



Statement on modern slavery and human trafficking 2025

Data Classification: Public

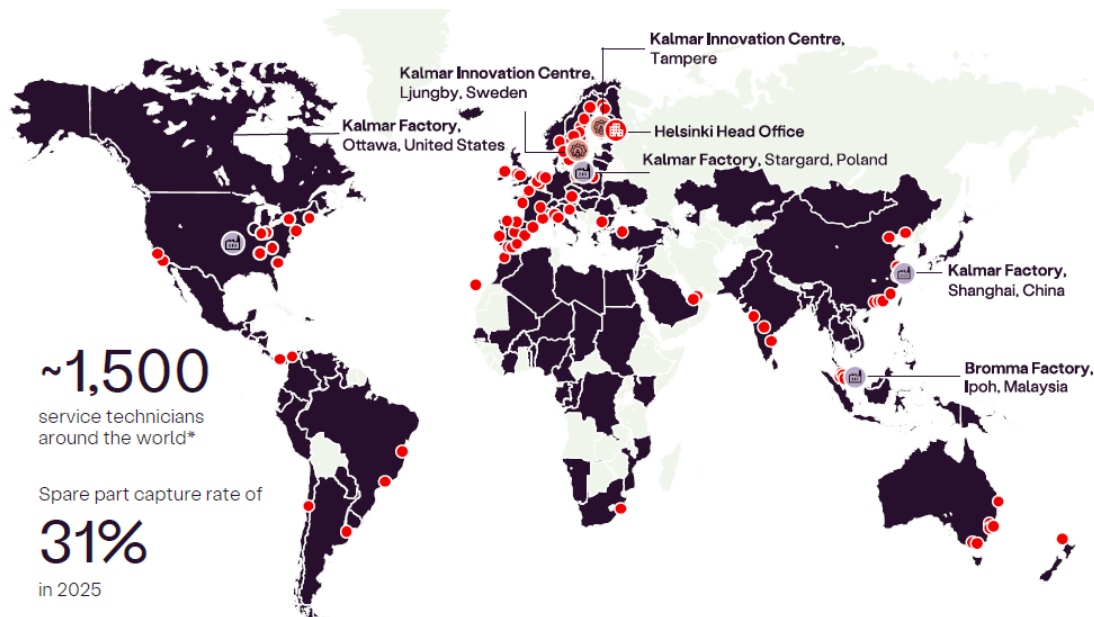
This Statement describes the steps Kalmar is taking to prevent modern slavery and human trafficking in its operations and supply chain, in accordance with section 54(1) of the UK Modern Slavery Act 2015. This statement covers the 2025 financial year.

About Kalmar

Kalmar operates in the global heavy material handling market and offers a wide range of material handling solutions, including equipment and services, to ports and terminals, distribution centres, manufacturing and heavy logistics industries. Kalmar's head office is located in Helsinki, Finland, and Kalmar shares are listed on Nasdaq Helsinki Oy. In 2025, Kalmar sales totaled 1,741 MEUR.

Kalmar's vision is to be the forerunner in sustainable material handling equipment and services, moving goods in critical supply chains around the world. Through its portfolio of efficient and decarbonised equipment and extensive service offering, Kalmar focuses on helping customers to meet their sustainability and productivity targets. The company is committed to reducing greenhouse gas emissions in line with the 1.5°C warming scenario, which is the most ambitious goal of the Paris Agreement.

Kalmar has a global delivery footprint within critical value chains operating in Europe, North America, Latin America, Middle East and Africa, Asia and Oceania. Kalmar's business model is based on an asset-light and mainly assembly-only production footprint and the company has four assembly sites, located in Poland, the United States, Malaysia and China, and two separate innovation centres, located in Finland and Sweden. Kalmar has sales in over 120 countries and legal entities in more than 30 countries. At the end of the year, Kalmar employed approximately 5,300 people.



Kalmar's production and assembly processes depend on the availability and timely supply of large quantities of raw materials, components and finished goods from third-party suppliers. Kalmar is working with approximately 1000 direct suppliers and over 7000 indirect suppliers. Kalmar's principal materials and components used in its various manufacturing processes include steel and steel structures, motors, electronic components, electric controls and cables, tires, hydraulics, drive trains, batteries and a variety of other commodities and mass-produced parts. Kalmar and its suppliers source materials and components used in Kalmar products from suppliers located in different parts of the world.



Policy commitments

Kalmar is committed to the principles laid forth in the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights and the OECD's guidelines for multinational enterprises. These commitments are reflected in Kalmar's policies listed below:

- **Kalmar's Code of Conduct** sets the foundation for the corporate culture and establishes high standards for how business is done at Kalmar. It covers environmental, governmental and social topics, including human trafficking, child and forced labour. The Code of Conduct applies to all employees, directors and third parties acting on behalf of Kalmar and is publicly available on [kalmarglobal.com](https://www.kalmarglobal.com).
- **Kalmar's Human Rights Policy** defines the company's human rights related principles and workplace practices. It includes Kalmar's commitments to respecting internationally recognised human rights, the company's most salient human rights issues, as well as Kalmar's high-level approach to human rights due diligence.
- **Kalmar's Business Partner Code of Conduct (BPCoC)** covers partners in all parts of the company's value chain, with more focus on the supply chain. It includes requirements for Kalmar's partners and suppliers related to human rights and prohibits all forms of modern slavery, including forced and child labour and human trafficking. Kalmar expects all its business partners to follow sustainable business practices, comply with laws and regulations and respect international human rights.

To ensure the above policy commitments are acknowledged and understood, all Kalmar employees are required to complete a mandatory Code of Conduct e-learning training. The training highlights our basic requirements for all employees, and includes topics on respecting human rights. For example, all employees are expected to understand how to recognise potential human rights risks in their daily work and decision-making, and know how to report any adverse impacts. In 2025, all — 100 percent — of Kalmar employees completed the training.

Due Diligence

Kalmar implements ongoing human rights due diligence to identify and address adverse human rights impacts on people in its operations and value chain, in line with international standards for human rights due diligence. The due diligence process is complemented by its remediation practice, which aims to rectify any actual adverse human rights impact that Kalmar may have caused or contributed to. In addition to acting upon the findings, Kalmar tracks its performance, and communicates on how impacts are addressed. All these steps together translate into a comprehensive management system and framework for how human rights-related impacts and risks are managed.

Identifying impacts and risks

Kalmar maintains continuous oversight to identify and assess actual and potential adverse human rights impacts, including those related to modern slavery or forced labour. Insights are gathered from a range of sources, including yearly audits, supplier sustainability assessments, third-party assessments, health and safety assessments, the SpeakUp line, and the Annual employee engagement survey.



While Kalmar works to ensure that all human rights are respected throughout its value chain, the company recognises the need to prioritise those impacts that are the most severe and most likely to take place and/or affect the most people. Kalmar has identified rights that are relevant to its business, and those that are at risk of being most severely impacted by its own operations, products, or services. These rights form the company's most salient human rights issues and are the focus of the due diligence:

- Health and safety
- Equal opportunities and non-discrimination
- Respectful treatment and non-harassment
- Freedom of association and collective bargaining
- Fair employment – wages and working hours
- Freely chosen employment
- Prohibition of child labour

In addition, Kalmar has identified certain aspects within its value chain that carry an elevated risk of human rights violations. These high-risk factors are:

- **High-Risk Geographies:** Kalmar operates and sources components from suppliers in certain countries that are known to present a higher risk of adverse human rights violations.
- **High-Risk Sourcing Categories:** The company procures components from third parties in specific industries and jurisdictions associated with an elevated risk of human rights violations, including both particular industries and raw materials.
- **Vulnerable Groups:** Vulnerable groups have been identified both within Kalmar's direct operations and throughout its wider supply chain.

Kalmar recognises that while risks of modern slavery exist within its own operations, the most significant risk is situated in its complex, global supply chain. Kalmar has identified forced labor as a salient human rights issue in its global supply chains and recognises migrant workers as a particularly vulnerable group. Kalmar does not use or tolerate the use of forced labor in any form in its own operations or in its supply chains.

Addressing risks

Kalmar employs a risk-based due diligence approach to address potential human rights-related issues. Consequently, the company focuses on identified high-risk aspects, ensuring mitigation efforts are prioritised in these areas.

Own operations

Within its own operations, Kalmar has established robust processes and practices to prevent and mitigate the risk of modern slavery and forced labor. The management of modern slavery and human trafficking-related risks and impacts is integrated into several key processes, including, but not limited to:

- **Comprehensive HR processes and policies:** These are essential for mitigating the risk of incidents of modern slavery, forced labour, or human trafficking.
- **Employee engagement, including surveys:** Actively requesting feedback from employees to identify and address concerns.



- **Training and awareness raising:** Educating employees on fundamental human rights principles and their responsibility in upholding them.
- **Internal audits:** Regular assessments to ensure compliance with human rights standards and implement areas of improvements.
- **Proactive communication and guidelines:** Providing clear, timely information to cultivate a culture of respect and compliance.

During 2025, Kalmar continued to enhance its mitigation strategies by further developing its internal practices. A key initiative was the publication and implementation of a dedicated Human Rights Policy. The policy clearly defines the company's human rights principles and expectations, establishing a guiding framework for employees, partners, and suppliers. Additionally, Kalmar provided training on responsible recruitment practices for its hiring managers.

Given the maturity of these internal processes, Kalmar has not identified their own operations at risk of modern slavery or forced labour.

Supply chain

Within the supply chain, Kalmar conducts supplier sustainability assessments to identify and address adverse human rights-related impacts. The assessments are supported by the following policies and practices:

- Kalmar's Business Partner Code of Conduct (BPCoC)
- Supplier self-assessments and audits
- Supplier approvals and contracting

Kalmar's Business Partner Code of Conduct sets high ethical principles and requirements concerning human rights and ethical business practices that all suppliers must adhere to. Compliance with the stipulations outlined in the BPCoC is a standard provision within the company's purchase agreements

As part of Kalmar's supplier onboarding process, new direct material suppliers must meet pre-requirements and pass an audit conducted by Kalmar before they can be approved as suppliers. The pre-requirements include committing to the BPCoC; a risk assessment conducted by Kalmar; and a supplier self-assessment on a third-party platform. In the audits, approximately 20 percent of the checklist questions are related to the supplier's management of labour and human rights, health and safety, anti-corruption and the environment.

To monitor compliance among existing suppliers, Kalmar uses a third-party administered supplier self-assessment, to evaluate the sustainability performance of its suppliers and associated risks. Completion of this assessment is mandatory for all strategic suppliers and encompasses inquiries pertaining to topics such as health and safety, human rights including forced labour, grievance mechanisms, and due diligence processes. Following the submission of these self-assessments, the responses are scored. Suppliers with the lowest scores, indicating a higher potential risk, are then prioritised for on-site audits. These on-site audits serve as a verification step, allowing Kalmar to conduct in depth assessments of labour conditions and compliance with ethical standards directly at the supplier's facilities. Additionally, selected suppliers are required to complete the self-assessment annually if their previous score was low or if the assessment itself has been updated. The platform also provides suppliers with recommendations to improve their sustainability performance.



If any non-compliance of Kalmar's BPCoC is found during assessments or audits, the company decides on corrective measures and timeframes together with the supplier. The priority is always to collaborate with the supplier to improve their sustainability performance. However, if the partner is unwilling to take the mutually agreed corrective action, Kalmar has the right to not approve a new supplier or to terminate an existing contract.

Throughout 2025, Kalmar continued its supplier assessment and auditing efforts.

Monitoring

During 2025, Kalmar commissioned on-site audits at the following Kalmar assembly sites: Ipoh, Malaysia; Stargard, Poland; and Shanghai, China. As a result of the audits, minor non-conformities were found relating to Kalmar's own operation, while more severe non-conformities were discovered, within the supply chain, relating to subcontractors and their employees. The non-conformities primarily revolved around the working terms of external employees. Kalmar is dedicated to enhancing its processes to address all identified findings and effectively mitigate people-related risks across its sites.

In addition, three supplier audits were conducted throughout the year. Only minor and one moderate non-conformities were found in these audits, as classified by the third-party auditor. No findings relating to modern slavery were identified. The audited suppliers received a tailored corrective action plan and are implementing them. The main improvement areas were related to management systems not being properly implemented.

Kalmar also continued to follow up on the non-conformities found during the 2024 audits. All six suppliers audited in 2024 were asked to provide the status of the implementation of their corrective action plans. Many of the non-conformities had been corrected, while some remained uncorrected. Kalmar is working with the suppliers to address all the identified non-conformities.

In 2026, Kalmar will follow up on the findings of the 2025 audits and the implementation of the action plans as well as continue the third-party audits of suppliers with low scores.

Grievance mechanisms and remedy

Kalmar employees can report their concerns and potential misconduct through a variety of channels, including to their own manager; local or group-level human resources; the Ethics & Compliance team; or through the company's SpeakUp line. Awareness of how to report concerns, and the SpeakUp line, is raised during the employee induction, through the company's annual mandatory Code of Conduct training, as well as through a variety of communication channels throughout the year. Kalmar also requires in its Business Partner Code of Conduct that its suppliers and other partners maintain a reporting mechanism that gives their employees and other stakeholders an opportunity to raise concerns.

Kalmar's SpeakUp line gives an opportunity to report suspicions of serious misconduct or actions that deviate from company values and policies. The SpeakUp line serves as an early warning system to mitigate risk and promotes high business ethics and trust within and outside of the organisation. Both internal and external stakeholders can use it for confidential and, where legally permitted, anonymous reporting.



Kalmar does not require that a person reporting a concern have proof of misconduct, but reports must be made in good faith. Kalmar never imposes sanctions or other retaliation measures on the reporting person unless a report has been made in bad faith, for example with the knowledge that its contents are false. All reported cases are evaluated confidentially by Ethics & Compliance and investigated if needed.

Kalmar determines remedial actions on a case-by-case basis. The Ethics & Compliance team advises relevant management and functional stakeholders (e.g., Internal Controls, HR, etc.) on appropriate corrective actions, such as improved controls, training, disciplinary actions or termination of third-party relationships. Appropriate actions are determined based on the details of the case, the needs of the affected person or people, aggravating or mitigating circumstances and local legislation. The Kalmar Leadership Team discusses compliance topics and reviews the need for remedial and/or corrective measures during the bimonthly Code of Conduct panels led by the Head of Ethics & Compliance.

During 2025, Kalmar's E&C team received 37 total reports or concerns of potential misconduct. However, none of the reported cases were related to severe human rights incidents.

Signed by:



Sami Niiranen
President and CEO, Kalmar May 2026

This statement was approved by the Kalmar Board of Directors.

