

**On the journey to a more
sustainable future**



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We explore We go beyond We care

Since the 1950's, SSG has united leading industry experts in committees and networks to tackle the industry's common challenges.

Today, we are the leading provider of digital services for safer and more sustainable workplaces across the Nordic region. Our customers include over 400 of the largest international industrial companies, more than 30,000 contracting companies and we deliver around 400,000 digital safety courses every year.

We are committed to embracing the challenges and opportunities of the future. With innovative technology, we are laying the foundation for new services that will make global industry even more successful.



SSG in numbers

2025 was a strong year for SSG despite an uncertain world. A high level of commitment and a strong focus on future goals and our current operations resulted in good results during the year.

246,4 mkr

Net turnover

+ 11,5 % compared to 2024

15,8 %

Operating margin

Compared to 12 % 2024

115

Employees

51 women and 64 men

3 012 hours

Was invested in wellness

An increase of 150 hours compared to the previous year

2 609 hours

Was invested in skills development

+ 27 % compared to 2024

42

Committee meetings were held

Spread over eight different committees



Comments from CEO Pål Bakken

“From small everyday choices to larger strategic initiatives”

It is now time to present SSG Standard Solutions Group’s Sustainability Report for 2025. The report has been prepared in accordance with the Global Reporting Initiative (GRI), and I would like to extend my sincere thanks to everyone who contributed to this year’s report.

2025 has been characterised by a more uncertain and rapidly changing world, in which the industry has had to deal with new risks, changing conditions and increased demands for robust working methods in a short space of time.

It is clear that sustainability is more than just long-term goals – it is also a requirement for being able to stand firm in the here and now. For us, sustainability is about taking responsibility for people and the environment whilst strengthening the industry’s ability to remain safe and efficient over time, even as conditions shift

Our sustainability work ranges from small, everyday choices to larger strategic initiatives. At an individual level, it is about making conscious choices and recognising the power of collaboration. At a corporate level, it is about developing and delivering digital services and standards that simplify collaboration, enhance security and help the industry make decisions that are sustainable in the long term.

With this sustainability report, we aim to continue fostering transparency and dialogue with our stakeholders. Through collaboration, innovation and responsibility, we are taking steps together towards a safer, more sustainable industry.

Pål Bakken, CEO
SSG Standard Solutions Group



Making industrial everyday life work

With roots in Swedish industry, SSG continues to develop standards, digital services and courses that make industry safer, more efficient and more sustainable.

During 2025, we have continued to grow and taken steps that strengthen our role as a unifying force within the sector – both through the development of our offering and through deeper collaboration with customers, training providers and partners.

Business model

SSG’s business model is based on working together with industry to create shared solutions that can be widely adopted: standards, services and courses that simplify work in and around industrial sites. During 2025, we have continued to accelerate digitalisation to improve accessibility, quality and scalability.

A clear example is the launch in 2025 of a web-based electrical safety course – SSG Electrical Safety in the Workplace – based on the SSG 4500 standard. The course is aimed at electrical professionals, supervisors and other roles working with electricity in industrial environments, and is designed to strengthen electrical safety in practice.

Markets

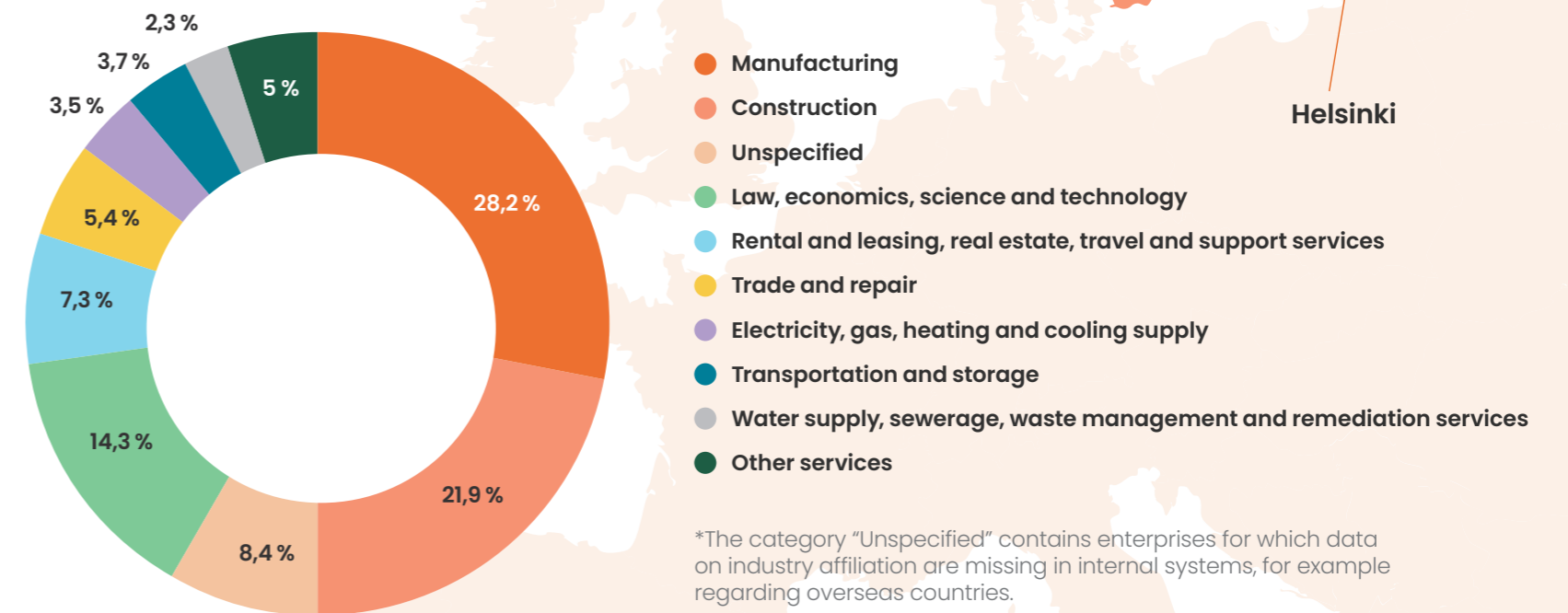
SSG primarily operates within industrial and site-related sectors and reaches users mainly through a digital delivery model. The largest customer segments are the manufacturing industry, including the forest industry, as well as the construction industry. We also serve customers in sectors such as automotive, food and pharmaceuticals.

We have continued to develop partnerships in other Nordic markets, for example through joint representation with our Icelandic partner HSE Consulting at industry events in Reykjavik.

Value chain

SSG’s value chain is characterised by collaboration and digital distribution. We develop solutions in close dialogue with industry and enhance value creation through platforms that make it easier to work in a structured way with safety and competence.

SSG Skillnation has continued to develop and grow as a shared platform for competence management. Several organisations have joined the platform, and the service has been expanded through the addition of more training providers. This simplifies the registration of certificates directly to individuals and contributes to reduced administration and increased safety in the industry’s competence supply.



We are committed to creating a change

The major international issues for industry in the coming years are climate change, increased focus on sustainability and continued focus on safety. Securing skills for change and using the opportunities offered by digital transformation to secure competitiveness are also high on the agenda.

Since 2016, SSG has had a strategy with a clear focus on work environment and sustainability, with digitalization as an enabler. In the coming years, we will continue to focus on collaboration and benefit-creating offerings that contribute to the industry's transition and development. Our main sector is industry, where we work with most industries but with an emphasis on basic industry, such as manufacturing, paper and pulp, mining and steel, as well as the construction industry.

SSG has experienced strong growth in recent years, a trend that we see continuing into the future. A lot has happened since the start in the mid-1950s. We can proudly look back on all the fantastic years in which we have worked together with our customers to deliver standardised services in industry. SSG has

grown into a global company and today we also deliver many of our services internationally.

SSG is optimistic about the future and aims to remain a reliable partner to our customers. We are convinced that industrial collaboration is key to creating standardised solutions for the industry, both in Sweden and internationally. This journey clarified the direction for SSG in 2024 and was finalised in 2025. This was achieved, among other things, through a major strategic initiative that included new core values, a vision and a mission for the company.



SSG's vision

Safety and skills for everyone, every day.

SSG's mission

Driven by skills at every step and with safety in our hearts, we innovate, standardise, and solve common challenges within the industry. Our job is to make work safer for others. In doing so, we contribute to more sustainable workplaces on a global market.

SSG's core values

We explore

In our curiosity lies a spark. A desire to explore and be a part of what is happening here and now but with an eye towards the future to see what awaits around the next corner. This energy is one of our greatest strengths and creates value, both for us as individuals and for those we meet in our work.

We go beyond

With commitment, pride and passion, we push boundaries. We challenge traditional solutions to embrace future opportunities where creativity and collaboration makes us an innovative force to be reckoned with.

We care

We put our hearts into everything we do and take responsibility for our actions. In our environment, everyone is treated with respect, and we see strength in each other's differences. With us, everyone should feel included and seen, as it is through this trust we grow together.

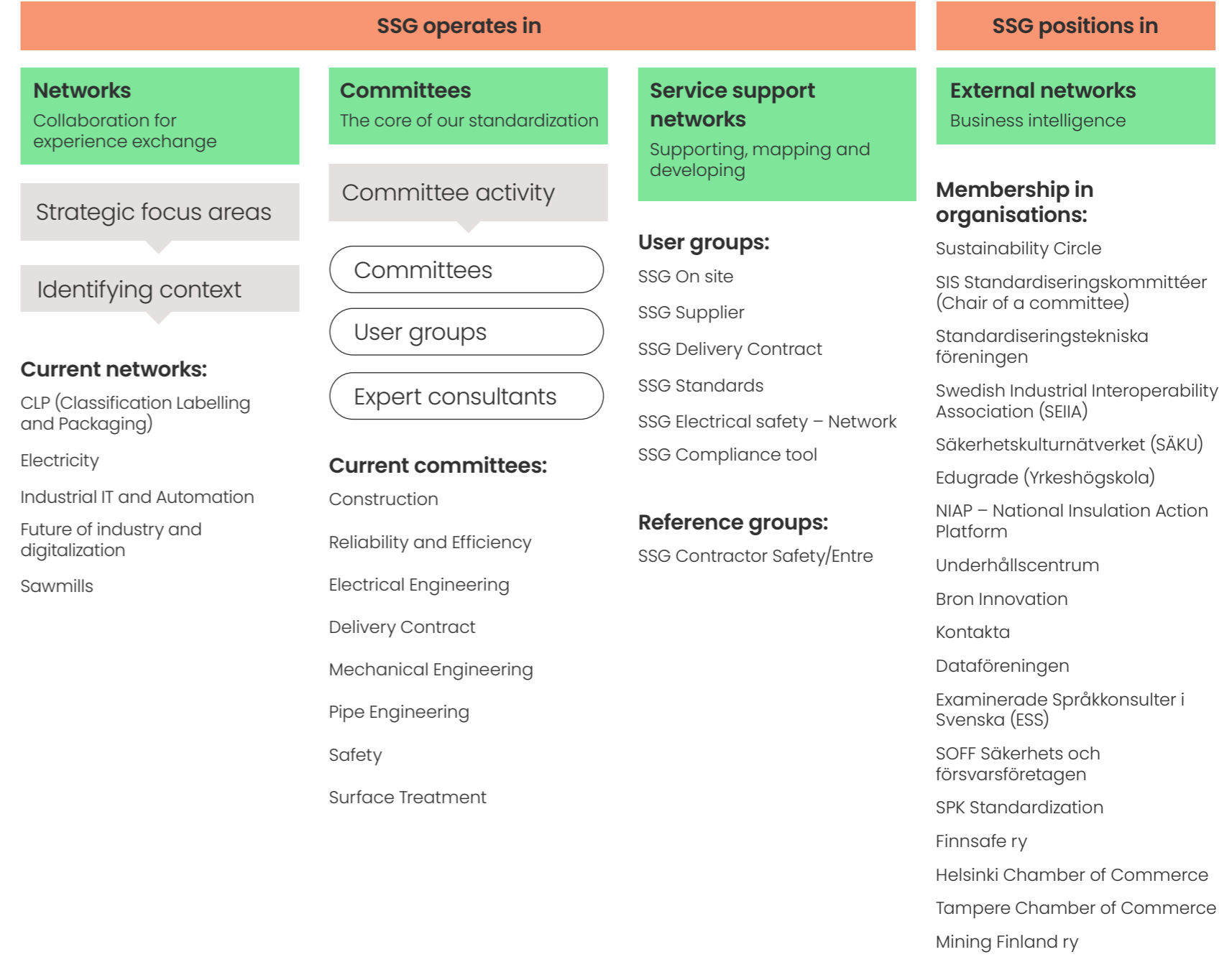
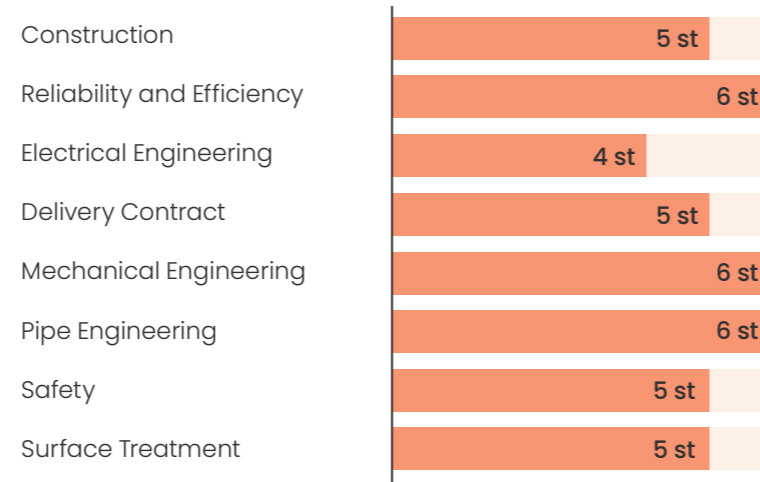
A natural partner for the industry

One of SSG’s greatest strengths is our roots in the everyday life of industry. We work together with experts in various forums to promote a safer and more sustainable industry.

SSG’s committees and networks bring together representatives from the entire industry to exchange knowledge and experience, monitor the world around us and find the best solutions to the industry’s common challenges.

SSG is a member of a number of external networks and is certified according to ISO 14001 Environmental management systems and ISO 27001 Information Security.

Committee meetings in 2025



How we contribute to the Global Goals for a more sustainable future

As part of the business community, SSG has a responsibility to operate sustainably and responsibly, as well as to take into account social, environmental and economic factors.

Here are the UN Global Goals that SSG is particularly focused on and where we see a potential to make a difference.



Good health and well-being

- 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
- 3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

SSG contributes by

- To safeguard the health and well-being of its employees. SSG offers a wellness allowance and wellness hours as well as health insurance.
- To provide training on safety in workplaces that handle chemicals. For example such as the SSG Chemical Safety course, which can help to improve safety in the industry.

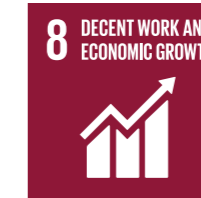


Gender equality

- 5.1 End all forms of discrimination against all women and girls everywhere.
- 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

SSG’s contribution includes

- Offering women and men the same conditions and opportunities for development.
- Equal organization and management.
- Prevention of discrimination in the workplace.



Decent work and economic growth

- 8.1 Sustainable economic growth.
- 8.2 Diversify, innovate and upgrade for economic productivity.
- 8.4 Improve resource efficiency in consumption and production.
- 8.5 Full employment and decent work with equal pay.
- 8.8 Protect labour rights and promote safe working environments.

SSG’s contribution includes

- To contribute to a safer workplace by providing qualitative and cost-effective safety training to the industry.
- To provide services that promote productivity, resource efficiency and strengthen industry’s competitiveness.
- Collective agreements for all employees, systematic work on salary mapping, etc.
- Work on a sustainable performance culture and good working conditions.



Industry, innovation and infrastructure

- 9.2 Promote inclusive and sustainable industrialization.
- 9.4 Upgrade all industries and infrastructures for sustainability.

SSG’s contribution includes

- Offers services that promote productivity, resource efficiency and strengthen industrial competitiveness and safety.
- Stated code of conduct for employees and suppliers.



Responsible consumption and production

- 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.
- 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

SSG contributes by

- Using public transport as much as possible.
- Enabling recycling in the workplace.
- Educating employees on sustainability issues.
- Using our services to help industries set sustainability requirements for their suppliers, promote good stocking of spare parts, contribute to standards to reduce consumption and contribute to sustainable industrial facilities.



Partnerships for the goals

- 17.6 Knowledge sharing and cooperation for access to science, technology and innovation.

SSG’s contribution includes

- Driving collaboration for the exchange of experience and strengthening the competitiveness of the industry.

Our sustainability work in practice

At SSG, we take responsibility for our impact on the world around us. As a unifying force in the industry, we want to make the industry safer and more sustainable.

For us, sustainable development has been part of our business since the beginning. Starting in 2021, we have also chosen to describe the work we do in a sustainability report. The choice was made to report according to the Global Reporting Initiative 2021 (GRI) regulations, as all of SSG's owner companies report according to this model.

Processes to address negative impacts

We explore, we go beyond and we care are our core values that guide us in all our activities - from the Board to every employee. Since 2022, with a revision in 2024, SSG has a Code of Conduct that also describes how our core values are applied in our operations. The Code of Conduct is expected to be followed by all employees as well as business partners.

In our work on the sustainability report, we have identified the areas that we need to develop and

continue to focus on. In the long term, we will continue to work actively with these important issues and annually follow up the effect of this work, from business planning to daily work.

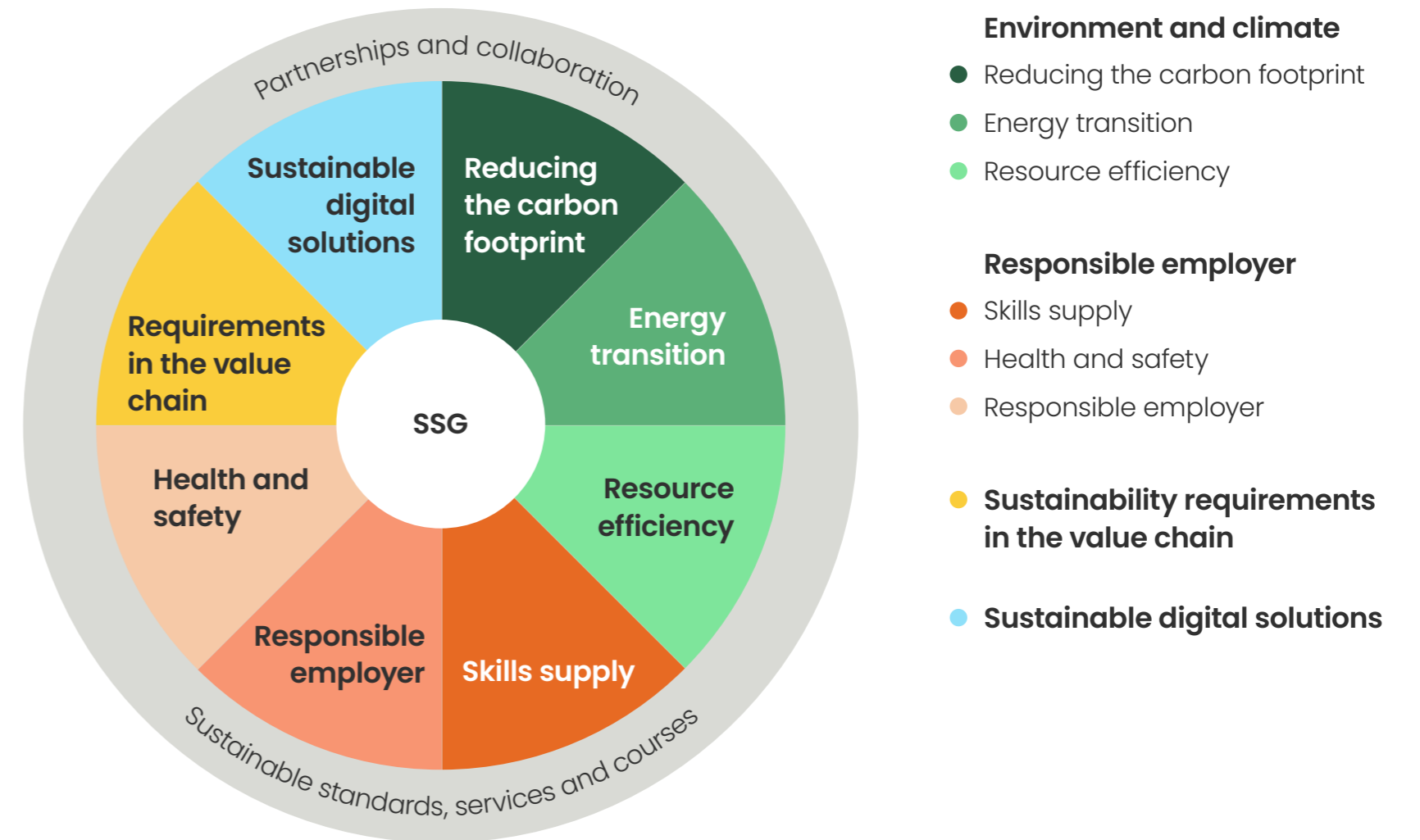
Priority areas and stakeholders

It is important for us to listen to the expectations and requirements of our stakeholders. Our largest and most important stakeholders are:

- Customers
- Users of our services
- SSG Board and employees
- Collaborative partners in committees and networks
- Suppliers

At SSG, we are used to having a close and continuous dialog with our stakeholders. This dialogue takes place through our committee activities and in daily contact with our customers. We do this to jointly develop the best services and products for the industry. In other words, it is natural for us to turn to our stakeholders for help in defining what we should focus on in our sustainability work.

SSG's sustainability work - key sustainability topics



Materiality assessment

SSG's materiality analysis aims to identify the sustainability issues where the company has the greatest actual or potential impact on the economy, the environment and people, including human rights. The analysis forms the basis for prioritisation within the sustainability work and for the content of the sustainability report.

In order to meet the requirements of GRI's revised standards, SSG conducted a materiality analysis and stakeholder dialogue during autumn 2021 and spring 2022. The results of the analysis have since formed the foundation for the company's sustainability reporting, including the sustainability report for 2025.

As part of strengthening the governance and follow-up of sustainability efforts, an internal sustainability working group was established in 2023. Its purpose is to increase engagement within the organisation, strengthen the link to business objectives, and enable more structured and continuous monitoring of activities and results related to sustainability targets, including quarterly follow-up.

During autumn 2025, work was undertaken to validate the continued relevance of the previously conducted materiality analysis. The assessment concluded that the analysis remains relevant and continues to reflect SSG's most significant sustainability impacts.

1. Mapping SSG's sustainability context

To understand the impact that SSG has or can have on the outside world, SSG's value chain, activities and business relationships were mapped. This step created an understanding of the industry in which SSG operates, the industries that we come into contact with in the value chain and the challenges that exist in these industries and also in society at large.

2. Identification of actual and potential impacts

In order to develop a preliminary list of SSG's actual and potential impacts, a desktop analysis of impacts based on the industry and value chain was conducted. The analysis was based on a review of internal documentation and external sources.

In connection with this step, a stakeholder dialogue was conducted with the aim of identifying all the impacts that SSG has on the outside world, how big those impacts are and what is important to our stakeholders. The dialogue was conducted through qualitative interviews, round table discussions and an interactive workshop.

Eleven qualitative interviews were conducted with board members, SSG employees and customers. The round table discussions was conducted with SSG's management team and the interactive workshop was conducted with the management team and the newly formed sustainability project team. The results of the stakeholder dialogue were used to inform what direct impact SSG has and how significant it is.

3. Assess the significance of the impact

The mapping and stakeholder dialogue resulted in a gross list of SSG's positive and negative impacts that we have or may have on the environment, economy and people, including their human rights. The significance of the impacts was then assessed quantitatively using the results of the stakeholder dialogue and external sustainability experts.

SSG's different types of impacts were compared with each other and negative and positive impacts were analyzed separately. The significance of negative impacts was assessed based on severity: a combination of scale, scope and remedy. Significance of positive impacts was assessed based on scale and magnitude. For potential impacts, probability was also taken into account.

4. Prioritisation of the most significant impacts

Based on the analysis in step 3, the impacts were prioritised from highest to lowest significance. A threshold was set based on discussions both internally and with external sustainability experts. Eight areas (page 11) were identified as essential and these are the areas that the SSG will focus on going forward. These areas thus also govern the content of the sustainability report. The table (next page) shows the results, which have also been validated by the management team.

The materiality assessment identified a number of areas of positive and negative impacts that SSG may have on the environment, economy and people, including human rights.

Negative impact

- Anti-corruption and business ethics
- Energy
- Health and safety
- Information security and privacy
- Climate
- Equal treatment, diversity and non-discrimination

Positive impact

- Working environment and working conditions
- Energy
- Digitalisation
- Sustainable purchasing practices
- Social responsibility and quality
- Health and safety
- Knowledge sharing
- Skills supply
- Climate
- Sustainable production and industry

Methods of stakeholder dialogue

Stakeholders	Forum for dialogue	Key sustainability topics	
Supplier	Survey*	<ul style="list-style-type: none"> • Emissions to air and water • Environmentally conscious travel 	<p>*Stakeholders who responded to the survey were asked to select two of the following areas below that they consider most important for SSG to prioritize in our sustainability work:</p> <ul style="list-style-type: none"> • Reduced climate footprint (incl. CO2 neutrality) in operations • Energy consumption • Emissions to air and water • Environmentally conscious travel • Others
Customer	Survey*	<ul style="list-style-type: none"> • Reduced climate footprint • Energy consumption 	
Committee	Survey*	<ul style="list-style-type: none"> • Emissions to air and water • Reduced climate footprint 	
Employee	Survey*	<ul style="list-style-type: none"> • Reduced climate footprint • Energy consumption 	
Board	Dialogues at board meetings on the environment, sustainability and safety	<p>SSG's business operations</p> <ul style="list-style-type: none"> • Health and safety • Business ethics • Reduced carbon footprint • Data security • Partnerships • Working conditions and work environment issues • Sustainable digital solutions • Sustainability requirements and follow-up in the supply chain • Skills supply • Attractive employer • Social responsibility and quality • Sustainable purchasing practices 	<p>SSG products and services</p> <ul style="list-style-type: none"> • SSG products and services • Sustainability in product development • Sustainable standards, products and services • Products to help companies minimize their carbon footprint • Training and standards on environmental issues (e.g. environmental measurement systems) • Training and standards in sustainable production and industry • Social sustainability - human rights and working conditions in training and standards • Sustainability requirements in the value chain • Health and safety • Sustainable purchasing practices • Business ethics
Management team	<p>Round table discussion (3 hours)</p> <p>Workshop, approximately 60 minutes</p>	<ul style="list-style-type: none"> • Supporting the green transition • Resource efficiency • Life cycle perspective • Emissions • Working environment 	

Type of negative impact	Management and comments for the year	Current guidelines
<p>Anti-corruption and business ethics Unethical behaviour or actions that may promote corruption damage the SSG brand and credibility. Such behaviour may also result in the company being subject to fines or legal sanctions. By acting in accordance with SSG's values and maintaining good business ethics, the company can contribute to sound business operations in the value chain and minimise the risk of irregular activities.</p>	<p>SSG is experiencing strong growth in both new customers and employees across the Nordic region. As part of its ongoing development and strategic efforts, new core values and a mission statement have been defined in collaboration with employees and the executive management team, and subsequently approved by the Board of Directors. Key areas within the Code of Conduct, in addition to our core values, include human rights, sustainability issues, and anti-corruption. The Code applies to all employees within SSG, from the Board and executive management to individual staff members. It also applies to our business partners, including customers, collaborators, and suppliers, and compliance is monitored through continuous supplier evaluations conducted by SSG's Head of Procurement. In addition to the Code of Conduct, the SSG Competition Guidelines are used to ensure compliance with competition law in connection with committee work and other network forums. SSG also operates a whistleblowing system through which both internal and external stakeholders can report suspected breaches.</p>	<ul style="list-style-type: none"> • Code of Conduct • Purchasing policy • Competition guidelines • Whistleblowing policy
<p>Energy Using energy in an inconsiderate way both wastes natural resources and drives up costs. Depending on the energy source, it can lead to environmental problems such as climate change and the depletion of our natural resources. SSG's energy consumption is generally low and consists primarily of heating office premises and transport. We aim to reduce energy consumption and ensure that the electricity we use is fossil-free.</p>	<p>Total energy consumption in 2025 amounted to 193 MWh. The building is classified as a Green Building and meets energy class B in accordance with the Swedish National Board of Housing, Building and Planning classification. The building is equipped with solar panels and charging points in the car park to promote and facilitate the use of electric and hybrid vehicles. To reduce the negative impact of travel, a travel policy is in place that directs employees to prioritise rail travel where journeys are deemed necessary. Company cars must be plug-in hybrids or fully electric vehicles. During 2025, carbon dioxide emissions from cloud-based usage decreased.</p>	<ul style="list-style-type: none"> • Travel policy • Car policy
<p>Health and safety Work environment issues affect all operations and represent both risks and opportunities for SSG. For employees, it is mainly a matter of psychosocial risks such as stress and to some extent linked to business travel, for example in traffic. For the company, various forms of standardisation, safety training and information services in the field of occupational health and safety represent a major opportunity as they represent the main delivery to our customers.</p>	<p>SSG works actively to be a sustainable employer. In addition to the statutory systematic work environment management, SSG carries out a number of initiatives to reduce workplace risks. We strive to maintain a sustainable performance culture, which is measured and followed up annually through employee surveys and continuously through performance reviews. Funds are allocated annually to support the development of individuals and teams. During 2025, sickness absence increased marginally compared with the previous year. In addition to wellness allowances and dedicated wellness time, there are several internal initiatives promoting health and wellbeing. As a significant portion of our service offering is within the occupational health and safety field, we have access to in-house experts who contribute their expertise both internally and to our customers. SSG's safety training courses and other services play a significant role in educating both our own staff and the industrial workforce in matters relating to occupational health and safety.</p>	<ul style="list-style-type: none"> • Personnel policy • Working environment policy • Wellness policy
<p>Information security and integrity Negative sustainability impacts in information security can result in data breaches leading to the loss, dissemination or impact on SSG data. If such an event were to occur, it would have a far-reaching impact on trust in the organisation and also lead to financial damage. SSG prioritises information and cyber security work to ensure that data is protected.</p>	<p>SSG works in a structured manner to maintain control over both its own and its customers' information within its services, ensuring that appropriate levels of protection are applied. We are certified in accordance with ISO 27001 Information Security and apply a risk-based approach, conducting continuous risk assessments in connection with major changes or procurements. IT environments and services are continuously developed to remain up to date and aligned with emerging threats and current security requirements. We also maintain a structured process for incident management and escalation in accordance with ISO 27001. During the year, SSG established a new governance group for secure coding, consisting of both developers and architects, with the aim of further developing routines and tools to prevent vulnerabilities, bugs, and logical flaws in our services. SSG has also established a new Compliance function to ensure a more consistent and independent approach to managing compliance with internal and external requirements, including the placement of the CISO role within this function. In 2025, a Quality Manager was also recruited.</p>	<ul style="list-style-type: none"> • Information security policy
<p>Climate Climate change is one of the most important issues of our time, and in order to reach the Paris Agreement's target of no more than 1.5 degrees of warming, we all need to contribute in the ways we can. SSG's emissions come primarily from heating, travelling and the cloud solution used to provide and develop services to our customers.</p>	<p>SSG is certified in accordance with ISO 14001 Environmental Management. To reduce carbon emissions from SSG's vehicle fleet, the company car policy mandates plug-in hybrids or fully electric vehicles, and in 2025 the fleet consisted entirely (100%) of such vehicles. To further reduce the environmental impact of travel, a travel policy directs employees to prioritise rail travel where journeys are necessary. Supplier selection is conducted with consideration for environmental impact, and ongoing dialogue is maintained with our data storage providers. In 2025, emissions related to cloud usage decreased.</p>	<ul style="list-style-type: none"> • Environmental policy • Travel policy • Purchasing policy
<p>Equal treatment/diversity A safe and inclusive work environment that respects the equal value of all is essential for a sustainable workplace. In order to safeguard current employees and ensure the supply of skills for the future, it will be important to strive for diversity and ensure that discrimination does not occur in the company.</p>	<p>For many years, SSG has worked towards achieving a balanced gender distribution among employees and management, although this has been challenging in the recruitment of IT professionals due to the male-dominated nature of the industry. We actively work to develop our culture and strive to provide a safe working environment where everyone can be themselves. Recruitment processes are competency-based and designed to be free from discrimination. An Equal Treatment Plan was developed in collaboration with local trade union representatives during autumn 2025. Through our annual employee survey, we measure experiences of harassment and inappropriate behaviour; in 2025, one case was reported and managed in accordance with internal procedures.</p>	<ul style="list-style-type: none"> • Work environment policy • Policy against discrimination • Recruitment policy • Wage policy

Environment and climate

By connecting industrial competences, we can build a better future together.



Environment and climate

Electrification, electrically powered vehicles, fossil-free steel production and the production of renewable fuels are some of the areas in which major investments are being made in industry, both in Sweden and globally.

With our products and services that industry uses, we contribute to a positive impact on the environment and climate. Through the SSG Standards service, we help the industry to increase its resource efficiency by providing proven methods for designing and maintaining an industrial site throughout its life cycle.

SSG Standards specify and clarify solutions to complement regulations, directives and other standards on function, safety, reliability, environment, energy efficiency and documentation.

Standards support industrial sites:

- by choosing standardised and proven solutions for new construction
- in the maintenance of production equipment and related equipment
- to carry out systematic safety work

Our standards are used in the following industries:

- Manufacturing industry
- Processing industry
- Mining industry
- Food industry

Increased sustainability focus for SSG Standards

Several of SSG’s standards make a significant contribution to sustainable development. Painting work carried out in accordance with SSG’s guidelines, for example, extends the lifespan of metal structures.

Insulation of pipes and tanks performed in line with SSG’s standards reduces heat loss and CO2 emissions. Electrical accidents are prevented through a systematic approach to electrical safety.

Improving SSG Standards is an ongoing effort, with the ambition of supporting sustainable development. The need for revisions and the development of new standards varies from year to year. Between around 30 and over 100 standards may be published annually.

Decisions regarding which standards are to be developed or revised are made continuously in close collaboration with industrial stakeholders.

In 2025, a total of 41 standards were published, of which 15 were new and 26 were revised. The target is for 70% of standards to be no older than five years; in 2025, the figure stands at 72%.

Environmental awareness among employees

Since 2024, an internal environmental training course has been included in the training package that all SSG employees are required to complete. The course is delivered digitally and covers, among other things, the environmental management system in place and the reasons for its implementation. It is also intended to foster an environmentally conscious mindset among employees.



Energy use and emissions

SSG’s direct negative impact on the environment and climate is relatively small. The main areas where we can reduce our climate footprint are business travel and our cloud-based data storage. SSG has the following guidelines for reducing energy use and emissions:

1. To reduce the negative impact of travel, SSG has a clear travel policy that primarily encourages evaluating whether travel is needed to achieve business objectives. Digital meetings are preferred, but if the trip is justified by the needs of the business, train should be the main option on routes with good connections.
2. To reduce carbon emissions from SSG’s car fleet, the car policy steers towards plug-in hybrids or pure electric cars. For 2025, the ratio is 41% electric car, 59% plug-in hybrid.

Based on the Swedish National Board of Housing, Building and Planning’s energy declaration, it can be seen that SSG’s premises have energy class B. Heating is mainly via geothermal heating. Total energy consumption for 2025 was 193 MWh.

In order to keep energy consumption for data storage and utilisation as low as possible, SSG has chosen a cloud-based solution. This type of solution is considered energy efficient.

In previous sustainability reports, we have expressed a goal to reduce CO2 emissions from cloud-based storage by 10% per year by 2025. Due to our increased customer traffic, security efforts and infrastructure reorganisation this goal has not been achieved.

SSG company cars, amount

	2023	2024	2025
Fossil fuel	1	0	0
Plug-in hybrid	7	10	10
Electric car	10	8	7

SSG’s greenhouse gas emissions

(Emissions kg CO2e)

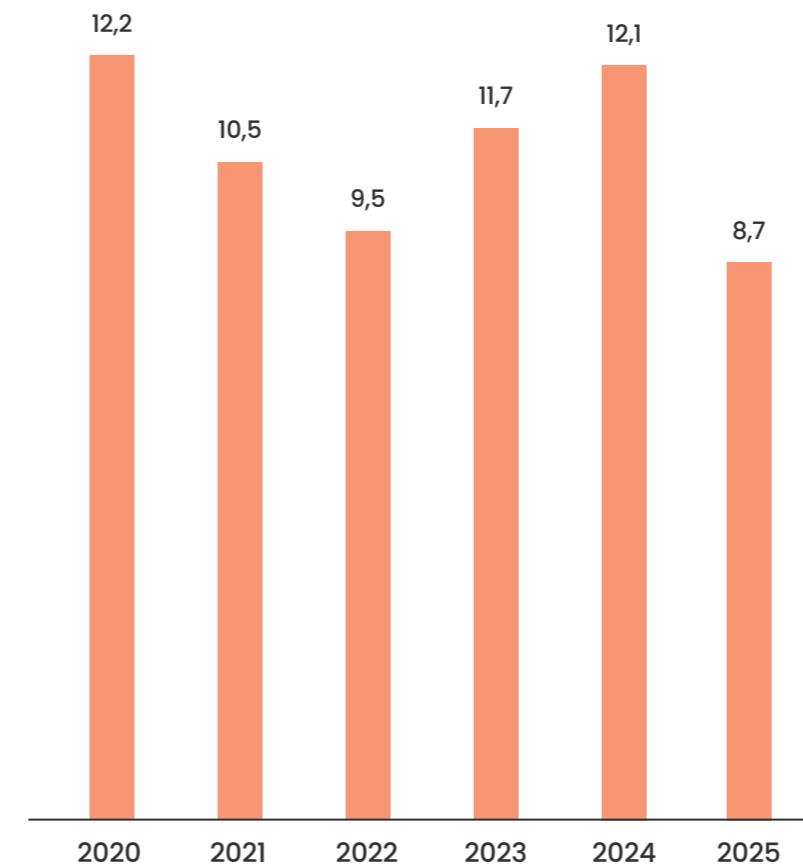
	2023	2024	2025
Business trips and returns by flight Sundsvall - Stockholm*	4 980	3 120	3 640
Business trips by car**	24 419	16 756	25 654
Emissions per 100 km by car	15	12	14

* Scope 2, 12 trips by flight for the Sundsvall-Stockholm route.

** Scope 1, calculated on 94 648 km (calculated for car with internal combustion engine, due to exclusively long journeys the electric drive from plug-in hybrids is considered negligible).

CO2 emissions from SSG’s cloud usage

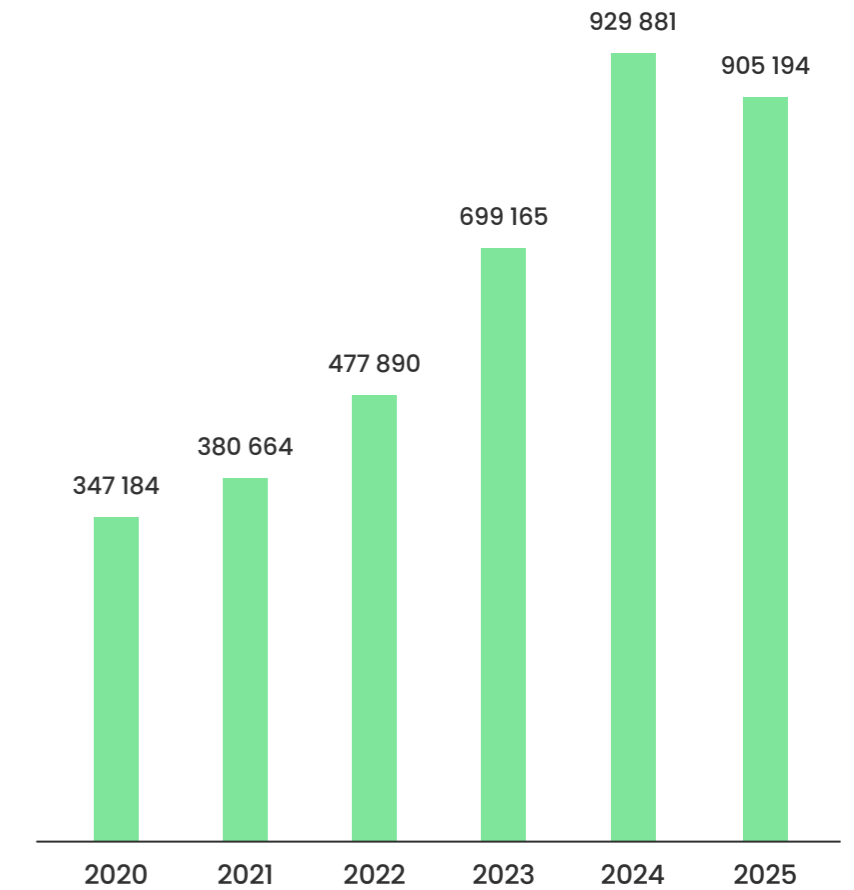
The unit is metric tonnes of carbon dioxide equivalent (mtCO2e)*.



*The figures from 2021-2023 differ marginally from the 2023 sustainability report as the data from our supplier has been updated.

SSG’s cloud usage

Hours of use, based on the sum of estimated data storage and data transfer in the Microsoft Azure cloud solution*.



A responsible employer

**Health and wellbeing
is an important part of
our company culture.**



A responsible employer

Everyone needs to feel safe in their work. A safe and healthy working environment is essential if we are to continue to have a successful industry with thriving companies and safe employees.

Work environment and safety is our home ground, and here we run everything from networks where participants develop solutions to common challenges, as well as services that help create a safer everyday life. This applies not least to ourselves as an employer, where we promote a sustainable performance culture and encourage wellness.

Safety and competence

Swedish work environment legislation requires employers in Sweden to conduct a systematic work environment management that is a natural part of their daily operations. The aim is to identify and prevent risks of health problems and accidents and to promote things that lead to a good working environment and good health at work. Feeling safe and competent in your work is a contributing factor to good health, both in our own organisation and in the industry, where our services and products are largely used.

Working responsibly

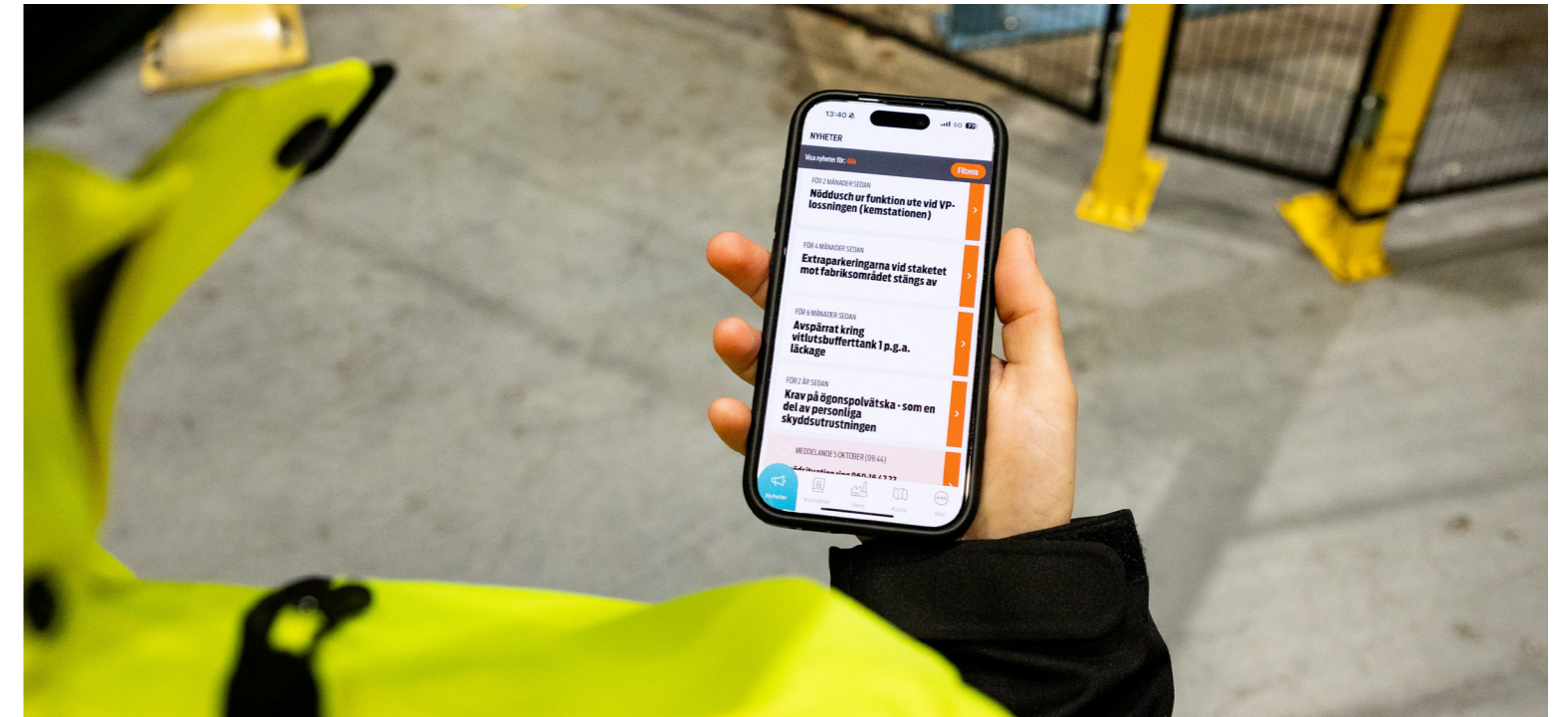
Even though SSG provides industry with tools to work more safely and sustainably, there is a risk of false security where people think that, for example, attending a safety course is enough to work safely and securely. Ultimately, it is always the site and everyone on it (employees, contractors and visitors) who are responsible for ensuring a safe and secure working environment. We all have that responsibility.

Säkrare arbetsmiljö

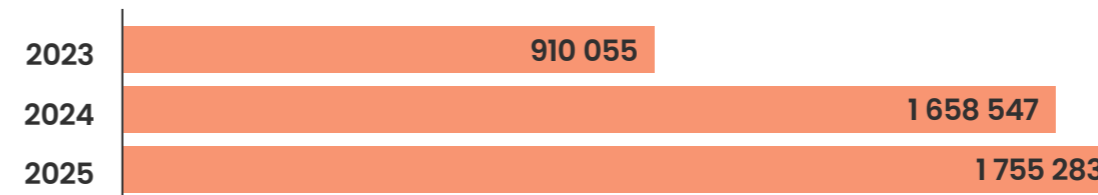
In 2025, 412 065 courses were delivered across SSG's range of online training programmes. This has contributed to increased knowledge of the work environment and safety required to perform work at an industrial site.

Number of completed online training courses

2023	2024	2025
392 925	393 002	412 065



Visits in SSG On site



+ 5,83 %

Increased number of visitors to SSG On site compared to previous year.

Sustainable performance culture

SSG works to be a sustainable employer where we focus on a sustainable performance culture; if we are to perform well, we need to feel well. We manage our systematic work environment management by continuously measuring and developing all employees' conditions for a sustainable work environment. Our overall goal is linked to conditions for performance, such as clarity and competence for their mission. It is also linked to our basic human needs to belong, contribute, be acknowledged and grow. All employees at SSG are covered by collective agreements.

We allocate funds annually to strengthen the development of individuals and groups, as well as to strengthen the competences of our own profession. In 2025, an average of 23 hours per person were spent on skills development, an increase compared with the previous year, as company-wide development days are now also included as part of professional development.

Creating a safe and productive working environment is important for our well-being. We introduce our new recruits via our new digital induction programme, which takes place in the Hailey HR system. All new employees complete a selection of health and safety related e-learning courses that are part of the SSG course programme. These courses should be kept

Total number of hours spent by the organisation's employees on skills development*

Gender	2023	2024	2025
Female	1 226	1 206	1 094
Male	585	849	1 515
Total	1 811	2 055	2 609

*From 2024 onwards, the figure for skills development also includes time for company-wide activity days.

up to date and renewed after one to three years depending on the content.

SSG's main work-related risk is linked to the psychosocial work environment. Openness and transparency are important for people's self-leadership, so we attach great importance to internal communication. In addition to annual employee interviews, managers and employees have a close dialoge via individual, regular employee interviews to follow up on how things are going and how we feel.

Guidelines, work environment goals and our systematic occupational health and safety work form the basis for our procedures and working methods to create a sustainable environment.

We have a system for reporting incidents and accidents, and we work with preventive and follow-up work environment in our co-operation group. Risk assessments are carried out regularly in the organisation to identify issues that need to be addressed. SSG strives to be an open and transparent workplace, where misconduct should not occur. By offering employees and external parties the opportunity to whistleblowing via the HR system Hailey HR, we maintain this together.

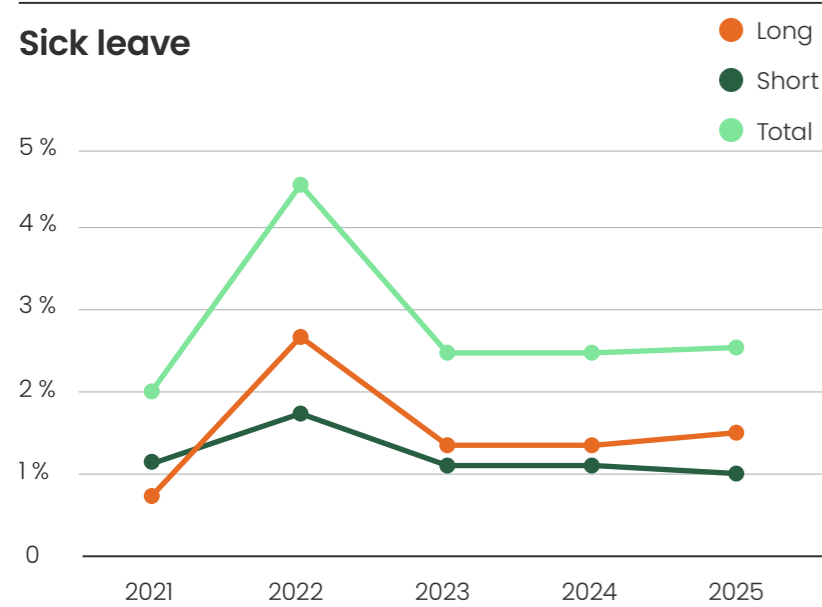
A healthy workplace

At SSG, health and wellbeing is an important part of our corporate culture. All employees have access to occupational health care and are covered by health and medical insurance. To ensure a good start for new colleagues, all new employees undergo a health check.

We encourage our staff to prioritise their health by offering one hour of wellness during paid working hours each week and by using their wellness allowance. The utilisation rate of the hours is measured and used to follow up and strengthen our work in wellness.

Our wellness group, SSG Active, works actively to improve health within SSG. SSG Active offers a range of health-promoting activities such as group exercise, yoga, floorball, massage and padel. Through these initiatives, we not only create opportunities for exercise and recovery, but also for community and increased well-being among employees.





During 2025, sickness absence increased marginally compared with the previous year. The objective is to create, through long-term efforts, a healthy, safe, and sustainable workplace that is perceived as developmental and stimulating for all employees.

At SSG, everyone should be treated equally and with respect. Our zero-tolerance approach to harassment is clearly outlined in our policy on inappropriate behaviour. Through preventive measures, a strong values foundation, and clear structures, we continue to foster a working environment in which our employees can feel well, develop, and thrive. Low sickness absence is an important step towards ensuring that SSG is a sustainable and engaging workplace for all.

Through our annual employee survey, we measure experiences of harassment and inappropriate behaviour, and in 2025 one case was reported and

managed in accordance with internal procedures. As planned in the 2024 Sustainability Report, an Equal Treatment Plan was developed in collaboration with local trade union representatives during autumn 2025. The plan operates on a three-year cycle and is subsequently renewed.

Annual pay equity reviews are conducted together with employee representatives, and preparations for the EU Pay Transparency Directive have commenced in order to further promote diversity and prevent discrimination.

Engagement and contribution to local society

In accordance with SSG’s sponsorship policy, the company supports employees’ engagement in local sports associations by providing contributions to various youth sports initiatives. In 2025, we sponsored 17 different local sports clubs.



During 2025, it was decided that SSG would sponsor associations, teams, and similar initiatives that operate in line with the company’s core values.

Under the theme “We care”, the local basketball team Blue Heroes was supported. Blue Heroes is a leading team in the Swedish Special Basketball League, a league for players with intellectual disabilities.

Under the theme “We explore”, SSG also supported Geek Girl Sundsvall, an initiative aimed at encouraging girls’ interest in technology. Small programmable robots were purchased for this group.

Composition of SSG staff

SSG has employees in Sweden, Finland and Norway. The number of employees in 2025 is presented below, based on gender and age distribution as well as distribution between forms of employment.

Age	Amount		
	2023	2024	2025
Under 30 years	10	12	10
30-50 years	70	77	81
Over 50 years	25	29	24
Total	105	118	115

Distribution	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Permanent	52	52	53	64	51	64
Temporary	1	0	0	0	0	0
Hourly	0	0	0	1	0	0
Total amount*	53	52	53	65	51	64
Full time	48	51	49	64	47	64
Part time	5	1	4	1	4	0
Sweden	51	50	52	62	51	62
Finland	1	2	1	2	0	1
Norway	0	0	0	1	0	1

* For 2025, consultants correspond to 8,81 FTE.



Sustainability in the value chain

**Small steps create
the big value.**

Sustainability in the value chain

SSG offers a range of services, including making it easier for industry to set the right requirements in procurement. We are also keen to become even more sustainable in our own value chain – from how we use our premises to the demands we make on our suppliers.

For global industry, it is becoming increasingly important to be able to control their value chain. Setting the right requirements in procurement and purchasing simplifies the work of ensuring compliance with laws and regulations on environmental requirements, ethical business principles and human rights.

Value chain and business principles

As a predominantly services company with 115 employees, SSG’s value chain is relatively simple. Our main purchases are for consultancy services, premises and IT services such as the infrastructure and operation of the digital services we deliver to customers.

The value stream consists of employees and consultants producing standards, courses and services, which are made available to customers through various digital solutions.

Requirements for suppliers

A detailed review of suppliers is always carried out for major procurements. To improve our own monitoring of suppliers in terms of environmental and social responsibility, criteria have been established for requirements for our major suppliers. We have not yet reached the point of getting the follow-up process completely up and running. The next step will be to establish processes, procedures and system support for systematic monitoring of existing and new suppliers.

For the environment, our requirement is that the supplier either has ISO 14001, uses the EU Eco-Management and Audit Scheme (EMAS), or has its own environmental policy. For social requirements, we expect the supplier to accept SSG’s code

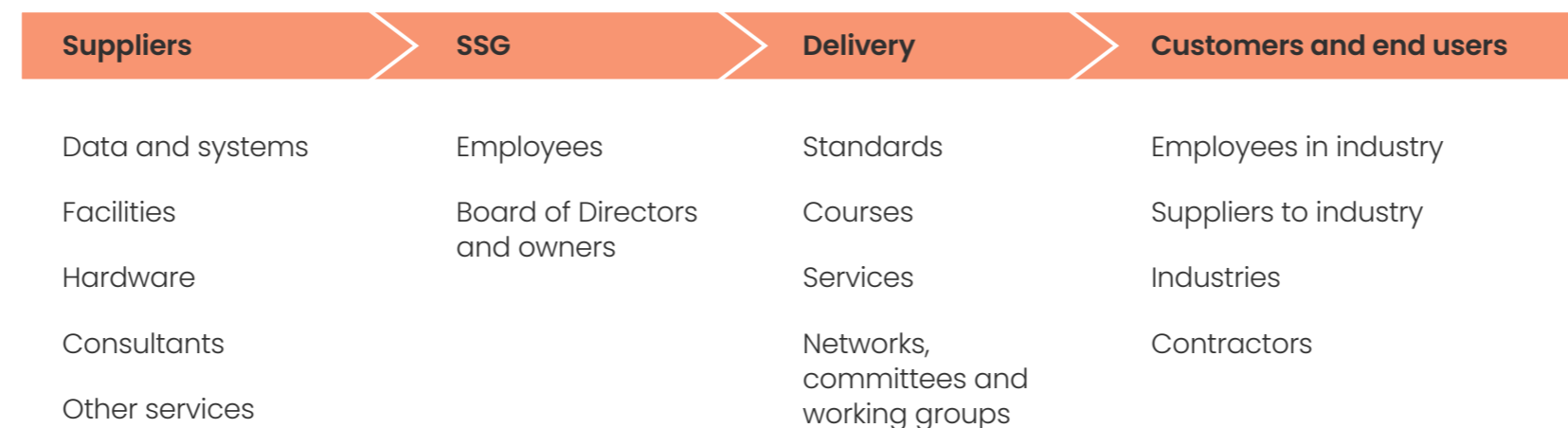
of conduct and to have their own policy and/or organisation for ethical issues and social responsibility.

About SSG’s Code of Conduct

The SSG Code of Conduct was updated in 2024 with the new core values ‘we explore, we go beyond and we care’ that guide us in everything we do. Key areas for us are human rights, sustainability and anti-corruption.

Our Code of Conduct applies to all SSG employees, from the Board and management, to individual employees. We also expect the Code of Conduct to be respected and adhered to by our business partners such as customers, business partners and suppliers. Since the Code of Conduct was decided in 2022, it has been included in the supplier agreements that have been signed or renewed.

SSG’s value chain



Sustainable digital solutions

**In a changing world,
we need to always
be at the forefront.**



Sustainable digital solutions

Working with sustainable digital solutions means a great responsibility towards both our employees and our customers. We make work easier for those we serve and ensure that data and information storage is handled securely.

SSG's digital solutions help the industry to communicate important information both internally and externally and to set (the right) requirements for their suppliers, for example through the SSG On site and SSG Supplier services and the SSG Entre and SSG Employee Safety courses.

However, with digital solutions come potential security risks in the form of data breaches, improper handling of personal data, etc. We need to be at the forefront and minimise the risks and ensure the handling of any incidents.

Information security

Sustainable digital solutions is a strategic area for SSG where we will be a trusted party for our customers and partners when we meet and collaborate on common issues and challenges. SSG's ambition is to be a Trusted Third Party for our customers and stakeholders. Our customers should want to entrust SSG with their information and we should be able to further process it to create

benefits for our customers, without revealing where the information was obtained.

Our work with information security

Our service support is available to help our customers with questions, orders, fault reports and more. Of the approximately 43,000 cases received in 2025, only about 326 of them were classified as incidents, representing 0,76% compared to 1,35% in 2024. A case is classified as an incident even if it is customer-experienced but not necessarily 'caused by SSG'.

To identify possible attempts at cheating, we monitor how long it takes a user to complete the course knowledge test. If the time is shorter than what can be assumed to be reasonable, it is reported for follow-up and possible action.

We must also be able to manage our own information securely and comply with laws and agreements. SSG's goal is to always have control of our own and our customers' information in our services so that we can provide the relevant protection.

In 2025, SSG updated its certified information security management system to the new version of the ISO/IEC 27001:2023 standard. The standard requires SSG to carry out regular audits, assess security measures and implement corrective actions, which drives the improvement of security levels.

Since 2023, internal training is provided in the form of an online course on information security, which is easy to complete and follow up. The course is valid for one year and must then be repeated by all employees. The course is also complemented by continuous micro-training in information security for everyone to keep their knowledge up to date.

SSG has a risk-based approach and carries out ongoing risk assessments, for example in connection with major changes or purchases. IT environments and services are constantly being developed to keep them updated and relevant to threats and current security requirements.

During the year, SSG has established a new governance group for secure coding, consisting of both developers and architects. The objective is to continue developing procedures and tools that prevent vulnerabilities, bugs, and logical flaws from being present in the services. SSG has also created a new Compliance group to handle adherence to internal and external requirements in a more consistent and independent manner – this is where, for example, the CISO role is positioned.

Management of complaints

SSG has not had any identified information leaks in 2024. Nor have we had any substantiated complaints, thefts or losses of data during the year. We have a process for managing and escalating

incidents, according to ISO 27001. If any issue is detected externally, it is normally handled via our support function, which will report to the SSG Data Protection Officer (DPO) if necessary.

Available services

To maximise the positive impact of SSG's services, we want as many people as possible to use them regularly to experience the benefits they bring to their everyday lives. In order to make the services accessible to as many people as possible, the ambition is for the digital services to fulfil the so-called Accessibility Directive. This is currently a legal requirement for public services in Sweden and will apply to private businesses from 2025. For example, we already use speech synthesis in our digital courses, where anyone who wants to can have the content read aloud instead of reading it themselves.

Promoting industry digitalisation

We estimate that six of SSG's seven services contribute to promoting the digitalisation of the industry.

The service SSG On site was widely used during the year, with 1,755,283 visits in the app and 14,231 unique users per week. The additional feature Workflow digitalises work permits and reduces paper handling. During the year, 31,265 digital work permits were created, a significant increase compared with the previous year, contributing to a safer industry.

Governance structure

How is SSG managed? What are our principles for remuneration? How do we work with risks? Here you can read more about our structure for governance of the business.

SSG is ultimately governed by its Board of Directors, which is chaired by an external Chairman. In addition to the Chairman, the Board consists of an owner representative from each of the six owner companies and an employee representative. The CEO is responsible for the day-to-day management and control of the business, supported by the management team.

The Board of Directors consists of eight men and one woman, with tenure ranging from four months to ten years. Of the Board members, one individual is aged between 30 and 50, and eight are over 50. The composition of the Board is determined by the shareholder companies, which appoint their respective representatives; SSG's trade union appoints an employee representative, and the external Chair of the Board is appointed by the shareholder companies. No other formal criteria for the composition of the Board have been established. The Chair of the Board is not part of SSG's executive management team.

All company strategies are decided by the Board, and depending on the area, supporting documentation may be prepared by the CEO and the rest of the executive management team. Through reporting from the CEO, as well as disclosures in accordance with ISO 14001 and ISO 27001, the Board is informed about the company's impact in terms of risk, financial performance, environment, and personnel. The Board has resolved that SSG shall report on sustainability in accordance with GRI and has insight into the sustainability work through participants in the materiality analysis via interviews. They are also informed of the material topics identified in that analysis.

The Board has delegated responsibility for managing the company's sustainability impact to the CEO, governed through the company's systematic work environment management and individual role descriptions. The Board approves the company's annual report and sustainability report.

To prevent conflicts of interest, for example between competitors subject to competition law, SSG has established a framework of Competition Guidelines that Board members, employees, and committee members undertake to follow. We do not have procedures in place for sharing information about any potential conflicts of interest with stakeholders. Communication regarding critical issues for the company is included in the Board presentations

prepared for each Board meeting, which also cover risk management. In 2025, no risks were assessed as critical according to the risk and impact scale adopted by the Board.

Knowledge about sustainable development

The CEO informs the board about current sustainability issues. The Board is involved as a stakeholder in materiality analysis through personal interviews. There is currently no procedure for evaluating the Board's assessment of SSG's impact on its environment. In 2025, no cases of non-compliance with laws or regulations were identified. No fines were paid during the year.

Principles of compensation

The board and chairman drive the pay process for the CEO. As the owner companies are part of the board, this stakeholder group is naturally involved in the process. The only member of the board who is remunerated is the chairman, through a fixed monthly fee. The CEO has a fixed monthly salary and bonus. The CEO has a bonus agreement based on financial and operational targets based on key development areas for the company. The Head of HR and the CEO approve salary revisions for other employees.

The ratio of the annual total remuneration of the highest paid person in the organisation to the annual average remuneration of all employees (excluding the highest paid person): 3

The ratio of the percentage decrease in the annual total remuneration of the organisation's highest-paid individual (-15%) to the average percentage decrease in total remuneration for all employees, excluding the highest-paid individual (-3%), is 1.36.

The CEO has a notice period of six months in the event of resignation and twelve months if the company chooses to terminate the employment. During the notice period, the CEO retains salary and other employment terms in accordance with the existing employment contract. There are no sign-on bonuses or other recruitment incentives.

The CEO may allocate an amount corresponding to 25% of their annual salary to occupational pension contributions at their own discretion. Pension contributions for the CEO and the Board amount to SEK 466 thousand. For other employees, there are two pension schemes. All employees recruited in recent years are enrolled in the collectively agreed pension scheme ITPI. ITPI is a defined contribution scheme with contributions of 4.5% of monthly salary up to SEK 47,625 and 30% of monthly salary above SEK 47,625. The second pension scheme applies to employees hired before 1 April 2012 who chose not to transfer to ITPI when SSG joined the collective agreement.

The HR Manager is responsible for ensuring that the salary process complies with SSG's remuneration policy. The company conducts an annual pay review in collaboration.

Risk management

To support SSG’s operational management and long-term strategies, assessments of the current situation and operational risks are carried out annually or as needed. Current situation analysis according to SWOT (strengths, weaknesses, opportunities, threats) is carried out annually and anchored with the Board.

When assessing risks, an impact scale is used to ensure that impacts are assessed in the same way throughout SSG, regardless of who made the assessment. The impact scale is intended to support the assessment of impacts both in the analysis of risks and in connection with information classification within the framework of ISO 27001.

Overview of guidelines

The guidelines that exist as guidance and support in the business are available to all employees. Awareness and understanding of the content begins in connection with the introduction program for new employees. Each part of the business is responsible for monitoring compliance with the applicable guidelines and procedures and is also available as support for questions. If incidents or deviations are noted, the organisation’s system for handling deviations linked to the management system is used.

Guidelines

Material issue	Policy	Services
Environment and climate <ul style="list-style-type: none"> • Reduced carbon footprint • Resource efficiency 	SSG Environmental Policy SSG Travel Policy	SSG Standards
Responsible employer <ul style="list-style-type: none"> • Health and safety • Skills supply 	SSG Employee Policy SSG Work Environment Policy SSG Policy against victimization SSG Recruitment Policy SSG Remuneration Policy SSG Health Care Policy SSG Fire Safety Policy SSG Whistleblower Policy	SSG Entre/Contractor safety SSG On site SSG Academy SSG Electrical Safety SSG Compliance tool SSG Skillnation
Sustainability requirements in the value chain	SSG Code of Conduct SSG Procurement Policy	SSG Supplier SSG Delivery Contract
Sustainable digital solutions	SSG Information Security Policy	

About the sustainability report

SSG Standard Solutions Group AB is a limited liability company jointly owned in equal shares by Billerud Aktiebolag (publ), Billerud Skog & Industri Aktiebolag, Holmen AB, Metsä Board Sverige AB, SCA AB, Stora Enso AB and Södra Skogsägarna ekonomisk förening.

The company is headquartered in Sundsvall and, during 2025, conducts its operations in Sweden, with a branch in Finland, one in Östersund, and customers primarily across Europe. In addition to the head office in Sundsvall and the country office in Helsinki, there are sales offices in Drammen, Norway, Stockholm and Gothenburg, as well as a small number of employees working remotely from home offices in other parts of the country.

The sustainability report for 2025 covers operations conducted in Sweden, Norway and Finland, primarily at the head office in Sundsvall unless otherwise stated. The financial reporting relates to the same operations.

This is SSG's fourth sustainability report, and the intention is to report on sustainability work annually, in line with financial reporting. The report was published in April 2026 and covers the period from 1 January 2025 to 31 December 2025. For contact details, see www.ssgsolutions.com.

Where changes have been made regarding reporting methods or where other material differences exist compared with previous years, these are commented on directly in connection with the relevant diagram or table.

SSG's sustainability report for 2025 has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021. The report has not been reviewed by an external party; however, the management team and the Board have been involved in the process, primarily through stakeholder dialogue and in assessing impacts.

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*Exceptions due to missing or incomplete information.

SSG[®]

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