

Complaint Procedures for Accounting and Auditing Matters Adopted by the Board of Directors on March 10, 2026

UFP Technologies, Inc. (“UFP”) is committed to maintaining compliance with all applicable securities laws and regulations, accounting standards, accounting controls and audit practices. In furtherance of this commitment, UFP affirms that good faith complaints regarding accounting or auditing matters may be submitted to management without fear of harassment, discrimination, dismissal or retaliation of any kind.

To facilitate reporting of complaints, UFP's Audit Committee has established these procedures for (1) the receipt, retention and treatment of complaints regarding accounting, internal accounting controls, or auditing matters (referred to in this document as "Accounting Matters") and (2) the confidential, anonymous submission by employees of concerns regarding questionable Accounting Matters.

Scope of Matters Covered by These Procedures

These procedures relate to complaints relating to any questionable Accounting Matters, including, without limitation, the following:

- Fraud or deliberate error in the preparation, evaluation, review or audit of any financial statement of UFP;
- Fraud or deliberate error in the recording and maintaining of financial records of UFP;
- Deficiencies in or noncompliance with UFP's internal accounting controls;
- Misrepresentation or false statement to or by a senior officer or accountant regarding a matter contained in the financial records, financial reports or audit reports of UFP;
- Deviation from full and fair reporting of UFP's financial condition; or
- Violations of the Company's Code of Ethics for the Chief Executive Officer, Chief Financial Officer, and Corporate Controller (or persons serving in an equivalent position).

Receipt of Complaints

Concerns regarding Accounting Matters may be reported as follows:

- By making an anonymous and confidential incident report via our third-party platform, EQS Compliance Cockpit. This anonymous and confidential incident reporting system is not affiliated with UFP Technologies. This system is accessible 24/7 through the Internet (www.UFPTechnologiesInc.integrityline.com) or by calling the U.S. toll-free hotline (800-461-9330) or any applicable international hotline number available on the EQS reporting site.
- UFP Technologies is using this system to allow employees to submit complaints regarding workplace financial concerns such as those noted in the section, “Scope of Matters Covered by These Procedures” on a confidential or anonymous basis without

fear of reprisal. We encourage the submitter to provide enough specific information and facts to allow UFP to fully review the complaint and make a thorough investigation. We also encourage the submitter to provide a way for us to follow up if more information is needed. We emphasize this is not required to submit a complaint.

Treatment of Complaints

- Confidential reports submitted through the EQS system are promptly directed to the individuals designated by UFP to review and respond to such matters. Upon submission, a case number is generated and the reporting party is prompted to generate a personal password, enabling anonymous re-entry into the system at any time. This allows for anonymous exchanges of messages regarding the report and, if appropriate, participation in follow-up.
- Prompt and appropriate corrective action will be taken when and as warranted in the judgment of the Audit Committee.
- UFP will not discharge, demote, suspend, threaten, harass or in any manner discriminate against any employee in the terms and conditions of employment based upon any lawful actions of such employee with respect to good faith reporting of complaints regarding Accounting Matters or otherwise as specified in Section 806 of the Sarbanes-Oxley Act of 2002.

Reporting and Retention of Complaints and Investigations

Incident reports are automatically logged, tracked, and maintained in the EQS system. The Audit Committee of UFP Technologies has access to review all complaints and will periodically be provided a summary of complaints logged.