



IPCO Code of Conduct

Adopted by the Board of Directors 15 February 2018



To all IPCO employees

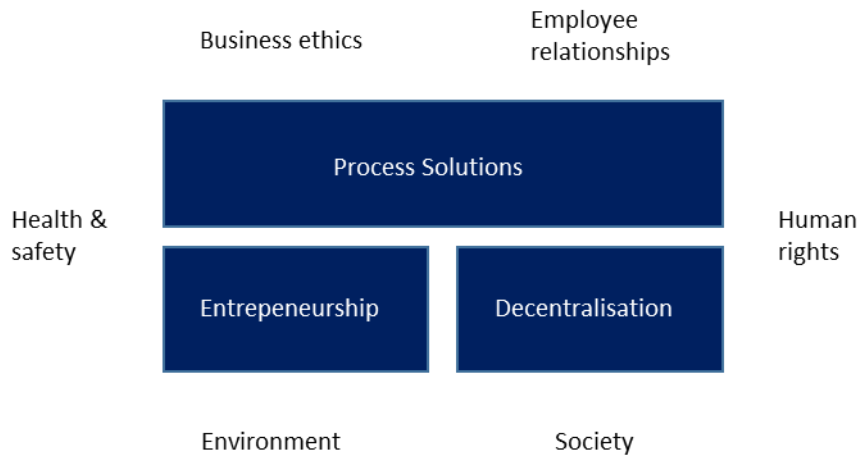
IPCO's business philosophy – entrepreneurship and decentralised leadership – is one of the keys to the company's success and has been so since the start.

Being a global company with entities and employees around the globe we have a great need to highlight and clarify – both for ourselves and those in the world around us – the foundation for our approach.

A philosophy based on great freedom with responsibility puts high demands on every individual employee's integrity. Through professional, honest and ethical conduct, we are building a company culture in which we effectively and credibly deliver good results and create value for colleagues, customers, suppliers and other business partners. In this Code of Conduct we lay out a few essential and overarching principles and guidelines which support our decision-making. It reflects who we want to be and how we want to be perceived.

It is every employee's responsibility – mine and yours – to know the Code of Conduct and abide by it in our daily work. I encourage you to discuss the Code of Conduct with your colleagues, your manager, or with me and the Management Team. By keeping this discussion alive we further shape the company culture that we are all proud of.

Henrik Furhoff, President & CEO



IPCO is a growing business in a changing world. We live in a time in which environmental, social and business ethics issues are taking on increasingly greater significance for how companies are perceived and permitted to conduct their operations.

ADMINISTRATION OF THE CODE OF CONDUCT

- The Code of Conduct has been adopted by IPCO's Board of Directors. The Board shall evaluate the Code and its application yearly and update it when necessary.
- The President and Managing Directors has ultimate responsibility for familiarizing the employees with the Code of Conduct and for ensuring compliance with the Code within the organization.
- The IPCO Head of Compliance ensures deployment of relevant compliance training globally as well as determines if there are other actors in the company's value chain who are to be covered by the Code of Conduct, such as vendors, contractors or subcontractors.
- IPCO's management is responsible for following up that the Code of Conduct is known and complied with in the organization. This is part of the annual monitoring of internal control.
- All employees are encouraged to report any deviations from the Code of Conduct – primarily to their immediate managers, and secondarily to any member of Group Management



Introduction

WHY DO WE HAVE A CODE OF CONDUCT?

The Code of Conduct is an expression of who we are and how we do business at IPCO. It describes the principles that we must all understand and gives of guidance on how we are expected to behave in our daily work and in our various relationships with people in our operating environment. It also explains what you as an employee can expect from your employer.

The Code of Conduct has its starting point in the fundamental values expressed in the Global Compact's corporate sustainability principles, the OECD Guidelines for Multinational Enterprises, and other international generally accepted norms. It does not cover all situations that may arise, nor all laws, guidelines and internal rules. In certain situations, such as in countries with weak legislation or controls, the Code of Conduct's requirements may be stricter than local customs and practice. In such cases, we shall always abide by our own principles.

WHO IS COVERED BY THE CODE OF CONDUCT?

The Code of Conduct applies for all employees within IPCO, in all countries. We all have a responsibility to ensure that the Code's fundamental principles are upheld and followed in the operations that we represent as individuals.

Persons in management positions have a special responsibility to set a good example and support their employees in acting in accordance with the Code of Conduct. In addition, managers shall be available for persons who have ethical questions, or who want to report a deviation from the Code.

Additionally, all subsidiaries shall consider if there are other actors in the company's sphere or value chain who should be subject to the Code of Conduct, such as vendors, subcontractors, contractors or agents. We shall work with vendors and customers who share the values set forth in IPCO's Code of Conduct.

All employees are urged to report any deviations from the Code of Conduct.

WHAT HAPPENS FOR VIOLATIONS OF THE CODE OF CONDUCT?

If you see something that worries or troubles you, or that may constitute a violation of the Code of Conduct, you are to report it immediately. IPCO takes every reported violation seriously and will investigate the matter and take suitable action.

The information you provide will be treated confidentially. Apart from violations of law, the information will be provided only to the persons who must be informed in order to be able to deal with the matter.

You should always know that your report is in the best interests of your colleagues and the company, and a person who has reported a justifiable suspicion shall never be subject to any form of reprisal.

HOW DO I REPORT A POSSIBLE VIOLATION?

Your manager is usually the person best-suited to handle your matter. If for some reason you do not feel comfortable talking with your manager, or if despite having reported a case or a complaint you feel that it has not been taken seriously, you can always contact a member of the Management Team.

If you have reported a suspected violation of the Code of Conduct, you can expect that your report will be investigated confidentially, promptly and professionally. If a violation can be proved to have taken place, IPCO's management will review the matter and decide on any actions. You will receive feedback on how your report has been handled.



1. We act with integrity and high ethics in all of our business relationships.

IPCO have many different business relationships with vendors, customers and acquisition candidates. To be able to grow and develop, we must maintain high confidence among our most important stakeholders and people in our operating environment, and be a trusted partner. There are no shortcuts – we must do the right thing in all situations.

- We shall follow applicable laws and regulations in all countries in which we work.
- Bribes and all forms of corrupt conduct are strictly forbidden. No one who works under IPCO's name may grant, offer, receive or promote payments, gifts or other improper benefits that could influence or may be perceived to influence the objectivity of a business or governmental decision.
- You may only offer or receive gifts, meals and entertainment if they are compatible with applicable laws and generally accepted business practice. If you are not sure, consult with your immediate manager.
- All success shall be built upon a sound business culture and fair competition. We always adhere to applicable competition laws that prohibit agreements and arrangements between competitors that restrict competition. This includes price-fixing, the dividing of customers and geographical markets, cartels and abuse of dominant position.
- You shall always act in the best interest of IPCO and your company, and avoid conflicts of interest. A conflict of interest arises when your private interests, personal relationships or external activities affect or give the impression of affecting how you perform your work duties.
- We shall always strive to ensure that IPCO's information is open, correct, continuous, fast and of the best quality, and that it is provided in accordance with applicable laws, regulations, accounting standards and norms.



2. We take responsibility for our own and others' health and safety in the workplace.

IPCO aspires to offer all employees a safe and healthy workplace. Eliminating obvious physical risks is matter of course. Influencing people's attitudes and behaviours can be a great challenge, as can be countering stress and psychosocial illness. We have a joint responsibility to make each other aware of health and safety risks and to create workplaces where people are comfortable and can perform well.

- Every employee shall be aware of and adhere to applicable rules, policies and processes for health and safety in their area of operation.
- It is every employee's responsibility to remedy or report high-risk work conditions, accidents, work-related injuries and illnesses. In addition, every manager shall ensure that all employees and contractors receive the training and protective equipment necessary.
- We show care and take responsibility by objecting if a colleague is careless with safety or takes unnecessary risks in performing his or her work.



3. The relationship between employer and employee is characterised by openness, respect and influence.

Every workplace within IPCO is unique – each with its own history. Company culture is not in the walls but in how we treat each other, every day. For us it goes without saying that the interaction between employer and employee is built upon mutual respect and that we can be open and receptive both to criticism and good ideas.

- The company shall carry on an open and honest dialogue with the employees and their representatives. All employees shall be treated with dignity and respect, and be given opportunities for development and new learning. All employees shall be welcome to express their views about their workplace with their respective managers.
- We recognise the employees' fundamental right to decide if they want to be represented by labour unions, and we respect the right of employees and their unions to conduct collective bargaining. We also respect an employee's right to refrain from joining a labour union.
- We shall pay salaries and benefits in accordance with applicable laws and collective agreements. In cases where no collective agreements exist, we adhere to applicable industry norms. We shall strive for equal pay for equal work and counter unreasonable differences in pay between men and women.
- We value and strive to develop diversity among our employees. All new recruitments shall be conducted on objective grounds regardless of gender, marital status, parenthood, ethnic or national origin, sexual orientation, faith, political affiliation, age, functional disability or other categories that are protected by law.
- Harassment, threats or other unsuitable conduct are not permitted.



4. We strive for the respect and protection of fundamental human rights.

IPCO is a global company with representation in 40+ countries. Regardless of where in the world we work, people's fundamental liberties and rights shall be respected and protected. Within our own operations and in contexts in which we have an opportunity to influence, we shall strive to ensure that people's liberties and rights are respected and protected.

- We shall uphold and communicate our values and requirements at our workplaces and vis-à-vis our business partners.
- We shall ensure that we avoid human rights violations and always act responsibly and forcefully in cases where we identify a risk for such.
- We do not tolerate child labour or any form of forced labour in our own operations or among our vendors and suppliers. We strictly adhere to national and international minimum age laws in all places where we conduct operations and are particularly cognizant when we employ young people. No employee shall be required to relinquish his or her identification documents or pay a deposit upon the start of employment.
- We safeguard personal integrity and ensure that personal data and disclosures that the company may obtain or use in its operations are handled in accordance with applicable laws and rules.



5. We strive to continuously reduce our environmental impact and assist our customers in reducing theirs.

IPCO has operations engaged in manufacturing and operations that conduct sales of products. We all have a very high level of technical expertise and are market leaders in our respective niches. From this starting point we promise that we always strive to improve our operations and products from an environmental perspective and that we can help create environmental benefits for our customers.

- We shall have good knowledge about and adhere to applicable environmental laws and relevant product standards associated with our respective operations.
- We shall work systematically to improve our own operations in terms of energy and resource efficiency, emissions, waste management, transports and other relevant environmental aspects.
- We shall continuously develop our competence and collaborate with our customers in the aim of always being able to offer the environmentally best product or solution.



6. We are good neighbours and take advantage of opportunities to strengthen the communities in which we work.

IPCO have strong local ties, and many of our operations are located in smaller cities or towns. Our business philosophy includes a commitment to staying in place, taking advantage of and developing existing competence, and contributing to creating stability in the operations.

- We help strengthen the communities in which we work by conducting business that is vital and long-term.
- We create conditions to grow through an active and constructive dialogue with authorities, decision-makers, educational institutions and civil society.
- We adhere to the tax rules that apply in the respective countries and municipalities that our operations are based in, and pay the taxes that result from such.
- We strive to recruit new employees locally, and we offer jobs and internships to young people.



Do you have questions about the Code of Conduct?

PLEASE CONTACT:

Peter Hammarberg, VP Holding and Head of Compliance, IPCO