

VIKING

2025
IMPACT REPORT

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A young girl with curly hair, wearing a green jacket, is shown in profile, looking through a magnifying glass at a tree branch. The background is a lush green field with trees. The image has a warm, slightly desaturated green color palette.

WE'RE ON A MISSION

CREATING A WORLD WHERE
EVERYONE CAN BE AN EXPLORER,
WHILE CARING ABOUT OUR LEGACY

WORD FROM OUR CEO

At Viking Outdoor Footwear, our purpose is to create a world where everyone can be an explorer. For us, this is not only about enabling people to spend time outdoors. It is about acting transparently and taking responsibility for how our products are made, how they are sourced, and what impact they leave behind. Our ability to inspire future explorers depends on how we act today.

This report documents our 2025 progress and remaining challenges across the three strategic areas that structure our sustainability work: ensuring responsible business conduct, extending product lifetime, and enhancing impact reductions across our value chain. These are interconnected priorities that together reflect our approach to sustainability.

Ensuring responsible business conduct means being accountable for what happens across our entire value chain, not only in our own operations, but at the manufacturers who produce our products and the suppliers who provide the materials. In 2025, we completed the phase-out of intentionally added PFAS from our footwear production, became a bluesign® System Partner for apparel, and continued to strengthen supply chain transparency through traceability systems and social audits. We also made significant investments in data infrastructure to build the foundation for more precise impact measurement and to prepare for incoming regulatory requirements. Where challenges remain, particularly around overtime at suppliers in China, we are committed to addressing them through responsible purchasing practices and continued dialogue.

Extending product lifetime is both a sustainability priority and a reflection of what we stand for as a brand. In 2025, we launched a customer-paid digital repair service in Norway and made significant progress on a peer-to-peer resale platform that was launched in April 2026. We are also working to build repairability into our designs from the start. These efforts reflect our belief that responsibility extends beyond the point of sale.

Enhancing impact reductions requires us to look honestly at where our environmental footprint comes from. The large majority of our impact is embedded in our supply chain; in the materials we select and how our products are manufactured. In 2025, we began building the data infrastructure needed to make that transition measurable and to identify where the most meaningful reductions can be achieved. This work will take time, and we are committed to being transparent about both our progress and our limitations.

Responsible business does not sit with one team alone. To succeed, this work must be integrated across the entire organisation, from design and sourcing to purchasing, data, communication, and brand. I am encouraged by how our teams collaborate across disciplines, addressing both the opportunities and the challenges we face with a shared sense of responsibility.

“Responsible business does not sit with one team alone. To succeed, this work must be integrated across the entire organisation.”



René Høgsted
CEO

GENERAL DISCLOSURES

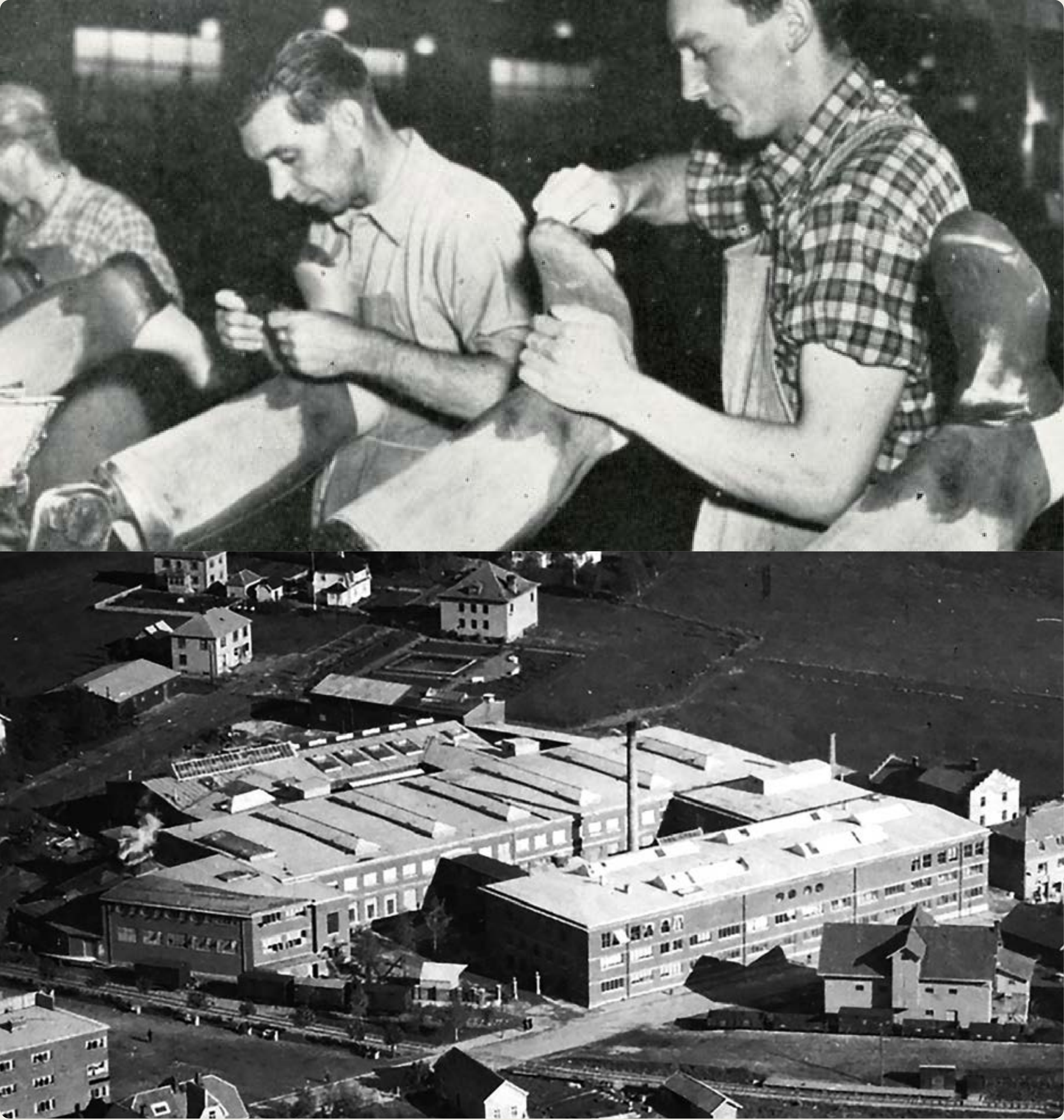
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ABOUT THIS REPORT

This report is Viking’s fifth annual Impact Report, covering the reporting period 1 January to 31 December 2025. It sets out our progress against the commitments made in the Impact Roadmap 2030, documents performance across our three strategic areas, and provides an honest account of where we are making progress and where challenges remain.

The report covers Viking’s entire value chain: our own operations, our upstream supply chain across all Tier 1 manufacturers in Asia and Europe, and our downstream activities including distribution and the care, repair, and resale services we are building. GHG emissions are reported across all relevant Scope 1, 2, and 3 categories, determined in coordination with CEMAsys and calculated in accordance with the GHG Protocol.

Each year we evaluate our reporting processes, data collection methods, and the scope of what we disclose. We are still in the early stages of building the data infrastructure that a complete account of our impacts requires. Where data is limited or gaps exist, we say so directly. Our approach is to report on areas where we have genuine knowledge and data, and to prioritise areas where we can make a meaningful difference.



BUSINESS MODEL AND VALUE CHAIN

Viking is a Norwegian company headquartered in Oslo that develops and markets outdoor footwear and functional apparel under the brands Viking, Cherrox, and Aerym. The company, including its wholly owned subsidiaries, employs 46 people and reported revenues of 482.7 million in 2025. Footwear is the core business, with particular emphasis on products designed for Nordic outdoor conditions. In 2023, the product range was expanded to include children’s clothing. Quality, functionality, and durability are defining product attributes across the portfolio.

REVENUE 2025	EMPLOYEES
NOK 482.7M	46
TIER 1 MANUFACTURERS	WORKERS AT TIER 1
21 <i>China – Vietnam – Portugal</i>	~ 10,000

INPUTS AND SOURCING APPROACH

Key inputs include natural rubber (Vietnam), leather (Australia, Thailand, USA), synthetic rubber and polyurethane (China, Vietnam), polyester (China, Vietnam), and paper and cardboard packaging from Asian suppliers. Viking does not own or operate manufacturing facilities. All production is carried out by 21 Tier 1 manufacturers, located primarily in China (17), Vietnam (3), and Portugal (1), collectively employing approximately 10,000 workers. Sourcing is managed centrally from Oslo, with approximately 62% of production under direct contracts and the remainder through agents or intermediaries. Regardless of sourcing model, Viking maintains direct access to all Tier 1 facilities for audits, visits, and follow-up. A dedicated employee based in Vietnam supports operational follow-up with manufacturers in the region.

OUTPUTS AND OUTCOMES

Viking’s primary outputs are footwear and children’s apparel sold across Europe through wholesale and direct-to-consumer channels, including e-commerce. The intended outcomes are durable, functional products that serve customers across multiple seasons and life stages. A significant and growing element of Viking’s downstream strategy focuses on extending product lifetime: a customer-paid digital repair service was launched in Norway in 2025, and a peer-to-peer resale platform is planned for launch in 2026. These initiatives are designed to reduce the need for replacement and lower downstream environmental impact. They are particularly relevant given that a large share of customers are children who frequently outgrow fully functional products.

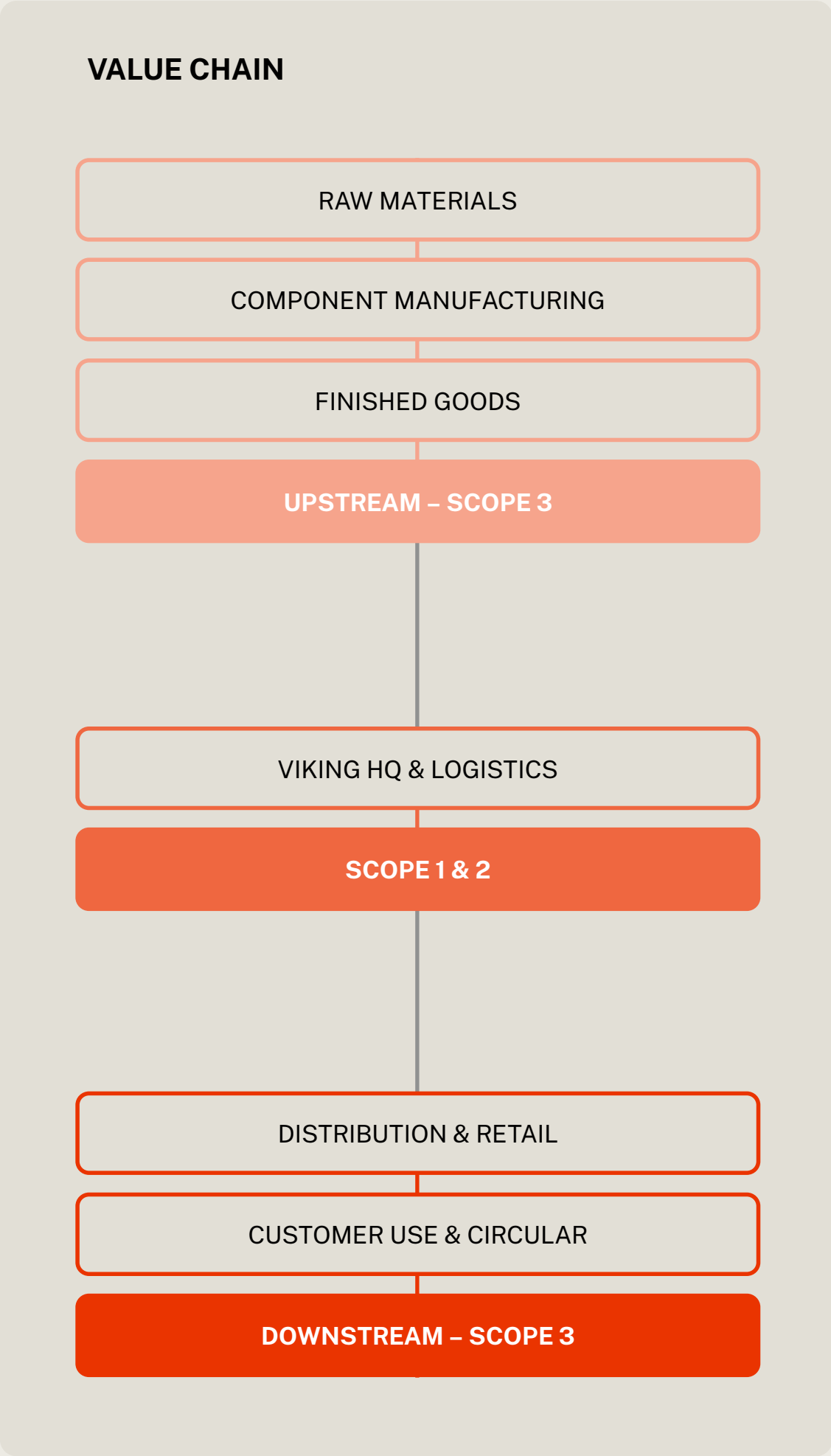
VALUE CHAIN STRUCTURE AND POSITION

Viking operates as a brand owner and intermediary between an upstream manufacturing supply chain and downstream retail and consumer markets. The company holds no position in physical production; its value-adding functions, including product development, purchasing, sustainability, marketing, e-commerce, logistics, and finance, are centralised in Oslo.

Upstream, the footwear supply chain is technically complex, involving multiple production steps and numerous sub-suppliers across several tiers. The apparel supply chain is comparatively simpler. Key upstream risks include excessive overtime and weak social management systems at manufacturing partners in China, greenhouse gas emissions linked to fossil-based raw materials, deforestation risk associated with leather sourcing, and human health and environmental risks related to PFAS. Viking works systematically to increase transparency beyond Tier 1.

Downstream, products reach end-users through wholly owned sales subsidiaries with showrooms in Norway, Denmark, Sweden, Germany, and Finland, as well as through independent distributors and agents in other European and selected Asian markets. Scope 1 and 2 emissions are primarily associated with company vehicles and

energy use in leased offices; the majority of premises are supplied with renewable energy and the vehicle fleet is being electrified. The large majority of Viking’s environmental and social impact is located upstream, in Scope 3.



SUSTAINABILITY STRATEGY AND IMPACT ROADMAP

Viking’s sustainability strategy is built on the recognition that long-term business viability and responsible practice are not competing priorities. The strategy is organised around three areas, each supported by concrete targets in the Impact Roadmap 2030, reviewed annually and operationalised through OKRs spanning product development, sourcing, purchasing, and sustainability. Targets are informed by recognised frameworks including the Science Based Targets initiative, the UN Sustainable Development Goals, and OECD Guidelines for Responsible Business Conduct. Stakeholder dialogue, through Ethical Trade Norway membership, retailer relationships, customer feedback, and ongoing supplier dialogue, informs our understanding of material issues and shapes our priorities. The material issues identified through this process, including supply chain labour conditions, chemical management, greenhouse gas emissions, and product end-of-life, are addressed in the relevant chapters of this report.

The Impact Roadmap 2030 sets short- and long-term targets across the three strategic areas, providing concrete stepping stones toward our 2030 goals. Targets are reviewed annually and progress against all targets is reported in the performance snapshot.

ENSURING RESPONSIBLE BUSINESS

Responsible business conduct is central to how Viking operates, not only because retailers, consumers, and regulators expect it, but because we believe it is the right way to do business. We work to ensure chemical stewardship, supply chain transparency, and audit readiness, while building the systems needed to stay ahead of incoming requirements.

EXTENDING PRODUCT LIFETIME

Viking products are designed to last and developed with durability as a core attribute. However, extending useful life requires more than durable design. We engage customers beyond the point of purchase through care guidance, repair services, and resale initiatives – especially relevant as many of our customers are children who outgrow fully functional products.

ENHANCING IMPACT REDUCTIONS

The large majority of our environmental footprint lies in our supply chain, in the materials we select and how our products are manufactured. Our goal is to make that footprint measurable and reduce it systematically through material substitution, supplier engagement, and improved data, with credible pathways toward our 2030 targets.

FOCUS AREA	2025	2026	2030
ENSURING RESPONSIBLE BUSINESS			
Move towards Better chemicals	No intentionally added PFAS in any Viking product	Achieve compliance with bluesign® brand requirements in apparel supply chain	
Move towards Traceability	70% Tier 2 traceability in apparel 20% Tier 2 traceability in footwear	100% Tier 2 traceability in apparel 50% Tier 2 traceability in footwear 40% Tier 3 traceability in apparel	Full traceability across the entire supply chain
Move towards Beyond compliant	Environmental audit at 1 key manufacturing partner	- Environmental audits at 3 key manufacturing partners - Build and present business case and prepare organisation for full roll-out of DPP	Environmental audits across entire Tier 1 supply chain
Move towards Empowering people	Only A, B, or C overall ratings in Tier 1 social audits	Conduct amfori workforce training focused on social management systems and working hours management at priority manufacturing partners	- Employee engagement rate of 85% in own workforce - Only A or B overall ratings in Tier 1 social audits
EXTENDING PRODUCT LIFETIME			
Move towards Circularity	- Repair service launched in Norway - Peer-to-peer resale marketplace piloted	- Repair service expanded to Sweden and Germany - Peer-to-peer resale marketplace launched in Norway and the EU	20% of direct-to-consumer revenue from care, repair and resale services
ENHANCING IMPACT REDUCTIONS			
Move towards Preferred materials	10% of footwear materials meet Viking’s preferred criteria 20% of apparel materials meet Viking’s preferred criteria	20% of footwear materials meet Viking’s preferred criteria 40% of apparel materials meet Viking’s preferred criteria	100% of materials meet Viking’s preferred criteria
Move towards Renewable energy	100% renewable energy across all operated offices and showrooms		100% electrification of the company vehicle fleet

**Preferred materials criteria are defined internally by Viking and relate to recycled content, renewable origin, and third-party certifications.*

PERFORMANCE SNAPSHOT 2025

GOAL	2025 STATUS	NEXT STEP
ENSURING RESPONSIBLE BUSINESS		
No intentionally added PFAS in any Viking product	Completed - all new footwear production verified through testing. Apparel free from intentionally added PFAS since introduction.	Maintain through continued testing and supplier follow-up.
70% Tier 2 traceability in apparel	Achieved - >80% Tier 1 apparel traceability reached.	Continue building toward full Tier 2 apparel traceability.
20% Tier 2 traceability in footwear	Underway - footwear traceablity data build progressing through PLM.	Continue building footwear traceability data through PLM.
Environmental audit at 1 key manufacturing partner	Not yet completed - BEPI audits planned for Vietnam Q1 2026 and China Q4 2026.	Complete planned BEPI audits in Vietnam and China.
Only A, B, or C overall ratings in Tier 1 social audits	Mostly met - overtime non-conformities persist at several suppliers in China. Active follow-up ongoing.	Resolve outstanding non-conformities at China suppliers.
EXTENDING PRODUCT LIFETIME		
Repair service launched in Norway	Achieved - customer-paid digital repair service launched in Norway covering footwear and apparel.	Expand repair service to Sweden and Germany.
Peer-to-peer resale marketplace piloted	Resale partner selected. Platform launch planned for spring 2026.	Launch a peer-to-peer resale platform in Norway and selected EU markets.
ENHANCING IMPACT REDUCTIONS		
10% of footwear materials meet Viking’s preferred criteria	Tracking underway - precise figures pending PLM build-out.	Establish reliable footwear material data through PLM to confirm and progress toward target.
20% of apparel materials meet Viking’s preferred criteria	Strong performance - apparel already carries a high share of recycled content. Precise portfolio-level figure to be confirmed through PLM.	Confirm precise apparel preferred material share through PLM.
100% renewable energy across all operated offices and showrooms	98% renewable energy achieved across operated offices and showrooms. Remaining 2% relates to shared-tenancy locations where Viking has limited influence over energy sourcing.	

IDENTIFYING AND ASSESSING ADVERSE IMPACTS

Understanding where Viking’s activities create negative impact, or risk doing so, is the foundation for everything that follows in this report. Risk identification and prioritisation is based on severity, scope, and the possibility of remediation, in line with a risk-based due diligence approach and OECD expectations.

Four salient risk areas have been identified and prioritised. These are the issues where Viking’s own due diligence assessment has identified the greatest potential for negative impact, and the organising thread for the topic chapters that follow. Each salient risk is introduced here with its target, 2025 status, and actions for 2026. The measures taken to address them are described in detail in the relevant topic chapters. Salient risks remain broadly unchanged year-on-year due to ongoing mitigation and the absence of fully resolved solutions in all priority areas. Where a risk has materially changed in status it is noted.

RISK IDENTIFICATION METHODS

- amfori BSCI social audits at all Tier 1 manufacturers
- Annual supplier self-assessment questionnaires
- Factory visits (10 footwear, 2 apparel in 2025)
- Ethical Trade Norway Salient Risk Tool
- bluesign® Brand Assessment (apparel, completed 2025)
- Stakeholder and supplier dialogue

KNOWN DATA GAPS

Environmental impacts in the supply chain, particularly water consumption, pollution, and process-level risks among sub-suppliers, remain an area of limited data. Planned amfori BEPI audits in 2026 and continued PLM development will address these gaps progressively.

ONGOING

OVERTIME LINKED TO WEAK SOCIAL MANAGEMENT SYSTEMS

Occupational health and safety · Working hours · China

TARGET

Achieve acceptable audit performance (C or better) in Social Management Systems and Decent Work Hours across all Tier 1 manufacturers.

2025 STATUS

BSCI audits continue to show insufficient social management systems at several suppliers, primarily reflected in overtime use at factories where Viking has limited purchasing leverage. Progress on these issues depends on developing a deeper understanding of root causes at facility level and identifying effective levers for change beyond audit follow-up alone.

2026 ACTIONS

Implement workforce training with amfori at selected priority suppliers, using the training process and its outcomes to build a deeper understanding of root causes and capability gaps. Continue corrective action follow-up through quarterly BSCI reviews.

ONGOING

GHG EMISSIONS LINKED TO FOSSIL-BASED RAW MATERIAL SOURCING

Greenhouse gas emissions · Use of materials · Vietnam

TARGET

Ensure that 100% of materials are based on recycled and renewable resources by 2030.

2025 STATUS

Apparel collections already contain a high share of recycled materials; the share in footwear remains comparatively low. Bio-based PU has been technically validated but large-scale adoption is constrained by cost and market willingness to pay. PLM system implementation is ongoing and will improve the data foundation for material transition planning.

2026 ACTIONS

Use the PLM system to establish reliable data on material composition and consumption. Develop an implementation plan for bio-based PU in boots. Explore transition to GRS-certified polyester in textile footwear.

IMPROVING

DEFORESTATION RISK LINKED TO LEATHER SOURCING

Use of materials · Deforestation · Vietnam

TARGET

Ensure deforestation-free sourcing with verified traceability to origin.

2025 STATUS

Traceability has improved following the introduction of geo localisation and Certificate of Origin requirements for leather and natural rubber in the company’s Code of Conduct in 2024. By end of 2025, Certificates of Origin had been secured from 80% of manufacturers for leather and natural rubber. The current focus is on monitoring implementation and verifying data quality.

2026 ACTIONS

Continue monitoring supplier compliance with origin-documentation requirements. Improve data completeness and verification quality. Obtain documentation confirming that leather is recycled or LWG Silver/Gold rated.

RESOLVED 2025

HUMAN HEALTH AND ENVIRONMENTAL RISKS FROM PFAS

Chemical safety · Occupational health & safety · China and Vietnam

TARGET

Phase out intentionally added PFAS from all footwear by 2025.

2025 STATUS

Completed. Testing and spot checks of membranes, treatments, materials, zippers, and other components confirm that all new production is free from intentionally added PFAS, reflecting the completed phase-out of DWR treatments and membranes containing intentionally added PFAS.

2026 ACTIONS

Maintain production free from intentionally added PFAS through continued testing, verification, and supplier follow-up. Strengthen preventive chemical management through learnings from the bluesign® partnership.

CLIMATE AND ENVIRONMENT

Climate and emissions

12 - 13

Resource use and circular economy

15 - 16

Pollution, nature, and water

18

CLIMATE AND EMISSIONS

Climate change is directly relevant to Viking’s business and present across the entire value chain. Emissions arise from our own operations, from energy use and processes at manufacturing facilities, from the extraction and processing of materials we source, and from the transport of goods between suppliers, warehouses, and customers. Managing our climate impact requires action across all scopes and activities.

STRATEGY AND TRANSITION PLAN

Viking’s climate commitments are anchored in the Impact Roadmap 2030 and the Responsible Business Conduct Policy, and include an approved Science Based Target to reduce Scope 1 and 2 emissions by 42% by 2030 from a 2020 base year, in line with a 1.5°C pathway. For Scope 3, the commitment is to map and reduce emissions across all relevant categories, reflecting that the large majority of Viking’s footprint occurs in the supply chain.

Setting a credible Scope 3 reduction target at portfolio level remains complex. Current figures are calculated using emission factors applied to material weights rather than primary supplier data, which introduces uncertainty that makes a robust target difficult to substantiate. We would rather be transparent about this complexity than commit to a number that lacks a credible pathway behind it. As the PLM system matures and data becomes more precise, it may become feasible to set targets for specific Scope 3 categories where data quality and reduction pathways are sufficiently clear. The main decarbonisation levers in own operations are fleet electrification and renewable energy use. In the supply chain, the focus is on improving data quality, increasing traceability, and transitioning toward lower-impact materials. Extending product lifetime through repair and resale contributes indirectly by reducing the need for new production. Implementation is funded through the annual budget process. The transition plan has been adopted by executive management and progress is tracked annually and reported to the Board.

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

The majority of Viking’s climate impact occurs in the supply chain, particularly in the extraction, processing, and manufacturing of materials. Purchased goods and services, dominated by footwear

materials, account for the largest single Scope 3 category and represent the greatest opportunity for emission reduction through material choices made at the product development and sourcing stage.

The energy sources and processes used by manufacturing partners represent an additional area of impact not yet systematically addressed. We expect to develop a clearer picture as supplier data improves and environmental audits begin through amfori BEPI in 2026.

Physical climate risks are linked to our production regions in Vietnam and China, where extreme weather events may affect manufacturing continuity, raw material availability, and logistics. These risks have been identified but not yet incorporated into our due diligence process in a structured way. Transition risks are primarily regulatory, with EU developments including the Digital Product Passport, the Ecodesign for Sustainable Products Regulation, and CSRD increasing expectations around product transparency and environmental performance. Transitioning toward certified or preferred materials may also involve higher input costs, meaning the pace of transition must be aligned with commercial viability.

LIMITING GHG EMISSIONS – OWN OPERATIONS

The most important measures in 2025

Fleet electrification continued in 2025 under the company car policy introduced in 2022, which requires all newly obtained or leased vehicles to be electric. The EV share of the leased company fleet reached 42% in 2025, below the internal target of 70.6%, primarily reflecting lease cycle lengths and vehicle availability. Electrification will continue as existing leases expire. Scope 1 emissions fell by 31.8%, reflecting both electrification and reduced vehicle use. The corresponding increase in Scope 2 emissions is a direct consequence of the same shift: as fossil fuel use in the fleet is replaced by charging, electricity consumption rises. Total combines Scope 1 and 2 emissions remain low in absolute terms. 98% of operated office premises are supplied with renewable electricity, with the remaining 2% relating to shared-tenancy locations where Viking has limited influence over energy sourcing.

Planned new actions

Viking will continue transitioning the vehicle fleet toward full electrification and maintaining renewable energy supply across all feasible premises, and will explore opportunities to increase influence over energy sourcing at shared-tenancy locations.

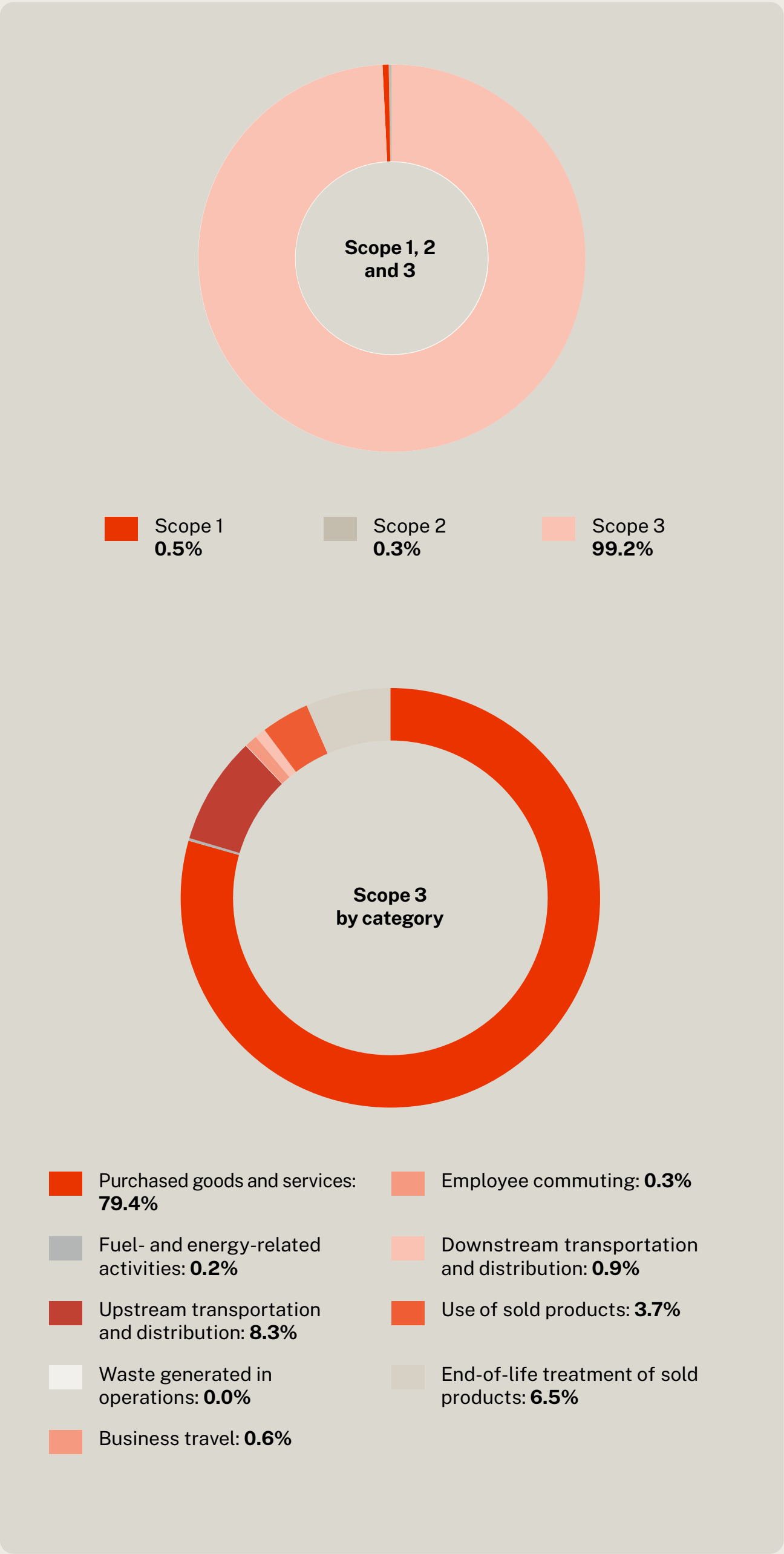
LIMITING GHG EMISSIONS – SUPPLY CHAIN (SCOPE 3)

The most important measures in 2025

Total Scope 3 emissions remained broadly stable compared to 2024. Year-on-year changes across individual categories should be interpreted with caution, as our emissions accounting methodology is maturing and the 2025 inventory reflects improved data coverage and a more complete reporting scope. Some changes are therefore attributable to methodological development rather than actual changes in emissions. Implementation of the PLM system began in 2025 and represents the most important foundation for improved Scope 3 management going forward, enabling a structured material library and comprehensive product-level data.

Planned new actions

As the PLM system becomes more populated and our emissions accounting methodology matures, calculations will become more complete and precise, reducing reliance on assumptions and improving comparability year-on-year. Better data will also strengthen our position when engaging suppliers on material substitution. Material transition priorities are addressed in the Resource use chapter.



ANNUAL GHG EMISSIONS PER SCOPE				
Tonne CO2-eqv.	Unit	2024	2025	Change in %
Scope 1 GHG emissions				
Gross Scope 1 GHG emissions	tCO2e	57.60	39.30	-31.8 %
Scope 2 GHG emissions				
Gross location-based Scope 2 GHG emissions	tCO2e	5.6	8.0	42.9 %
Gross market-based Scope 2 GHG emissions	tCO2e	14.3	20.1	40.6 %
Significant Scope 3 GHG emissions				
Total Gross Scope 3 GHG emissions	tCO2e	7,643.1	7,637.8	-0.1 %
Purchased goods and services	tCO2e	6,248.6	6,063.2	-3.0 %
Fuel- and energy-related activities	tCO2e	16.9	16.3	-3,6 %
Upstream transportation and distribution	tCO2e	236.6	634.1	168.0 %
Waste generated in operations	tCO2e	4.3	3.3	-23.3 %
Business travel	tCO2e	48	49.5	3.1 %
Employee commuting	tCO2e	54	24.4	-54.8 %
Downstream transportation and distribution	tCO2e	149.6	65	-56.6 %
Use of sold products	tCO2e	310.1	282.9	-8.8 %
End-of-life treatment of sold products	tCO2e	575	499.1	-13.2 %
Total GHG emissions				
Total GHG emissions, location-based		7,706.2	7685.1	-0.3 %
Total GHG emissions, market-based		7,715.0	7697.3	-0.2 %

**Note on comparability: The 2024 and 2025 figures are not directly comparable across all emission categories. As our emissions accounting methodology matures, the 2025 inventory reflects improved data coverage and a more complete reporting scope. Some year-on-year changes are therefore attributable to methodological improvements rather than actual changes in emissions, and should be interpreted accordingly.*

GHG INTENSITY BASED ON NET REVENUE	Unit	2024	2025	Change in %
Total GHG emissions per net revenue	tCO2e/MNOK	19.2	15.9	-17.1 %
Intensity value scope 1 and scope 2 - Own operations	tCO2e/FTE	1.7	1.5	-14.9 %
Intensity value scope 3 - total	tCO2e/MNOK	19.1	15.8	-17.0 %
Intensity value scope 3 - transportation	tCO2e/MNOK	1.0	1.4	50.4 %
Intensity value scope 3 - production	tCO2e/MNOK	14.8	12.0	-19.2 %

ENERGY CONSUMPTION AND MIX	Unit	2024	2025	Change in %
Fuel consumption, fossil	MWh			
Diesel	MWh	141	87.4	-38.0 %
Petrol	MWh	77.8	62.6	-19.5 %
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	148.3	170.1	14.7 %
Total fossil energy consumption	MWh	351.4	304.7	-13.3 %
Share of fossil sources in total energy consumption	%	69.1	67.3	-2.6 %
Consumption from nuclear sources	MWh	15.6	15.3	-1.9 %
Share of consumption from nuclear sources in total energy consumption	MWh	3.1	3.4	9.7 %
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	141.3	132.9	-5.9 %
Total renewable energy consumption	MWh	141.3	132.9	-5.9 %
Share of renewable sources in total energy consumption	%	27.8	29.3	5.4 %
Total energy consumption	MWh	508.3	452.9	-10.9 %

SHARE OF ELECTRIC VEHICLE FLEET - LEASED COMPANY FLEET

Year	EV share goal	Achieved results
2022	17.6 %	17.6 %
2023	35.5 %	8.3 %
2024	52.9 %	25.0 %
2025	70.6 %	42.0 %
2026	82.4 %	
2027	94.1 %	
2028	100 %	

SBTI TARGET PROGRESS	2020 (base)	2022	2023	2024	2025	2030 target
Scope 1+2 absolute (tCO2e)	62	83,6	78,9	63,2	47,3	36,0
% reduction vs 2020		35%	27%	2%	-24%	-42%
Required trajectory (linear)		-8%	-13%	-17%	-21%	-42%
Intensity value scope 1 and 2	0,2	0,1	0,2	0,2	0,1	



HIGHLIGHT FROM 2025

We launched a repair service in Norway, covering both Viking footwear and apparel, with expansion to Sweden and Germany planned for 2026 alongside our new peer-to-peer resale platform

RESOURCE USE AND CIRCULAR ECONOMY

Every product Viking brings to market requires raw materials and creates the potential for waste at end of life. The way Viking designs, sources, and extends the life of its products determines how much resource flows through its value chain and how much value is retained or lost. Reducing resource impact means making better material choices upstream and keeping products in use for longer downstream.

STRATEGY

Viking’s most significant resource-related impacts arise from the materials consumed in production and from products that reach end of life without being repaired, reused, or cared for. Viking currently relies heavily on virgin synthetic and fossil-based materials in footwear, and on nature-derived materials such as leather and natural rubber, each carrying distinct risks related to resource intensity, deforestation, and traceability. The transition toward lower-impact materials is a stated strategic priority, with a target for 100% of materials to meet Viking’s preferred materials criteria by 2030. Preferred materials are internally defined criteria covering recycled content, renewable origin, and third-party certifications. Many alternatives are currently more expensive, meaning the transition must be sequenced based on volume, technical feasibility, and commercial viability.

Viking’s customer base presents a distinctive opportunity around product lifetime. Children’s footwear and apparel are often outgrown while still fully functional, meaning products are not worn out but grown out of. Extending useful life therefore requires more than durable design. Viking is developing a range of care, repair, and resale services designed to keep products in use for longer and return value to customers rather than lose it to disposal. These services are particularly relevant for children’s products, which typically retain good condition and real resale value at the point they are outgrown.

MANAGING IMPACTS, RISKS, AND OPPORTUNITIES

The most important measures in 2025

The customer-paid digital repair service launched in Norway in 2025, covering footwear and apparel through a dedicated digital platform. Early experience shows customers are willing to pay for repairs on higher-value products, providing commercial validation for scaling the service. A design-for-repair workshop with Sømhuset and the product and sustainability team explored how construction choices in apparel can make repair more feasible and cost-effective at the design stage.

PLM system implementation begun in 2025 is being used to build a structured material library registering composition and volume data across the portfolio. Until fully operational, preferred material share is tracked through internal reporting and supplier documentation but cannot yet be measured with full precision.

Planned new actions

The repair service expands to Sweden by Q1 2026 and Germany by Q3 2026. The peer-to-peer resale platform launched in Norway and selected EU markets in April 2026. Viking is also exploring collaboration with kindergartens around reuse of outgrown children’s products. The PLM system will identify transition pathways toward preferred materials, with bio-based PU in boots and GRS-certified polyester in textile footwear as near-term priorities. Achieving bluesign compliance across the apparel supply chain by December 2026 is a stated target. The planned amfori BEPI audits in Vietnam in Q1 2026 and China in Q4 2026 will provide the first structured insight into waste management at supplier level.

VIKING ReExplore

[Viking ReExplore](#) is our initiative to make it easy for you to take care of the products you already have, and to resell them when they’re no longer part of your journey. Through Care, Repair and Resale, Viking products can live longer and become part of someone else’s journey.

VIKING ReCare

Viking ReCare is about keeping your gear in top shape for every adventure. Through [guides, tips, and product care advice](#), we help you get the most out of what you already own, so your Viking products stay with you longer.

VIKING RePair

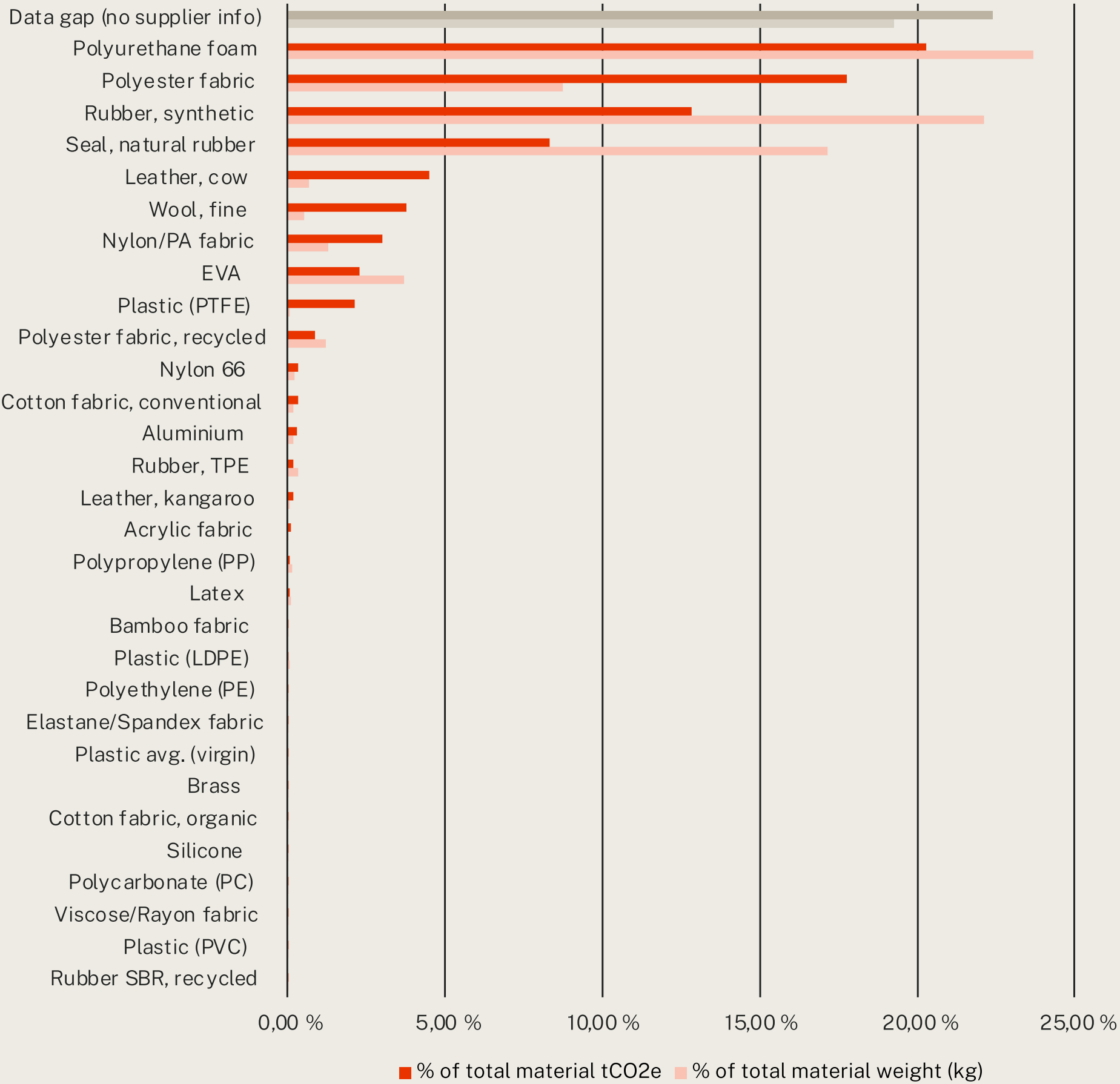
Viking RePair makes it easy to [fix what is broken](#) rather than replace it. We offer a digital repair service for both clothing and footwear, because a well-repaired product is one that can keep exploring.

VIKING ReSale

Viking ReSale gives your gear a second life and makes quality more accessible. Through our [peer-to-peer resale solution](#), products that no longer fit your journey can become part of someone else’s, reducing waste and keeping Viking products in use for longer.

RESOURCE INFLOWS – CONSUMPTION OF MATERIAL

Viking’s key material inputs include synthetic rubber (TPE, EVA, SBR), polyurethane, polyester, natural rubber, leather, and nylon for footwear, and polyester, nylon, elastane, cotton, and wool for apparel. The majority of footwear materials are synthetic and fossil-based; apparel collections already contain a high share of recycled content. Material consumption data is collected through supplier documentation. Data completeness will improve as the PLM system becomes fully operational.



*Material consumption data covers 80.8% of total production weight. The remaining 19.2% relates to boots where complete bill of materials data was not available from suppliers, and is shown as a separate category in the chart. Emissions for these products are estimated based on pairs produced.

RESOURCE OUTFLOWS – WASTE

Waste from Viking’s own operations consists primarily of cardboard and plastics from packaging and logistics activities. Waste data at manufacturing partner level is not yet available and will be addressed through the planned amfori BEPI audits in 2026.

WASTE FROM OWN OPERATIONS				
Waste category	Treatment	Unit	2024	2025
Cardboard	Recycled	Tonnes	29.7	36.2
Plastics	Recycled	Tonnes	4.2	3.1
Plastics	Incinerated	Tonnes	-	0.2
Residual waste	Incinerated	Tonnes	8.3	5.4
Organic waste	Anaerobic digestion	Tonnes	1.4	0.3
Organic waste	Recycled	Tonnes	-	1.1
Glass waste	Recycled	Tonnes	0.1	0.1

A young boy with a surprised expression, mouth wide open, is climbing a wooden structure. He is wearing a blue baseball cap, a white t-shirt, and blue overalls with "VIKING" written on the straps. The background shows a wooden fence and green foliage.

HIGHLIGHT FROM 2025

We completed the phase-out of intentionally added PFAS from all Viking footwear ahead of regulation, verified through targeted spot testing. Our apparel has been free from intentionally added PFAS since its introduction

POLLUTION, NATURE, AND WATER

Viking’s products are made from materials that originate in natural systems and are processed using chemicals, water, and energy at facilities across the supply chain. These processes create risks of pollution and environmental harm that Viking does not directly control but can influence through the requirements it sets, the certifications it mandates, and the suppliers it works with.

STRATEGY

Three areas of risk have been identified. The first is chemical risk: hazardous substances used during production can harm workers, ecosystems, and end users if not properly managed. Viking addresses this through Restricted Substances Lists based on SATRA RSL and REACH requirements, embedded in the Supplier Code of Conduct as a minimum standard. Our ambition nonetheless goes beyond regulatory compliance, as demonstrated by the phase-out of intentionally added PFAS, completed in 2025 ahead of formal regulations.

The second is biodiversity and deforestation risk from forest- and land-use-related materials, particularly natural rubber, leather, and cellulose-based packaging. To reduce deforestation exposure, Viking requires Certificates of Origin or geolocation data for all relevant materials, and FSC certification is applied across paper and cardboard packaging.

The third is water use and pollution from manufacturing processes. Viking currently has limited primary data on water use and discharge at supplier facilities, and improving this understanding is a priority, to be supported by the amfori BEPI environmental audits planned for 2026.

MANAGING IMPACTS, RISKS, AND OPPORTUNITIES

The most important measures in 2025

The phase-out of intentionally added PFAS from Viking’s footwear production was completed in 2025, verified through spot checks and component testing. Apparel has been free from intentionally added PFAS since introduction, with BIONIC-FINISH ECO used as the water-repellent treatment. Viking became a bluesign System Partner in 2025 and completed a Brand Assessment for the apparel supply chain, resulting in a concrete roadmap for achieving bluesign compliance by December 2026. On deforestation risk, Certificates of Origin has been obtained from approximately 80% of relevant manufacturers by end of 2025, with the remaining 20% subject to active follow-up.

Planned new actions

Achieving bluesign compliance across the apparel supply chain by December 2026 is a stated target, covering supply chain visibility, EHS compliance at Tier 2 apparel suppliers, and critical chemistry management. Viking will continue monitoring supplier compliance with origin documentation requirements and work to complete Certificate of Origin coverage across remaining manufacturers. Two amfori BEPI environmental audits are planned for 2026, in Vietnam in Q1 and China in Q4. These will provide the first structured facility-level data on waste management, water use, energy use, and pollution risks at supplier facilities,



SOCIAL

Own workforce

20

Workers in the value chain

22-23

OWN WORKFORCE

Viking’s own workforce is the operational foundation for everything described in this report. The decisions that shape Viking’s sustainability performance, on materials, suppliers, purchasing practices, and product design, are made by these people. Maintaining a safe, inclusive, and well-functioning working environment is both a prerequisite for delivering on our wider commitments and a responsibility in its own right.

STRATEGY

Viking’s approach centres on three priorities: a safe and healthy working environment, equal treatment and opportunity, and building the competence needed to meet increasing sustainability and regulatory demands. As a small organisation, management and employee relationships are direct, and informal dialogue complements formal structures. This scale allows issues to be addressed quickly but also means that the loss of key competence can have a disproportionate effect on the company’s ability to deliver. The most significant workforce-related risk is competence and capacity in sustainability, sourcing, and product development functions, which carry a substantial share of Viking’s due diligence and regulatory compliance responsibilities.

POLICIES FOR OWN WORKFORCE

Viking’s workforce is governed by the Responsible Business Conduct Policy, the HSE manual, and internal guidelines covering working conditions, ethical conduct, and employee rights. These address child labour, forced labour, trafficking, discrimination, occupational health and safety, freedom of association, and anti-corruption, and are approved at CEO and Board level. Policies are aligned with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises.

PROCESSES FOR ENGAGING WITH OWN WORKFORCE

The Working Environment Committee provides a formal forum for employee representation, supported by safety representatives as points of contact between employees and management. Engagement is measured through regular surveys via the Eletive platform, with results reviewed by management and improvement measures implemented where needed. Employees can raise concerns through

an anonymous internal notification function in Eletive or through an independent external whistleblowing channel operated by HR-huset AS. Both channels include protection against retaliation. No cases were reported through either channel during the reporting period.

MANAGING IMPACTS, RISKS, AND OPPORTUNITIES

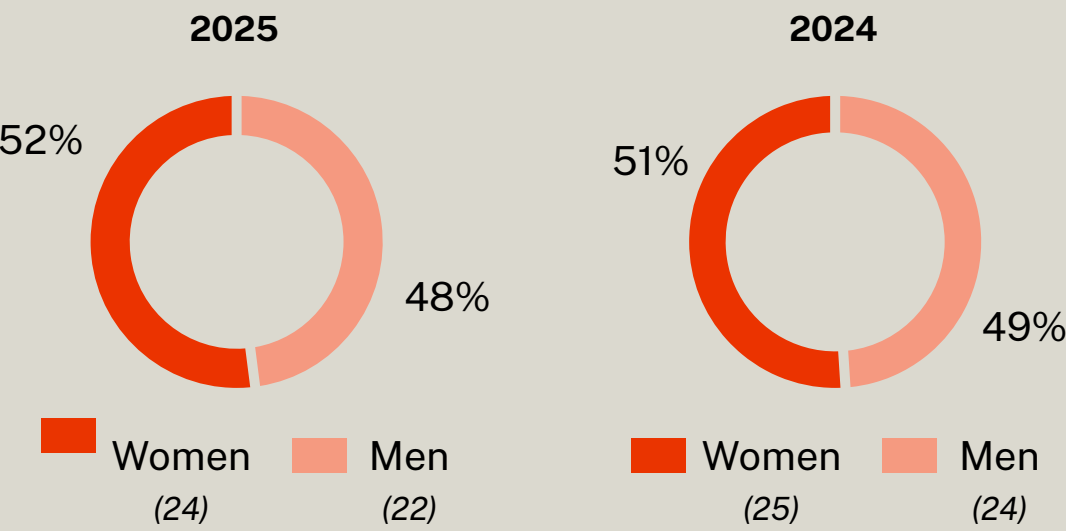
The most important measures in 2025

Relevant employees participated in external training covering risk mapping, circular services, the Digital Product Passport, Product Environmental Footprint, EU sustainability legislation, and the Norwegian Transparency Act. In late 2025, Viking introduced an OKR framework to align individual and team work with the company’s overall strategic priorities, including sustainability objectives across product development, sourcing, purchasing, and sustainability functions.

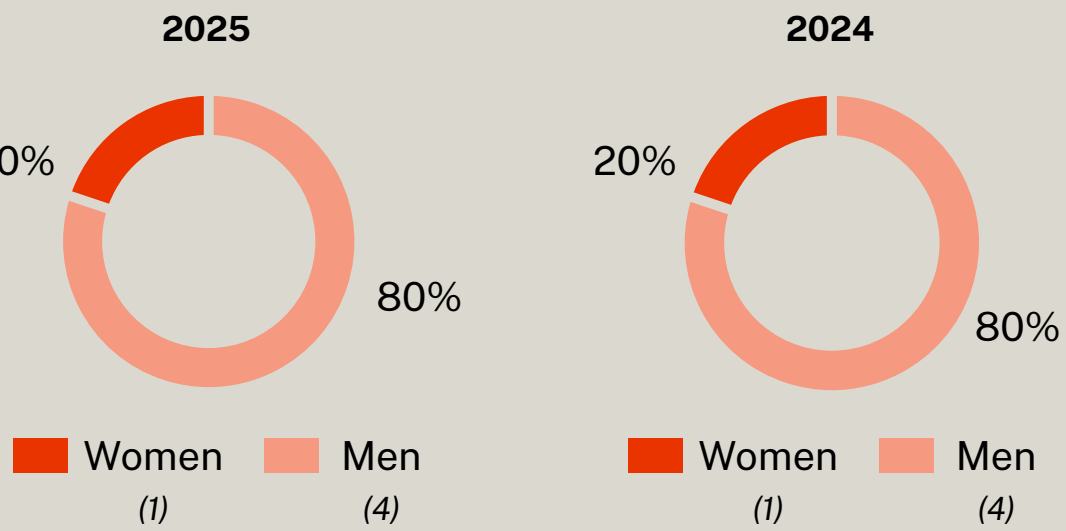
Planned new actions

The OKR framework will be fully operationalised in early 2026 at company, team, and individual level. Viking will continue building employee competence in reporting, supply chain due diligence, and the Digital Product Passport regulation. The PLM implementation will require targeted training and change management to ensure effective adoption across relevant functions.

NUMBER OF EMPLOYEES BY GENDER



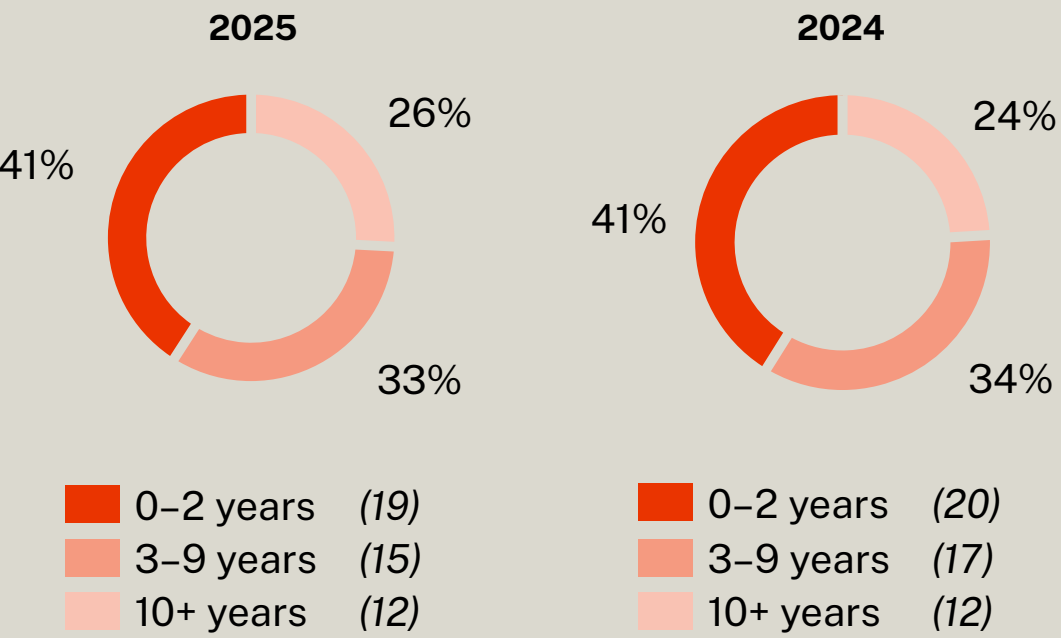
TOP MANAGEMENT LEVEL BY GENDER



NUMBER OF EMPLOYEES BY COUNTRY

Country	2024	2025
Norway	35	33
Sweden	2	2
Denmark	3	2
Finland	2	5
Germany	3	3
Vietnam	1	1

AVERAGE TIME OF EMPLOYMENT



EMPLOYEE ENGAGEMENT METRICS

METRIC	Unit	2023	2024	2025
eNPS	Index (-100 to 100)	12	24	35
Meaningfulness and participation <i>Industry benchmark: 4.1</i>	Score (1-5)	4,2	4,3	4,4
Strategy, vision and culture <i>Industry benchmark: 3.9</i>	Score (1-5)	4,2	4,3	4,3



HIGHLIGHT FROM 2025

We maintain up-to-date social audits across all Tier 1 manufacturing partners. Our full due diligence account is published under the Norwegian Transparency Act, assessed by Ethical Trade Norway

WORKERS IN THE VALUE CHAIN

Viking seeks to positively influence the working conditions of approximately 10,000 workers across its Tier 1 manufacturing partners through the requirements it sets, the audits it conducts, the purchasing practices it applies, and the supplier relationships it builds over time.

STRATEGY

Viking’s approach to value chain workers is built around responsible purchasing practices, audit-based monitoring, and supplier engagement. As a relatively small customer at most factories, direct leverage is limited and collaborative approaches matter.

The most significant ongoing social risk is overtime linked to weak social management systems, particularly among suppliers in China. Audit findings suggest this reflects structural pressures during peak production periods and limited supplier capacity to plan and monitor working hours, though the underlying causes are not yet fully understood and identifying effective levers for change remains the central challenge. Viking’s purchasing practices form part of the response: through early forecasting, realistic lead times, and better use of low-season capacity, Viking works to reduce peak pressure and support more stable order flow. A second structural consideration is worker voice. Viking requires all Tier 1 suppliers

to establish grievance mechanisms, verified through audits and worker interviews. Where national legislation restricts freedom of association, suppliers are expected to facilitate alternative forms of worker representation.

POLICIES FOR WORKERS IN THE VALUE CHAIN

Viking’s commitments to value chain workers are operationalised through the Supplier Code of Conduct, contractually binding for all Tier 1 manufacturers and agents. The Code establishes minimum requirements on human rights, working conditions, occupational health and safety, freedom of association, prevention of child labour, forced labour and trafficking in human beings, non-discrimination, grievance mechanisms, and ethical business conduct. All partners are required to cascade these standards through their own supply chains. The Code is grounded in the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises.

PROCESSES FOR ENGAGING WITH VALUE CHAIN WORKERS

All Tier 1 manufacturers are subject to amfori BSCI social audits, conducted biennially for suppliers with satisfactory ratings and annually where performance requires closer follow-up. Suppliers

holding results from an approved equivalent scheme may present these in place of a BSCI audit to reduce audit burden. Audits include structured worker interviews covering working hours, wages, health and safety, freedom of association, and grievance mechanisms. An independent external whistleblowing channel operated by HR-huset AS is available to suppliers, supply chain workers, and other affected stakeholders, with protection against retaliation. No cases were reported during the reporting period.

MANAGING IMPACTS, RISKS, AND OPPORTUNITIES

The most important measures in 2025

Social audits in 2025 showed moderate overall compliance across all manufacturing partners. Viking employees visited 10 footwear and 2 apparel manufacturing partners during the reporting period, complementing formal audits with first-hand observations. The most common non-conformities related to working hours and overtime, particularly at factories in China, where the key challenge remains identifying effective levers for change given limited purchasing leverage. Isolated occupational health and safety deviations were identified at one manufacturer: workers not consistently wearing available protective equipment, and a machine safety sign missing in the local language, both since corrected. The safety sign had also been flagged in a previous audit cycle; workers indicated they

understood it despite the language gap, but Viking will continue to follow up to ensure the corrective action holds. Where non-conformities are identified, corrective action plans are established with the supplier and tracked through documentation review, follow-up visits, and monitoring. Suppliers that do not demonstrate sufficient improvement may be subject to escalating measures, up to and including termination of the business relationship.

Planned new actions

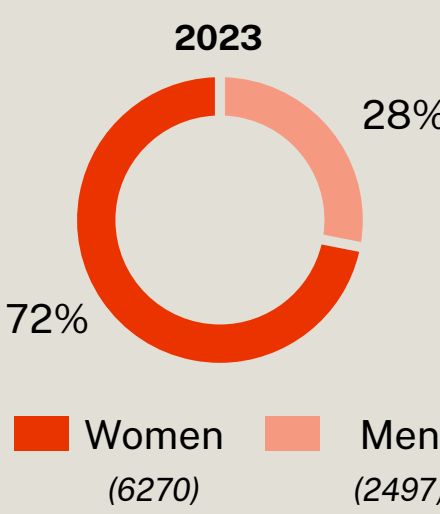
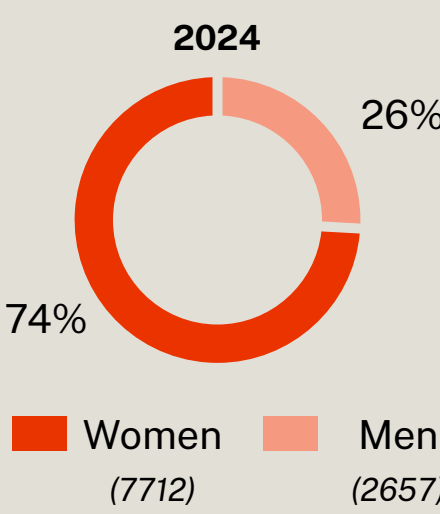
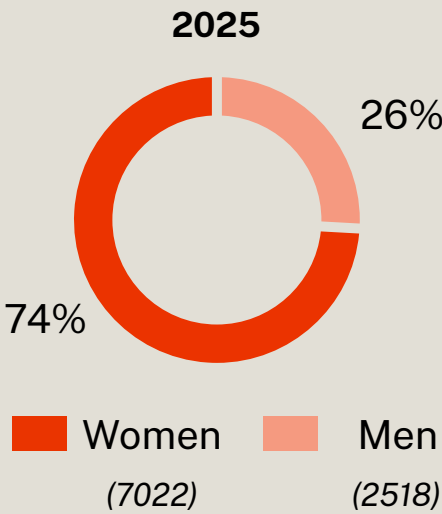
A workforce training programme with prioritised suppliers is planned for 2026 in collaboration with amfori, focusing on social management systems to strengthen supplier capability on working hours management. Training outcomes will be used to identify root causes and capability gaps at facility level, supporting more targeted engagement where purchasing leverage alone is insufficient to drive meaningful change.

Severe human rights incidents - value chain

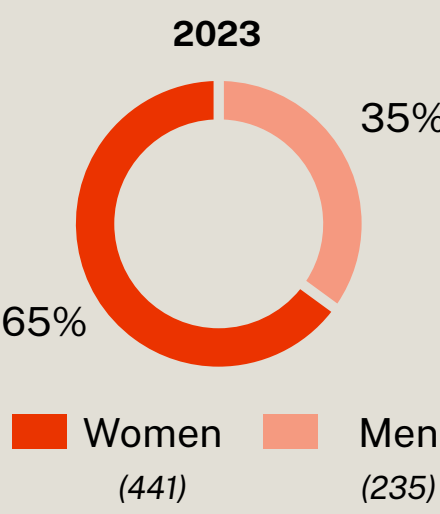
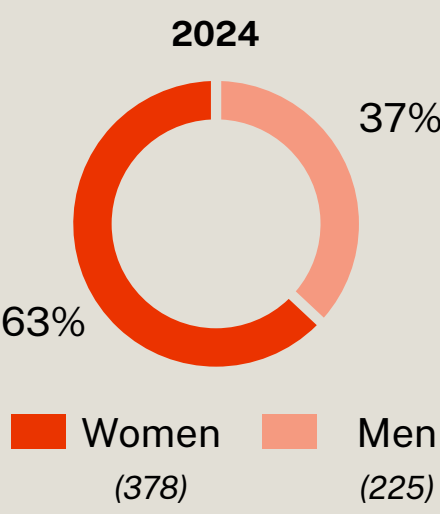
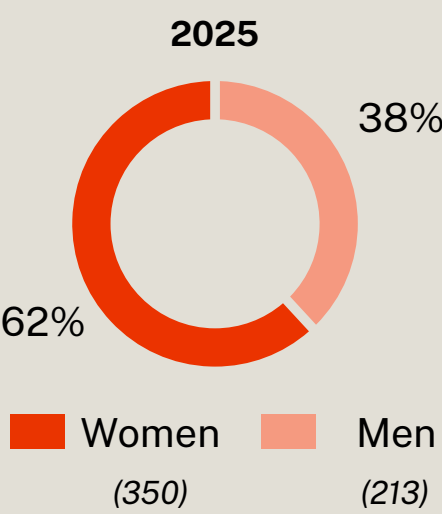
Viking is not aware of any confirmed severe human rights incidents involving workers in its value chain during the reporting period. Social audit findings are treated as ongoing risk areas subject to corrective action plans and continued monitoring

GENDER BALANCE IN THE VALUE CHAIN

PRODUCTION LINE



MANAGEMENT



GOVERNANCE

Governance

25

Tracking, communication, and remediation

27

GOVERNANCE

Responsible business conduct at Viking is anchored at board level and embedded across core business functions. Viking conducts due diligence in accordance with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, operationalised through membership of Ethical Trade Norway, whose annual Base Level assessment confirms compliance with the Norwegian Transparency Act. Due diligence is integrated into product development, supplier onboarding, sourcing, and purchasing rather than treated as a standalone compliance exercise.

ROLES AND RESPONSIBILITIES

Ultimate responsibility for due diligence rests with the CEO and Board Chair. Operational implementation and supplier follow-up are led by the Head of Purchasing and Sourcing, supported by the Asia office. The Head of Sustainability oversees internal control, documentation, and reporting, supported by the ESG Coordinator. The Heads of Footwear and Apparel integrate sustainability into product development and supplier engagement. These roles form Viking’s cross-functional due diligence structure, with quarterly reviews of social audits, supplier findings, and corrective action plans reported to the CEO and Board.

Viking has limited dedicated sustainability resources relative to the complexity of its value chain and growing regulatory requirements. This makes integration of sustainability into core business roles both a strategic necessity and a governance risk to be actively managed. Viking therefore partners with specialist organisations to strengthen expertise and ensure alignment with relevant standards.

POLICIES AND GOVERNING DOCUMENTS

RESPONSIBLE BUSINESS CONDUCT POLICY

Sets out Viking’s commitments to people, communities, animals, and the environment across own operations and value chain. Reviewed annually; approved at CEO and Board level. Includes zero tolerance for corruption and bribery, anchored in the HSE manual and operationalised through the Supplier Code of Conduct.

SUPPLIER CODE OF CONDUCT

Binding contractual requirements for all Tier 1 manufacturers and agents, covering human rights, working conditions, occupational health and safety, freedom of association, environmental protection, animal welfare, and anti-corruption. All partners are required to cascade these standards through their own supply chains.

TRANSPARENCY ACT ACCOUNT 2025

Full annual due diligence account submitted to Ethical Trade Norway, structured following the OECD six-step model. Published on Viking’s website and Ethical Trade Norway’s member portal.

Potential breaches of anti-corruption policy can be reported through the anonymous internal Eletive channel or the external HR-huset AS whistleblowing channel, both independent of the management chain involved in any reported matter. Outcomes of investigations are reported to executive management and the Board. No corruption or bribery cases were identified during the reporting period.

ANTI-CORRUPTION

Viking has zero tolerance for corruption and bribery in its own operations and throughout the supply chain, anchored in the Responsible Business Conduct Policy and operationalised through the Supplier Code of Conduct. Compliance is followed up through amfori BSCI audits and ongoing supplier dialogue. Potential breaches can be reported through the anonymous internal Eletive channel or the external HR-huset AS whistleblowing channel, both independent of the management chain involved in any reported matter. Outcomes of investigations are reported to executive management and the Board. No cases were identified during the reporting period.

EMBEDDING RESPONSIBLE BUSINESS CONDUCT

Due diligence responsibilities are integrated into core work processes for all employees with purchasing authority, supplier contact, or operational responsibility. All employees are introduced to the Responsible Business Conduct Policy during onboarding. Employees with operational responsibility for sourcing and sustainability

participate in training through amfori, Ethical Trade Norway, NF&TA, and the Scandinavian Outdoor Group. In 2025, training covered risk mapping, circular services, due diligence, the Digital Product Passport, Product Environmental Footprint, EU sustainability legislation, and the Norwegian Transparency Act. In late 2025, Viking introduced an OKR framework across the organisation, with full operationalisation planned for early 2026, embedding strategic and sustainability responsibilities into individual roles.

RISK ASSESSMENT AND DUE DILIGENCE PROCESS

Risks are identified through amfori BSCI audits, supplier self-assessment questionnaires, factory visits, Ethical Trade Norway’s Salient Risk Tool, the bluesign Brand Assessment, and public resources including DFØ Product Risk and the CSR Risk Checker. Risks are evaluated for severity, scope, and remediation potential and prioritised accordingly. Annually, the Head of Sustainability evaluates whether the process requires improvement, adjusting risk prioritisation, data sources, monitoring scope, and internal guidelines.

INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING

The ESG Coordinator is responsible for data collection, monitoring, and reporting, working in close cooperation with the Head of Sustainability and relevant operational functions. Data is gathered through internal systems, supplier documentation, third-party audit reports, CEMAsys for climate data, and the amfori platform for social audit results. Reporting is reviewed by the Head of Sustainability prior to publication and subject to Board reporting through established governance routines.

The PLM system implementation is expected to significantly strengthen data quality, consistency, and traceability. Until fully operational, some data, particularly at Tier 2 level and for Scope 3 emissions, relies on estimates and partial information. Known gaps are disclosed transparently throughout this report, together with plans to address them. No external assurance has been obtained for this report.

MEMBERSHIPS AND PARTNERSHIPS

SBTI - Approved Viking’s near-term target to reduce Scope 1 and 2 emissions by 42% by 2030 from a 2020 base year, in line with a 1.5°C pathway.

CEMASYS - Annual GHG emissions accounting in accordance with the GHG Protocol across Scope 1, 2, and 3.

BLUESIGN - Engaged as System Partner in 2025. Brand Assessment for apparel completed at year-end; roadmap established for full compliance by December 2026.

SWEDISH CHEMICAL GROUP - Industry collaboration on chemicals management and regulatory preparedness.

SATRA - Product testing partner and source of Restricted Substances List (RSL) guidance, supporting Viking’s work on chemical safety and product compliance across its range.

ETHICAL TRADE NORWAY - Primary due diligence partner and framework provider. Annual Base Level assessment confirms compliance with the Norwegian Transparency Act.

AMFORI - BSCI social audit framework across all Tier 1 manufacturers and BEPI environmental audit programme piloting from 2026. Provides the supplier workforce training programme planned for priority suppliers in 2026.

SCANDINAVIAN OUTDOOR GROUP AND NF&TA - Industry networks for engagement on shared sustainability challenges including repair services and regulatory preparedness.



HIGHLIGHT FROM 2025

We invested in a new PLM system, now in implementation, to establish the data foundation needed for product traceability, material transparency, and Digital Product Passport readiness

TRACKING, COMMUNICATION, AND REMEDIATION

This chapter closes the loop on the due diligence process described throughout this report. Identifying risks and taking action is only meaningful if Viking can assess whether those actions are working, communicate that assessment honestly, and respond effectively when harm occurs.

COMMUNICATION

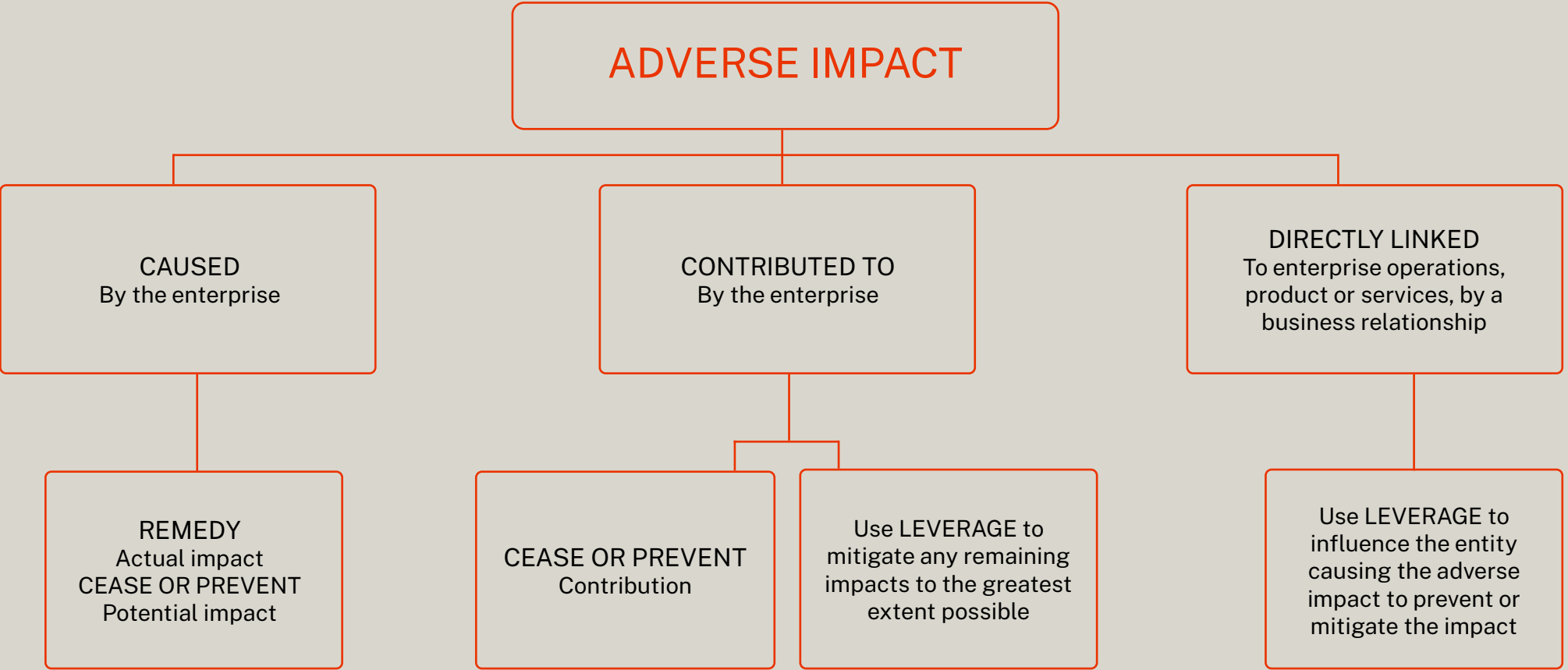
Viking communicates publicly about its due diligence work, risks, and performance through this Impact Report and through annual reporting to Ethical Trade Norway. Key documents are published on Viking’s website, including this report, the Responsible Business Conduct Policy, the Supplier Code of Conduct, and the Impact Roadmap 2030. Viking is explicit about remaining challenges, including data gaps, limited leverage in parts of the supply chain, and areas not yet prioritised, as transparency about limitations is considered essential to building trust with stakeholders. Enquiries related to the Norwegian Transparency Act are coordinated by the Head of Sustainability and responded to within statutory timelines.

TRACKING BY RISK TYPE	
Social and labour	amfori BSCI audits, factory visits, and quarterly corrective action plan reviews. Effectiveness evaluated based on whether non-compliance decreases and improvements in working conditions and management systems are sustained.
Chemical and product	Spot-check testing and third-party verification through SGS, SATRA and bluesign. Effectiveness measured through verified compliance and absence of recurring deviations, including the confirmed phase-out of intentionally added PFAS.
Environmental and traceability	Certificate of Origin verification, supplier data collection, and PLM system data as it becomes available. BEPI environmental audits planned from 2026 to fill current data gaps.
Overall evaluation	Coordinated by the Head of Sustainability and reported to executive management and the Board, forming the basis for adjustments to risk prioritisation, mitigation measures, and resource allocation for the following year.

GRIEVANCE AND WHISTLEBLOWING CHANNELS

Internal — AMU and safety representatives Working Environment Committee and designated safety representatives for employee concerns	0 cases 2025
Internal — Eletive platform Anonymous notification channel available to all employees via engagement platform	0 cases 2025
External — HR-huset AS (independent whistleblowing) Available to employees, suppliers, supply chain workers, and other stakeholders. Confidential and anonymous. Publicly available.	0 cases 2025
Supplier-level worker grievance mechanisms Required of all Tier 1 suppliers. Existence and functionality verified through amfori BSCI audits and factory visits including worker interviews.	Required

	CAUSE	CONTRIBUTED TO DAMAGE	DIRECT LINKED
ENVIRONMENT	Assess impact, provide short-term support where appropriate, and engage in dialogue with affected stakeholders to ensure remediation in line with applicable legal rights. Active financial responsibility where relevant.	Engage in dialogue with relevant stakeholders and take an active role in remediation, including potential financial responsibility	Participate in solutions through dialogue and, where relevant, provision of resources. Where Viking is linked but has not caused or contributed to harm, engagement is through dialogue and facilitation.
PEOPLE	Evaluate the damage and give short term financial support. Dialogue with stakeholders to ensure full retribution is fulfilled based on entitlement through law and regulation	Evaluate the damage and give short term financial support. Dialogue with stakeholders to ensure full retribution is fulfilled based on entitlement through law and regulation	Dialogue with stakeholders and be part of solutino including offering resources



CREATING A WORLD WHERE
EVERYONE CAN BE AN EXPLORER

VIKING

GET IN TOUCH

If you have any questions about our Impact Report,
please don't hesitate to contact us:
viking@vikingfootwear.com

We appreciate your interest in Viking and our
sustainability work.

Thank you.



APPENDIX I

VIKING’S PREFERRED MATERIALS CRITERIA – FOOTWEAR & APPAREL

This document sets out Viking’s internal criteria for materials classified as “preferred” within our product development process. Preferred materials are those we consider to represent lower environmental impact or reduced supply chain risk compared to the conventional alternatives we currently use. Classifications are based on available industry knowledge, recognised third-party certification schemes, and ongoing supplier assessments.

Inclusion on this list does not constitute an environmental claim for the material as a whole, nor does it imply the material is fully sustainable. Preferred classification reflects a relative improvement in one or more impact dimensions, not an absence of impact. For example, some certified organic fibres require more land or water than conventional alternatives, and recycled synthetics may still shed microplastics. Our understanding of material impacts continues to evolve, and this list will be revised as standards, science, and our own data improve.

As part of our Impact Roadmap 2030, we have set targets to use 10% preferred materials in footwear by 2025, 20% in apparel by 2025, and 100% across both by 2030. Robust material traceability is central to our ability to measure and report progress against these targets. We are currently implementing a Product Lifecycle Management (PLM) system to improve data quality across our supply chain, with full deployment expected from the AW27 collection.

FOOTWEAR			
CATEGORY	CONVENTIONAL MATERIAL	PREFERRED ALTERNATIVE	BASIS FOR PREFERENCE
WOOD-BASED	Natural rubber, Neoprene	FSC®-certified rubber, Yulex®	Conventional rubber sourcing carries deforestation risk and no verified land management controls. FSC® independently certifies responsible forest management. Yulex® is an FSC®-certified, plant-based alternative to petroleum-derived neoprene.
PLANT-BASED	Cotton	GOTS-certified cotton, OCS-certified cotton, GRS-certified recycled content	Conventional cotton involves high pesticide use, water consumption, and no standard social requirements in processing. GOTS verifies organic fibre and social criteria through the supply chain. OCS verifies organically grown fibre. GRS verifies recycled content.
ANIMAL-BASED	Leather, Wool	Leather Working Group (LWG) Gold, Silver or Bronze rated leather; RWS-certified wool; GRS-certified recycled content; RCS Blended	Leather processing is chemically intensive, with no standard controls on water use or waste across conventional tanneries. LWG independently audits tanneries on these parameters. Conventional wool carries animal welfare and land management risks. RWS verifies farm-level animal welfare and land stewardship. GRS and RCS verify recycled or blended content.
SYNTHETICS & PLASTICS	EVA, TPU, PU, Polyester, Polyamide	Elastopan®, Bloom®, GRS-certified recycled content, RCS Blended	Conventional synthetics (EVA, TPU, PU, polyester, polyamide) are petroleum-derived. Elastopan® is a bio-based PU; Bloom® replaces a share of petroleum inputs with algae biomass. GRS and RCS verify recycled or blended content.
CHEMICALS	Traditional dyeing processes	bluesign®, Bionic Finish ECO	Conventional dyeing and finishing carry risks to water quality and worker health. bluesign® restricts hazardous substances and verifies resource-efficient processing. BionicFinish® ECO is a fluorine-free DWR, replacing PFAS-based finishes, which are environmentally persistent and linked to human health risks.

VIKING’S PREFERRED MATERIALS CRITERIA – FOOTWEAR & APPAREL

NOTES AND LIMITATIONS

- Preferred material classifications are reviewed periodically and are subject to change as certification standards are updated, new evidence emerges, or our supply chain data improves.
- Certifications listed reflect schemes recognised at the time of publication. The presence of a certification standard does not guarantee the absence of environmental or social impacts elsewhere in the material's lifecycle.
- This list applies to materials used in styles we design and develop. It does not account for total production volume or individual colour and size variations.
- Where certified alternatives are not yet technically or commercially viable, we are engaged in active testing and supplier dialogue to identify pathways to transition.

APPAREL			
CATEGORY	CONVENTIONAL MATERIAL	PREFERRED ALTERNATIVE	BASIS FOR PREFERENCE
PLANT-BASED	Cotton, Bamboo	GOTS-certified cotton, OCS-certified cotton	Conventional cotton involves high pesticide use, water consumption, and no standard social requirements in processing. GOTS verifies organic fibre and social criteria through the supply chain. OCS verifies organically grown fibre.
ANIMAL-BASED	Wool, Down	RWS-certified wool, RDS-certified down, GRS-certified recycled content	Conventional wool and down sourcing carries animal welfare and land degradation risks with limited traceability. RWS verifies farm-level animal welfare and land stewardship. RDS verifies animal welfare standards for down. GRS verifies recycled content.
SYNTHETICS	PU, TPU, Polyester, Polyamide, Nylon, Elastane, Acrylic, Silicone	GRS-certified recycled content	Synthetic materials (PU, TPU, polyester, polyamide, nylon, elastane, acrylic, silicone) are petroleum-derived. GRS verifies recycled content.
CHEMICALS	Traditional dyeing processes	bluesign®, BionicFinish® ECO	Conventional dyeing and finishing carry risks to water quality and worker health. bluesign® restricts hazardous substances and verifies resource-efficient processing. BionicFinish® ECO is a fluorine-free DWR, replacing PFAS-based finishes, which are environmentally persistent and linked to human health risks.