



Calix Supply Chain Risk Management Policy

This Supply Chain Risk Management Policy (“Policy”) establishes a structured approach for managing risks that may affect Calix’s supply chain operations. It emphasizes supply assurance, supplier relationships, risk identification and mitigation, global geographic footprint diversity, governance, sustainability, and supply chain resilience. The Policy aims to ensure that Calix identifies, assesses, and mitigates risks in accordance with SCS9001 requirements and controls. This Policy applies to all departments and personnel engaged in Calix’s supply chain, procurement, product development, and strategic sourcing activities, as well as to all Calix suppliers, manufacturing partners, and logistics providers.

Policy Guidelines:

1. Supply Assurance

- a. Maintain finished inventory and component buffers through strategic investments determined through rigorous supply chain risk assessments
- b. Diversify sources for high-volatility components and actively reduce dependency risk
- c. Establish and maintain multiple U.S. ports of entry to minimize supply disruption

2. Develop and Maintain Supplier Relationships

- a. Establish and maintain long-term agreements with critical suppliers
- b. Develop and sustain peer-to-peer senior-level supplier relationships
- c. Collaborate with suppliers on business continuity planning and innovation
- d. Conduct quarterly business performance reviews with strong focus on resilience
- e. Continuously monitor suppliers in all key risk areas (including but not limited to those identified in Sections 3a and 3b below)

3. Risk Identification & Mitigation Strategies

- a. Use third party monitoring to conduct proactive, comprehensive risk assessments of the following risk areas:
 - i. Geopolitical
 - ii. Natural disaster
 - iii. Environmental, Social, and Governance (ESG)
 - iv. Info and Cybersecurity
 - v. Business Continuity Planning
- b. Implement proactive strategies and reactive tactics such as:
 - i. Scenario planning and preemptive risk mitigation based on probability
 - ii. Event response and mitigation
 - iii. Early corrective action including institutionalized solutions
- c. Periodic assessment of all risk criteria in sections 3a and 3b to determine whether action is warranted

- i. Include triggers for supplier reassessment, diversification or other mitigation actions

4. Continuous Global Geographic Footprint Assessment

- a. Maintain a streamlined product portfolio through strategic sourcing

5. Governance and Responsibilities

Role	Responsibility
Supply Chain Risk Governance Committee	Monitor progress and identify risks through scheduled cross-functional collaboration. Apply insights from incidents through structured feedback loops to drive continual improvement.
Risk Management	Conduct enterprise-wide risk assessments and formulate mitigation strategies, escalating significant risks to the cross-functional supply chain risk governance committee when appropriate.
Supply Chain Management	Implement close monitoring and evaluation of supplier performance and resilience measures, providing closed loop feedback and corrective action when necessary.
Product Development	Align product development efforts with strategic partners and integrate platform strategies to enhance design consistency, reduce risk through part commonality, and support scalable innovation.
Compliance & Sustainability	Maintain ongoing engagement with third-party ESG, financial, and cybersecurity partners. Ensure compliance with environmental and ethical standards. Annual acceptance/acknowledgement to the Calix Supplier code-of-conduct.

6. Sustainability

- a. Improve corporate sustainability and influence supplier metrics in:
 - i. Environmental performance
 - ii. Labor and human rights
 - iii. Ethical sourcing and procurement
- b. Enforce, including requiring annual review and acceptance by Suppliers of Calix Supplier Code of Conduct that aligns with industry benchmarks and Calix organizational sustainability goals

7. Supply Chain Resilience

- a. Align with TIA's SCS9001 latest standards and related NIST publications.
- b. Calix is:
 - i. Seeking to achieve certification to SCS9001 over the next 12-18 months (based on assessment availability) to validate supply chain practices
 - ii. Actively participating on the SCS9001 advisory board to support the development of certification criteria and standards.

- iii. Aligning internal controls with SCS9001 requirements, including audit readiness and continuous improvement
- iv. Applying SCS9001-aligned standards to supplier evaluations and procurement strategies

Review and Maintenance

This policy shall be reviewed on an annual basis or in response to significant changes in operations, market dynamics, or regulatory obligations. Failure to comply with this policy may result in corrective actions, including contract termination and regulatory reporting.

References

NIST SP 800-30: Guide for Conducting Risk Assessments

TIA SCS9001: Supply Chain Security Standard