



2025

Sustainability report



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01

Introduction

Message from our CEO
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Message from the CEO

At Protan, sustainability is fundamentally regarded as a strategic driver of long-term value creation. Our commitment is rooted in a firm conviction of the strategic and commercial value of sustainability, beyond compliance considerations. In parallel, increasingly stringent requirements related to sustainability and material recovery from the European Union and Norwegian authorities further underscore the importance of this transition, which is no longer discretionary but essential to maintaining competitiveness and market relevance. By pursuing innovation in combination with a responsible approach to our environmental footprint, we enhance organizational resilience, mitigate risk, improve operational efficiency, and strengthen our long-term competitiveness.

Our vision, Futureproofing Waterproofing, reflects our commitment to continuous improvement and challenges us to adapt, rethink established practices, and actively seek new opportunities. It means stretching ourselves a little more every day—questioning how we work and how we can do better. For Protan, working with sustainability is Futureproofing in practice - moving forward step by step and raising the bar over time, we build a more sustainable and competitive Protan. This report demonstrates how we translate our vision into concrete actions and measurable progress.

The year 2025 has been a demanding one for the construction industry. Persistent cost pressure and an uncertain geopolitical landscape have tested us. In such times, the importance of long-term thinking and responsible decision-making becomes even clearer. I would like to take this opportunity to sincerely thank everyone at Protan for their commitment, professionalism, and resilience. It is your dedication, every single day, that makes Protan the Protan it is and enables us to move forward with confidence.

Our Protanists are our most important asset. We established a dedicated working group representing the whole group aimed at improving working conditions, supporting employee development, and fostering a more inclusive and engaging workplace. Health and safety remain our highest priority. At Protan, we never compromise on safety, and we are continuously focused on learning, improving, and raising our standards.

Building on the groundwork laid in 2024, we strengthened our efforts within diversity, equality, and inclusion in 2025. We established a dedicated working group representing the whole group aiming at improving working conditions, supporting employee development, and fostering a more inclusive and engaging workplace.

As a manufacturer, we take responsibility for reducing waste and using resources more wisely. By relaunching PROcycle as a dedicated programme, we are turning ambition into action and leading the shift towards circular solutions—where sustainability and commercial success go hand in hand.

We believe the circular economy is essential to addressing both economic and environmental challenges, and that the construction sector must move from being part of the problem to becoming part of the solution. This requires designing and manufacturing products that last longer, are made from locally sourced recycled or reused materials, can themselves be reused, and minimize waste throughout their lifecycle. Achieving this is only possible through strong collaboration across the value chain—from manufacturers and developers to authorities, customers, and end users. By working closely with our partners, we accelerate innovation, share knowledge, reduce risk, and turn ambition into practical solutions that create real value in practice.



As we enter 2026, I am proud to begin my next chapter at Protan Group. With a strong heritage dating back to before World War II, Protan has consistently combined long-term thinking with innovation and adaptability. I look forward to building on this foundation, deepening my understanding of the waterproofing industry, and working closely with colleagues, customers, partners, suppliers, and stakeholders across all geographies to create sustainable value for the future.

Warm regards,
Thomas Mørch

Sustainability Highlights 2025



Increased the average recycled content in produced roofs to 6%



Total emissions: 123 693.2 tCO₂eq

70%

engagement index: up 4% year over year.

5230kg

of recycled materials collected from customers

19.3%

Women in management roles increased to 19.3% (+12.9% YoY).



General information

Basis for preparation
Sustainability governance

Building the report – our principles and assumptions

The sustainability report is based on Protan's voluntary disclosure of environmental, social, and governance (ESG) topics. Through this report, we demonstrate our ongoing commitment to transparency and accountability in our sustainability practices and performance.

In preparing the report, we have, where relevant, considered the disclosure requirements outlined in the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). Following the EU's Omnibus Simplification Package, which significantly reduces sustainability reporting obligations and limits mandatory reporting to large companies, Protan falls below the defined thresholds and is therefore not subject to the CSRD reporting requirement. Nevertheless, Protan recognizes the importance and value of sharing information on our ESG priorities, progress, and performance, and will continue to publish a tailored sustainability report. We will also monitor developments in emerging reporting standards, including the Voluntary sustainability reporting standard for SMEs (VSME), and will ensure that our sustainability reporting remains aligned with regulatory expectations and the level of transparency appropriate for a company of Protan's size, operations and impact.

The structure of this report is based on the material topics identified through our Double Materiality Assessment (DMA). The DMA was conducted in 2023 and is revisited annually to ensure relevance and accuracy. It covers both direct and indirect impacts throughout our entire value chain, upstream and downstream. The results of the assessment are presented on page 14 of this report. The DMA identifies material impacts, risks, and opportunities (IROs) related to our operations and value chain. The data presented in this report covers the reporting year 2025 and includes the Protan Group and all subsidiaries. In line with reporting principles, the accounting boundary includes all companies in which Protan Group holds more than 80% ownership. To ensure accuracy, consistency and comparability over time, recalculations are performed when significant changes occur. Structural changes, updates to calculation methodologies, improved emission factors or activity data, and the identification of material errors are defined as triggers for recalculation.

This report also includes information disclosed in accordance with the Norwegian Transparency Act.

Sustainability governance

Responsibility for ESG at Protan is anchored at the Board of Directors, Executive Leadership Team, and operational levels. This ensures that the necessary resources, expertise, and strategic direction are in place to engage effectively with internal and external stakeholders and to drive continuous improvement.

The Board of Directors has delegated authority for ESG matters to the CEO. Strategic sustainability initiatives, governance topics, and performance updates are regularly discussed in Executive Leadership Team meetings. All Group targets are approved and endorsed by the Board, which receives regular ESG updates from the CEO. The Board has also approved this sustainability report.

The Group CHRO People and Sustainability holds global functional responsibility for sustainability and overseeing major initiatives. This role also encompasses engaging stakeholders on material sustainability topics, ensuring that relevant employees across the Group have the skills and capabilities needed to contribute to Protan's sustainability objectives, and driving implementation of actions required to meet commitments.

More information regarding governance and related policies are available under each of the sustainability topics.



Sustainability risk management

Risk management and internal control over sustainability reporting are handled by the CHRO People & Sustainability function and operating functions, responsible for reporting. The DMA and the identification of material IROs serve as the foundation for our sustainability reporting. Standardised reporting instructions and guidance have been implemented across the organisation to ensure consistency and clarity.

There is an inherent risk of incomplete or inaccurate data. To minimise reporting errors, Protan uses software that supports a unified data framework for the entire organisation, standardising definitions, calculations, and critical metrics such as emission factors. This approach provides improved transparency and traceability, and ensures consistent use of terminology, formulas, and key variables.

The centralised reporting structure also enables the Sustainability Manager to review data entered into the software platform and to identify and correct inconsistencies or errors in submissions from business units. In 2026, we will continue to strengthen our internal policies and procedures for sustainability reporting, further enhancing our internal control mechanisms.

Sustainability due diligence

Due diligence is a key component of Protan's sustainability approach. Systematic evaluation of risks and potential negative impacts are aligned with national and international standards. The table provides an overview of how Protan applies the core elements of due diligence for people and the environment and where they are presented in this sustainability statement.

Where to find our due diligence disclosures			
Core elements of due diligence		Pages in the sustainability statement	Does the disclosure relate to people and/or the environment?
a	Embedding due diligence in governance, strategy and business model	Page 7-8, and 15-17	Environment, people and governance
		Page 20	Environment
		Page 33-34	People
		Page 47	Governance
b	Engaging with affected stakeholders	Page 12 and 13	Environment, people and governance
		Page 20	Environment
		Page 33-34	People
		Page 48	Governance
c	Identifying and assessing adverse impact	Page 21-22, 27, and 29	Environment
		Page 34-35, and 41	People
		Page 48	Governance
d	Taking actions to address those adverse impacts	Page 23, 27-28 and 29-30	Environment
		Page 35-38, and 42-44	People
		Page 48-49	Governance
e	Tracking effectiveness of these efforts and communicating	Page 24-26, 28 and 30	Environment
		Page 38-40, and 44	People
		Page 49	Environment

Strategy

Strategy and business model

Protan, established in 1939, is an international company headquartered in Lier, Norway. With 87 years of expertise, Protan has grown into a global leader in membrane technology, driven by innovation and a strong commitment to environmentally responsible solutions.

Protan is a producer of roofing and membranes. We also specialize in custom-made ventilation systems for mines and tunnels. In addition, we produce warehouse and industrial halls in PVC, flood protection equipment, aquaculture solutions, oil bags, oil booms and more. These products are exported all over the world. Protan Contracting is one of northern Europe's leading roof contracting companies. Litex is a complete supplier of membrane systems for bathrooms, as well as waterproof construction boards.

Protan operates across a wide range of market sectors, including roofing, tunnelling and mining, technical textiles, and related industries. The company offers a comprehensive portfolio of products such as thermoplastic roofing and tunnel membranes, advanced ventilation ducting systems, and various technical textile solutions. In addition to manufacturing these products, Protan also provides professional installation services, ensuring high quality, reliability, and optimal performance across its offerings. Protan employed 780 people in 2025 and had a turnover of 222 MEUR as of 31st December 2025.

At Protan, we control the entire value chain—from the production of roofing membranes to prefabricated components and final delivery to site. This integrated approach enables us to ensure consistent quality, optimise material usage, and deliver solutions tailored to each individual project. Our production processes are designed to offer membranes in a wide range of qualities, suited for everything from standard roofing applications to demanding environments with high requirements for durability, flexibility, and performance.

We operate six production sites across Europe, including four dedicated to membrane production. In Lier, Norway, we produce membranes for roofing, technical textiles, wallpaper for office system walls, and tunnel applications. At Nesbyen, Norway, we manufacture prefabricated components and system details that are essential to the performance of our roofing, ventilation, and technical textile solutions. Our production facility in Stęszew, Poland, focuses on roofing membranes, while the production site in Gebze, Turkey, produces membranes for roofs, basements, tunnels, and mining applications. The production building also includes an in-house warehouse facility.

In Sandefjord, Norway, we produce membrane boards and details for wet room applications under the Litex branch. In addition, our site in Stęszew, Poland, under the brand Protan Elmark, we manufacture halls and tents.

To support our operations and ensure efficient distribution, we maintain warehouses in Lier and Warsaw.

Protan Group

- Protan companies
- Protan production facilities

NORWAY

Protan AS
Protan Entreprenør AS
Litex AS

SWEDEN

Protan AB
Protan Entreprenad AB
Litex Sverige AB

DENMARK

Protan Entreprenør A/S

POLAND, BALTICS & EASTERN EUROPE

Protan Elmark
Protan Polska Sp. z o.o.

GERMANY

Protan Deutschland GmbH

SOUTH EASTERN EUROPE

Protan South-East ZRT

UK

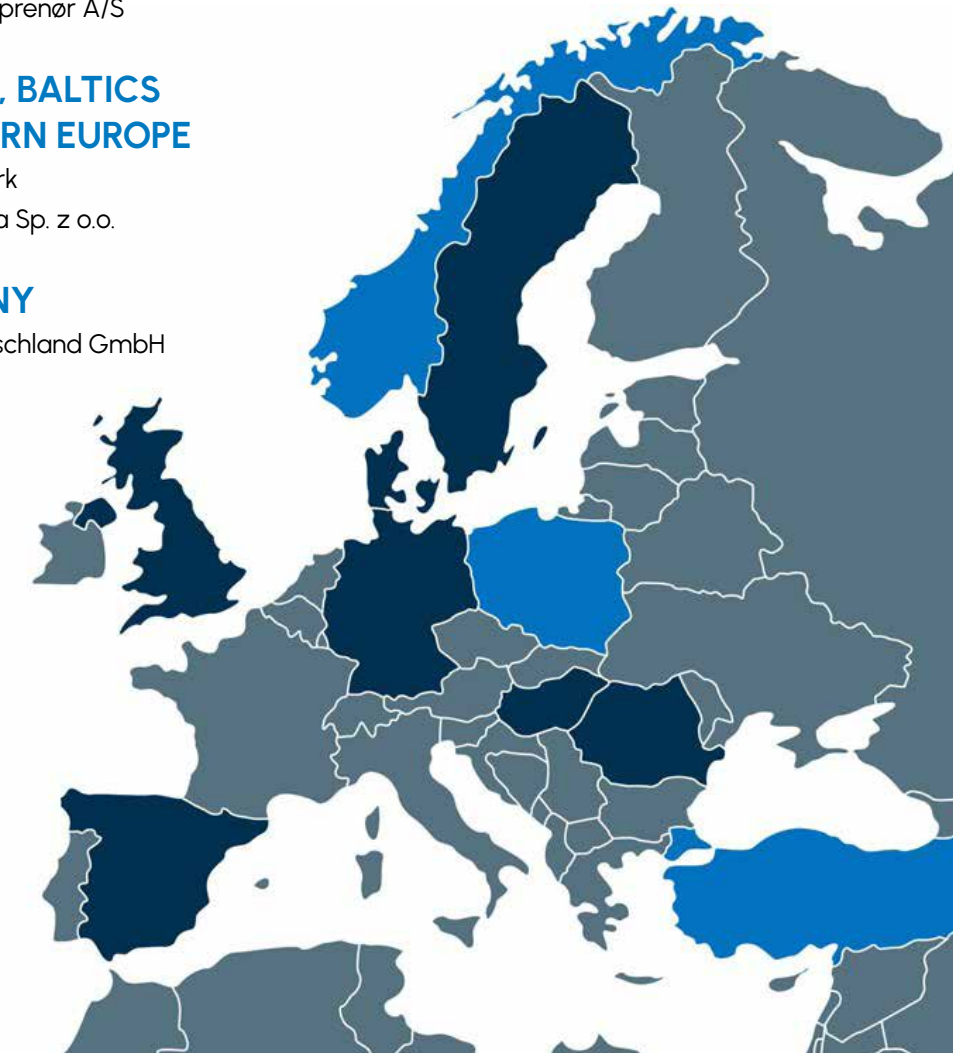
Protan UK Ltd

SPAIN

Protan Cubiertas y Membranas

TÜRKIYE & MIDDLE EAST

Protan Türkiye Yalitim



Sales representatives are present in Norway, Poland, Turkey, Sweden, Denmark, the UK, Spain, Germany and Dubai. The contracting business operates 11 departments in Norway, Sweden and Denmark.

Over the past decade, Protan has transformed its business model from a product-oriented to a customer-oriented approach. Instead of focusing solely on what we offer, we now emphasize how we can contribute to our customers' success by delivering complete, integrated solutions. Our dual strategy reflects this shift, combining efforts to accelerate and strengthen our existing foundation while expanding into new opportunities that support CO₂ neutral buildings and construction.

To accelerate from our core, we are investing in people and culture by empowering and developing our employees. We are strengthening quality in our operations by executing targeted improvement programmes, and we actively share our expertise through partnership models that bring added value to customers and collaborators. At the same time, we are expanding our market presence. We are enhancing customer interaction through intelligent digital platforms and driving focused market growth by positioning Protan as a one stop shop for roofing and tunnelling solutions. We continue to widen our global footprint by deepening cooperation with customers across regions, and we are ready to seize emerging opportunities by investing in low-carbon waterproofing technologies that support a low carbon future.

Sustainability remains central to our objectives, having ambitious goals towards 2030, and the overarching target to becoming net zero company by 2050.

Our Vision

Futureproofing Waterproofing.

Our Mission

Ensuring our solutions stand the test of time and with pride contribute to a sustainable future.

Our Values

Our values guide our actions and conduct. Our clients, partners and colleagues experience these values when they work with us.

PASSION

We take ownership, we are creative and innovative, we are enthusiastic, we are hungry for success.

COLLABORATION

We value and show each other respect, we involve, we sell, we communicate.

QUALITY

We are knowledgeable, understand the need, exceed expectations and we deliver without failure.

RESPONSIBILITY





We are reliable, carry out our plans, learn from our successes and our mistakes.



Protan's Sustainability Goals Towards 2030

Protan is working towards the goal of achieving net-zero emissions by 2050 and is currently in the process of developing targets in line with the Science Based Targets initiative (SBTi). Our current short-term target, a 20% reduction in absolute Scope 1 and 2 emissions by 2030, which is based on 2022 as the baseline year.

We acknowledge that, to date, we have not yet developed or had Scope 3 targets validated, and that this is required for full SBTi alignment

Environment		Social		Governance
Net zero emissions within 2050, and goals for 2030	20 % reduction in scope 1	Empower diversity	Achieve improved gender balance with 18 % female leaders	Evaluate 80 % of Tier 1 and Tier 2 suppliers
	20 % reduction in electricity use per sqm produced in production facilities			
	10 % of sold roofing based on biobased or recycled raw materials			
	Identify low carbon alternatives to raw materials			
Reuse or recycle	75 % of tunnel ventilation	Zero serious work-related injuries and 10 % yearly reduction of lost time related injuries (LTI)		100 % of employees trained in anti-corruption
	10 % of flat roofs			
	10 % of halls			
Reduce PVC waste and 100 % source separation rate		Engagement index >80 %		Collaboration to reach the goals
Linked to UN's sustainability goals	 	Linked to UN's sustainability goals	 	Linked to UN's sustainability goals  

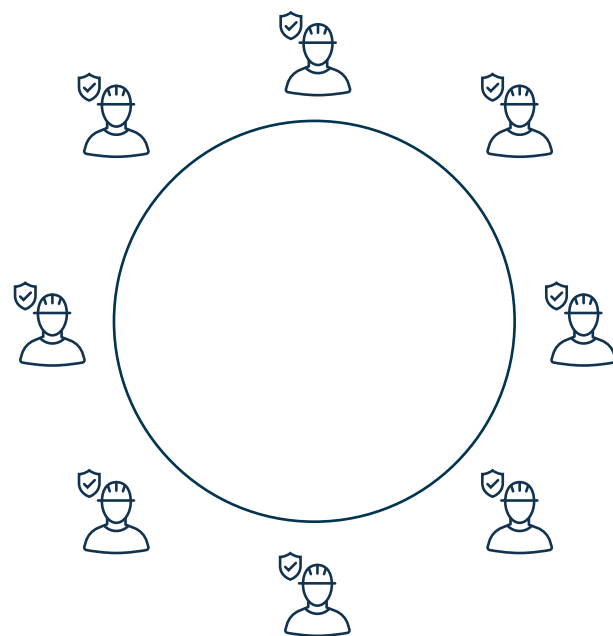
*Goals will be revised in 2026 and expected to be updated 2027 onwards.

Our stakeholders

Involving stakeholders both inside and outside of the company is an important part of creating value and long-term success.

Engagement with stakeholders on material sustainability matters typically involves the Sales representative, Sustainability team, Human Resources, Finance and Executive Leadership Team.

The following table summarises how we engage with our key stakeholders, the purpose of those engagements and their outcomes.



Key stakeholders	Engagement and purpose	Outcome
Customers	<ul style="list-style-type: none"> • The sales team is in contact with the customers daily • Specialists in Protan's products, solutions and services • Customer satisfaction survey and feedback • Meetings, conferences and events • Social media 	<ul style="list-style-type: none"> • Reduction of customer emissions and other negative impacts • Acceleration of customer sustainability journeys and positive impacts
Employees	<ul style="list-style-type: none"> • Global all-hands meetings, with Q&A sessions • Intranet • Employee surveys • Regular engagement with unions • Training and development • Performance appraisal • Onboarding 	<ul style="list-style-type: none"> • Inclusion of views and perspectives of employees in actions taken by Protan to address material impacts, risks and opportunities • Engagement index • Building a culture that lives up to Protan's values • Coaching • One-to-one meetings • Department meetings • Social gatherings
Finance	<ul style="list-style-type: none"> • Communication via presentations and briefings, the annual and sustainability statement. • Covenants reporting each quarter based on equity rate and net interest-bearing debt/EBITDA • Meetings • Focus on sustainable production, which can result in lower interest expenses 	<ul style="list-style-type: none"> • Meeting the information needs of financial stakeholders for sustainability data • Securing financing
Industry organisations and partners	<ul style="list-style-type: none"> • Active partnerships • Included in committees • Updated on regulatory changes and public authorities where we operate 	<ul style="list-style-type: none"> • Widespread enablement of knowledge and tools related to sustainability • Updated on regulatory requirements
Suppliers	<ul style="list-style-type: none"> • Strategic collaborations • On-site meetings • Social inspections • Risk assessment 	<ul style="list-style-type: none"> • Adherence to Protan's business conduct standards
Unions	<ul style="list-style-type: none"> • Regular meetings • Open communication • Joint working groups • Negotiations • Training and development • Conflict resolutions • Shared goals • Health and safety 	<ul style="list-style-type: none"> • Improved working conditions • Increased job satisfaction • Reduced conflicts • Strengthen health and safety • Stronger employee relations
Governmental bodies	<ul style="list-style-type: none"> • Engage with various organisations within operating industries – e.g., NHO Byggenæringen and through events, webinars or industry initiatives 	<ul style="list-style-type: none"> • Integration of the latest expertise into products and services, ensuring that value is delivered to customers

Materiality assessment

The material assessment process

Protan has conducted a double materiality assessment (DMA) to identify material impacts, risks, and opportunities (IROs) in accordance with the CSRD and the recommended ESRS assessment process. The identification of IROs covered Protan's entire value chain, upstream, own operations, and downstream, and therefore reflects all relevant stages of the production and use of Protan's products and solutions.

Previously, Protan carried out single materiality assessments focused on impact materiality, assessing how the company's activities affect people, the environment, and society (inside out perspective). The DMA expands this approach by also evaluating financial materiality, providing an outside in perspective on how sustainability related risks and opportunities may influence Protan's financial performance, cash flows, or enterprise value. This dual perspective ensures that the DMA functions as a robust and decision relevant tool.

Throughout the process, sustainability matters with a high likelihood of negative impact were prioritised. A topic is considered material if it represents significant actual or potential impacts on people or the environment (impact materiality), or if it poses risks or opportunities that could materially affect Protan's financial position or performance (financial materiality). The scoring methodology and criteria for the materiality assessment were established using the CSRD principle of double materiality.

Impact materiality was evaluated based on actual and potential, negative and positive impacts on people, environment, and society. Each topic was scored on a scale from 1 (minimal) to 5 (critical), based on scale, scope, likelihood and irremediability of impacts.

Financial materiality was evaluated based on actual and potential financial risks and opportunities. A topic was considered financially

material if it could lead to a material financial effect on the undertaking. Topics were scored on a scale from 1 (minimal) to 5 (critical) based on financial magnitude and likelihood. The process involved three qualitative and quantitative methods for data collection and analysis. Firstly, major global trends and developments that may affect the organization and thereby influence Protan's sustainability-related risks and opportunities were identified. Secondly, we analysed existing strategies, policies, and organisational structures to understand both Protan's current business and future direction, enabling a comprehensive assessment of sustainability-related risks and opportunities. Thirdly, input from internal and external stakeholders was gathered to determine which sustainability matters are material to them and where they believe Protan should prioritise its efforts going forward.

Key decisions made during the process included the selection of stakeholder representatives, the scoring of each identified IRO by the stakeholder(s) who raised the topic, and the final evaluation and consolidation of material sustainability matters during workshops. Protan's first DMA was completed in 2023, where we engaged with various stakeholders to gather input and understand the impact of our activities and business relationships.

At present, Protan does not yet have a formalised process for integrating the DMA results into its management systems; however, this will be considered for future implementation. Protan is committed to revisiting the DMA annually to identify, assess, and

prioritise IROs, considering evolving trends, changes in assumptions, contextual developments, and regulatory updates.

As material sustainability matters may change over time, a full reassessment is planned for 2026.

The DMA forms the foundation for Protan's strategic approach to sustainability and provides the basis for the content presented further in this sustainability report.

Three sustainability matters have been identified as critical based on both impact materiality and financial materiality:

- **Climate adaptation**
- **Resource use and circular economy**
- **Training and development.**

Protan's material topics

- Environmental
- Social
- Governance

- 1 Climate change - mitigation
- 2 Climate change - adaptation
- 3 Energy management
- 4 Pollution to air and water
- 5 Resource use and circular economy
- 6 Health and safety
- 7 Decent working conditions
- 8 Workers in the value chain
- 9 Diversity, equality and inclusion
- 10 Training and development
- 11 Supply chain management and procurement
- 12 Business conduct



Material impacts, risks and opportunities (IROs)

The material IROs identified during the materiality assessment and their interaction with strategy and business model are described below. The table below lists the IROs define as material and where in the value chain these originate. Time horizon considered are short-term (0-1 years), medium-term (2-5 years) and long-term (6-30 years).

The tables show identified positive and negative impacts, as well as risks and opportunities for our own operations and value chain, including a description, mitigation actions and referencing policies where relevant. More information on each IRO, including how we manage them through policies, actions and targets, is provided in the topical sections for Environment, Social and Governance.

Description	Potential or actual impact	Value chain location			Time horizon		
		Up-stream	Own operations	Down-stream	Short term (0-1 years)	Medium term (2-5 years)	Long term (6-30 years)
Climate change mitigation							
<p>Value chain emissions: Greenhouse gas (GHG) emissions from Protan's value chain contribute directly to climate change. The manufacturing and use of Protan's products, from the extraction and production of raw materials to end-of-life treatment, generate GHG emissions linked to energy use, transportation and waste handling.</p>	Actual negative impact	●	●	●	●	●	●
<p>Climate-related transition risks - higher prices on raw material : Protan will be exposed to transition risks like changing policy and legal requirements, e.g. carbon prices and taxation, which can lead to higher prices on raw materials, energy and potential investments.</p>	Risk	●	●		●	●	●
Climate change adaptation							
<p>Innovate and offer solutions fit for climate change: A potential positive impact are offering contractors, entrepreneurs, architects, and customers solutions fit for climate change mitigations (roofs for solar-cell installations, flood barriers etc.)</p>	Actual positive impact			●	●	●	●
<p>Innovate and develop new ("greener") raw materials: Collaborating with business partners to adopt innovative and sustainable raw materials to strengthen the long-term resilience of Protan's products could have a positive impact.</p>	Potential positive impact	●	●	●		●	●
<p>Change in industry standards, governmental regulations and customers expectations: The wave of new industry standards, EU governmental regulations, and evolving consumer expectations poses a risk to long-term viability and reputation as well as an increased cost.</p>	Risk		●	●	●	●	●

Description	Potential or actual impact	Value chain location			Time horizon		
		Up-stream	Own operations	Down-stream	Short term (0–1 years)	Medium term (2–5 years)	Long term (6–30 years)
Energy							
<p>Energy consumption: The production of Protan's products, as well as the value chain, requires energy for operation and transport. In own operation the main energy source is electricity, however a part of the total energy mix is still dependent on fossil fuels.</p>	Actual negative impact		●		●	●	
Pollution to air and water							
<p>Value chain pollution to air and water: The manufacturing of Protan's products, along with the production and processing of raw materials, and the transportation of materials and finished goods, leads to emissions to both air and water.</p>	Actual negative impact	●	●		●	●	●
Resource use and circular economy							
<p>Increased demand for recycling: Protan may have big opportunities in enabling solutions that makes circularity preferable, both for suppliers and customers.</p>	Opportunity	●	●	●	●	●	●
Own workforce							
<p>Health and safety; Incidents, injuries and illness: Protan's operation poses a risk of injuries and illness for employees due to production and workload.</p>	Potential negative impact		●		●	●	●
<p>Working conditions; Impact on secure employment, working time and wages: The consequences of working under working conditions that are not fair, safe or dignified are severe for potential affected employees.</p>	Potential negative impact		●		●	●	●
<p>Training and development; Impact on adequate training: Providing adequate training is crucial to ensure development, and a safe and healthy workplace.</p>	Potential negative impact		●		●	●	●
<p>DEI; Impact on geographical diversity and provide equal treatment and opportunities for all employees: Diversity, equality and inclusion Failure to achieve our ambitions on diversity, equality and inclusion (DEI) and unlock the full potential of all our employees may result in a less efficient operation and lost business opportunities.</p>	Potential negative impact		●		●	●	●

Description	Potential or actual impact	Value chain location			Time horizon		
		Up-stream	Own operations	Down-stream	Short term (0–1 years)	Medium term (2–5 years)	Long term (6–30 years)
Workers in the value chain							
Impact on breaches of workers rights in the value chain: Lack of a strong corporate culture that focuses on responsible business conduct, may potentially lead to non-compliance issues, breaches of laws, regulations and internal policies.	Potential positive impact	●			●	●	●
Business Conduct							
Impact on ethical behavior (corporate culture): Lack of a strong corporate culture that focuses on responsible business conduct, may potentially lead to non-compliance issues, breaches of laws, regulations and internal policies.	Potential positive impact	●	●	●	●	●	●
Impact on upholding human rights and ethical standards in the supply chain: Protan can contribute positively with ethical requirements ensuring and upholding human rights, including labour rights, in the supply chain by introducing strong and robust compliance procedures and by promoting fair and ethical business practices.	Potential positive impact	●		●	●	●	●



03

Environmental information

Climate change

Pollution

Resource use and circular economy

Environmental information

Protan has made a long-term commitment to addressing climate change and to achieving net zero emissions by 2050. We aim to provide low carbon solutions that create value for customers and society while contributing to the transition to a climate neutral economy. Through optimisation of production processes, improvements in energy efficiency, and strengthened circularity measures, we work systematically to reduce our environmental impacts. Protan is committed to reducing greenhouse gas emissions across our own operations and throughout the value chain.

The material environmental topics identified through our DMA include Climate change mitigation and adaptation, Pollution, and Resource use and circular economy. These form the basis for the environmental disclosures presented in this chapter of the sustainability report and are based on the corresponding European Sustainability Reporting Standards (ESRS).

All facilities have implemented environmental guidelines and routines according to national authority requirements. These are controlled locally by production management and are considered in planning for the next year's production.

Policies and procedures related to environmental topics

Environmental Policy

Protan's Environmental Policy establishes the organisation's overarching commitments, principles, and responsibilities in relation to environmental stewardship, in accordance with applicable legislation and environmental management systems (ISO 14001:2015).

The Environmental Policy is communicated through Protan's management system and applies to all employees, entities, and operations within the Protan Group. It establishes clear expectations for environmentally responsible behaviour and compliance with all relevant environmental laws, regulations, and standards applicable in the jurisdictions where the company operates. Overall responsibility for the policy rests with the CEO. Governance and oversight are assigned to the CHRO People & Sustainability. Operational responsibility is delegated to, and rests with, all members of the Executive Leadership Team (ELT) for implementation within their respective areas. The policy is reviewed annually to maintain alignment with regulatory developments and to support continuous improvement.

The policy defines five environmental priority areas that guide Protan's approach to managing actual and potential environmental impacts across the value chain:

- **Climate Change Mitigation:** Protan works to reduce greenhouse gas (GHG) emissions across its operations and value chain, aligned with the Paris Agreement and a net-zero target.
- **Climate Change Adaptation:** Protan develops products and solutions that improve the resilience in the construction sector, buildings, infrastructure and their own operations, to withstand increasing physical climate risks.
- **Energy Management:** The company implements energy efficiency measures and works to reduce dependence on fossil fuels to lower environmental impact and improve operational performance.

- **Air and Water Pollution:** Protan takes steps to prevent and minimise emissions to air and discharges to water throughout the product lifecycle and across the value chain.
- **Resource Use and Circular Economy:** Protan drives the shift to a circular economy by reducing waste, improving material efficiency, increasing reuse and recycling, and strengthening circular practices across its operations and supply chain.

The policy further reinforces Protan's commitment to comply with all relevant legal and regulatory requirements in areas such as pollution prevention, resource use, and waste management. These expectations extend to Protan's suppliers, who are required to consider environmental impacts in their activities and to comply with national and international environmental requirements. Suppliers are expected to implement effective practices that reduce negative environmental impacts, promote sustainable resource use, and minimise greenhouse gas emissions. Additional requirements for suppliers are detailed in chapter Business conducts, and in the Supplier Code of Conduct explained at page 34.

HSE policy and management system

The Environmental policy is setting the direction for the environmental management, which is integrated in Protan's HSE management system, based on ISO standards, applies to all employees and supports systematic management of health, safety and environmental risks. Additional information under social information at page 32-40.



Climate change

Protan is committed to taking decisive climate action across own operations and throughout the supply chain, with the goal of achieving net-zero emissions by 2050. Using 2022 as the baseline year for our climate accounting, we have focused in recent years on establishing robust processes for continuous improvement and enhancing data quality to strengthen the reporting and performance follow-up. Protan will offer low-carbon solutions that create value for customers and society. By optimising production, energy efficiency and circularity, environmental impact is minimised.

Almost 95 % of GHG emissions arise from the upstream value chain, mainly due to the production of raw materials critical for Protan's production, the transportation, and from waste generation. These emissions are included in Protan's scope 3 emissions but also contribute to the customers' scope 3 emissions.

A formal transition plan for climate change mitigation has not yet been developed, but Protan intends to establish one in the coming years as part of its strategy and ongoing sustainability work. Since climate change is identified as one of the company's top risks, a comprehensive climate risk assessment will be carried out to inform strategic planning. This will include evaluating how different climate scenarios may affect business, considering both physical and transition risks.

Protan recognises that climate change is an evolving area that requires continuous improvement in climate analysis and disclosure. Conducting a climate risk assessment will provide a clearer understanding of how climate change may influence Protan's current business model and help guide effective mitigation measures.

Impacts, risks and opportunities

In the DMA, Protan identified six climate-related matters as material where two are assessed as having an actual negative impact, two posing risks, one with an actual positive impact, and one with a potential positive impact.

Climate change mitigation - Value chain emissions

Greenhouse gas (GHG) emissions from Protan's value chain contribute directly to climate change. These emissions mainly originate upstream from raw materials and transportation, as well as from Protan's own production processes, energy use and waste. As part of a carbon intensive industry, this impact is systemic and results in short-, medium- and long-term environmental consequences, experienced both locally and globally.

Regulatory pressure is increasing as governments use carbon taxes, pricing mechanisms and emissions trading schemes to incentivise decarbonisation. These measures are expected to raise the cost of raw materials, packaging, energy and equipment, making climate mitigation financial as well as an environmental challenge.

Most of Protan's emissions are scope 3 and stem from suppliers' activities, especially the use of virgin materials that are difficult to replace, which underscores the importance of supplier collaboration.

If Protan does not sufficiently address climate impacts and reduce emissions, the company risks commercial disadvantages, reduces competitiveness and increased exposure to stricter climate regulations. Overall, Protan's direct and indirect GHG emissions have a significant negative impact on climate change, making effective mitigation measures critical for long term resilience and continued value creation.

Climate change mitigation - Higher prices on raw materials

Protan faces transition risks linked to changing climate policies and legal requirements, including rising carbon prices and taxation. These developments may increase the cost of raw materials, energy and the investments required for decarbonisation. At the same time, Protan's production processes are experiencing growing financial pressure as raw material and energy prices continue to rise and as compliance with EU and international climate commitments demands ongoing investment. These risks affect both upstream suppliers and Protan's own operations and are relevant in the short, medium and long term.

Changes in the availability, quality or price of raw materials, driven by climate change, geopolitical uncertainty and market volatility, may disrupt sourcing continuity. Such disruptions can lead to resource shortages, higher production costs, reduced output and loss of revenue. Most of Protan's emissions originate from energy intensive raw materials, meaning price increases directly influence both operational costs and the overall feasibility of climate change mitigation.

Governments increasingly use carbon pricing, taxation and emissions trading schemes as key tools to regulate emissions and accelerate the green transition. As these mechanisms expand, the cost of raw materials, packaging, energy, equipment and transportation is expected to rise.

Rising costs can slow the pace of investment in cleaner technologies, reduce the affordability of decarbonisation measures and challenge long term competitiveness. At the same time, failing to address these impacts could lead to higher regulatory exposure, weakened market position and reduced resilience to future policy and price changes.

Climate change adaptation – Innovate and offer solutions fit for climate change

Protan's products and solutions are designed to support climate resilience by withstanding more frequent downpours, floods, heatwaves and strong winds. By engaging contractors, architects and customers, Protan can significantly influence how buildings and infrastructure adapt to changing environmental conditions. Downstream, customers benefit from solutions that are better suited for future climate conditions, including heavier rainfall, flooding, extreme heat, strong winds, biodiversity restoration and the integration of solar power. These contributions create benefits in the short, medium and long term.

Innovation remains essential for achieving these outcomes. Operating in a carbon intensive sector requires Protan to continuously redesign products, increase the use of sustainable and recycled materials and develop solutions that reduce the climate footprint of both its operations and supply chain. Through this approach, Protan can support climate change mitigation while providing customers with adaptive, future proof solutions.

Climate change adaptation – Innovate and develop ("greener") raw materials

Operating in a carbon intensive industry requires Protan to innovate and develop more sustainable products and services to mitigate past environmental impacts and adopt a "do no harm" approach. Most products can be improved by shifting to more sustainable raw materials, increasing the use of recycled content and integrating low impact production practices. Upstream, Protan can influence suppliers to adopt improved operation to reduce emissions and resource use in their production and develop new "greener" materials.

These improvements have medium- and long-term environmental benefits and require coordinated transition efforts from suppliers, Protan's own operations and customers. The consequences are felt locally at each production site but contribute to broader climate change mitigation. Collaboration with business partners to adopt innovative and sustainable raw materials strengthens the long-term resilience of Protan's products and services.

Climate change adaptation - Change in industry standards, governmental regulations and customer expectations

A growing wave of new industry standards, EU regulations and rising consumer expectations creates significant transition risks for Protan. These developments may affect the company's long-term viability and reputation and lead to higher operating costs. The risk impacts Protan's own operations as well as the downstream value chain and is expected to increase in the medium and long term.

Protan is also exposed to competitive pressure as the industry moves toward low carbon solutions. Carbon pricing, taxation and emissions trading schemes are becoming key tools for governments to regulate emissions and drive decarbonisation. As these mechanisms expand, the cost of raw materials, energy, equipment and other inputs is likely to rise, increasing the financial burden of compliance.

Together, regulatory tightening, market expectations and cost increases create a complex transition landscape. Failing to adapt could weaken Protan's competitiveness, increase regulatory exposure and negatively affect customer confidence.

Energy – Energy consumption

Protan's production processes are energy intensive, and both the company and its wider value chain rely heavily on energy for

manufacturing and transport. Electricity is the main energy source in Protan's own operations, but parts of the energy mix still depend on fossil fuels. While Norway benefits from abundant renewable electricity, access to renewables is far more limited in Turkey and Poland. As a result, production in these countries is associated with higher carbon emissions and greater exposure to energy market volatility.

Energy consumption has direct environmental impacts in the short, medium and long term. Higher reliance on fossil-based electricity increases greenhouse gas emissions and makes it more challenging to meet climate mitigation goals. The consequences are experienced locally at each production site through higher operational emissions, reduced energy efficiency and increased sensitivity to price fluctuations in both electricity and fossil fuels.

Energy market dynamics also create financial and operational risks. Rising electricity and fuel prices increase production costs, potentially reducing competitiveness. Limited access to renewable energy in parts of the value chain can slow the transition to low carbon operations and may require significant investments in energy efficiency, on site renewable solutions or long term power agreements. In addition, unstable or insufficient energy supply can lead to production interruptions, delays and increased maintenance costs.

For a company with energy intensive processes, energy consumption is both a significant environmental impact and a strategic risk factor. Increasing energy efficiency, reducing reliance on fossil fuels and securing access to renewable electricity are essential for lowering emissions, strengthening climate change mitigation and ensuring long term operational resilience.

Management of impacts, risks and opportunities

In this section, we disclose general actions and resources, as well as specific activities carried out in 2025 to manage impacts, risks and opportunities related to climate change.

Managing climate related impacts, risks and opportunities requires Protan to balance both external and internal factors. Externally, progress depends on the pace of the global energy transition, access to renewable energy, infrastructure readiness and supportive policies. These conditions influence technology availability, supply chain preparedness and the cost and feasibility of decarbonisation. Internally, reducing emissions across multiple countries and diverse operating environments is complex, and progress will not always be linear. Protan continuously reviews performance and targets to support steady advancement toward net zero.

A significant challenge is the scope 3 emissions, as Protan highest emissions are in the value chain. Substantial reductions depend on collaboration with suppliers and customers, as well as technological and regulatory developments. Protan works to lower these emissions by promoting more climate resilient and circular solutions, increasing transparency through environmental product declarations, exploring bio-based raw materials with suppliers and refining environmental goals in line with market and regulatory expectations.

Energy consumption is another key focus area. Each production site identifies realistic improvements in energy efficiency and implements locally adapted initiatives to reduce consumption and fossil fuel dependence. Efficient waste management and process optimisation further support emission reductions. As a significant share of transport-related emissions stems from global logistics, Protan recognizes the need to continuously reassess transport routes to better align logistics with decarbonisation efforts. Overall, Protan sees a need to strengthen its approach to managing climate-related risks while capturing opportunities through improved energy efficiency, reduced value chain emissions, development of more sustainable products, and advocacy for clearer and more enabling climate policies.

In 2025, Protan continued the PROcycle programme, recycling both post-industrial (PIR) and post-consumer (PCR) offcuts and surplus materials. Efforts to lower energy consumption and improve operational efficiency also continued throughout the year. In 2026, a comprehensive assessment of energy use and the potential for energy efficiency improvements will be carried out within the operations.

EPDs provide transparent, verified information about a product's environmental impacts, including its GHG emissions, enabling stakeholders to make informed choices. They help customers understand the emissions associated with Protan's products and support conscious decision making. EPDs also supply the data needed to identify further emission reduction opportunities at the product level, forming a solid basis for

continuous improvement. Protan uses LCA.no as a tool for the EPDs, which complies with European standards for approval. The EPDs are publicly available and published on the EPD Norge website.

Protan has a dedicated team that works to improve EPD results and to set concrete actions to reduce GHG emissions and improve the quality of products. This focus on continuous improvement is reflected in Protan's wider portfolio of resilient, long lasting products that are designed to withstand heatwaves and downpours while also meeting construction needs and new regulations. The solutions include:

BlueProof: BlueProof's technology slows down water drainage, allowing controlled release into the sewage system. The technology provides effective water retention and safe stormwater management, mitigating flood damage.

Green Roof: A green roof is covered with vegetation, such as grass or sedum, that absorbs rainfall and eases pressure on drainage systems. It provides natural insulation, reducing energy use, and protects the roof from weather, extending its lifespan. The vegetation also captures CO₂ and dust, improving air quality. In addition, green roofs enhance urban spaces and support biodiversity.

Vacuum Roofs: Protan's vacuum roofs are fastening-free systems that use wind-induced negative pressure between the membrane and an airtight, load-bearing substrate to secure the roof. This makes them highly reliable in harsh weather conditions

Ballasted Roofs: Ballasted roofs use covered waterproof membranes protected by layers of gravel, concrete slabs, or soil. Shielded from temperature fluctuations and mechanical wear, the membrane remains highly durable and long-lasting. The ballast can also serve as a base for vegetation, enabling green roofs that support climate adaptation and environmental benefits.

Cool Roofs: A white roof with high solar reflectance lowers temperatures in compact roof structures compared to darker surfaces. Protan Cool Roof, with its high Solar Reflectance Index (SRI), increases roof durability, reduces cooling energy use, and helps mitigate the urban heat island effect. In cooler climates, placing white roofing near air intake systems can reduce intake temperatures by several degrees.

Flood Protection System: The Flood Protection System is an alternative to traditional methods such as using sand-filled bags in case of flooding. The system is mobile and designed to act as a flood barrier.

The Next Generation of Roofing Membranes: Protan SE 1.8 contains no biocides or fluorides, making it fully recyclable and compliant with the Substitution Obligation by replacing hazardous substances with safer alternatives. The membrane provides durable, high-performance waterproofing designed to meet current and future requirements, ensuring consistent quality and harmonised production across all facilities.

Metrics and targets

Protan's long term target is to achieve net zero GHG emissions by 2050 supporting the goals of the Paris Agreement to keep the rise in global temperatures well below 2°C.

Our near term targets for 2030 include a 20% reduction in absolute scope 1 and scope 2 emissions, as well as a 20% reduction in electricity consumption per square meter produced. These targets guide our current decarbonisation efforts with an established baseline year 2022.

Beyond 2030, and towards 2050, our carbon transition planning remains high level and subject to greater uncertainty. Future progress will depend on collaboration across the value chain, anticipated business growth, and alignment with external reference scenarios. It will also rely on factors outside our direct control, such as the availability of regulatory developments, market dynamics and the pace at which low carbon technologies and infrastructure mature. As standards, methodologies and data availability evolve, our assumptions will be reviewed and refined.

Our ambition is to integrate the climate change strategy into Protan's overall strategy.

Energy consumption and mix

Our energy consumption mainly consists of electricity. This consumption stems from the use of electricity and heating in internal operations. In 2025, the Group's total energy consumption was 19.8 GWh. Compared to 2024, this represents a reduction of 13.1%, down from 22.8 GWh the previous year. The decrease is mainly due to lower production volumes in Norway, as well as improved energy efficiency in Poland and Turkey.

The energy intensity measured as energy consumption per square meter produced is a relevant indicator for the production efficiency. In 2025, kWh per sqm produced was 1.04 kWh / m² for Protan Group. This is a decrease of 8% from 2024 when the kWh/produced sqm was 1.13 kWh / m².



Energy intensity (kWh/produced square meter)	2025	2024
Protan Group	1.04	1.13
Norway	1.41	1.37
Turkey	0.83	1.00
Poland	0.68	0.67

Carbon accounting

The carbon accounting is based on the GHG Protocol Corporate Standard, the leading international standard for measuring and reporting GHG emissions.

The reporting includes direct GHG emissions from our operations (scope 1), indirect GHG emissions from purchased energy (scope 2) and the main categories linked to the value chain (scope 3).

Recalculations are undertaken when significant changes occur to our data. Structural changes, changes in calculation methodology or improvements in the accuracy of emission factors or activity data as well as discovery of errors that are significant are defined as triggers for recalculation.

Scope 1

Scope 1 emissions originate from the use of fossil fuels in our operations (23%) and fossil-fuelled vehicles equipment (77%). Overall, emissions decreased by 9% in 2025 compared to 2024. Fossil energy use in operations decreased by 7.9 % over the same period. Most of Protan's Scope 1 emissions originate from its contracting services. Emissions from company vehicles decreased by 9.3% in 2025, due to reducing company fleet with 10 cars.

Scope 2

Scope 2 emissions from electricity use mainly stem from our production facilities in Norway, Turkey, and Poland. Overall, emissions from electricity consumption decreased by 13% in 2025 compared with 2024. This is due to more energy-efficient production in Poland and Turkey, and lower production volume in Norway.

Scope 3

The scope 3 emissions account for 95.5% of Protan's emissions. Scope 3 emissions arise from several sources such as purchased goods and services, upstream and downstream transportation, waste management, and business travel. Purchased goods and services account for 82.9 % of our total emissions and remain the largest category in our Scope 3 accounting. This is an increase from

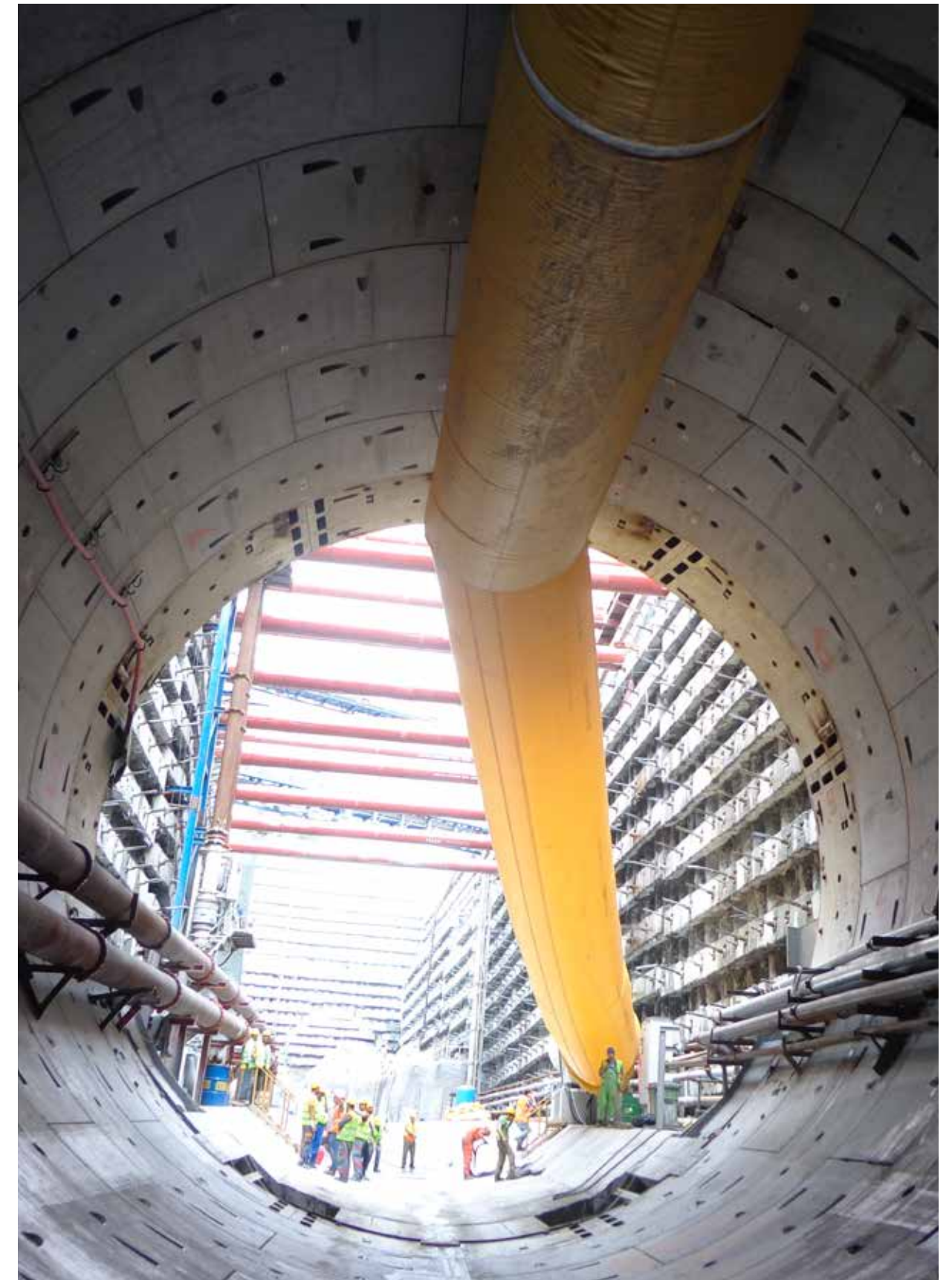
2024, when this category represented 81.4% of total emissions. This is due to increased emissions factor on several of the purchased raw materials. Protan's total emissions increased by 3.3% in 2025, from 119,769.9 to 123,693.2 tCO₂e. Carbon intensity per square meter produced increased accordingly, from 6.13 to 6.71 kg CO₂e, a deterioration of 9.5%. We acknowledge that this development is not in line with our ambition to reduce absolute emissions by 20% by 2030. The increase is primarily driven by higher emission factors for purchased raw materials, as well as increased transport activity.

In response, we will develop a targeted action plan to address the main drivers of our emissions and support progress towards our 2030 ambitions. Market conditions are constraining progress. Economic downturns have led suppliers to delay or halt low-emission initiatives, reducing the availability of alternative materials and solutions.

Mechanical recycling remains our primary lever for emissions reduction. Increasing the use of recycled materials delivers significant savings, but also underscores our current reliance on a single mitigation pathway and the need for broader solutions over time.

Greenhouse gas emission ¹⁾	2025	2024	Base year
Emission source	tCO ₂ e	tCO ₂ e	tCO ₂ e
Scope 1 - Direct emissions	1 422.5	2 059	1 631
Scope 2 - Indirect emissions	4 125.2	4 122.2	3 055
Scope 3 - Indirect emissions	118 145.5	114 085.1	133 951
Total purchased goods and services	102 553.6	98 282.2	118 394
Upstream transportation and distribution	9 447.8	10 128.6	5 958
Waste generated in operations	198.8	178.7	609
Business travel	276.5	281.2	139
Downstream transportation and distribution	5 627.4	5 169.5	8 550
Upstream leased assets	41.4	44.8	0
Total GHG emissions	123 693.2	119 769.9	138 639

1) The figures in the table have been calculated in accordance with the GHG Protocol and show emissions using the location-based method of calculations. In 2025, total emissions using the market-based method, which corrects for the sales of guarantees of origin, amounted to 133 861.5 tonnes of CO₂e.



Pollution to air and water

Protan's Environmental Policy defines and communicates how we work with our environmental performance. Protan has a zero-pollution vision, demonstrating a commitment to reducing the risk of pollution across all production facilities and the entire value chain.

Impacts, risks and opportunities

In the DMA, Protan identified one pollution-related aspect, assessed as having an actual negative impact.

Value chain pollution to air and water

The manufacturing of Protan's products, along with the production and processing of raw materials, and the transportation of materials and finished goods, leads to emissions to both air and water.

Most of our environmental impact occurs in upstream activities and our own operations, and it might take place in the short, medium, and long term. Protan's production processes rely on large volumes of raw materials such as polyvinyl chloride (PVC), plasticisers, and various fillers. Managing air and water pollution is therefore a material issue due to the impact from the production process of raw materials.

Future regulations pose a potential risk, as some of today's products may no longer be approved, affecting the entire value chain. Reducing pollution to air and water will require new products, a transition to more sustainable raw materials, and improved methods and production facilities. Even though current products have a lifespan of more than 30 years, planning for their recovery or end-of-life treatment is essential. This challenge can be addressed

by developing more circular product solutions and increasing investments in innovation. As industry knowledge advances and governments gain a deeper understanding of environmental impacts, regulations are becoming stricter. With current emission limits soon being reached, tighter pollution standards are expected, and the standards will influence Protan's long-term operations.

All facilities have implemented environmental guidelines and routines according to national authority requirements. These are controlled locally by production management and are considered in planning for the next year's production.



Management of impacts, risks and opportunities

In this section, we disclose general actions and resources, as well as specific activities carried out in 2025 to manage impacts, risks and opportunities related pollution.

Protan monitors and reports material emissions to air and water arising from its own operations in accordance with applicable regulatory requirements. These emissions, which may include substances classified as pollutants, are subject to emission limits, monitoring obligations and other control measures defined in operational licenses. Regulatory requirements vary depending on the activity, and Protan ensures compliance through ongoing monitoring and reporting processes.

Emissions to air from own operation

Protan's primary air emissions consist of organic compounds, nitrogen oxides (NO_x), dust particles, and odorous emissions originating from production activities and the use of fossil fuels for heating.

To ensure ongoing compliance with environmental regulations, emissions of dust and particulate matter are monitored through biannual assessments. Based on the findings from these measurements, mitigation measures are implemented to reduce emissions at the source and continuously improve air-quality performance.

In addition, Protan's targets for reducing Scope 3 GHG emissions will also drive reductions in other air pollutants originating from activities within the upstream value chain. As we work with suppliers and partners to decrease carbon intensity, these efforts simultaneously help reduce associated emissions of particulate matter, NO_x, and other pollutants linked to material production and transportation.

Emissions to water from own operation

In the production process, water is primarily used in closed-loop systems to cool specific operations by absorbing heat. As it does not come into contact with chemicals or pollutants and is continuously recirculated, the water is considered non-contaminated.

Water used for cleaning purposes is handled separately. This wastewater is collected through a dedicated system into intermediate bulk containers (IBCs) and transported to authorised waste management facilities for appropriate treatment, in line with applicable regulatory requirements. Established procedures and control routines ensure that all handling of wastewater complies with environmental and waste treatment standards.

Emissions from installation of roofs

The installation of Protan products typically involves the use of electric welding machines, which contribute to reducing environmental impact during construction. These machines do not emit harmful gases or particulate matter, thereby supporting improved air quality at installation sites. Furthermore, their use reduces fire risk in proximity to flammable materials. Enhanced energy efficiency also leads to lower energy consumption, contributing to reduced greenhouse gas emissions and overall environmental footprint during the installation phase.

Microplastics in the value chain

Microplastics, defined as plastic particles smaller than 5 mm, represent a global environmental challenge. Protan has actively participated in collaborative industry research to better understand and quantify microplastic emissions throughout the value chain. These studies show that Protan's products undergo minimal material loss due to microplastic release, estimated at less than 0.02% over their full-service life. Protan will continue to engage in industry initiatives and research efforts to further reduce microplastic emissions and support science-based approaches to this challenge.

Metrics and targets

Protan continues to prioritise reducing our environmental footprint by systematically lowering emissions across our operations. By improving process efficiency and recycling of valuable materials, we contribute to a corresponding reduction in pollution.



Resource use and circular economy

The European construction industry generates a significant amount of waste, with construction and demolition activities accounting for almost 40% of all waste produced in the EU. Protan addresses this challenge through its waste management strategies, aiming to minimise waste generation both in the production phase and throughout the lifespan of its products.

Impacts, risks and opportunities

The DMA identified one material topic related to resource use and the circular economy, which Protan considers an opportunity.

Increased demand for recycling

Protan may have big opportunities in enabling solutions that makes circularity preferable, both for suppliers and customers. Adopting circular principles can significantly reduce carbon emissions, improve resource efficiency, and support the transition to a lowcarbon economy. This opportunity spans the upstream, operational, and downstream value chain, and is relevant across the short, medium, and long term.

Protan has a strong opportunity to advance circularity in collaboration with both suppliers and customers. By extending its influence beyond direct operations, Protan can promote reuse, encourage more sustainable consumption patterns, and act as an integrator for circular solutions and product-service systems (e.g., pay-per-use / pay-per-function). This approach can stimulate innovation, particularly among smaller companies and partners, and strengthen industry-wide adoption of circular practices. Protan sees significant

opportunities in enabling solutions that make circularity more attractive for both suppliers and customers. The company's impact may extend beyond its own operations, broadening the scope of this topic across the value chain. By promoting reuse and more sustainable consumption patterns, Protan can help drive circular practices in the market.

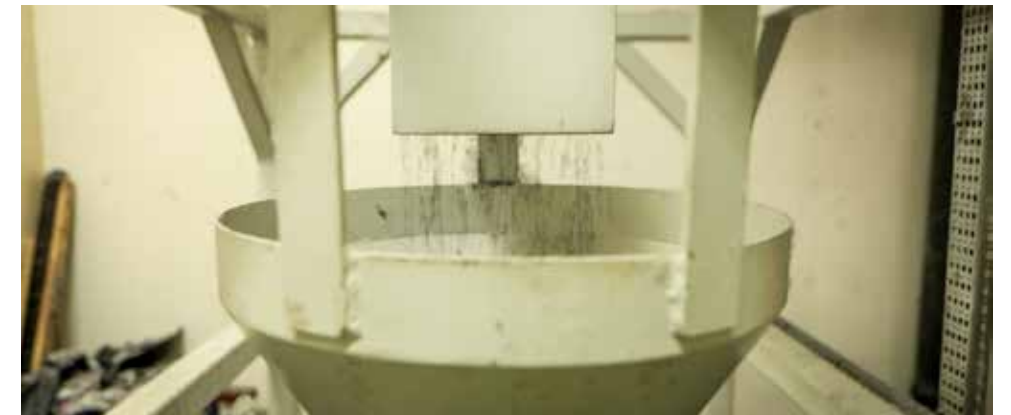
Protan can also act as an integrator of circular solutions and product-service models, such as pay-per-use and pay-per-function, creating new business opportunities. This approach may foster innovation, including among smaller partners and suppliers. At the same time, offering low-carbon and circular products positions Protan to meet evolving customer expectations and increasing regulatory requirements.

If we introduce circular actions to reincorporate materials and components into production, this can reduce material dependency on new components and the need for virgin materials and potentially reduce costs for purchasing materials and components.

Investing in return systems for reusable materials fosters a circular economy by promoting material reuse and reducing demand for virgin resources. Innovating in reusing by-products in production enhances resource efficiency and minimises waste.

Management of impacts, risks and opportunities

In this section, we disclose general actions and resources, as well as specific activities carried out in 2025 to manage impacts, risks and opportunities related to resource use and circular economy. All Protan roofing products are engineered for durability, with an expected service life of 30 years or more. Our tunnel membranes typically achieve a lifespan of over 100 years, while ventilation systems for tunnels and mining applications are designed to last up to 20 years. The service life of our technical textiles generally ranges from 5 to 20 years, depending on their specific use and exposure conditions. Regular inspections and maintenance are essential to prevent



costly roof damage and failures. Because roofs are often overlooked in routine building operations, minor issues can develop into leaks and moisture problems. Proactive roof management and periodic condition checks protect the building structure and reduce longterm costs. With simple maintenance and preventive measures, the service life of roofing systems can be significantly extended, improving resource efficiency and reducing environmental impact.

Production waste

All production waste is classified and handled by certified thirdparty waste management companies, and each production facility reports annual waste fractions and volumes to national authorities.

During manufacturing, waste is generated due to cutting of products and surplus production materials. As part of the production process, product waste is generated due to cutting of products or the production of surplus materials. Protan has recycling procedures across its production facilities to transform surplus materials into new products. Each month, over 50 tonnes of PVC are recycled in Lier, approximately 30 tonnes in Poland and 35–40 tonnes in Türkiye. In Lier, a dedicated machine grinds the production waste for reuse in new products. In Poland and Turkey, external providers handle the grinding of production waste. As a result, Protan's roofing products contain 4.5–6.5% recycled material.

Protan also collaborates with a company producing fenders to reuse their clean PVC production waste. In 2025, this partnership supplied 54,000 kg of material that would otherwise have been discarded.

The production sites continuously improve their waste management by increasing waste sorting into defined categories to reduce residual waste. Going forward, efforts will focus on reducing landfill disposal and strengthening circularity through better handling of waste products and increased recycling of valuable materials.

Product recycling and reuse of materials

Protan issues Environmental Product Declarations (EPDs) that include the end-of-life stage for all major product groups. These EPDs document the positive climate benefits achieved through recycling postindustrial PVC waste and incorporating recycled materials into new products, in addition to other environmental and economic advantages.

To maximise reuse and recyclability, Protan designs its products for efficient disassembly at the end of their service life. Mechanically fastened systems enable easier separation of materials, supporting higher recycling rates and improved resource recovery.

In 2024, Protan launched PROcycle, an initiative designed to enable the recycling of Protan's own manufactured products. Offcuts and surplus materials from Protan's own operations have already been recycled back into the production process for some time. With the introduction of PROcycle, materials from new roofing projects can now be returned to Protan's facilities in Norway. A key advantage of the PROcycle setup is Protan's ability to combine in-house recycling with the high-capacity calendaring technology at its factory in Norway. Mechanical recycling provides clear climate benefits by reducing the need for virgin materials and diverting waste from incineration. In 2025, customers returned 5230 kg of offcuts and surplus materials, which were subsequently reused in the production of new products.

Several improvements have been made in the production process to increase recycling capacity and efficiency. This includes enhancements to the preparation of input materials, such as cutting and grinding, and an increased share of recycled material in final products. Another achievement, products containing recycled materials from roofing projects successfully passed external product and

quality tests through SINTEF. Assessment and pilot testing progressed during 2025; however, further knowledge, technical evaluation and testing are needed before largescale implementation is possible. A renewed plan will be developed in 2026 to better understand, prioritise and structure the work needed to advance circular solutions for Protan's products.

Through PROcycle, Protan will continue assessing the feasibility and required processes for taking back used roofs and other products at end of life for recycling, while actively seeking partnerships and collaboration opportunities across the value chain to support and scale these efforts.

Product packaging

To optimise product packaging, roofing products are packed on wooden pallets that are customised to fit the product dimensions. To ensure the products are not damaged during transportation, they are wrapped in plastic film.



Metrics and targets

Protan continually work to increase the efficiency of material use and to maximise the reuse and recycling of valuable resources. By 2030, Protan has committed to several targets related to resource use and circularity, including achieving a 100% waste sorting rate, reducing PVC use in its own operations, and developing systems to take back used Protan products at end of life.

Revised objectives and targets for circular solutions will be integrated into Protan's overall corporate strategy to support long term progress and alignment across the organization. The data is extracted from our internal system and the external provider of waste services. The table below presents the proportion of hazardous and non-hazardous waste generated at the Lier site.

Kg	2025	2024	2022
Hazardous waste	26 807	47 304	37 295
Non-hazardous waste	552 154	796 902	692 393
Total waste	578 961	844 206	729 688

In our production site at Lier, targeted efforts were carried out to reduce the amount of hazardous waste by mapping which components and properties lead to classification as hazardous waste in our products. At the same time, opportunities were assessed to optimize product content and chemical composition in order to reduce environmental impact and, over time, limit the number of products classified as hazardous waste. As a result in 2025, we do not have any products that are classified as hazardous waste; however, we still have liquid waste and other chemical substances/mixtures that are categorized as hazardous waste. These are related to production processes and not to the product itself that we produce.



04

Social information

Own workforce
Workers in the value chain

Social information

Social sustainability is at the core of how Protan operates and creates value. Our people are our greatest strength, enabling us to deliver high-quality, durable solutions every day. This is why we strive to integrate sustainability into our daily operations, with a strong commitment to a safe and healthy workplace, continuous learning and development, and working conditions that support employee well-being and growth.

Protan is committed to fostering a safe, inclusive and supportive working environment across the Group. We promote fair treatment, equal opportunities and non-discrimination. We uphold high standards of occupational health and safety and will provide meaningful opportunities for skills development and growth. These efforts strengthen employee wellbeing, long term engagement and our ability to attract and retain a skilled workforce.

Diversity, equality and inclusion (DEI) are essential to Protan's organisational culture. A diverse workforce enhances engagement, strengthens performance and supports our ability to attract talent. By embedding social sustainability into everything we do, we aim to ensure that all employees experience a workplace where they feel valued, can contribute meaningfully and can grow as part of a responsible and forward-looking organisation.

The social topics identified as material through our DMA are decent working conditions, equal treatment and opportunities for all, occupational health and safety, and training and development. These matters primarily relate to the own workforce but are also relevant for workers in the value chain, which is likewise identified as a material topic. Together, the matters form the basis for the social disclosures presented in this chapter of the sustainability report.

Policies and procedures related to social topics

Code of Conduct

Protan's Code of Conduct governs working conditions for the organisation's own workforce and provides a clear framework for ethical and socially responsible behaviour. It defines the responsibilities of employees and managers, outlines Protan's values and commitments, and sets out procedures for reporting concerns, including whistleblowing. It also specifies consequences for non-compliance and covers key areas such as occupational health and safety, working environment, diversity, equality and inclusion, human rights and business integrity.

All employees, temporary personnel and individuals acting on behalf of Protan are required to familiarise themselves with and sign the Code of Conduct. The Code is available through Protan's elearning platform, and completion is a mandatory part of the onboarding process.

The Code clearly defines prohibited forms of discrimination. Protan values diversity and does not tolerate discrimination, harassment, bullying, threats or any behaviour that may reasonably be perceived as offensive or intimidating, including unwanted sexual attention. These expectations apply to interactions with colleagues, customers, suppliers and other partners.

Overall responsibility for the policy rests with the CEO. Governance and oversight are assigned to the CHRO People & Sustainability. Operational responsibility is delegated to, and rests with, all members of the ELT for implementation within their respective areas. The policy is reviewed annually to maintain alignment with regulatory developments and to support continuous improvement.

HSE policy

The Code of Conduct is further operationalised through the Health, Safety and Environment (HSE) Policy, which aims to achieve a safe and healthy working environment. The policy directs that all

employees have access to the equipment, training and resources necessary to perform their work safely. Its overarching objective is to prevent work-related injuries and illnesses, ensuring that no employee is harmed because of their duties at Protan.

The HSE Policy emphasises the importance of occupational health in meeting Protan's objectives and establishes continuous improvement of HSE performance as a priority. Occupational health and safety at Protan include both physical safety and psychosocial wellbeing, reflecting a holistic approach to employee protection.

Employees have the right to stop work if an imminent danger is identified and are required to notify their line manager without delay. Every employee shares responsibility for occupational health and safety practices, including acting safely, exercising due care, and understanding the content of the HSE Policy. The policy is available to all employees through the intranet and through appropriate training programmes. Protan is committed to complying with all applicable legislation and with recognised occupational health and safety management standards.

The HSE Policy is reviewed annually and signed by the CEO to reinforce its importance. Overall responsibility for the policy rests with the CEO. Governance and oversight are assigned to the CHRO People & Sustainability. Operational responsibility is delegated to, and rests with, all members of the ELT for implementation within their respective areas.



HSE management system

Protan's HSE management system, based on ISO standards, applies to all employees and supports systematic management of health, safety and environmental risks. The system includes regular reviews of policies and procedures, comprehensive risk assessments and structured digital tools for reporting incidents, deviations, improvement proposals and identified risks. The Global HSEQ Manager and local HSEQ resources are responsible for maintaining and implementing the system across all sites.

All reported incidents are investigated and used to inform continuous improvement, which is a core principle of Protan's HSE strategy. Audit and inspection findings are followed up by line management, and corrective actions are implemented to prevent recurrence. Unsafe practices, injuries and serious accidents are recorded in the HSE system. Through ongoing improvement and active followup, Protan works to maintain a compliant, safe and wellfunctioning working environment across the organisation.

DEI policy

The Diversity, Equality and Inclusion (DEI) policy describes how Protan will ensure that all employees are treated fairly and have equal access to opportunities building an inclusive workplace where all employees feel safe, respected and valued.

All employees play a role in creating an inclusive, respectful, and equitable workplace. They are expected to treat others with respect, act inclusively, and speak up about concerns. Managers have expanded responsibilities because they shape team culture and make decisions that affect people directly. They must act as role models, setting the tone for a respectful and equitable workplace culture.

The DEI policy is reviewed annually, and the overall responsibility for the policy lies with the CEO, anchored in the Group Executive Management and applies to the entire Group. Governance and oversight are assigned to the CHRO People & Sustainability. Operational responsibility is delegated to, and rests with, all members of the ELT for implementation within their respective areas.

Supplier Code of Conduct

Protan's Supplier Code of Conduct sets minimum requirements for suppliers on human rights, labour conditions, occupational health and safety, environmental responsibility and anti-corruption. These standards reflect the UN Global Compact principles and relevant international conventions. Suppliers must ensure that these requirements are upheld throughout their own supply chains.

Protan has established procedures to support human rights and decent working conditions, including measures required under the Transparency Act. These procedures, approved by the Board of Directors, outline how due diligence is carried out and how identified risks are managed. More information is available in the chapter on Business conducts.

The CSCO Group is responsible for monitoring implementation and effectiveness of supply-chain measures. Relevant policies and procedures are available to employees on the intranet, with selected documents also accessible on Protan's external website.

Training and development

Training and development at Protan are governed by the employee and leadership handbooks, ensuring a structured and consistent approach to competence management across the organisation. Training is planned systematically as part of long term competency development and may occur individually, within teams or across departments. Leaders are responsible for ensuring that their departments maintain the necessary competence, while employees are expected to actively participate in their own development. Training needs are jointly assessed and incorporated into the annual planning and budgeting processes.

The leadership handbook ensures that all employees have opportunities to develop their skills and, where relevant, leadership potential. Performance reviews provide a formal framework for dialogue between leaders and employees on organisational expectations, individual development needs and future competence requirements.

Own Workforce

We strive every day to ensure a good, safe and engaging work environment in all parts of the organisation. Safety is non-negotiable and our efforts focus on preventing work related injuries and promoting overall wellbeing. All employees are entitled to decent working conditions, including secure employment, fair compensation, reasonable working hours and freedom of association. Diversity, equality and inclusion are core principles, and all employees must be treated with fairness, respect and dignity.

Impacts, risks and opportunities

In the DMA, Protan identified four material matters related to the own workforce, all assessed as having potential negative impacts.

Impact of secure employment, working time and wages

Protan employs roofers, production workers, and administrative staff across its operations in multiple countries. The company is committed to ensuring a safe, inclusive, and engaging work environment throughout the organisation. All employees are entitled to fair and decent working conditions, regardless of location.

The consequences of working under unfair, unsafe or undignified conditions can be severe for the individuals affected. Because Protan operates globally across diverse regions, there is a risk that some employees may receive e.g. wages below locally defined adequate or living wage standards. Such situations can negatively affect workers' quality of life and contribute to work poverty. For Protan, secure employment, working hours and wages in Turkey and Poland have been identified as particularly relevant areas when assessing the scale of this issue.

The pace and scale of Protan's global expansion have required greater focus on higher-risk countries. This potential negative impact is concentrated in own operations for all employees and occurs in the short, medium and long term.

Impact on geographical diversity and provide equal treatment and opportunities for all employees

In a global and multicultural workforce, cases of discrimination or harassment based on gender, nationality, ethnicity or other characteristics can occur. Such incidents negatively affect employees' wellbeing, sense of safety and engagement. Risks may be higher in certain regions or for minority groups working within more homogeneous populations.

Some employees may also face barriers to career advancement due to personal demographics, which can limit professional development and reduce workplace motivation. In addition, the risk of unequal pay for equal work remains relevant. Systemic gender pay-gaps persist in many societies, affecting employees' standard of living, wellbeing and long-term financial security. Failure to meet Protan's DEI ambitions and unlock the full potential of our people may result in reduced engagement, lower productivity, lost business opportunities and higher turnover. Conversely, promoting inclusivity and actively applying DEI practices supports a diverse and equitable workplace culture that strengthens both employee experience and organisational performance.

Incidents, injuries and illness

Protan is exposed to significant safety risks across its production facilities, warehouses and contracting operations. Nearly 300 employees work as operators in production, and around 250 employees work as roofers in the contracting business. In production, employees face physical risks associated with heavy machinery, chemical handling, and internal transport. Warehouse staff are exposed to hazards related to truck operations and heavy loading. Roofers encounter risks linked to working at heights, using knives and performing tasks under demanding construction site conditions. Such incidents can lead to serious injuries and, in the worst cases, fatalities. In addition, all employees may be exposed to psychosocial stress, which can contribute to illness.

These negative impacts occur within Protan's own operations and may arise in the short, medium and long term. To address these risks, Protan has implemented an occupational health and safety management system across all operations.

Impact of inadequate training

Insufficient training, particularly in health and safety procedures and leadership development, can have serious consequences. Without proper competence or effective leadership, employees face increased risk of accidents, injuries and poor decision-making. Inadequate training can also lead to higher turnover and reduced retention. These impacts affect all employees across Protan's operations and may arise in the short, medium and long term.

The construction industry also faces persistent challenges in attracting and retaining skilled labour. Demand for competent workers often exceeds supply, driving up labour costs and increasing the risk of project delays.

To address these challenges, Protan places strong emphasis on training and development. Remaining competitive and keeping pace with technological advancements requires continuous investment in employee skills and expertise. By equipping employees with the competencies they need, Protan strengthens engagement, improves product quality, enhances customer satisfaction and reinforces its overall market position.

Management of impacts, risks and opportunities

Regular employee engagement is an essential part of Protan's operations. Each year, all employees participate in the anonymous MyVoice survey, consisting of one comprehensive annual survey and two shorter pulse surveys. These provide insights into employee experience, highlight strengths and improvement areas, and help shape strategic priorities.

Governance and oversight for the MyVoice-survey are assigned to the CHRO People & Sustainability. Operational responsibility is delegated to, and rests with, all leaders with employee responsibility for implementation within their respective areas. The survey produces an engagement index on a 100-point scale, which Protan uses as a

key business indicator alongside financial KPIs. The engagement index is based on two questions: whether your work gives you a sense of personal achievement, and whether you would recommend Protan as a great place to work. Our Performance Review supports performance and development by reviewing business goals, setting individual development objectives, identifying skill needs and discussing workplace wellbeing and company values. Clear individual goals strengthen motivation, accountability and performance, while ensuring alignment between employee development and organisational objectives.

HR continuously updates and improves processes to ensure compliance with labour laws and to enhance the overall employee experience. SuccessFactors is used as Protan's HRM system and is customised to meet local regulatory requirements and operational needs.

In the following sections, we describe the processes and measures in place to manage the impacts, risks and opportunities related to the own workforce. The disclosures present both general actions and resources, as well as specific activities carried out in 2025, structured around four key areas: **Decent working conditions**, **Equal treatment and opportunities for all**, **Health and safety**, and **Training and development**.

Decent working conditions

Several measures have been implemented to ensure decent working conditions. Protan's global HR network plays a key role in maintaining consistent standards across the organisation while adapting group-wide HR processes to local requirements. During network meetings, HR representatives share updates on key HR KPIs, ongoing initiatives and upcoming plans. The network discusses priority topics, supports global implementation and ensures alignment with evolving regulations and best practices, thereby strengthening collaboration across the company.

Protan strictly complies with national rules and regulations governing workers' rights and social dialogue in all countries of operation. Constructive dialogue with union representatives and through other established employee forums is considered essential for effective cooperation, employee wellbeing and customer satisfaction. Union representatives are consulted on all significant changes that may affect employees, and their input carries considerable weight in the decision-making process.



In 2025, several formal meetings were held with employee representatives across the Scandinavian operations to discuss matters in accordance with applicable collective agreements and regulations. These meetings primarily addressed ongoing operational topics such as wages, working time arrangements, and health and safety. All meetings are documented to ensure transparency and effective follow-up.

Managers play a central role in internal communication and two-way dialogue. A strong feedback culture is supported through regular one-to-one conversations and departmental meetings across the organisation.

Information is shared with employees through multiple channels. The intranet is the primary platform and is accessible via mobile devices, PCs and information kiosks. At contracting offices and production sites, updates are additionally communicated through notice boards and digital screens. Employees are also invited to quarterly digital all-hands meetings that provide business updates, where they can submit questions both before and during the sessions. One of the MyVoice pulse surveys also concentrated on work life balance, providing valuable insights into employees' needs and experiences.

A specific global initiative in 2025 focused on mental wellbeing, strengthening our awareness and preparedness around World Mental Health Day in October. The week began with an intranet article, followed by country specific activities to highlight the importance of employee wellbeing.

Equal treatment and opportunities for all

At Protan, we are committed to fostering a diverse, equitable, and inclusive workplace where all employees feel safe, respected, and valued.

This is anchored in our Diversity, Equity and Inclusion (DEI) policy implemented in 2025, which states that we provide equal opportunities for our employees and that everyone is treated with fairness, respect and dignity. Every employee has both the right and

responsibility to report any breaches to the policy.

A structured approach has been implemented, by establishing a dedicated DEI working group, supported by clear objectives and targets. The responsibility of the working group is to develop and implement actions to achieve these goals and ensuring broad commitment across the company. The working group is composed of employees who reflect the diversity of Protan's workforce with representatives from Executive Leadership Team, operations and administration, as well as individuals of different genders, age groups, backgrounds, and business areas.

To ensure meaningful progress, Protan has identified key focus areas that reflect the most relevant and impactful aspects of our organisation. We are committed to treating everyone fairly, regardless of background or identity, and to fostering an inclusive culture where all employees can be themselves. We aim to be an attractive employer for people at all stages of life, and we are committed to achieving good gender balance within teams and among managers.

Protan's Global Remuneration Policy provides the framework for remunerations that is aligned with Protan's governing principles and our shareholders' interests. Compensation should be based on clear and consistent criteria, and all employees are paid according to laws and regulations in the country where they operate.

Closing the gender pay gap is another way for Protan to demonstrate its commitment to social responsibility, sustainability and fostering an inclusive work culture. For Norwegian employees, this is included as part of the "Aktivitets- og redegjørelsesplikten". The plan for 2026 is to develop a Global People Policy that will create consistency and predictability across countries and cultures. It will ensure that all employees are treated according to the same principles, strengthening fairness, quality, and compliance with legal and ethical standards.

Training and development

Several measures are implemented to ensure appropriate training and development.

Onboarding programme

As a part of the onboarding process, new office workers in the Nordic region and roofers in Norway participate in the digital onboarding programme. The purpose of this programme includes providing new employees with the necessary resources and support for a smooth transition into their new roles.

In addition to digital onboarding, the employee's leader is responsible for a local onboarding process adapted to the employee's position.

HSE training

HSE training is integrated into the digital onboarding programme. This underscores a commitment to equipping employees with the necessary knowledge and skills to prioritise safety, and to ensure that they perform their tasks safely and protects Protan Group from potential disruptions due to work-related injuries.

Mandatory courses include 69 different training sessions aimed at preventing accidents related to working at heights, crush and cut injuries, forklift accidents, fire, chemical handling and falling objects. During 2025 specifically training given to the roofers and contracting workers have been updated and refreshed.

Courses and other training

In 2025, internal courses were further developed as part of the training programme, focusing on working methods, business skills, professional skills and people skills. The internal courses include different subjects as leadership, project management, sustainability and other digital tools. Additionally, employees participated in external courses relevant to their roles.

Health and safety

The health and safety key performance indicators (KPIs), including lost time injuries (LTIs) and total recordable injuries (TRIs), are reviewed by the management group on a monthly basis. This review is based on data that is registered in the reporting tools for HSE incidents. The data encompasses all employees at Protan Group.

Engagement with workforce and employee representatives

In Norway, the Working Environment Committee (AMU) and the safety representatives play an essential role in ensuring a safe and healthy workplace. Safety representatives monitor the work environment, identify potential hazards and work proactively to prevent accidents and injuries. This preventive work is key to protecting employees from harm and health risks.

The AMU promotes health and wellbeing by identifying and resolving workplace issues and ensuring employees have a voice in decisions affecting their working conditions. This collaborative structure strengthens engagement and supports continuous improvement. The CHRO People & Sustainability holds operational responsibility for the committee's work.

Safety representatives are elected for two-year terms, with one representative in each department and a chief safety representative. They participate in the AMU together with representatives from management, employees, and the external occupational health service. The external occupational health service also provides regular medical checkups, with special focus on employees exposed to physical risks.

Both AMU meetings and meetings with safety representatives are held quarterly as digital sessions, in accordance with Norwegian law. Each meeting follows a fixed agenda where HSE and working conditions are standard topics.

HSE week

Every year we organise a HSE week in throughout our operations. The main objective is to increase HSE awareness and to give an extra reminder to the importance of occupational health and safety. The HSE week is when we dedicate time to reflect, engage, and strengthen our shared commitment. In 2025 the theme, "Care – Speak Up" reminds us that safety is about more than equipment and routines, it's about people.

At Protan, we believe that care is the foundation of safety. Speaking up is not criticism; it is an act of care. It can be as simple as asking a question, pointing out a potential risk, or stepping in when something doesn't feel right. These moments strengthen a culture where everyone takes responsibility for one another, a culture where care and courage go hand in hand.



Safety alerts

The HSEQ department continuously informs about safety incidents that can lead to/have led to serious injuries or high potential incidents from our contracting and production business.

A "safety alert" is a notification that informs employees about an incident, hazard or nearmiss that has occurred in the workplace. Its purpose is to raise awareness of safety issues, share lessons learned and prevent similar events from happening again. Safety alerts typically describe what happened, identify the causes and outline the corrective measures that were implemented. They are shared with all employees through the intranet and during allhands meetings.

Internal audits, inspections and safety rounds

Protan has an internal audit plan in place to ensure that HSE standards and routines are consistently followed across the Group. The internal HSE audit includes both a document review and an on-site inspection of production facilities. For contracting activities, project inspections involve physical checks of construction sites to verify compliance with HSE and quality requirements. In addition, safety rounds are carried out at construction sites by the safety representative together with the roofer in charge. These physical inspections also include checks of personal safety equipment, ensuring that operators and roofers plan and use the equipment ergonomically. Projects are planned based on a safe job analysis, and thorough risk assessments are conducted.

Metrics and targets

MyVoice is the primary method by which Protan assesses and monitors its progress in all areas relating to own workforces.

	2025	2024
Gender	Number of employees (Headcount)	
Male	636	691
Female	144	144
Other	0	0
Not reported	0	0
Total employees	780	835



	2025	2024
Location	Number of employees (Headcount)	
Norway	381	416
Poland	239	246
Türkiye	55	61
Sweden	36	43
Denmark	41	41
UK	18	17
Spain	2	1
Germany	1	1
United Arab Emirates	1	1
Hungary	4	5
Belarus	1	0
Estland	1	0
Total employees	780	835

Employees by business area	2025	2024
Production (factory workers)	255	275
Administrative (office workers)	313	322
Roofers	212	246

The further present the targets, follow up and monitoring metrics for 2025, structured around the four key areas: Decent working conditions, Equal treatment and opportunities for all, Health and safety, and Training and development.

Decent working conditions

Protan has a target to achieve an engagement index on 80 % by 2030, and a short-term target for 2026 on 70%. In 2025, the engagement index was 70% compared to 64 % in 2024. The participation rate was 87 % compared to 87 % in 2024.

In 2025, the turnover rate was 14.4% in Norway. The number is possibly affected by the temporary layoffs for both office workers and factory workers.

Equal treatment and opportunities for all

Protan has a target to increase the proportion of women in management positions to 18% by 2030. In 2025 this was 19.3 % which is an increase from 2024 when it was 17.9%.

Training and development

The target is that all employees will have an individual development goal by 2030. The implementation of the measure and follow-up will be implemented during 2026.

In 2025, 39% of all employees completed a structured performance review which is decrease from 73.8% in 2024. The decline is primarily due to organisational changes and temporary layoffs. This development is not in line with our target of ensuring that all employees have individual development plans in place by 2030. In 2026, we will implement targeted measures aimed at increasing participation to at least 70% by the end of the year, as a step towards full coverage.

Gender diversity	2025	2024
Women in top management positions (Executive Leadership Team)	11.10 %	11.10 %
Women in management positions with employee responsibility	19.30 %	17.10 %
Women working in production (factory workers)	4.70 %	7.30 %
Women working as roofers	1.00 %	1.60 %



Health and safety

The overall health and safety target is to ensure that no serious work-related injuries or illnesses occur. A serious incident is defined as one that results in permanent impairment.

In 2025, Protan recorded zero fatalities and registered one serious work-related injury.

In addition, a target of achieving a 10% annual reduction in lost-time injuries has been established as part of our continuous improvement efforts. The overall target for the LTIFR is 2.5 whereas the TRIFR is 4.3. The number of lost-time injuries (LTIs), recordable injuries, and minor injuries in 2025 is presented in the figures below, broken down by country and month. Reported injuries involved the finger, foot, and ribs.

Total Protan	2025	2024
Lost Time Injury Frequency Rate (LTIFR)	2.8	5.7
Total Rate Injury Frequency (TRIFR)	4.8	10.3
Number of Lost Time Injury (LTIs)	6	10
Number of Recordable Injuries (w/o LTIs)	4	4

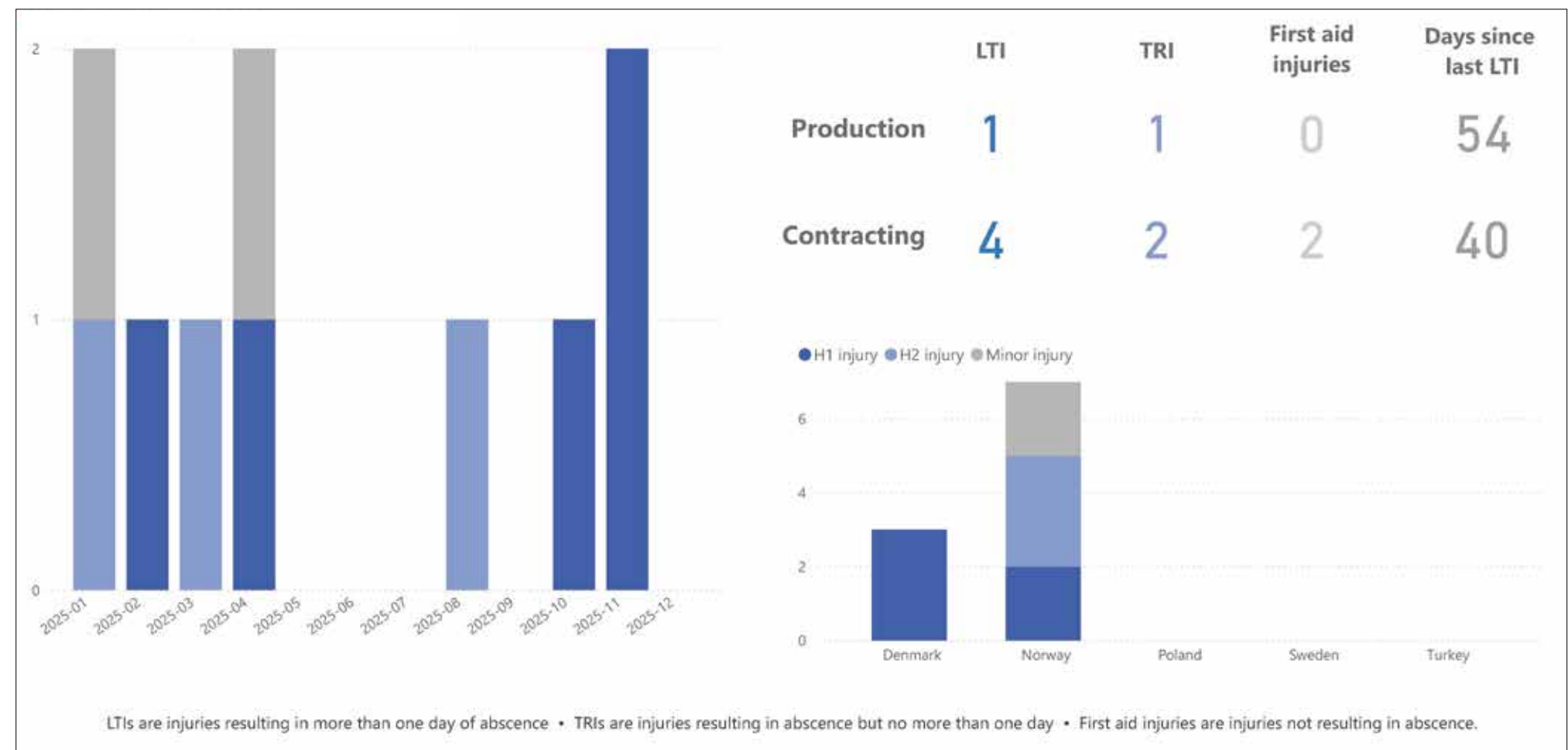
LTIF: The number of injuries resulting in more than 1 day of absence, loss of productive work time per 1.000.000 work hours.

TRCF: The number of fatalities, lost time injuries, cases restricted from work and medical treatment cases per 1.000.000 work hours.

- Lost time injury (LTI)
- Recordable injury (TRI)
- First aid injury

In 2025, LTIFR was 2.8 compared to a target of 2.5, and TRIFR was 4.8 compared to a target of 4.3. Both KPIs improved significantly from 2024 (LTIFR: 5.7; TRIFR: 10.3), representing reductions of 51% and 53%, respectively. However, the targets for 2025 were not met. The recorded incidents in 2025 involved incidents relating to cut, fall and crushing accidents.

For 2026, we will maintain the targets of LTIFR 2.5 and TRIFR 4.3, and complement these with additional measures: focus on training and development, more frequent internal audits,

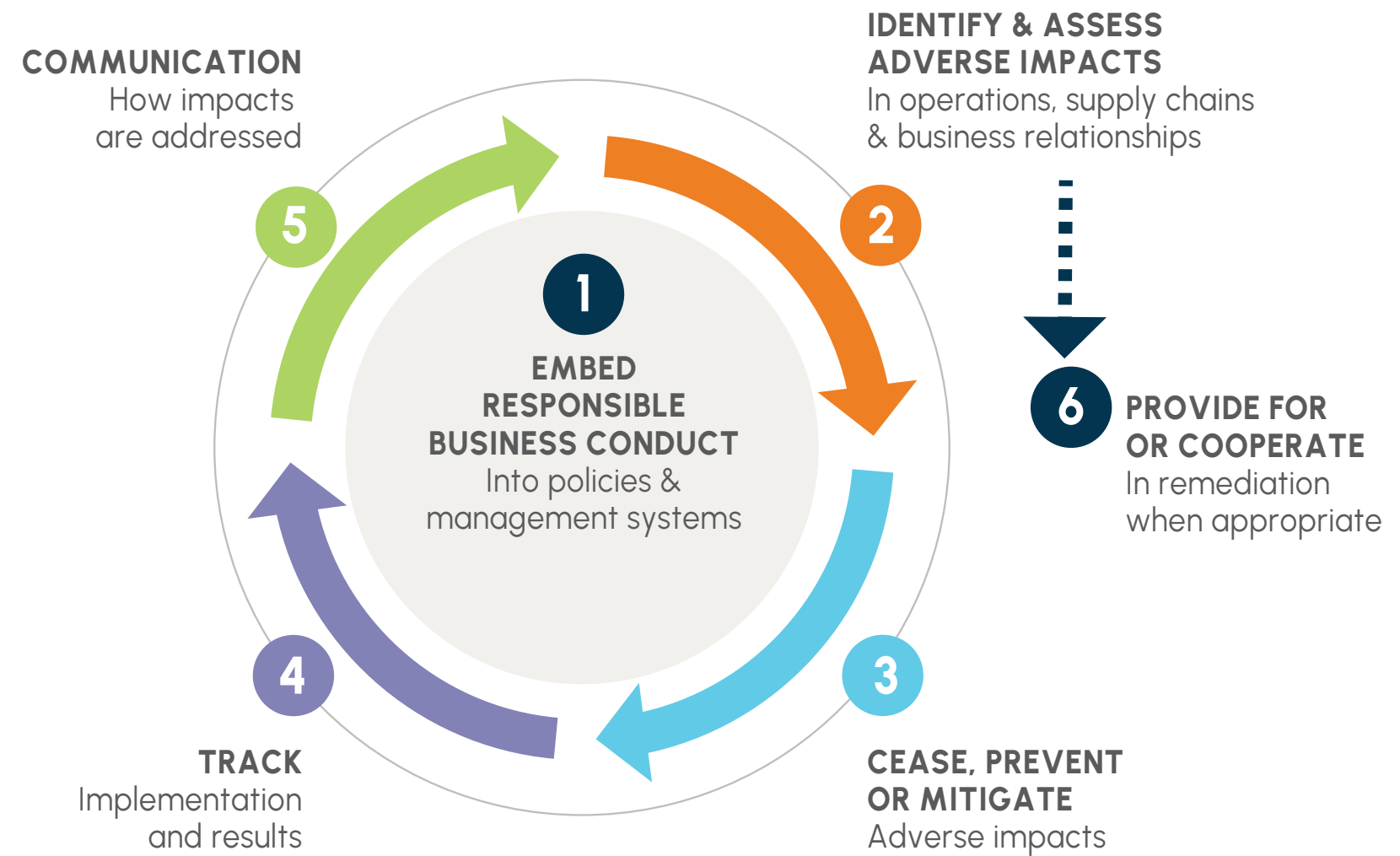


Worker in the value chain

At Protan, human rights are seen as an integral part of business operations, and 'workers in the value chain' has been identified as a material topic.

Protan is committed to ensuring safe and decent working conditions throughout its business relationships and supply chain. Diversity, equality and inclusion are core principles, and all employees must be treated with fairness, respect and dignity. All employees are entitled to decent working conditions, including secure employment, fair compensation, reasonable working hours and freedom of association.

We base our approach to responsible business conduct on two globally recognised frameworks: the **UN Guiding Principles on Business and Human Rights (UNGPs)** and the **OECD Due Diligence Guidance for Responsible Business Conduct**. These frameworks are fully aligned and serve complementary purposes.



"Source: OECD Due Diligence Guidance for Responsible Business Conduct"

Impacts, risks and opportunities

Protan manufactures products and provides installation services, giving the company direct influence over several stages of its value chain. Because raw material sourcing represents a significant part of Protan's footprint, risks linked to extraction and processing have been identified. These risks relate to extraction practices, the countries in which suppliers operate, the industries involved, and the nature of the products being manufactured. In the DMA, Protan identified one material matter related to workers in the value chain, assessed as having a potential negative impact.

Breaches of workers' rights in the value chain

Breaches of workers' rights in the value chain represent a significant risk for Protan due to their scope, potential severity and limited possibility for remediation. Although due diligence indicates that high risk suppliers are few, Protan depends on a global network of suppliers and partners for raw materials, finished goods and transportation.

Workers employed by suppliers and sub suppliers may be exposed to risks such as poor working conditions, child or forced labour, restricted union rights and the absence of grievance mechanisms. These risks can

have serious consequences for affected workers across the short, medium and long term. The identified risks and negative impacts are primarily located in Protan's upstream value chain and may occur at any stage of the value chain timeline.

The first step in managing human rights is to establish clear policies and procedures.

Management of impacts, risks and opportunities

In this section, we disclose general actions and resources, as well as specific activities carried out in 2025 to manage impacts, risks and opportunities related to workers in the value chain. Most of Protan's suppliers are in the Nordics and Europe, where the overall risk level is lower. Suppliers outside Europe present higher risks and are therefore monitored more closely. By enforcing strong human and labour rights standards across the supply chain, Protan aims to promote ethical and responsible business conduct.

To mitigate adverse impacts and protect workers throughout the value chain, Protan has implemented a set of policies, procedures, training activities, and on site inspections. These measures help ensure that suppliers and business partners uphold high standards relating to human rights, labour rights, and working conditions.

We expect all suppliers and business partners to comply with applicable laws, respect human rights and adhere to Protan's ethical requirements. Our work on human rights and the Transparency Act is anchored at board and senior management level through governance documents, including Protan's Code of Conduct and the Supplier Code of Conduct.

The identified risks and negative impacts are primarily located in Protan's upstream value chain. Protan addresses these risks through a due diligence approach aligned with the OECD Guidelines for Multi-national Enterprises on Responsible Business Conduct. Protan's human rights management is built on the six step due diligence process given in the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines. This structured approach ensures that potential and actual impacts are identified, assessed, mitigated, and monitored.

The first step in the human rights management is establishing a solid foundation for consistent decision making. Protan has publicly committed to respecting human rights and embedded this commitment through clear policies and internal procedures. Our focus includes safe and healthy

working conditions, fair employment practices, nondiscrimination and respect for freedom of association and collective bargaining rights. No changes were made to guidelines or procedures in 2025, but Protan will continue to monitor developments in legal requirements, industry guidelines and stakeholder expectations to ensure ongoing alignment. The Chief Supply Chain Officer (CSCO) holds overall responsibility for the policy commitments and for overseeing the implementation and effectiveness of measures across the supply chain.

All suppliers must accept and sign the Supplier Code of Conduct and undergo prequalification based on a risk-based assessment aligned with the OECD Guidelines.

The second step focuses on identifying and assessing adverse impacts. Protan engages with value chain workers by conducting supplier risk assessments and performing onsite visits. During these visits, suppliers are asked to involve employee representatives to ensure that workers' perspectives and concerns are heard and reflected in the assessment.

Protan has implemented a structured methodology, designed to identify the issues with the highest potential for negative impacts on human rights and decent working conditions. This includes a digital risk management platform that enables systematic evaluation of tier1 and tier2 suppliers, business partners, and other key subcontractors. Each supplier is assessed based on factors such as operational context, business model, and position in the value chain. Supplier data from order confirmations and the ERP system provide a complete and continuously updated overview of first tier suppliers. As part of the risk mapping, Protan also distributes tailored questionnaires through the platform to gather additional information directly from suppliers.

Using predefined rules, such as geography, industry risk, and product or service category, the platform performs an initial risk classification. Suppliers that meet defined risk criteria are categorised as high, medium, or low risk with respect to potential negative impacts on fundamental human rights and decent working conditions. The mapping and assessment process is carried out in line with the requirements of the Norwegian Transparency Act.

Based on the findings, Protan determines which measures to implement to further investigate or mitigate potential negative impacts. Actions are prioritised where the severity and likelihood of harm are greatest, and where Protan has the strongest ability to influence outcomes. Prioritisation is linked to Protan's connection to the risk and is proportionate to the size, nature, and context of the company.

If Protan identifies a breach of the Supplier Code of Conduct, the supplier enters a structured review process. This includes investigating the issue, agreeing on corrective actions, and monitoring their implementation. Should the supplier fail to make the necessary improvements, Protan may apply sanctions, including contract termination as a last resort. These measures demonstrate Protan's commitment to ethical business conduct and responsible value chain management. The third step involves setting up the process to address negative impacts and to take appropriate action to stop, prevent or reduce identified human rights risks. This includes establishing procedures to address adverse impacts and ensuring that value chain workers have safe working conditions.



Supporting and respecting internationally recognised human and labour rights is a core priority for Protan. The company fully acknowledges employees' right to form or join trade unions of their own choosing. Protan has a long tradition of engaging employees and union representatives in decision making processes, recognising that this strengthens dialogue, fosters trust, and leads to better outcomes. Suppliers are encouraged to ensure that their employees also could organise freely.

Protan strictly prohibit the use of child labour and forced labour and does not tolerate working conditions or practices that violate international human rights and labour standards. Protan ensures that its own operations do not infringe on human or labour rights. Some raw materials originate from countries where child and forced labour remain recognized risks. This is addressed in Protan's Supplier Code of Conduct and is a key focus during supplier assessments, particularly in Asia. Although Protan's direct suppliers may not be directly involved in such practices, these risks may exist further down their supply chains, making assessment and mitigation a high priority.

Suppliers are therefore expected to implement robust procedures to prevent child and forced labour within their facilities and across their value chains. These expectations reflect the standards upheld in Protan's own operations and form an integral part of responsible sourcing and value-chain due diligence. Included in Protan's Supplier Code of Conduct is the encouragement for all suppliers to have reporting mechanisms for employees and stakeholders to raise any concerns or grievances, and to report breaches. Suppliers are responsible for ensuring that everyone within their operations can access these mechanisms without fear of reprisal. These channels should be clearly communicated to all employees in languages that they understand and should be easily accessible through various means.

Protan's whistleblowing channel is available to both internal and external stakeholders to report concerns related to human rights, working conditions, or breaches of the Supplier Code of Conduct. The fourth step of the due diligence process is to evaluate and track the effectiveness of system and evaluate performance towards own goals, and update actions and targets accordingly.

Protan's main measure to follow-up on suppliers, tracking status and evaluate the performance is the plan for supplier auditing.

Following the initial steps of the risk assessment, suppliers are selected for on-site inspections, prioritising suppliers that pose the highest risk. The tracking ensures that due diligence processes are working as intended and that improvements are made where needed. During these visits, suppliers are asked to involve employee representatives to ensure that workers' perspectives and concerns are heard and reflected in the assessment. Suppliers are prioritised based on Protan's risk assessment, the Norwegian Agency for Public and Financial Management's high risk list for construction related products and the International Trade Union Confederation (ITUC) index. For 2025 14 suppliers were identified with a high risk, 49 suppliers with a moderate risk, and the remaining suppliers with a low risk of actual or potential negative consequences of human rights violations and indecent working conditions.

In 2025 the on-site inspections took place in Italy, Sweden, Norway and Denmark, covering a diverse range of suppliers. This included those producing finished goods for production, suppliers of raw materials, transportation and manufacturers for the contracting business.

One finding was that how the suppliers work with regarding human rights and decent working conditions varies. Suppliers located in Scandinavia and those with a large number of customers in Europe were more familiar with topics relating to human rights and decent working conditions. In addition, larger international companies with an international customer base have more systems and external approvals.



Supplier 1: A visit was conducted to a supplier located in Norway that develops, produces, and distributes finished goods. The visit showed that the supplier has implemented due diligence assessments in accordance with the OECD guidelines and the requirements of the Transparency Act, covering both its own operations and its supply chain. The supplier has formal HSE documentation and processes in place and is committed to upholding human rights and ensuring decent working conditions. During the visit, however, essential visitor safety gear such as goggles and ear-plugs were not readily available. Further follow up focused on collaborating with the supplier regarding a recent incident and identifying measures to prevent similar occurrences in the future.

Supplier 2: A visit to a raw material supplier in Italy revealed that the supplier had formal HSE documents and processes in place, and was striving to uphold human rights and ensure decent working conditions. It became apparent that there was a lack of a specific HSE policy. Recommendations for improvement included ensuring HSE walkthroughs at the beginning of all meetings, ensure use of visible safety gear walking on the production site and further engaging with sub-suppliers.

Supplier 3: A Swedish supplier of finished products demonstrated well-established HSE routines at its production site, along with structured employee training, active efforts toward environmental goals, and a strong focus on collaborating with local suppliers. Suggested areas for improvement included providing an English translation of the whistleblowing channel, introducing anticorruption training for all employees, and beginning visitor presentations with an overview of the production site's HSE routines.

Supplier 4: A supplier of finished goods located in Denmark. The supplier has a very solid and well-documented ESG program that meets the requirements of the Transparency Act. The company has established clear guidelines for ethical business practices, sustainable production, and responsible supply chain management. The work is anchored at the corporate management level, and the company demonstrates continuous improvement through audits, external assessments, and transparent reporting. As an example, the supplier conducted a Human Rights risk assessment for both its own operations and its supply chain where no actual violations were identified in 2025.

Suppliers due diligence	2025	2024
Risk assessment for tier 1 and tier 2 suppliers	112	95
Total number of suppliers screened	112	96
Total number of high-risk suppliers	12	5
Supplier inspections conducted	5	5
Supplier inspections that led to a corrective action plan for the supplier	5	5
Supplier contracts terminated due to sustainability risks	0	0

Supplier 5: A transportation supplier located in Denmark had established processes and documentation, demonstrating their understanding of human rights and decent working conditions. With a business model where the supplier leases trucks and self-employed drivers, the supplier focusses on decent working conditions such as wage, rest time and HSE, and follow up sub-suppliers to ensure that equipment is up to date. The supplier has established guidelines for human rights and supplier obligations, as well as ISO certifications that support these commitments. Furthermore, the company actively works with local engagement and community contributions. Only minor improvement were suggested, mainly regarding reducing CO₂ emissions.

The last step is to ensure an open and transparent communication about the identified risks and impacts, measures taken to address them, and performance and progress tailored to relevant stakeholders, which is communicated as part of annual sustainability report. The last step is to provide or cooperate in remedy when the company has caused or contributed to adverse human rights impacts.

Metrics and targets

The goal is to perform risk assessments for 80 % of tier 1 and tier 2 suppliers by 2030. In 2025, 94 % of our suppliers were assessed. We conducted five on-site inspections in 2025, which also was the target for 2025.

In 2025, no incidents were reported from suppliers concerning human rights violations or breaches of decent working conditions. Despite the absence of any reports, the potential for such issues within the value chain is acknowledged. There were no reported incidents on child and forced labour in 2025 (2024: 0).

The assessment continued in 2025, with 112 suppliers were assessed (2024: 96), based on total purchase order size and the importance of the product/ service in the supply chain. The mapping shows that goods mainly derive from suppliers in the Nordics and Europe, with a few suppliers in Asia.



05

Governance information

Business conduct

Governance information

Guided by our mission and values, Protan remains committed to embedding sustainability into the organisation's governance and daily operations.

We work to foster a culture characterised by trust, transparency and openness, ensuring that employees understand their responsibilities and act in accordance with Protan's ethical standards. By promoting integrity, respect and accountable behaviour at all levels of the organisation, Protan aims to contribute to long-term value creation and a sustainable future.

Policies procedures and systems related to governance topics

Corporate culture

A strong ethical culture is fundamental to Protan's role as a trusted company. Our governance framework is anchored in our values and supported by key documents, including the Code of Conduct, Supplier Code of Conduct, employee handbook, and policies on HSE, quality, and environmental management, guiding responsible decision-making across the organisation.

The CEO, supported by Group Management, holds overall responsibility for corporate culture and sets a strong tone at the top. A group-wide management system ensures a structured approach to governance, risk management, training, and compliance across all operations.

At Protan, we believe that every individual is a vital part of something bigger. Our strength lies in a diverse workforce united by shared values and a common purpose, where each person contributes to our collective success. This perspective is a key part of our employee value proposition. By fostering an inclusive and supportive environment, we enable our people to contribute, develop, and experience a strong sense of belonging.

Whistleblowing

Employees, suppliers, customers and other stakeholders are encouraged to report concerns related to corruption, fraud, legal violations or other misconduct through Protan's whistleblowing channels. Employees have both the right and the duty to report suspected wrongdoing, whether it concerns breaches of law, company policies, financial misconduct, harassment or risks to health and safety. Reports may be made to a line manager or anonymously through an external whistleblowing service available in multiple languages. Whistleblowers are protected from retaliation.

Protan's whistleblowing channel is available to both internal and

external stakeholders to report concerns related to human rights, working conditions, or breaches of the Supplier Code of Conduct.

Reports submitted through the external channel are received by an independent law firm, which notifies the CHRO People & Sustainability, the CEO or the Chair of the Board as appropriate. Investigations are carried out to establish the facts, and corrective measures are implemented to address and prevent recurrence.

Corruption and bribery

Protan have a zero-tolerance approach to corruption and bribery. All transactions must comply with legal, contractual and commercial principles. Employees may neither seek nor accept personal advantages, nor offer such advantages to suppliers, customers or business partners. Third party intermediaries may not be used to channel improper payments or benefits.

Risk management and Compliance management

The EU has introduced strict sanctions to prevent support for war and human rights violations. Protan has therefore established internal Guidelines for Export Control and Sanctions Compliance to ensure that Protan and all affiliated companies comply with national and international regulations, as well as our own ethical standards and commercial principles. These guidelines apply to all employees and business areas, and they are reviewed and updated regularly. The CHRO People & Sustainability is responsible for maintaining the guidelines and assessing any cases of doubt.

Remuneration policy

The purpose of the remuneration policy for Protan is to provide a framework for remuneration that is aligned with Protan's governing principles and our shareholders' interests. The framework shall apply to companies in which Protan is the majority share owner. Deviations from the policy shall be subject to the approval by the CHRO People & Sustainability.

The contribution by our employees to our business is the key to our success and we want to reward accordingly. The policy consists of

means to attract, develop and retain required competencies and talents. At the same time, and in general, we shall emphasize moderation and not be market leading. Compensation should be based on clear and consistent criteria and Protan expects our companies, to work actively to identify any biases in pay based on gender, ethnicity, or other discriminatory factors.

Certified management systems

Protan maintains key ISO certifications, including Protan AS, Protan Türkiye Yalıtım, Protan Polska Sp.z.o.o and Protan Entreprenør AS are certified to ISO 14001:2015 and ISO 9001:2015. Protan Polska Sp.z.o.o and Protan Türkiye are also certified to ISO 45001:2018.

Supply chain management

To ensure responsible supply chain and procurement practices across the Group, several policies and procedures are in place:

Supplier Code of Conduct

- Protan's general terms and conditions for buyer of goods and services
- Procedure for purchasing products and services
- Supplier Audit Checklist
- Procedure for supplier assessment and Supplier Evaluation form

The Chief Supply Chain Officer is responsible for supply chain management and correlated documents.



Business conduct

Protan is committed to conducting its operations in accordance with high ethical and professional standards. We work to ensure that responsible business conduct is embedded throughout the organisation and that our supply chain operates in line with applicable ESG requirements.

Impacts, risks and opportunities

In the DMA, Protan identified two governance-related matters as material, both with potential negative impacts.

Unethical Business Conduct

Our business conduct affects employees, suppliers, customers and other stakeholders throughout the value chain, creating opportunities such as stronger supplier relationships, improved employee retention, and reduced operational risk. Conversely, weak ethical practices can harm Protan's reputation, undermine stakeholder trust, and result in legal or financial consequences.

As a global company, Protan influences how employees act across different countries and contexts. Expectations must be consistent regardless of location, position, or background. A weak corporate culture, or lack of focus on responsible business conduct, may lead to noncompliance issues, breaches of regulations and violations of internal policies. These risks are present across Protan's own operations and may arise in the short, medium, and long term.

Protan also operates in countries where corruption and bribery risks are elevated, exposing commercial functions and distributors to potential misconduct. Incidents of corruption can lead to substantial fines, loss of market access, reputational damage, and reduced ability to win public tenders. Failure to uphold integrity and comply with anticorruption, antibribery and competition laws may negatively impact people and society, for example, through market distortion, unfair competition or unethical decision making.

Upholding human rights and ethical standards in the supply chain

Managing a large and diverse supplier base brings both risks and opportunities. Protan can contribute positively by setting clear ethical requirements, ensuring respect for human and labour rights, and implementing strong compliance procedures. By promoting fair and responsible business practices throughout the supply chain, Protan can reduce risk while supporting more sustainable and ethical operations.

Failure to uphold these standards increases the risk of human rights abuse and environmental harm, which can have serious and lasting consequences for affected individuals. There is also a risk of non-compliance with ESG regulations and the Norwegian Transparency Act, as well as reputational damage from human rights violations or unsustainable practices.

The potential impacts may arise upstream or downstream in the value chain, and can occur in the short, medium and long term. The management of potential negative impact is described under "Workers in the value chain" (page 41).

Management of impacts, risks and opportunities

In this section, we disclose general actions and resources, as well as specific activities carried out in 2025 to manage impacts, risks and opportunities related to governance.

Ethical behavior

Conducting business with integrity is fundamental to Protan's corporate culture. Sustainable and successful performance depends on strict compliance with laws, regulations and ethical standards. We work continuously to strengthen a culture rooted in

high ethical standards and trust, providing clear guidance to support sound decision making and encouraging employees to speak up when our principles are not upheld. Protan's Code of Conduct defines the ethical expectations for everyone acting on behalf of the company.

Protan has a group wide management system covering all key compliance pillars, including governance, risk assessment, policies and procedures, training, communication, monitoring and auditing. Protan pursues a holistic approach to compliance and engages the entire organisation across all functions and geographical locations.

In addition to the Code of Conduct, our business ethics system includes a global whistleblowing channel operated by an independent law firm. Protan encourages the reporting of any suspicions of corruption, bribery, fraud or other legal or financial misconduct. The whistleblowing channel is available in multiple languages, ensuring secure and confidential reporting for employees. It is also open to external parties, such as customers, suppliers and business partners, enabling them to report concerns as well.

Protan has a zero-tolerance approach to corruption and bribery. All transactions must adhere to legal, contractual and commercial principles. Protan and its employees are prohibited from seeking or accepting any form of personal advantage or favours in business dealings, whether for themselves or other. Similarly, none of Protan's employees may offer, promise or provide such advantages to suppliers, customers or business partners. Additionally, agreements with consultants, brokers, agents or intermediaries are not utilised to funnel payments or benefits.

A mandatory anti-corruption training is introduced and made available for all employees via Protan's learning platform. The course covers anti-corruption topics and guidelines, aiming to increase awareness and provide risk identification tools.

The EU maintains and continuously updates strict sanctions regimes to prevent support for war and human rights violations. As Protan operates across borders and many of its products may be subject to these regulations, ensuring compliance is an ongoing priority. Employees are expected to understand and adhere to applicable requirements, as compliance reflects both legal obligations and Protan's commitment to responsible business conduct. Targeted training is also provided to relevant functions, including sales personnel, to ensure awareness and compliance in customer-facing activities.

The Guidelines for Export Control and Sanctions Compliance support this continuous effort by providing a framework aligned with national and international regulations, as well as Protan's own ethical standards and commercial principles. Protan regularly assesses customers and suppliers for compliance and implements corrective actions where necessary, including adjustments to business relationships.

Management of relationships with suppliers

Protan has established a set of measures applicable to all suppliers, based on the risk assessment described in the chapter "Workers in the Value Chain."

All suppliers are required to accept the Supplier Code of Conduct and complete a risk-based pre-qualification process prior to contracting, covering criteria such as HSE, quality, and tax compliance. Suppliers identified as higher risk are subject to enhanced due diligence, including screening against social criteria and, where relevant, on-site assessments. All suppliers are continuously monitored through a risk-based approach, and any non-compliance with legal or ethical standards must be addressed within a defined timeframe.

The Chief Supply Chain Officer oversees the global procurement function, supported by procurement managers responsible for supplier management across the Group. Local management handles sourcing to meet local needs, in line with group-wide procurement guidelines and call-off procedures, ensuring consistency and operational efficiency.

Metrics and targets

The short term goal is to ensure that all employees exposed to corruption risks complete anti corruption training, with an annual update. In 2025, 15 % of employees completed the training.

In 2025, only 15% of employees completed the mandatory anti-corruption training, primarily due to limited access to the system, and in 2026 we will therefore also include this topic in in-person departmental meetings to ensure better coverage.

Of those who completed the training, 47.9 % are in administrative roles. Notably, within these higher-risk administrative functions, a total of 97 employees have completed the course.

Norwegian Transparency Act

In 2022, the Transparency Act came into effect in Norway. This legislation is of particular significance for Protan due to the global supply chain and ownership of production facilities in Norway, Poland and Turkey.

The section "Own workforce" including all chapters, and section "Workers in the value chain" have been developed to comply with the legal requirements as stated in the Norwegian Transparency Act. In addition, human rights and ethical standards are described in relation to business conduct in this chapter. A separate report in Norwegian is developed to meet the requirements in the Norwegian legislation.



Board signatures

June 25th 2026

Chairman of the board
Lars Ivar Røiri

Board member
Elisabeth Basedow Ameln

Board member
Morten Christian Ameln

Board member
Sabine Ameln

Board member
Thor Bendik Weider

Board member
Egil André Solheim

Board member
Julie Basedow Ameln

Board member
Vidar Becher

CEO
Thomas Mørch

Questions

Send your questions directly to
hrsupport@protan.no

