



On 1 July 2022, the Norwegian transparency act entered into force. The purpose of the act is to promote companies' respect for fundamental human rights and decent working conditions in its business and its supply chains. An essential part of the law is to ensure the public's access to information regarding these matters and how companies handle them.

For this reason, we are pleased to present this sustainability report of Panthera Norge AS. This report outlines our commitment to sustainable practices, environmental stewardship, social responsibility (including fundamental human rights and decent working conditions) and will serve as a transparent and accountable means to communicate our commitment to sustainable business practices and to fulfill the requirements outlined in the Norwegian transparency legislation.

Through this sustainability report, we aim to strengthen the trust and confidence of our stakeholders, including investors, customers, employees, and the general public. We firmly believe that transparent communication about our sustainability efforts will contribute to the long-term success of our organizations and create shared value for all stakeholders.

**Panthera Norge AS**

Markus Mauer

Claes Ruth

Niels Erik Bech-Jacobsen

# Sustainability Report

Edition 2025



# Sustainability Report 2025

Edition 2025

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# Permobil in brief

## 01

**With a global** footprint and headquartered in Sweden, Permobil is a global leader in advanced assistive mobility solutions, focusing on the development and manufacture of our complementary portfolio of products and services. From our origins of advanced power wheelchairs, we now provide active manual wheelchairs, seating and positioning solutions, power-assist devices, software solutions and aftermarket services.

## 02

**Our Purpose is** to forge a future free of mobility limitations, where every individual is empowered to live life with independence. This is our lodestar, guiding every decision and galvanizing our global team to continually aspire higher.

## Our business areas:



**Power Wheelchairs**



**Manual Wheelchairs**

# 12 production sites across three continents

2025

Permobil products  
available in

**50**  
countries



Direct sales and  
service presence in

**18**  
countries



We  
are

**1987**  
employees



Selling  
over

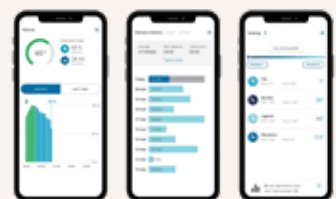
**a million**  
products a year



**Seating & Positioning**



**Power Assist**



**Software and Services**

# Letter from the CEO

*Sustainability sits at the core of our purpose at Permobil. Our mission to forge a future free of mobility limitations means we must create impact that is responsible, lasting and aligned with the needs of the people who rely on our products. Throughout 2025, that commitment guided the decisions we made and the progress we achieved.*

**Across our operations**, we continued to work towards our ambitious CO2 reduction targets while preparing for increasing regulatory expectations. Our work with reducing CO2 emissions in our supply chain (scope 3) continued through 2025. I am pleased to see the results of a pilot project confirm that changing to low-carbon aluminum is a viable way forward for a number of our components and can drastically reduce our climate impact, albeit at increased cost.

Our responsibility to our people is equally central. In 2025, we strengthened our safety culture with improved reporting and training, and several production sites extended their run of being accident-free workplaces. At the end of 2025, seven production units had eclipsed over two years without a lost time accident, reflecting the continued focus on providing a safe environment for our employees.

We expanded our diversity and inclusion efforts and applied learnings from the Sundsvall facility to make our workplaces more accessible – notably for our new site in Stockholm that opened in January 2026. And through the Permobil Foundation, we supported a record number of individuals and communities with mobility solutions where they are needed most.

An important step this year was sharpening how we measure the real-world value our products deliver. In 2025, we refined our uptime indicators to capture information for individual users, not just the overall performance of our fleet. This change strengthens our ability to support end users of our equipment in their daily lives and reinforces our ambition to deliver solutions they can depend on without interruption.

Looking ahead, the path is clear. First and foremost, we will accelerate our pace of innovation so we can bring more and better advanced assistive solutions to the people who need them. We will continue progressing our decarbonization efforts across operations and supply chains and ensuring Permobil is a safe and respectful place to work. And, we will continue to advocate for and help create a society that is inclusive and accessible to all.

I am grateful to our global teams for their dedication to this mission. Their work ensures that sustainability is not an initiative but an integral part of who we are.



Chuck Witkowski, President and CEO, Permobil



Innovating for  
individuals

User First

# Innovating for individuals



User First



Passionate



Leading



Trusted

# Our approach to sustainability

**As a global organization**, we're committed to operating a sustainable and responsible business. We understand our obligation to the users of our products, society, employees, and the environment.

**We have set** out a long-term commitment, through our four pillars of sustainability:

Permobil has gone above and beyond minimum legal requirements for many years. We've been a member of the United Nations Global Compact since 2016, reporting annually on implementation of its Ten Principles. We also follow Permobil owner Investor AB's requirements related to sustainability for its holdings.

## 01

### Better for users

Improving their **quality of life** and ensuring the highest standards of product service, quality and safety

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## 02

### Better for employees

Building a safe and respectful workplace with **diversity and inclusion** as its hallmarks

---

## 03

### Better for the environment

Minimizing **our impact**

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## 04

### Better for business and communities

Strong business **ethics and responsible** sourcing

# Basis for preparation

**This report covers** Permobil Holding AB. We include acquisitions or other similar transactions in the sustainability reporting after the transaction date.

This report has been prepared with inspiration from the EU's Directive on corporate sustainability reporting (CSRD) framework, but it is not fully compliant with CSRD. However, we fulfill our reporting obligations by being included in the consolidated CSRD report of our owner, Investor.



## **Time horizons**

The reporting period that is applicable to the sustainability report is equal to the reporting period for the financial statement.

## **Changes in preparation or presentation versus prior periods**

During 2025 some metrics have been changed compared with 2024:

- In 2025, we refined our uptime KPI to better capture extensive downtime for individual users, ensuring that downtime is clearly visible and addressed, not just overall fleet performance.

## **Reporting errors and adjustments in prior periods**

The methodology used to calculate emissions from the steel and aluminum in our power wheelchairs was refined, with updated emission factors, recycling rates and other key assumptions based on improved data. As a result, the baseline against which we measure our CO<sub>2</sub>e footprint for these materials has been adjusted. This enhances the visibility of CO<sub>2</sub>e reduction opportunities in our current and future supply chain development.



# How we established our priorities

**We conducted our** first materiality analysis in 2019 to establish our sustainability focus areas. In defining our priorities, we ensured to align with the requirements of our owner, Investor AB, while supporting Permobil’s core values of User First, Leading, Trusted and Passionate together with the United Nations Global Compact principles.

To meet the European Union’s Corporate Social Reporting Directive (CSRD), we conducted a new double materiality assessment during 2023, that was approved by Permobil’s Board of Directors in December that year.

The double materiality assessment under the CSRD is designed to evaluate both the impact of external environmental and social issues on a company’s operations and financial performance, as well as the impact that the company’s activities have on the environment and society. This two-way perspective

ensures that companies are not only focusing on how sustainability trends affect their financial bottom line but also how their operations contribute to or mitigate these global challenges.

The evaluation was made from an impact and likelihood perspective, based on a stakeholder engagement process. The stakeholders identified were experts in our organization, suppliers, owners, customers, and end-users. The stakeholder process included workshops and interviews.

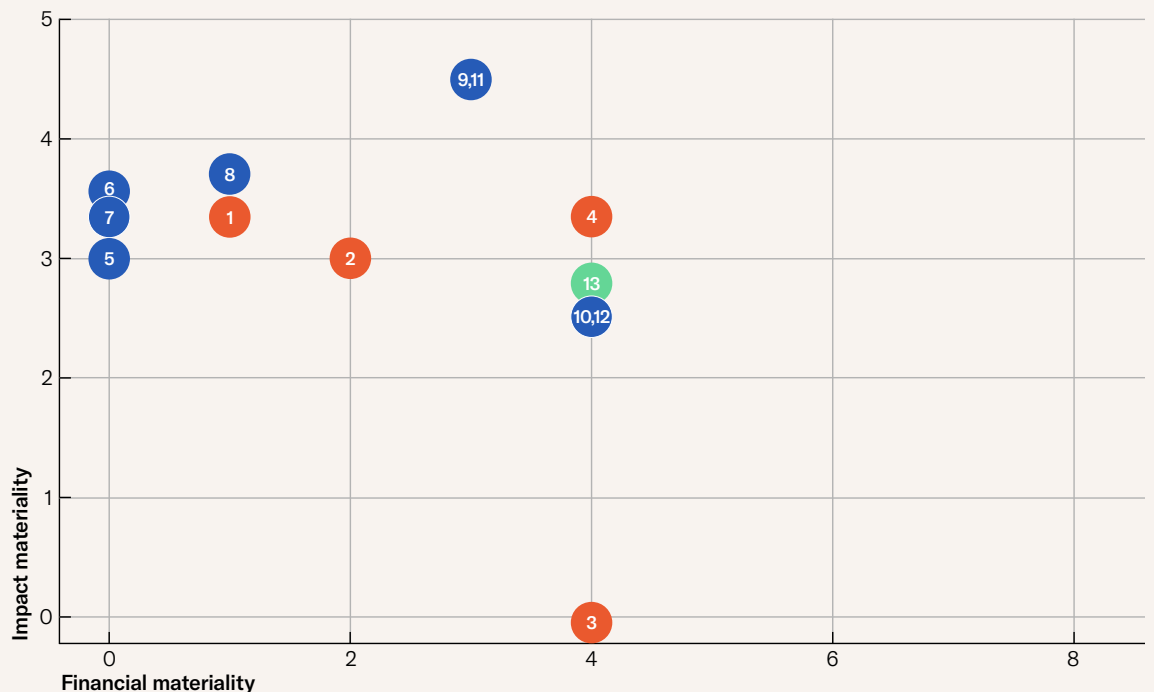
We will annually review the double materiality assessment and update our material impacts, risks and opportunities based on the outcomes of this review.

For the financial year 2025, our priorities and reporting are based on the company’s double materiality assessment that was performed in 2023.

## Number/Topic

- 1 E1 Climate change
- 2 E1 Climate change
- 3 E1 Climate change
- 4 E5 Resource use and circular economy
- 5 S1 Own workforce
- 6 S2 Workers in the value chain
- 7 S2 Workers in the value chain
- 8 S2 Workers in the value chain
- 9 S4 Consumers and end-users
- 10 S4 Consumers and end-users
- 11 S4 Consumers and end-users
- 12 S4 Consumers and end-users
- 13 G1 Business conduct

## Material Sustainability matters



\*Threshold for financial materiality is 3.5 and impact materiality is 3.  
\*For 3, 5, 6 and 7, a zero value is used to plot when N/A.

	Topic	Sub topic	Impact	Type	Value Chain	Risk/ Opportunity
1	E1 Climate change	Climate change mitigation	Greenhouse gas emissions from all parts of the company's value chain and own operations	ANI	Upstream, Own Operation, Downstream	R
2	E1 Climate change	Energy	Use of energy in own operations and in the value chain	ANI	Upstream, Own Operation, Downstream	R
3	E1 Climate change	Climate change adaptation	No significant impact identified	N/A	Upstream, Own Operation, Downstream	R
4	E5 Resource use and circular economy	Resources in-flows	Extraction of non-renewable resources	ANI	Upstream, Own Operation, Downstream	R
5	S1 Own workforce	Working conditions	Risk of negative impact on health and safety	ANI	Own Operation	R
6	S2 Workers in the value chain	Working conditions	Potential risk of inadequate working conditions	PNI	Upstream	R
7	S2 Workers in the value chain	Equal treatment and opportunities for all	Potential risk of harassment and cases of non-equal treatment	PNI	Upstream	R
8	S2 Workers in the value chain	Other work related rights	Potential negative impact on workers in the value chain in case of violation of human rights	PNI	Upstream	R
9	S4 Affected communities	Social inclusion of consumers and end-users	Social inclusion of consumers and end-users	API	Downstream	O
10	S4 Consumers and end users	Personal safety of consumers and/or end-users	Risks associated with medical products, such as quality and safety of the product (regulatory non-compliance)	PNI	Downstream	R
11	S4 Consumers and end-users	Social inclusion of consumers and end-users	Actual positive impact on wheelchair users due to improved well-being by using Permobil's complex and customized products	API	Downstream	O
12	S4 Consumers and end-users	Information-related impacts for consumers and/or end-users	Risk due to potential data privacy breaches related to end-user data	PNI	Downstream	R
13	G1 Business conduct	Corruption and bribery	Impact due to potential corruption and bribery	PNI	Upstream, Own Operation, Downstream	R

\*API - Actual positive impact

\*PPI - Potential positive impact

\*ANI - Actual Negative Impact

\*PNI - Potential Negative Impact

\*R - Risk

\*O - Opportunity



## Case study: Packaging

**In 2025, Permobil redesigned the packaging** for our power wheelchairs, shipped from Sweden, as part of our efforts to reduce climate impact and improve efficiency in our supply chain. The new, smaller boxes for shipments in the EMEA region enable more efficient stacking on pallets and in trucks, reducing our CO2 transportation footprint by an estimated 50% for these shipments. At the outset, the goal was for 45% of chairs to fit into the new packaging format; thanks to strong cross-functional collaboration, nearly 80% of the chairs are now shipped in the

improved packaging.

The redesign has also strengthened the work environment at our packing stations. Lighter, more manageable packaging reduces physical strain for employees, while smaller, more flexible trolleys make handling easier and more ergonomic in day-to-day operations.

**The same design principles** are now being applied for shipments outside EMEA. Later in 2025 we also introduced new packaging for our power

wheelchairs on long-distance routes, for example from Sweden to Australia. A container shipment can now carry 48 power wheelchairs instead of 24, effectively doubling capacity and eliminating unused space in the container. As a result, the emissions per wheelchair have significantly decreased for these shipments.

# permobil

WHEELCHAIR



*Achieving improvements in our sustainability performance, with a better work environment and lower costs as positive side-effects, feels incredible.”*

Martin Barkman, Permobil EMEA Logistics Manager.

MEDICAL EQUIPMENT  
HANDLE WITH CARE

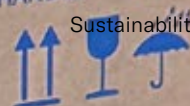


- DO NOT FORK FROM THIS SIDE -

# permobil

WHEELCHAIR

MEDICAL EQUIPMENT  
HANDLE WITH CARE



# Our business model

**Innovation is in** our DNA. Permobil started in a hospital basement by our founder, Dr Per Uddén, growing into the many stories behind all the companies that make up the Permobil family today.

The early commitment of the Permobil family's founders to provide a better life for people living with disabilities has led to modern day best-in-class products. It now drives us to push the boundaries of design and technology in pursuit of innovations that help improve the quality of life for the people who use our products.

## **Collaboration**

Across the entire value chain, Permobil works in close dialogue with different stakeholders such as patient organizations, healthcare systems, government authorities, suppliers and partners. This, together with our governance structure, drives our sustainability work forward.





## Research and development

Everything starts with our Product Innovation teams. They work continuously with innovating for individuals with a high focus on safety and are striving to reduce the impact of our solutions.

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## Sourcing

We source high quality materials and components from hundreds of different suppliers. We recognize our environmental and social impact, and work continuously to make improvements through responsible sourcing.

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## Manufacturing

We have nine production sites in five different countries. We monitor and assess the environmental and social impact we have on local communities. Our direct CO<sub>2</sub>e emissions come mainly from the use of natural gas.

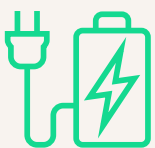
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## Logistics and packaging

These areas are crucial to deliver our products, but carry an impact on the climate. We are working to fully understand this – from our transport and packing materials – to help us reduce our usage.

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## Product use

Some of our products and solutions use batteries, and charging them impacts the climate through energy use. Our ability to influence this phase depends not just on our product development but also innovations outside Permobil, like battery technology.

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## Service

The right type of service, at the right time will affect our users' quality of life – and also the climate, through extended lifetime of our products.

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## End of life/recycling

To help reduce our climate impact we are exploring more options for extended lifetime, refurbishment and recycling.

# Our sustainability governance

**To ensure that** we comply with high ethical standards, laws and regulations, and deliver according to our strategy and vision, Permobil follows a governance framework.

The framework consists of policies, procedures, codes and processes. The policy framework is decided by the Board.

The governance of areas within sustainability follows the company's general governance structure. The Board, Group Management and other management's respective roles and responsibilities with respect to sustainability are described below.



## **The Board**

Our Board sets the direction for sustainable development within Permobil and decides on the Policy Framework.

The Board also monitors how we identify and manage sustainability risks as part of the overall Enterprise Risk Management (ERM) process, and the actions implemented to manage these risks.

## **Group Management**

The Group Management team is responsible for defining our priorities and setting sustainability targets to deliver according to the strategy. The team also review and approve most of the policies within the policy framework.

## **Director of Sustainability**

The Director of Sustainability is responsible for leading the implementation of the identified focus areas and priorities. The director also supports the regions and global group functions with their sustainability roadmaps.

The relevant departments are accountable for implementing and delivering specific targets. This ensures targets are owned by those who can have the biggest impact on achieving them.

## **Sustainability is integrated through every aspect of our daily work.**

Implementation and continuous improvement are part of our DNA. We believe sustainability is the responsibility of everyone at Permobil, in order to maximize the economic, environmental and social benefits we deliver.



# Sustainability policies and procedures

Policy & Procedures	Addresses the following risks	Monitoring
<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Anti-corruption and Bribery Policy</li> <li>• Competition Law Policy</li> <li>• Trade Compliance Policy</li> <li>• Whistleblower Policy</li> <li>• People and Culture Policy</li> <li>• Governance Risk and Compliance Policy</li> <li>• Data Privacy Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Human rights</li> <li>• Labor rights</li> <li>• Discrimination</li> <li>• Corruption &amp; Bribery</li> <li>• Third-Party Misconduct</li> <li>• Export Controls/ Trade Sanctions</li> <li>• Data privacy</li> </ul>	<ul style="list-style-type: none"> <li>• External whistleblowing channel</li> <li>• Results reported to the Board</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Emissions to air and water</li> <li>• Water use</li> <li>• Waste</li> <li>• Use of resources (energy, chemicals, hazardous materials)</li> <li>• Diversity &amp; inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report of performance (water, waste, energy use)</li> <li>• Employee survey to follow up on diversity and inclusion</li> </ul>
<ul style="list-style-type: none"> <li>• Supplier Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Human rights</li> <li>• Labor rights</li> <li>• Environment</li> <li>• Corruption &amp; Bribery</li> <li>• Conflict minerals</li> </ul>	<ul style="list-style-type: none"> <li>• Internal assessments</li> <li>• Annual self-assessments</li> <li>• Annual report</li> </ul>
<ul style="list-style-type: none"> <li>• Health and Safety Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace health and risks</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly reporting of KPIs and incidents and behavioral discussions</li> </ul>



# Focus areas



## Users' quality of life



**TARGET:**

**PERFORMANCE:**

- Power wheelchair uptime 98%
- 99.97%

## Product and service quality and safety

**TARGET:**

**PERFORMANCE:**

- First year warranty claims Range between 0.1-10%
- Range between 0.15-7.18% (see page 25)

## A safe and respectful workplace



**TARGET:**

**PERFORMANCE:**

- Zero lost time accidents
- Lost time accident rate of 0.9
- Four lost time accidents – one more than 2024
- Lost time accident rate of 0.2, compared with 0.16 in 2024

## Diversity and inclusion

**TARGET:**

**PERFORMANCE:**

- Gender balance Female/Male 40/60
- DEI (diversity, equity and inclusiveness) Index score of 80/100, as measured in our employee survey
- Gender balance overall Female/Male 36/64; amongst managers 41/59 and in Group Management 45/55
- DEI Index score of 77, compared to 76 in 2024

## Environmental impact



### TARGET:

- Scope 1 and 2: Reduce by 70% by 2030 (against a 2018 baseline)
- Scope 3: Reduce by 20% by 2030 (against a 2019 baseline, measured against a reference power wheelchair. The footprint covers the materials used to produce the chair, which corresponds to the majority of our Scope 3 emissions.)

### PERFORMANCE:

- Scopes 1 and 2: Reduced by 51% since 2018
- Scope 3: Reduced by 1.5 % since 2019

## Ethical business



### TARGET:

- 90% of all staff trained annually in our Code of Conduct

### PERFORMANCE:

- 2025: 97.8%

## Responsible sourcing

### TARGET:

- 98% of supply chain spend to have endorsed our Supplier Code of Conduct
- 100% of high-risk suppliers screened
- 15% of medium-risk suppliers screened

### PERFORMANCE:

- 99% covered by the Supplier Code of Conduct, (2024: 99% covered by the Supplier Code of Conduct)
- 70%\* of high-risk suppliers screened (2024: 100%)
- 12%\* of medium-risk suppliers screened (2024: 27%)



## Better for Users

### Users' quality of life

At Permobil, our purpose is innovating for individuals. Core to that purpose is continuously improving our products and services to make life better for users.

#### TARGET

- Power wheelchair uptime 98%.

#### PERFORMANCE

- 99.97%

#### Our approach

At Permobil, our mission is to enhance the quality of life for wheelchair users by improving mobility, independence, and inclusion in society. In previous years, we have measured this impact through Mobility-related Quality of Life (MobQoL-7D). As we continue to refine our approach, we are now shifting our focus to a more tangible and operational metric – uptime.

Uptime is defined as the percentage of time a power wheelchair is available to the user. This is measured based on fleet management data, providing real-world insights into product reliability and performance.

Uptime reflects the availability, reliability and functionality of our power wheelchairs, directly supporting user independence and well-being. A high uptime rate ensures that users can rely on their

assistive devices without disruption, allowing them to remain active, engaged, and mobile in their daily lives. This strengthens social inclusion while also offering ergonomic and individualized support, which plays a crucial role in minimizing secondary health complications.

By making this transition and leveraging uptime as a measurable and operationally impactful indicator, we can continue driving innovation and improvements that directly benefit our users' quality of life.

#### What we did in 2025

In 2025, we refined our uptime KPI to better capture extensive downtime for individual power wheelchair users, ensuring that downtime is clearly visible and addressed, not just overall fleet performance. This enhanced KPI provides a more accurate view of product availability in daily life and strengthens our ability to safeguard user independence and mobility.

#### Our plans for 2026

For 2026, we plan to broaden our uptime measurement to include a larger share of our connected power wheelchair fleet, rather than the limited subset measured today. This will provide a more comprehensive and representative uptime KPI and further strengthen our ability to track performance and act on extended periods of downtime for individual users.

# Product and service quality and safety

## TARGET

- First year warranty claims  
Range between 0.1-10%\*

## PERFORMANCE

- Performance: Range between 0.15-7.18%\*

### Our approach

At Permobil, we are passionate about delivering a positive experience for the individuals who use our products. That means ensuring that everyone is happy with their product, which is why we have decided to set a target for customer claims within the first year after delivery. To drive down claims as quickly as possible, we are working to collect users' feedback and analyze it consistently – so that we can learn from potential issues and make them right.

### What we did in 2025

In 2025, we strengthened our global approach to customer support and continued building consistent processes across the 18 markets in which we operate. A key milestone was solving the largest claim driver within our power product portfolio, positioning us to introduce this improvement broadly in 2026. We also reorganized our quality organization with a new focus on commercial quality to ensure tighter alignment between customer-facing insights and product performance.

As part of our ongoing effort to enhance learning from customer feedback, we explored strategies for applying advanced data analytics, including early use cases for AI-driven tools. These initiatives support deeper root cause understanding and allow us to act on trends earlier and with greater precision.

### Our plans for 2026

In 2026, we plan to introduce the major improvement addressing the historical claim driver for our power products, ensuring more reliable performance for users in all markets. We will also continue strengthening our quality systems by reorganizing elements of our innovation processes around agile methods. This shift is intended to accelerate our pace of claims reduction and enable more rapid deployment of product and service improvements across our portfolio.

We will further expand our use of data-driven insights and customer feedback to improve issue resolution speed and reinforce our long-term commitment to delivering high-quality, dependable products for every market we serve.



*\* The ranges show calculated average values for different product groups and reflect our diverse product portfolio across multiple product groups (power wheelchairs, manual wheelchairs, seating & positioning, and power assist devices), each containing various brands and models manufactured and sold in different markets. Given the distinct characteristics, complexity, and market-specific requirements of each product category, we have established tailored targets and track performance individually.*



## Better for Employees

### A safe and respectful workplace

At Permobil, we are committed to creating a safe and healthy workplace with good working conditions for all our employees.

#### TARGET

- Zero lost time accidents

#### ADDITIONAL TARGET

- Lost time accident rate of 0.9

#### PERFORMANCE

- Four lost time accidents – one more than 2024
- Lost time accident rate of 0.2, compared with 0.16 in 2024

#### Our approach

The health and safety of our employees is of the utmost importance. We have built a culture of safety and well-being throughout our workforce. There is a daily focus on building a culture around safe working environments and ergonomic awareness. Our Key Performance Indicator relates to lost time accidents – those accidents that are serious enough for employees to require time off work. We have introduced and invested in several measures to reduce lost time accidents and improve reporting.

#### These include:

- Formal data capture of hazards and incidents
- Company-wide reporting standards
- Review of Key Performance Indicators (KPIs)
- Action plans to tackle focus areas identified in the reporting
- Continuous discussion at a managerial and wider employee level to raise awareness around correct behaviors and best practice.

We recognize there is more we need to do. We are making active efforts to address the issues identified in our reporting and are always seeking ways to improve.

#### What we did in 2025

At the end of 2025, seven of our nine production units had eclipsed over two years without a lost time accident.

In 2025 we strengthened our global health and safety performance by focusing on prevention, safer operations, and a more engaged safety culture. A central priority was proactive risk identification. Sites such as Sundsvall in Sweden reported dozens of risk observations followed by corrective actions, demonstrating how early detection helps prevent incidents. Several operations also upgraded equipment to remove hazards at the source; from modernized machinery in Kalmar, Sweden, to greater operator protection through robotic cutting cells installed in the U.S.

Training and competence development were another core pillar. Our Kunshan, China site delivered annual safety refreshers, specialized workshops, and monthly reviews of life saving rules, while U.S. teams expanded structured safety content at town halls and trained managers to strengthen incident reporting quality. Emergency readiness improved through local Safety Response Teams, First Aid and CPR certification, and planned rollouts of new CPR and fire prevention training in Sweden.

We also advanced ergonomics and safe material handling. U.S. warehouses eliminated most ladder use and Pasco, U.S. introduced work assist vehicle that reduces heavy manual lifting, while ergonomic studies in assembly in the U.S., aimed to pro-actively prevent strain injuries.

The overall progress made is overshadowed by the tragic loss a sales representative in New Zealand in a fatal car accident.

### **Our plans for 2025**

Continued daily focus and routines on health and safety, especially on the production floor remain vitally important. We will invest in a new health and safety training module for all employees. The module's focus is on simple, practical messages around the golden rule (of reporting incidents and accidents) and the widely used 8 life-saving rules.

## **Diversity and inclusion**

We believe that fostering a culture of diversity and inclusion is the right way to embody our values, fulfill our company's purpose and adhere to our Code of Conduct.

### **TARGET**

- Gender balance Female/Male 40/60
- DEI (diversity, equity and inclusiveness) Index score of 80/100, as measured in our employee survey

### **PERFORMANCE**

- Gender balance overall Female/Male 36/64; amongst managers 41/59 and in Group Management 45/55
- DEI Index score of 77, compared to 76 in 2024

### **Our approach**

We strive to make our workplaces widely accessible to all staff, regardless of who they are. It is our mission to ensure that our employees never feel discriminated against and always feel able to bring their full selves to work.

We know that diversity and inclusion is not only crucial for the well-being and happiness of our teams, but also our productivity and success as a company. Diverse groups make better decisions than homogeneous ones, and teams perform better when they are made up of a balance of both genders. Having employees who live with disabilities helps us understand our end-users even better.

We use reporting from our employee survey – Let's Talk – to review and address points around diversity and inclusion across our workforce. There are three key action areas:

- Workplace accessibility
- Employee perception of diversity, equity and inclusiveness
- People processes.

### **What we did in 2025**

A new company-wide training module was launched in 2025. The module focuses on fostering a workplace culture that is inclusive, respectful, and free from bias and harassment.

We also launched a Workplace Accessibility Guide, building on the insights from the garnered from the development of the Permobil Sundsvall facility, which opened in late-2024. The guide offers concrete solutions for more inclusive workplaces and supports our 60-year commitment to empowering people with disabilities.

The Guide is designed as a practical resource for employers, architects, project managers and construction companies, covering both low-cost upgrades and considerations for new builds and major renovations. By providing both printed and digital versions and sharing it broadly externally, we aim to encourage wider accessibility efforts across industries and, in turn, strengthen economic inclusion.

We also applied key learnings from the Sundsvall project to our new office in Stockholm, where we have brought together three operations into one site including our wheelchair service workshop. From the outset, accessibility was a central design principle, influencing layout, access routes, wayfinding and shared spaces. The new office enables closer collaboration across teams and provides a more inclusive environment for employees and visitors with different abilities.

### **Our plans for 2026**

For 2026, we will continue to work systematically with diversity and inclusion by acting on insights from our employee survey. Our focus will be on strengthening inclusive leadership, further improving workplace accessibility and ensuring that our people processes support equal opportunities for all employees.



# Better for the Environment

## Environmental impact

### TARGET

- **Scope 1 and 2:** Reduce by 70% by 2030 (against a 2018 baseline)
- **Scope 3:** Reduce by 20% by 2030 (against a 2019 baseline, measured against a reference power wheelchair. The footprint covers the materials used to produce the chair, which corresponds to the majority of our Scope 3 emissions.)

### PERFORMANCE

- **Scopes 1 and 2:** Reduced by 51% since 2018
- **Scope 3:** Reduced by 1.5 % since 2019

**As defined by** the Greenhouse Gas Protocol, Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions from the purchase and use of electricity, steam, heating and cooling. Scope 3 includes all other indirect emissions that occur in the upstream and downstream activities of an organization.

### Our approach

With a direct presence in 18 countries around the world, producing hundreds of thousands of items every year, we recognize Permobil has an impact on the planet. We take responsibility for our impact and are working to minimize it. We have set ambitious targets for Scopes 1, 2 and 3 emissions for 2030.

### What we did in 2025

The organization continued its efforts to reduce carbon emissions through several initiatives in 2025, including increasing the proportion of electric and hybrid vehicles in our vehicle fleet and expanding the use of renewable energy across our facilities. However, despite these ongoing improvement efforts, our overall group-level emissions increased by 2% in Scope 1 and 2. This increase was primarily driven by the full implementation of a new manual wheelchair production line in the U.S.

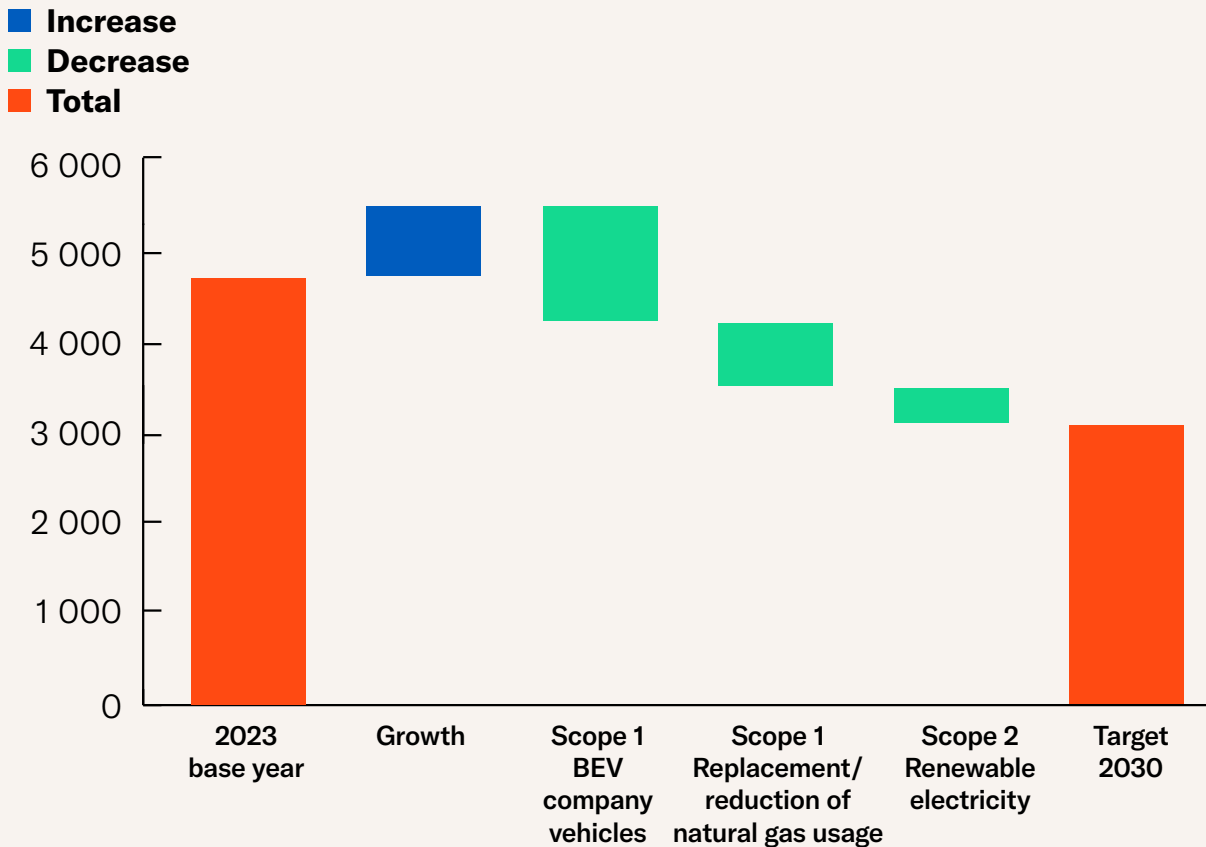
Our work with reducing scope 3-emissions has continued throughout 2025. A pilot project was carried out with a key supplier in which we changed raw material supplier of the aluminum in the wheel forks of our M3 power wheelchairs. The pilot confirms that changing to low-carbon aluminum is a viable way forward.

The EU Deforestation Regulation (EUDR), coming into effect on December 30, 2026, requires companies to ensure that key commodities and derived products placed on the EU market are deforestation-free and legally sourced. To align with this regulation, we have actively worked throughout 2025 to prepare our sourcing and supply chain processes for compliance. This work will continue in 2026.

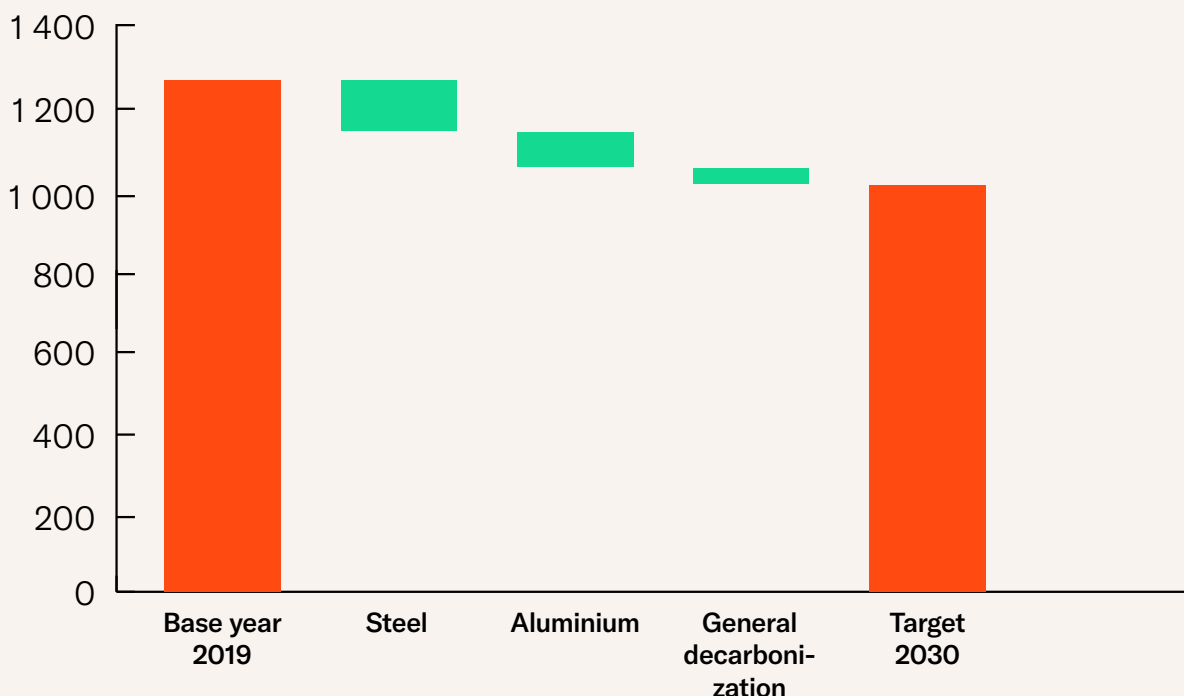
Strengthening our understanding of product- and value- chain impacts more broadly has also been a priority. In 2025, we conducted three third party verified life cycle assessments (LCAs) in accordance with ISO 14044, providing cradle to grave insight into our products' footprint and enabling us to refine our Scope 3 calculations and assumptions.

# Climate transition plan

In 2024 we adopted a carbon reduction roadmap to drive us towards our Scope 1 and 2 2030 ambition.

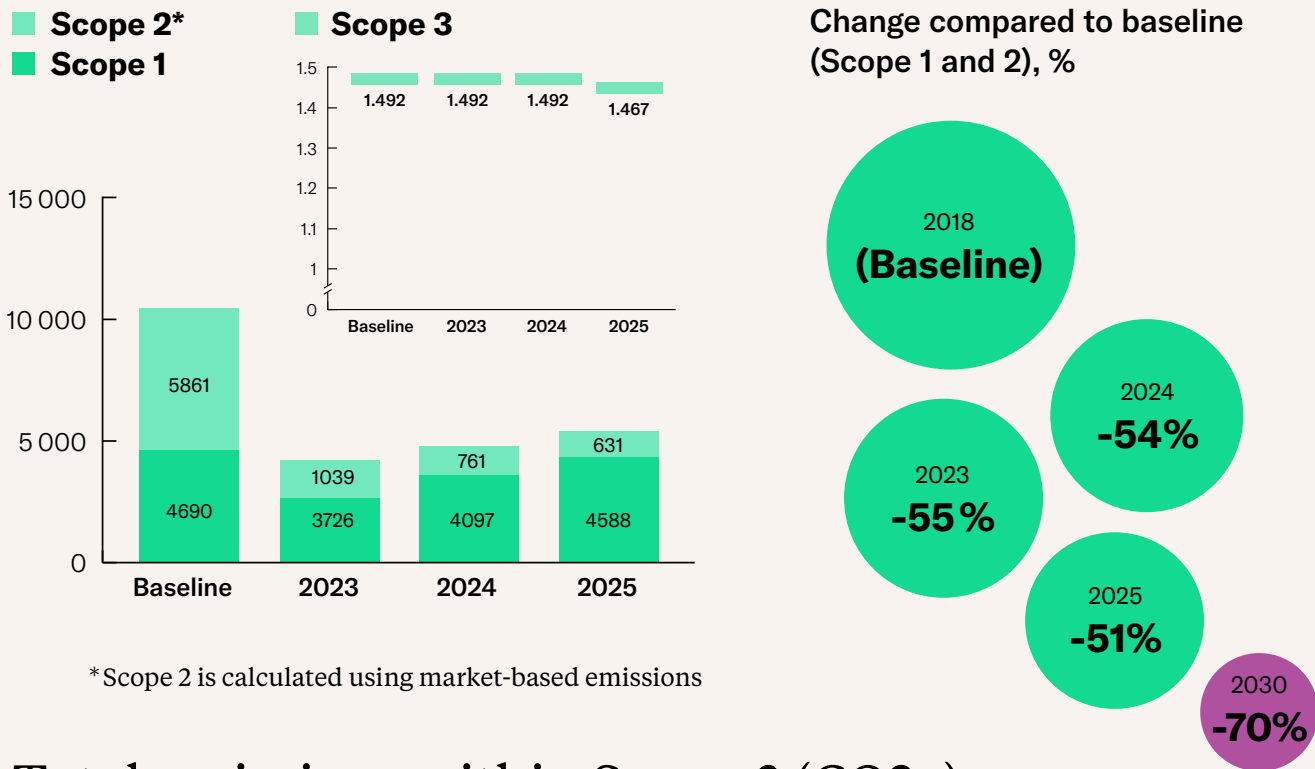


A roadmap to reach our Scope 3 2030 target was also developed during 2024.



# Carbon emissions (CO<sub>2</sub>e)

Emissions within Scope 1, 2 and 3 (CO<sub>2</sub>e)



## Total emissions within Scope 3 (CO<sub>2</sub>e)

Category	2024 (tonnes CO <sub>2</sub> e)	2025 (tonnes CO <sub>2</sub> e)
Purchased goods and services	48 642	52 488
Use of sold products	11 574	11 655
Upstream transportation and distribution	7 960	7 428
Employee commuting	3 215	3 300
Downstream transportation and distribution	3 205	6 003
Business travel	2 214	1 088
Fuel- and Energy-Related Activities	1 767	1 762
Capital goods	1 715	4 027
Waste generated in operations	256	131
End-of-life treatment of sold products	100	119

**\* Notes on Emission Changes 2024-2025:**

Higher transportation emissions reflect increased use of air freight. Refined classification of capital goods versus services, combined with sales growth, increased emissions from purchased goods and services and capital goods.

### **Our plans for 2026**

Building on the work with life cycle assessments in 2025, we are expanding our systematic LCA work across the portfolio with additional product LCAs to further support customer carbon-footprint documentation and future digital product passport requirements.

In parallel, we will continue to implement the Scope 1 and 2 initiatives set out in our carbon reduction roadmap, including progressing the replacement of natural gas with biogas in the U.S., further increasing the share of renewable electricity in our operations, and continuing our transition to electric vehicles.

As part of the carbon reduction roadmap, a key initiative for 2026 is to advance our work on selected Scope 3 emissions. Building on the insights gained from our 2025 pilot project, Permobil aims to continue transitioning to alternative raw material processors for key aluminum and steel components to further reduce the climate impact of our power wheelchairs.





# Better for Business and Communities

## Ethical business

We aim to drive sustainable, ethical development across our value chain (our customers, our suppliers and our own practices as a company). We want to create a collaborative culture at Permobil and a healthy, open dialogue with suppliers and customers to support a better, safer and happier society.

### TARGET

- 90% of all staff trained annually in our Code of Conduct

### PERFORMANCE

- 2025: 97.8%

### Our approach

The Code of Conduct for employees is one of our key tools for defining and securing an ethical business standard. The Code of Conduct covers diversity and anti-discrimination, human rights, health and safety, culture, relationship with customers, confidentiality, anti-bribery, corruption, conflicts of interest, speaking up, competition, trade restrictions and protecting the environment.

We target that 90% of all staff complete a training on the Code of Conduct as we assume a 10% staff turnover. Also, as our business has grown with acquisitions, each new employee of the Permobil family is asked to complete the Code of Conduct training. In addition, we have a whistleblowing hotline, where employees and

other stakeholders can report concerns in their local language. These are reviewed by an external partner who works closely with our People and Culture and Legal teams as appropriate.

### What we did in 2025

In 2025 we continued our strong focus on our annual Code of Conduct training ensuring that employees across Permobil remain aligned with our ethical standards and business principles. The percentage of employees who completed the training remained consistent with the previous year, reaching 97.8%.

Associated with this, new training modules were launched for all employees covering anti-bribery and corruption, trade compliance and data privacy. We also continued to develop our process for Export Control and Sanctions Compliance including updated screening processes and in-person training.

### Our plans for 2026

Our strong focus on our annual Code of Conduct training will continue and be complemented with an updated training module on Trade Sanctions and Export Control. We will also continue with our anti-bribery and corruption and data privacy training modules.

In addition, targeted daily support will be provided within the areas of data privacy and AI Compliance. We will also continue to work with targeted anti-bribery and corruption activities focusing on risk markets.



## The Permobil Foundation

**In 2025, the Permobil Foundation in the U.S** continued to expand its impact, supporting 1,194 individuals living with disabilities through the donation of wheelchairs, SmartDrive power assist devices, and thousands of critical wheelchair parts and accessories, totaling over \$2.2 million in mobility equipment.

The Foundation also strengthened its network, partnering with 277 disability organizations to ensure life-changing mobility solutions reached those in need. Since its founding in 2017, the Permobil Foundation has assisted 7,002 individuals and collaborated with 829 nonprofit organizations, reflecting sustained growth in its mission to increase independence and opportunity for people living with disabilities.

The Foundation continued its partnership with the Live Like Lou Foundation, presenting customized wheelchairs to individuals living with ALS on Lou Gehrig Day at Major League Baseball stadiums across the country. Recognizing education as a pathway to

independence, the Foundation awarded 13 college scholarships to students with disabilities in 2025.

Annual fundraising events remained vital to advancing the Foundation's mission. The Charity Open Golf Tournament raised over \$73,000 to support mobility initiatives. Meanwhile, the Roll the Dice Gala brought together supporters and advocates, raising more than \$102,000 and honoring Sarah Nauser as the 2025 Permobil Foundation Hero Award recipient in recognition of her advocacy following her ALS diagnosis.

More than 800 employees across all U.S. locations participated in ALS Walks to raise awareness and support for individuals and families affected by ALS.

Through these collective efforts alongside repair and service initiatives, community partnerships, and awareness events, the Permobil Foundation continued its mission of transforming lives through mobility, independence and opportunity.



# Responsible sourcing

## TARGET

- 98% of supply chain spend to have endorsed our Supplier Code of Conduct
- 100% of high-risk suppliers screened
- 15% of medium-risk suppliers screened

## PERFORMANCE

- 99% covered by the Supplier Code of Conduct, (2024: 99% covered by the Supplier Code of Conduct)
- 70%\* of high-risk suppliers screened (2024: 100%)
- 12%\* of medium-risk suppliers screened (2024: 27%)

\* The discrepancy is due to a change in the risk assessment, bringing it in line with the requirements in the EU Corporate Sustainability Due Diligence Directive (CSDDD) and EU Forced Labor Regulation, drastically increasing the number of suppliers that are considered to be high- and medium-risk. The absolute number of assessed suppliers increased by over 40% in 2025.

## Our approach

We believe in empowering our suppliers and in building strong, positive relationships where quality, social responsibility and environmental impact are addressed in a transparent and constructive manner.

Permobil has a robust framework for ensuring a high standard of responsible sourcing at every stage of our supply chain. Firstly, we have a Code of Conduct which must be signed by all new suppliers. This covers areas such as diversity and anti-discrimination, human rights, relationships with customers, anti-bribery and corruption. It also demands transparency around conflict minerals to improve our material sourcing processes. All new suppliers must go through our screening process with self-assessment questionnaires, covering Environmental, Social and Governance matters. This practice allows Permobil to assess our suppliers' maturity in sustainability matters and assess related risks in our value chain. The questionnaires must be renewed every three years.

We never work with sanctions list countries. New suppliers from risk countries must go through a sanctions-screening before they are onboarded.

## What we did in 2025

In 2025, we updated our risk assessment methodology and lowered the threshold for classifying suppliers as high risk bringing it in line with EU regulatory requirements. As a result, a larger number of suppliers were flagged for screening through our Self-Assessment Questionnaire (SAQ). The increased focus on global risks related to electronic suppliers and on mechanical components sourced primarily from China expanded our assessment scope and strengthened the transparency of our supply chain.

A consequence of this change was that we did not fully achieve our target of screening 100% of high-risk suppliers by the end of 2025, as the updated criteria significantly increased the number of suppliers categorized as high and medium risk. Achieving full screening coverage of high-risk suppliers remains a top priority at the start of 2026.

In addition to updating our risk assessment, we introduced a new self-assessment questionnaire designed to better align with external standards such as CSDDD and similar frameworks. The new questionnaire is more granular than the previous version, enabling closer monitoring of risks and allowing us to track suppliers' sustainability performance and development over time.

## Our plans for 2026

The main focus for 2026 is to ensure that all high-risk suppliers are screened and to strengthen our long term approach to developing suppliers' sustainability performance across the broader supplier ecosystem. This includes expanding internal and external training, conducting spot checks, and closely monitoring outcomes.







# Risk management

**As part of** the business planning cycle, we carry out annual risk assessments using the Enterprise Risk Management (ERM) process. The overall objective is to understand our current risk exposure and to develop strategies for managing each risk.

The risk assessment includes areas such as environmental risks, climate change, bribery & corruption, and data privacy. The major risks are consolidated into a global Enterprise Risk Map to assess the impact and likelihood, with mitigating

actions set against each. The risks are managed and monitored throughout the year, and the risk assessment is reviewed by the Board prior to the end of the year.

## **Climate related financial risks**

In 2021, we began to identify climate-related financial risks, according to the Task Force on Climate Related Financial Disclosures (TCFD) guidelines. Many of which are related to our production and supply chain. Since 2022, the assessment of climate-related financial risks is integrated into our ERM process.



# EU Taxonomy Regulation

**This is the third** year for Permobil to report on Taxonomy eligibility and alignment.

## *Judgement on the Taxonomy-eligibility and alignment of our activities*

Most of Permobil's activities are included in the Taxonomy sector "3 Construction and Real Estate" in the Taxonomy.

**The activities consist** of "3.3 Manufacture of low carbon technologies for transport" with NACE code "C.30.92 manufacture of bicycles and invalid carriage". Since Permobil is manufacturing the wheelchairs and not just rent or sell the products, "6.4 Operation of personal mobility devices" is not relevant.

Permobil also have activities under "5.2 Sale of spare parts", "7.7 Acquisition and ownership of buildings" and "6.5 Transport by motorbike, cars and light commercial vehicles", with NACE code "H.49.3 Other passenger land transport".

**We do not** disclose activities within the value chain that are not external revenue-generating. For example, processes that are essential for our revenue-generating activities, such as electricity generation for own consumption. They are not reported as Taxonomy-eligible activities and are

not included in our turnover KPI (Key Performance Indicators) as they do not generate external turnover on a standalone basis.

**Permobil's activities are** carried out in compliance with the minimum safeguards. Permobil addresses human rights, labor rights and anti-corruption through our policies, see the chapter on Permobil policies. Permobil reports public on progresses every year in our Sustainability Report and the report to the UN Global Compact.

**Permobil's activities contribute** to the environmental objective 'Climate change mitigation', according to the technical screening criteria "3.3.e Personal mobility devices with a propulsion that comes from the physical activity of the user, from a zero-emissions motor, or a mix of zero-emissions motor and physical activity."

**The activities under** "5.2 Sale of spare parts" contribute to the environmental objective "Transition to a circular economy" due to the technical screening criteria "The economic activity consists of extending the lifetime of products by repairing, refurbishing or remanufacturing products that a customer (natural or legal person) has already used for the intended purpose."



**The activities under “6.5 Transport by motorbike, cars and light commercial vehicles” and “7.7 Acquisition and ownership of buildings” do not contribute to the environmental objectives.**

**Permobil’s activities do not fully meet the technical screening criteria for ‘Do no significant harm (DNSH)’, and as a result none of our activities are Taxonomy aligned.**

Proportion of Taxonomy-eligible economic activities (in %)

Turnover	79
CapEx	56
OpEx	97

Proportion of Taxonomy-aligned economic activities (in %)

Turnover	0
CapEx	0
OpEx	0



**The Taxonomy Regulation** sets out a classification system for environmentally sustainable economic activities. It is a key component of the European Commission’s action plan to redirect investment towards a more sustainable economy. It represents an important step towards achieving carbon neutrality by 2050 in line with EU climate goals as the Taxonomy is a classification system for environmentally sustainable economic activities.

# The Norwegian Transparency Act Statement

**This statement explains** and documents Permobil's work with human- and labor rights, and the measures taken to comply with the Norwegian Transparency Act. A description of Permobil as a company can be found in the chapters "Permobil in brief", "Our business model" and "Our sustainability governance". For more information about who we are and what we do please visit [www.permobil.com/this-is-permobil](http://www.permobil.com/this-is-permobil)

Permobil has a close collaboration with all union organizations and a structure with local safety representatives. In case of any type of incident we have a robust reporting structure through our management structure all the way to our management team. Safety is a priority, and any adverse impact or risk of adverse impact would always be reported to the authorities in accordance with local law.

## **Policies and framework**

Our compliance with the Norwegian Transparency Act is

demonstrated throughout our Code of Conduct, Sustainability Policy, Supplier Code of Conduct and Responsible Sourcing Framework. The policies state that Permobil supports international human rights as laid down in OECD Guidelines for Multinational Enterprises, United Nations Guiding Principles on Business and Human Rights, the UN Universal Declaration of Human Rights and ILO's core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. We also support and have signed the UN Global Compact.

Our Supplier Code of Conduct must be signed by all new suppliers. This covers areas such as diversity and anti-discrimination, human rights, relationships with customers, anti-bribery and corruption. All our suppliers must be able to show us that they operate in line with International Labour Organization standards.

For more information see


chapters "Sustainability policies and procedures", "Ethical business" and "Responsible sourcing".

## **Risk assessment, actions and results**

Permobil has a framework for ensuring a high standard of responsible sourcing, including screening and risk assessment in relation to our suppliers' responsibilities to adhere to fundamental human rights and decent working conditions. For more information see "Responsible sourcing".

As a first step we regularly identify and assess risks together with suppliers through a process that considers both the country of operation and the types of materials provided. We use multiple reputable data sources for this information, focusing on global indexes related to risks with human- and labor rights to support this analysis.

The risk assessment categorizes suppliers as low, medium, or high risk. High and medium risk



suppliers are screened through a self assessment questionnaire to enable deeper evaluation of potential risks. Screenings are renewed at least every three years, or more frequently if needed.

We operate a global sourcing organization and recognize the associated sustainability risks in our supply chain. In 2025, we expanded our impact risk assessment to more fully cover global electronics supply chains and mechanical suppliers in China, and strengthened our screening of suppliers' sustainability maturity. The findings from this work are being analyzed and will be followed up with targeted actions during 2026.

For suppliers operating in higher risk contexts, we

work continuously to ensure respect for human rights and workers' rights and to reduce the risk of adverse impacts. This is done through close collaboration and joint action plans focused on preventing and mitigating negative impacts and strengthening the rights of people and workers affected across our supply chain.

Actions taken in order to prevent negative impact on human rights and working conditions could be found in chapters A safe and respectful workplace, Diversity and inclusion, Ethical business and Responsible sourcing.

#### **Reporting Channels**

Our company strives to maintain a transparent business climate and high business ethics, where employees are encouraged to speak up and report any

suspected or observed violations of law, the Code of Conduct, or other governing documents.

Reports are made to a manager, the People and Culture function, the Legal function, or through the external Whistleblowing solution. Employees can choose to be anonymous, and the Whistleblowing solution is open also to external stakeholders. The whistleblowing service is provided by an external partner to ensure anonymity. The communication channel is encrypted and password protected.

All messages are processed in confidence. Our external webpages have information on how to report.

**For further information, please contact:**

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**permobil**