. This has provided us with valuable experience and strengthened our competence in cooperation with first responders. The collaboration raises awareness and contributes with important knowledge among the employees, while also providing first responders with relevant training scenarios in a realistic environment. Thank you for the cooperation in 2025!

ISO certifications, with audits conducted by DNV, strengthen our HSE work.

Our ISO certifications provide a solid framework for continuous audit and improvement of our HSE efforts. Through frequent assessments and follow-up, we ensure that routines, measures, and the working environment are continuously improved in line with best practices

and current requirements. This helps us stay on course toward a safe, inclusive, and sustainable working environment.

Unger maintained its certifications in 2025 through audits conducted by DNV in:

- **ISO 9001:** Quality Management (since 1998)
- **ISO 14001:** Environmental Management (since 2022)
- **ISO 45001:** Occupational Health and Safety Management (since 2022)

In 2025, our work towards recertification have been focusing on improving and ensuring implementation of updated company procedures. This year's DNV audit verified strong momentum and demonstrates that the implemented measures enhance quality and confidence in our HSE management.

We assess the working environment so we can take focused action
In 2025, we continued to prioritize the working environment and carried out work environment surveys in collaboration with the occupational health service (OHS) to gain an overview of what employees are exposed to during the course of a working day. In collaboration with OHS, we continued with the measurement of the dust levels in one of our facilities. This resulted in concrete measures, including tailored exercise programmes in all departments and a new policy for timely replacement of footwear in the production department to help

prevent work-related musculoskeletal problems. We are continuously working to assess and improve all of our manufacturing areas in 2026.

All previously conducted risk assessments were reviewed and updated in 2025. We can conclude that updating these risk assessments is both appropriate and effective. However, we still need to place greater focus on risk assessments in projects and on transferring risk analyses from project phases to operations.

During 2025, we also set a goal to reduce the number of chemicals used

in the factory. We updated our chemical inventory and established a dedicated chemical committee, which works actively to ensure more conscious purchasing, better control, and substitution of chemicals. This contributes to a safer working environment and more sustainable operations.

The employee survey
Employee surveys are carried out annually to provide insight into how employees experience the working environment and job satisfaction. In 2025, we completed four employee surveys, in line with our goal. The results are crucial for identifying areas

for improvement and ensuring that we can continuously develop an inclusive and safe working environment for everyone.

At Unger, we are committed to safeguarding the entire working environment, not only physical aspects, but also psychosocial factors. Throughout the year, we assess the psychosocial working environment through employee surveys, and to ensure wellbeing and safety for all employees.

Health
We are proud that the attendance rate in 2025 was as high as 93.9%. Our goal for the year was 93.5%, marking a step towards our ambitious goal of reaching 95% by 2030. This indicates that the vast majority of employees are present at work, and that many on sick leave remain partially engaged in the workplace.

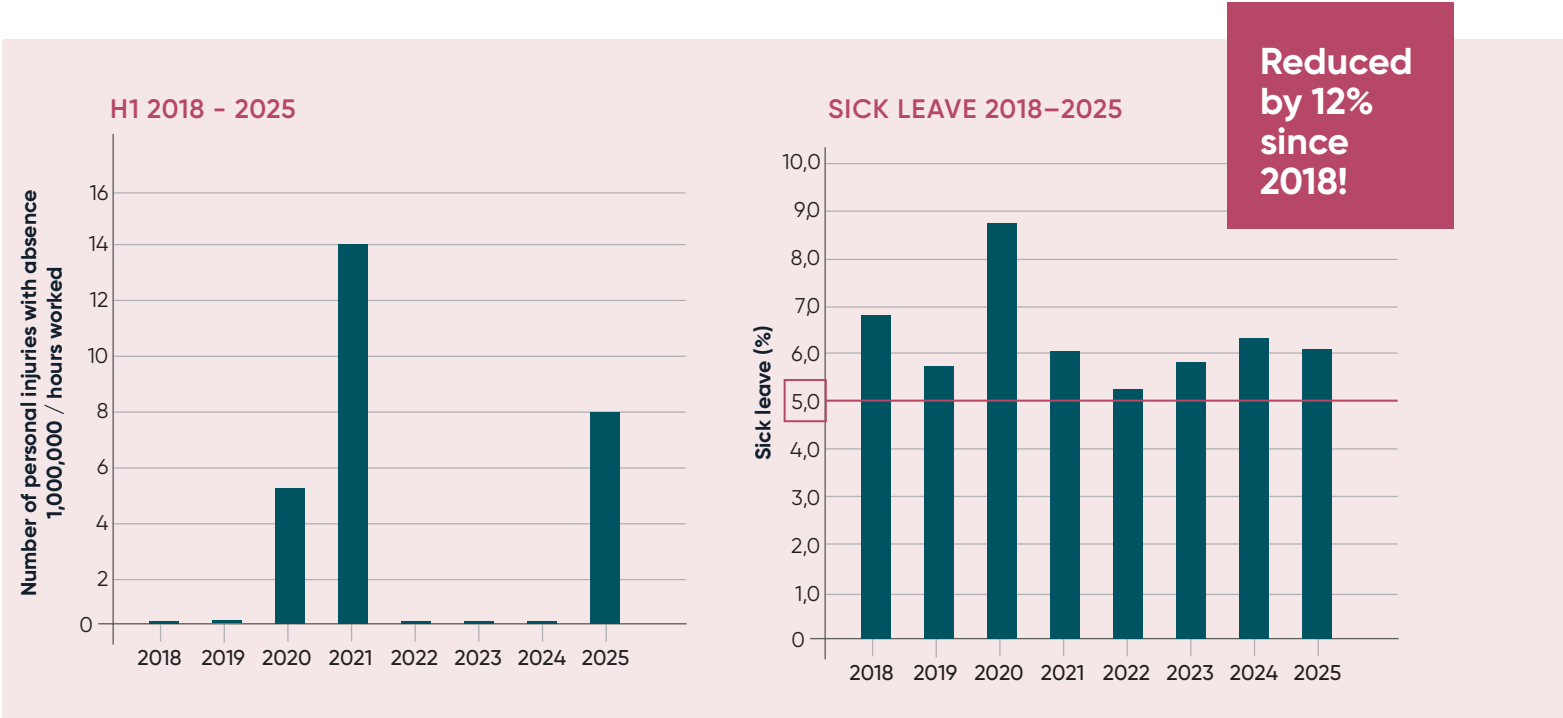
We aim to facilitate that everyone has the possibility to contribute in the workplace, through close follow-up, flexible solutions and dialogue between employees and managers. We are prioritising meaningful work for employees requiring temporary workplace adjustments, and by offering health insurance with timely access to treatment, we ensure early follow-up and help prevent the development of chronic conditions. Active workplace adaptation is key to addressing individual needs and promoting high attendance rates and an inclusive



work environment. The most important measure we do to increase attendance is investing in preventive work through exercise, health, and psychological safety for all employees.

Competence and employee development
Unger takes pride in being an attractive workplace where employees have real opportunities to influence

their own workday. Our employees are actively involved in processes that affect both the entire organization and their individual work tasks. Our culture and values are communicated to new employees through a comprehensive onboarding program, ensuring that everyone gains a strong understanding of what we stand for.



Everyone is involved in creating our strategy

A key example of Unger’s commitment to employee inclusion is our strategy process. The entire organization participated in the development of the strategy for the period 2024–2028. It was reviewed and discussed in meetings with all employees, covering our values, situational analysis, strategic goals, and the measures needed to achieve them.

The three focus areas for Unger for 2024–2028, as defined in the strategy, are:

- Value creation
- Competence
- Sustainability

In 2025, we continued working on the implementation and communication of all strategic areas to ensure alignment across the organization. Throughout 2025, we have focused on advancing the implementation and embedding the strategy in cross-functional forums. The year has been marked by strong cross-functional engagement, where discussions and collaboration have fostered a shared understanding and clear direction for our work. Unger has therefore made considerable efforts this year as well to engage all employees in executing the strategy. This has strengthened engagement and ensured that everyone is working toward the same strategic objectives.

The Unger School and the recruitment of a sustainability manager.

As a direct result of the strategy process, we have implemented initiatives within value creation, competence, and sustainability.

The Unger School was established in 2025 as a modular training program and is now a key initiative for competence development for all employees. The program is tailored to strengthen professional expertise across the organization and ensures that everyone has access to relevant and up-to-date training. The training program has been further developed with modules integrated into Unger’s learning management system (LMS), making learning and follow-up more systematic and easily accessible for all.

During 2026, the Unger School will be further developed to ensure continuous and structured learning, increased knowledge sharing, and improved professional quality across the organization. In line with the 2024–2028 strategy, the Unger School will help create a more robust and future-oriented competence platform, support the mapping and retention of critical knowledge, and strengthen our internal learning culture.

This initiative is a central part of our sustainability efforts under the theme “Respect for People” and supports our goal of building a workplace where continuous learning and cross-functional collaboration are at the core.

In 2025, we further strengthened our sustainability focus by hiring a new Sustainability manager, advancing and embedding sustainability across the organisation.

Competence development in 2025

All organized training hours are systematically recorded for all employees, and in 2025, a total of 6,389 hours were invested in competence development. For us, it is essential to ensure that all employees have the opportunity to strengthen their competence, so that we are well equipped to meet future demands and challenges.

By investing time in training, we build a learning culture that contributes to increased engagement, improved collaboration between departments, and a resilient organization with strong professional expertise. This is essential for maintaining competitiveness and further developing our business in line with strategic goals.

In 2025, we conducted a pilot trial using digital tools for mapping and developing competence in two departments. The experience has provided a solid foundation for implementing a shared, systematic, and digitally supported competence process across the entire organization.

With better insight into where needs are greatest, we can more quickly implement targeted training initiatives and ensure that we have the right competence in the right place at the



By investing in apprentices, we contribute to developing the skilled workers of the future and strengthen our own competence base.

right time. This strengthens our overall performance and makes us better prepared to meet both customer requirements and our strategic objectives.

We aim to be a company for apprentices

Apprentices are an important resource for us, as they bring new knowledge, engagement, and fresh perspectives into the workplace. By investing in apprentices, we contribute to developing the skilled workers of the future while strengthening our own competence base. We see it as our responsibility to give young people the opportunity to grow through practical training, close follow-up, and valuable workplace experience. The apprenticeship program enables us to develop and

recruit skilled employees, while also contributing to diversity and an inclusive working environment. According to our development and sustainability, we aim to be a training company that provides opportunities for learning, growth, and community both for individuals and for the organization as a whole.

In 2025, we had 127 employees, including 5 apprentices, distributed as follows:

- 2 in Chemistry/Process
- 1 Automation technician
- 1 Laboratory technician
- 1 IT



Diversity and equality create value

We work in a targeted manner to promote diversity among our employees and take a clear stance against all forms of discrimination and harassment based on gender, ethnicity, religion, or age. In 2025, women accounted for 21% of the workforce, and we have gender-neutral policies and compensation systems that ensure equal pay for equal work.

We have overall objective to increase the share of women in leadership positions. This is a target that requires long-term efforts. As an industrial company with a long standing and traditionally male dominated culture, it is necessary to work in a structured and targeted manner to recruit more women across the organization.

By increasing the overall share of women, we create a broader recruitment base for future leaders and contribute to a more diverse and inclusive working environment. This is an effort that requires commitment, facilitation, and a conscious strategy to ensure that women both apply to and thrive within our organization. **In 2025, we achieved 16% women in leadership positions with personnel responsibility and 26% women in key positions with specific responsibilities.**

It is important for Unger to work systematically with equality and diversity, as it contributes to an inclusive working environment, strengthens innovation capacity,

and provides access to a broader range of competencies. By ensuring equal opportunities, we are better positioned to attract and retain skilled employees while building a workplace characterized by respect and openness.

The duty to carry out and report on equality measures (ARP)

Unger Fabrikker works systematically and in a structured manner with the duty to carry out and report on equality measures in accordance with the Equality and Anti-Discrimination Act. This work is anchored in the company's HR policies and governing documents and is carried out in collaboration with employee representatives.



We have overall objective to increase the share of women in leadership positions.

Unger uses a structured four-step method to:

- Map risks of discrimination
- Analyze causes
- Implement measures
- Evaluate effects

Equality and non-discrimination are followed up through, among other things, pay mapping, recruitment processes based on objective criteria, quarterly employee surveys, and regular dialogue forums with trade unions. Results, measures, and further plans are reported annually and is a part of the company's public reporting.

The statement on equality and discrimination shall cover two main areas:

- Key figures that show current status – Further work on equality
- Systematic efforts to improve equality and prevent discrimination

Status of gender equality at the end of 2025:

- Permanent employees: 122 permanent employees
- Gender distribution: 98 men and 24 women
- Part-time positions: 2 women and 2 men
- Temporary employees: 3 employees

Further work on equality

We conduct a thorough risk assessment across all HR areas to identify any challenges related to gender equality and discrimination.

In the 2025 employee survey, employees were asked whether they experience Unger as a workplace free from discrimination. These results formed the basis for implementing concrete measures. Topics related to equality and non-discrimination will also be addressed in company wide meetings and relevant forums, such as the Working Environment Committee (AMU), to ensure open dialogue and shared engagement.

In 2025, we focused particularly on the following measures:

- The company operates in older facilities with some physical limitations for people with disabilities.
- We maintained our requirements for diversity and professional, non-discriminatory recruitment processes. In all hiring processes, we emphasized objective and competence based criteria to ensure fairness, equal treatment, and quality.
- Two senior employees were granted reduced or adjusted roles to enable longer participation in working life.
- We conducted the annual employee surveys, where discrimination and harassment remained key topics.

In 2026, we plan to:

- Continue mapping, through employee surveys, whether employees experience Unger as a workplace free from discrimination, and follow up any findings with concrete measures.
- Continue to be a workplace that provides opportunities for individuals in need of various labor market programs, and strengthen collaboration with relevant stakeholders to support inclusion and work training.

Whistleblowing procedures

Unger aims for openness and a strong corporate culture to ensure that difficult or undesirable situations are discussed, addressed, and resolved when and where they arise.

The whistleblowing channel is designed to be easily accessible to all employees, and the threshold for reporting potential misconduct is low. This contributes to creating safety and openness, ensuring that everyone feels supported if they choose to speak up.



Our People in the Value Chain

Our operations affect not only our own employees at Unger, but also the workers in other parts of the value chain. By ensuring good working conditions and safeguarding human rights, we contribute to safety, social justice, and sustainability across all stages. This strengthens not only our own corporate culture, but also the trust of our partners and the communities around us.

Responsible sourcing

To ensure accountability and respect for human rights across the value

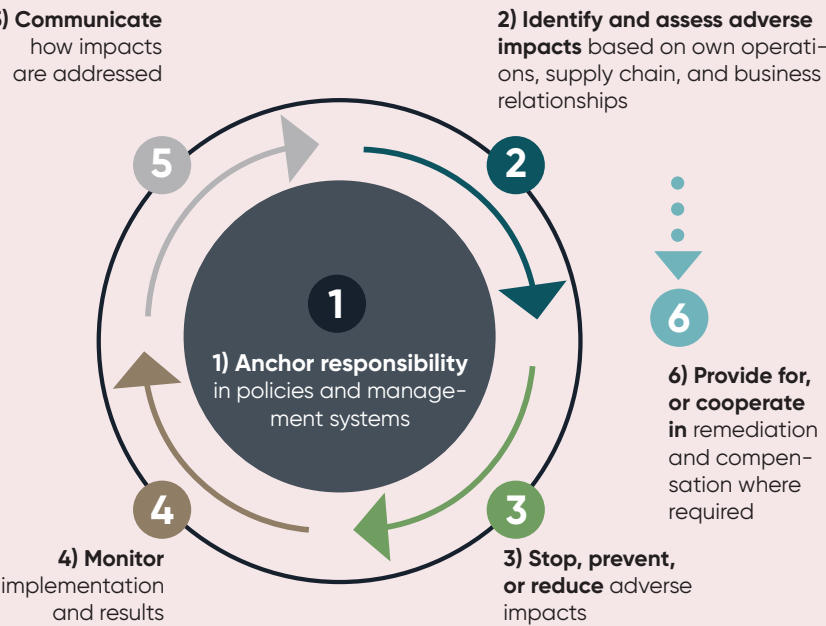
chain, we conduct due diligence assessments based on the UN Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct, in line with the fundamental principles of the ILO conventions.

This means that we systematically map and assess risks related to, among other things, child labor, forced labor, discrimination, and the right to organize. Our approach is based on international standards and applicable regulations, and we follow up with suppliers through dialogue, documentation requirements, and audits.

In this way, we strengthen confidence that working conditions throughout the value chain are in line with recognized principles for social sustainability. For Unger, sustainable sourcing is about demonstrating responsibility and care at every stage of the value chain. We place strong emphasis on making conscious choices that promote a positive impact on the environment, social conditions, and economic sustainability not only for ourselves, but also for suppliers, partners, and other stakeholders in the value chain.

Being effective in due diligence does not mean that we have no negative impact on people, society, and the environment, but rather that we are transparent about challenges and address them in the best possible way in collaboration with stakeholders and partners.

OECD'S DUE DILIGENCE MODEL FOR RESPONSIBLE BUSINESS CONDUCT



How we work with the value chain

Unger Fabrikker conducts due diligence assessments in line with the Norwegian Transparency Act and the OECD Guidelines for Responsible Business Conduct, with the aim of preventing and reducing negative impacts on workers in the value chain. The work is risk based and is founded on a full mapping of direct suppliers (Tier 1), as well as targeted assessments of indirect suppliers and raw material stages (Tier 2 and 3), where the risk of violations of human rights and working conditions is considered essential.

The due diligence assessments include risks related to forced labor, child labor, discrimination, health and safety, and the right to organize. Unger sets clear and standardized requirements through a supplier code of conduct, structured ESG questionnaires, and risk based controls, and follows up identified deviations through dialogue, improvement measures, and expectations for corrective action. In line with the OECD methodology, emphasis is placed on documented assessments, traceable decision-making logic, and continuous improvement, rather than full visibility across all levels.

As part of our risk mapping and due diligence work, we have established sustainability criteria within our procurement processes. These criteria are anchored in our sustainable sourcing policy, where sustainability,



accountability, and respect for human rights are central. The procurement department has developed and implemented an updated sustainability policy, which is now integrated into all new framework agreements with suppliers. This ensures that our expectations regarding sustainability and social responsibility are clearly communicated and followed

- throughout our value chain:
1. The supplier must be able to demonstrate a sustainability policy.
 2. The supplier must be able to document that the policy is implemented across the entire value chain.

We continuously work to improve our due diligence processes, and our own policy for responsible business conduct and supplier code of conduct is reviewed annually through our ISO audit with DNV.

Preventive measures
As a result of our risk mapping, we have implemented a range of measures, where membership and certification in RSPO for palm oil represents one of our most important initiatives. This measure is based on a risk assessment and primarily targets suppliers in Southeast Asia. The measures include mapping our suppliers' compliance with regulations related to child labor, forced labor, wage conditions, working hours, and the right to organize.

Unger has a policy stating that in the Nordic region we only supply products based on certified palm oil, and that outside the Nordics we supply certified products upon customer request. The Roundtable on Sustainable Palm Oil (RSPO) is an international organization working to ensure sustainable palm oil production through strict requirements for environmental protection, social responsibility, and traceability. Certification according to RSPO standards means that the palm oil is produced in a way that safeguards biodiversity, protects the rights of local communities, and reduces negative environmental impacts. This certification provides both suppliers and customers with assurance that

the palm oil follows recognized sustainable practices. Unger was the very first company in the Nordic region to be certified according to this standard back in 2015.

Transparency Act
In accordance with the Transparency Act, Unger has reported on its due diligence work and published the annual report on its website. This ensures transparency and gives all stakeholders access to information about how we manage risk and responsibility in the value chain.

The way forward in 2026
Unger has also chosen to invest in solutions from Dun & Bradstreet to strengthen due diligence and ensure ongoing follow-up and monitoring of the supplier chain. This provides access to updated data and risk assessments, enabling us to identify and address potential challenges early. The investment contributes to increased transparency and safety across our entire value chain.

During 2026, we will further develop and systematize our due diligence work by revising and improving our internal governance and follow-up procedures. At the same time, we will update our policy for responsible business conduct and supplier code of conduct, and strengthen our reporting processes to ensure that sustainability and responsibility are firmly embedded across all parts of the organization.

Our social responsibility

Our responsibility for people extends beyond our own employees and workers in the value chain. Unger also monitors social responsibility—locally, nationally, and internationally. We are part of the Thon Group, which also makes a significant contribution to international social responsibility.

Taking social responsibility involves commitments across several areas, from ensuring good working conditions and initiatives for our employees, to developing strong and respectful relationships with neighbors and local communities. We support initiatives and activities that create a sense of safety in everyday life and contribute to positive experiences and improved living conditions for those in vulnerable or challenging situations in society.

Unger places strong emphasis on responsible and sustainable operations, with the goal of ensuring stable employment and reinforcing our role as a key local employer. We have a clear social profile and are actively engaged in supporting both our employees, their families, and the local community. As part of this commitment, Unger supports cultural and sports activities for employees and their children. In this way, we help create social arenas where employees can engage in leisure activities together while also contributing to local clubs. In 2025, we supported activities such as golf, padel, gaming, and local sports and cultural clubs for employees' children.

Contributions to the local community through both small and large initiatives

Over many years, Unger Fabrikker has experienced the value of opening our doors to work training and inclusion. Providing individuals with the opportunity to establish themselves in our organization has been enriching for both us and the wider community. Many people outside the labor market have unique qualities and potential, they simply need time, trust, and someone to see them.

We aim to help at least two people enter the workforce each year, and we view this as a strength for the entire Østfold region. We strive to be an arena where people can develop and be given the opportunity to grow. When opportunities arise, it also serves

as a valuable recruitment platform for us. Several individuals have secured permanent employment at Unger after demonstrating their abilities through work training.

Providing opportunities is part of our social responsibility, and after more than 100 years in the industry, it is natural for us to continue being an active part of the local community. There are many individuals with talent and resources who are currently outside the workforce, and sometimes all it takes is a little time, trust, and attention to open new doors. At Unger Fabrikker, we believe that inclusion and community are key to a stronger society, and we will continue to give people a chance.



We maintain open communication with the local community and hold meetings with representatives from the local community committee and the local boating association when needed, as they are the company's nearest neighbors.

We provide financial support for charitable initiatives organized within the local community and engage "Viuno," a local company that offers services by people with permanent or temporary disabilities. We are also a regular contributor to Kiwanis, which each year organizes and hosts a Christmas dinner for individuals who are alone or in difficult situations.

Engagement and support for local sports clubs and cultural initiatives
Throughout 2025, Unger has worked actively to increase visibility and marketing efforts, both locally and

regionally. We have used various channels to highlight our role as a contributor to society, while also strengthening collaboration with local sports clubs and cultural events. Our support has helped promote teams, create engagement, and build a sense of community in the local area. We have, among other things, provided support to:

- Fredrikstad Football Club and FFK Samfunn
- Fredrikstad Ballklubb
- Stjernen Hockey
- Idyll ferry collaboration
- Månefestivalen
- The national fundraising campaign (TV-aksjonen), where support was directed to Atlas Alliance (<https://www.atlas-alliansen.no/>)



Through our collaboration with FFK Community, Unger has been a key contributor to the club's work on sustainability and social responsibility in 2025. We have, among other things, contributed to the Ticket Fund, enabling children, young people, and families with low income to attend matches and experience the sense of community within the club.

Unger has also supported the initiative "Hjerterommet," an inclusive meeting place for people who are outside the school, education, or social arenas. FFK Community has also worked with free football schools, where all children and young people can participate regardless of their financial situation. They have supported Christmas gift distributions for the families with low income to ensure more people can enjoy a good Christmas celebration. Through the "Samfunnsakademiet," they also support young people who have dropped out of school or are at risk of exclusion, providing close follow-up, courses, and work training so they can return to school or work.

We also support the Street Team (Gatelaget) and the FFK Star Team, which offer programs for people dealing with substance abuse challenges and individuals with developmental disabilities, respectively. The focus here is on the joy of sports, community, and a sense of achievement for all participants. Overall, our commitment and collaboration with FFK have



FFK Community has worked with free football schools, where all children and young people can participate regardless of their financial situation.

contributed to increased social value and inclusion in the local community, and strengthened the club's work with sustainability and social responsibility.

The ferry collaboration with Idyll festival

Unger sees the support for the Idyll ferry and city ferries as an important contribution to society, as the collaboration enhances accessibility, promotes environmentally friendly transport, and strengthens community life in Fredrikstad. The city ferries have impressive passenger numbers, which show how central this form of transport is for both residents and visitors. During major events such as the Idyll Festival, usage increases significantly. For example, several thousand additional passengers were transported during the festival weekend compared to normal days. This shows that the ferry service is crucial for enabling people to travel safely and easily, and for making it possible for more people to participate in communitybuilding activities in the city. By supporting the ferry collaboration, Unger contributes to social inclusion, strengthening urban life, and sustainable urban development. Values that are important to us.

Support for charitable causes

In addition to local engagement, it is important for Unger to support charitable and national causes, as this helps strengthen the community and creates lasting value for society as a whole. Such contributions allow



us to help people in different life situations across the country.

Kreftkompasset

Since 2023, Unger has been an committed contributor and participant in 'Kreftkompasset'. Through this collaboration, we offer mentorship programs for individuals who have undergone cancer treatment, with the aim of providing support and guidance on their return to working life. At the same time, our own employees have the opportunity to develop through the role of mentor. All programs focus on workplace inclusion as a key theme, and Unger provides an employee to act as a mentor for a cancer survivor. Survivors can apply for a mentor to receive support with workrelated challenges, such as returning to work, changing jobs, or remaining in their current job. The collaboration lasts for one year, and Kreftkompasset establishes the framework and follows up both the participant and the mentor throughout the process. This gives us a valuable opportunity to develop our employees at Unger. Everyone who has served as a mentor

finds the experience meaningful and enriching, and the program provides strong opportunities for personal development and enhanced leadership skills. More information about Kreftkompasset can be found at kreftkompasset.no

Olav Thon Foundation

In 2013, Olav Thon transferred the majority of his assets, including shares in Thon Gruppen AS worth NOK 25 billion, to the Olav Thon Foundation. His goal was to ensure long-term support for research, education, and charitable causes. The foundation's purpose is to distribute funds for academic awards, research support, and socially beneficial projects. Each year, up to NOK 100 million can be distributed. The main areas of support are research and education, and the first awards were presented in 2015. In addition, funding for other charitable purposes is distributed twice a year.

More information about the Olav Thon Foundation can be found at olavthonstiftelsen.no



05

Governance

Good governance is a prerequisite for long-term and responsible value creation. We emphasize clear roles, compliance with laws and regulations, ethical guidelines, and transparent reporting. In 2025, we continued integrating sustainability into management systems, decision-making processes, and risk management, ensuring that accountability is a natural part of how we operate.

Why it is important for Unger

Good governance is the foundation for responsible and sustainable operations. For Unger, clear frameworks for ethics, compliance, and accountability are essential to ensuring quality, trust, and long-term value creation. Good governance ensures that we act in accordance with legal requirements and expectations from customers, owners, authorities, and society, and provides assurance that environmental, working environment, and social considerations are integrated into our decision-makings.

How we work with this

We work systematically with accountability, transparency, and quality across the entire organization. During the second half of 2025, we strengthened the structure of our sustainability work by establishing three interdisciplinary ESG working groups.

These working groups are intended to help standardize, quality-assure, and operationalize sustainability efforts within environmental, social, and governance areas, and are led by the Sustainability Manager. The governance working group is particularly responsible for monitoring and further developing our ethical guidelines, guidelines for suppliers and business partners, as well as assessing the accessibility and use of whistleblowing channels for both internal and external stakeholders. The work is based on Unger's Code of Conduct, Supplier Code of Conduct, and international principles such as the UN Global Compact's Ten Principles.

Our goals, actions and results

Unger has, over time, chosen to anchor its sustainability efforts through internationally recognized ISO standards for quality, environment, and working environment. These certifications provide a solid framework for governance and continuous improvement, ensuring that the work is carried out in a structured, documented, and verifiable manner.

This approach has strengthened Unger's internal processes, clarified responsibilities across the organization, and contributed to increased trust among customers and other stakeholders. In 2025, our governance efforts have in particular contributed to improved structure in our sustainability work, clearer roles, and a more robust foundation for further follow-up of goals and reporting.



Ethical Guidelines
Unger



SCoC Unger



The Ten Principles
– UN Global Compact Norway

Through clear governance, ethical guidelines, and active follow-up of risk and compliance, we ensure responsible business practices across the entire value chain. This strengthens trust in Unger and supports robust decisionmaking and long-term competitiveness.



Results for 2025

Maintain certification ISO 9001/14001/45001: **Yes**

Whistleblowing channel with the possibility for anonymous reporting for internal stakeholders: **Yes**

RSPO certification of palm kernel oil: **Yes**



Goals for 2030

Maintain certification ISO 9001/14001/45001: **Yes**

Whistleblowing channel with the possibility for anonymous reporting for internal stakeholders: **Yes**

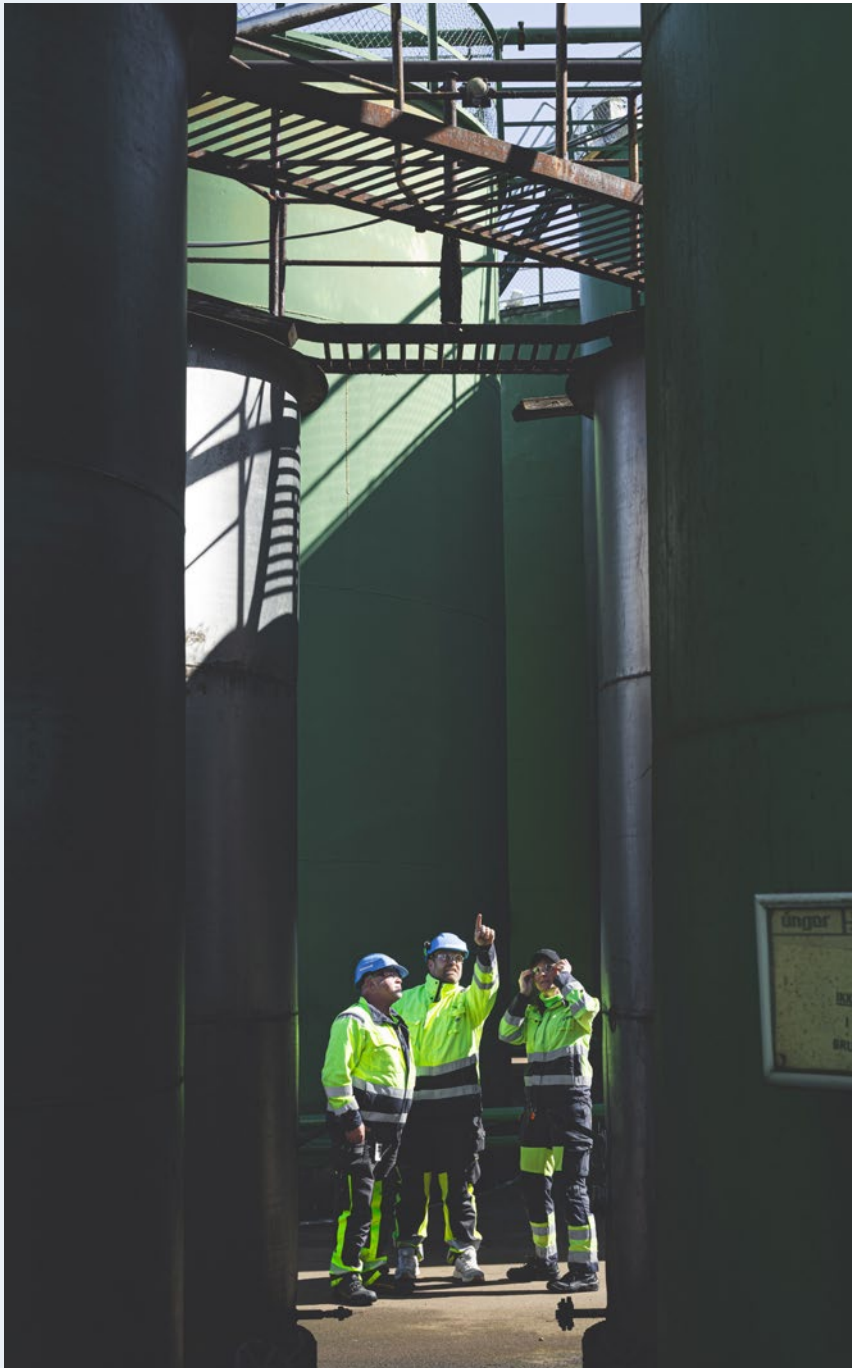
RSPO certification of palm kernel oil: **Yes**

Ethical guidelines for sustainable business practices revised and published: **Yes**

Supplier Code of Conduct revised and published: **Yes**

Training in due diligence: **Yes**

Develop and comply with a structure for IT security based on the principles of ISO 27001 and NIS2: **Yes**



Anchoring, roles, and responsibilities

Sustainability efforts are well anchored in management and are followed up through clear roles and responsibilities across the organization. The Board of Directors and the CEO hold overall responsibility for governance and compliance. The Sustainability Manager has overall responsibility for the cross-functional ESG groups and for coordination with management through a clear sustainability process and Unger’s policies. Three cross-functional ESG working groups (E, S, and G) operationalize the work in practice, and responsibility for the different focus areas lies within the line organization.

Ethics, compliance, and transparency

Unger has clear ethical guidelines that outline expectations for behavior among employees, suppliers, and business partners. The guidelines cover topics such as business ethics, anti-corruption, human rights, and responsible interaction, and are based on international principles such as the UN Global Compact’s Ten Principles. The ethical guidelines for sustainable business practices will be revised and published on our website in 2026.

At Unger, there is zero tolerance for corruption, and ethical conduct is fundamental to trust and long-term value creation. Unger actively works to prevent corruption through clear ethical guidelines, requirements

for transparent and fair business practices, and expectations directed at both employees and business partners. The guidelines applies across the entire value chain and is followed up through clear procedures, awareness, and continuous assessment of risks related to markets, partnerships, and supplier relationships.

We have established internal whistleblowing channels that are easily accessible and clearly visible on our intranet, and we continuously work to ensure that guidelines are known, accessible, and applied in practice. We are also developing a whistleblowing channel for external stakeholders, which will be made available on our website during the year.

The supply chain

Responsible business conduct also includes how we work with our supply chain. Unger sets requirements for suppliers through the Supplier Code of Conduct and follows up on risks related to human rights, working conditions, environment, and business ethics. The Supplier Code of Conduct will be revised during 2026 and made available on our website.

ESG risk is assessed as part of the company's overall risk management, and sustainability is integrated into evaluations of both our own operations and the value chain.

This provides a stronger basis for prioritizing measures and reducing risk over time.

IT security as a company-specific focus area

Strong IT security is essential to protect the company's assets, ensure stable operations, and maintain trust among customers and partners. Unger works systematically with information security through both technical and organizational measures to ensure confidentiality, integrity, and availability of data. IT security is integrated into the company's risk management, with efforts focused on preventing digital threats, managing incidents, and continuously improving the level of security in line with increasing digitalization. Unger will further develop its structure, documentation, and control mechanisms in accordance with recognized frameworks such as ISO 27001 and the requirements in NIS2.

Status, improvements, and the way forward

Over time, Unger has chosen to anchor governance and sustainability efforts through internationally recognized ISO standards for quality, environment, and occupational health and safety. These certifications have contributed to clearer structure, improved allocation of responsibility, and more systematic follow-up.

In 2025, we have particularly strengthened our governance model through the establishment of an ESG structure, clearer roles, and increased involvement across the organization. The next step is to further develop the quality of risk management, reporting, and follow-up of measures.





Certifications

RSPO – certification
RSPO (Roundtable on Sustainable Palm Oil) is an international certification scheme for sustainable palm oil. The certification sets strict requirements for environmental protection, human rights, traceability, and responsible production, and ensures, among other things, deforestation-free production and respect for local communities. RSPO is verified through third-party audits and documented mass balance across the value chain.

RedCert2 – certification
RedCert2 is a certification scheme for sustainable biomass, particularly related to biofuels and raw materials covered by the EU Renewable Energy Directive. The certification documents that the biomass meets requirements for greenhouse gas reduction, traceability, and sustainable production, and is often used to meet regulatory and customer-specific requirements.

Certifications and third-party assessments of sustainability efforts are important both for credibility and for continuous development. In 2025, we maintained our certifications in:

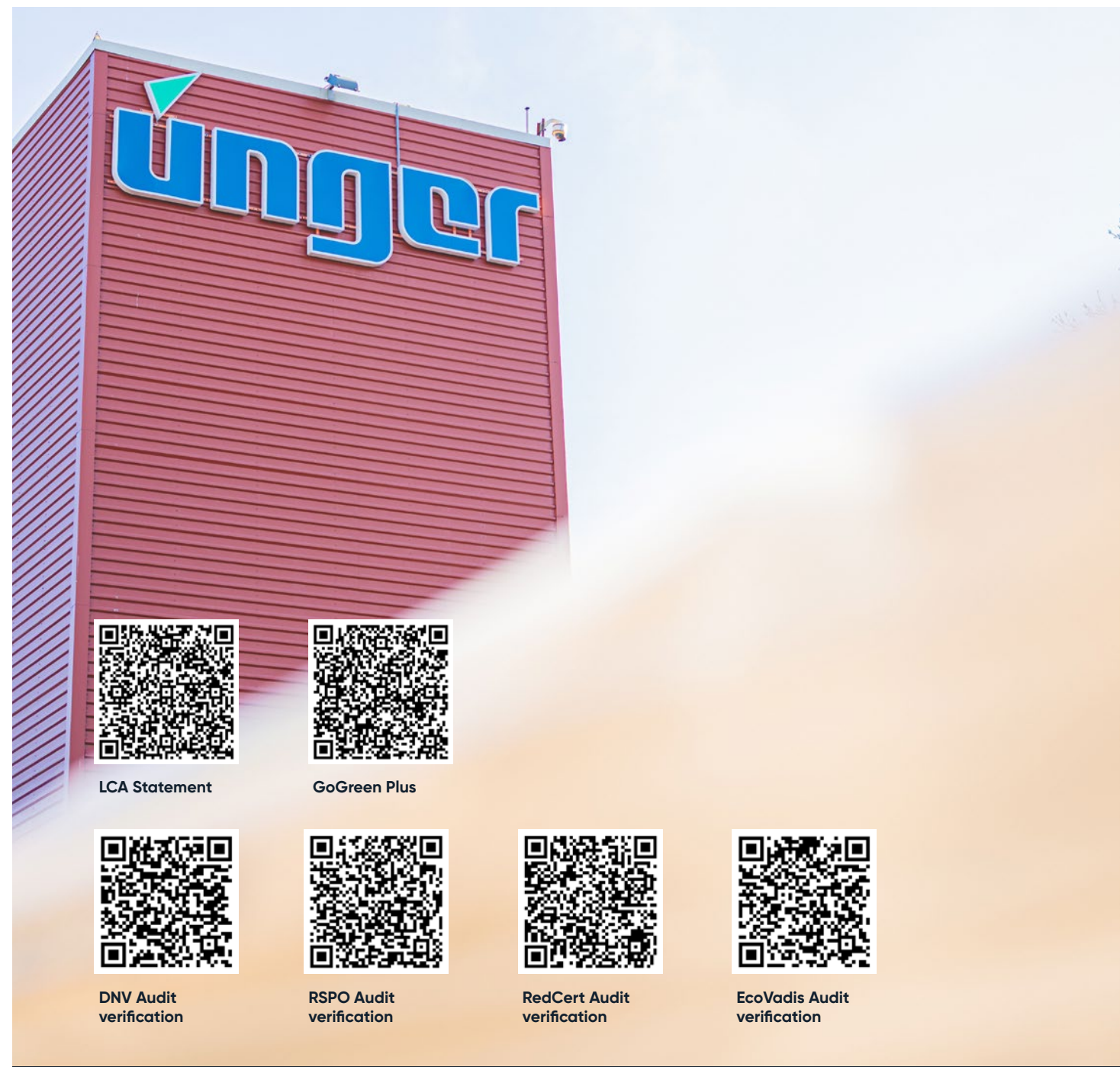
- ISO 9001 – Quality Management – certified since 1998
- ISO 14001 – Environmental Management – certified since 2022
- ISO 45001 – Occupational Health and Safety – certified since 2022
- RSPO – certified since 2015
- RedCert2 – certified since 2024

We conducted recertifications and updated routines and management systems, with particular focus on HSE improvements and risk management. Several external audits confirmed that our processes are robust and continuously improving.

In 2025, we also maintained reporting through:

- Gold rating from EcoVadis – reported since 2019
- CDP Score B for Climate Change – reported since 2023
- GRI reporting via the Thon Group, with Unger’s own LCA qualityassured by NORSUS – reported since 2022

In addition, we annually review our sustainability efforts through the sustainability report you are now reading. This ensures continuous improvement and compliance with our goals and commitments. We assess progress, identify areas for improvement, and document results, providing a solid basis for strengthening processes and initiatives. It also offers both us and our stakeholders a clear overview of status and progress in our sustainability work.



06

Appendixes and References



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