STIRLING SQUARE

RESPONSIBLE INVESTMENT POLICY

Stirling Square Capital Partners

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Stirling Square and Responsible Investment

Stirling Square Capital Partners LLP, its affiliates, and the funds they advise (together, "Stirling Square" or the "Firm") recognise the vital role of responsible investment in securing long-term value and fostering sustainable business ecosystems for future generations.

Stirling Square leverages its expertise in embedding and continuously enhancing environmental, social, governance and sustainability ("ESG") considerations across the value chains of its investments. While not exclusively focused on impact investing, the Firm is dedicated to fostering resilience and responsibility in its portfolio companies, equipping them to successfully navigate environmental and social transitions that extend beyond its ownership.

As the controlling shareholder of mid-sized international businesses, Stirling Square uses its influence to raise sustainability and impact credentials, guiding its portfolio companies to become future-proof, exemplary employers, and responsible global citizens.

In line with its responsible investment commitment, Stirling Square became a signatory of the Principles for Responsible Investment ("PRI") in 2018. The Firm joined the UN Global Compact in 2022 and the ESG Data Convergence Initiative in 2023. In 2026, Stirling Square's net-zero science-based targets were validated by the Science Based Targets initiative ("SBTi") under the Financial Institutions Net-Zero ("FINZ") Standard, confirming the Firm's commitment to achieving net-zero greenhouse gas emissions across its value chain by 2050 and to implementing climate-aligned targets across its investment activities.

Stirling Square reports on its responsible investment activities, including portfolio actions and performance, to investors, co-investors, lenders, and through its annual Sustainability Report.

Policy and Principles

Stirling Square's Responsible Investment Policy applies to all its investments activities and portfolio companies across all geographies and sectors. The Firm is committed to continuously improving this policy, with periodic reviews by the Sustainability Committee and revisions made as necessary to reflect the latest developments in global responsible investment thinking, best practices, and relevant regulations.

When performing its duties as a responsible investor, Stirling Square endeavours to:

- Uphold Stirling Square's core values and ethical guidelines, ensuring that every investment decision contributes to long-term sustainable outcomes and responsible stewardship;
- Ensure rigorous compliance with all relevant laws and regulations at both the Firm and portfolio levels. This includes, but is not limited to, the EU Sustainable Finance Disclosure Regulation, the EU Corporate Sustainability Reporting Directive, and the EU Taxonomy Regulation;
- Fully integrate the Six Principles of the PRI and the Ten Principles of the UN Global Compact into the Firm's strategy, operations, and decision-making processes, driving accountability and alignment with global sustainability standards;
- Enable and empower C-suite leaders at portfolio companies and Firm employees through comprehensive development and elevation programmes, not only on sustainability but also across broader leadership and personal growth aspects. This includes the Firm's 'Commitment to Growth' initiatives—The Leadership Circle ("TLC"), the Portfolio Elevation Programme ("PEP"), Performance Accelerators, and the Stirling Square Academy. By enhancing individuals' leadership and business acumen, Stirling Square prepares its people and portfolio company leaders to be better stewards of future-proof, sustainable businesses, and aligns individuals' growth with long-term investment success;
- Embed sustainability considerations across every stage of the investment lifecycle, from screening and due diligence to ownership and exit strategies, ensuring a holistic approach to responsible investing that includes mitigating adverse risks, capitalising on opportunities, and driving long-term value;
- Foster an active sustainability culture across Stirling Square and its portfolio companies, encouraging proactive initiatives that generate measurable environmental and social impacts, including innovation in green technologies, reducing carbon footprints, advancing social justice, and improving community relations;
- Prioritise transparent and responsive communication with its Limited Partners ("LPs"), lenders and co-investors, ensuring swift and clear responses to information requests while building trust and fostering long-term partnerships; and
- Maintain accountability by reporting material ESG issues to LPs in a timely and transparent manner, ensuring that any significant ESG risks or incidents are addressed with the utmost integrity and openness.

Exclusion List and Exposure to Sensitive Activities

Stirling Square excludes investments and activities falling within the following categories:

- Economic activities considered as illegal or banned by international conventions;
- Manufacturing, distribution or sale of gambling machines or gambling software;
- Provision of prostitution services;
- Production, distribution or sale of pornography;
- Production, distribution, marketing or sale of hard liquor or tobacco products;
- Manufacturing, production, distribution or sale of weapons, firearms and ammunition; and
- Fossil fuels: applicable financial activities in the coal sector, oil and gas projects, new liquefied natural gas infrastructure, and oil and gas companies, as defined under the SBTi FINZ Standard.

Stirling Square also recognises that certain sectors and activities may pose ethical, environmental, or social concerns. The Firm exercises careful consideration and conducts enhanced sustainability due diligence when evaluating exposure from such sectors and activities, including but not limited to nuclear energy, genetic engineering, intensive farming, pesticide use, palm oil use and deforestation.

Core Sustainability Objectives

Stirling Square adopts a dynamic set of Core Sustainability Objectives that are essential to maximising value creation and protection across all portfolio companies, regardless of their size, geography, or sector. These objectives are underpinned by quantified targets that are regularly adjusted to reflect new insights and best practices, ensuring a continuous improvement mindset across all ESG pillars.

The Core Sustainability Objectives are structured around four key pillars:

- Creating Resilient and Sustainability-Driven Company Boards: Formalise sustainability strategies at Board level, increase independent Board members for accountability, and improve Top Management diversity.
- Strengthening Sustainability Governance: Promote adherence to recognised ESG initiatives, appoint Sustainability Officers, align executive incentives with ESG goals, implement a Supplier Code of Conduct, formalise Cyber Security Policies, and publish annual Sustainability Reports.
- Driving Nature and Climate Action: Assess climate and nature-related risks and opportunities, calculate full-scope carbon footprints, set science-based decarbonisation targets, and increase renewable energy adoption.
- Championing Fair and Equitable Value Distribution: Implement DE&I Plans, conduct employee satisfaction surveys, establish profit-sharing schemes, and minimise gender pay gaps.

The Core Sustainability Objectives are assessed from the pre-investment stage and are continuously promoted during ownership.

Responsible Investment through Stirling Square's Investment Cycle

Stirling Square considers sustainability matters at all stages of the investment cycle, from screening and initial due diligence, throughout transformational ownership, to exit.

Pre-Investment Process

Potential investments are formally presented to the Investment Committee for consideration through the Deal Introduction Memorandum ("DIM"), the Preliminary Investment Recommendation ("PIR"), and the Final Investment Recommendation ("FIR"). Stirling Square has a dedicated sustainability team, which leverages all available information to identify key ESG risks and opportunities for deeper due diligence, pre-completion action planning, and post-completion implementation. The DIM, PIR, and FIR incorporate, to the fullest extent possible and across the entire value chain of the target company, various assessments that are progressively completed at each phase through internal and external ESG due diligence inquiries:

- Exposure to Exclusion List and/or to Sensitive Activities;
- Risk analysis on the most material sustainability topics across a company's value chain;
- Material adverse sustainability impacts across a company's value chain;
- Identification of positive impacts and opportunities related to a company's products and services; and
- Sustainability-driven transformation and value creation plans.

Active Ownership

Stirling Square's Responsible Investment strategy revolves around active portfolio engagement, ensuring all portfolio companies are aligned with the Firm's value creation and protection goals. Through its proprietary Sustainability Engagement Programme, Stirling Square collaborates with all its portfolio companies, engaging in ongoing dialogue to assess their sustainability maturity and internal capacity. Tailored workshop sessions help co-develop bespoke action roadmaps that guide each portfolio company's sustainability efforts.

In practice, Stirling Square conducts in-depth annual interviews with portfolio company managers and mobilises strategic ESG consultants to provide expert and independent guidance. This process is further supported by verification of ESG data, resulting in validated roadmaps that monitor progress and performance. Ownership of these roadmaps is held by the portfolio companies, with board-level oversight of key performance indicators and sustainability objectives.

A key component of this approach is the close collaboration between Stirling Square's Chief Sustainability Officer, the Investment Team and the Value Creation Support Team, ensuring that portfolio companies are not just sustainable in environmental and social dimensions but also positioned for continuous performance elevation. These cross-feeding elements of responsible investing align better leaders with more sustainable, higher-performing businesses.

The Engagement Programme is continuously refined year on year, incorporating feedback from portfolio company managers and investment teams to better address emerging challenges and opportunities. This ongoing improvement ensures that the programme remains responsive to the evolving needs of each company and optimises sustainability outcomes across the portfolio. Recent enhancements have introduced new analyses and targeted support on key sustainability issues, such as ESG data collection, decarbonisation, and nature- and climate-related risks analysis. These initiatives are crucial in helping portfolio companies meet regulatory requirements and accelerate their sustainability transitions.

Stirling Square's Chief Sustainability Officer, alongside external sustainability experts, provides continuous support throughout the year, offering guidance on specific topics such as impact measurement and sustainable product development. This collaborative approach promotes cross-company learning, drives long-term sustainability performance, and enhances the financial resilience and overall value of the portfolio.

Sustainability-Driven Exit Process

Prior to exiting an investment, Stirling Square ensures the disclosure of material sustainability issues to potential buyers, while also providing a comprehensive overview of the company's sustainability progress. This is achieved through the latest annual sustainability engagement reports and, where appropriate, by commissioning tailored sustainability vendor due diligence ("VDD") reports.

Additionally, Stirling Square shares the company's positioning against its Core Sustainability Objectives, offering potential buyers a clear view of the company's current performance and alignment with foundational sustainability pillars. The Firm also outlines a detailed set of future sustainability initiatives that the next owner can pursue, ensuring continuity of sustainability improvements and providing a roadmap for further enhancement beyond Stirling Square's ownership.

Policy Governance

Stirling Square's Management Board has delegated the oversight of responsible investment to the Sustainability Committee. This includes oversight of the Firm's sustainability strategy and related commitments, including net-zero targets aligned with the SBTI FINZ Standard. The members of the Sustainability Committee shall consist of:

- The Managing Partner;
- One Investment Partner;
- The Partner and Chief Operating Officer;
- The Partner and Head of Investor Relations; and
- The Chief Sustainability Officer and Chair of the Sustainability Committee.

The Sustainability Committee reviews progress against responsible investment commitments at least quarterly and reports to stakeholders at least annually through the Stirling Square Sustainability Report.

This Policy is mandatory for all Stirling Square employees and portfolio companies. The Sustainability Committee reviews it annually to ensure it remains current and effective, and any updates are communicated promptly to the Management Board. Any material deviations from this policy will be notified to Stirling Square's Limited Partner Advisory Committee as soon as practicable.

Stirling Square Sustainability Committee

Date of last review: June 2026