

Kamstrup A/S
Transparency Act/
Åbenhetsloven:

2025

Statement of due diligence assessments 2025

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Introduction

This statement covers Kamstrup A/S in accordance with the requirements of the Transparency Act (Åpenhetsloven). The purpose of the statement is to communicate Kamstrup's due diligence process, our findings and plans to promote a sustainable business in terms of human rights and decent working conditions.

This statement covers all Kamstrup entities including our company in Norway. This statement covers the financial year 2025 from 1st of January to 31st of December 2025. This statement is published in June 2026 and will be published annually.

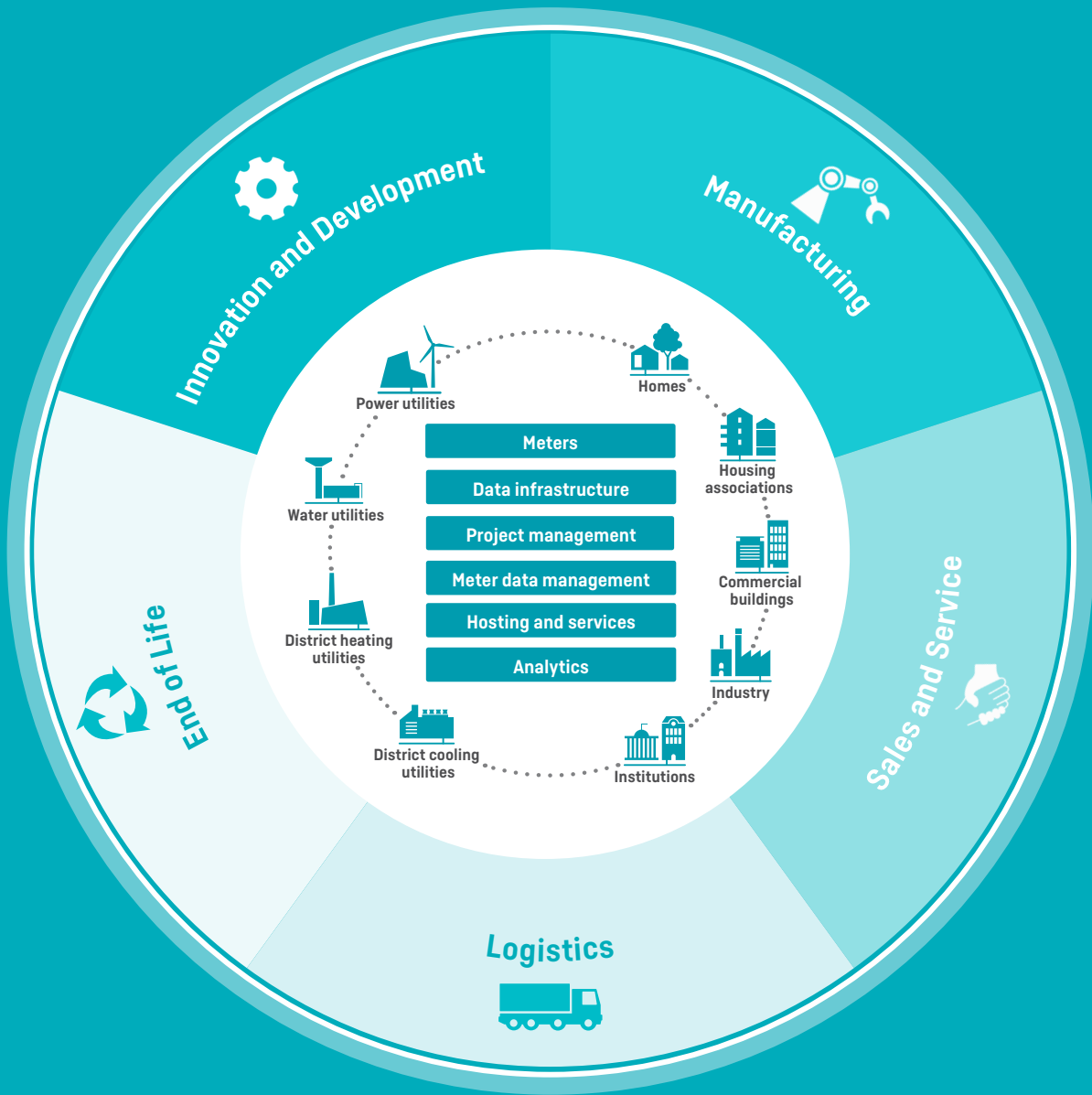
In chapter 2, we give an overview of how we are organized, which operating areas we have, and the type of suppliers involved in the various business areas. Chapter 3 describes our routines and guidelines for dealing with actual and potential negative impacts for human rights and decent working conditions, as well as how we have worked with due diligence assessments over the past year. Chapter 4 covers our identified impacts, risks and measures.



Søren Kvorning, CEO

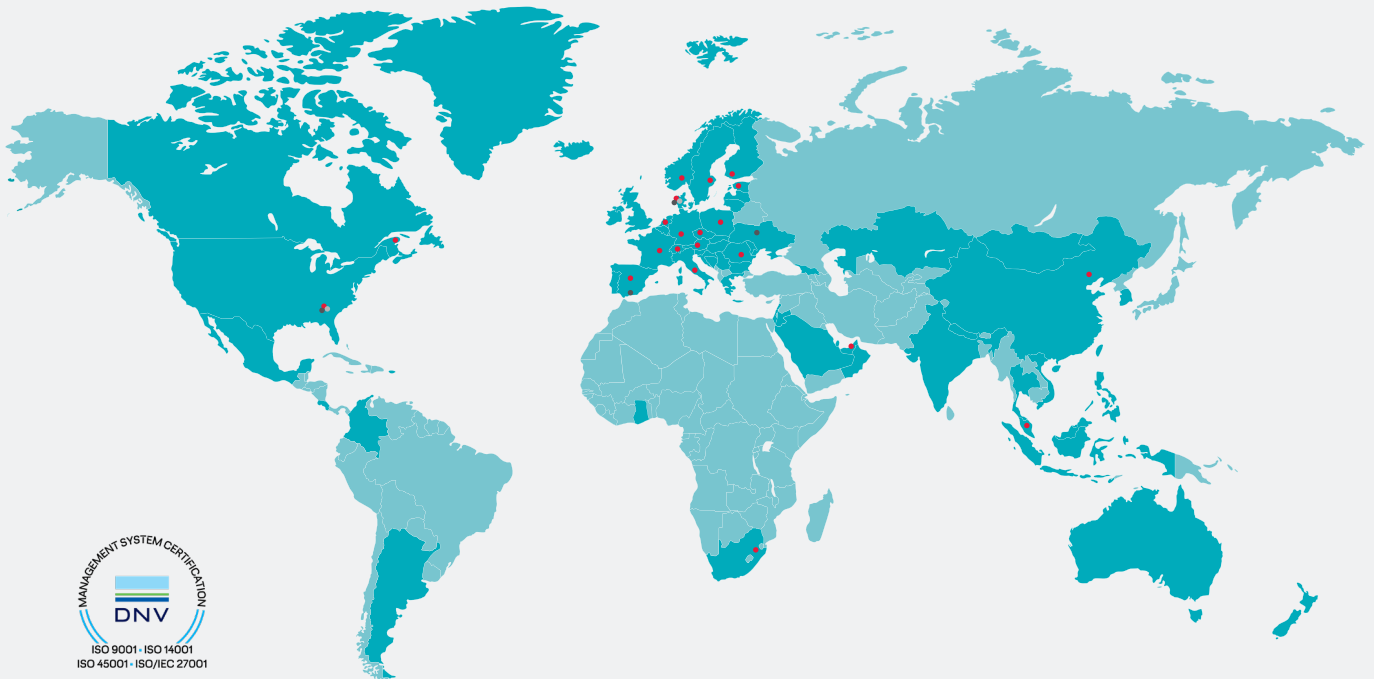
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The business model, operating areas and organisation



In each of the steps in Kamstrup's business model, we strive to reduce the impacts from innovation and development, supply chain, sales and service, logistics as well as end of life of our products and solutions. Just as we seek to improve performance and create the best opportunities for our customers in using Kamstrup solutions.

2 Management systems



ISO 9001: Denmark, France, Poland, Sweden, USA
ISO 27001: Denmark, Sweden • **ISO 14001:** Denmark, Sweden
ISO 45001: Denmark, Sweden • **ISO 17025:** Denmark, USA

- Innovation and development
- Manufacturing sites
- Kamstrup offices
- Kamstrup distributors

Kamstrup holds multiple ISO certifications across several locations [see map] with the main ones being our ISO 9001 [quality], ISO 27001 [information security], ISO 17025 [testing & calibration], ISO 45001 [occupational health and safety management system], ISO 14001 [environmental management system].

What we do
 In Kamstrup, we know that delivering water, electricity, and heat to a transforming world requires constant monitoring and optimisation. To strengthen the infrastructure we all depend on, we deliver unmatched precision metering. Our smart metering solutions help utilities with optimised billing and improving efficiency and resource management. We provide grid insights that optimise operations, network capacity and the production and distribution of water and energy. Our solutions also allow consumers and businesses alike to use resources smarter.

We Make What You Measure Matter



Value chain activities and potential social impacts



Raw materials extraction and processing

Potential risk & impact:

Upstream suppliers' extraction and processing of raw materials can have social impacts.

What we do:

Our due diligence process assesses tier 1 suppliers' ESG performance. We require information on critical raw materials, including those from conflict areas.

Facts:

100% of Kamstrup's relevant direct suppliers are mapped using the ESG risk assessment tool.
Conflict mineral reporting templates (CMRT and EMRT) collected from relevant suppliers. Kamstrup requires suppliers to implement the requirements of the Kamstrup Supplier Code of Conduct throughout their supply chain.

Transportation upstream and downstream

Potential risk & impact:

Freight vendors legal and ethical approach to human and labour rights.

What we do:

Vendors are required to support and comply with the UN Supplier Code of Conduct as a fundamental standard for ethical business practices.

Facts:

Global freight suppliers have signed the Supplier Code of Conduct.



Downstream

- Distributors
- Customers utilities, submetering
- End-of-life B2B
- B2B customers
- Local sorting and recycling or take back

Production own operations

Potential risk & impact:

Health and Safety procedures and an integrated management system are vital to perform safety first. Creating awareness through communication is essential for employees to understand fundamental rights and rights to individual development including a healthy and safe working environment.

What we do:

We are ISO 45001 certified and monitor social impacts, conduct internal audits, and mitigate risks. Employees are trained in evacuation and safety protocols. Internal ambassadors address risks, impacts, and opportunities.

Facts:

100% of all employees are required to complete introduction E-learning modules regarding employee rights, benefits, health and safety and evacuation protocols.

100% of all employees are informed and have access to the Employee Handbook and internal management system with all policies, guides and instructions.

Kamstrup is ISO 45001 certified.

Deployment of solutions, services and operation

Potential risk & impact:

Unclear subcontractor agreements can pose a risk to labour rights. Insufficient training can adversely affect health and safety during deployment procedures.

What we do:

Our due diligence process involves requiring suppliers' adherence to our Code of Conduct and setting clear expectations through Kamstrup supplier site and in our contracts.

Facts:

We conduct an annual customer satisfaction survey.

After life scenarios

Risks:

Unclear subcontractor agreements can pose a risk to labour rights.

Insufficient training can pose health and safety risks in disassembly, sorting and recycling procedures.

What we do:

Our due diligence process involves requiring suppliers' adherence to our Code of Conduct and setting clear expectations through Kamstrup supplier site and in our contracts.

We and our service partners educate personnel in safe handling and monitor social impacts, conduct internal audits, and mitigate risks.

Facts:

Kamstrup is ISO 45001 certified.

Personnel are trained in correct and safe disassembly and sorting of electronic waste. Safety procedures are available to all and occasionally audited.

Kamstrup has reserved the right to participate in audits and assessment of suppliers and sub-suppliers.

2 Policies

Kamstrup Code of Conduct

Kamstrup's Code of Conduct aligns with the UN Global Compact's ten principles, supporting human and labour rights, environmental protection, and anti-corruption. We reject all forms of forced labour, including child labour, and support union freedom and collective bargaining. We pride ourselves on solutions that help customers reduce their environmental footprint and promote corporate environmental responsibility. We also encourage the development and diffusion of environmentally conscious technologies.

The Kamstrup Code of Conduct addresses the following areas of business ethics:

- Information, data, and systems.
- Fair trade and competition.
- Avoiding conflict of interests.
- Preventing fraud and misuse of Kamstrup assets.
- Design, produce, and deliver for quality.
- Environmental sustainability.
- Respecting and protecting our colleagues.
- Whistleblower scheme.

Our Kamstrup Code of Conduct is introduced to new employees when starting a position in Kamstrup. Managers and roles identified as functions-at-risk will receive training in Kamstrup Code of Conduct.



During the course of 2025 there have been no reports of violation of the Code of Conduct, hereunder in regard to bribery.

Kamstrup has integrated the UN Global Compact in our Code of Conduct, Supplier Code of Conduct and supplier risk management screening



Policies within people, environment and information – and cyber security are elaborated on in our corporate ESG Report 2025.

Supplier Code of Conduct

To ensure ethical conduct, suppliers must comply and follow Kamstrup Supplier Code of Conduct and the UN Supplier Code of Conduct. This outlines the requirements set for compliance with legislation, business integrity, and standards for quality, environment, labour, and human rights.

The policy covers the following main topics:

- Compliance with applicable legislation and regulations
- Business integrity: corruption and bribery, money laundering, conflicts of interest, protecting and safeguarding intellectual property rights, and fair competition
- Quality: mutually beneficial relationships with a focus on delivering high quality, quality certifications, and documentation
- Environment: chemical compliance, conflict minerals, and environmental responsibility • Labour standards: freedom of association, no child labour, no forced labour, minimum wages, and working hours regulations
- Human rights: complying with internationally proclaimed human rights, including but not limited to harassment, discrimination, respecting culture, and religion

Governance sustainability

Departments: The sustainability and ESG activities within resilience, mitigation and differentiation are driven from Kamstrup’s Quality & Sustainability department, which reports to the VP Quality & Sustainability. To ensure that ESG Reporting complies with CSRD and the ESRS disclosure obligations, the VP Finance and our CFO are project sponsors.

Due diligence of direct suppliers also within ESG parameters is executed in Kamstrup’s Sourcing department. Policies, processes and instructions are established and available to all internal stakeholders in Kamstrup Quality Management System.

Enterprise risk management

Kamstrup operates with a common understanding of our responsibilities based on the following principles:

- We conduct business with respect and follow all relevant legislation and regulations in all countries in which we operate and in accordance with the internal rules and policies.
- We conduct business in line with the UN Global Compact principles.

Whistleblower Hotline

Kamstrup is a responsible company with a transparent and open company culture, where employees are encouraged to speak up if they experience compliance issues or other irregularities. We have a guaranteed anonymous whistleblower portal, “Kamstrup Whistleblower Portal”, where Kamstrup employees and external stakeholders with an interest in Kamstrup can submit personal or anonymous reports about serious incidents in good faith.

Training whistleblower awareness

The process of reporting an observation or suspected breach is described both in our internal management system, KamWay, which all employees have access to, and on Kamstrup’s website.

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Supply chain

Achievements 2025

- ✓ **Onboarding suppliers on EcoVadis**
- ✓ **96,2% of relevant suppliers have had ESG due diligence assessment**
- ✓ **Published Responsible Procurement, Compliance & Quality on Kamstrup website**
- ✓ **100% of direct suppliers have been ESG risk screened**

Priorities 2026

- **Continue onboarding and initiate supplier corrective actions**
- **Formalised follow up procedure on suppliers who do not meet Kamstrup's ESG requirements**
- **Training of sourcing team within ESG**
- **Simplification of proces landscape including clear roles and responsibilities**

Working with different suppliers all around the world requires efficient established due diligence processes. Kamstrup mandatory requirements are listed in our Supplier Code of Conduct and in our supplier section on Kamstrup website covering the following main topics:

Compliance with applicable legislation and regulations

Business integrity: sanctions, corruption and bribery, money laundering, conflicts of interest, protecting and safeguarding intellectual property rights, and fair competition

Quality: mutually beneficial relationships with focus on delivering high quality, quality certifications, and documentation

Environment: chemical compliance, conflict minerals, and environmental responsibility

Labour standards: freedom of association, no child labour, no forced labour, minimum wages, and working hours regulations

Human rights: complying with internationally proclaimed human rights, including but not limited to harassment, discrimination, respecting culture, and religion

Supplier dialogue and collaboration

Kamstrup is part of a three-year project from Industriens Fond, facilitated by Aarhus University's "ESG – from reporting to business" together with four other major Danish companies. The goal is to support SMEs in delivering relevant ESG data and use ESG insights to support their business.

Training

The Sourcing team is regularly updated on ESG performance and supplier assessment results to ensure a solid understanding and learning of ESG and its relevance to impact, risk, and opportunities within the sourcing category strategy.

Supplier due diligence

As part of our supplier's qualification of direct parts, the process includes sanction screening, economic investigation, ESG screening, non-disclosure agreement, potential supplier audit, Supplier Code of Conduct as well as contracts that direct to the Kamstrup Supplier Site where requirements within topics such as chemical compliance, conflict minerals, packaging, health and safety, and ESG impact are elaborated.

The ESG performance assessment criteria are based on international sustainability standards such as the Ten Principles of the UN Global Compact, the International Labour Organization (ILO) conventions, the Global Reporting Initiative (GRI) standards, the ISO 26000 standard, the CERES Roadmap, the UN Guiding Principles on Business and Human Rights and links to Corporate Sustainable Reporting Directive (CSR).

3

Supplier management

Supplier ESG performance

Sustainability and ESG performance play a vital part when we choose new suppliers. We have onboarded the Kamstrup supplier portfolio and do risk assessments and corrective actions on the internationally acknowledged platform EcoVadis. This is done not only to screen suppliers in terms of risks but also to measure, support progress, follow up with corrective action plans, and monitor supplier ESG performance.

The illustration below shows the ESG documented performance of Kamstrup’s direct suppliers in EcoVadis, rated within environment, labour & human rights, ethics and sustainable procurement. The figures show Kamstrup suppliers are performing way above industry average on ESG score showing great maturity and documentation.

Average overall score and theme breakdown for Kamstrup suppliers
Compared to all companies rated by EcoVadis

Score type	Kamstrup supplier's average score	Benchmark	Conclusion
Total average	60.4	49.2	😊
Environment	65.7	49.8	😊
Ethics	55.5	46.5	😊
Labor & Human Rights	61.1	51.9	😊
Sustainable Procurement	54.3	40.6	😊

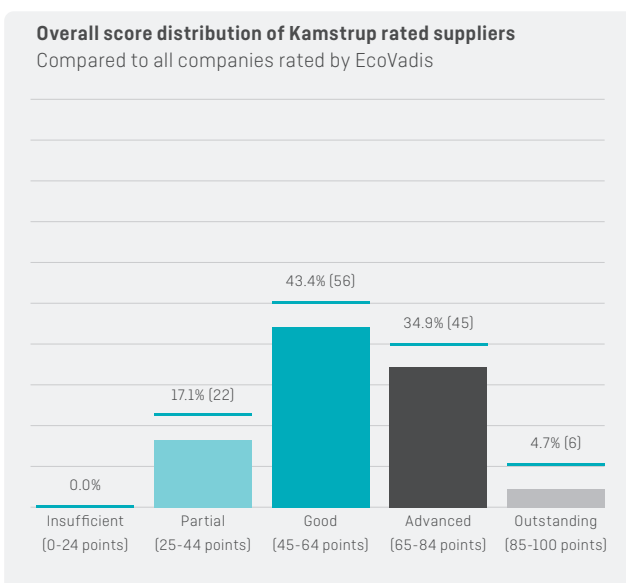
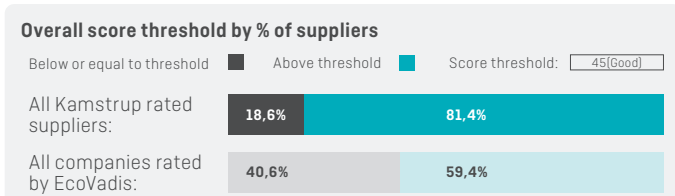


Figure: Score distribution and ESG maturity of rated suppliers in EcoVadis platform.

Supplier audits

Kamstrup conducts Work Condition Assessments if suppliers cannot document their policies and processes within the mentioned areas. Audits cover Labour, Wages & Working Hours, Health & Safety, and Environmental management. Findings and improvement plans are integrated into supplier evaluations.

Human rights

We commit contracted partners to:

- Support and respect the protection of internationally proclaimed human rights and secure that these are fully adhered to;
- Respect the culture and religion of the countries in which we/they operate and the people who live there;
- Not tolerate any kind of harassment and act accordingly if it occurs; and
- Not participate in or support any kind of discrimination based on race, colour, sex, religion, political opinion, national or social origin, gender, union affiliation, sexual orientation, disability, age or other distinguishing characteristics

Conflict Minerals

Certain hardware requires components with minerals and metals content; these may come from conflict-affected regions linked to risks within forced- and child labour. To prevent such practices in our supply chain, we follow international standards and have established due diligence processes to monitor, address and mitigate identified risks. Our process includes supplier registrations in Conflict Minerals Reporting Template (CMRT) to gather data from tier-1 suppliers on mineral sources and smelters. To voice concerns, suppliers can address these to buyers, or stakeholders can report through Kamstrup’s whistle blower portal.

We reserve the right to terminate or suspend engagement with any supplier that fails to provide legally required data insights or breaches of the terms and conditions of the contractual agreement including the Kamstrup Supplier Code of Conduct.

3

Due diligence performance data

Suppliers	2024	2025	Δ 2024-2025	Target
Percentage of targeted suppliers that have signed the code of conduct individually or as part of contract clause	-	86%		
Percentage of targeted supplier undergone risk assessment	-	100%		100 % in 2025
Percentage of targeted suppliers that have undergone CSR/ ESG performance assessment	31%	96%	+65	60 % in 2025
Number of on-site supplier audits	33%	31%	-2	
Percentage of targeted buyers across all locations who have received training on sustainable procurement	100 %	-		100% in 2026
Percent of relevant suppliers where their Conflict mineral information is available through CMRT		Min. 50% of spend		Min. 50% of spend In 2027: 80% of spend

People development

In Kamstrup, we value our people as our greatest asset. Our success depends on their well-being, motivation, and performance, supported by various initiatives to ensure our colleagues thrive. High employee satisfaction is crucial for delivering quality solutions and retaining skilled colleagues.

Kamstrup annually conducts a satisfaction survey to improve our workplace. This survey includes a psychosocial assessment and, every third year, a physical assessment, facilitated by an external vendor for confidentiality.

In 2025, 95% of all Kamstrup employees responded in the annual Engagement survey with improved results showing progress within Loyalty and within Satisfaction & Motivation.

Dialogue and development

In 2025, 80% of all employees globally participated in an employee development dialogue with their manager, which is an increase of 4 percent points compared to 2024. The goal is 100%.

Kamstrup focuses on development of employees through internal courses, job training, and external training and mentoring. We encourage employees to pursue this as part of their individual development plan.

Our professional Learning Management System (LMS) is used to distribute multiple learning opportunities covering over 100 courses offered ranging from e-learning to more extensive training programs throughout the employee career life cycle. The selection and content of the training and development courses offered are developed based on employee feedback and analysis of the topics needed to support our direction focusing on people, excellence, innovation and customers. Based on continuous evaluations and dialogue, Kamstrup aims to provide high quality content and relevant offerings to its employees.

Grievance

Kamstrup provides an accessible grievance mechanism for all employees to report concerns related to working conditions, including working hours, pay, and social benefits.

Kamstrup management system describes roles, contact information, policies and processes on e.g.: union representatives, health & safety representatives, cooperation committee, and ensuring inclusion for those who may face linguistic, geographic, or minority-related barriers.

We guarantee non-retaliation for anyone raising grievance and maintaining strict confidentiality throughout the process.

Internal career development

We encourage individual development and internal job rotation to tailor an exciting career path for the employees. We want to stay attractive and retain highly skilled and knowledgeable employees by offering career and competency development. In 2025 nearly 20% of Kamstrup job vacancies were filled internally by excising employees advancing to a new position.

Compensation & benefits

Our compensation and benefits framework upholds human rights, complies with all applicable regulations and is designed to ensure non-discriminatory practices. Salaries adhere to both local and international legal requirements.

Salary adjustments are typically made annually, either on an individual basis or through collective agreements.

Employee benefits differ by country and cultural context and may include offerings such as discount programs, health insurance, company cars, and other benefits.

Kamstrup continuously reviews and updates its benefits to ensure they remain relevant, competitive, and aligned with employee needs and labour market expectations.



20% of open positions are filled by internal talent transitioning into new roles



95% response rate on employee engagement survey

3

People performance data

Health & safety	2023	2024	2025	Δ 2024-2025	Target
Numbers of hours worked	2,436,892	2,317,714	2,396,615	+3%	
Lost Time Injuries	5	4	4	0%	0
Number of work-related accidents	122	71	81	+14%	
Number of days lost to work-related injuries, fatalities and ill health	46	87	313	+260%	
Number of fatalities as result of work-related injuries and ill health	0	0	0	0%	0
Lost Time Injury Frequency (LTIF) Total	2.1	1.7	1.7	0%	0
LTIF Production	7.2	7.7	8.4	+9%	0
LTI Severity rate	18.1	37.5	148.8	+297%	0
Near- miss registrations & observations for improvements total	48	567	674	+19%	
Employees often or all the time experiencing stress symptoms	13%	11%	10%	-1	<10% by 2026
Number of employees trained in first aid with AED	-	185	165	-11%	
Number of Evacuation and HSE drills	-	8	21	+163%	

Health & Safety

Safety first

The health and safety of our employees remain a top priority for Kamstrup. Since 2007, our operations have been certified in accordance with the ISO 45001 occupational health and safety standard, as well as the applicable OSHA requirements in the United States. These certifications help ensure a consistently high level of safety performance across our global organisation.

Our Health & Safety organisation consists of 16 health and safety groups in Denmark, 4 in Sweden, and 5 in the United States, with representatives from all business areas and sections to ensure local presence and targeted initiatives. Furthermore, all our employees are covered by formal collective agreements, and we have a collective bargaining agreement on working conditions and health and safety. Additionally, nightshift workers have regular yearly health check-ups.

Lost time incidents

The injury frequency for incidents causing absence of more than one day is 1.7 lost time injuries frequency (LTIF) per 1 million working hours in 2025. The LTIF result is stable compared to last year and meets our target of below 2. In 2025, the LTIF for employees in the productions increased from 7.7 in 2024 to 8.4 in 2025, this is followed up upon with safety shares and inspections.

The lost time injury severity rate was 37.5 in 2024 and has increased to 148.8 due to one individual case with a high number of days of lost time, the rest of 3 LTI cases only sum up to average 2.4 lost days. Showing the severity of lost days due to incidents for 3 other individuals are well below last year's lost time.

The health & safety organisation has focused on increased awareness through communication campaigns, training and internal inspection procedures. This awareness is also visible in the increased numbers of registered near-miss- and observations of potential risks, indicating a conscious pro-active health & safety culture.

Training & evacuation

There has been a continued focus through training and awareness on reducing the number of incidents and increasing the awareness of risks to proactively mitigate observations. Throughout 2025 Kamstrup has enrolled corporate wide evacuation and emergency training drills to practice calm, vigilant and safe behavior.

Ergonomic training

In 2025, we implemented a new approach to ergonomic training, which is now actively applied in practice. The approach aims to deepen our understanding of body movement and enhance communication about it to avoid Repetitive strain Injuries (RSI) and workplace risks.

Psychosocial working environment

We consider psychosocial aspects just as important as physical aspects. Based on the annual results of the psychosocial workplace assessment, department managers take the necessary actions to mitigate identified issues. The survey covers areas such as stress, discrimination, bullying, and harassment. We want to continuously ensure a safe workplace that embraces diversity, equity, and inclusion.

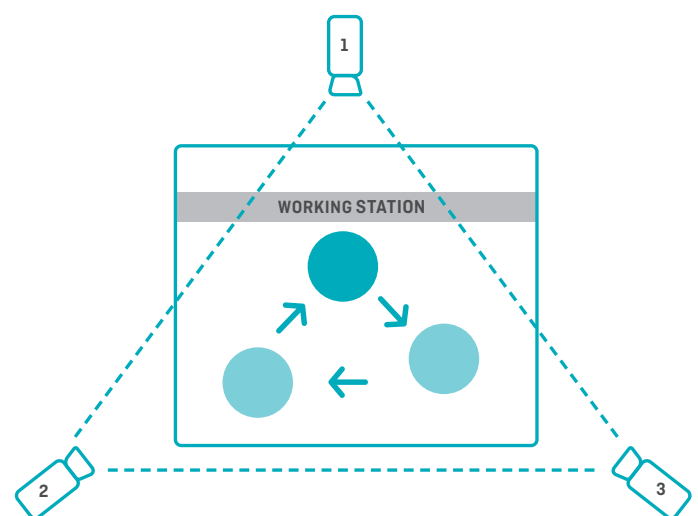
Work-related stress

We are committed to fostering a healthy, supportive work environment where employee well-being is prioritised and stress is addressed with care and seriousness.

Our approach focuses on early awareness, open dialogue, and creating conditions that help employees thrive.

In 2025, the psychosocial assessment showed a drop in stress from 11% to 10%. 2026 we aim to reduce stress further by offering stress management courses.

Through Kamstrup health insurance, employees are offered access to a stress hotline for advice and guidance.



4

Impacts, risks and measures

Implemented measures to prevent, limit and terminate negative effects

Through Kamstrup due diligence processes in accordance with Åpenhetsloven and OECD Guidelines for Multinational Enterprises, we systematically assess risks related to human rights and decent working conditions.

Our due diligence is embedded in our ESG governance framework and supported by EcoVadis as a key platform for assessing, screening, and monitoring supplier sustainability performance.

Given the global characteristics of potential risks within our industry, the following key risk areas have been recognized as typical industry-related risks:

- **Labour rights** risks in electronics supply chains, particularly in regions associated with high-volume electronic component manufacturing (e.g., risks related to working hours, wages, migrant labour, and freedom of association).
- Risks related to **conflict minerals and responsible sourcing** of raw materials, including tin, tungsten, tantalum, cobalt, and gold, which may be linked to human rights abuses if not properly managed.
- Occupational **health and safety** risks in manufacturing processes, including exposure to chemicals, soldering materials, and high-precision production environments.
- **Environmental impacts** affecting local communities, such as improper handling of hazardous waste or emissions from component production, which may indirectly affect human rights.
- **Governance gaps** among suppliers, particularly smaller or lower-tier suppliers with limited ESG maturity, lacking formal policies and management systems.

To date, Kamstrup has identified risks across supplier categories and, in limited cases, potential adverse impacts related to insufficient documentation of areas in EcoVadis covering Environment, Labour & Human Rights and Ethics at suppliers.

Measures implemented and planned

Kamstrup applies a risk-based and continuous improvement approach to manage and mitigate adverse impacts, combining ESG due diligence processes, supplier engagement, and digital monitoring through EcoVadis.

Kamstrup has established a target for 2026 to achieve an overall supplier EcoVadis assessment result within the category "Good" (corresponding to a score above 45 points).

As part of Kamstrup's due diligence process, we systematically monitor supplier performance through EcoVadis ratings and requires suppliers scoring below this threshold to implement corrective actions. These measures are intended to strengthen suppliers' ESG performance and contribute to the mitigation of identified risks related to human rights and decent working conditions within the supply chain.

Supplier screening and ESG monitoring

We use EcoVadis to:

- Assess suppliers' ESG performance based on internationally recognized standards.
- Identify high-risk suppliers based on geography, industry, and ESG score.
- Monitor supplier development over time through periodic reassessments.
- Benchmark supplier performance against industry peers.

All relevant suppliers are required to undergo ESG screening.

Corrective action plans

Where ESG risks are identified, Kamstrup:

- Engages directly with suppliers to address findings
- Requires the implementation of Corrective Action Plans with measurable actions.
- Tracks progress through follow-up EcoVadis assessments or direct dialogue.
- Applies escalation procedures in cases of non-compliance, including potential termination of business relationships.

4

Responsible sourcing and preventive measures

To address industry-specific risks, Kamstrup has implemented:

- Policies and procedures for ESG due diligence, aligned with recognized frameworks.
- Supplier Code of Conduct outlining requirements related to human rights, labour standards, and environmental protection.
- Integration of ESG criteria into supplier selection and contract management.
- Internal governance processes to ensure oversight and accountability in ESG risk management.

Results and expected outcomes

The implementation of these measures has resulted in:

- Improved ESG transparency across the supply chain, particularly through structured supplier assessments via EcoVadis.
- Relatively high level of ESG maturity among suppliers, reflected in medium to high scores and enhanced documentation of policies and procedures.
- Reduction in identified risks and improvements within all scoring categories.
- Strengthened alignment with international standards for responsible business conduct.

**2024–2025
Performance Snapshot:
82 suppliers improved
their overall scores,
with an average
increase of +4.8 points
across all assessment
categories.**



Examples of identified impacts, risks and measures

Example 1: Labour & Human Rights at metal Supplier (Asia)

A supplier of metal parts was identified through EcoVadis assessment as having insufficient documentation regarding primarily Labour & Human rights.

Measures: Kamstrup has required a general ESG improvement including Corrective Action Plan

Expected Result: The established framework create overview and enable structured continuous follow-up to ensure progress. Awaiting annual assessment results to evaluate improvements.

Example 2: Electronic component (USA)

A supplier manufacturing of electronic components showed gaps in documentation of human & labour processes.

Measures: Kamstrup has requested corrective actions to close gaps including specific target dialogue, through the EcoVadis platform. Kamstrup has requested general improvements of ESG score and in with special focus on Labour & Human rights documentation.

Expected Result: Thorough documentation of processes and increased transparency. Awaiting annual assessment results to evaluate improvements.

Example 3: Metal components (DK)

A supplier manufacturing metal parts showed gaps in assessment categories within Environment and Labour and Human Rights with results with points below 45.

Measures: Kamstrup has required a general ESG improvement including Corrective Action Plan for the low performing categories.

Expected Result: Increased ESG maturity and reduced risk of unmanaged adverse impacts. Awaiting annual assessment results to evaluate actual improvements.

Example 4: Electronic component (Asia)

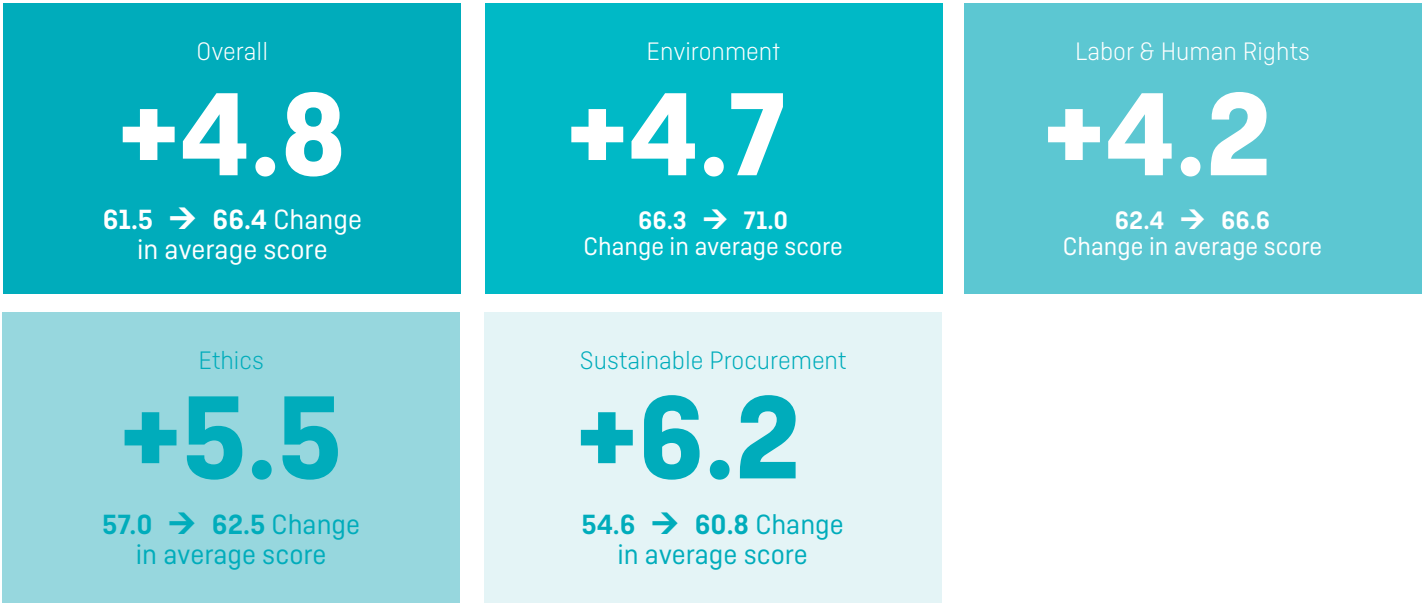
A supplier sourcing electronic components could not fully document KPIs and processes within Environment and Sustainable Procurement

Measures: Kamstrup has required a general ESG improvement including Corrective Action Plan for the low performing categories.

Expected Result: Thorough documentation of processes and increased transparency. Awaiting annual assessment results to evaluate improvements.

4

Figure below show how 82 Kamstrup suppliers during the past year has improved their ESG-related processes and documentation.



People development	Health & Safety	Supplier management
<p>In 2026, the people agenda focus will be on implementation of the redesign of the people review process with the purpose of developing our employee’s potential.</p> <p>Focus on leadership development as an enabler for employee motivation and satisfaction.</p>	<p>Continued focus on risk assessment and decrease in number of accidents. Follow up on findings from the workplace assessment.</p> <p>Awareness and training of emergency preparedness.</p>	<p>Training of sourcing team in ESG due diligence. As well as continuous maintenance of supplier ESG data and corrective action plans.</p> <p>Monitor supplier ESG maturity results and set targets for 2026.</p>

Contacts

For inquiries and questions related to Kamstrup initiatives and performance related to the requirements listed in Transparency Act/Åbenhedsloven, we kindly ask you to send an e-mail with your request to: **coc@kamstrup.com**