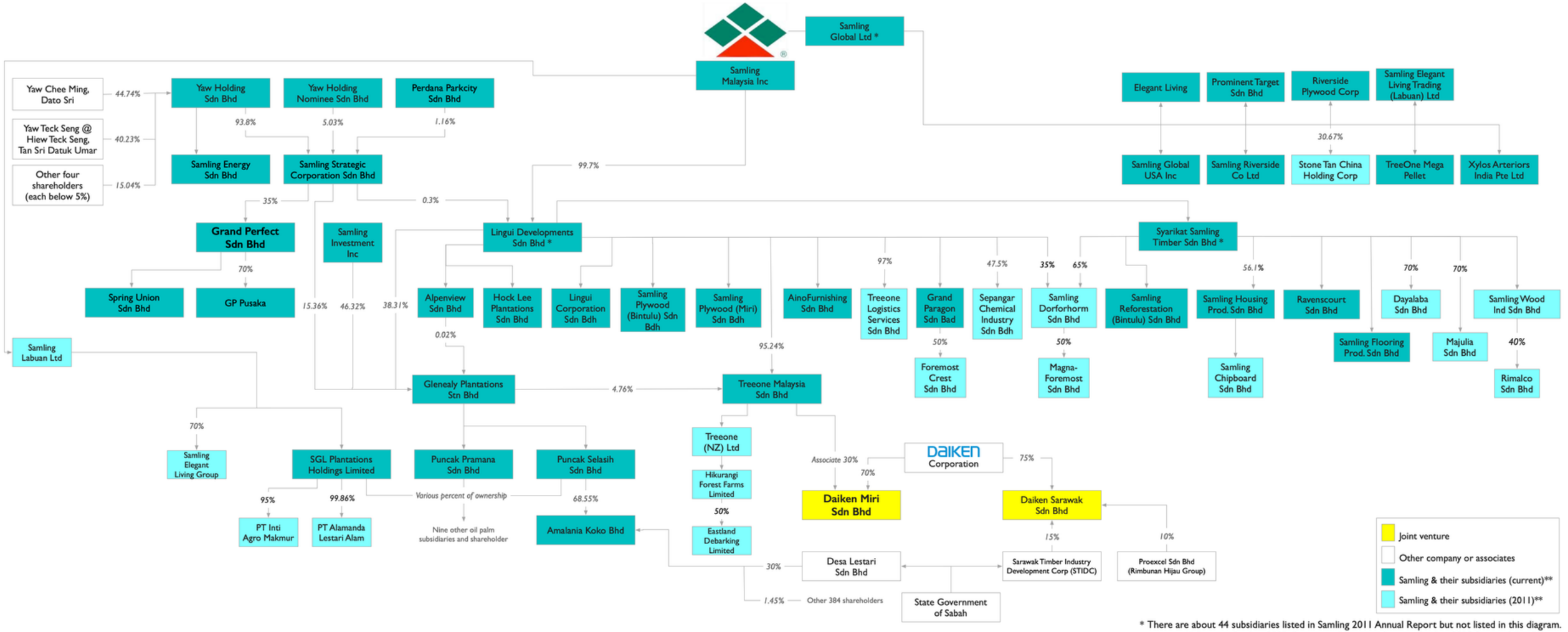

* There are about 44 subsidiaries listed in Samling 2011 Annual Report but not listed in this diagram.
** Source: Samling 2022 Corporate Structure diagram, Samling 2020 Sustainability Report and other public information; Samling 2011 Annual Report.
Note: all subsidiaries in this diagram are 100% owned unless otherwise specified.