



Taking care

Responsibility and sustainability report

2025



Ocean born. Tech bred.

Our products are born from our experience at sea, shaped by how we have explored, used, and understood the ocean over time. They are developed through engineering, advanced technology, and continuous improvement. Sleipner sets the benchmark for safety and comfort in boating.

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Ronny Skauen

CHIEF EXECUTIVE OFFICER

Ole Kristian Olsen

DIRECTOR OF SUSTAINABILITY

Update from our management

FOREWORD

2025 was the year our sustainability work grew up at Sleipner. After five years of building the foundation, this was the year we stopped explaining what we wanted to do and started showing what we have actually done.

What began as a conscious effort to act responsibly has become a company-wide drive to reduce our environmental footprint, not as a slogan, but as a set of decisions we make every day in design, sourcing, and production. We completed our first Double Materiality Assessment in 2025, and it now anchors our ESG priorities and target framework towards 2030. Clearer insight into our impact, growing expectations from partners and regulators, and a shared belief inside the company that long-term responsibility makes long-term business, these are what have pushed us further.

Mid-year, the EU Omnibus revisions confirmed that Sleipner Group is no longer subject to mandatory reporting under the CSRD. We are honest about how we read that. It frees up time and money we would otherwise spend on formal reporting and lets us put it back where it actually matters into product innovation, into working closely with our suppliers, and into the slow practical work of reducing real-world impact. Our commitment to transparency does not change. What changes is the balance between reporting and doing, in favor of doing.

Despite a marine market that continued to decline by 6–7% in core segments, the Group grew revenue by around 10% in 2025, a 14-point swing from the –4% we saw in 2024. That kind of result is not luck. It is the result of years of investment in quality, product innovation, and the relationships we have built with leading boatbuilders worldwide.

The recreational marine industry accounts for less than 0.1% of global greenhouse gas emissions. We will not hide behind that number. Our job is to make the products that move and stabilize boats more efficient and long-lasting, so that the vessels they sit in have lower cumulative impact across the 20 to 30 years they stay in service.

In 2025, we also launched the BETA version of our in-house Vendor Mysite platform, designed to bring us closer to our suppliers and improve the granularity of our material and emissions data. This is one of several practical foundations we have put in place for the work ahead.

What follows in this report is shorter than last year's, more focused on what we have measured and changed, and clearer about what we have not yet been able to do. That, in itself, is the shift we wanted to make.

What we measured. What we changed.

KEY ACHIEVEMENTS 2025

14 740

Tonnes CO₂e

Total emissions in 2025.
Down 2.5% from 15,123 t
in 2024.

–11%

Emission intensity

From 23.93 to 21.28 kg
CO₂e per NOK in revenue.

+10%

Revenue YoY

In a marine market that
continued to decline 6–7%
in core segments.



R&D Highlights 2025

Hybrid Power Central (HPC)

Renamed from Electric Load Sense System (ELS) to reflect its broader role in hybrid vessel architecture. First pilot installations completed during 2025.

eVision smaller motors

Completed development of our smaller eVision motors for high-volume thruster applications, with serial production planned for 2026

Fin stabilizer range expanded

Expanded electromechanical fin stabilizer range.
The 4-fin configuration now covers vessels up to 65 metres.

NOK 39.6 million R&D investment

Up from 37.9 in 2024, 5.7% of turnover, supported by two approved SkatteFUNN projects.

Recognition

Blåere Hav-prisen 2025

Recognition for sustainability engagement in the marine industry.

EY Entrepreneur of the Year

Norway 2023, CEO Ronny Skauen, with international finals in Monaco June 2024.

Plankebærerprisen 2024

Local award for contribution to the Fredrikstad region.

Blå Ildsjel-prisen (2024)

Recognition for active engagement in the marine industry

Supplier of the Year 2024

Ferretti Group, for product quality and delivery performance



A Norwegian, technology-driven manufacturer of marine equipment

WHO WE ARE

Sleipner Group is a Norwegian, technology-driven manufacturer of marine equipment, primarily thrusters, stabilisers, and steering systems, for the boat and yacht market. Our headquarters and main production are in Fredrikstad, Norway. Approximately 95% of our value creation happens in Norway.

The Group operates production and logistics facilities at four sites in Norway and a GRP-components facility in western Poland. We have warehouse operations in Finland, Sweden, Italy, and the UK, and sales offices in Denmark and Germany. In markets where we are not directly present, we work through independent distributors.

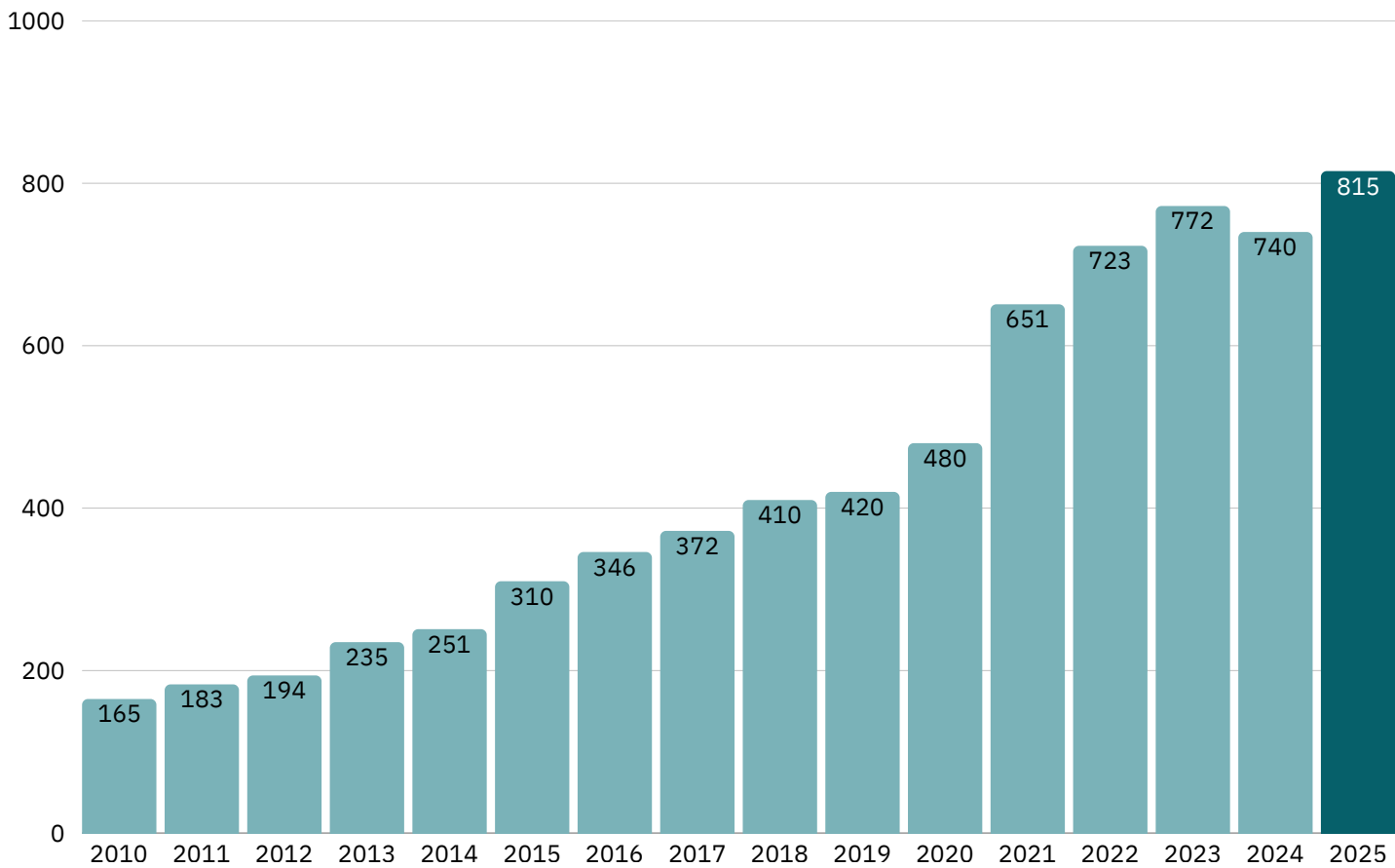
OUR SUSTAINABILITY STRATEGY

Our strategy is built around five pillars, Planet, People, Business, Innovation, and Oceans, anchored in the results of our 2025 Double Materiality Assessment. We focus on areas where we have material impact and where our work creates measurable value, both for our business and for the marine environment we operate in.

KEY FACTS 2025

Founded	1908
Group employees	241 (40 women / 201 men)
Sleipner Motor AS	172 employees (23 women / 149 men)
Revenue growth	~10% year-on-year
Markets	Global, concentration in Europe and North America
Certifications	ISO 9001, ISO 14001, EcoVadis Platinum (2024), UN Global Compact participant

REVENUE IN MNOK 2010-2025





WHO WE ARE



WHAT

We are a high-tech company that creates its own world-leading products and solutions of uncompromised quality, with clear and practical benefits for recreational and professional boats worldwide. We contribute to safety and comfort onboard – whether you work on the boat, steer and operate it, or just enjoy life on it.

WHY

We are real boaters from a great maritime nation. We know what safety and comfort mean at sea, and we care passionately. That is why we spend all our time, knowledge, and experience to give everyone a better boating experience.

HOW

Our products and solutions are made with the help of knowledge, experience, technology and good craftsmanship – in an open and honest partnership with boat users and the industry. By always seeking out new and better solutions, we challenge ourselves and the industry and set the standard for the boating of tomorrow.

Targets and Progress 2025

OUR PLANET

Target 2030:

Transition pathway aligned with 2022 baseline. Interim 2026: Scope 1+2 down 5%, Scope 3 down 10%, activity-based Scope 3 data up 20%.

Progress 2025

- 14,740 t CO₂e (-2.5%)
- Intensity 21.28 kg/kNOK (-11%)
- Scope 3 >99% of total
- Energy -1.67% vs 2024
- 100% renewable electricity
- Sorting rate 76.8% vs 69.5% in 2024
- CNC metal recycling 43 tonnes



OUR PEOPLE

Target 2026:

20% women in workforce. Maintain Board representation at 40%. Sick leave below 5%.

Progress 2025

- 241 Group employees
- 16.6% women in Group
- 40% women on Board (target met)
- Sick leave 5.22%
- 5 near-misses, 8 incidents
- Stafett for livet
- Beach cleanups
- HiØ collaboration
- Zero whistleblowing cases



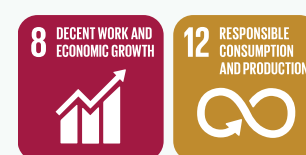
OUR BUSINESS

Target 2026:

Vendor Mysite operational across priority suppliers. CSRD-readiness reviewed annually under Omnibus framework. 80% vendor CoC signature coverage.

Progress 2025

- Revenue growth ~10%
- First DMA completed
- Vendor Mysite BETA launched
- 35 priority suppliers onboarded
- CSRD-exempt via EU Omnibus
- 71% CoC signature coverage
- Strategic Purchaser appointed
- 0 corruption incidents



OUR INNOVATION

Target 2026:

HPC platform in serial production. eVision e-motors to production. LCA collaboration delivers methodology.

Progress 2025

- NOK 39.6 million R&D (5.7%)
- HPC pilots completed
- Small eVision near completion
- Fin stabilisers to 65 m
- 2 SkatteFUNN projects approved
- 75 granted, 10 pending patents



OUR OCEANS

Target 2026:

Continued reduction in product use-phase emissions. Spare parts availability guaranteed at least 10 years. Maintain beach clean ups.

Progress 2025

- HPC enables zero-emission harbours
- Vendor Mysite improves traceability
- Ocean Cleanup Day held
- 4 employees in Sea Rescue volunteer





2025 at a glance

OUR PLANET

METRIC	2024	2025	
GHG emissions, total	15 123 t	14 740 t	−2.5%
Emission intensity, kg/kNOK	23.93	21.28	−11%
Scope 3 share	>99%	>99%	stable
Renewable electricity	100%	100%	stable
Energy use, temp.-corrected	ref.	−1.67%	−1.67%
CNC metal recycling	37 t	43 t	+16%
Waste sorting grade	69.5%	76.8%	+7.3pp

OUR BUSINESS

METRIC	2024	2025	
Revenue growth, YoY	−4%	~10%	+14pp
Supply chain in Norway, spend	—	59.3%	first reported
Supplier CoC signature coverage	69%	71%	+2pp

OUR PEOPLE

METRIC	2024	2025	
Group employees	221	241	+9.0%
Sleipner Motor AS employees	164	172	+4.9%
Women in Group workforce	18.1%	16.6%	−1.5pp
Board representation, women	40%	40%	achieved
Wage difference, industrial clerks	15%	7%	−8pp
Sick leave	4.95%	5.22%	+0.27pp
Incidents, near-miss + reported	11 + 8	5 + 8	−6 near-miss

OUR INNOVATION AND OCEAN

METRIC	2024	2025	
R&D investment	37.9 MNOK	39.6 MNOK	+4.5%
R&D as % of revenue	5.9%	5.7%	−0.2pp
Patents, granted (+ pending)	75 (+10)	75 (+10)	stable
Sea Rescue volunteers, employees	3	4	+1



Our climate transition pathway

Sleipner's emissions reduction trajectory is built on three time horizons, each tied to specific technology and operational milestones. The path is not linear, and we expect some years to deliver larger reductions than others.

WHAT WE MEAN WHEN WE SAY NET ZERO...

Net zero has become one of the most used phrases in sustainability reporting, and one of the easiest to misuse. We want to be clear about what we mean by it, and what we don't.

For a company like Sleipner, more than 99% of our emissions sit in Scope 3, mostly in the materials and components we purchase. We do not own the smelters that produce our aluminum, the foundries that cast our motor housings, or the ships and trucks that move our products around the world. A credible path to net zero, for us, depends on industries we influence but do not control. This is why we are cautious about declaring a net-zero year. Setting an ambitious date is easy.

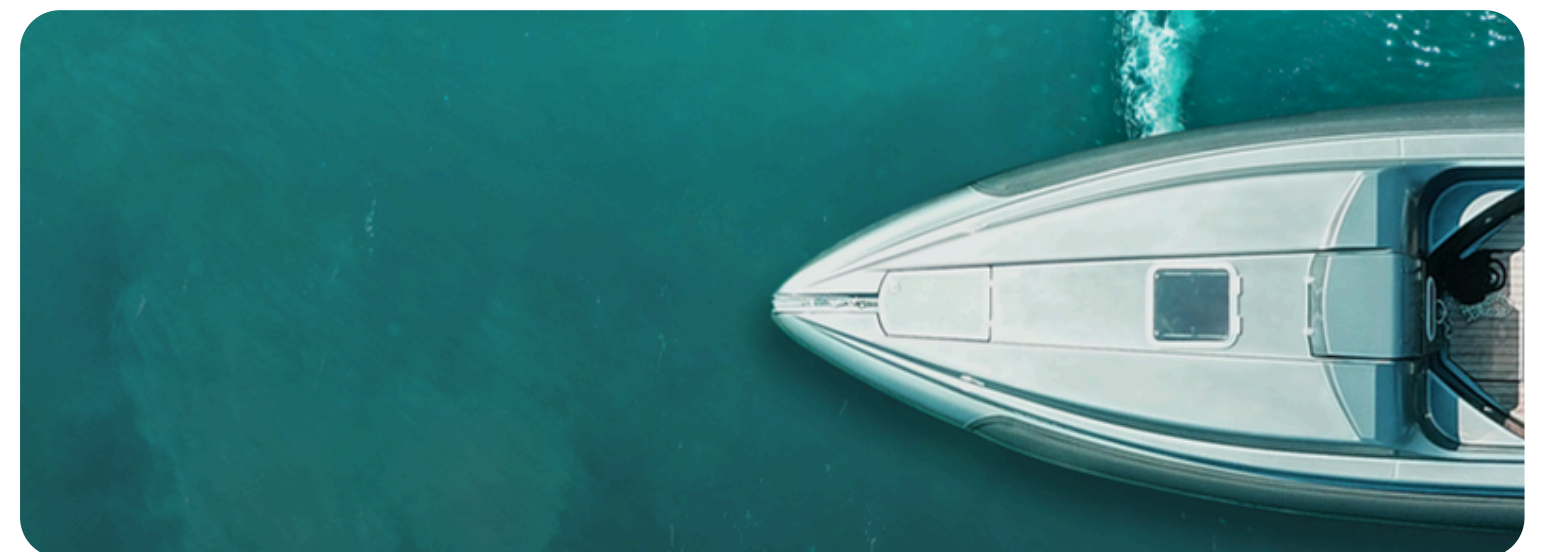
Reaching it through real reductions, with verifiable data and without relying heavily on offsets, is hard. We would rather understate the destination and overdeliver on the journey than the opposite.

WHAT NET ZERO MEANS TO US, IN PRACTICE:

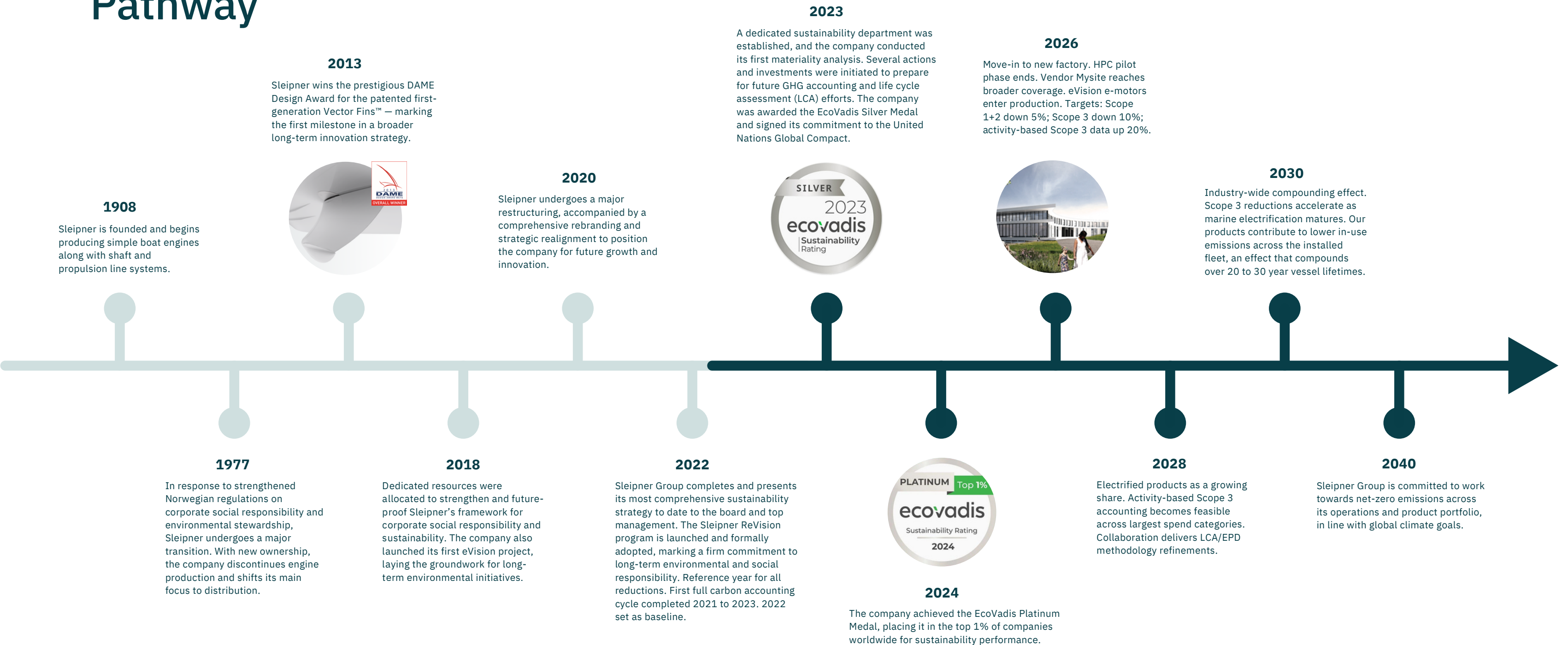
Real reductions before offsets. We prioritize actual emission cuts through product design, material choices, supplier collaboration, and operational efficiency. Offsets are a last resort, not a shortcut.

Data we can stand behind. A net-zero claim is only as credible as the accounting underneath it. We are working from spend-based Scope 3 data today, and our 2026 priority is to move significant portions of it onto activity-based data. Until that work is done, any net-zero date would be guesswork. With AI getting better every second, this guesswork will be better and better.

The use phase, honestly accounted for. Our products operate in vessels for 20 to 30 years. Their net climate impact depends on what they replace, what fuels the vessels they sit in, and how the marine industry electrifies. We have not yet quantified this rigorously, and we will not claim avoided emissions we cannot defend. A position we revisit every year. As data quality improves and the regulatory landscape settles, we will set firmer targets. Until then, we prefer concrete 2026, 2028 and 2030 milestones over a long-dated promise.



Pathway



Our planet

CLIMATE IMPACT AND EMISSIONS

In 2025, total Scope 1, 2, and 3 greenhouse gas emissions decreased from 15,123 tonnes CO₂e to 14,740 tonnes CO₂e, a reduction of approximately 2.5%. Emission intensity, measured as kg CO₂e per kNOK in revenue, decreased by approximately 11%, from 23.93 to 21.28.

Scope 3 emissions account for over 99% of our total footprint, which is why close collaboration with our supply chain is central to our climate work. Our Scope 1 and Scope 2 emissions are 100% activity-based, while Scope 3 emissions are primarily based on spend data. Carbon accounting now covers 2021, 2022, 2023, 2024, and 2025, using our GHG accounting system.

CLIMATE RISK

Climate risk management is integrated into our annual corporate risk process. In 2025, we further strengthened our processes by incorporating the latest climate change requirements into our ISO 9001 and ISO 14001 management frameworks. We also evaluated the relevance of the TCFD framework. It was not fully applicable to our operations at the time, but we performed an initial climate risk analysis based on its principles and will continue to monitor and reassess the framework annually.

Our 2025 climate risk assessment concluded that the Group faces a medium-low risk level: our operations are concentrated in Norway, a region less impacted by direct climate effects, but our global supplier and customer exposure means we monitor supply chain, geopolitical, and regulatory risks continuously. See also section about Norwegian Transparency Act.

ENERGY MANAGEMENT

All our electricity is 100% renewable, verified with origin guarantee. From 2022 to both 2023 and 2024 we achieved an average 16.5% reduction in electricity consumption (temperature-corrected), despite expanding our operational areas and introducing new machinery.

Temperature-corrected data for 2025 shows a 1.67% reduction in energy consumption from 2024, despite an increase in production activity during the year. Reductions reflect optimized technical systems, improved building management control, and targeted measures such as heat pumps and new ventilation units. Where consumption has increased, this is driven by higher activity and building utilization, not by technical faults or inefficient operation.

100%

RENEWABLE ELECTRICITY
Verified origin guarantee

-1.67%

ENERGY USE 2025
Temperature-corrected vs 2024

TRAVEL AND COMMUTING

Air travel is minimized through digital alternatives. Company cars in Scandinavia have been fully electric on new acquisitions since 2021. The 2024 employee commuting survey continues to inform our understanding of commuting-related emissions; the next survey is planned for 2026 in connection with the new factory move-in.



Our planet

WASTE AND RECYCLING

We maintain a strong waste sorting system across all our facilities. Throughout 2025, we made further advancements, particularly in the recycling and sorting of plastics, reaching a 76.8% sorting grade. All production sites, warehouses, and our headquarters are equipped with mandatory sorting stations. We aim to reach 80% sorting grade by 2026 by adding more sorting fractions and increasing employee training.

CNC METAL RECYCLING

We recycle nearly all waste materials from our CNC machining operations, covering 7 different metal fractions. In 2025, this resulted in approximately 43 tonnes of recycled material, an increase from approximately 37 tonnes in 2024. Sleipner delivers approximately 6 tonnes of machined metal shavings back to suppliers for recycling annually.

E-WASTE RECYCLING

Our recycling routines for electrical and electronic waste cover three main fractions: electric motors, electronics, and cables. The system was fully operational throughout 2024 and 2025. Full 2025 tonnage figures will be reported once data quality across all three fractions is verified.

AIR POLLUTION

Norway upholds some of the world's strictest regulations regarding noise, pollution, and controlled waste management. Sleipner Group's operations and production processes do not emit harmful noise, air, or water pollutants that could negatively impact the environment. Our company and group operations are not subject to environmental permits or specific environmental directives.

PACKAGING AND RE-PURPOSE

Throughout 2025, we expanded our re-purpose work further, including phasing out plastics and foam in favour of more circular cardboard-based solutions. The result is a lower CO₂ footprint, reduced costs, improved HSE conditions, and a better customer experience. All packaging for the e-series thrusters and electric stabilisers is now 100% recyclable.

PRODUCT LONGEVITY AND SPARE PARTS

We guarantee spare parts availability for at least 10 years for all our products. Components are designed for easy maintenance and replacement, extending product lifespan and reducing waste. Our products have up to 30 years of backward compatibility, which means many older systems can still be serviced and upgraded rather than replaced.

WATER

Our water consumption remains low across operations. 2024 numbers are 929 cubic meters of water consumption compared to 998 cubic meters in 2025. Target: maintain low water consumption levels within 2026 and onwards.

76.8%

SORTING RATE 2025
vs 69,5% (2024)

Target 80% by 2026

43 t

CNC METALS RECYCLED
+16% vs 2024 (37 t)



Our people

DIVERSITY AND GENDER EQUALITY

Sleipner Group is a Norwegian industrial company with a long tradition of skilled manufacturing work. Like other companies in our sector, our workforce reflects the broader industry composition: a higher share of men than women, particularly among industrial workers.

At year-end 2025, the Group employed 241 people (40 women, 201 men). Sleipner Motor AS, our main entity, had 172 employees (23 women, 149 men). The average headcount over the year was 169, of which 13.6% (23) were women and 86.3% (146) were men. Women represent 13.6% of Sleipner Motor AS and 16.6% of the Group.

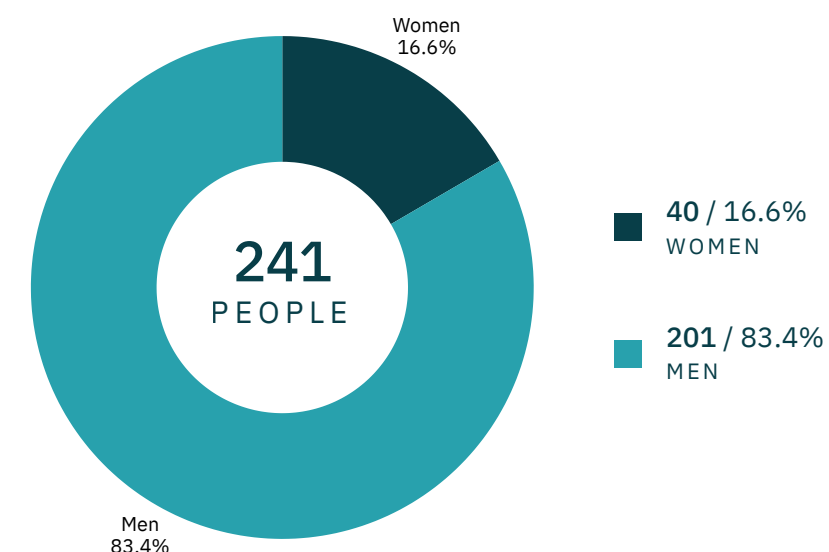
EQUAL TREATMENT AND OPPORTUNITIES

Where specific job categories are over- or under-represented by one gender, our principle is that new hires fall on the under-represented gender when qualifications are otherwise equal. We facilitate flexible and remote work arrangements where the role permits, including core hours between 09:00 and 15:00 for industrial clerks.

Other active measures against discrimination and harassment include halal and vegetarian options in the cafeteria, accommodating special group needs where practical, and a steadily increasing proportion of non-ethnic Norwegian employees, with retention rates indicating that our inclusion measures are effective. Average parental leave taken in 2025 was 19.5 weeks.

Board representation reached 40% women in 2024, our long-standing target is achieved and maintained in 2025. Our ongoing target is 20% women in the overall workforce.

GENDER DISTRIBUTION, GROUP YEAR-END 2025



REPRESENTATION, 2022 TO 2025

	2022	2023	2024	2025
Women, Group	14%	15%	15%	16.6%
Women, Sleipner Motor AS	12%	13%	13%	13.6%
Women on Board	29%	29%	40%	40%
Parental leave, average weeks taken			—	19.5



Our people

WAGES AND EQUALITY

We divided fixed salaries and various allowances, bonuses, and benefits based on the 2025 financial year to calculate wage differences. Union representatives participated in the planning, implementation, and evaluation of the wage survey. We have long practiced salary scales based on education and seniority among industrial workers, regardless of gender. This encompasses 48.4% of our employees.

Due to a female share of only 13%, or 23 employees, spread across eight job categories, it is not statistically meaningful to calculate and publish wage differences in all categories. Where data is robust, we report transparently and act on findings.

Wage differences between men and women are mainly explained by the fact that more men still hold the company's top positions, and by higher use of overtime in male-dominated sales and field-service roles where the nature of the work drives compensation patterns.

One result worth flagging: the statistical wage difference in this category fell from 15% in 2024 to 7% in 2025. A near-halving in one year. The reduction reflects targeted action in individual salary negotiations and structural changes in the management team toward the end of 2024, alongside a deliberate focus on closing gaps where the work itself does not justify them.

A 7% gap is still a gap, and most of it remains structural, driven by overtime patterns in male-dominated sales and field-service roles. We are not declaring this solved. We are reporting that the trajectory is right.

WORKING ENVIRONMENT COMMITTEE (AMU)

During 2025, we had 7 employee representatives (4 from industrial workers and 3 from industrial clerks) plus one external HSE consultant on the committee. The AMU held 4 meetings during the year. Sleipner Group also provides a comprehensive Occupational Health Service, offering preventive care, health education, and direct medical services to support physical and mental well-being.

WORKPLACE SAFETY

Total sick leave in 2025 was 5.22% (2024: 4.95%), made up of 2.16% short-term and 3.06% long-term absence. The increase is driven mainly by higher short-term absence among men (from 1.79% to 2.22%) and higher long-term absence among women (from 1.70% to 2.79%). For reference, the national Norwegian average in 2025 was approximately 6.5%.

Workplace incidents: 5 near-misses and 8 incidents were reported in 2025, of which 1 resulted in sick leave. An internal investigation confirmed that this was not caused by any deficiencies or errors in the company's routines or instructions. All reported incidents have been root-cause assessed, and corrective measures implemented were appropriate to reduce the likelihood of recurrence.

5.22%

SICK LEAVE 2025
+0.27pp vs 2024

5 + 8

NEAR-MISS + INCIDENTS
1 led to sick leave

4

AMU MEETINGS
7 employee reps +
HSE consultant

REACH AND SAFETY TRAINING

In 2024, Sleipner delivered extensive training for production and assembly staff focused on REACH Regulation 2020/1149 compliance. Throughout 2025, this training has continued on an ongoing basis to ensure new hires and refresher participants maintain full certification.



Our people

EMPLOYEE ENGAGEMENT

In 2025, we again hosted a Bike Repair Day, offering employees free maintenance to prepare their bikes for spring and encourage cycling to work. This builds on the comprehensive employee commuting survey conducted in 2024, which continues to inform our understanding of commuting patterns and carbon-accounting efforts. Sleipner Group is also an active member of the HjemJobbHjem initiative, a green mobility programme promoting sustainable commuting in the Nedre Glomma region through walking, cycling, and public transport.

Our Corporate Sports Organization actively engages 53 members in 2025, across activities including soccer, golf, air gun shooting, and padel tennis. Events arranged in 2025: golf, bowling, padel tournament, dart tournament, and bike ride. Corporate sports provided food at these events to strengthen team unity.

The 2024 employee survey reached a 74% response rate with an Overall QPS-Nordic Satisfaction Score of 4.2 (up 0.2% from 2022). Target for 2026: increase the score to 4.5. The next survey is scheduled for Q3 2026.

COMMUNITY ENGAGEMENT

In 2025, employees took part in "Stafett for livet", the Norwegian Cancer Society's annual relay, organizing both fundraising and physical participation. We also conducted beach clean-up activities in our local area as part of our broader environmental engagement (see Ocean section).

All employees' children receive support through a dedicated sponsorship program that encourages participation in sports, arts, and other positive leisure activities. Sleipner is also a long-standing sponsor of a local First Lego League team, introducing children, particularly those connected to Sleipner employees, to mechanics, programming, and project-based learning, with the regional final held at Inspiria Science Center each November.

We also support local sports clubs and youth teams in the Fredrikstad region as part of our broader commitment to community well-being.

ACADEMIC PARTNERSHIPS

Building on our 2024 collaboration with Østfold University College (HiØ), a five-week packaging project where more than 40 first-year students worked in eight groups to deliver creative concepts and prototypes, we continued the partnership in 2025 by initiating two Bachelor thesis projects on circular packaging, scheduled for completion in spring 2026. We also participate in HiØ's annual EXPO Bachelor Project Presentations.

In 2025 we continue our long-standing commitment to nurturing the next generation of engineers and innovators, while advancing our own contributions to sustainable marine technologies.





Our business

SUSTAINABLE SUPPLY CHAIN

With Scope 3 representing more than 99% of our total emissions, and Scope 3.1 (purchased goods and services) accounting for over 90% of those Scope 3 emissions, our suppliers play a decisive role in shaping Sleipner Group's overall environmental footprint. This is why supplier collaboration sits at the heart of our sustainability strategy.

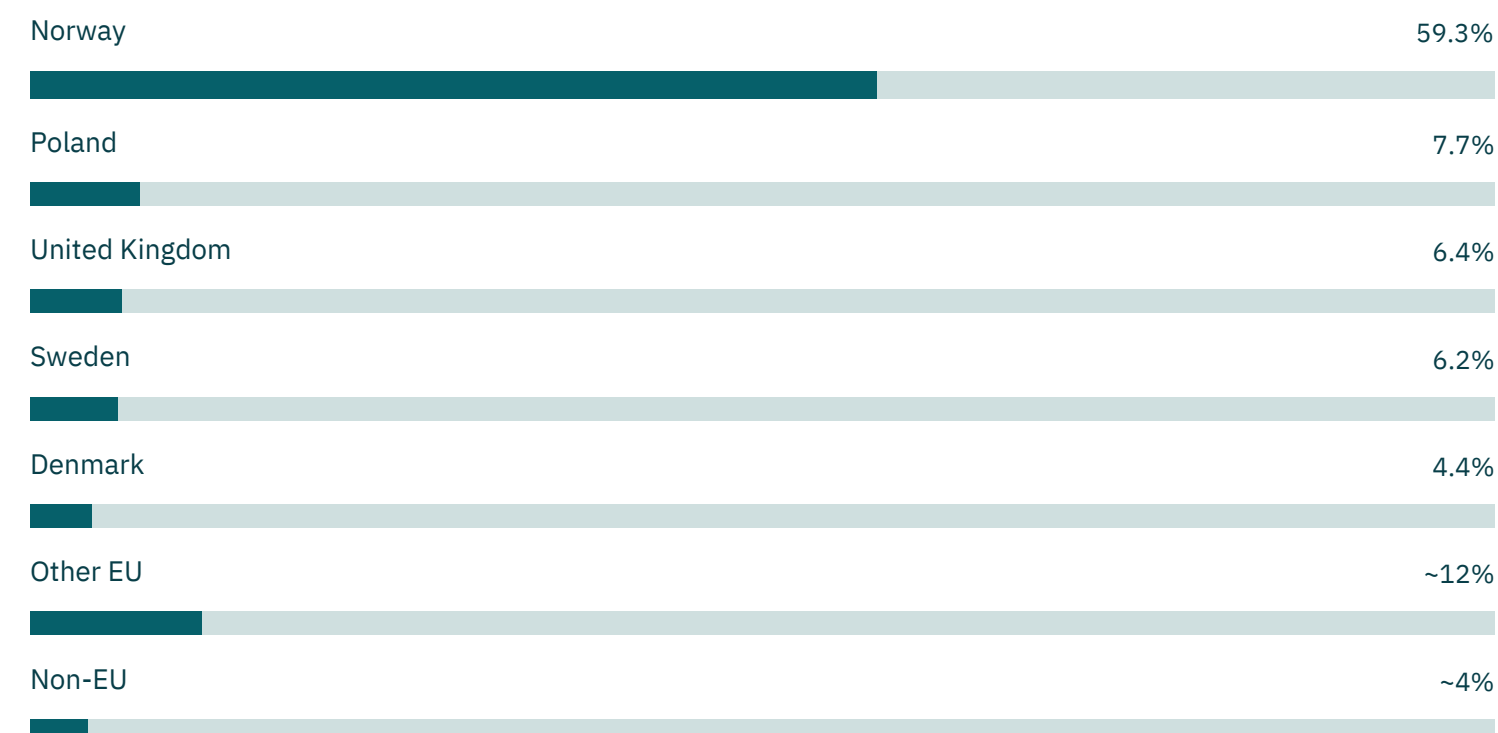
The geographical distribution of our suppliers' spend is an active choice, not a coincidence. In 2025, 59.3% of our procurement spend went to Norwegian suppliers, with the majority of the remainder sourced from other European countries. This regional concentration is deliberate: shorter supply chains mean lower transport emissions, closer working relationships, easier on-site quality assurance, and a stronger ability to verify working conditions and environmental practices first-hand. It also supports local industry and keeps know-how and value creation close to home.

Where we do source from suppliers further away, we work to ensure the same standards apply, through our Sustainable Procurement Policy, our Vendor Due Diligence process, and the gradual rollout of our Vendor Mysite platform, which improves the granularity and traceability of supplier data across our entire base.

VENDOR MYSITE PLATFORM

In 2025 we launched the BETA version of our in-house Vendor Mysite platform, designed to enable more complete supplier data, closer collaboration, and better insight into materials and production conditions across our supply chain. The first vendors are now actively enrolled and using the BETA system, providing valuable feedback as we continue to refine the platform ahead of broader rollout in 2026.

SPEND SHARE BY COUNTRY, 2025



35

**PRIORITY SUPPLIERS
ONBOARDED**
Vendor Mysite BETA, 2025

71%

**COC SIGNATURE
COVERAGE**
Across supplier portfolio



Our business

GOVERNANCE

Sleipner Group's governance structure ensures clear accountability for sustainability at all levels. The Board has formal oversight of sustainability strategy. The CEO has executive responsibilities. Day-to-day leadership of the sustainability program rests with the Director of Sustainability, supported by the Sustainability Committee and a cross-functional working group including the COO and CIO.

ETHICS AND ANTI-CORRUPTION

Sleipner Group has zero tolerance for corruption in all forms. Our ethical guidelines and Code of Conduct define expected behaviour in all dealings with customers, suppliers, business partners, and authorities. Anti-corruption is part of our annual corporate risk management process, with continuous employee training.

The 2025 DMA flagged corruption and bribery as a potential negative impact for our business conduct work, particularly in interactions with suppliers and partners in jurisdictions with different cultural norms around business practice. Strengthening anti-bribery training, whistleblowing mechanisms, and supplier due diligence remains a continued focus.

SUPPLY CHAIN GOVERNANCE

Our Supplier Code of Conduct sets the ethical and operational standards we expect from all global suppliers. We reserve the right to perform on-site audits and provide training. Detailed reporting on human rights and working conditions is published in our separate Norwegian Transparency Act Statement.

WHISTLEBLOWING

Sleipner introduced an external whistleblowing system in 2021 to enable anonymous reporting and support reports of discrimination, harassment, sexual harassment, and gender-based violence. The system is open to employees, contractors, apprentices, and others connected to our operations, in line with chapter 2A of the Norwegian Working Environment Act. Reports can be made internally to management or safety representatives, or anonymously through an external lawyer. The system covers concerns relating to safety, working environment, corruption, abuse of authority, and breaches of data protection.

In 2025, no whistleblowing cases were reported, and the company has not received any cases regarding discrimination, harassment, sexual harassment, or gender-based violence since the system was established.

We note that zero reports do not automatically indicate the absence of issues, it can equally signal a system that is underused. To address this, we evaluate the whistleblowing routine annually together with our ESG and HSE procedures, and we work continuously to ensure all employees know the system exists and how to use it. Awareness campaigns and management training continue in 2026.





Our business

IT SECURITY AND PRIVACY

Sleipner Group operates a robust security and privacy framework covering data protection (GDPR), information security, and cybersecurity across all subsidiaries. The framework is built on a comprehensive internal risk analysis, conducted with the support of a third-party partner. The latest assessment was completed in 2025.

PROGRESS IN 2025

The IT security audit framework established with BDO was extended in 2025, with follow-up reviews and additional upgrades implemented based on the previous year's findings.

Cybersecurity controls were further matured, continuous threat monitoring is now fully embedded in daily operations, with stricter access control protocols and additional system hardening completed during the year.

IT security training continued through the organization through our AI-driven training platform, with expanded content and broader employee coverage.

Our AI strategy progressed from initial exploration into structured implementation, with clearer governance, defined use cases, and continued alignment with data privacy standards.

Zero incidents of medium or high-level IT security breaches were reported during the year.

LOOKING AHEAD

We are actively preparing for several incoming EU frameworks, including the AI Act, the Cyber Resilience Act (CRA), and the NIS2 Directive on Network and Information Systems Security. Our focus is on alignment as these directives are rolled out across EU member states in the coming years, ensuring that our systems, processes, and people are ready well in advance of formal compliance deadlines.

Employee training and internal awareness campaigns remain a cornerstone of our AI and cybersecurity strategy, and we continue to integrate new requirements into our existing governance frameworks as they emerge. This proactive approach reinforces Sleipner Group's commitment to secure, responsible, and compliant digital operations across our entire value chain.

FRAMEWORKS TRACKED

GDPR
Compliant, monitored

EU AI ACT
Active preparation

CYBER RESILIENCE ACT
Tracking rollout

NIS2 DIRECTIVE
Tracking rollout

0

MEDIUM/HIGH IT
INCIDENTS
In 2025

0

GDPR
BREACHES
Reported during year



Our business

REACH, ROHS, CONFLICT MINERALS

Sleipner Group complies with REACH Regulation 2020/1149 and RoHS Directive requirements. In spring 2024, we finalized our Conflict Minerals Policy, with a strategy to integrate it into our Vendor Mysite solution. We are also leveraging AI to create digital twins and conduct Life Cycle Assessments (LCAs), enabling precise mapping and tracking of components and materials.

Throughout 2025, Sleipner continued working towards stronger supply-chain control with focus on collecting qualitative and granular data, supported by the rollout of the Vendor Mysite BETA platform.

Based on current supplier documentation, we can confirm that, to the best of our knowledge, our components and products do not contain raw materials sourced from conflict-affected regions. This conclusion is supported by an ongoing documentation request process with our suppliers.

CONFLICT MATERIALS REPORTING – DATA QUALITY FIRST

Our next steps follow the same principle that runs through this report: data first, claims later. We continue working closely with suppliers to collect higher-quality data and documentation, and we are evaluating new software tools for material traceability and compliance monitoring, with a decision targeted by end of 2027. We have also chosen to postpone publication of our first Conflict Materials Report.

The Vendor Mysite rollout needs to deliver stronger supplier data before a meaningful report is possible. Publishing earlier would mean publishing weaker, and that is not the trade-off we want to make.

NORWEGIAN TRANSPARENCY ACT

Our human rights work follows OECD's six-step due diligence model and is integrated into our procurement processes. The full annual statement under the Norwegian Transparency Act is published separately, the summary below covers the year's findings.

The 2025 due diligence process was led by the Director of Sustainability, supported by a dedicated working group including our Strategic Purchaser, the COO, and the CIO. The Strategic Purchaser is particularly focused on integrating the Vendor Mysite platform into our procurement processes.

No actual breaches identified in 2025. The areas with continued attention are:

- Asian sourcing (China, India): Electronics and motor components carry industry-typical risks around working hours, wages, and worker H&S. In 2025, our COO and engineers visited 6 suppliers in China and 1 in India, supplemented by ongoing visits from our regional agent.
- Metal production (Bulgaria, Romania): Foundries and motor factories carry working-conditions risks. Last physical audit: 2024.
- GRP and composite production: Our facility in western Poland and certain subcontractors work with polyol and isocyanate-based systems requiring strong HSE practice. COO works monthly in the Polish facility. Internal audit conducted January 2025.
- Actions in 2025: Continuous data-driven ESG risk assessment software. Run continuously via Due Diligence module in our own software. 3 suppliers followed up from 2024 via self-assessment and CoC signature (response rate 66.7%); total CoC signature coverage across portfolio reached 71%. 35 additional priority suppliers onboarded to Vendor Mysite. No suppliers were terminated or phased out as a result of due diligence findings in 2025.

Information requests under § 6 of the Transparency Act can be sent to compliance@sleipner.no and will be answered within three weeks.

ECOVADIS

In 2024, Sleipner Group achieved a score of 80 out of 100 in our first EcoVadis assessment, earning the Platinum Medal and placing us in the top 1% of companies evaluated globally. The assessment identified 25 improvement points, which remain useful inputs to our daily sustainability work.

Our next EcoVadis assessment was originally planned for July 2026. We have put that decision on hold. EcoVadis is a credible framework and a useful external benchmark, but it is also a paid third-party process. Right now, our resources are better spent on improving data quality and delivering real actions on the improvement points we already have. We will revisit the decision when that work is in a stronger position.

UN GLOBAL COMPACT

Sleipner Group is a participant in the United Nations Global Compact, joining over 23,000 companies across more than 160 countries worldwide in supporting the initiative's ten principles on human rights, labor, the environment, and anti-corruption.

In mid-2023, CEO Ronny Skauen signed the official letter of commitment, and we took the first step of the SDG Ambition Program by applying the SDG Ambition Approach to align our business goals with the UN Sustainable Development Goals. In July 2024, Sleipner submitted its first Communication on Progress (CoP) report. In June 2025, we submitted our second CoP report, outlining how we are implementing the Global Compact principles and advancing the SDGs across our business.





Our innovation

USE PHASE: WHERE OUR PRODUCTS' REAL IMPACT LIES.

A Sleipner thruster or stabiliser installed today will typically operate for 20 to 30 years. Manufacturing emissions are real, but they are minor next to the cumulative emissions of the vessel over its full life.

This shapes how we think about sustainability. Designing a product that lasts longer, weighs less, and operates more efficiently in use creates orders of magnitude more environmental value than optimizing the manufacturing process alone.

QUALITY IS SUSTAINABILITY.

A product that lasts 50% longer is, simply put, a 50% more sustainable choice for the customer. This is why durability sits at the center of how we design, backward compatibility for up to 30 years, spare parts kept available, 85% of the portfolio managed in-house. The cleanest, most sustainable product is the one that does not need to be replaced. Engineering for longevity is therefore one of our strongest contributions to lower lifetime impact.

R&D INVESTMENT 2025

Total R&D investment in 2025: NOK 39.6 million (2024: NOK 37.9 million), representing 5.7% of revenue (2024: 5.9%). This includes NOK 7.7 million in external R&D expenses, approximately NOK 26.5 million in internal personnel costs, and NOK 5.4 million in equipment and operating assets used for innovation and product testing. Two SkatteFUNN projects approved and utilized. We hold 75 granted patents globally and 10 pending, reflecting our continued investment in proprietary technology.

SUSTAINABILITY OUTCOMES FROM CURRENT PORTFOLIO

- Extended eVision model variants with large and small e-series thrusters: up to 50% weight reduction and up to 30% efficiency improvement compared to current models. Smaller motor variants entering production in 2026.
- Vector Fins stabilizers, fin geometry generates lift at speed, reducing fuel consumption while underway. At anchor, they require less energy than traditional flat fins to deliver the same stabilizing force. Now extended to vessels up to 65 meters. Our patented electric actuator design eliminates up to 92% of structural-borne noise (verification ongoing). High energy efficiency on all new models.
- Hybrid Power Central (HPC, formerly ELS), enables boats to switch off generators in harbor and at anchor, eliminating local emissions during the periods when boats spend the most time in sensitive marine environments. First pilot installations were completed in 2025.
- Recycled aluminum in e-motors: up to 44%. All anodes transitioned from zinc to aluminum to minimize marine pollution. Backward compatibility ensures spare parts and upgrades remain available for up to 30 years. We manage over 85% of our portfolio in-house, supporting long product lifespans and durable materials.

39.6

MNOK R&D 2025
5.7% of revenue

75 / 10

PATENTS GRANTED / PENDING
Globally



Quality policy

At Sleipner, we design and manufacture high-tech products focused on quality, safety and comfort at sea. Our commitment to continuous improvement in quality management enables us to meet stakeholder expectations and maintain our competitive edge by optimizing processes at every level.

We achieve this through our guiding principles, which focus on delivering the right product, at the right quality, at the right time, along with our unwavering commitment to our zero-failure philosophy:

- We do not accept anything that is not correct.
- We do not produce anything that is not correct.
- We do not deliver anything that is not correct.

Our success is built on the dedication and commitment of every individual within our company.



Our innovation

LOOKING FORWARD

Looking towards 2026 and beyond, HPC will move from pilot phase into broader series production, with continued development focused on scalability across vessel sizes, deeper integration with our e-series thrusters and stabilizers, and expanded compatibility with renewable and hybrid power sources. As the marine industry accelerates its shift towards electrification, HPC is designed to grow with it.

Quantifying the total avoided emissions across our installed base is methodologically difficult, and we have not yet attempted a robust calculation. Our work with LCA process in 2026 and onwards will give us the tools to begin this.

Up to 50% weight reduction, up to 30% efficiency gain.

Compared to predecessor models. Smaller motor variants entering production in 2026.

Fin geometry generates lift at speed.

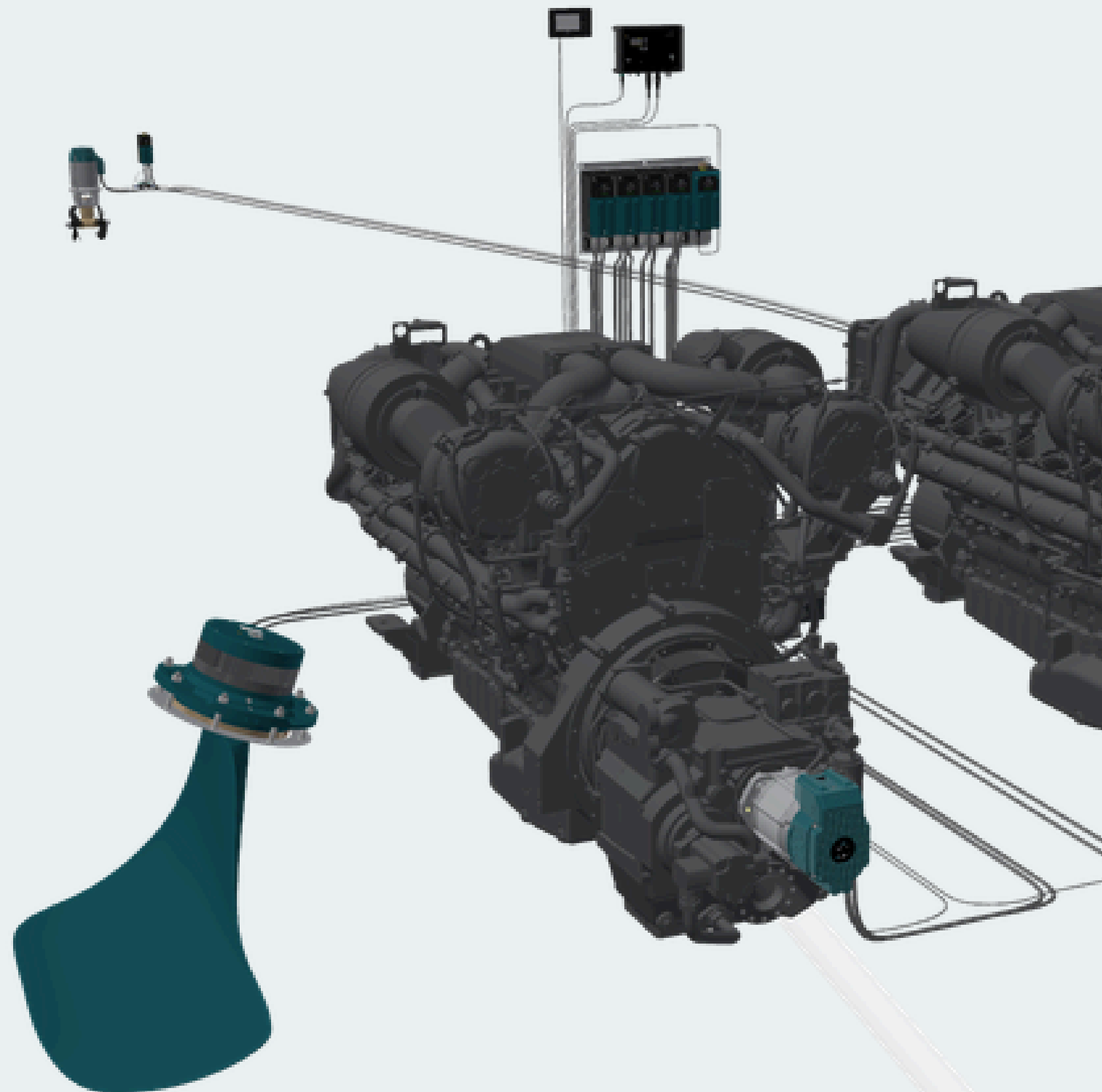
Reduces fuel consumption while underway. Now extended to vessels up to 65 metres. Our patented electric actuator design eliminates up to 92% of structural-borne noise.

Generators off in harbour and at anchor.

Eliminates local emissions during the periods boats spend the most time in sensitive marine environments. First pilots completed in 2025.

Up to 44% recycled content.

All anodes transitioned from zinc to aluminium to minimise marine pollution. Backward compatibility ensures spare parts for up to 30 years.



New factory

Construction of our new factory, initiated in late 2023, is now nearing completion.

The Group will move into the new headquarters and production facility during 2026. The facility is built on an existing industrial site, ensuring minimal additional environmental impact, and will enable production of an entirely new and highly innovative product series for which we hold several patents.

Throughout 2025, construction advanced through the final assembly and fit-out phase.

The building has been assembled using prefabricated elements - walls, windows, and roofing - chosen for their sustainable benefits, on top of the sustainable concrete floor poured in 2024.

The new layout will also allow us to bring more of the manufacturing and value creation in-house, which is expected to further improve operational efficiency and environmental performance.

Extensive planning for BREEAM certification has been completed, and we are currently well ahead of the project's sustainability goals. Feedback from BREEAM auditors has been excellent, with no significant remarks to date.

A particular focus has been placed on integrating the building's energy center with the production systems, ensuring that not only the building itself but also future operations are designed for maximum sustainability. Energy simulations for both the office and production zones have been conducted, with both achieving an A energy rating.

The structural design emphasizes sustainability, utilizing steel construction optimized for flexibility and minimal environmental impact. All on-site assembly is done by bolting instead of welding, increasing the structure's adaptability for future modifications and reducing construction emissions.

Statement from BREEAM Auditor: The BREEAM-NOR work for Bruket 23 is progressing strongly and has become an integral part of the project's planning, execution, and management. After the decision to certify was made in spring 2024, BREEAM AP and the client (represented by Marius Larsen) initiated comprehensive sustainability strategies, feasibility studies, and risk assessments related to robust, climate-adapted construction practices, including flood and stormwater management.

During the preliminary project phase, the client, BREEAM AP, and the contractor Norbygg have collaboratively established key project documentation, contract requirements, and routines to ensure that sustainability targets are maintained through all phases. Early-phase documentation has already been reviewed, with only one minor remark, reflecting high quality and execution so far. This success is largely attributed to the strong and active engagement from both the client and contractor, with a clear focus on meeting user needs.

Remaining documentation will be completed for the delivery phase, with interdisciplinary quality assurance scheduled before summer 2026. Additionally, the auditor will inspect the construction site to verify contractor compliance with material specifications and site management practices. Spot inspections have shown excellent follow-up so far. The project's pre-analysis achieved a "Good" rating at 56.3%, well above the 45% threshold, with plans in place to secure additional credits, which is highly positive.





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When choosing a Sleipner product, you select a product invented, engineered and manufactured for boaters, by boaters.

RONNY SKAUEN,
CHIEF EXECUTIVE OFFICER





Our innovation

DIGITAL PRODUCT PASSPORTS

The EU Ecodesign for Sustainable Products Regulation (ESPR) will progressively require Digital Product Passports (DPPs) across product categories. While marine equipment is not yet in the first wave of delegated acts (2026–2028), we are preparing now.

In 2024, we completed our proof-of-concept evaluation and finalized our LCA/DPP strategy. In 2025 we continued building the underlying data foundation. In 2026, we are launching a dedicated research project with the goal of developing cost-effective and data-driven tools for Life Cycle Assessment (LCA) and Environmental Product Declarations (EPD) for the maritime industry.

The work will integrate AI-driven digital twins and full LCAs, tightly connected to our Odin ERP system to ensure accurate material and mass specifications.

WHY DPPS MATTER FOR MARINE EQUIPMENT

Marine products have long lifecycles (20-30 years), complex bills of materials, and operate across multiple jurisdictions. A robust DPP framework supports repairability, traceability, and end-of-life recovery, all material to our circular economy works and consistent with our existing spare parts guarantee of 10+ years.

SUSTAINABLE PROCUREMENT

Our Sustainable Procurement Policy is fully operational and integrated with the Vendor Mysite BETA platform. Together, these tools improve the granularity and traceability of supplier data, which is essential for future DPP implementation. Continued vendor enrollment throughout 2026 will further improve data quality.



2024 → 2026 milestones

- 2024: Proof of concept completed.
- 2025: Continued building the underlying data foundation.
- 2026: LCA research and collaboration launches.
- 2026 to 2028: ESPR delegated acts roll out; we will be ready ahead of the marine wave.

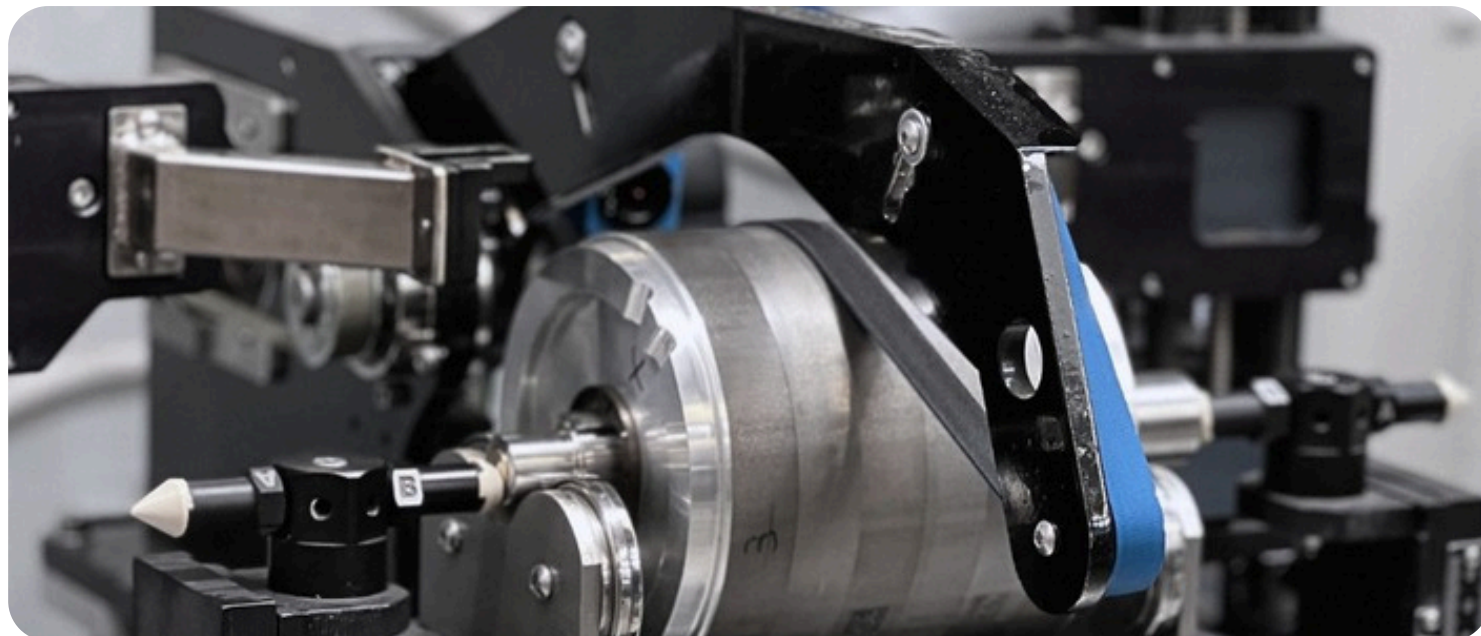
Our innovation

BIODIVERSITY AND MARINE IMPACT

The 2025 DMA identified biodiversity as a material impact topic for Sleipner, primarily through our products' effect on the marine environment. We are at an early stage in addressing this systematically and want to be honest about that.

Our most significant biodiversity contribution is through technology that reduces a vessel's environmental footprint while it operates. Vector Fins stabilizers cut fuel consumption when active, which is most of the time a boat is underway. The eVision e-series thrusters replace hydraulic systems with electric ones, reducing both fuel demand and the risk of hydraulic fluid leaks into water. HPC enables zero-emission operation in harbors and anchorages, exactly where marine life is most concentrated and most vulnerable to pollution and underwater noise.

We do not yet measure underwater noise from our thrusters in a standardized way, nor have we quantified microplastic shedding from our products over their lifetime. These are gaps we acknowledge. The 2026 collaboration on LCA methodology will help us build the data foundation needed to address them properly.



SUBSTANCES OF VERY HIGH CONCERN

We maintain ongoing internal data control and supplier information requests on substances of concern. A small number of components contain lead, all reported in the SCIP/ECHA system. We are aware of PFAS in some components and are working continuously on reporting and migration to alternatives. We are compliant with the extent of our current data visibility, and we expect data quality to improve as Vendor Mysite rolls out.

IN OUR PRODUCTS

Fuel reduction, hydraulic-to-electric, zero-emission harbours.

IN OUR MANUFACTURING

Substance control, SCIP/ECHA, PFAS migration.

GAPS ACKNOWLEDGED

Underwater noise, microplastic shedding, lifetime impact quantification.

COMING IN 2026

LCA methodology, the data foundation for precise reporting.



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Our continual goal is to craft marine products that stand out not only for their compact size and superior efficiency, but also for being kinder to the environment.

OLE KRISTIAN OLSEN,
DIRECTOR OF SUSTAINABILITY





Our ocean

BEYOND OUR FOOTPRINT

The ocean is our operating environment and the natural counterpart to everything we design. Our engagement is both organizational and personal, through corporate partnerships and through employees who choose to give time outside work.

OCEAN CLEANUP

In 2025, Sleipner Group continued to see strong employee engagement in environmental action. Several employees took personal initiative to organize local beach cleanups in addition to our annual group event, reflecting a strong individual commitment to our sustainability goals.

In 2025, our ocean cleanup engagement looked different. Instead of one large group event, employees organized and joined a series of smaller local and individual cleanups throughout the year. The combined effort collected substantial amounts of trash from coastlines in our communities, though we have not aggregated the totals across the distributed activities. For reference, our single October 2024 event collected over 320 kilograms in three working hours.

Additionally, our continued sponsorship of The Ocean Cleanup organization highlights our long-term commitment to supporting innovative and effective solutions to combat ocean pollution.

NORWEGIAN SEA RESCUE SOCIETY (REDNINGSSKAPET)

In 2025, four of our employees volunteered with the local Sea Rescue squad, actively participating in rescue operations in their spare time. Our products are designed to make boating safer, but trained volunteers on the water make the most direct difference.

We are proud to support this work, and proud of the colleagues who choose to do it.



Looking ahead

PRIORITIES IN 2026

2026 will be a year of operational milestones and continued data work. Our focus areas:

- New factory move-in completes. The transition will be visible in our 2026 scope 1 and 2 emissions accounting.
- HPC platform moves from pilot to series production with the first major boatbuilder partnerships.
- Small eVision e-motor production begins for high-volume thruster applications.
- Research collaboration on LCA/EPD methodology launches, the foundation for future Digital Product Passport implementation and use-phase emission quantification.
- Vendor Mysite rolls out beyond BETA to a wider supplier base. Combined with our transition to new ESG/Vendor Due Diligence software, this will materially improve our Scope 3.1 data quality.
- Continued work towards 2026 climate targets: Scope 1+2 down 5%, Scope 3 down 10%, activity-based Scope 3 data up 20%.
- Next employee survey planned for Q3 2026. Continued employee commuting survey, with sustainability targets to be defined for 2028.
- Target: 80% of suppliers have signed Sleipner Group's Supplier Code of Conduct by end of 2026.
- Target: Finalize and implement a remanufacturing and repair strategy by 2026, enabling customers to purchase repaired, remanufactured, and refurbished products alongside spare parts.
- Target: Full Life Cycle Assessment (LCA) coverage for at least 80% of our product portfolio by 2026, supporting greater transparency and circularity.

AREAS UNDER CONTINUED REVIEW

We are continuously reviewing our position on SBTi target validation, the scope of our biodiversity work, the methodology for quantifying our products' use-phase emission benefits, and the readiness of our supplier base for Digital Product Passport implementation. These are areas where our data and capabilities will mature over the coming years, and where our public positions will evolve accordingly.



Transparency

This page documents how the 2025 Sustainability Report was prepared and what readers should know about our methodology, data sources, and the tools used to write it.

SUSTAINABILITY AS ENGINEERING, NOT PR

Our approach to sustainability is built on a single principle: facts over feelings. What cannot be measured cannot be improved, and we refuse to use sustainability as a PR tool until we have the data to prove we are making a difference. We call it "hurry up slowly."

This shapes how we work in practice. Material substitutions only matter if they extend product life, not shorten it. Climate claims only count if they are backed by activity-based data. Initiatives only earn space in this report once we can show they have moved the needle.

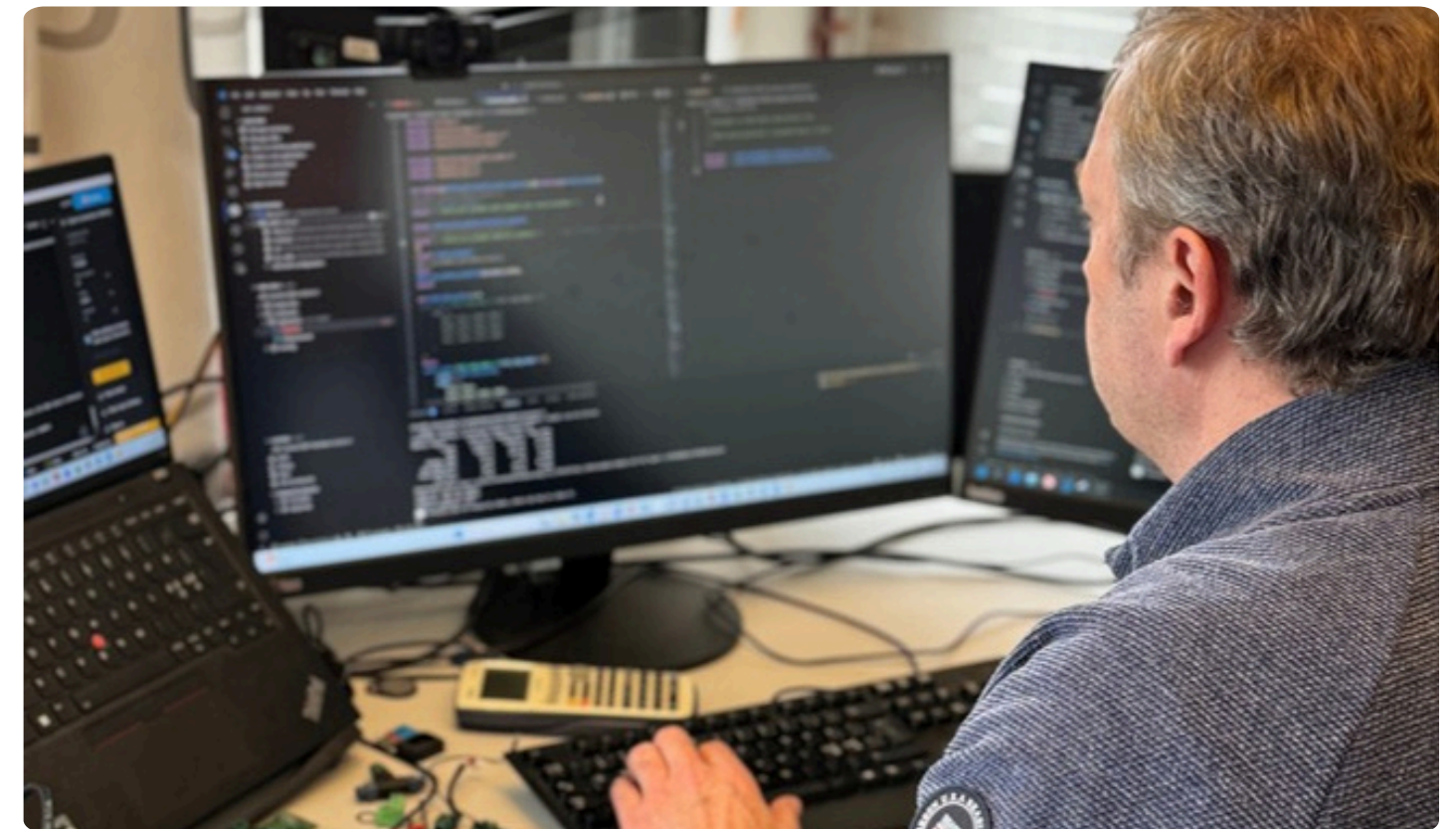
The best sustainability decisions are also the best engineering decisions. Less material with higher performance reduces both cost and emissions. Smaller, lighter products mean less packaging, fewer pallets, and more efficient transport. Reusing inbound packaging materials saves both expense and waste. A product designed for long life and serviceability is one of the strongest environmental contributions we can make.

We are not at the finish line, but we have started. With the right data on the table, we can guide our customers, drive change inside our own organization, and ensure Sleipner is rigged for the future, economically and environmentally.

AI USE IN THIS REPORT

This report was prepared with the assistance of AI tools for calculating spend data, structure activity data, structure editing, drafting, consistency checks, and quality assurance. All quantitative data was independently verified against our 2025 board report, our Norwegian Transparency Act statement, and our 2025 Double Materiality Assessment results.

Final data verifications, language polishing, strategic positioning, and approval of every published statement was done by Sleipner employees. No AI-generated content appears without human review and explicit approval.



Transparency

METHODOLOGY AND DATA SOURCES

GHG accounting: based on a recognised GHG accounting system, classified by Scope 1, 2, and 3 in line with the GHG Protocol. Scope 1 and 2 are 100% activity-based; Scope 3 is primarily spend-based.

HR data Drawn from our HR systems, processed in line with Norwegian personal data law and GDPR.

HSE data Reported through our Working Environment Committee (AMU) and occupational health service.

External ratings ISO 9001 (DNV), ISO 14001, EcoVadis (Platinum, achieved 2024); UN Global Compact (participant since 2023).

DMA Conducted in 2025 in line with EFRAG guidance; 74 IROs identified, 20 assessed as material; 8 material topics carried forward into reporting.

CHANGES FROM PREVIOUS REPORTS

Report length reduced from approximately 50 to 36 pages, reflecting our position following EU Omnibus revisions that exempt Sleipner Group from mandatory CSRD reporting.

Structural reorganization: KPI matrix and 2025-at-a-glance moved to early pages for faster reader access to substance.

New sections added: Climate transition pathway, Biodiversity, Transparency.

Sections compressed or removed: detailed product descriptions (now on sleipnergroup.com), repeated narrative introductions, generic ESG boilerplate text.

WHAT IS NOT YET REPORTED

- E-waste tonnage 2025 is being finalized; first metrics will be published when data quality is sufficient.
- Conflict Materials Report has been postponed pending stronger supplier data.
- Use-phase emission quantification for our installed product base is methodologically difficult; we have not yet attempted a robust calculation.
- Underwater noise and microplastic shedding from products are not yet measured systematically.





Appendix

Climate account for 2025

SLEIPNER MOTOR AS

Organization number: 932455463
Code: 28.150
Industry: Produksjon av lagre, gir, tannhjulsutvekslinger og andre innretninger for kraftoverføring.
Address:
Number of employees: 173

ABOUT THE REPORT

The report has been created based on financial and activity data in accordance with international standards for calculating climate accounts (GHG - Green House Gas protocol).

In addition to total emissions, you can see distribution by turnover, per employee, and by various scopes according to the information we have available.

The figures behind the comparison are based on life cycle analysis for emissions per industry based on turnover.

Based on the highest and lowest emissions, you can see where you are on the scale within the industry.

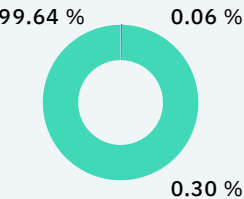
REVENUE
692 524
kNOK

TOTAL EMISSION
14 740 229
Kg CO2e

EMISSION INTENSITY
21,28
Kg CO2e per kNOK

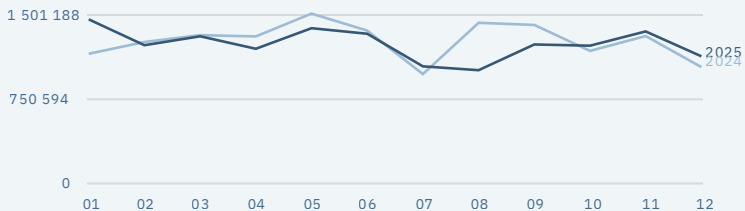
EMISSION INTENSITY
PER EMPLOYEE
85 204
Kg CO2e per employee

EMISSIONS BY SCOPE

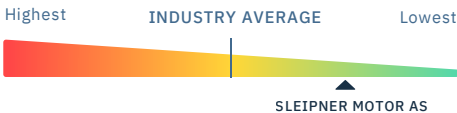


SCOPE 1, KG CO2E
8 854
SCOPE 2, KG CO2E
44 595
SCOPE 3, KG CO2E
14 686 780

EMISSION THROUGH THE YEAR, Kg CO2e



INDUSTRY BENCHMARK



YOUR EMISSION
INTENSITY
21,28
Kg CO2e per kNOK

INDUSTRY AVERAGE
EMISSION INTENSITY
25,44
Kg CO2e per kNOK

TOP 10 EMISSION FACTORS BASED ON CHART OF ACCOUNTS

CHART OF ACCOUNTS	EMISSIONS KG CO2E
Category A	7 522 711
Category B	2 450 900
Category C	2 083 163
Category D	561 696
Category E	250 577
Category F	215 420
Category G	194 551
Category H	165 461
Category I	143 511
Category J	133 901

TOP 10 SUPPLIERS WITH HIGHEST EMISSIONS

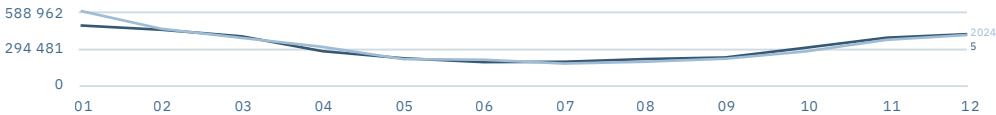
SUPPLIER	EMISSIONS KG CO2E
Supplier A	1 129 835
Supplier B	724 546
Supplier C	589 004
Supplier D	581 149
Supplier E	475 539
Supplier F	418 369
Supplier G	393 368
Supplier H	385 759
Supplier I	382 936
Supplier J	370 807

Account categories and supplier names have been anonymized. All emission calculations and rankings remain unchanged.

KWH USAGE FOR THE YEAR
3 186 908
KWH



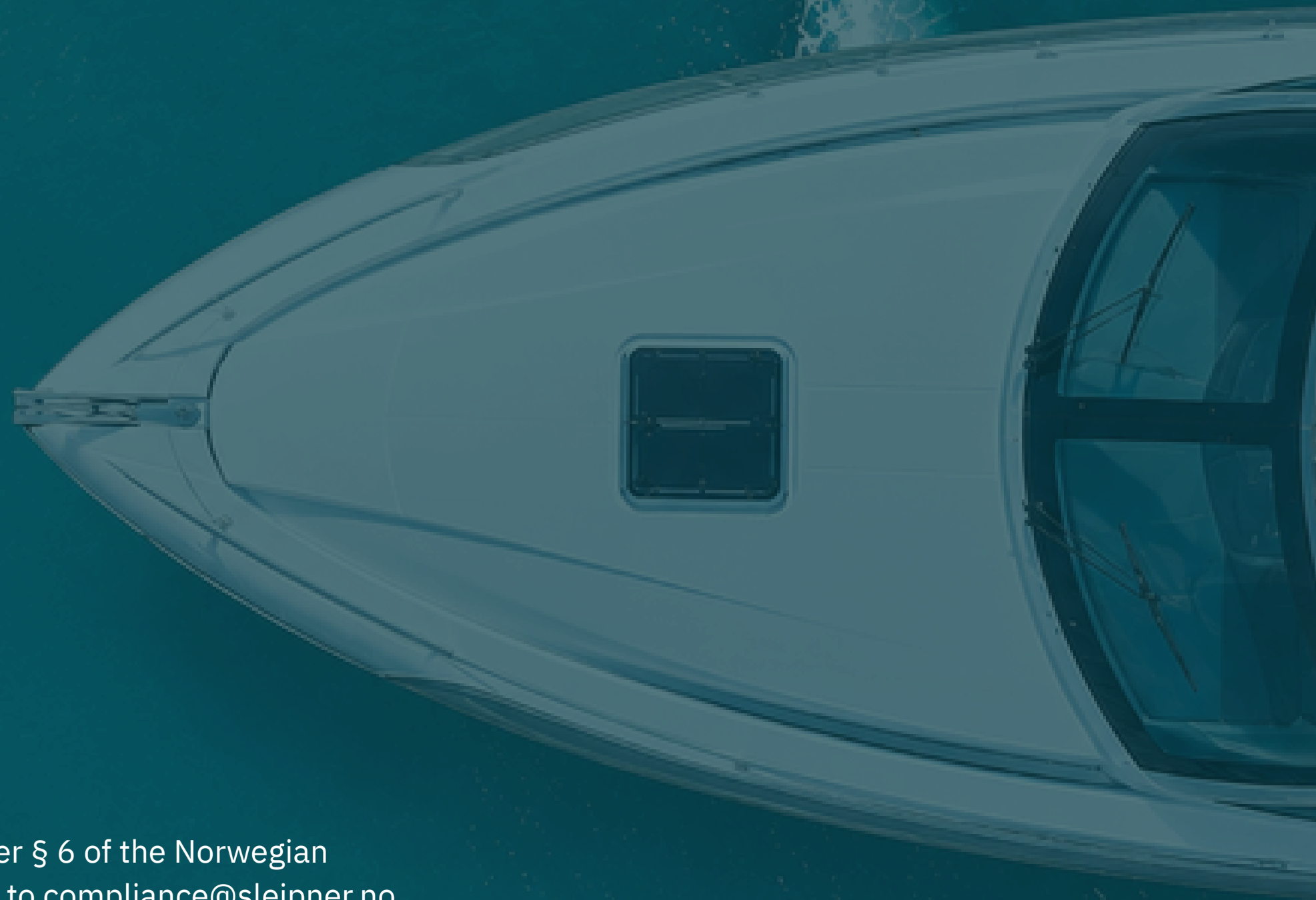
KWH ACTUAL USAGE







Take care.



Questions about the methodology of this report, requests under § 6 of the Norwegian Transparency Act, or any other compliance matter can be sent to compliance@sleipner.no and will be answered within three weeks.