Chief Administrative Office | Supply Chain Management

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Supplier expectations

At-a-glance

Purpose and scope. This document provides a high-level, expectations-based overview of how Wells Fargo engages suppliers and what is expected to operate effectively within a controlled enterprise environment. It is intended to support informed engagement, encourage supplier self-assessment, and promote healthy, well-managed relationships over time.

Read this in full. This At-a-Glance section is not a substitute for reviewing the complete document. Suppliers are expected to read the full Supplier Expectations to understand the standards, behaviors, and readiness required to engage with Wells Fargo.

Who this is for. This document applies to prospective suppliers considering doing business with Wells Fargo and to existing suppliers seeking clarity on expectations across the duration of their relationship.

What to expect. Wells Fargo operates in a highly regulated environment and remains accountable for the actions, performance, and risk management of its suppliers. As a result, supplier engagement requires operational discipline, transparency, and readiness that may differ from other commercial relationships. The expectations described apply generally across supplier relationships, while recognizing that specific requirements, processes, and obligations vary by engagement, contract, and services provided.

Lifecycle context. The expectations in this document broadly align with Wells Fargo's third-party lifecycle, including activities such as sourcing, due diligence, contracting, transacting, and ongoing oversight. This alignment is intentional but directional only. This document is not a process description, onboarding guide, or system workflow.

Additional resources. Links to more detailed onboarding steps, system instructions, and transactional resources are provided later in the document, as applicable. Suppliers should use those resources in conjunction with this document to understand expectations throughout their relationship with Wells Fargo.

Sourcing engagement

Wells Fargo generally engages suppliers through structured sourcing activities designed to evaluate supplier capability, operational fit, total value, and alignment with business, risk, and strategic objectives. These sourcing activities may include Requests for Information (RFIs), Requests for Proposal (RFPs), Requests for Quotation (RFQs), negotiations, and other evaluation processes conducted at the company's discretion.

Suppliers selected through sourcing activities are required to complete applicable contracting, risk due diligence, onboarding, and system setup activities prior to transacting.

Evaluation criteria and supplier responsibilities

Participation in sourcing activities is by invitation only and does not constitute a commitment to award business, establish a contractual relationship, or guarantee future engagement. Suppliers are expected to participate in good faith, provide accurate and complete information, and respond within stated timelines.

Suppliers participating in sourcing activities are expected to demonstrate, at a minimum:

- *Capability and Capacity*: The ability to deliver the requested goods or services at the required scale, quality, and service levels.
- *Commercial Value*: Competitive and transparent pricing, clear cost structures, and value-added solutions.
- *Risk and Compliance Readiness*: Alignment with applicable regulatory, legal, business continuity, information security, data privacy, and third-party risk requirements.
- *Operational Fit*: Compatibility with business processes, systems, service delivery models, and performance expectations.
- *Ethical Standards*: Adherence to ethical business practices, including integrity, fair dealing, and compliance with applicable laws and policies.

Selection, contracting, and authorization to work

Suppliers selected through sourcing activities are required to complete all applicable contracting, onboarding, and system setup activities prior to performing any work or transacting.

These requirements may include, but are not limited to:

- Execution of a fully signed contract or agreement
- Completion of third-party risk assessments and due diligence
- Confirmation of insurance coverage, licenses, and certifications
- Completion of onboarding in designated supplier systems
- Compliance with invoicing, tax, and payment setup requirements

Completion of a competitive selection or sourcing event does not authorize the supplier to begin work, submit invoices, or receive payment until all required approvals and onboarding steps have been finalized and explicit authorization to proceed has been provided.

Ongoing performance and relationship management

Once engaged, suppliers are expected to meet contractual obligations, service level commitments, and performance standards throughout the duration of the relationship. Wells Fargo may monitor supplier performance, risk posture, and compliance on an ongoing basis and may require periodic reporting, reviews, or reassessments.

Suppliers must promptly disclose any conflicts of interest, material changes in financial condition, ownership, or operational capabilities that could impact performance or risk posture.

Transacting with Wells Fargo

Wells Fargo uses designated digital platforms to support purchasing, invoicing, and payment activities. Suppliers are expected to transact through these platforms to promote efficiency, accuracy, and compliance.

Source-to-pay platform
Wells Fargo uses SAP Business Network (also referred to as Ariba) as its source-to-pay system. Unless directed otherwise, suppliers are expected to use SAP Business Network for collaboration related to purchase orders, invoicing, and payment status.

Suppliers may transact using a standard SAP Business Network account at no cost. Suppliers may elect to upgrade to an enterprise account offered by SAP (see: Pricing for SAP Business Network supplier account for details). Wells Fargo does not require an enterprise account and is not responsible for any fees associated with upgrading to an enterprise account.

Purchase orders and invoicing
Purchase Orders are governed by the established terms and conditions in place with the supplier and Wells Fargo. If no contractual terms and conditions are established between the supplier and Wells Fargo, non-negotiable Wells Fargo Purchase Order terms and conditions will govern the transaction. Wells Fargo's non-negotiable Purchase Order terms and conditions are available online: https://www.wellsfargo.com/purchaseorderterms.

Suppliers receive purchase orders through the SAP Business Network with detailed information regarding the goods or services to be provided. Invoices must be electronically submitted through the SAP Business Network; invoices will not be accepted via email. Suppliers may track invoice and payment status through the SAP Business Network platform.

Suppliers are responsible for ensuring invoice accuracy prior to submission including addressing the invoice to the Wells Fargo legal entity referenced as the contracting entity on the Purchase Order. Invoices that are incomplete, incorrect, or inconsistent with purchase orders or contractual terms may be delayed, rejected or disputed. Invoice Disputes are to be resolved through the Invoice Dispute resolution process. Through the Invoice Dispute resolution process, a changed Purchase Order may be required from Wells Fargo, or the supplier may be required to submit a corrected invoice based on the Purchase Order submitted.

Payment terms and method
Standard payment terms include payment within the earlier of sixty (60) days of receipt of a compliant invoice or such other period required by law. Wells Fargo may subtract a two percent (2%) discount if making payment within

ten (10) Business Days of its receipt of the invoice. All payment timelines are calculated from the later of the invoice date or receipt of the invoice.

Automated Clearing House (ACH) is Wells Fargo's preferred payment method for ongoing purchases of goods and services.

Supplier information maintenance
SAP Business Network is a self-service platform. Suppliers are responsible for maintaining current and accurate information, including remittance addresses and bank account details, by updating the appropriate questionnaires within the platform.

Changes to a supplier's legal name or tax identification number must be reported promptly to the supplier's Wells Fargo contact and reflected in required documentation.

Tax documentation and compliance
As a condition of onboarding and continued engagement, and to avoid delays in onboarding and payment processing, suppliers must provide complete, accurate, and current tax documentation sufficient to establish legal entity status, tax residency, and applicable withholding or indirect tax treatment.

At a minimum, suppliers must provide a properly executed IRS Form W-9 (for U.S. persons) or the applicable IRS Form W-8 (for non-U.S. persons), together with required certifications and supporting documentation. Tax documentation must reflect the supplier's legal name, tax classification, and taxpayer identification number as recognized by the applicable tax authority and must be maintained and kept current in Wells Fargo's designated onboarding and invoicing platforms.

Suppliers are responsible for ensuring that invoices include complete and accurate tax information, including applicable sales, use, value-added, goods and services, or other indirect taxes, as required by law and contract.

Any changes to legal structure, ownership, tax status, residency, or tax treatment—and any changes impacting invoice taxability or withholding—must be updated promptly in tax documentation, invoicing data, with corresponding contractual updates, as applicable.

Wells Fargo's Integrated Tax and Accounts Payable functions perform periodic validation of tax documentation and invoice tax information as part of routine compliance reviews and may place payments on hold, apply statutory withholding, or delay processing where documentation is missing, incomplete, inaccurate, expired, or not updated in a timely manner. Failure to comply with providing updated documentation upon request may delay onboarding, prevent payment processing, or result in suspension or termination of the supplier relationship.

Additional resources
Detailed guidance on supplier onboarding, transaction requirements, and ongoing maintenance is available through the Wells Fargo Supplier Resource Center, which serves as the primary source for Procure-to-Pay information and support.

Risk, governance, and oversight

Wells Fargo operates under risk management policies and regulatory requirements that assign accountability for the risks associated with third-party relationships. As a result, supplier relationships are subject to ongoing third-party risk management and oversight in accordance with applicable policies and procedures.

Risk considerations extend beyond onboarding and contracting and may include, but are not limited to, service criticality, operational dependency, access to data or systems, and potential impact to customers or the franchise. Suppliers are expected to maintain appropriate risk management practices and to cooperate with assessment, monitoring, and remediation activities as applicable.

Risk considerations may also be informed by applicable legal, regulatory, and jurisdictional requirements, which can vary based on the nature of the services provided and where they are performed. Compliance with such requirements is addressed through applicable contracts, engagement-specific documentation, and governing law.

Performance and relationship management

Wells Fargo manages supplier performance as a continuous lifecycle activity. Suppliers should expect regular performance discussions and may be asked to participate in structured reviews or remediation activities as appropriate. Performance outcomes may influence oversight intensity, relationship management approaches, or future engagement decisions.

As enterprise vendor management practices continue to evolve, performance expectations are refined over time to promote consistency, transparency, and continuous improvement.

Data, reporting, and transparency

Suppliers are expected to provide accurate, complete, and timely data and information to support Wells Fargo's operational, financial, performance, and risk management activities. These expectations are defined by the nature of the engagement and applicable contractual and governance requirements.

This may include responsiveness to information requests, fulfillment of reporting obligations specified in contracts or program requirements, and cooperation with audits, reviews, or assessments where applicable. Expectations related to the provision of data and reporting are commensurate with the scope, risk profile, and criticality of the services provided.

Suppliers should maintain internal controls, systems, and processes sufficient to support accurate and reliable data exchange and reporting. Identified data quality issues should be addressed promptly and communicated as appropriate.

Failure to meet data and reporting expectations may affect performance evaluations, oversight intensity, remediation actions, or decisions regarding continuation or modification of the supplier relationship.

Financial expectations

Suppliers are expected to maintain financial stability appropriate to the nature and scale of the services provided. Material changes in financial condition, ownership, or capital structure should be disclosed in a timely manner.

Suppliers are required to maintain appropriate insurance coverage consistent with contractual requirements. Financial expectations are evaluated throughout the lifecycle of the relationship and in conjunction with performance and risk considerations.

Operational resilience and continuity

Suppliers are expected to maintain operational resilience sufficient to support uninterrupted service delivery, commensurate with the nature, risk profile, and criticality of the services provided. This includes preparedness for operational, technology, workforce, or external disruptions.

Suppliers should communicate promptly regarding incidents that may impact service delivery or data integrity and cooperate in recovery activities as appropriate.

Subcontractors and extended responsibility

Unless expressly defined otherwise, suppliers remain responsible for the performance and conduct of subcontractors and other third parties engaged in the delivery of goods or services to Wells Fargo, consistent with contractual obligations and applicable governance requirements.

Where subcontractors are used, suppliers are expected to ensure that such parties comply with applicable contractual terms, operational requirements, risk management expectations, and ethical standards relevant to the services provided. This responsibility includes appropriate oversight of subcontractor activities and performance.

Material use of subcontractors, or changes in subcontracting arrangements, may be subject to disclosure, review, or approval as defined by contract or applicable third-party risk management requirements.

Innovation and continuous improvement

Wells Fargo values suppliers that demonstrate continuous improvement and the ability to adapt in a rapidly evolving business environment. Over time, suppliers are expected to support efficiency, resilience, and competitiveness through the thoughtful evolution of how services are delivered.

Innovation is not limited to new products or technologies. It may include operational improvements, process simplification, cost efficiency, risk reduction, or targeted enhancements that deliver clear business value. Expectations for innovation are generally proportional to the scope, maturity, and strategic importance of the relationship.

Ethics and sustainability

Ethical conduct, integrity, and sustainable business practices are fundamental to how Wells Fargo operates and to the trust placed in the company by customers, communities, and regulators. These principles guide decision-making and shape how Wells Fargo engages with suppliers and other third parties.

Wells Fargo's expectations for supplier conduct are formally defined in the Supplier Code of Conduct, which outlines the behavioral standards that apply to suppliers and their representatives. The Supplier Code of Conduct operates in conjunction with contractual requirements and applicable laws and regulations.

The Supplier Code of Conduct is informed by broader commitments, including Wells Fargo's Code of Conduct and Human Rights Statement, which reflect the company's approach to ethical business practices, respect for human rights, and responsible operations globally.

These documents, together with relevant international frameworks, provide context for Wells Fargo's expectations and reinforce the importance of integrity, transparency, and accountability throughout the supply chain.

Supplier Access & Impact

Wells Fargo is committed to supporting the communities it serves and to fostering a capable and resilient supplier ecosystem. As part of this commitment, the company seeks to expand access to procurement opportunities while helping qualified suppliers build the readiness and capabilities required to compete effectively in a regulated enterprise environment.

The Supplier Access & Impact (SA&I) Program supports this objective by identifying, engaging, and advocating for small and emerging middle-market suppliers that align with Wells Fargo's business needs and operating standards. The program focuses on increasing supplier access and readiness through two primary areas of emphasis: expanding visibility into procurement opportunities and supporting capacity-building efforts that help qualifying suppliers grow and compete over time.

Participation in SA&I initiatives does not guarantee selection, contract award, or preferred status. All suppliers, regardless of program participation, remain subject to the same sourcing, operational, performance, and risk expectations described elsewhere in this document.

Suppliers that meet applicable criteria or are interested in learning more about the Supplier Access & Impact Program can find additional information and resources through Supply Chain Management on wellsfargo.com.

Partnering with Wells Fargo

Wells Fargo values strong, capable supplier partnerships and welcomes engagement from organizations that understand these expectations and can operate effectively within a regulated, performance-driven environment.

Suppliers that are prepared to meet these standards and see opportunity to deliver value are encouraged to engage, participate in sourcing opportunities, and explore becoming a Wells Fargo supplier. We are continually interested in expanding our supplier ecosystem with qualified partners that bring capability, discipline, and a commitment to continuous improvement.

Suppliers interested in learning more or getting started can register through Supply Chain Management on wellsfargo.com, which serves as the primary entry point for supplier engagement and consideration.

Readiness checklist

When one or more items below cannot be confirmed, suppliers typically encounter delays such as onboarding pauses, contracting delays, invoice rework, or payment holds. Confirming readiness in advance helps avoid these outcomes.

Legal entity and authority

- Legal entity name is finalized and matches across tax forms, banking records, contracts, and invoices.
- Ownership structure is stable for the duration of onboarding.
- An authorized signatory is identified and available to execute agreements when required.

Tax and banking setup

- Correct, current tax form is completed and properly signed (W-9 or applicable W-8).
- Tax classification and taxpayer ID are accurate and supported by documentation.
- Bank account is established and authorized for ACH payments.
- Banking documentation exactly matches the legal entity name.

Contracting and risk readiness

- Contracting can proceed without unresolved scope, entity, or jurisdiction issues.
- Insurance coverage required for the services provided is in place and evidence is available upon request.
- Third-party risk and due-diligence materials required for the engagement risk level are complete and ready to submit.

System and data readiness

- A primary onboarding contact can receive external invitations and complete system questionnaires end-to-end.
- Supplier can register, maintain, and update profile data directly in required supplier systems.
- Core company data (legal name, address, tax, banking, contacts) is internally governed and consistent.

Invoicing and payment capability

- Invoices can be submitted electronically through Wells Fargo’s designated platform.
- Invoices can reference the correct Wells Fargo legal entity and purchase order when required.
- Invoice format supports required data elements (entity, PO, tax treatment, remittance details).
- Internal controls exist to prevent duplicate, incomplete, or mismatched invoices.

Change and dependency management

- An internal process exists to notify Wells Fargo of legal entity, tax, banking, or ownership changes before they take effect.
- Subcontractor use is known, intentional, and disclosed when required by contract or risk review.