



ESG Report **2025**

William
Demant | Invest

Content

1. **Our approach to ESG**
2. **Demant A/S Sustainability Statement 2025**
3. **Embla Medical Sustainability Statement 2025**



Click a frontpage to go to the report

[illegible]

This report serves as the statutory report to be presented under the sections 99b (formerly 99a) and 99d of the Danish Financial Statements Act. The report covers the twelve-month period from 1 January to 31 December 2025 and includes the 2025 sustainability statements of Demant and Embla Medical, each of which provide details on company-specific sustainability impacts and risks, policies, activities, and results for 2025.

Demant and Embla Medical, in which William Demant Invest holds majority ownership, are the main contributors to William Demant Invest's consolidated financial accounts as well as sustainability footprint. Therefore, we find this report and statement, which is a compilation of Demant's and Embla Medical's ESG policies, approach, and sustainability statements, to be a genuine and fair

representation of William Demant Invest's social responsibility in accordance with the Danish Financial Statement Act sections 99b and 99d.

In continuation of the above listed, William Demant Invest has not formulated separate ESG policies on the mandatory items listed in the Danish Financial Statement Act sections 99b and 99d. The latter is in accordance with the legal framework described in the Financial Statement Act. Consequently, this statement sets out and highlights the core elements of William Demant Invest's business model and the key material sustainability risks of Demant's and Embla Medical's business models, which are further elaborated in the attached sustainability statements of Demant and Embla Medical.

Our approach to ESG

Since William Demant Invest was founded, we have invested in several companies within the MedTech industry that have a positive impact on global health. Sustainability management is a key topic when we evaluate potential new investments and when actively engaging with our portfolio companies.

Business model

William Demant Invest is an evergreen investor and the holding company for William Demant Foundation's investment activities, focusing on investments in listed companies. The current market value for all companies in the portfolio is around DKK 127 billion. Founded in 2004, William Demant Invest is wholly owned by William Demant Foundation.

The main purpose of William Demant Foundation is to secure and expand the hearing healthcare company Demant and to donate a share of its net income to charter-defined causes. We divide this purpose between the donation activities handled by William Demant Foundation, and the investment activities handled solely by William Demant Invest.

Since its beginning, William Demant Invest has developed strongly and has significantly increased its market capitalisation over the years, with a

market capitalisation of around DKK 11 billion in 2004 to around DKK 51 billion in 2025.

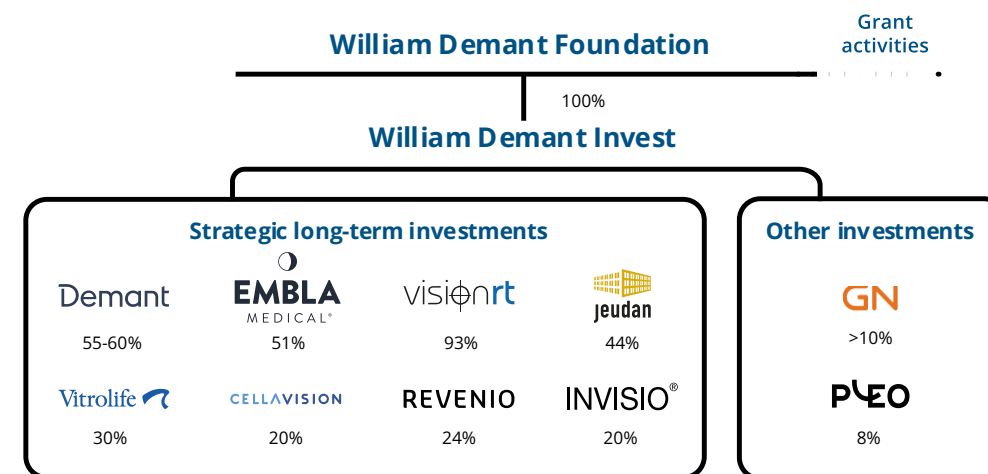
Aside from the purpose of maintaining the majority ownership in Demant and securing the longevity of Demant's commercial competitiveness, William Demant Invest seeks to utilise excess liquidity to increase ownership share in the companies in the portfolio.

Furthermore, the strategy is to find new ownership opportunities matching the investment strategy of William Demant Invest, which concentrates on innovation-driven companies in niche markets with a strong track record of demonstrating profitable and scalable growth.

Currently, William Demant Invest's portfolio consists of the following companies: Demant, Embla Medical, Vision RT, Vitrolife, Jeudan, Cellavision, Revenio, INVISIO, GN Store Nord and Pleo.

Read more about our companies, group structure, investment strategy, and governance in the William Demant Invest Annual Report 2025. The report can be found here:

<https://www.demantinvest.com/esg-report/2025>



The Group structure illustrated above reflects ownership figures as of 23 March 2026. Ownership in Demant represents the combined ownership of William Demant Foundation and William Demant Invest.

Responsible long-term owner

Being an investment company, it is the impact of our investments that represents the largest contribution to the sustainable development goals.

Since William Demant Invest was established in 2004, we have invested in several companies within the healthcare industry. Through them, we have primarily contributed to Sustainable Development Goal number 3; Good health and well-being, contributing with research and innovation and offering treatment and new possibilities for people with health challenges.



Aside from our contribution to good health and well-being, we pay attention to a list of ESG parameters and policies, such as ethical business practices, environment and climate, diversity and talent retainment and attraction, both when evaluating new potential investment opportunities and as part of our active ownership strategy.

This approach acts to reduce and manage ESG risks in both new potential investments and within our existing portfolio with our active ownership through board representation. We do not expect perfection when we invest in new companies but consider it imperative to use our role as investor to drive progress on these important topics.

The companies in our portfolio all work diligently with ESG policies and frameworks and we continuously monitor and follow up on the ESG performance through our board representation and other interactions with the companies over the year. We are continuing our ESG dialogue with our portfolio companies in 2026.

Data ethics

Due to the size and nature of our organisation and the fact that we gather and handle nearly no sensitive personal information, we have decided not to develop a policy on data ethics for William Demant Invest. We assess that our practices comply with all legal requirements.

Group ESG statement

Due to the nature of William Demant Invest, the most material ESG impacts and risks exist in the operations and value chains of Demant and Embla Medical. The most material impacts and risks of the two companies are related to climate change, circular economy, own workforce, workers in the value chain, consumers and end-users and business ethics.

Demant and Embla Medical are innovation-driven healthcare companies with own production and development activities as well as global distribution models. Consequently, both companies have their own company specific ESG policies in place. Please find detailed disclosures on impacts, risks, policies, activities and results on the following pages:

Business model

Page 57, Demant Sustainability Statement 2025

Page 57, Embla Medical Sustainability Statement 2025

Social and employee conditions

Page 80-96, Demant Sustainability Statement 2025

Page 84-96, Embla Medical Sustainability Statement 2025

Environment and climate

Page 64-78, Demant Sustainability Statement 2025

Page 69-83, Embla Medical Sustainability Statement 2025

Human rights

Page 54 and 80-96, Demant Sustainability Statement 2025

Page 84-96 and 98, Embla Medical Sustainability Statement 2025

Anti-corruption and anti-bribery

Page 98-100, Demant Sustainability Statement 2025

Page 97-99, Embla Medical Sustainability Statement 2025

Sustainability in Demant

Sustainability strategy and governance	52
Material impacts, risks and opportunities	56
Stakeholder views and interests	62

Sustainability strategy and governance

Sustainability intrinsic to strategy

Our **PURPOSE** is to create life-changing differences through hearing health

Core impact: Improving lives

Our core sustainability contribution is to improve lives, thereby contributing to building a more sustainable world.

Being a leader in hearing health means that we have an obligation to inspire the industry to continue innovating and applying new ways of thinking.

We want to stay ahead of the game and be at the forefront in our core impact ambition – creating life-changing differences through hearing health.

Our strategy

Our **PURPOSE** is to create life-changing differences through hearing health

Our **AMBITION** is as the leading hearing healthcare company to improve as many lives as possible

Our **PRIORITISATION** is to support the entire journey to better hearing by focusing on personalised care and innovative solutions

Our COMMITMENT

Customers: Deliver a world class customer and user experience that exceeds expectations
Employees: Pursue an engaging, inclusive and balanced work culture, enabling employees to develop and grow
Investors: Drive innovative financial returns and growth based on our total business model

Our **CHOICES** and **ENABLERS** support sustainable growth

CHOICES:
Fuel innovation and core technology development to secure strong customer value proposition
Participate in consolidation of distribution and average company position
Grow across geographies and channels and in adjacent business activities

ENABLERS:
Leverage scalability and increase business resilience
Continuously drive a culture of innovation and engagement
Drive responsible and sustainable business practices



Our **AMBITION** is, as the leading hearing healthcare company, to improve as many lives as possible

Social ambition

Our core commitment to society is to help people overcome hearing loss and to improve their quality of life through innovative solutions and personalised hearing care.

Drive **responsible and sustainable** business practices

ESG ambitions

E: Respect for the planet

Caring for people goes hand in hand with caring for the environment, and, although our impact is relatively low compared to the impact of other industries, we take a proactive approach to lowering our footprint and negative impact on the environment.

S: Caring for people

To be a leader in terms of creating a positive social impact on society requires us to be a leading employer capable of attracting the brightest minds for the benefit of people with hearing loss. Our more than 26,000 employees are the most valuable part of our business.

G: Performing with integrity

We take a proactive approach to business ethics to ensure our actions are in line with our values as well as global standards and local legislation.

Sustainability strategy

Sustainability ambition

Core impact: Improving lives through life-changing hearing health

Our roots are in hearing health, and our purpose is to create life-changing differences through hearing health, thereby contributing to building a more sustainable world where people have the opportunity to enjoy life. Caring for people's health and well-being goes hand in hand with caring for our employees, society and the planet

ESG ambition

We will drive responsible and sustainable business practices

	Environment	Social	Governance
	- Decouple GHG emissions from growth - Strive for ambitious GHG emissions reductions - Work with environmental optimisation	- Help people overcome hearing loss through awareness - Improve their quality of life through innovative solutions and personal care - Have a positive impact on health	- Ensure our employees' well-being, safety, engagement and development - Drive an inclusive culture and ensure equal opportunities - Strive for high ethical standards - Conduct business with integrity and honesty
ESG priorities	Respect for the planet	Caring for people	Performing with integrity
Material topics	- Climate change mitigation - Resource use	- Providing life-changing hearing health - Product quality and safety - Right to privacy	- Working conditions for own workforce - Equal treatment - Working conditions for value chain workers - Corruption and bribery - Advocacy for hearing health
Targets	E	Impact targets	S
	2025: 50% renewable electricity 2030: 100% renewable electricity 2030: 46% reduction in scope 1 and 2 GHG emissions 2030: 46% reduction in scope 3 GHG emissions 2050: Net-zero GHG emissions	2030: More than 16 million lives improved 2030: Increase awareness by hearing-testing more than 2 million people	2030: Increase gender balance in top-level management to 35/65% (female/male)* 2030: Take employees' experience of inclusion to the top-third level of Gallup index 2030: Take employee engagement to the top-third level of Gallup index

*Actions to achieve gender representation targets will be implemented in accordance with applicable local laws and regulations.

Sustainability policy

E1-2, E5-1, S1-1, S2-1, S4-1

Our Sustainability Policy provides guidance on sustainability and ESG ambitions and priorities across Demant and ensures transparency in sustainability governance in Demant.

In addition, the Policy outlines our commitments and priorities in terms of climate, environment and human rights.

Demant's Vice President of Corporate Communication & Sustainability is responsible for implementing the Policy. All business areas and functions in Demant are expected to adhere to the Policy and integrate sustainability into their business operations with guidance from their leadership and the Group's Sustainability team. The Policy is publicly available on www.demant.com.

Commitments

We are committed to the objectives of the Paris Agreement, aiming to limit global temperature rise to 1.5°C above pre-industrial levels. Therefore, we have set targets to reduce our climate impact, which have been approved by the Science Based Targets initiative. Further, we recognise the critical importance of transitioning towards a circular economy, and our Policy defines specific actions to minimise the environmental impact, resource consumption and waste generation and to maximise resource efficiency.

Read more about how we manage environmental impacts on pages 64-77.

We are committed to respecting all universally recognised human rights as laid out in the Universal Declaration of Human Rights. These include core labour rights, such as freedom of association and the right to collective bargaining, standards on working conditions and the right not to be subject to forced labour, child labour or discrimination in respect of employment and occupation.

Demant adheres to the United Nations Guiding Principles (UNGPs) on Business and Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises, ensuring that our policies, operations as well as activities in our upstream and downstream value chain are in accordance with these principles. Our human rights commitment refers to the human rights of any person who may be adversely impacted by Demant's activities and business relationships, including customers, employees, people who work in our value chains, community members and any other potentially affected rightsholders.

Read more about how we manage impacts on people across the value chain on pages 80 to 96.

Sustainability governance

ESRS 2 GOV-1, GOV-2 and MDR-T

Our governance model for sustainability ensures centralised oversight and accountability as well as deployment of our ESG priorities across our business areas.

The Board of Directors evaluates progress on our sustainability ambition and ESG priorities twice a year and has final oversight. The audit committee oversees sustainability reporting.

Demant's Sustainability Board comprises Demant's Executive Leadership Team and sets the overall strategic direction for sustainability. All Group targets are approved by Demant's Executive Leadership Team and endorsed by the Board of Directors.

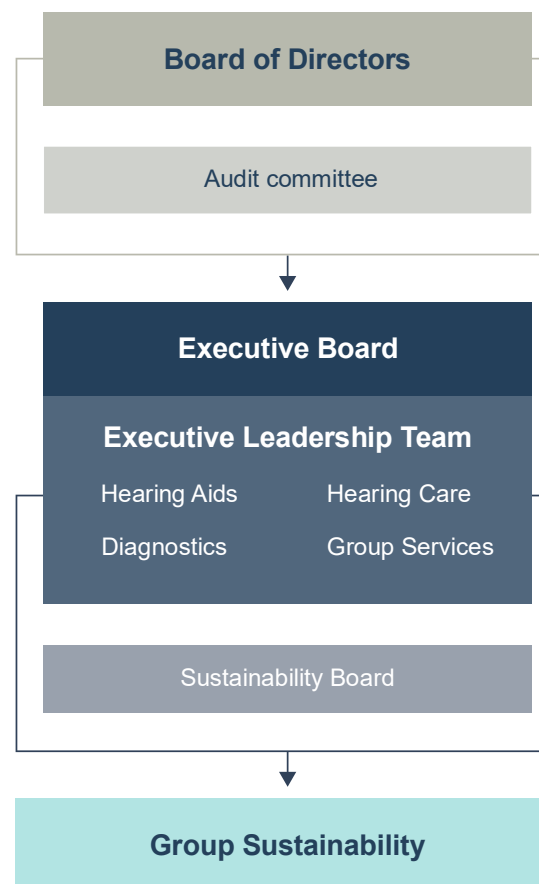
Demant's Executive Leadership Team represents all business areas and functions on the Sustainability Board to ensure that decisions made by the Sustainability Board are communicated and implemented across their respective business areas and the Group Services Leadership teams. The Sustainability Board meets five times a year.

Group Sustainability has global functional responsibility for sustainability and for setting the Group's strategic direction and executing major initiatives.

Demant ensures that relevant employees across the Group have the skills required to meaningfully contribute to our sustainability objectives and implement actions to meet our commitments.

Read more about the composition, diversity and expertise of our Board of Directors and Executive Leadership Team on pages 46-48 and in the S1-9 section on page 87.

Employee engagement is part of the performance criteria in the remuneration scheme for the Executive Board. Read more about sustainability-related performance in incentive schemes in the [Remuneration Report](#).



Material impacts, risks and opportunities

ESRS 2 SBM-3 and SBM-1

Our annual assessment of materiality of sustainability topics informs strategic decisions and guides our external reporting. When we assess sustainability topics, we consider both the impacts of our business on society and the environment (impact materiality) and how sustainability topics affect Demant's financial performance in the form of business risks and opportunities (financial materiality).

We have identified material impacts, risks and opportunities (IROs) across six topical standards as illustrated in the overview on this page. They consist of one positive impact, 11 negative impacts, six risks and three opportunities and are described on the following pages.

Managing impacts is part of our day-to-day operations. It is embedded in policies, guidelines and instructions that guide our actions. All identified IROs are integral to our business model, and based on our assessment, they do not require any major changes to our strategy or operations beyond ongoing adjustments and continuous improvements.

In the model on page 53, we illustrate the interaction between the material topics and our strategy. The methodology and process used to identify the material IROs are described on page 61.

European Sustainability Reporting Standard topics

- E1 Climate change
- E5 Resource use and circular economy
- S1 Own workforce
- S2 Workers in the value chain
- S4 Customers and end-users
- G1 Business conduct

Financially material

Financially material

- S1 Talent attraction and retention
- S4 Product quality and safety
- G1 Corruption and bribery
- G1 Advocacy for hearing health

Not material

We have not identified any IROs within the topical standards E2 pollution, E3 biodiversity, E4 water and S3 affected communities.

Double material

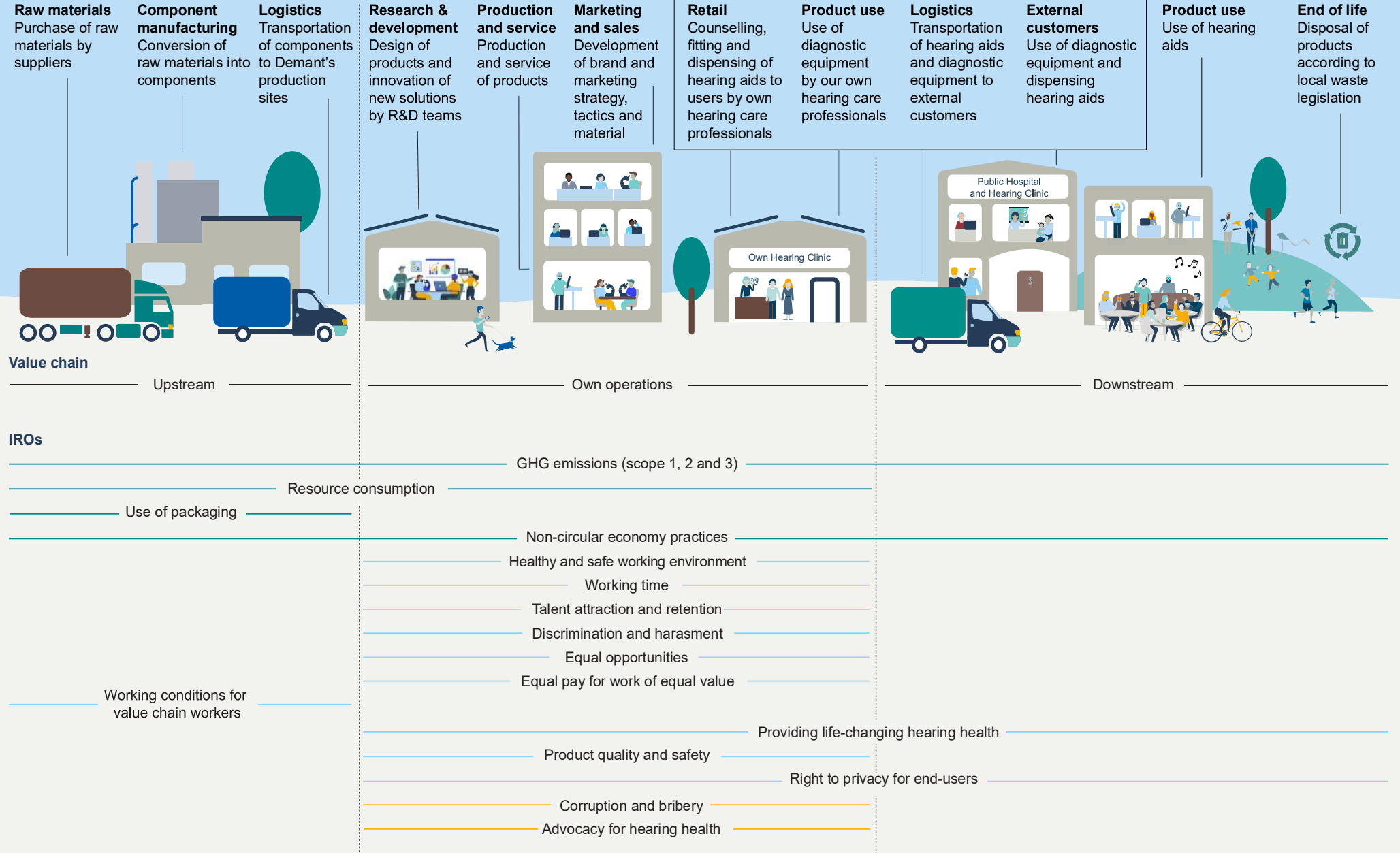
- E1 GHG emissions (scope 1, 2 and 3)
- E5 Resource consumption
- E5 Non-circular economy practices
- S4 Providing life-changing hearing health
- S4 Right to privacy for end-users

Impact material

- E5 Use of packaging
- S1 Healthy and safe working environment
- S1 Working time
- S1 Discrimination and harassment
- S1 Equal opportunities
- S1 Equal pay for work of equal value
- S2 Working conditions for value chain workers

Impact material

IROs in our value chain



Our IROs

On the following pages, we outline the IROs that were identified and assessed as material during the double materiality assessment.

Climate change (E1)	IRO	Value chain	Time horizon
Climate change mitigation			
GHG emissions (scope 1, 2 and 3)			
Demant's direct and indirect greenhouse gas emissions have a negative impact on climate change. Most greenhouse gas emissions are scope 3 emissions stemming from suppliers' operations and from materials and components that are difficult to replace.	N	UP OO DO	Short Medium Long
There is a risk that Demant will face commercial disadvantages, if we do not address our climate change impact, e.g. through established and publicly disclosed targets and action plans to reduce our greenhouse gas (GHG) emissions.	R	OO	Long

Impact, risk or opportunity	Value chain	Time horizon
N Negative impact	UP = Upstream	Short (1 year)
P Positive impact	OO = Own operations	Medium (2-5 years)
R Risk	DO = Downstream	Long (More than 5 years)
O Opportunity		

Resource use and circular economy (E5)	IRO	Value chain	Time horizon
Resource inflows, including resource use			
Resource consumption			
The quantities and sourcing of the different materials that we require for our operations have negative impacts on the environment related to resource extraction, such as pollution and ecosystem impacts, and on the potential depletion of non-renewable resources.	N	UP	Short
The risk is related to the scarcity and availability of the resources Demant needs. If Demant cannot access key materials, it will disrupt our ability to produce and deliver products. There is an increased financial risk when demand for these resources increases, while supply remains constrained, leading to price increases and higher production costs for Demant and, consequently, lower profits.	R	OO	Medium
Use of packaging			
We require packaging for transportation, protection and delivery of our products to users, which adds pressure on the market for the use and extraction of resources, such as paper, cardboard and plastics. The environmental impact of packaging is defined by the packaging design, the amount and type of material used and sourcing of such materials.	N	UP	Short
Resource outflows related to products and services			
Non-circular economy practices			
Demant's current product design and process follow a linear economy model, meaning that once a product is no longer used, its materials are not reused or recycled. The lack of component recovery and recycling increases the use of new materials and thus has a negative impact on the environment.	N	UP OO DO	Medium Long
If Demant introduces circular actions to reincorporate materials and components into production, this can reduce material dependency on new components and the need for virgin materials and potentially reduce costs for purchasing materials and components.	O	OO	Medium Long

Own workforce (S1)

	IRO	Value chain	Time horizon
Working conditions			
Healthy and safe working environment Physical health and safety incidents occur across Demant's sites. These, along with cases of stress leave, can negatively impact our employees' health and well-being.	N	OO	Short Medium
Working time Excessive overtime can sometimes be a problem across the Demant Group and have a negative impact on employees' well-being and affect their work-life balance, if they do not get the rest they need.	N	OO	Short
Talent attraction and retention There is a risk related to the availability of skilled personnel, to our ability to attract the right talent and to high turnover rates in some employment areas, which could mean high expenses for the recruitment, onboarding and training of new staff.	R	OO	Short
Equal treatment and opportunities for all			
Discrimination and harassment Cases of discrimination and harassment that can, among others, be based on gender, nationality or ethnicity sometimes occur in the global multicultural workforce. This can lead to negative impact on own employees. There is a higher likelihood of negative impacts in some regions and in relation to minorities in more homogenous populations.	N	OO	Short Medium
Equal opportunities Some employee groups may encounter barriers to professional advancement due to their personal demographics. This can have negative impacts on those employees' professional development and thus their wellbeing and engagement in the workplace.	N	OO	Short Medium
Equal pay for work of equal value Demant may have a negative impact on employees' right to equal pay for equal work. A documented systemic pay gap still exists between genders in many societies. This can affect employees' standard of living as well as their wellbeing and engagement in the workplace.	N	OO	Short Medium

Workers in the value chain (S2)

	IRO	Value chain	Time horizon
Working conditions			
Working conditions for value chain workers Demant operates a long and complex value chain, engaging with suppliers that operate in countries and industries, where workers' rights to a fair and safe working environment may not be observed. Known severe impacts include forced and child labour in the electronics manufacturing sector and related supply chain, which is part of Demant's supply chain.	N	UP	Short

Consumers and end-users (S4)

	IROs	Value chain	Time horizon
Social inclusion of consumers and end-users			
Providing life-changing hearing health Through our products, Demant positively impacts people living with hearing loss, our users, by enhancing their engagement in life and creating a positive ripple effect on their surroundings, including their families, colleagues and friends.	P	DO	Short Medium Long
The enhancement of people's quality of life through hearing health solutions is the core of our business and a key driving force behind revenue growth and market expansion.	O	OO	Short Medium
Safety of consumers			
Product quality and safety In case of lack of quality or non-compliance with medical device regulations, the company's licence to operate and its ability to bring products to market are at risk. Any product recalls would also have negative financial effects on Demant.	R	OO	Short
Information-related impacts for consumers and/or end-users			
Right to privacy for end-users Due to the nature of our business, we have access to patients' and users' sensitive personal data, which means that if such data is compromised, the impact will potentially be negative.	N	DO	Short
Under GDPR, Demant may face penalties if we fail to adequately protect user privacy.	R	OO	Short

Business conduct (G1)

Corruption and bribery

Corruption and bribery

Demant operates in countries with risks of corruption and bribery, exposing our commercial departments to these risks. Corruption incidents may lead to fines and reputational damage and thereby affect Demant's ability to win public tenders. We also work with distributors who operate in countries where these risks are higher than in the countries where Demant operates directly.

R

OO

Short
Medium

Political influence and lobbying activities

Advocacy for hearing health

Engaging with governments and local authorities to raise awareness about the importance of hearing health by testing more people and ultimately treating their hearing loss represents an opportunity for Demant, since the level of reimbursement in individual countries affects the penetration rate and thus impacts markets.

O

OO

Medium
Long

There are few changes in IROs compared to our 2024 reporting. Enabled by a more granular and objective assessment, we have:

- Assessed climate change adaptation not to be material
- Disaggregated 'product circularity' into three distinct IROs: resource consumption, non-circular economy practices and packaging
- Disaggregated 'working conditions' into two distinct IROs: safe and healthy working conditions and working time

- Disaggregated 'diversity, equity and inclusion' into three distinct IROs: discrimination and harassment, equal opportunities and equal pay for work of equal value
- Integrated 'hearing health awareness' into the IRO 'life-changing hearing health'

More information on each IRO, including how we manage them through policies, actions and targets, is provided in the topical Environment, Social and Governance sections.



Double materiality assessment

Building on a strong foundation, we matured our due diligence mapping and our financial assessment processes in 2025.

ESRS 2 IRO-1, GOV-4, SBM-2, IRO-1 E1 and E5

Impact assessment

To enable a more granular and objective identification of impacts, we initiated a corporate-wide sustainability due diligence mapping process in 2025, which is aligned to best practices in the OECD Guidelines and the UNGPs. The process builds on the human rights assessment and environmental analysis conducted in 2024.

The objective of the due diligence mapping process was to assess the adverse impacts that Demant has or may have on defined human rights and in environmental and governance areas. The assessments focused on the more likely impacts, not all imaginable impacts, as well as on areas where Demant may cause or contribute to adverse impacts. To assess impacts that Demant is linked to, we defined value chain scope as 'known severe impacts' based on desktop research.

The starting point for this process was a thorough value chain mapping, defining own operations as entities with operational control. This enabled consideration of geographies with elevated risk of potential impact as well as alignment on our core activities. Please refer to This is Demant on page 11 and the value chain model on page 57. The supply chain mapping focused on the main tier-one suppliers' activities as well as their most important component and material value chains.

The identification and assessment of impacts were initially informed by desktop research, using sources, such as established risk indices for

country and sector risks and expert articles from NGOs and academia. Engagement with internal stakeholders further qualified the identification and scoring of impacts, also leveraging external stakeholders' perspectives based on internal knowledge from existing stakeholder engagement processes. Read more about how Demant engages with stakeholders on page 62.

The due diligence process incorporated assessment of materiality through a scoring methodology that included the following parameters: scale, scope and irremediability to assess impact severity, and likelihood. For scoring of potential negative human rights impacts, severity took precedence over likelihood.

Disclosures in this section (page 56-61) and in the topical sections (page 64-101) map how we apply the main aspects and steps of due diligence in relation to embedding due diligence in governance and strategy, engaging stakeholders, preventing and mitigating negative impacts and tracking effectiveness.

To assess the materiality of climate change, we started by examining our own greenhouse gas emissions (GHG) accounting. We assessed our emissions performance against our climate targets and our general emissions trend to determine materiality.

In relation to circular economy, the identification and assessment of impacts were based on our own business understanding and current business model practices.

No material IROs were identified for pollution, water and biodiversity. We conducted a two-step environmental assessment of our main locations evaluating the geographic context with the WWF Risk Tool and site-specific activities through environmental questionnaires completed by on-site employees.

Financial assessment

The starting point for the financial assessment of sustainability matters was the identified impacts. We further assessed what dependencies Demant has in relation to the business model and whether these lead to any risks or opportunities.

We assessed financial materiality through a scoring methodology that included the following parameters: size of financial effect, likelihood, and impact on reputation.

In 2025, we matured our approach to financial assessment through increased use of quantitative measures to support our conclusions on materiality. We engaged internal risk management and commercial operations specialists from our key business areas to qualify the assessment approach for each risk and opportunity that the core project team had initially identified. We also consulted our Investor Relations team and our Finance department to ensure that the perspectives of investors and lenders, whom we define as the primary users of our annual reports, were considered.

To assess climate-related transition risks, i.e. risks that arise from technological, market and legal shifts toward a low-carbon economy, Demant identified relevant transition events under scenarios limiting global warming by the end of the century to 1.5°C with minimal overshoot. In the assessment, we considered different types of transition events, influencing our own operations and those of the supply chain within a 2050 horizon.

Climate-related physical risks across key locations, such as headquarters, manufacturing sites and the sites of our main suppliers, were assessed, using IPCC scenarios (RCP2.6, RCP4.5, RCP8.5) with a 2065 horizon. Based on the most granular secondary data available, the analysis covered climate-related hazards, such as wildfires and droughts. Based on the results, we determined that climate-related physical risks were not financially material to Demant.

To identify material risks and opportunities related to circular economy, we conducted a qualitative assessment of the key materials used in production and how these are sourced. Based on secondary information from the electronics industry, the assessment considered criteria, such as the percentage of materials not recycled at the end of a product's life.

Qualification and validation

Subject matter owners were engaged through the whole process to qualify and validate final scoring, yielding a final list of material IROs ranked over the internally aligned quantitative materiality threshold on either impact, financial effect or both. Alignment on the threshold ensured consistency across all topics, while allowing subject matter experts and owners to provide sound qualitative arguments to inform the final materiality assessment in those cases where the quantitative assessment was very close to the threshold.

The material IROs were then discussed and validated in the forum of the Sustainability Board, which is ultimately accountable for the assessment and management of material IROs. The audit committee also provided their validation of material IROs, ensuring that sustainability-related impacts and risks are considered appropriately alongside other types of risks and are integrated into the continuous risk management processes of the Group's business areas and functions.

Stakeholder views and interests

Stakeholder engagement is crucial to Demant's ability to increase its positive impact on hearing health and create value for our stakeholders.

ESRS 2 SBM-2

We engage with our stakeholders on a continuous basis to understand their expectations. Ongoing stakeholder engagement is anchored in relevant functions across the organisation where input directly informs how we conduct our business. This includes relevant sustainability-related impacts.

The interests and views of key stakeholders are shared with and discussed by our functional boards and business area leadership teams. Read more about our sustainability governance model on page 55 and corporate governance framework on page 40.

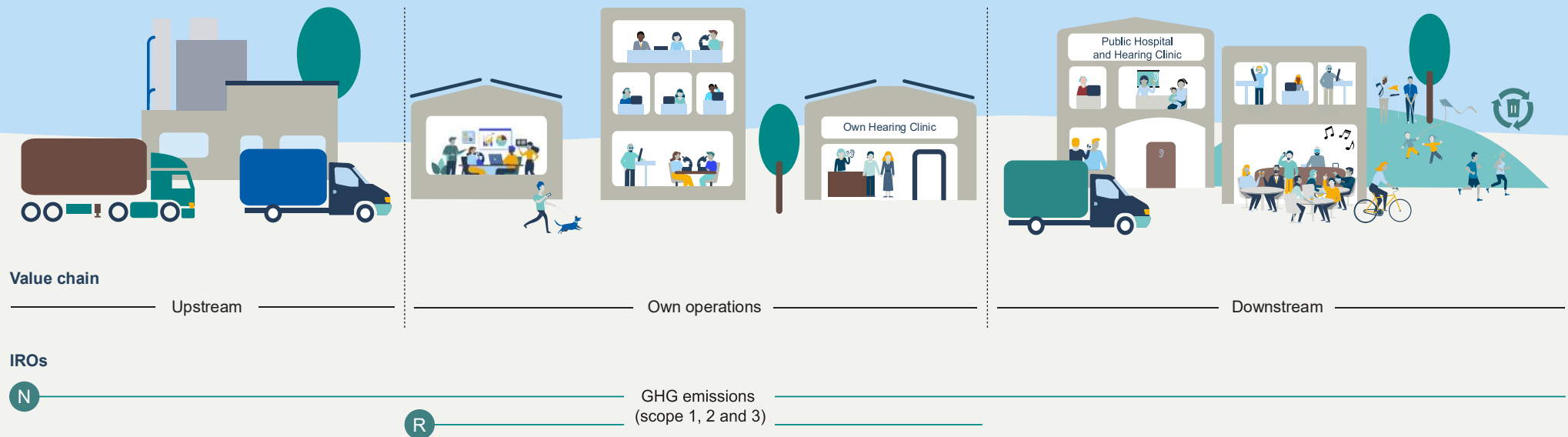
Key stakeholders	Engagement	Outcome of engagement
Employees	Ongoing employee engagement is ensured through employee surveys, performance and development management processes as well as health and safety processes. Read more on pages 80-88.	A healthy and safe working environment that is informed by employee perspectives Engaged and motivated employees
Hearing aid users	We engage daily with hearing aid users in our clinics. User quality surveys and customer service platforms further ensure ongoing user engagement. Read more on pages 92 and 94.	Understanding users' needs Building trust among users Product innovation that meets user needs for better hearing
Business customers	We engage with our customers, such as national health organisations, hospitals and hearing care clinics, through the daily operations of our commercial teams. We continuously collect insights through customer surveys.	Providing optimal hearing health technology, service and treatment Monitoring and understanding market developments and customer needs Building trust with customers
Suppliers	We continuously engage with suppliers on an operational basis and through supplier due diligence processes. Read more on page 90.	Ensuring compliance with Demant's Third Party Compliance Code Close and stable relations with critical suppliers
Shareholders	We engage with existing shareholders and potential new investors through meetings, investor calls and/or capital markets events. Read more on pages 43-45.	Communicating on our performance and understanding investors' views and expectations for the company and its ESG development
Regulators and authorities	We closely follow updates from regulators and other public authorities, continuously aligning practices. We engage in advocacy through industry organisations and interest groups or in collaboration with peers. Read more on page 101.	Ensuring compliance with all relevant legislation in the markets where we operate Mitigating business and impact risks Advancing positive impacts for people living with hearing loss
Industry organisations and interest groups	We are an active player in selected industry organisations and collaborate with relevant patient associations and interest groups on a continuous basis.	Advancing the hearing healthcare industry and positive impacts for people living with hearing loss Including the views of interest groups into our business processes
Academia	We keep up with the high pace of primary scientific and technology research and base our solutions on significant research enabled through close collaboration with academic experts.	Accessing relevant research to develop innovative solutions Significantly enhancing user benefits in future hearing care through continuous audiological discoveries

Environment

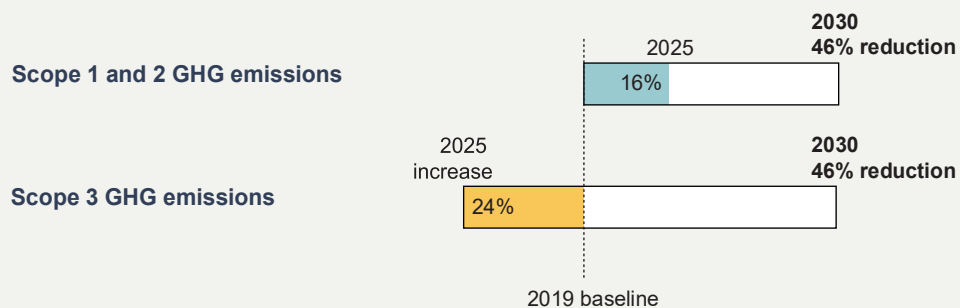
E1 Climate change	64
E5 Resource use and circular economy	74
EU taxonomy regulation disclosure	78

E1 Climate change

Caring for people's health and well-being goes hand in hand with caring for the environment and, though we are not in a greenhouse-gas-intensive industry, we take a proactive approach to lowering our climate impact.



Progress against targets



Climate change mitigation

We act to mitigate our material climate-related impact and risk across our value chain.

ESRS 2 SBM-3 E1

We have identified one actual impact and a risk related to climate change:

- Demant's direct and indirect greenhouse gas emissions have a negative impact on climate change. Most greenhouse gas emissions are scope 3 emissions.
- There is a risk of experiencing commercial disadvantages if we do not adequately address climate change mitigation.

Resilience analysis

Demant's resilience analysis assesses our strategy and business model and their ability to cope with the identified material climate risk. The assessment concludes that Demant is resilient to this risk and has implemented measures to minimise their materialisation.

The resilience analysis builds on the double materiality assessment, where physical and transition risks were considered. However, the resilience analysis only considers the material risks. The resilience analysis uses a 2050 timeframe for the scenario analysis, aligning with Demant's net-zero targets (2050). The transition risks were identified under a 1.5°C global temperature increase limit at the end of the century scenario. This is a threshold recognised by climate science and the international community, through the United Nations' Paris Agreement, as a critical requirement in the fight against climate change. The identification of physical risks considered scenarios with temperature increases beyond the 1.5°C, as the risk of physical climate-related hazards increase under

these conditions. Please refer to page 66 for additional details.

Uncertainties in the resilience analysis relate mainly to the use of secondary data in the double materiality assessment, which is not specific to Demant or our industry, but is rather based on global trends and the energy sector. As Demant continues to strengthen its double materiality assessment process, these uncertainties are expected to decrease over time.

Policies that guide our behaviour

E1-2

Our Sustainability Policy, as further described on page 54, sets the direction for climate change mitigation for all Demant entities and describes roles, responsibilities and focus areas to tackle GHG emissions. In this Policy, all GHG scopes for climate change mitigation are addressed, and the Policy covers topics, such as energy efficiency, deployment of renewable electricity, fleet electrification and value chain emissions.



Transition plan

E1-1

Demant's transition plan is a dynamic framework that consolidates the climate initiatives set by the Group to reduce the GHG emissions and reach our climate targets. The plan currently focuses on Demant's near-term climate targets for 2030.

Demant's climate targets are validated by the Science Based Targets initiative (SBTi) as science-based and aligned with limiting global warming to 1.5°C above pre-industrial levels by the end of the century. Please see E1-4 for target information.

The transition plan, which was approved by the Sustainability Board in 2024, consists of the six decarbonisation levers, all global in scope, shown to the right and are further described on the following pages.

In 2025, we continued improving our scope 3 understanding, which led us to strengthen our scope 3 accounting and will allow us to improve current decarbonisation levers and set additional ones for the future.

While no locked-in emissions are expected to compromise the achievement of our 2030 targets, addressing these emissions will be essential to meet our 2050 climate targets. Further analyses will be required to quantify and address these emissions.

Demant is not excluded from the 'Paris-aligned benchmarks' established by the European Commission. The benchmarks provide a roadmap to ensure that company activities are consistent with the Paris Agreement's objectives, particularly the goal of limiting the global temperature rise to 1.5°C above pre-industrial levels



Upstream

Value chain

Scope 3

Supplier engagement programme

Mitigation actions:

- Set supplier specific targets for improving the environmental performance of purchased goods and services

Time horizon

From short to medium term.

Decarbonisation of our transportation

Mitigation actions:

- Shift from air freight transportation to less climate-intensive transportation modes
- Improve transportation logistics across upstream and downstream supply chain activities. These activities are reported as upstream transportation and distribution under the GHG Protocol.

Time horizon

From short to long term.



Own operations



Scope 1 and 2

Energy consumption reduction and efficiency in own operations

Mitigation actions:

- Decrease energy consumption
- Increase energy efficiency

Time horizon

From short to long term.

Renewable electricity for own operations

Mitigation actions:

- Use on-site renewable electricity
- Use off-site renewable electricity

Time horizon

From short to medium term.

Vehicle fleet electrification

Mitigation actions:

- Transition to electric vehicles for already existing fleet in six prioritised European countries
- Transition to electric vehicles for fleets in remaining countries

Time horizon

From short to long term.

Scope 3

Decarbonisation through product design

Mitigation actions:

- Reduce the climate intensity of new equipment

Time horizon

From medium to long term.

Actions and results through our decarbonisation levers

E1-3

Energy consumption reduction and efficiency in own operations

Energy consumption reduction and efficiency efforts are recurrent and locally managed, allowing each site to tailor initiatives to its specific context, as this lever focuses particularly on manufacturing sites and high-consumption entities. Therefore, no specific global mitigation potential is defined for this lever.

Example of actions implemented this year are improvements to the heating and ventilation systems (both physical and technological changes) and technological improvements to reduce manufacturing-related energy consumption.

Renewable electricity in own operations

Demant aims for 100% renewable electricity in our own operations by 2030 to reduce all GHG emissions associated with our own global electricity consumption. In 2025, we achieved our interim target of using 50% renewable electricity, exceeding the target by 3 percentage points.

We continue using different sources of renewable electricity, such as on-site generated solar power, green tariffs (supplier agreements) and Energy Attribute Certificates, while exploring the incorporation of new alternatives, such as power purchase agreements (PPAs).

In 2025, GHG emissions from electricity represented 76% of scope 2 GHG emissions and 31% of scope 1 and 2 GHG emissions combined. Demant consumed 1,226 MWh of on-site renewable electricity, which reduced our market-based GHG emissions by 580 tonnes CO₂e in Mexico,

Denmark, Poland, South Africa, Australia, France and Italy.

Demant consumed 28,363 MWh off-site renewable electricity, with a further reduction of 15,479 tonnes market-based CO₂e emissions.

Vehicle fleet electrification

The use of electrical vehicles over internal combustion engine vehicles across our global fleet will allow us to reduce our GHG scope 1 emissions associated with the use of fossil fuels, e.g. diesel and petrol.

In 2025, we began implementing phase one of our fleet electrification plan from 2024. In phase one, our local entities across six specific European countries must reach a defined electric vehicle share in their fleet by 2030. In 2025, the entities defined their individual fleet electrification roadmaps and started implementing them accordingly. Considering fleet size and behaviour, phase one is expected to avoid the consumption of petrol and diesel equivalent to a reduction of 3,556 tonnes CO₂e in our 2030 fleet.

Demant encourages all its entities, no matter which phase of the fleet electrification plan they are in, to switch to electrical vehicles, when feasible.

Supplier engagement programme

In 2024, our Hearing Aids business area launched Sustain, a supplier engagement programme designed to better understand and improve the environmental performance of our suppliers, which will impact our scope 3 GHG emissions performance. For the selected suppliers, the programme is structured in two phases:

Phase one (2024-2025) focuses on collecting primary environmental data from selected goods suppliers to be used for our emissions quantification and understanding. Phase two (expected to

begin in 2026) aims to establish decarbonisation commitments with those goods suppliers, driving GHG emissions reductions across our scope 3 purchased goods and services.

Once decarbonisation commitments are agreed, the mitigation potential of this lever will be quantified. The environmental impact of the Sustain programme, as well as its duration, will grow over time as additional suppliers are onboarded.

Decarbonisation of our transportation

Reducing emissions from transportation requires continuous assessment of our global approach to transportation, while considering our business needs, routes and locations compatible with the decarbonisation.

Our Diagnostics business area is reducing the number of internal shipments and handling in Europe through its newly introduced Direct Delivery concept. As a result of the actions under this lever, Diagnostics' transportation emissions intensity per DKK spent in 2025 remained fairly stable, increasing from 0.11 to 0.13 kg CO₂e/DKK compared to 2024. The medium- and long-term mitigation potential associated with this lever is yet to be determined.

Decarbonisation through product design

Defined in 2025 and specific to our Diagnostics business area, this lever will be implemented in 2026, when all newly designed equipment will undergo a design assessment to evaluate their associated GHG emissions. This assessment, known as a life cycle assessment (LCA), will identify the primary sources of emissions across the materials, components and life stages of the equipment. The insights gained will enable our R&D teams in Denmark and Poland to explore alternative design choices aimed at reducing the overall GHG impact of the equipment.

To support this lever development, we have initiated collaborations with our suppliers to gather relevant data and, ultimately, to work together to decarbonise our equipment. The reduction potential associated with this lever is yet to be defined.

As a first step towards this, our Hearing Aids business area is performing a life cycle assessment to identify the GHG emissions hotspots associated with one of our 2024 hearing aid models.

Looking ahead

Demant's transition plan currently addresses the main emissions sources and categories and is further developed on a continuous basis. Over time, we expect to continue gaining deeper understanding of the decarbonisation potential of our current levers and identify new ones. As more data and insights become available, we will enhance the alignment of our transition plan with our climate targets, particularly those related to scope 3 emissions.

The financial resources required for the implementation of the decarbonisation levers and their relation to the financial statements are yet to be determined, as this depends on further defining the decarbonisation levers and their reduction potential.

Targets and metrics

E1-4

Demant's climate targets were validated by the SBTi in 2023 and are aligned with the Paris Agreement's goal of limiting the global temperature increase to 1.5°C by the end of the century.

Near-term targets

Demant commits to reducing absolute scope 1 and 2 GHG emissions by 46% by 2030 from a 2019 baseline year. Demant also commits to reducing absolute scope 3 GHG emissions by 46% within the same timeframe.

Long-term targets

Demant commits to reducing absolute scope 1 and 2 GHG emissions by 90% by 2050 from a 2019 baseline year. Demant also commits to reducing absolute scope 3 GHG emissions by 90% within the same timeframe.

Overall net-zero targets

As a further step in our efforts towards climate change mitigation, Demant commits to reaching net-zero GHG emissions across the value chain by 2050 from a 2019 baseline year. This means that we will neutralise the remaining 10% of our GHG emissions, which cannot be reduced, through carbon removal.

Target setting methodology

The targets, which cover 100% of our GHG emissions, follow the operational control approach for setting Demant's organisational boundary. As it is allowed in the target-setting methodology under the SBTi Corporate Net-Zero standard V1.0, our target-setting process followed the absolute contraction approach, and we used a cross-sector pathway and market-based accounting approach when setting the target.

Demant submitted its climate targets for validation to the SBTi in 2023, using 2019 as the baseline

year, since it provided the latest available data before Covid-19 disrupted business operations. Demant does not consider GHG emissions removals, carbon credits and avoided GHG emissions as means of achieving our near- or long-term targets. Aligned with the Greenhouse Gas Protocol, the GHGs considered in the targets are:

- Carbon dioxide – CO₂
- Methane – CH₄
- Nitrous oxide – N₂O
- Hydrofluorocarbons – HFCs
- Perfluorocarbons – PFCs
- Sulphur hexafluoride – SF₆
- Nitrogen trifluoride – NF₃

Link between our climate targets and our climate efforts

For our near-term scope 1 and 2 targets, the required emissions reductions will be achieved through the levers 'Energy consumption reduction and efficiency in own operations' and 'Renewable electricity for own operations'. We will use the former to decrease our energy needs and the latter to reduce the GHG emissions associated with our electricity consumption.

Though we expect to achieve the desired reduction level through our renewable electricity lever, the 'Vehicle fleet electrification' lever has a complementary role to ensure that the emissions associated with our fleet are reduced as early as possible and do not jeopardise the achievement of our scope 1 and 2 near-term target.

The near-term scope 3 target is currently addressed through the levers 'Supplier engagement programme', 'Decarbonisation of our transportation' and 'Decarbonisation through product design'. While the extent to which these levers will achieve the required emissions reductions is still being defined, they collectively cover all major sources of our scope 3 emissions stated in the transition plan.



Solar cells on new Diagnostics building in Rosówek Poland

E1-5

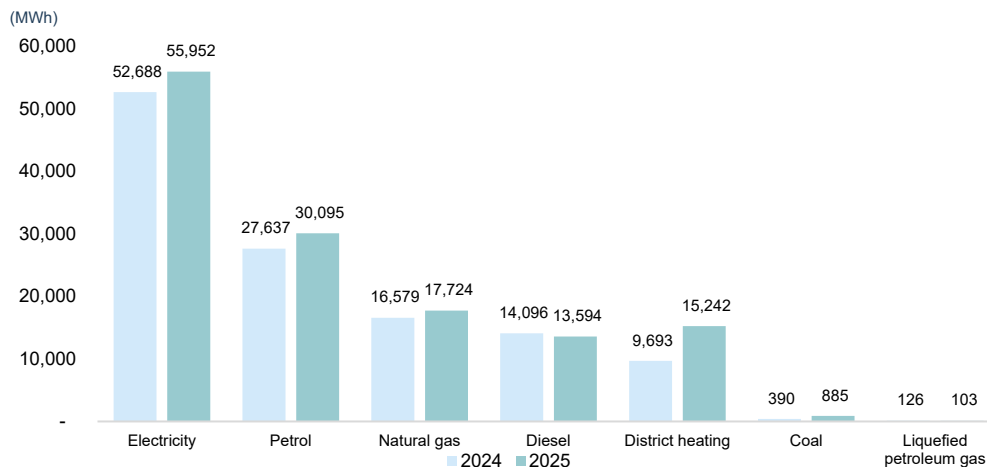
Energy

Compared to 2024, Demant's total energy consumption increased by 10%, from 121,209 MWh in 2024 to 133,595 MWh in 2025. Most of the increase is attributable to electricity and heating, due to the constant growth of our Hearing Care business area, and higher usage of fuel by our vehicle fleet.

In 2025, Demant's total use of energy from fossil sources was 103,902 MWh of which 26,363 MWh relates to the consumption of non-renewable electricity. Compared to consumption of 102,721 MWh in 2024, Demant's consumption of energy from fossil sources increased by 1% in 2025.

Despite the overall increase in energy consumption, many of our energy-intensive entities successfully reduced their use of non-renewable energy and increased their use of renewable sources, resulting in an increase of 7 percentage points in the Group's renewable energy share from 2024 to 2025.

Energy consumption mix



Currently, electricity is our only source of renewable energy.

Our energy intensity increased in 2025 compared to 2024 as a result of a higher increase in our energy consumption than in our revenue. It went from 5.41 MWh to 5.82 MWh per DKK million revenue.

Renewable electricity

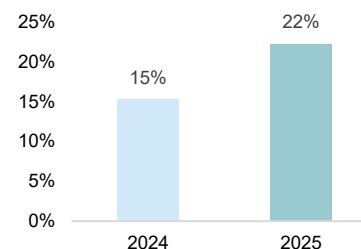
In 2025, 53% of the Group's electricity consumption was sourced from renewable energy, mainly through Energy Attribute Certificates and green tariffs (supplier agreements).

From our renewable electricity, 4% is generated on-site, entirely from solar installations across specific locations in Poland, Mexico, Denmark, South Africa, Italy, Australia and France. The remaining 96% is generated off-site and acquired through different market mechanisms. Of this, 59% relates to Energy Attribute Certificates assigned to the consumption in specific EU countries and China. The remaining 41% off-site electricity relates to the use of green tariffs in France, Italy, Poland and the US.

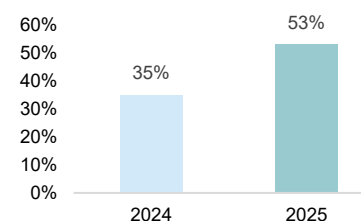
Renewable electricity by source



Renewable energy of total energy consumption



Renewable electricity of total electricity consumption



E1-6

Scope 1 and 2

Demant reduced its scope 1 and 2 market-based GHG emissions by 9% in 2025 compared to 2024, mostly driven by our transition to renewable electricity. When compared to our 2019 baseline, we have reduced our emissions by 16%, continuing our steady progress towards our 2030 target.

Both electricity and fuel used for our fleet remain key sources of our scope 1 and 2 emissions, which is why our mitigation efforts focus on these sources. Together, these emissions represented 69% of our scope 1 and 2 emissions in 2025.

Scope 3

In 2025, our scope 3 GHG emissions decreased by 7% compared to 2024 and increased by 24% compared to our 2019 baseline. From the decrease in the emissions, 85% of it relates to purchased goods and services, followed by a smaller reduction of 10% linked to the transportation categories.

The emissions associated to our purchased goods and services are highly dependent on our business activities, influenced by our inventory levels and buying decisions. For example, when understanding the reason behind the emissions decrease in 2025 compared to 2024, despite a relatively stable spending associated to our purchased goods and services in both years, the decrease is attributed to a different purchasing behaviour. The goods acquired in 2025, had lower associated GHG emissions than those purchased in 2024.

The emissions of capital goods are highly dependent on specific operational decisions. The high increase in this type of emissions in 2025 compared to 2024 relates to the purchase of machinery for production purposes.

93% of our scope 3 emissions are concentrated on four categories: purchased goods and services (69%), upstream transportation (12%), capital goods (8%) and fuel- and energy-related services (4%). Thus, our decarbonisation efforts focus on these categories. Through our supplier engagement programme decarbonisation through product design and decarbonisation of our transportation we address the GHG emissions associated with purchased goods and services as well as upstream transportation and distribution. Through our scope 1 and 2 levers, we indirectly address the emissions associated with our fuel- and energy-related services category.

Excluded scope 3 categories

Category	Justification
8 Upstream leased assets	Demant's leased assets are under its operational control and therefore included in scope 1 and 2 accounting.
10 Processing of sold products	Demant focuses on providing final products, accessories and consumables.
13 Downstream leased assets	Demant does not own or lease assets to external parties.
14 Franchises	Demant does not own or operate franchises.

Although recent improvements indicate progress in the right direction, we have yet to succeed in reducing scope 3 emissions compared to our baseline. To align our progress with our targets, we continue to improve the accuracy and completeness of our scope 3 data and our understanding of the decarbonisation levers. We also continue to assess additional levers to reduce emissions over time.

Included scope 3 categories

Scope 3 categories included in our GHG emissions inventory are the following eleven:

Category 1: Purchased goods and services

Category 2: Capital goods

Category 3: Fuel and energy-related activities not included in scope 1 or 2

Category 4: Upstream transportation and distribution

Category 5: Waste in operations

Category 6: Business travel

Category 7: Employee commuting

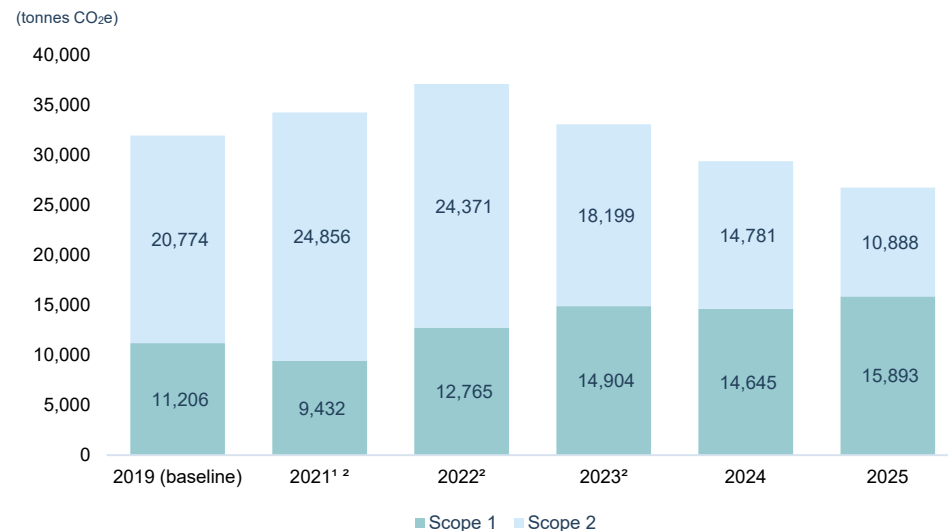
Category 9: Downstream transportation and distribution

Category 11: Use of sold products

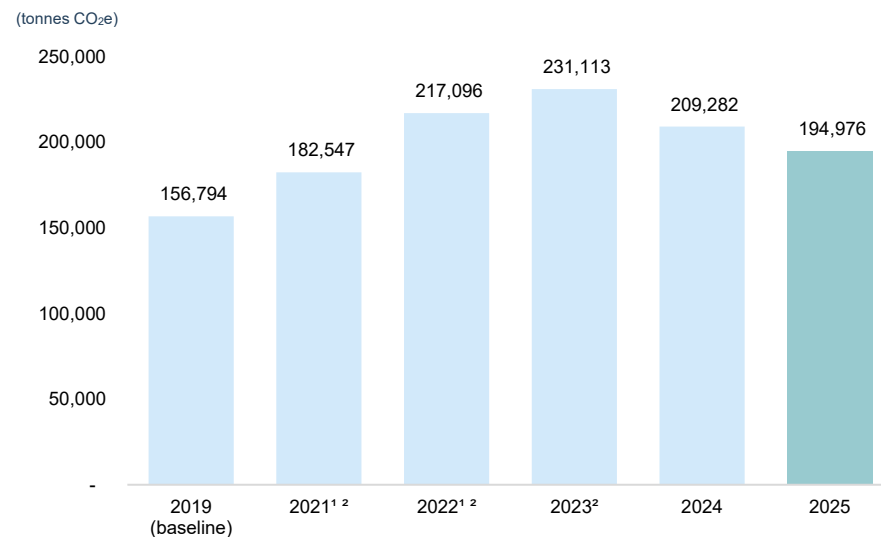
Category 12: End-of-life treatment

Category 15: Investments

Scope 1 and 2 market-based GHG emissions



Scope 3 GHG emissions



¹2021 was impacted by lower activity due to Covid-19.

²Not covered by the Independent Auditor's limited assurance report

Total GHG emissions

(tonnes CO ₂ e)	Year					Target	
	Baseline 2019	2025	2024	% vs. LY	% vs. Baseline	2030	Annual % target/ Baseline ¹
Scope 1 GHG emissions							
Gross scope 1 GHG emissions	11,206	15,893	14,645	9%	42%	6,029	4%
Scope 2 GHG emissions							
Gross scope 2 location-based GHG emissions ²	17,996	19,508	19,041	2%	8%		
Gross scope 2 market-based GHG emissions ²	20,774	10,888	14,781	-26%	-48%	11,176	4%
Total scope 1 emissions and scope 2 market-based emissions	31,980	26,781	29,426	-11%	-16%	17,205	4%
Scope 3 GHG emissions							
Total Gross indirect (scope 3) GHG emissions	156,794	194,976	209,282	-7%	24%	84,355	4%
1: Purchased goods and services ^{3, 4}	112,551	133,712	155,952	-14%			
2: Capital goods ³	8,219	16,126	5,181	211%			
3: Fuel and energy related activities	7,253	7,876	7,253	9%			
4: Upstream transportation and distribution ³	17,999	22,916	25,248	-9%			
5: Waste in operations	1,151	895	2,026	-56%			
6: Business travel	2,741	2,794	2,741	2%			
7: Employee commuting ⁴	1,973	2,710	2,621	3%			
9: Downstream transportation and distribution ³	871	884	1,243	-29%			
11: Use of sold products	2,125	3,889	3,991	-3%			
12: End of life treatment ⁴	1,733	2,475	2,397	3%			
15: Investments	178	699	629	11%			
Total Scope 1, 2 and 3 GHG emissions							
Total location-based GHG emissions	185,996	230,377	242,968	-5%	24%		
Total market-based GHG emissions	188,774	221,757	238,708	-7%	17%		
GHG Intensity based on net revenue							
Total GHG emissions (location-based) per net revenue	12	10	11		-19%		
Total GHG emissions (market-based) per net revenue	13	10	11		-24%		

¹Annual reduction in percentages from the baseline year 2019 required to reach the 2030 target.

²GHG accounting for electricity applies two methodologies based on the type of emissions factors to use: location- and market-based emissions. Location-based emissions consider the average emission intensity of the power grid where the consumption takes place but disregard the use of off-site renewable electricity. Market-based emissions consider the specific type of electricity consumed and the associated specific emission intensity in the emissions calculations. Please refer to the Greenhouse Gas Protocol scope 2 guidance for additional information.

³Compared to 2024, these categories are reported separately.

⁴Comparative figures for these categories are restated to methodology improvements, please see accounting policies for more details.

Accounting policy

Energy consumption

Energy consumption includes both primary data and estimated usage of electricity, district heating, natural gas, diesel, petrol, coal and liquefied petroleum gas. Energy consumption is recorded, using different units (e.g. litres, kWh, kg), and is later consolidated in megawatt hours (MWh).

The share of renewable energy represents the amount of renewable energy used by Demant in our operations. It is calculated by dividing the energy consumed from renewable sources by the total energy consumed by the Group.

Refrigerants are not included in the energy consumption, as they account for less than 0.1% of the total energy consumption.

Energy intensity

Energy intensity is reported as the total energy consumption divided by the total revenue. According to ESRS definitions, all of Demant's business is classified as belonging to a high-climate impact sector. The revenue used as the denominator is the total revenue generated by the Group. Please refer to the Financial statements, Note 2.1, on page 128.

Greenhouse gas accounting

Demant's carbon accounting adheres to the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard defined by the World Resources Institute and World Business Council for Sustainable Development in line with the recommendation of the ESRS. Our consolidated GHG emissions data encompasses all entities under Demant's operational control, including leased facilities, with GHG emissions quantified in carbon dioxide equivalent (CO₂e).

Demant's Inventory Management Plan (IMP) sets the framework for defining, compiling and reporting Group GHG emissions across all scopes of

GHG emissions based on the Greenhouse Gas Protocol. The IMP specifies that baseline recalculations may occur under the conditions defined in the publicly available [Baseline Recalculation Policy](#).

Scope 1 and 2 GHG emissions

Scope 1 emissions consist of direct GHG emissions that arise from the actual and estimated consumption of natural gas, liquefied petroleum gas, coal, petrol, diesel and refrigerants (fugitive emissions).

Scope 2 emissions consist of indirect GHG emissions that arise from the actual and estimated consumption of electricity and district heating.

The calculation of scope 1 and scope 2 GHG emissions is fully automated within our energy management system, utilising GHG emissions factors provided by the UK Department for Environment, Food & Rural Affairs (DEFRA), the US Environmental Protection Agency and the International Energy Agency.

Location- and market-based GHG emissions

For scope 2, we calculate location- and market-based GHG emissions and use the latter to benchmark Demant's performance against our climate targets in accordance with our SBTi accounting approach.

Scope 3 GHG emissions

Demant's business areas have different needs for data for the accounting of scope 3 GHG emissions. Therefore, we have decided to use different methodologies according to the data availability and needs of each business area.

Demant employs two different methodologies for scope 3 accounting of categories 1, 2, 4, 5, 8 and 12: one tailored for the Diagnostics business area and another for the Hearing Aids and Hearing

Care business areas. Both methodologies align with the scope 3 GHG Protocol standard and follow a combined approach, using hybrid- and spend-based methods for the calculation of GHG emissions.

The remaining categories (3, 6, 7 and 15) are quantified, using the same methodology across the business areas.

Category 1: Purchased goods and services is calculated, using three different alternatives, all of which are multiplied by the appropriate emissions factors to quantify the GHG emissions: 1) spend-based approach for a variety of goods and services 2) mass-balance approach for goods based on the type of materials and quantities purchased and 3) primary data provided directly by goods suppliers.

Category 2: Capital goods includes goods purchased during the year, which have an expected lifetime that exceeds the reporting period. They are calculated, using spend data or the amount of capital goods purchased, and are later multiplied by relevant emissions factors.

Category 3: Fuel- and energy-related services are calculated, using actual fuel and energy consumption data captured through scope 1 and 2 reporting, and are multiplied by the relevant emissions factors.

Category 4: Upstream transportation and distribution and category 9: Downstream transportation and distribution are calculated, using a combination of primary data obtained directly from our carriers, spend-based calculations or own calculations, considering our own distances and transported freight. Currently under category 9, we account exclusively for service and return shipments.

Category 5: Waste in operations is calculated, using actual waste data multiplied by relevant GHG emissions factors.

Category 6: Business travel is calculated, using available primary air travel data multiplied by relevant spend-based GHG emissions factors.

Category 7: Employee commuting is calculated, using secondary information from EU passenger mobility statistics and our number of employees, and is multiplied by the relevant emissions factors.

Category 11: Use of sold products is calculated by multiplying the relevant GHG emissions factors, the number of sold products and the internal data collected by in-house experts on product design, functionality and typical usage patterns. This enables us to determine the energy consumption associated with each product.

Category 12: End-of-life treatment is calculated, using sales numbers, categorised by product type, material composition and the geographical location of the sold products. The numbers are then multiplied by relevant GHG emissions factors.

Category 15: Investments are estimated, using an average GHG emissions intensity based on Demant's emissions and revenue multiplied by Demant's revenue share of the investments.

The GHG emissions factors used for the calculations are from renowned sources, such as US EPA, DEFRA, the Danish Environmental Protection Agency database and the Ecoinvent database. Where needed, consumption and GHG emissions have been extrapolated to account for the whole Group.

GHG intensity based on revenue

GHG intensity is reported as the total GHG emissions of the Group divided by the Group's total revenue for the period. The revenue used as the denominator is the total revenue generated by the Group. Please refer to the Financial statements, Note 2.1, on page 128.

Biogenic emissions

Aligned with the GHG Protocol, biogenic emissions are not considered in our GHG scope 1, 2 and 3 accounting.

Demant has not identified biogenic emissions from our scope 1 energy sources. For scope 2, the emissions factors used neither disaggregate nor exclude biomass content in the local energy mix. This limitation is acknowledged to ensure transparency and alignment with the GHG Protocol guidance.

Demant is aware that biogenic emissions may occur within our supply chain (scope 3 emission). These types of emissions may be relevant for our transportation; yet we have not agreed with our carriers to use of biofuels, and we do not request this type of information from them. Moreover, we are aware that our use of biomass related to packaging, e.g. cardboard and paper, generates biogenic emissions. Considering the latter biogenic scope 3 emissions sources, our biogenic emission is not considered material, as it represents less than 2% of our scope 3 GHG emissions and is therefore not disclosed.

Change in accounting policy and restatement

In 2025, we changed our scope 3 accounting policy by applying a new, more accurate method as we were able to collect data with better quality. In 2025 we introduced primary data into our scope 3 accounting for category 1, purchased goods and services, and where possible expanded the use of primary data. External primary data was obtained

in close collaboration with suppliers. Moreover we reviewed the categorization of the purchased goods and services which also led to improving the data quality in 2025.

In 2025 we performed life cycle assessment (LCA's) and incorporated those emission factors into our calculations as well.

As part of the LCA process we have identified significant changes between spend based emission factor and the emission calculated in the LCA process, demonstrating the relevance to move away from spend based emissions.

We are aware that we have a high share of emissions with spend-based approach and work to continuously improve our GHG accounting.

In 2025, we changed emission factor database for Hearing Aids and Hearing Care from the Danish Environmental Protection Agency to US EPA. The change gives us more granularity to map each spend category to a more specific emission factor compared to the applied method in 2024.

The comparative and baseline figures have been adjusted accordingly. For 2024, the total effect of the change in accounting policy is estimated to be approximately 250,000 tonnes (55%) lower CO₂e compared to the previous method. The baseline is also recalculated, resulting in a reduction of approximately 198,000 tonnes (56%) compared to Annual Report 2024. For 2025 11% of the emissions in our scope 3 category 1 is primary data coming directly from our suppliers as part of the supplier engagement program. We have adjusted for the use of PCF data and the emission factor changes in the historical figures to ensure consistency of the methodology and comparability of our annual performances and not claiming reductions due to methodology changes.

A systematic error was identified for category 7 employee commuting, which is why we, in 2025, restated our performance for the 2019 and 2024 values in this category as well as in the total scope 3 value in the Scope 3 GHG emissions figure. The restatement of the 2019 baseline increases the emission with 1,900 tonnes CO₂e and for the 2024 comparison figures the restatement increases 2,500 tonnes CO₂e compared to the annual report for 2024.

For category 12, we improved our data quality in 2025, which has resulted in an impact of 1,097 tonnes CO₂e in the comparison figures to ensure comparability.

Use of estimates and judgements

Scope 3 calculation involves judgement and estimates to provide the necessary information that Demant does not have access to. This includes the use of generic emissions factors. The majority of our scope 3 emissions are calculated, using the spend-based method. We map our suppliers according to the type of goods or services we primarily purchase from them.

Where data is not available, figures were extrapolated using financial data to account for entities not included in our invoice management system. Extrapolation was based on each entity's revenue share relative to the Group's reported revenue for 2025.

Exclusion of Communications

The Communications business area has been discontinued, as Demant announced the sale of EPOS, 20 December 2025. Therefore, the energy consumption and GHG emissions presented above exclude EPOS, as this business is no longer reflected in our continued activities.

Even though we are in the process of the divestment, we still own it as of December 2025. If we were to account for the scope 3 emissions

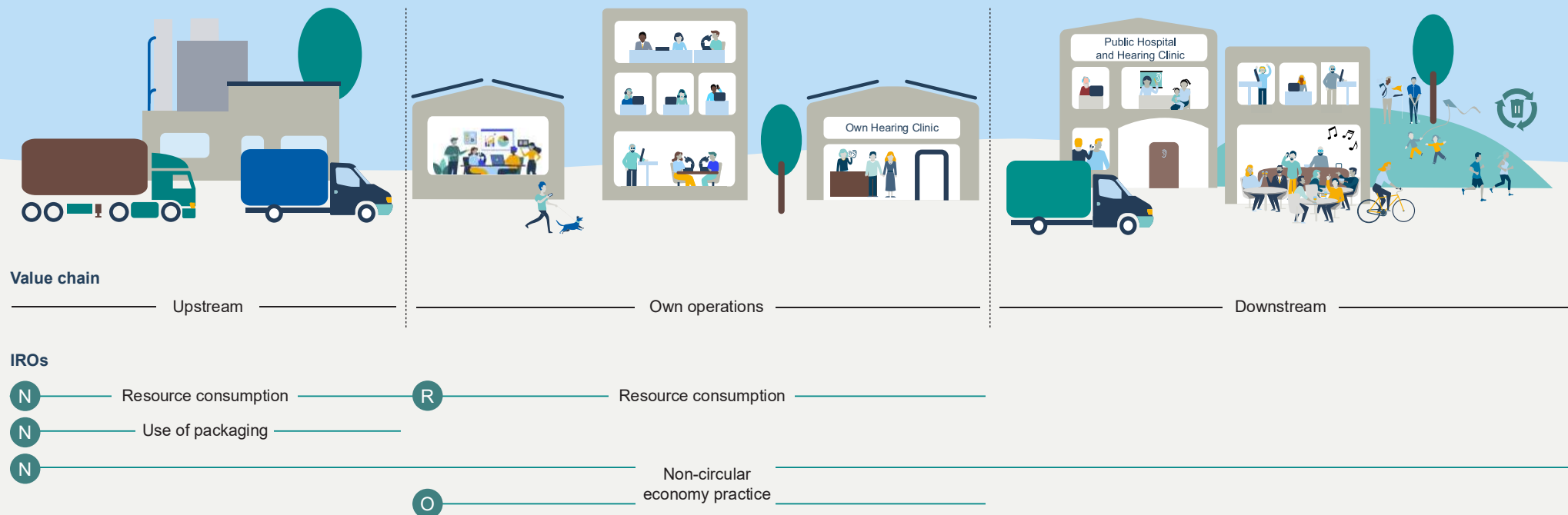
associated with EPOS, we estimate that these accounted for 12% of the Group's total scope 3 greenhouse gas emissions in 2025 based on our 2019 baseline and using the previous accounting principles.

Based on a high-level recalculation, using revenue from EPOS, please refer to Note 7.2 in the Financial statements, the Group's total scope 3 GHG emissions would be:

2025: 218,373 tonnes CO₂e
2024: 234,396 tonnes CO₂e
2023: 258,847 tonnes CO₂e
2019 (baseline): 175,609 tonnes CO₂e
Total GHG intensity based on net revenue for 2025, including Communications, is estimated to be 10.

E5 Resource use and circular economy

We recognise the critical importance of the transition towards a circular economy to minimise resource consumption, foster future resource availability and maximise resource value conservation.



Resource use

We are committed to continuous optimisation of our use of resources, always aligning with the applicable regulations that may impose limitations on our product design and other circular practices.

ESRS 2 SBM-3 E5

We have identified two actual impacts, one potential impact, one risk and one opportunity related to resource use and circular economy:

- Our business operations consume natural resources for products and packaging, leading to higher resource depletion.
- Reliance on linear economy practices limits the optimisation of resource consumption, resulting in additional pressure on the environment.
- The risk is a scenario in which our access to raw materials is limited by their availability and price increases.
- There is an opportunity to reduce costs related to the purchase of materials and components by introducing more circular economy practices.

Policies that guide our behaviour

E5-1

Demant's Code of Conduct encourages all employees to use natural resources efficiently. Building on this foundation, our Sustainability Policy addresses our commitment to resource use and circular economy. It requires all business areas to integrate circular economy principles, reduce resource use and minimise the environmental impact of our products, packaging and general operations. Our Third Party Compliance Code urges business partners to work systematically to prevent, minimise and remedy the adverse environmental impact of their activities, products and services.

Actions and results

E5-2

Resource consumption

We implemented the following actions to address the impacts associated with resource consumption in our products and packaging.

Optimised resource use in hearing aid packaging

Packaging is an area we continuously work to improve. In continuation of efforts initiated in 2022, we avoided the use of 93 tonnes of virgin fossil-sourced plastic due to the use of at least 50% recycled plastic in our hearing aid blisters, in our hearing aid dome blisters and in the hearing aid carrying cases in 2025.

Optimised battery for longer-term performance

With the launch of the Oticon Intent rechargeable hearing aids in 2024 and together with our global hearing aid battery partners, we have introduced enhancements to Intent's battery to prolong its durability and capacity stability. We have also improved the power efficiency in our Intent model to reduce its overall energy consumption. Together, these enhancements mean that the rechargeable battery will last for the full product lifetime without needing to be replaced.

Use of secondary raw materials in Diagnostics' equipment

Since 2014, our largest Diagnostics' supplier of plastic has integrated up to 10% plastic waste

from its own operations into our equipment manufacturing process. In 2025, this action avoided the use of 2.9 tonnes of virgin fossil-sourced plastic.

Use of secondary raw materials in packaging for diagnostic equipment

Continuing our efforts initiated in 2022, we are reducing our pressure on the extraction of virgin materials by incorporating recycled materials into our packaging. By using at least 50% recycled polyethylene in our plastic bags, we avoided the use of 529 kg of virgin plastic. In our cardboard boxes, 98% of the cardboard was recycled material, avoiding the use of 50.7 tonnes of virgin material.

Circular economy practices

The remaining actions address the principle of circularity. By implementing these actions, we decreased our reliance on linear economy practices, thereby reducing our resource use, and fostered the reuse and reparability of our hearing aids and diagnostic equipment.

Expanded portfolio of hearing aids designed for reuse during the users' trial period

We expanded the concept of the Demoflex to include additional models, which means that we now have a total of 33 Demoflex alternatives. While meeting medical device regulations and hygiene standards, the Demoflex is a hearing aid designed for demonstration purpose for multi-users, which was first introduced in 2024. The Demoflex models mirror existing models in our portfolio and are now available in 35 countries worldwide. Each device can be used by up to 50 different individuals during their trial period.

Maintenance and repair of hearing aids and diagnostic equipment

We design our products to be as reliable as possible. Yet, sometimes they require maintenance or

repair to ensure continued proper function. To prolong the use of our hearing aids and diagnostic equipment, we offer maintenance and repair services to ensure their continued functionality.

Maintenance services provided to our customers ensure that normal wear and tear neither affects the usability nor the quality of our devices, while repairs aim at restoring the functionality of our instruments.

In the Hearing Aids business area, our services are available globally for all hearing aid models and brands for up to five years after a model has been discontinued. Depending on the complexity of the repair, services are provided either by our hearing clinics or at dedicated service facilities. In 2025, we performed over 1,545,000 repairs at our service facilities.

For the Diagnostics business area, maintenance services performed either at the customer's location or in local in-house workshops. Repairs are handled by our sales companies or by central repair facilities located in Poland and the US. To ensure long-term support, we guarantee the availability of spare parts for up to seven years from the date of purchase as well as support for minimum seven years. In 2025, we performed maintenance or repair of 182,868 instruments in addition to the repairs performed under warranty.

Looking ahead

The manufacture of hearing aids and diagnostic equipment requires the use of material inputs. We recognise that the scope of the identified impacts, risks and opportunities extends beyond the scope of the current actions, which is why we will continue to assess and implement additional actions to address these topics, as deemed feasible.

Tracking effectiveness and metrics

ESRS 2 MDR-T and E5-3

Circular initiatives are driven by individual business areas and focus on specific topics that may not apply to the whole Group. For this reason, we have not yet established Group targets. We continue building our understanding of what circular economy means for Demant and assessing the relevance of setting Group targets in the future.

Total weight of products and materials inflow

(tonnes)	2025	2024 ¹
Plastic	753	1,051
Metals	1,705	1,197
Cardboard/paper	825	949
Electronic components	2,713	3,315
Wood	58	22
Other	846	919
Total resource inflow	6,901	7,455

¹Total weight of products and materials inflow for 2024 has been restated due to methodology improvements. See accounting policy for more details.

Biological materials, reused or recycled materials used for product manufacturing

	2025	2024
Sustainable sourced biological materials used in manufacturing (tonnes)	0	0
Sustainable sourced biological materials used in manufacturing (%) ¹	0%	0%
Reused or recycled materials used in manufacturing and packaging (tonnes)	147	50
Reused or recycled materials used in manufacturing and packaging (%)	2%	1%

¹Sustainable sourced biological materials used in manufacturing (%) was restated due to methodology improvements. See accounting policy for more details.

E5-4

The table below outlines the materials used for manufacturing hearing aids and diagnostic equipment in Demant's own operations and upstream value chain.

In 2025, the resource inflow decreased by 7% tonnes compared to 2024, mainly due to a reduction in the acquisition of electronic components and plastic.

E5-5

Durability

The expected durability of our products is specific to our business areas and can be defined in different ways, e.g. based on the design lifetime of the product or the users' average usage time.

For our hearing aids, the durability is five years, which is based on the tests we perform on all items that constitute a hearing aid.

Our Diagnostics business area has a broad product portfolio, covering both hearing and balance assessment solutions. Based on over 20 years of service records regarding equipment that has been retired by our customers, on average our equipment remained in use for 6.5 years on average.

Repairability

Throughout both the design and use phases, our business areas actively work to ensure that both our hearing aids and our hearing and balance assessment solutions are repairable. In alignment with medical device regulations and our quality standards, we design our products to enable disassembly and the replacement of specific components.

Demant guarantees the availability of spare parts for each hearing aid model for as long as the model is sales active, plus an additional five years after the model is discontinued. For the Diagnostics business area, we guarantee that spare parts are available for seven years after the invoice date of the product. Both Hearing Aids and Diagnostics provide the required information for the user to be able to solve the most frequent issues. Diagnostics also provides training to ensure the proper use of our equipment.

Demant offers repair services worldwide and for both Hearing Aids and Diagnostics, the repairability requirements of our instruments and devices can be set in the three levels below:

- **User level:** Relates to minor reactive tasks for the proper use of our products, e.g. replacement of wax filters and domes, change of batteries and general cleaning of openings in the device.
- **Local service level:** Relates to issues whose solving requires technical knowledge and is carried out by trained professionals, either at one of our clinics or at the user's location. Examples of these categories are diagnosing and replacing speaker units, recalibrating devices and replacing rechargeable batteries.
- **Service centre level:** Relates to major repairs whose complexity requires the repair to be carried out at one of our service centres, e.g. issues with amplifiers or changing spare parts.

Recyclable content in our products and packaging

Demant is committed to providing transparent and trustful information on the recyclable content in our products and packaging. We are working to be able to report on this in 2026.

Accounting policy

Resource inflow

Resource inflow includes materials directly related to the manufacturing of our products as well as core components of purchased goods and capital goods, including packaging and extra parts. The reported numbers are based on primary data combined with estimates. Resource inflows are categorised according to the origin of the materials.

Biological materials and reused or recycled materials used in manufacturing

Biological materials cover biodegradable materials, such as wood, paper and cardboard.

Reused or recycled materials cover the amount of confirmed recycled materials used in manufacturing.

Use of estimates and judgements

Resource inflow, E5-4, is based on estimates, using internal and external data combined with assumptions, which is then extrapolated to the total population based on unit sales and inventory movements.

Key assumptions are made for resource inflow where quantities are primary data, but the weight of each component is unknown. We have used what information we have available to make sure the weight is as accurate as possible. To estimate the weight, large language models (LLM) were used. Any use of LLM models is, however, associated with high uncertainty.

In-house subject matter experts are consulted to reduce the risk of over- or understating, furthermore benchmark analysis to companies who resemble Demant was conducted and we believe we are within expected weight ranges. However, as the reported numbers are based on generic assumptions, numbers are subject to change when we gain access to more accurate data.

Change in accounting policy and restatement

In 2025, we have worked on improving our data capture for resource inflow, and as a result, we have obtained more reliable data quantifying the purchased materials compared to last year. We have therefore restated 2024 to make 2025 and 2024 comparable, resulting in an increase in reported weight numbers of approximately 4,000 tonnes from 3,121 tonnes in Annual Report 2024 to 7,455 tonnes in Annual Report 2025. The accounting principle for Sustainable sourced biological materials was updated and 2024 data was restated from 12.1% to 0%.

EU taxonomy regulation disclosure

Eligibility

To determine Demant's eligible activities, we screened our turnover, OPEX (the cost of R&D, short-term leases, maintenance and repair) and CAPEX (net investments in property, plant and equipment, intangible assets and addition of right-of-use assets) against the activities of the Taxonomy Compass.

The three eligible economic activities that are subject to alignment under the EU taxonomy are:

- Manufacture of electrical and electronic equipment, which relates to our manufacture of hearing aids and diagnostic instruments.
- Data processing, hosting and related activities, which relates to our IT servers.
- Acquisition and ownership of buildings, which relate to our offices, manufacturing facilities and retail.

Alignment

For each eligible activity, we are not able to comply with at least one of the technical screening criteria. Therefore, we are not able to claim alignment for any of our eligible activities. For example, under the manufacture of electrical and electronic equipment activity, Demant should provide access to reparability information to external professional repairers. This is, however, information that we currently do not disclose externally, as it is considered sensitive to our business.

Demant continuously works to reduce the environmental impact associated with our business. However, fulfilling all the alignment requirements for our eligible activities is not a strategic priority for us.

For the mandatory reporting templates, see Additional information on pages 111-113.

Accounting policy

As our eligible taxonomy activities are very limited, the risk of double counting is considered very low. However, to make sure that we do not include the same amounts multiple times, we perform a reconciliation against the supporting financial information to ensure that the total aligns with the financial notes.

Turnover

Turnover is reported and defined as taxonomy-eligible turnover (numerator) divided by the total turnover (denominator).

OPEX

Total OPEX covers direct non-capitalised costs pertaining to R&D, renovation of buildings, short-term leases, maintenance and other direct costs relating to the day-to-day servicing of property, plant and equipment. The KPI is defined as taxonomy-eligible OPEX (numerator) divided by total OPEX (denominator).

CAPEX

CAPEX consists of additions to property, plant and equipment, intangible assets, excluding goodwill, as well as right-of-use assets. The KPI is defined as taxonomy-eligible CAPEX (numerator) divided by total CAPEX (denominator).

EU Taxonomy overview table

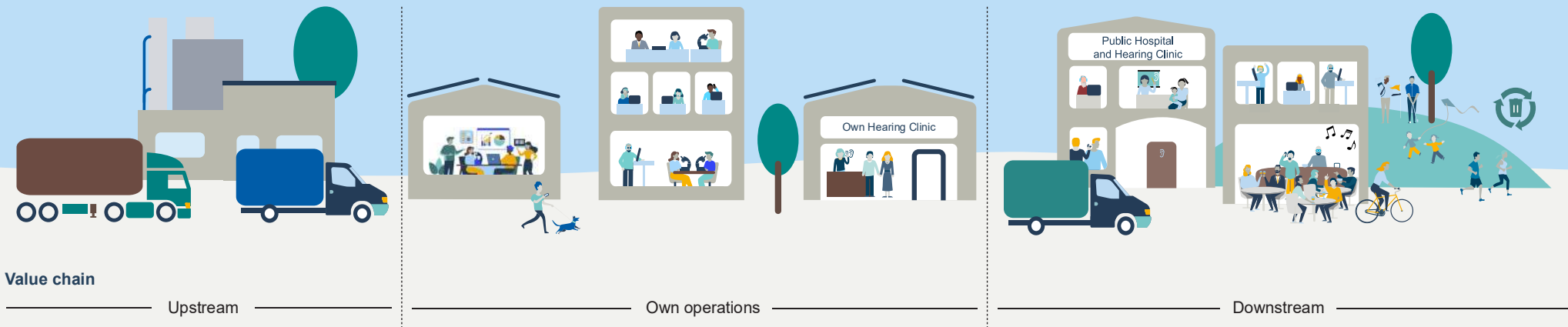
(DKK million)		Economic activities		Turnover		Capex		Opex	
Total Turnover, CAPEX, OPEX				22,971	100%	2,108	100%	1,484	100%
Taxonomy non-eligible activities				3,570	16%	240	11%	1,433	97%
Climate change mitigation	7.7 Acquisition and ownership of buildings			-	0%	1,685	80%	-	-
	8.1 Data processing and hosting			-	0%	25	1%	51	3%
Circular Economy	1.2 Manufacturing of electrical and electronic equipment			19,401	84%	158	8%	-	-
Eligible not aligned				19,401	84%	1,868	89%	51	3%

Social

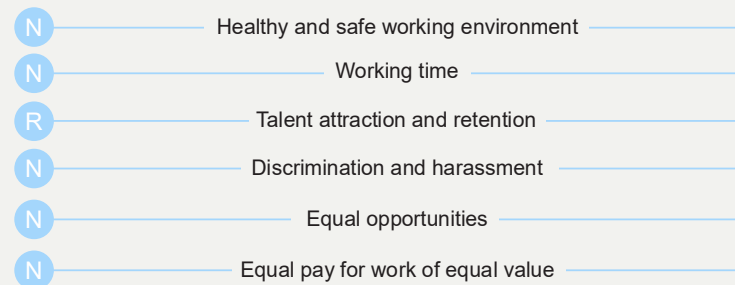
S1 Own workforce	80
S2 Workers in the value chain	89
S4 Consumers and end-users	91

S1 Own workforce

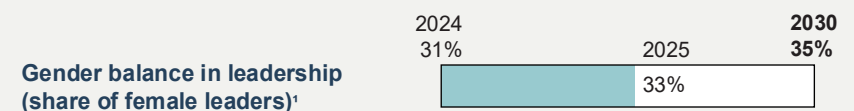
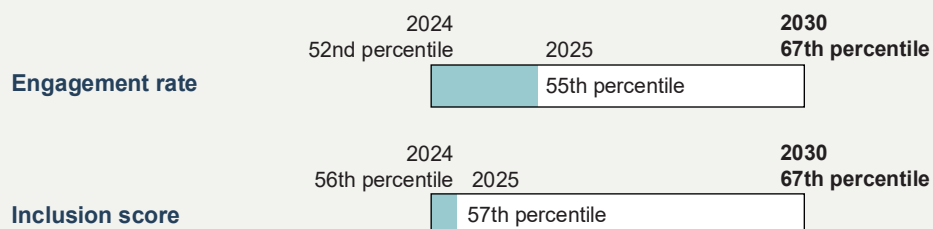
Our people are the most valuable part of our business, and their well-being, safety, engagement and development are fundamental to our success.



IROs



Progress against targets



¹Actions to achieve gender representation targets will only be implemented where permitted by applicable local laws and regulations.

General information on own workforce

To be a leader in creating a positive social impact on society, we need to be a leading employer offering a great place to work.

This section covers cross-cutting reporting for all IROs that relate to our own workforce. Where relevant, policies, actions, targets and metrics directly related to the specific IROs are unfolded in the following chapters on working conditions and equal treatment.

Policies guiding our behaviour

S1-1

Our commitment to a good working environment is framed in our Code of Conduct, which outlines the minimum standards and ethical principles applicable to all employees regardless of their location and the nature of their work. Our Code of Conduct explicitly addresses Demant's zero tolerance of any form of slavery or human trafficking, use of compulsory labour, the employment of children as well as discrimination and harassment, including sexual harassment.

Our Global Policy on Human Resources further specifies what we mean by a good working environment. The Policy establishes a clear framework for the governance of employment practices and workplace conditions in alignment with Demant's strategy and values. The Policy is anchored in our Leadership Compass, which, based on employee feedback, highlights five key drivers of employee engagement and wellbeing: A clear sense of purpose and direction, support on performance, opportunities for growth, a strong sense of belonging and leadership characterised by a high level of authenticity and empathy.

The Policy sets out specific expectations to employees and managers and applies to all

employees, including full-time, part-time and temporary staff across all departments and locations, and is mainly implemented by the global HR organisation and leaders in Demant.

The Senior Vice President of HR is accountable for all Group policies related to our own workforce, unless otherwise stated, and is responsible for implementing, monitoring and reviewing adherence. Our employees can access all relevant policies through our intranet, which also provides access to all local personnel handbooks.

The day-to-day business of HR is predominantly conducted locally. Cross-Group HR initiatives are prioritised, managed and coordinated via dedicated global forums, including the Global HR Board, which sets the direction of and approves strategies and budgets.

Engaging our employees

S1-2

Demant collaborates with employee representatives in many areas, and we comply with all legal requirements when it comes to employee representation in the geographies where we operate.

Demant manages, measures and works with employee engagement through the global engagement programme, Pulse. It includes an annual engagement survey that covers a range of relevant topics, such as wellbeing, working environment, development and inclusion, as well as a mid-year survey. The surveys cover the entire Group,

except those countries where local data privacy legislation prevents it.

Through quarterly info meetings, where Demant's CEO gives a business update to employees, we provide a direct platform for employees to ask questions about business performance and any actual or potential impacts that are likely to affect them. These info meetings are available online to the majority of the Group's employees, except in those few countries or sites, such as newly acquired entities, that do not have access to our intranet. General Managers of local Demant entities also share and cascade information, e.g. at info meetings or through other communication channels.

Demant's whistleblower hotline enables employees to report any concerns about adverse human rights impacts in a confidential and anonymous manner. Read more on page 99.

Remediating negative impacts

S1-3

Where Demant may cause or contribute to negative impacts on employees, we are committed to taking appropriate remedial action. Cases raised are escalated to the Senior Vice President of HR, who will involve relevant HR business partners that can act independently and neutrally in understanding and assessing the incident.

When an incident is sufficiently substantiated, consequences for the wrongdoer can include oral or written warnings, mandatory training and mediation. When incidents occur, relevant top management leaders are informed to ensure organisational learning and prioritisation of structural remedies such as improvement plans and preventive

measures. Any remediation process complies with local legislation and adheres to our general whistleblower investigation instructions.

Actions and results

S1-4

Employee voices inform our actions

Leadership teams in each business area are responsible for creating a good working environment where employees thrive and can perform at their best. The engagement survey provides data to help assess whether, and to what extent, current initiatives to create such a workplace are working. Further, it helps to inform the development of specific actions for areas that may need more attention when leaders and employees discuss the outcomes. Many employees participate in the surveys, and in 2025, Demant achieved a participation rate of 85%.

In 2025, we introduced a mid-year survey to focus on accountability and to track progress on the actions and commitments made after the annual engagement survey. We see that leaders who ensure follow-up actions also experience higher levels of engagement in their teams.

Standardising leadership development and support

In 2025, we implemented a dedicated leadership development programme for all leaders, focusing on learning journeys across the five essential pillars of leadership outlined in our Leadership Compass. It is our ambition to make all digital learning available to employees as well, which will be rolled out over the coming years.

Stronger HR systems

We have been working on establishing a global standard for capturing and reporting HR data. We have standardised key HR processes, such as recruitment, promotion and performance, and we have designed and implemented a new HR service delivery platform, which gives employees and managers easier access to HR-related information and support.

In 2025, the new HR platform was rolled out in Denmark, Poland, Australia and New Zealand. We will continue the implementation in 2026 in the remaining largest countries by number of employees, which includes the US, France, Canada, Germany and the United Kingdom. The rest of the world will follow consecutively. Optimised and system-supported processes support our employees and managers and enable us to assess the effectiveness of our processes through reliable and quantifiable data.

Targets and metrics

S1-5

Demant has set a target to take employee engagement to the top-third level by 2030, which corresponds to the 67th percentile or above in the Gallup engagement index.

Entity-specific metrics

Engaged at work

	2025	2024	2023 ¹	2022 ¹	2021 ¹
Engagement score	4.16	4.13	4.11	4.08	4.02
Participation rate	85%	84%	87%	86%	88%
Percentile	55th	52nd	52nd	50th	46th

¹Not covered by the Independent Auditor's limited assurance report

Engagement improved from the 52nd to the 55th percentile, showing continued progress towards our engagement target.

S1-6

Number of employees by contract type, broken down by gender

	2025			2024		
(Headcount)	Female	Male	Total	Female	Male	Total
Total employees	17,314	9,390	26,704	14,594	8,045	22,639
Permanent employees	16,165	9,088	25,253	13,772	7,839	21,611
Temporary employees	1,149	302	1,451	822	206	1,028
Full-time employees	14,593	8,857	23,450	12,338	7,579	19,917
Part-time employees	2,721	533	3,254	2,256	466	2,722

As of 31 December 2025, the Group had 26,704 employees globally. Compared to 2024, the total headcount has increased by 18%, mainly due to the acquisition of KIND, which is based in Germany. Among all employees, the gender ratio between female and male is 65/35%. This is due to the fact that the majority of our employees in hearing care clinics and at our manufacturing sites are female.

Number of employees by country

(Headcount)	2025	2024
Poland	5,241	5,087
Germany	4,484	1,020
USA	3,415	3,404
Denmark	2,201	2,111

Our headquarters in Denmark, manufacturing sites in Poland and hearing care clinics in Germany, the US and Poland are the sites with the largest number of employees.

Accounting policy

Engagement score

Employee engagement is scored, using a scale from 1 to 5 based on the yearly engagement survey conducted by Gallup. The engagement survey does not cover temporary staff, students, externals, employees on leave and specific companies and countries not yet integrated into our global HR management system.

Number of employees

The number of employees is determined by headcount and as the number of persons employed by the Demant Group as at 31 December 2025. The number includes the total number of employees extracted from the global HR management system plus an estimate, covering the entities not using the system.

Characteristics of employees

Data on the characteristics of employees is disclosed by headcount. The characteristics of employees are aggregated and include both an analysis of data extracted from our global HR management system and estimates, covering entities not using the system, as stated below.

In 2025, 77% of our employees were registered in our global HR management system.

Estimation method

For entities not using the global HR management system, the characteristics of employees are estimated based on the characteristics of employees in the region where the entity is located. Using our global HR management system, we calculate the characteristics of employees in one region based on an overview of all entities in that particular region.



Working conditions

Working at Demant should be an enjoyable and rewarding experience, both professionally and personally, and it must also be physically and psychologically safe.

ESRS 2 SBM-3 S1

We have identified two actual impacts and one risk related to working conditions for our own workforce:

- Physical health and safety incidents in Demant, along with cases of stress leave, can negatively impact employees' health and well-being.
- Excessive overtime can sometimes be a problem across the Demant Group and can have negative impacts on employees.
- There is a risk related to the attraction and retention of employees, which could have a financial impact on Demant.

Policies guiding our behaviour

S1-1

We have site-specific health and safety prevention policies and management systems across our operational sites in accordance with country legislation and regulatory requirements. All management systems comply with local requirements and include, among others, risk assessment processes, health and safety instructions, safety walks and talks, training, accident investigation management and continuous review of processes. The local site management is responsible for occupational health and safety.

We have a Stress Policy, covering all sites in Denmark and explaining how to prevent and manage incidents of stress. Since stress management often depends on location, cultural considerations

and local legislation, it is handled locally by HR departments across the Group. The overall responsibility lies with the local HR management in close collaboration with local management.

The Global Policy on Human Resources addresses working time by focusing on well-being and work-life balance. We comply with all relevant local legislation when it comes to working time. Demant strives to provide a good work-life balance culture and to be a flexible workplace when tasks and local conditions allow for this. Our position on workplace flexibility provides guidance across the Group on implementing concrete measures that ensure flexibility for both employees and the workplace. Managers must ensure that local guidelines on work-life balance and well-being are followed.

Our Global Policy on Human Resources defines the minimum requirements for our employees regarding their personal and professional development and growth as well as the company's expectations of the employees.

Engaging our employees

S1-2

Health and safety committees

At many Demant locations, health and safety committees are mandatory under national regulations. Such committees ensure employee engagement in guaranteeing that our workplace remains safe and healthy. They provide a platform for discussing issues of relevance and invite employees

to help define actions to prevent and mitigate health and safety incidents.

Development and performance touch points

Our annual cycle of performance touch points includes, as a minimum, a mid-year and an annual review of performance. The objective is to openly and continuously discuss goal setting, provide clarity on job responsibilities and align on tasks and time management, skills assessment and learning plans. Most employees are in scope, excluding manufacturing operators and warehouse staff, but it may vary across sites and business areas. Approximately 70% of the global Demant workforce is registered in the performance development system. People leaders are responsible for these processes, supported by HR through clear and transparent guidelines and training.

Actions and results

S1-3 and S1-4

Health and safety assessment and management

In 2025, we conducted an in-depth assessment of how we manage occupational health and safety (OHS) across our main manufacturing sites, warehouse facilities and the office sites with the most employees. The assessment provided a solid mapping of the key OHS risks and how OHS is managed, confirming us that we have adequate measures in place to prevent and mitigate impacts related to health and safety.

In 2025, we further matured our management systems across Demant sites:

- At our Diagnostics manufacturing site in Poland, we replaced a chemical agent, which, according to the updated safety data sheet,

was labelled as carcinogenic, with a safer alternative.

- At our manufacturing site in Mexico, we focused on improving ergonomic conditions for our employees, replacing chairs and tools with more suitable variants.
- In Australia and New Zealand, we released digital incident and injury report forms to enable instantaneous feedback to the health and safety partner and to improve data collection on incidents.
- In the US and Canada, we made efforts to implement a hazard identification culture that everyone takes responsibility for.

Incident management

When incidents occur, we ensure access to immediate first aid and, where necessary, enable medical evaluation and support and appropriate return-to-work arrangements, such as paid time off or modified duties. All incidents are reported, reviewed and investigated to identify root causes, implement corrective actions and prevent recurrence.

Working time

It is a management task to ensure work-life balance and limit overtime to a minimum. General tracking of working time enables employee-leader dialogue and helps leaders prevent and mitigate instances of excessive overtime. We work to ensure that we comply with all relevant legislation related to working time, such as the EU Working Time Directive.

Development opportunities

We provide our employees with development opportunities through different global and local learning platforms. At Demant, we use the 70/20/10 learning approach, which means that we aim for a distribution where 70% of learning happens on the

job, 20% happens through coaching and peer learning and 10% can be formal internal or external learning. Launched in 2025, the global Leadership Compass also focuses on employee development and how leaders can facilitate conversations about this.

In 2025, we welcomed 10 new graduates to our Global Graduate Programme, which offers opportunities for young professionals to develop their personal and professional skills over a two-year journey across our entire global organisation.

Retaining our talents

Talent retention efforts are focused on the business areas with the highest turnover rates.

In our Hearing Aids business area, we have since 2024 worked on a strategic project with high priority and leadership attention to address high voluntary turnover among manufacturing employees. The project first assessed root causes through, among other methods, candidate experience surveys and exit interviews. Key initiatives were then implemented, revolving around strengthening of front-line leadership, improving recruitment and onboarding processes to strengthen the sense of belonging and addressing basic needs. At our manufacturing sites in Mexico and Poland, these initiatives have led to the lowest turnover ever measured and a continuously downward trend with an annual voluntary turnover that is now below 15%. Further, our efforts have led to better and more focused employee dialogue, which has improved engagement.

In our Hearing Care business area, which is part of the retail industry that traditionally has high employee turnover, we have focused our efforts specifically on improving development plans and career planning for front-end coordinators. Career paths and growth opportunities have been clarified through career frameworks and focus on internal recruitment. In addition, both recruitment

and onboarding practices have been improved, and we have strengthened our overall focus on culture and engagement through leadership training.

Tracking effectiveness and metrics

ESRS 2 MDR-T and S1-5

Demant has not set any specific targets for health and safety, working time or employee turnover at this time. We strive to ensure zero harm, promote a healthy work-life balance and maintain a balanced employee turnover. We use relevant metrics to assess progress and improvement, such as those disclosed in this section.

S1-6

Employee turnover

	2025	2024 ²	2023 ²	2022 ²
Employee turnover (%)	18	20	25	26
Employee turnover (headcount) ¹	4,341	4,636	5,708	5,660

¹2024-2022 restated due to the inclusion of employees outside of HR system to ensure comparability

²Not covered by the Independent Auditor's limited assurance report

Employee turnover decreased by 2 percentage points from 2024 to 2025, reflecting our continued efforts to strengthen recruitment and onboarding.

S1-14

Health and safety

	2025
Employees covered by a health and safety management system (%)	100
Fatalities as a result of work-related injuries and work-related ill health (number)	0
Recordable work-related accidents (number)	154
Recordable work-related accidents (rate)	3.2

Most reported incidents were minor injuries, mainly cuts, trips and falls. These insights shape our preventive actions.

Accounting Policy

Employee turnover rate

The employee turnover rate is calculated as total terminations (excluding external employees), divided by the average number of employees multiplied by 100. Turnover includes both voluntary and involuntary terminations. The rate is based on 86% of Demant Group employees covered by our global HR system (excluding KIND), with turnover (headcount) extrapolated for non-covered employees assuming a similar rate.

Health and safety management system

The percentage of employees in Demant's own workforce who are covered by our health and safety management system based on legal requirements and/or recognised standards or guidelines.

Fatalities as a result of work-related injuries

Work-related incidents where an employee from own workforce or a value chain worker working on a Demant site lost their life.

Recordable work-related accidents

The number of work-related injuries classified as recordable, including cases requiring medical treatment, restricted work or days away from work among own employees during the reporting period.

Rate of recordable work-related accidents

The rate is calculated as the number of recordable work-related accidents multiplied by 1,000,000, divided by the total hours worked. The hours are estimated by multiplying full-time equivalents by a 40-hour work week.

Change in accounting policy and restatement

Turnover figures for 2024-2022 have been restated to reflect the full workforce rather than only employees captured in our HR system, ensuring comparability across years. Without restatement, Group turnover (headcount) would have been: 3,733 in 2025 and 4,080 in 2024.

Equal treatment and opportunities for all

We want to foster a culture built on care and respect for others, characterised by diversity and a strong feeling of belonging.

ESRS 2 SBM-3 S1

We have identified one actual and two potential impacts related to equal treatment for own workforce:

- Cases of discrimination and harassment sometimes occur in Demant's global multi-cultural workforce, which can lead to negative impacts on employees.
- Some employee groups in Demant may encounter barriers to professional advancement, which could lead to negative impacts on those employees.
- Demant has a potentially negative impact on employees' right to equal pay for equal work.

Policies guiding our behaviour

S1-1

In Demant, we work to foster respect for diversity, and we strive to treat all employees fairly. The Global Policy on Human Resources has two distinct drivers related to equal treatment: belonging and personal awareness. The Policy outlines minimum requirements of leaders and employees related to psychological safety and inclusive culture. Further, leading with authenticity, empathy and adaptability is a prerequisite for fostering a culture of trust and enables open and honest conversations when addressing issues related to equal treatment.

Our Diversity and Inclusion Policy, which we revised in 2025 and that will apply from Q1 2026, covers our global organisation and guides our commitment to fair and respectful treatment of all employees. The Policy outlines our ambitions and

strategic pillars. The Executive Leadership Team is accountable for compliance and progress. The Policy is implemented locally, with actions and initiatives carried out in compliance with applicable laws and regulations.

In Demant, there is zero tolerance of any form of discrimination, harassment or bullying related to our workplace. Our Anti-Harassment and Discrimination Guideline articulates Demant's approach to preventing, mitigating and acting on cases of discrimination, harassment, bullying and unethical behaviour. The Guideline applies to all employees and contractors working for Demant globally and governs behaviour at work, during off-site assignments and at office-sponsored social functions as well as private behaviour that can be related to Demant, such as on social media. It also provides specific information on how to raise grievances regarding harassment and discrimination and the consequential complaints and remedy procedure.

Our Recruitment Policy defines general principles for attracting, selecting and onboarding candidates for vacancies in all Demant entities to ensure consistent and transparent recruitment processes. We commit to conducting interviews in a fair and non-discriminatory manner and to ensuring that hiring decisions are made objectively.

We had planned to implement a Global Policy on Remuneration and Rewards in 2025, but we have prioritised building a new job architecture, which has taken all our focus in 2025. To ensure close alignment of the Policy with our internal processes, we have chosen to implement the new Policy in 2026.

Engaging our employees

S1-2

Employee resource groups

Employee Resource Groups (ERGs) are voluntary, employee-led groups that bring together individuals who share a common trait, background or interest or those who are passionate about supporting the topics. ERGs are open to all and aim to provide a safe space where employees can connect, share experiences and build a sense of community.

Currently, Demant has ERGs in Denmark and the US. ERGs provide an avenue for employees to raise concerns about specific issues related to equal treatment. In Denmark, ERGs are consulted on a regular basis and provide invaluable input for developing strategies to mitigate potential impacts related to fair and equal treatment. Where relevant, ERGs are supported by global HR and local HR, who ensure that input from ERGs helps inform Demant's approach to diversity and inclusion.

Having worked with ERGs since 2022, we acknowledge that it can, at times, be challenging. It is a balancing act for ERGs to be passionate about a cause, despite not having the mandate or responsibility to drive change. At Demant, we are committed to continuing to support our ERGs with the primary objective to amplify employee voices.

Actions and results

S1-4

Learning and awareness

Enabling learning and awareness for leaders and employees on Demant policies, guidelines and expected behaviour is central to mitigating and preventing any negative impacts related to equal treatment. In 2025, we:

- Made the mandatory Anti-Harassment and Discrimination Guideline accessible to all users on our digital learning platform. In-person learning was initiated in December and will continue in Q1 2026,
- Implemented a learning journey on inclusive leadership and belonging as part of our leadership development programme for global leaders, except where prohibited by local laws and regulations,
- Celebrated diversity and inclusion in various countries, for example through our participation in Copenhagen Pride in Denmark.

Direct employee feedback on inclusion and equal opportunities

Through the annual engagement survey, we ask employees in local markets, where permissible, to rate specific statements to assess their perception of inclusion and equal opportunities in Demant. Survey data enables specific tracking of the effectiveness of our actions. Global HR business partners support business area teams in assessing the data and prioritising actions to address problem areas.

Equal opportunities

Our global recruitment platform contains embedded materials designed to prompt inclusive recruitment behaviour. We strive to implement practices to ensure a fair and objective process, such

as clear and comprehensive job requirements in the candidate assessment process. Specific themes related to equal treatment and belonging are embedded in the global performance dialogue review, which provides input for assessing the effectiveness of our actions. Our practices are governed by applicable local laws and regulations.

Equal pay

We strive to offer market-aligned and competitive salaries that reflect the principle of equal pay for equal work, while also recognising each employee's individual skills, experience and performance. To ensure this, we review and benchmark salaries internally and against comparable companies in the markets where Demant operates.

In 2025, we focused on building internal structures to meet coming requirements on pay transparency. This included designing a job architecture in line with the EU Pay Transparency Directive and aligning decentralised systems to track compensation data. We are continuing our efforts to improve data and plan to report on the adjusted pay gap from 2026.

Targets and metrics

S1-5

To drive a more gender-balanced composition in leadership, we have set a target to reach a gender balance of 35/65% (female/male) by 2030. Gender representation metrics are calculated on a global basis to ensure consistency and transparency. Actions to achieve gender representation targets will only be implemented where permitted by applicable local laws and regulations.

Demant has set a target to take employees' experience of inclusion to the top-third level by 2030, which corresponds to the 67th percentile or above in the Gallup inclusion index.

S1-9

Gender diversity in leadership

	2025		2024	
	%	Headcount	%	Headcount
Board of Directors - all members (female/male)	38/62	3/5	29/71	2/5
Top-level management (female/male)	33/67	34/68	31/69	30/66
All managers (female/male)	51/49	1018/990	50/50	980/975

In 2025, the share of female top-level managers increased to 33%, reflecting continued progress towards our 2030 target of 35%.

Danish Financial Statement Act, section 107 f

Gender balance in Parent company

	2025	
	%	Headcount
Board of Directors - shareholder-elected members (female/male)	40/60	5
Board of Directors - staff-elected members (female/male) ¹	33/67	3
Executive Board members (female/male) ²	0/100	3
Other levels of Management (female/male) ³	50/50	8

¹Equal to an even (40/60%) distribution, cf. Annex 1 to the Danish Act on Gender balance

²Reporting requirement cf. section 107 f of the Danish Financial Statement Act

³Executive Board incl. Direct reports employed in the legal entity Demant A/S

The Board of Directors aims to have at least 40% of the underrepresented gender among the Board members elected by the shareholders and for the staff-elected members, as this constitutes an even distribution in terms of gender cf. section 4 of the Danish Act on Gender Balance.

In 2025, the Parent, Demant A/S, maintained an even distribution of gender both in the Board of

Directors and at other levels of management, cf. section 4 of the Danish Act on Gender Balance. Hence, Demant A/S is not required to define a specific target and policy for other levels of management.

Entity-specific metrics

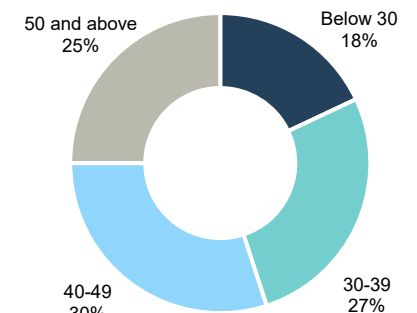
Inclusivity at work

	2025	2024
Inclusivity score	4.30	4.27
Participation rate	85%	84%
Percentile	57th	56th

In 2025, our inclusivity score reached 4.30 (+0.03) in the annual engagement survey, placing us in the 57th percentile. Overall, employees feel respected and valued for their strengths and trust Demant to act with integrity and responsibility.

S1-9

Age distribution of employees



In 2025, the age distribution among Demant's employees was relatively even. This reflects a balanced and diverse workforce, enabling generational exchange of knowledge and perspectives.

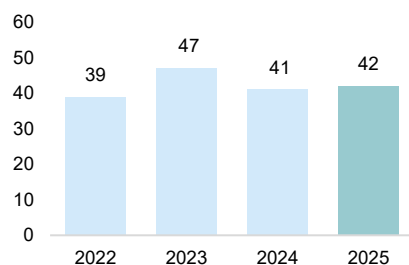
S1-16

Equal pay

In 2025, the unadjusted gender pay gap at Demant was 28%. The figure reflects the distribution of employees across organisational levels and geographies, with more men in senior roles and a high share of women employed in manufacturing facilities in Poland and Mexico and in our hearing care clinics around the world. To comply with the principle of equal pay for equal work, we have conducted a detailed analysis of pay differences across comparable job levels in Hearing Care and manufacturing. The analysis shows that the gender pay gap at these job levels is below 5%, confirming that our pay practices are equitable for similar roles.

The unadjusted gender pay gap was not reported for 2024 due to unavailable underlying data. Following the completion of our HR data management enhancement project in 2025, we are now able to disclose the gender pay gap.

CEO remuneration ratio



In 2025, the CEO remuneration ratio increased by 1 point to 42 compared to 2024. For more details on remuneration, please refer to our [Remuneration Report](#).

S1-17

Incidents, complaints and severe human rights impacts

	2025	2024
Cases of harassment and discrimination reported	38	11
Complaints filed to National Points for OECD Multinational Enterprises	0	0
Fines, penalties and compensation for damages as a result of incidents and complaints	0	0
Confirmed severe human rights incidents connected to own workforce	0	0

In 2025, Demant received 38 reports through its whistleblower hotline concerning discrimination and/or harassment. The increase in cases is mainly driven by the anti-harassment and discrimination training introduced in Q3, which has strengthened employee awareness. 32 out of 38 claims have been handled.

There were no severe human rights incidents in 2025, and therefore no fines, penalties or compensation for damages were paid. Severe human rights incidents are defined as confirmed cases, involving forced labour, human trafficking, child labour or other serious infringements of internationally recognised human rights.

Accounting policy

Age distribution of employees

The chart shows the age distribution of employees in the Group, covering 100% of Demant's employees.

Gender balance in leadership

Board of Directors

The gender distribution relates to the shareholder elected members of the Board of Directors and the employee representatives on the Board.

Top-level management

The gender distribution relates to management levels from Vice President and above.

All managers

The gender distribution relates to all people managers with one or more direct reports. The number is calculated based on data from our global HR management system, covering 77% of Demant's employees.

Inclusivity score

Employees score inclusivity, using a scale from 1 (lowest) to 5 (highest) based on the yearly engagement survey conducted by Gallup. The survey does not cover temporary staff, students, externals, employees on leave, specific companies and countries not yet integrated into our global HR

management system and markets where the survey questions are not permissible.

CEO remuneration ratio

The CEO remuneration ratio is calculated as the CEO's total remuneration (numerator) divided by the average remuneration of all Group employees (denominator) instead of the median Group employee. Demant is committed to enhancing data quality on this topic in future reporting periods.

Gender pay gap

The gender pay gap is calculated as the difference between the average annual base salary of all male and female employees divided by the average annual base salary of all male employees. Only employees who are included in our global HR management system are part of the calculation.

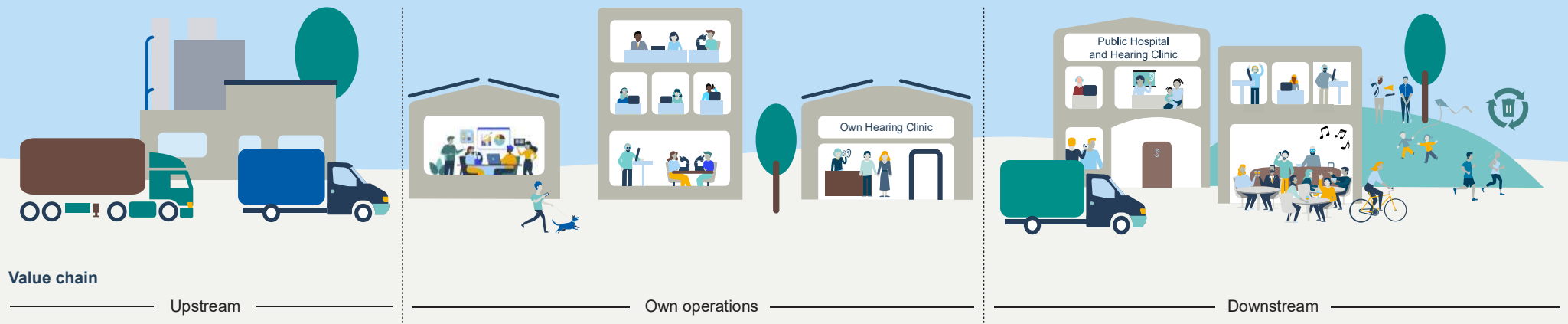
Incidents, complaints and severe human rights

Incidents of discrimination and harassment include any incidents brought forward through Demant's whistleblower hotline. The reported incidents include all recorded cases of bullying, harassment and discrimination.

Fines, penalties and compensation for damages refer to any financial payments made in relation to confirmed cases within the financial year.

S2 Workers in the value chain

Our commitment to caring for people extends not only to own employees, but also to workers that we impact indirectly in our value chain.



IROs

N

Working conditions for
value chain workers

Working conditions for value chain workers

We work to ensure that we support the protection of rights throughout our value chain.

ESRS 2 SBM-3 S2

We have identified one potential impact related to workers in the value chain:

- Demant engages with suppliers that operate in countries and industries with potentially negative impacts on workers' rights to a fair and safe working environment.

The value chain workers identified to potentially be exposed to the above-mentioned impacts are those working in electronics manufacturing and its related supply chain. They are connected to the Demant upstream value chain through business relationships. We consider the potentially negative impact to be systemic to that particular value chain.

Policies guiding our behaviour

S2-1

Our Third Party Compliance Code outlines what we expect of our suppliers and business partners when it comes to working conditions for workers in the value chain. This includes the core International Labour Organization (ILO) standards on working conditions, workplace health and safety, freedom of association, trafficking, forced/child labour and non-discrimination. We require all new direct suppliers to accept this Code or to comply with their own code of equivalent standard. The Code is included as an appendix to all new contracts with suppliers. The Senior Vice President of Group Legal & Compliance is accountable for the Code, while its implementation lies with Demant's procurement departments.

Updated in 2025, the Demant Group Supply Chain Sustainability Policy summarises our commitment to advancing sustainability across our supply chain. The Policy covers all relevant upstream buying practices across the Demant Group and outlines how we manage supplier relationships from a risk-based approach. The responsibility for the implementation of this Policy into our ways of working is shared between the leader teams of the two main procurement functions in Demant, Hearing Aids and Diagnostics.

Engaging with our stakeholders

S2-2 and S2-3

We continuously take steps to understand the potential impacts of our operations on workers in our value chain. Our whistleblower hotline is accessible to all external stakeholders, including value chain workers. Please refer to page 99. Currently, Demant does not require its suppliers to establish reporting channels for their own employees to raise concerns. This will be considered the next time we update our Third Party Compliance Code.

In our Hearing Aids business area, we have integrated sustainability into our supplier engagement programme, Sustain, which focuses on decarbonisation and addressing human rights impacts in our supply chain. When we audit suppliers in relation to ESG, we interview workers directly.

Actions and results

S2-3 and S2-4

Considering the vast number of suppliers across our business areas, we take a risk-based approach to managing potentially negative impacts on value chain workers. Our supplier sustainability risk assessment process, which was updated in 2024, enables the identification and documentation of potential impacts that workers in our supply chain are exposed to, based on suppliers' country and sector risks. Continuous risk assessment is embedded in how we manage our supply chain, and dedicated sustainability specialists lead this work in our procurement functions.

If a negative impact is reported to or identified by Demant, we engage directly with the supplier to urge them to take preventive and corrective action, while clearly communicating our expectation that remedies are provided to the affected value chain workers. No severe human rights impacts or incidents connected to our upstream or downstream value chain were reported to us in 2025.

Hearing Aids business area

We audit all new direct suppliers in high-risk territories against the expectations of our Third Party Compliance Code, using an external audit provider. When issues are raised, we engage in dialogue and plan for corrective action. Further, the Code is embedded in the digital tender process. Suppliers must accept Demant's terms and conditions, including the requirements of the Code, to register and submit a bid. The Hearing Aids procurement function covers procurement for our Hearing Care business area.

Due to internal prioritisation and unclear legislative expectations in the EU, progress on implementing the updated risk and due diligence processes in 2025 was slower than intended. Implementation is now planned for 2026.

Diagnostics business area

Before engaging with new suppliers in select high-risk locations, we conduct an initial on-site audit for vendor approval through a third party.

In 2025, we focused on implementing the sustainability supplier risk assessment process across the Group. This included onboarding and training of buyers and creating a central process platform. We will complete the roll-out to all manufacturing sites in 2026. We also introduced an ESG questionnaire for selected high-risk suppliers to assess adherence to our Third Party Compliance Code.

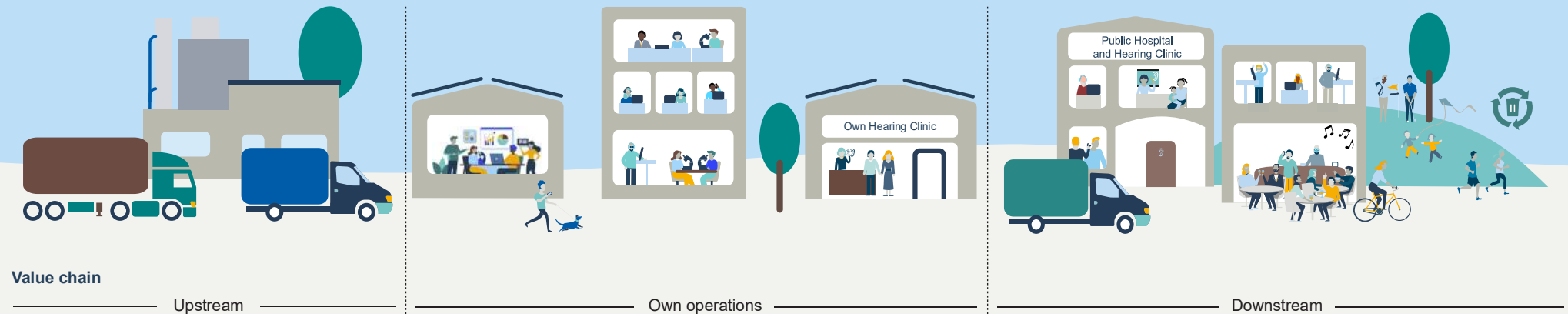
Tracking effectiveness

ESRS 2 MDR-T and S2-5

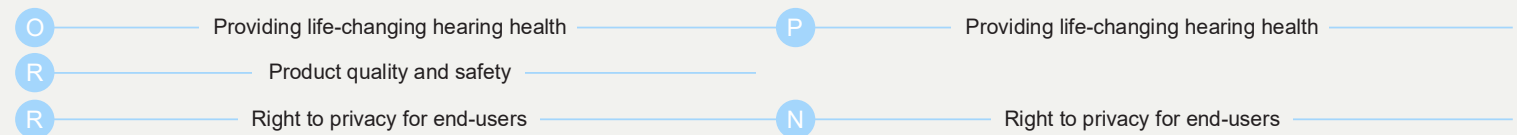
Continuous evaluation of our actions and practices is embedded in our ways of working. We are currently focusing on aligning due diligence processes to coming legislative requirements. We have not yet set specific targets related to the impact on workers in the value chain but will explore options to do so, as we mature our internal processes.

S4 Consumers and end-users

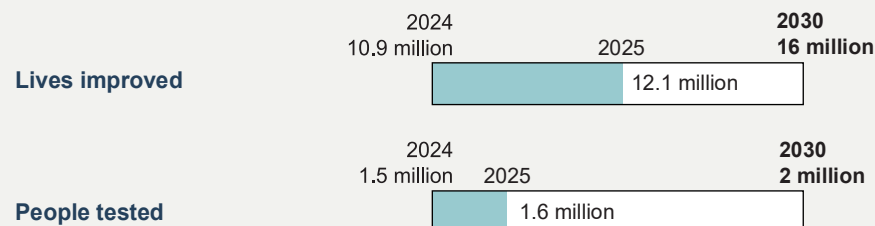
Our core commitment to society is to help people become aware of and overcome hearing loss and improve their quality of life through innovative solutions and access to personalised hearing care.



IROs



Progress against targets



Providing life-changing hearing health

According to the World Health Organization, one in five people today lives with hearing loss. If untreated, it impacts their ability to interact in life.

ESRS 2 SBM-3 S4 and S4-2

We have identified one actual positive impact and one opportunity related to end-users:

- Through our products, Demant positively impacts users living with hearing loss.
- Delivering hearing health solutions is the core of the Demant business and a key driving force behind revenue growth and market expansion.

Hearing loss has immense societal implications (read more on page 15). Demant's purpose, strategy and business model are built on making a positive impact for people living with hearing loss, ultimately improving our users' quality of life. As this is inherent to our core activities, it is not covered by a specific policy.

Actions and results

S4-2 and S4-4

Continuous feedback from users, hearing care professionals and wholesale customers drives us to focus on research and development of innovative technology and enables us to provide a high level of service and care in our hearing care clinics. See an overview of how we engage with customers on page 94 and read more about user engagement on the next pages.

Our key actions towards maximising our positive impact and pursuing material opportunities are to grow our business. This is reflected in our strategic aspirations and expected growth. Read more on page 17. How we create value is presented on page 19.

As part of our strategy, we are committed to continuing to invest in R&D and further expanding the distribution of our products in both existing and new markets going forward. In 2025, Demant invested DKK 1,402 million in R&D to drive innovation and ensure continuous technological leadership to the benefit of our users.

Raising awareness of hearing loss

Raising awareness of the importance of hearing loss is an important driver towards succeeding in our purpose and growing our business. Our approach is centred around addressing the stigma related to hearing loss. We do so by repositioning hearing loss treatment and the use of hearing aids to something positive and by focusing on the benefits of good hearing. We believe that people experiencing hearing loss should be motivated to address it, but the fact is that they often carry with them internal and external barriers in the form of stigma, bias and lacking awareness of hearing health. So, we focus our efforts on removing the barriers to having hearing loss addressed and treated. This is the main objective of our global campaign 'Love your ears'.

Many of our hearing care clinics actively engage with their local communities to create public awareness and to connect with those who may have a hearing loss but are unaware of it.

Through outreach activities, we provide free hearing screening, enabling people living with an untreated hearing loss to embark on their own journey towards treatment.

Building capacity in healthcare

Across our business areas, we provide global access to the most current and relevant clinical knowledge about hearing health. Building capacity among ear-nose-throat doctors, audiologists and healthcare professionals is crucial to ensure early intervention for hearing loss and ultimately, addressing hearing loss. Our training offerings help support building hearing health capacity in countries and regions with no or very little formal audiology education, enabling better access to higher quality hearing healthcare for people living with hearing loss.

Ensuring access

Demant operates globally, providing access to innovative hearing healthcare through its vast network of clinics. The international companies that are part of our Diagnostics business area cover every major customer segment in all key geographic regions, while our Hearing Aids business area is present with sales companies in more than 30 countries.

In markets where Demant is not present, we have long-term partnerships with distributors, who often have a strong background in audiology. We support them in driving digital marketing, increasing consumer awareness and maturing their business to push hearing aid penetration, which in some markets is as low as 0-5% of people who need them. Global distribution provides access to our innovative products and supports healthy competition in markets characterised by low supply of hearing health services for the benefit of users. See our global presence on page 11.

A highly competitive hearing aid market powered by innovation leads to competitive pricing. Through our diversified portfolio of hearing aids, with products and services ranging from basic to

premium, we offer a range of lower-priced and more easily accessible products, which benefits users with a lower income. Pricing in the retail market includes a high level of service and full return assurance for the benefit of users. Demant also participates in public tenders globally, thereby supporting affordability.

Targets and metrics

S4-5

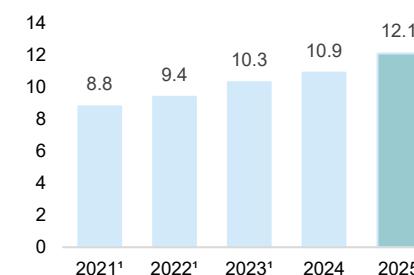
Demant has established the following targets for advancing positive impacts for people with hearing loss:

- Improve more than 16 million lives by 2030
- Increase awareness by performing hearing tests on more than 2 million people by 2030

The targets are set based on Demant's overall ambition and purpose and cover all markets where Demant is present.

Lives improved

(million lives improved)



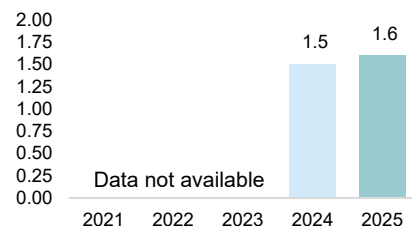
¹Not covered by the Independent Auditor's limited assurance report

Based on the estimated lifetime of hearing aids, the number of hearing aids sold and the number of fittings made by the Group in 2025, we

improved 12.1 million lives in 2025. In H1 2025, the number of lives improved increased from 10.9 to 11.4 million, a rise of 4.6%. Progress continued in H2, and, with an increase of 11% from 2024 to 2025, we are on track to meet our long-term ambition to improve 16 million lives by 2030.

People tested

(million people)

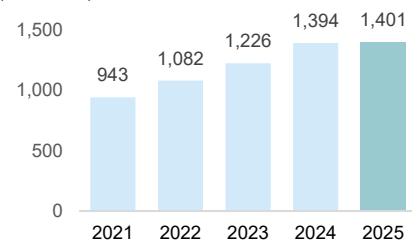


In 2025, Demant tested 1.6 million people with suspected hearing loss. Continued efforts focus on keeping this momentum.

Entity-specific metrics

R&D costs

(DKK million)



Reflecting the company's ongoing commitment to product innovation, R&D investments remained broadly stable in 2025. Following R&D costs of 1.39 billion in 2024, expenditure increased slightly during the year and reached 1.40 billion at year-

end, reflecting a stabilisation of the growth pattern observed in previous years.

Accounting policy

Lives improved

The number of lives improved is determined by the number of hearing aids sold and the binaural rate. The calculation also accounts for a mortality rate to reflect that not all users remain active over the full period. The number is accumulated based on a five-year product lifecycle.

Hearing tests performed

Hearing tests performed is the number of tested people in our clinics during the reporting period. For entities without actual data, the number of tests is estimated, using a proxy based on hearing aids sold. This proxy assumes that regional averages for the ratio between hearing aids sold and hearing tests can be applied to countries that do not have actual data.

The accounting policy for R&D costs is described on page 124.

Product quality and safety

Ensuring the highest standards of quality and safety in our products is crucial to our purpose of providing life-changing differences through hearing health.

ESRS 2 SBM-3 S4

We have identified one risk related to the safety of consumers:

- If quality requirements are not met or medical device regulations are not complied with, it represents a risk to Demant's licence to operate and our ability to bring products to market.

Policies guiding our behaviour

S4-1

Working with quality is vital for us to sustain the high standards and reliability of our products and to ensure the safety of our customers and users. We define quality management in policies for the Hearing Aids and Diagnostics business areas. The quality policies are embedded in our decision-making and ways of working and reflect our intentions regarding the quality of our products and services to enable us to deliver the best to our customers and users. The policies provide the foundation for meeting regulatory requirements, such as the EU Medical Device Regulation (MDR) and MDSAP requirements, as well as all local country regulatory requirements. The policies cover activities that support product development, manufacturing, marketing and servicing.

Demant's Executive Leadership Team carries the overall responsibility for product quality and safety, and specific managerial responsibilities are defined and described for relevant activities. Leaders in the quality functions are accountable for ensuring that quality and compliance are

delivered by the organisation and for maintaining the quality policies.

Engaging with users and customers

S4-2 and S4-3

We have established customer support service platforms and channels for our three business areas, enabling complaints and feedback from users throughout the user journey. These channels allow our stakeholders to raise concerns and communicate cases of negative impact. All complaints are handled by dedicated customer service teams, ensuring documentation and follow-up with the complainant. This includes any remediation, such as fitting support, repair and replacement, where relevant.

User interaction through user quality surveys and daily engagement with hearing aid users through our global network of hearing clinics enable Demant to continuously assess issues related to product quality and safety in hearing aids. If an incident related to product quality or safety occurs, it will be handled in our CAPA (corrective and preventive action) system through which we conduct methodical risk analyses and root cause analyses, take corrective actions and initiate preventive measures. Following our processes, we report incidents to national health authorities, when required.

Actions and results

S4-4

Quality management

By using quality management systems, our Hearing Aids and Diagnostics business areas have a framework to demonstrate their ongoing commitment to providing safe and effective medical devices that consistently meet customer needs and comply with regulatory requirements. Certification against ISO 13485 cements that we have a process-based approach to ongoing quality management, ensuring that processes are well-defined, controlled and continuously improved. Risk management is integrated into every stage of the product lifecycle. All Demant's development and manufacturing sites are covered by ISO 13485 certification.

We keep up to date with all requirements to ensure compliance where we sell our products. This includes scouting regulatory requirements, which enables us to plan and implement processes to support compliance with future regulatory requirements.

Training

We ensure that all employees are continuously trained in processes relevant to their tasks. Managers establish employee training plans to ensure relevant training ahead of any critical quality or safety activities. All training is documented, and we evaluate training performance and effectiveness. All employees involved in our quality management system are by default trained and their training is recorded.

Extensive testing

In our Hearing Aids business area, products are tested against reliability requirements at

component, assembly and product level to ensure that products are safe and effective throughout their lifetime. The reliability requirements are based on standards, regulations and our extensive experience in manufacturing hearing aids. At the end of the development process, final verification tests are conducted by internal specialists and external accredited test providers to ensure safety and effectiveness. Internally, the system is audited by our quality team and maintained to reflect developments and changes in our organisation.

Before we release products in our Diagnostics business area, they are tested extensively by accredited test houses and verified according to established performance standards. We perform a full and final inspection of our products to ensure that all items are checked for defects, functionality and compliance with all specifications.

Biological safety evaluation

We mitigate risks associated with quality and safety through biological safety evaluation. We strive to use the same materials to avoid new biocompatibility testing. When strictly needed, we evaluate materials in skin contact in accordance with ISO 10993. When necessary, we perform animal testing according to ISO 10993-10, while evaluating whether chemical extraction and characterisation are deemed sufficient instead. Animal tests are conducted by accredited external partners, who are required to meet the expectations of our Third Party Compliance Code. Since 2021, only a few such tests have been conducted.

Strong safety processes

We have strong processes to ensure user safety and actively use complaint handling and continuous risk assessments anchored in all processes to assess any need for product recalls. For the past

many years, we have had no need to use the recall management system.

Continuous audits

Audits are a central element of ongoing quality management in Demant. We use internal and external audits to continuously assess the effectiveness of our actions. Sales and service activities at key Diagnostics sites are certified and audited against ISO 9001. External audits are also conducted by national authorities and customers. Internally, we audit relevant processes for medical devices, including complaints and recall management, on a continuous basis.

Demant is annually audited against ISO 13485, MDR and MDSAP. The audits are conducted by notified body TÜV SÜD for both our Hearing Aids and Diagnostics business and cover all Demant development and manufacturing sites.

In 2025, we had the following audit results:

- In Hearing Aids, we had no major findings and three minor findings
- In Diagnostics, we had one major finding and 12 minor findings

All findings are handled following our CAPA processes.

Tracking effectiveness and metrics

ESRS 2 MDR-T and S4-5

Demant has not set group targets related to product quality and safety. We assess effectiveness through business area-specific indicators related to product quality and safety. These include, but are not limited to, monthly process quality control (PQC), achievement progress for internal audit plans and a continuous target of zero vigilance cases.

When audited in accordance with certification requirements for ISO 13485, MDR and MDSAP, Demant aims for zero major findings year after year.

Entity-specific metrics

Product recalls

	2025	2024	2023 ¹	2022 ¹	2021 ¹
Hearing Aids	0	0	0	0	0
Diagnostics	0	0	0	0	0

¹Not covered by the Independent Auditor's limited assurance report

Demant monitors product recalls as an important indicator of product quality, consumer safety and the strength of our internal control environment. In 2025, we recorded zero product recalls, reflecting the effective performance of our quality-management systems throughout the year.

Accounting policy

Product recalls

Product recalls cover both voluntary and mandatory recalls. This metric includes all products in our portfolio that are placed on the market and are subject to applicable regulatory requirements.

Right to privacy

ESRS 2 SBM-3 S4

We have identified one potential negative impact and one risk related to user privacy:

- Demant has access to users' sensitive personal data, potentially resulting in negative impacts if the data is compromised.
- Based on GDPR regulations, Demant may be subject to a penalty, if we fail to adequately protect the privacy of our users.

Collecting personal data is not only necessary for the delivery of our products and services, but it also presents opportunities. The data available to Demant supports internal identification of efficiencies, development of new products, gaining customer insights, optimising operations and tailoring business strategies. However, the collection and use of data also present an inherent risk of misuse or access by threat actors, such as hackers and cybercriminals. Protecting data privacy is therefore dependent on strong security measures. Read more about our cyber security management on page 38.

Policies guiding our behaviour

S4-1

Demant has a data privacy programme to manage potentially negative impacts on the privacy of our employees, customers and users. This includes policies and processes for handling personal data as well as processes for engaging with affected stakeholders.

Our Code of Conduct outlines our clear expectations of employees' conduct in relation to data privacy. Demant has implemented a global Data Ethics Policy, which outlines the Group's commitment to handling data with a high level of integrity. The

Policy covers all processing of data globally, including both personal data and non-personal data. It is mandatory for all employees in Demant to comply with the Policy.

Our Data Privacy Policy establishes the overall framework for working with personal and sensitive personal data in Demant and is implemented as a General Operating Procedure (GOP). It applies to all Demant employees, who receive, handle, access, distribute, transmit, protect or store personal or sensitive personal data in any form.

Data privacy and ethics are governed by our Global Legal & Compliance Board. Group Legal & Compliance reports regularly on material issues to this Board, which includes the Executive Leadership Team, and to the audit committee.

Engaging with our stakeholders

S4-2 and S4-3

We handle personal data of our stakeholders with the utmost care and respect, recognising its sensitive nature, especially when it comes to hearing health information. Information about data privacy is provided in privacy notices when required by local legislation. All relevant stakeholders are informed of the use of their personal data and are also guided on how to exercise their legal rights regarding their personal data. The contact details of the Demant Group's Data Protection Officer are communicated to all relevant stakeholders in the respective privacy notices, and the Demant privacy mailbox is accessible on our company website.

We continue to experience an increasing interest in privacy matters, both internally and externally, and we spend significant resources on ensuring

that all privacy queries are timely addressed. Most often, privacy violations occur due to human error and are categorised as minor data breaches. Remedial action is taken in accordance with the type of data breach, the risk category and any local requirements.

Actions and results

S4-4

All ongoing collection and processing of personal data are done in accordance with applicable laws and regulations, including the EU General Data Protection Regulation (GDPR) in the EU/EEA and California Consumer Privacy Act (CCPA) and the Health Insurance Portability and Accountability Act (HIPAA) in the US.

The Data Privacy team, which is part of Demant's Group Legal & Compliance, supports legal colleagues and the business in relevant areas of our business. To support local implementation and awareness of data privacy policies and procedures, we have appointed around 100 data privacy champions across our European sites. They receive ongoing training on privacy matters and notify the Data Privacy team if they encounter concerns or complaints related to data privacy.

Tools and training

The Data Privacy team maintains a privacy portal for employees, containing relevant national and international legislation and guidelines that the Demant Group must comply with, training materials and access to relevant policies, templates and processes.

We started updating our data privacy training in 2025. The digital learning is mandatory for relevant employees and is key to preventing data

breaches. Implementation will continue into 2026. Ad hoc training is also provided when incidents occur to mitigate future breaches. Based on risk assessment, we initiate awareness campaigns targeted towards relevant employees and functions on a continuous basis.

Data breach response

In addition to established IT security measures, we have a well-functioning data breach response procedure. The Data Privacy team monitors any alerts of a potential data breach every day of the year and ensures that appropriate action is taken. After a data breach has been addressed, the Data Breach Response Team reviews the incident and implements measures to prevent future breaches. These may include reviewing physical and technical access controls and/or security, reviewing policies and procedures, conducting obligatory training or ultimately imposing sanctions on employees.

Tracking effectiveness

ESRS 2 MDR-T and S4-5

Demant has not set group targets related to data privacy. To assess effectiveness of our actions, we continuously evaluate our processes and practices, which is embedded in our ways of working. We strive to limit data breaches across our operations and aim for year-on-year improvement.

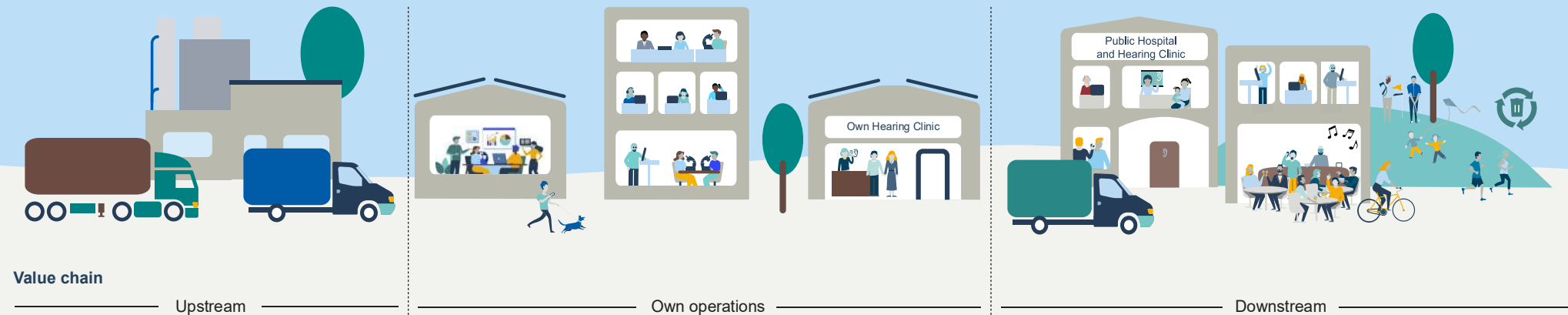
Governance

G1 Business conduct

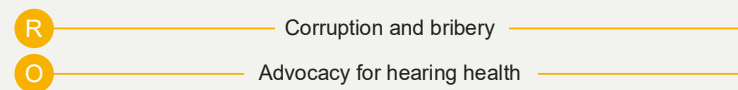
98

G1 Business conduct

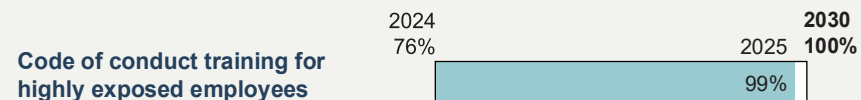
We take a proactive approach to business ethics to ensure that we behave as a company we can be proud of.



IROs



Progress against targets



Corruption and bribery

We strive for high ethical standards and conduct business with integrity and honesty.

We have identified one risk related to business conduct:

- Demant operates in countries with risks of corruption and bribery, exposing our commercial departments to financial risk. We work with distributors who operate in countries where these risks are higher than in the countries where Demant operates directly.

Policies, actions and results

G1-1 and G1-3

Business ethics programme

Our Code of Conduct reflects our commitment to a high level of business ethics and is the overarching compliance document for our Group. It sets the minimum standards and ethical principles applicable to all employees, regardless of location and the nature of their work, and provides everyone with a common understanding of how we conduct our business.

Our business ethics programme lays a solid foundation for ensuring that Demant can identify, report and investigate any concerns about unlawful behaviour or behaviour that contradicts our Code of Conduct. In addition to the Code of Conduct, the business ethics programme covers the global whistleblower hotline as well as a portfolio of global programmes with relevant policies and guidelines, processes, tools, risk assessments, training and advice.

In 2025, we updated our General Manager Instruction to extend its scope to also cover the broader top management. Going forward, it will be called the Demant Group Management

Instructions and will apply from 1 January 2026.

The Instructions are legally binding and clearly outline expectations of the employees in scope within the Demant Group with a view to creating transparency on their role and related responsibilities.

Business ethics compliance is governed by the Legal & Compliance Board. The Demant Group's General Counsel is accountable for all the policies described in this section, while implementation lies with the business. Group Legal & Compliance is supported by a network of about 65 business ethics champions appointed in subsidiaries globally and in Group business functions.

Whistleblower hotline

The Demant whistleblower hotline enables employees, business partners and all other internal and external stakeholders to report any concerns about serious and sensitive matters confidentially and anonymously. We encourage employees and external stakeholders to raise their concerns about serious and sensitive actions that (1) fail to comply with our Code of Conduct, (2) fail to comply with applicable laws and regulations and/or (3) jeopardise the health and safety of our employees. These include concerns relating to corruption and bribery.

When incidents that fall into one or more of the above categories are reported, either directly through the hotline or through other channels, we initiate incident investigation, response and corrective action. Group Legal & Compliance manages the whistleblower hotline, and our Investigation Guideline describes step-by-step how an

investigation is conducted. The Guideline ensures that the investigator involved in a specific whistleblower case is independent from the chain of management involved in the matter.

When needed, Group Legal & Compliance can escalate cases to the global Whistleblower Board, consisting of Demant's CEO, CFO and Group General Counsel. Group Legal & Compliance reports regularly on relevant reports received through the whistleblower hotline to the audit committee.

We are committed to ensuring that there will be no discriminatory or retaliatory action against any employee or third party who, in good faith, raises a concern through the whistleblower hotline. Anti-retaliation is covered by our Whistleblower Policy, which we updated in 2025, and our efforts comply with Directive (EU) 2019/1937.

Anti-corruption and bribery

It is a fundamental principle for Demant to compete for business on fair terms and solely on the merits of our services and products. Through an anti-corruption risk assessment, we have identified the functions that are exposed to the highest risk in respect of corruption and bribery. These, among others, include employees that are in direct contact with public officials, for instance by participating in negotiations for public tenders on Demant's behalf.

We have implemented policies and guidelines to mitigate corruption risks throughout our organisation. These include an Anti-Corruption Policy, which was updated in 2025 to align with new internal guidelines, and our Gifts & Hospitality Guideline, which contains country-specific appendices with local monetary limits. In 2025, we prepared a Conflict of Interest Guideline, which will apply from

1 January 2026. The Guideline will be implemented through updated processes and training of all relevant employees.

For distributors, we have a due diligence process where we assess the ethical risks, including anti-corruption risk, associated with dealing with third parties. Based on our findings, we implement appropriate mitigating measures, such as specific anti-corruption wording in contracts with third parties. Our Third Party Compliance Code, which contains a section on anti-corruption, is included as an appendix to contracts with third parties.

Training and awareness

To implement our policies and guidelines on business ethics, we train our employees and create awareness around risks. Our Code of Conduct e-learning broadly introduces the business ethics themes covered by the Code. Importantly, the e-learning informs employees about the whistleblower hotline, what they can report and how to report, and provides information about our anti-retaliation principles. Further, the Code of Conduct e-learning contains a deep dive into anti-corruption. The e-learning is a central pillar of the induction programme for new employees.

It is mandatory for all employees, including the Executive Leadership Team, to complete the e-learning. We closely follow training completion for employees that are considered to be highly exposed to corruption risk. In 2025, we initiated a project to update our Code of Conduct training to ensure a better fit to the different types of employees across Demant. It is our ambition to conduct physical training of production and warehouse staff, and in 2026, we will focus on implementation. We plan to relaunch e-training every three years to ensure ongoing knowledge and

awareness of Demant's Code of Conduct and business ethics principles and expectations.

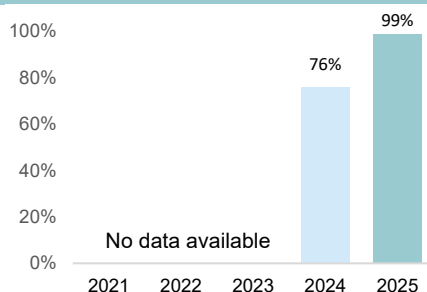
Our business ethics champions have received training on anti-corruption. As they are appointed throughout subsidiaries globally, they help us detect local issues, which could be problematic from an anti-corruption perspective, and ensure that Group Legal & Compliance is involved to the extent necessary. In addition, our business ethics champions help us raise awareness locally about the Code of Conduct, the whistleblower hotline as well as our Anti-Corruption Policy and guidelines that apply to all employees globally.

Targets and metrics

Demant is committed to increasing business conduct excellence, and in 2024, we set a target to ensure that 100% of highly exposed employees complete Code of Conduct training by 2030 (see accounting policy for scope). The target aligns with the objectives outlined in our Code of Conduct.

Entity-specific metrics

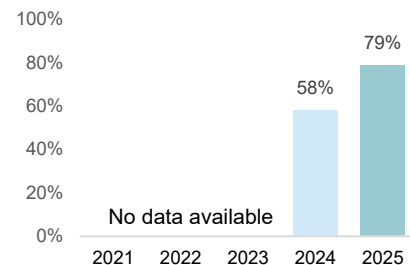
Code of Conduct training – highly exposed employees



In 2025, 99% of the Group's employees that are considered highly exposed completed the Code of Conduct training, representing a 23 percentage point increase compared to 2024.

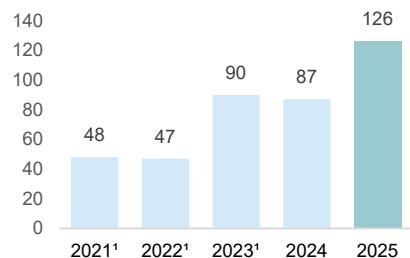
The improvement was primarily driven by targeted follow-ups with employees who had not yet completed the training.

Code of Conduct training – all employees



Data on Code of Conduct training in our e-learning module for the period from 2021-2023 is not available, as e-learning was introduced in 2024. Relevant employees received training through other channels prior to 2024.

Whistleblower reports

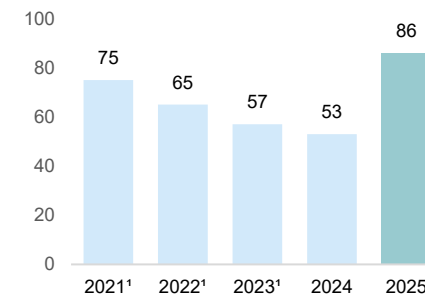


¹Not covered by the Independent Auditor's limited assurance report

In 2025, Demant received 126 reports through the whistleblower hotline. Please note that not all reports received qualify as whistleblower cases. The increase in reported cases reflects increased employee awareness of the whistleblower hotline which is likely driven by references to the hotline in this year's anti-harassment and anti-

discrimination campaign and awareness created through a higher completion rate of the Code of Conduct and Whistleblower Training.

Distributor due diligence



¹Not covered by the Independent Auditor's limited assurance report

In 2025, Demant conducted 86 due diligence screenings. The increase in the number of distributor due diligence assessments in 2025 reflects strengthened compliance efforts.

G1-4

We had no confirmed incidents of corruption or bribery in Demant in 2025. Therefore, there have been no convictions or fines for violation of anti-corruption and anti-bribery laws in 2025.

Accounting policy

Code of Conduct training

Code of Conduct training refers to the share of employees who completed the Code of Conduct training during the year and is reported separately for all employees and for highly exposed employees. Highly exposed employees are employees in senior leadership and high-risk functions, e.g. Management, commercial functions, Finance, Legal, Export and Procurement. Only employees registered in our learning platform are included in the data. Employees in entities acquired after 30 September 2025 as well as employees hired after that date are not included in the numbers.

Whistleblower reports

Whistleblower reports refer to the number of whistleblower reports received through the whistleblower hotline or through other channels, which were registered by the whistleblower unit in the system during the year.

Distributor due diligence

Distributor due diligence refers to the number of distributor due diligence processes conducted.

Advocacy for hearing health

Our advocacy efforts are closely intertwined with our objective of raising awareness about hearing healthcare and driven by our main purpose.

G1-5

We have identified one opportunity related to political influence and lobbying activities:

- Engaging with governments and local authorities to raise awareness about the importance of hearing health represents an opportunity for Demant.

Policies guiding our behaviour

Our Anti-Corruption Policy establishes how Demant's Management and employees are expected to conduct themselves in relation to corruption. Demant is against any form of direct or indirect corruption and bribery, aiming at securing an improper advantage. The Policy does not allow political contributions, whether direct or indirect, which are defined as contributions to politicians, political campaigns and political parties.

The Demant Vice President of Corporate Communication & Sustainability is responsible for oversight of our advocacy activities and supports Demant's Executive Leadership Team in our global advocacy efforts.

Actions

When carrying out advocacy activities, we carry with us our principles of conducting business with integrity and high ethical standards. We engage in advocacy activities through industry organisations by advocating industry-level initiatives and regulations to support the establishment of a more advanced and better hearing healthcare infrastructure. The objective is to ultimately ensure the best possible treatment for people with hearing loss, which underpins our material positive impact and

opportunity related to life-changing hearing health (see page 92).

We take active part in relevant industry organisations, including, but not limited to, the following:

European Hearing Instrument Manufacturers Association (EHIMA)

The main objectives of EHIMA are to build and support public awareness of hearing issues, encourage scientific research related to hearing instruments, monitor common issues within the hearing instruments industry in Europe and represent and protect the common interests of the members in the appropriate official EU bodies, other public institutions and private organisations. Demant is represented in the General Assembly and in the Technical, Regulatory, Public Affairs and Sustainability Committees.

EHIMA is registered in the EU Transparency Register under ID 34590331316-73.

Hearing Industries Association (HIA)

HIA serves as a forum for hearing aid manufacturers, suppliers, distributors and hearing health professionals in the US. HIA supports its members and carries out its mission through advocacy with Congress and the Administration, interaction with government agencies, focusing on the FDA, FTC and FCC, and engagement with professional provider organisations and other consumer groups. Demant is represented in the board of directors and the Technical and Regulatory, Market Insights, Market Analytics and Claims Committees.

Transparency

We are transparent about our stance and advocate topics directly linked to our company purpose and strategy. How we engage politically varies, depending on local conditions, as activities to promote hearing health depend entirely on country-specific legislation and hearing health infrastructure.

In 2026, we plan to implement lobbying and advocacy guidelines to ensure alignment across the Group. Further, we plan to define a stronger governance structure to support our efforts.

Additional information

Sustainability reporting risks and internal controls	103
Disclosure requirements and incorporation by reference	104
EU Taxonomy regulation disclosure	111

Sustainability reporting risks and internal controls

Demant is committed to ensuring adequate reporting data quality and mitigating significant risks related to sustainability reporting.

Scoping of material topics

A double materiality assessment is conducted on a yearly basis, please refer to page 62.

ESRS 2 GOV-5

Risk management in relation to sustainability reporting

Demant's sustainability reporting risk management framework is designed to identify, assess and manage risks related to sustainability reporting. Key risk factors include regulatory compliance, data accuracy and stakeholder expectations. We apply a comprehensive risk assessment process, involving regular reviews and updates. Through this process, we ensure that all identified potential risks are adequately addressed based on the scope of material sustainability topics identified in the double materiality assessment.

The identified risks are assessed as either high, medium or low. The sustainability reporting risk categorisation is based on inherent reporting risks, such as completeness and accuracy of the data. High risks have a higher prioritisation than medium and low risks.

The main reporting risks are related to completeness and accuracy of the data submitted.

The Sustainability Board receives updates on a quarterly basis and includes any findings in the internal control framework related to sustainability reporting as well as measures to mitigate risks.

Disclosure requirements and incorporation by reference

ESRS 2 IRO-2

The following tables outline all ESRS disclosure requirements in ESRS 2 and five topical standards, which are relevant to Demant and have guided us in the preparation of this Sustainability statement. We have excluded disclosure requirements in E2, E3, E4 and S3, as they are below our materiality thresholds.

The tables serve as guides for locating information on specific disclosure requirements in the Sustainability statement. They also indicate where information on a specific disclosure requirement not included in the Sustainability statement can be found. This information is 'incorporated by reference' either in the Management statement and Financial statements of this Annual Report 2025 or in the separately published [Remuneration Report](#).

Cross-cutting standards

ESRS 2 General disclosures

Disclosure requirements	Statement	Page
BP-1	General basis for preparation	Sustainability 50
BP-2	Datapoints that derive from other EU legislation	Sustainability 111
GOV-1	The role of the administrative, management and supervisory bodies	Management/ Sustainability 40, 46, 47, 55
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Management/ Sustainability 55
GOV-3	Integration of sustainability-related performance in incentive schemes	Remuneration report 6-9
GOV-4	Statement on sustainability due diligence	Sustainability 61
GOV-5	Risk management and internal controls over sustainability reporting	Sustainability 103
SBM-1	Strategy, business model and value chain (products, markets and customers)	Management/ Sustainability 12, 16, 19, 56
SBM-1	Strategy, business model and value chain (headcount by country)	Sustainability 83, 88
SBM-1	Strategy, business model and value chain (breakdown of revenue)	Financial 128
SBM-2	Interest and views of stakeholders	Sustainability 61-62
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	56, 65, 75, 84, 86, 90, 92, 94, 96 Sustainability
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Sustainability 61
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	Sustainability 104

Environmental standards

ESRS E1 Climate change

Disclosure requirements	Statement	Page
E1-1	Transition plan for climate change mitigation	Sustainability 66
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Sustainability 65
ESRS 2, IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Sustainability 61
E1-2	Policies related to climate change mitigation and adaptation	Sustainability 65
E1-3	Actions and resources in relation to climate change policies	Sustainability 67
E1-4	Targets related to climate change mitigation and adaptation	Sustainability 68
E1-5	Energy consumption and mix	Sustainability 69
E1-6	Gross scopes 1, 2, 3 and total GHG emissions	Sustainability 70

ESRS E5 Resource use and circular economy

Disclosure requirements	Statement	Page
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Sustainability 75
ESRS 2, IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	Sustainability 61
E5-1	Policies related to resource use and circular economy	Sustainability 75
E5-2	Actions and resources related to resource use and circular economy	Sustainability 75
E5-3	Targets related to resource use and circular economy	Sustainability 76
E5-4	Resource inflows	Sustainability 76
E5-5	Resource outflows	Sustainability 76-77

Social standards

ESRS S1 Own workforce

Disclosure requirements	Statement	Page
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Sustainability 84, 86
S1-1	Policies related to own workforce	Sustainability 81, 84, 86
S1-2	Processes for engaging with own workers and workers' representatives about impacts	Sustainability 81, 84
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	Sustainability 81, 84
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Sustainability 81, 84, 86
S1-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	Sustainability 85, 87
S1-6	Characteristics of the undertaking's employees	Sustainability 82-83, 85
S1-9	Diversity metrics	Sustainability 87
S1-14	Health and safety metrics	Sustainability 85
S1-16	Remunerations metrics (pay gap and total remunerations)	Sustainability 88
S1-17	Incidents, complaints and severe human rights impacts	Sustainability 88

Social standards

ESRS S2 Workers in the value chain

Disclosure requirements	Statement	Page
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Sustainability 90
S2-1	Policies related to value chain workers	Sustainability 90
S2-2	Processes for engaging with value chain workers about impacts	Sustainability 90
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Sustainability 90
S2-4	Taking action on material impacts on value chain workers and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	Sustainability 90
S2-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	Sustainability 90

Social standards

ESRS S4 Consumers and end-users

Disclosure requirements	Statement	Page
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Sustainability 92, 94, 96
S4-1	Policies related to consumers and end-users	Sustainability 94, 96
S4-2	Processes for engaging with consumers and end-users about impacts	Sustainability 92, 94, 96
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Sustainability 94, 96
S4-4	Taking action on material impacts on consumers and end-users and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Sustainability 92, 94, 96
S4-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	Sustainability 92-95-96

Governance standards

ESRS G1 Business conduct

Disclosure requirements		Statement	Page
ESRS 2, GOV-1	The role of the administrative, supervisory and management bodies	Management	40, 46-47, 55
G1-1	Business conduct policies and corporate culture	Sustainability	99
G1-3	Prevention and detection of corruption and bribery	Sustainability	99
G1-4	Incidents of corruption or bribery	Sustainability	100
G1-5	Political influence and lobbying activities	Sustainability	101

Datapoints in cross-cutting and topical standards

The table below outlines the list of datapoints in cross-cutting standards that derive from other EU legislation.

Disclosure requirements	Datapoints	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Report/section	Page
ESRS 2 GOV-1	21 (d) Board's gender diversity	x		x		Management statement	40
ESRS 2 GOV-1	21 (e) Percentage of board members who are independent paragraph			x		Management statement	46-47
ESRS 2 GOV-4	30 Statement on due diligence	x				Statement on due diligence	61
ESRS 2 SBM-1	40 (d) i Involvement in activities related to fossil fuel activities paragraph	x	x	x		Not material	
ESRS 2 SBM-1	40 (d) ii Involvement in activities related to chemical production	x		x		Not material	
ESRS 2 SBM-1	40 (d) iii Involvement in activities related to controversial weapons	x		x		Not material	
ESRS 2 SBM-1	40 (d) iv Involvement in activities related to cultivation and production of tobacco			x		Not material	
ESRS E1-1	14 Transition plan to reach climate neutrality by 2050				x	Climate change	66
ESRS E1-1	16 (g) Undertakings excluded from the EU Paris-Aligned Benchmark		x	x		Not material	
ESRS E1-4	34 GHG emissions reduction targets	x	x	x		Climate change	68
ESRS E1-5	38 Energy consumption from fossil sources disaggregated by sources (only high climate-impact sectors)	x				Climate change	69
ESRS E1-5	37 Energy consumption and mix	x				Climate change	69
ESRS E1-5	40-43 Energy intensity associated with activities in high climate-impact sectors	x				Climate change	69
ESRS E1-6	44 Gross scope 1, 2 and 3 and total GHG emissions	x	x	x		Climate change	70
ESRS E1-6	53-55 Gross GHG emissions intensity	x	x	x		Climate change	71
ESRS E1-7	56 GHG removals and carbon credits				x	Not material	
ESRS E1-9	66 Exposure of the benchmark portfolio to climate-related physical risks			X		Not material	
ESRS E1-9	66 (a) Disaggregation of monetary amounts by acute and chronic physical risk		x			Not material	
ESRS E1-9	66 (c) Location of significant assets at material physical risk		x			Not material	
ESRS E1-9	67 (c) Breakdown of the carrying value of real estate assets by energy-efficiency classes		x			Not material	
ESRS E1-9	69 Degree of exposure of the portfolio to climate-related opportunities			X		Not material	

Disclosure requirements	Datapoints		SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Report/section	Page
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	x				Not material	
ESRS E3-1	9	Water and marine resources	x				Not material	
ESRS E3-1	13	Dedicated policy	x				Not material	
ESRS E3-1	14	Sustainable oceans and seas	x				Not material	
ESRS E3-4	28 (c)	Total water recycled and reused	x				Not material	
ESRS E3-4	29	Total water consumption in m ³ per net revenue on own operations	x				Not material	
ESRS 2 - SBM 3 - E4	16 (a) i		x				Not material	
ESRS 2 - SBM 3 - E4	16 (b)		x				Not material	
ESRS 2 - SBM 3 - E4	16 (c)		x				Not material	
ESRS E4-2	24 (b)	Sustainable land/agriculture practices or policies	x				Not material	
ESRS E4-2	24 (c)	Sustainable oceans/seas practices or policies	x				Not material	
ESRS E4-2	24 (d)	Policies to address deforestation	x				Not material	
ESRS E5-5	37 (d)	Non-recycled waste	x				Not material	
ESRS E5-5	39	Hazardous waste and radioactive waste	x				Not material	
ESRS 2 - SBM3 - S1	14 (f)	Risk of incidents of forced labour	x				Own workforce	88
ESRS 2 - SBM3 - S1	14 (g)	Risk of incidents of child labour	x				Own workforce	54
ESRS S1-1	20	Human rights policy commitments	x				Own workforce	54
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8			x		Own workforce	84
ESRS S1-1	22	Processes and measures for preventing trafficking in human beings	x				Own workforce	54
ESRS S1-1	23	Workplace accident prevention policy or management system	x				Own workforce	84-85
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	x				Own workforce	81
ESRS S1-14	88 (b), (c)	Number of fatalities and number and rate of work-related accidents	x		x		Own workforce	85
ESRS S1-14	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	x				Not material	
ESRS S1-16	97 (a)	Unadjusted gender pay gap	x		x		Own workforce	88
ESRS S1-16	97 (b)	Excessive CEO pay ratio	x				Own workforce	88

Disclosure requirements	Datapoints		SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Report/section	Page
ESRS S1-17	103 (a)	Incidents of discrimination	x				Own workforce	88
ESRS S1-17	104 (a)	Non-compliance with UNGPs on Business and Human Rights and OECD Guidelines	x		x		Own workforce	88
ESRS 2 - SBM3 - S2	11 (b)	Significant risk of child labour or forced labour in the value chain	x				Workers in the value chain	90
ESRS S2-1	17	Human rights policy commitments	x				Workers in the value chain	54
ESRS S2-1	18	Policies related to value chain workers	x				Workers in the value chain	90
ESRS S2-1	19	Non-compliance with UNGPs on Business and Human Rights principles and OECD guidelines	x		x		Workers in the value chain	90
ESRS S2-1	19	Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8			x		Workers in the value chain	90
ESRS S2-4	36	Human rights issues and incidents connected to upstream and downstream value chain	x				Workers in the value chain	90
ESRS S3-1	16	Human rights policy commitments	x				Not material	
ESRS S3-1	17	Non-compliance with UNGPs on Business and Human Rights, ILO principles or OECD guidelines	x		x		Not material	
ESRS S3-4	36	Human rights issues and incidents	x				Not material	
ESRS S4-1	16	Policies related to consumers and end-users	x				Consumers and end-users	94, 96
ESRS S4-1	17	Non-compliance with UNGPs on Business and Human Rights and OECD guidelines	x		x		Consumers and end-users	94, 96
ESRS S4-4	35	Human rights issues and incidents	x				Consumers and end-users	94, 96
ESRS G1-1	10 (b)	United Nations Convention against Corruption paragraph	x				Business conduct	99
ESRS G1-1	10 (d)	Protection of whistleblowers paragraph	x				Business conduct	99
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery laws paragraph	x		X		Business conduct	100
ESRS G1-4	24 (b)	Standards of anti-corruption and anti-bribery	x				Business conduct	99

EU Taxonomy regulation disclosure

Turnover

			Substantial contributions to objectives 1-6 (%)					Do no significant harm to objectives 1-6 (y/n)										
Economic activity	Code	Absolute turnover	Proportion of turnover in 2025	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution prevention and control	Protection of biodiversity	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution prevention and control	Protection of biodiversity	Minimum social safeguards	Proportion of turnover in 2024	Category enabling/transitional

¹Total revenue, Financial statements 2025, Note 2.1.

CAPEX

Economic activity	Code			Substantial contributions to objectives 1-6 (%)						Do no significant harm to objectives 1-6 (y/n)						Minimum social safeguards	Proportion of CAPEX in 2024	Category enabling/transitional
		Absolute CAPEX	Proportion of CAPEX in 2025	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution prevention and control	Protection of biodiversity	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution prevention and control	Protection of biodiversity			
		DKK million	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N			
A.1 Taxonomy aligned activities																		
None		0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a
Turnover of taxonomy aligned activities (A.1)		0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a
Of which enabling		0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a
Of which transitional		0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a
Taxonomy eligible but not aligned activities																		
Acquisition and ownership of buildings	CCM 7.7	1,685	80	100	0	0	0	0	0								57	
Manufacturing of electrical and electronic equipment	CE 1.2	158	7	0	0	0	100	0	0								8	
Data processing and hosting	CCM 8.1	25	1	100	0	0	0	0	0								2	
CAPEX of taxonomy eligible but not aligned activities (A.2)		1,868	88	100	0	0	100	0	0								67	
CAPEX of taxonomy eligible activities (A1 + A2)		1868	88	100	0	0	100	0	0								67	
B. Taxonomy non-eligible activities																		
CAPEX of taxonomy non-eligible activities		240	12														33	
Total¹		2,108	100														100	

¹Property, plant and equipment, Financial statements, Note 4.2 and 4.3.

[illegible]

Sustainability Statement

2025

RESPONSIBLE FOR TOMORROW	53
GENERAL DISCLOSURES (ESRS 2)	54
Basis for Preparation	54
Governance	55
Strategy	57
Impact, Risk and Opportunity Management	64
OUR ENVIRONMENT	69
Climate Change (ESRS E1)	69
Pollution (ESRS E2)	76
Resource Use and Circular Economy (ESRS E5)	77
EU Taxonomy Key Performance Indicators (KPIs)	79
EU Taxonomy Tables	80
OUR PEOPLE	84
Own Workforce (ESRS S1)	84
Workers in the Value Chain (ESRS S2)	94
Consumers and End-Users (ESRS S4)	95
OUR BUSINESS	97
Business Conduct (ESRS G1)	97
INDEPENDENT LIMITED ASSURANCE REPORT ON SELECTED SUSTAINABILITY DATA	100



Responsible for Tomorrow®



INTERVIEW WITH
Bergthora Hlíðkvist Skuladóttir
Global Sustainability Director

Q1: How does sustainability fit into Embla Medical’s business strategy?

A: Sustainability is embedded in our core strategy and reflects who we are as a company. Our approach is built on a strong foundation that aligns with our values and business model. At the heart of it, we are here to help people live healthier, more mobile lives without limitations, and we want to do that in a way that is responsible for the planet and for people.

That means using production methods that minimize our environmental footprint, supporting global climate action, and ensuring that inclusivity and transparency are part of everything we do. We are committed to creating a safe, inclusive workplace and respecting human rights across our value chain. Strong governance ties this all together by keeping us transparent in our reporting, ensuring ethical business practices, and maintaining robust compliance systems.

All our sustainability efforts are managed within our Responsible for Tomorrow program, which brings together teams across departments, business areas, and countries. This collaborative approach ensures that sustainability is integrated into everyday operations and decision-making.

Our ambition is to grow responsibly and create long-term value, for society and for our business.

Q2: What is the biggest challenge on this journey, and how do you see it as an opportunity?

A: The biggest challenge today is delivering on our climate commitments while continuing to grow and reach more patients. Decoupling growth from environmental impact is difficult, but it is also a significant opportunity to innovate and lead.

This year, we are sharing our first climate transition plan to meet our science-based targets. This plan is an ambitious roadmap for sustainable growth and resilience, pushing us to rethink how we operate, explore new technologies, and strengthen partnerships. By doing this, we’re not only cutting emissions, we are making our business more efficient, resilient, and prepared for future challenges.

For us, sustainable growth is not just about hitting targets. It is about shaping a future where health, mobility, and environmental care go hand in hand. That vision inspires us every day and turns challenges into opportunities.



Q3: How do you stay committed amid regulatory uncertainty?

A: Regulations are constantly changing and uncertainty is part of the landscape. However, our commitment goes beyond compliance. Sustainability is a long-term responsibility and a strategic advantage. Rules may shift, but our purpose does not.

Sustainability also strengthens our business. By embedding risk management into our operations, whether related to supply chain vulnerabilities, climate-related impacts, or ethical compliance,

we reduce exposure to disruptions and remain prepared. This proactive approach helps us anticipate challenges and seize opportunities in a changing market.

We are investing in transparency, innovation, and partnerships because we believe businesses that lead on sustainability will be more resilient. Our focus on science-based targets and strong values ensures that our progress is meaningful and future-ready.

At the end of the day, sustainability is about trust and impact. Even in times of uncertainty, we remain committed to doing what is right, for our patients, our communities, and the environment.

SUSTAINABILITY STATEMENT

General Disclosures (ESRS 2)

Basis for Preparation

General Basis for Preparation of Sustainability Statements (BP-1)

Embla Medical’s Sustainability Statement is prepared on a consolidated basis unless otherwise specified and incorporates data points from topical standards identified as material through our Double Materiality Assessment (DMA). This statement is inspired by the principles of the Directive (EU) 2022/2464 (the Corporate Sustainability Reporting Directive, CSRD) and the European Sustainability Reporting Standards (ESRS) issued by the European Commission. The term “inspired by CSRD” indicates that this Statement does not fully comply with all ESRS requirements. We disclose all material qualitative information available to us, including relevant policies and procedures. For quantitative information, where we report on a metric, we comply with all material data points as required per the ESRS and clearly indicate any deviations regarding methodology from the ESRS in the accompanying accounting policies. Only quantitative data points for 2025 marked with the icon “☑” have been subject to limited assurance by our auditor, PwC. The auditor’s limited assurance report is included at the end of this Statement.

Due to uncertainties regarding upcoming changes to the standards, we will continue to report in the same manner as in 2024. We believe this approach ensures consistency and comparability.

Embla Medical has not excluded any information related to intellectual property, know-how, innovation results, or business-sensitive data. We remain committed to transparency in our ongoing research and development efforts.

Disclosures in Relation to Specific Circumstances (BP-2)

The scope of reporting covers all Embla Medical subsidiaries, unless otherwise stated. It encompasses Embla Medical’s operations, as well as upstream and downstream value chain impacts, risks, and opportunities. When a new company is acquired, environmental impact data from that entity is included only after a full year of data has been collected. This approach ensures data accuracy and comparability and allows proper integration with our reporting systems and assurance processes. Further details are provided in the accompanying accounting policies.

We prioritize transparent reporting to provide our stakeholders with a clear and accurate view of our sustainability efforts. When data is unavailable, we rely on well-founded estimations to ensure comprehensive reporting. We regularly reassess our use of estimates based on experience. Main estimations, assessments, or changes in calculation methodologies are explained in the accounting policies or in relevant chapters.



In the [Our Environment](#) chapter, the primary changes in the greenhouse gas (GHG) emissions calculation for current reporting year are:

- To improve transparency, the tables in chapter E1-6: Gross Scopes 1, 2, 3 and Total GHG Emissions have been revised so that all information now appears in two tables instead of three. As a result, the additional Scope 3 categories that were previously presented in a separate table are now included within the Total GHG emissions.
- The emissions calculations have been revised for 3.1 Purchased Goods and Services and 3.2 Capital Goods by adjusting spend data for inflation. Emission data for 2024 and the base year were also adjusted for inflation and historical figures restated. Furthermore, for 3.1 Purchased Goods and Services, we updated the emission data for both 2024 and the base year using more accurate information from patient care facilities. The changes are reflected in the restated historical figures.
- Emissions from upstream and downstream transportation are reported separately in their own lines under 3.4 and 3.9 Upstream and Downstream Transportation and Distribution. The changes also apply to the 2024 figures and are restated in the report.
- The 2024 figure for 3.7 Employee commuting has been restated using updated commuting distance data.
- The 2024 mobile combustion figures have been restated due to inclusion of acquired companies.

The changes mentioned above are also reflected in the total figures. For more information on the changes above, see accounting policies in chapters Energy Consumption and Mix (E1-5) and Gross Scopes 1, 2, 3 and Total GHG Emissions (E1-6).



In the [Our People](#) chapter, this year’s report covers S1-10: Adequate wages disclosure requirements for the first time. In S1-13: Training and Skills Development Metrics, the reported figures for the average number of training hours per employee in 2024 have been restated. This adjustment was necessary due to the identification of some double counting in the previously recorded training hours.

Our accounting policies are applied consistently throughout the financial year and correspond with the comparative figures, where applicable. All greenhouse gas data points (GHG Scope 1-3) are reported based on the Greenhouse Gas Protocol.

We have applied time horizons for material impacts, risks, and opportunities, as presented in [chapter SBM-3](#).

Embla Medical is required to comply with a wide array of laws, regulations, and treaties pertaining to sustainability, at both international and local levels. However, a comprehensive list of data points derived from other EU legislation is not included in the current year’s Sustainability Statement and will be phased in over the coming years.

Governance

The Role of Our Management (GOV-1)

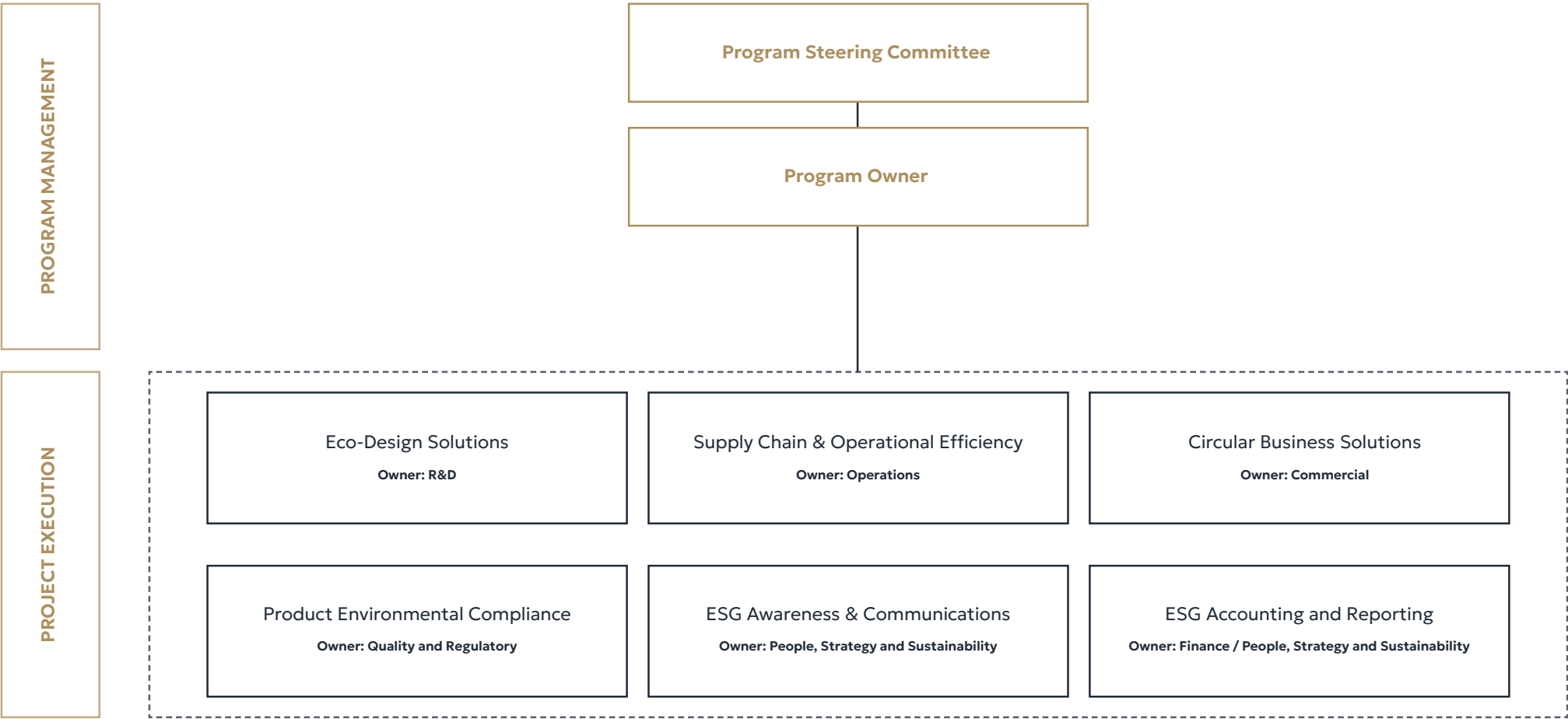
Our management plays a central role in ensuring the governance processes, controls, and procedures that are necessary to monitor, manage, and oversee sustainability-related impacts, risks, and opportunities.

The Chief Financial Officer (CFO) is responsible for enterprise risk management by establishing a process for identifying, assessing, managing, and reporting risks that may affect the achievement of the company’s strategic objectives. This includes ESG control systems to ensure the accuracy of the company’s sustainability reporting and compliance with relevant laws and regulations.

Sustainability is embedded into our strategy and throughout our organization, and our Responsible for Tomorrow® program ensures clear departmental ownership and responsibilities for metrics and targets. In 2025, the program’s focus was on establishing a climate transition plan, conducting a climate scenario analysis and working on circular pilot projects.

The Program Steering Committee, chaired by the Executive Vice President of People, Strategy & Sustainability, sets our sustainability strategy and ensures its execution throughout the organization. The Committee meets at least quarterly and reports to the Executive Management team, led by the Chief Executive Officer (CEO).

Responsible for Tomorrow Program



Our Sustainability Commitment

We provide products and services that contribute to good health, using responsible production methods and supporting climate action, while being a sponsor for inclusivity and transparency.

We believe that sustainable growth is the only way to build a successful and responsible business for the benefit of future generations.

The Internal Control & Risk team ensures that the results of the Double Materiality Assessment are incorporated into the annual Enterprise Risk Assessment. Identified material risks are reported to the Steering Committee of the Responsible for Tomorrow program to validate their prioritization and create mitigation action plans to address the prioritized risks.

The sustainability reporting process is overseen by the Audit Committee. According to the Terms of Reference for the Audit Committee of Embla Medical hf., the Committee monitors the financial and sustainability reporting process, makes recommendations to ensure integrity, monitors progress on sustainability targets, reports results to the Board, and assesses the company’s internal control and enterprise risk management systems. The status of sustainability reporting is reported to the Audit Committee four times a year.

Sustainability Awareness of Our Management (GOV-2)

The Executive Management team is updated at least once a year on the identification and assessment of material impacts, risks, and opportunities. The Steering Committee of the Responsible for Tomorrow program regularly receives information on the results of due diligence processes, as well as the effectiveness of policies, actions, and targets in mitigating risks and achieving sustainability objectives. Chaired by the Executive Vice President of People, Strategy & Sustainability, the Responsible for Tomorrow Steering Committee reports directly to the Executive Management team on material sustainability-related impacts, risks, and opportunities. Additionally, ad-hoc updates are provided if critical issues arise. The results of the Double Materiality Assessment are reported to the Audit Committee once a year. Our administrative, management, and supervisory bodies actively incorporate sustainability impacts, risks, and opportunities into the company’s strategy, decision-making, and risk management processes, ensuring alignment with long-term goals.

Sustainability Related Incentives (GOV-3)

Including sustainability performance in management incentives is essential to aligning executive actions with long-term corporate goals and stakeholder expectations, thereby driving accountability and progress. Embla Medical first incorporated social-related sustainability metrics into its Executive Committee Incentive Scheme. In 2025, the scope was expanded to include environmental and governance metrics, ensuring a comprehensive approach to sustainability performance.

Statement on Due Diligence (GOV-4)

As part of our commitment to sustainable business practices, and inspired by the Corporate Sustainability Reporting Directive (CSRD), Embla Medical has implemented due diligence processes to assess and manage the environmental, social, and governance (ESG) impacts of our operations and value chain. These processes ensure compliance with relevant sustainability legislation, mitigate risks, and promote long-term value creation for our stakeholders. Based on our due diligence findings,

we implement mitigation actions, for all material risks identified in the Double Materiality Assessment. We continuously track the effectiveness of our actions using regular reporting mechanisms. This approach ensures progress toward our sustainability targets and enables us to adjust strategies as needed. Our due diligence process involves ongoing engagement with stakeholders, helping us to identify new risks, validate our findings, and ensure that our actions reflect stakeholder concerns and expectations.

Risk Management and Internal Controls (GOV-5)

Risks are a natural and integral part of our business activities, and our risk profile is continuously evolving. We aim to mitigate these risks and reduce them to an acceptable level through effective risk management. See more in our [Risk Management chapter](#). The results of the Double Materiality Assessments are integrated into our yearly Enterprise Risk Assessment process to ensure alignment with the organization’s strategic goals. In the climate risk assessment, key employees, identified as Subject Matter Experts from various functions, evaluate

risks and opportunities across the entire value chain. This assessment covers physical, regulatory, technological, reputational, and financial dimensions, considering both the likelihood and impact on our operations. To ensure the accuracy, completeness, and consistency of our sustainability reporting, Embla Medical is in the process of strengthening risk management and internal control processes.

Our internal controls over sustainability reporting include:

- **Data Governance:** We have implemented structured data governance to ensure the accuracy and reliability of the ESG data collected across our operations. This includes data ownership, responsibility for ESG metrics, and clear reporting lines.
- **Control Activities:** We are in the process of embedding control activities into the sustainability reporting process, including checks and balances, reconciliations, and validation procedures for data inputs and outputs. These controls are designed to prevent, detect, and correct errors or irregularities in ESG reporting. Processes are still in development for some activities, and we are continually working on improving the controls.
- **Training and Awareness:** We conduct training for relevant employees to ensure they understand the importance of sustainability reporting and their role in maintaining the quality and integrity of ESG disclosures.

To further enhance confidence in the reliability of our sustainability disclosures, external auditors provide limited assurance on selected quantitative data points.



Strategy

Strategy, Business Model and Value Chain (SBM-1)

Embla Medical is a leading global provider of innovative mobility solutions, dedicated to helping people live a Life Without Limitations®. Our mission is to improve people’s mobility, and we do that through the delivery of Prosthetics, Neuro Orthotics, and Bracing & Supports solutions, along with Patient Care. An overview of our products, services, markets, and business models can be found in other chapters of this report.

Embla Medical places a strong emphasis on product quality, which is fundamental to our processes as a medical device company. With a broad global presence, our products are available in over 100 countries and registered in compliance with local medical device regulations.



We have adopted a management system approach to drive our sustainability initiatives. The Double Materiality Assessment process identifies which topical standards are material to our operations. For each standard, we manage, and control identified material impacts, risks, and opportunities by implementing relevant policies, processes, actions, metrics, and targets. This is followed by internal control, progress reporting, and assurance. We are continually enhancing this management system to improve our sustainability efforts. Reflecting the results from the Double Materiality Assessment, our key sustainability-related goals focus on developing quality products and services that improve people’s mobility, reducing our greenhouse gas emissions to meet our science-based targets, and enhancing the well-being and development of our employees within an inclusive and safe workplace.

Our primary sustainability challenge today is climate action. Embla Medical faces a dilemma: while expanding our operations to reach more patients and enhance their quality of life is crucial, this growth is currently linked to increased greenhouse gas emissions due to global infrastructure constraints. Our main challenge is to decouple our growth from these emissions. For more details, please refer to our [E1 chapter](#).

We develop and manufacture a wide range of prosthetic, neuro orthotic and bracing & support solutions, and serve patients in need of various mobility solutions in our patient care facilities across the globe.

Our business model is patient centric. It encompasses the innovation of new product solutions, manufacturing of both off-the-shelf and customized high-quality solutions, and sales and marketing through direct sales channels and distributors. We prioritize patient care through our own O&P clinics as well as independent providers, working closely with prescribers and payers. Notably, more than 90% of our products and services are reimbursed by public healthcare systems and private insurance providers. Innovation to address emerging patient needs drives our business model. Our goal is to deliver cost effective, high-quality medical solutions that provide value for patients and the healthcare systems while minimizing our environmental impact.

In the orthopaedic industry, purchasing decisions involve multiple stakeholders and decision-makers, each playing a specific role. These stakeholders can be categorized into five groups: Patients, who are the end-users of our products; Prescribers, healthcare professionals who prescribe the products; Providers, healthcare professionals who provide patients with products, such as Certified Prosthetist Orthotists (CPOs) doctors, and other clinical specialists; Payers, both public and private insurance companies that cover the cost; and Influencers, including healthcare systems, insurance companies, medical associations, patients and their families. For more information, please refer to our [Markets and Trends chapter](#).

At Embla Medical, we apply the highest quality standards for all our purchased raw materials, components, and finished goods. Our commitment is to deliver safe and reliable products to our customers and the patients we serve. The primary raw materials utilized in our manufacturing processes include metals, silicone, composites, and plastics, sourced from our trusted key suppliers.

Interests and Views of Stakeholders (SBM-2)

We value feedback from our stakeholders and strive to understand their perspectives, expectations and concerns regarding our sustainability efforts. Our key stakeholders are our employees, healthcare professionals, patients, suppliers, shareholders/investors and payers. The following table highlights how Embla Medical engages with these stakeholders to ensure their interests and views are considered in our strategy and business model.

STAKEHOLDERS	PURPOSE OF ENGAGEMENT	HOW ENGAGEMENT IS ORGANIZED	EXAMPLES OF OUTCOMES FROM THE ENGAGEMENT
Employees	To foster a culture that attracts, retains, and actively engages skilled employees by valuing and addressing their perspectives and concerns.	- One-on-one or group meetings, news on company intranet, location announcements, employee meetings, performance reviews and check-ins. - Global engagement surveys. - Quarterly employee meetings to inform all employees of updates within the company.	- Action plans from engagement survey outcome. - Policy updates. - Communication to new and existing employees based on feedback.
Healthcare Professionals (Customers)	To deliver exceptional customer service while advancing product and solution expertise within the O&P industry.	- Regular communication with healthcare professionals through in-person visits and customer service channels. - Regular training and education conducted in-person and virtually. - Tradeshows, conferences and webinars. - Customer feedback processes.	- Product and service improvements. - Supporting customers in providing optimal clinical outcomes to patients.
Patients (End-Users)	To guide and support our end-users in using our product solutions effectively to enhance their quality of life.	- Interaction with patients through the process of fitting and caring for their medical needs. - Communication via online platforms, social media and targeted publications. - On-site events such as mobility clinics and other user experience days where all individuals are welcome. - Education and engagement during product development.	- Product users educated about solutions available for different needs. - Product improvements. - Community where end-users seek advice and support.
Suppliers	To ensure responsible sourcing by promoting a safe and respectful working environment in our value chain and reducing environmental impact.	- Collaborate with suppliers on material selection to identify high-quality and eco-friendly materials. - Screening of suppliers in relation to Environmental, Social and Governance aspects. - Performing Social Audits and Fire Safety Audits at high-risk suppliers. - Performing annual surveys on environmental management at high-emitting suppliers. - Code of Conduct Training.	- Suppliers well-informed on Embla Medical’s sustainability strategy. - Enhanced trust and reliability. - Increased collaboration with suppliers on improvements to lower emissions.
Shareholders / Investors	To ensure that ESG metrics are tied to business objectives in a transparent and measurable way, driving responsible behavior and attracting ESG focused investors.	- Regular outreach and engagement through investor road show activities and conferences. - Quarterly releases and conference calls. - Events such as Capital Markets Day, Expert Calls and Analyst Days. - ESG ratings through a global ESG disclosure system (CDP, Sustainalytics etc.)	- Investor confidence through timely responses and transparency. - Continuous improvement of ESG disclosures leads to improved ESG scores and industry ranking. - Positive brand reputation.
Payers (Healthcare Reimbursement Systems)	To ensure alignment on reimbursement policies, promote accessibility to innovative products, and demonstrate the value of medical solutions.	- Regular meetings and consultations with payers to understand reimbursement policies and requirements. - Providing clinical evidence and outcomes to support reimbursement. - Participation in industry forums and policy discussions.	- Improved reimbursement policies for innovative medical solutions. - Expanded patient access to products and services. - Strengthened relationships with payers and policymakers.

Material Impacts, Risks and Opportunities (SBM-3)

The Double Materiality Assessment (DMA) is designed to identify material sustainability-related Impacts, Risks, and Opportunities (IROs) and the results are the basis for determining the disclosures in Embla Medical’s Sustainability Statement.

In 2025, the DMA results were that 8 out of 12 ESRS standards are material to Embla Medical, consistent with the DMA results in 2024 and 2023. Besides ESRS 2 on General Disclosure, the material standards identified are: E1 Climate Change, E2 Pollution, E5 Resource Use and Circular Economy, S1 Own Workforce, S2 Workers in the Value Chain, S4 Consumers and End-Users, and G1 Business Conduct. The results align with and reinforce our sustainability strategy. We strive to reduce our greenhouse gas emissions, have a clear focus on our resource use and strive to move from a linear to a circular economy. We are a global company with a clear strategy on the safety of our own workforce, workers in our value chain, and our patients. Additionally, we maintain a strong focus on opportunity and inclusion, and practice transparent and ethical business conduct.

In the table below we have listed all identified material Negative and Positive Impacts, Financial Risks and Opportunities across our operations and value chain related to sustainability topics. Please refer to our topical chapters for more information on our responses to identified material impacts, risks and opportunities.



TOPIC	MATERIAL IMPACT, RISK OR OPPORTUNITY		EMBLA MEDICAL’S RESPONSE	VALUE CHAIN	TIME HORIZON
E1 Climate Change	Negative Impact	Greenhouse gas emissions, contributing to climate change.	To reduce the impact, we have set science-based targets and actions to meet them. We have a certified environmental management system according to ISO 14001:2015 in our largest manufacturing and distribution sites, and in some of our patient care facilities.	Upstream & Own Operations	Medium term (1-5 years)
	Financial Opportunity	Innovation in low-emission products and packaging, renewable energy and energy efficiency.	We work on energy efficiency, source around 95% of our purchased electricity from renewable energy sources and are exploring new opportunities towards innovation on low-emission solutions for a transition to a low carbon economy.		
E2 Substances of Concern	Financial Risks	Increased sourcing and testing costs due to restrictions on substances of concern.	We are continuously improving our management of substances and innovation towards safer alternatives.	Own Operations	Short term (current reporting year)

Note: Table continues on the next page

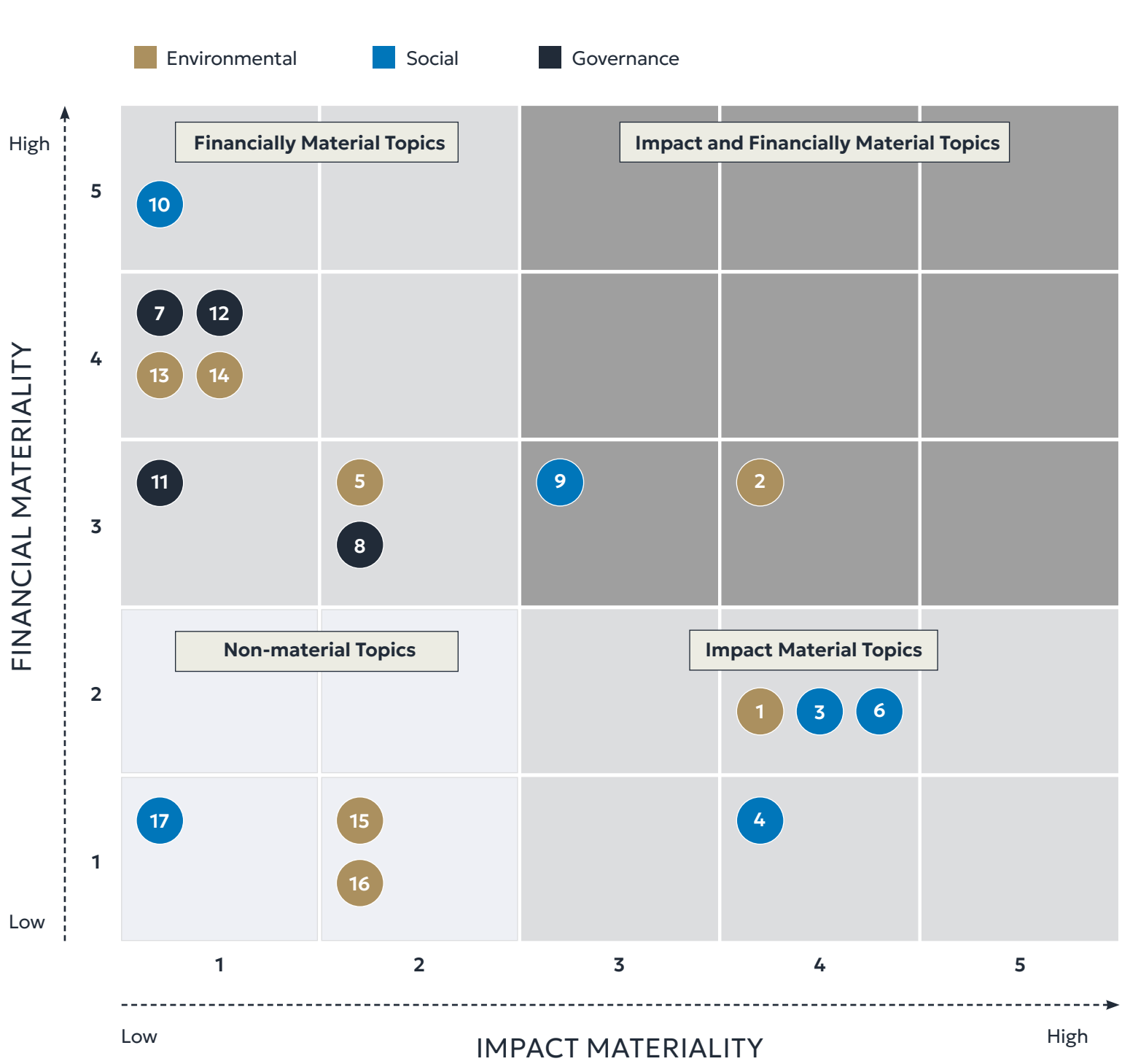
TOPIC	MATERIAL IMPACT, RISK OR OPPORTUNITY		EMBLA MEDICAL'S RESPONSE	VALUE CHAIN	TIME HORIZON
E5 Circular Economy	Negative Impact	Waste with embedded greenhouse gas emissions from raw materials.	Active innovation towards circular solutions and collaborative supplier management. Partnering with responsible waste management service companies.	Across	Short to medium term (current reporting year to 5 years)
	Financial Risks	Failure to meet new regulatory and tender requirements or customer expectations, resulting in reduced sales.	Key focus is to work towards innovation on low-emission solutions on products and packaging.		
	Financial Opportunity	Innovation in circular solutions enabling efficiency.	We innovate towards low-emission solutions for products and packaging and continuously improve our processes to enhance raw material yield and waste management. These efforts are driven by our R&D investments, which are key to innovation and long-term sustainability.		
S1 Employee Engagement, Retention and Attraction	Negative Impact	Low job satisfaction harms well-being, reducing engagement, and affecting workplace inclusion.	We foster an inclusive workplace through open engagement, work-life balance, and address issues like discrimination and inequality.	Own workforce	Medium term (1-5 years)
	Financial Risk	Potential talent loss due to low job satisfaction or morale.	We invest in development, monitor engagement, and promote retention through internal career opportunities.		
S1 Health and Safety at Work	Negative Impact	Potential health issues due to workplace incidents.	We have a strong culture for safety and operate an efficient safety management system in our largest manufacturing and distribution sites, as well as some patient care facilities. Safety is our top priority.	Own workforce	Short term (current reporting year)
S2 Workers in the Value Chain	Negative Impact	Adversely affected workers' rights and well-being due to unethical practices in the supply chain.	We have implemented policies such as the Code of Conduct, Human Rights Policy, and Speak-Up Policy, and encourage reporting of unethical behavior. High-risk suppliers are subject to enhanced ESG screening and annual external compliance and social audits.	Across	Medium term (1-5 years)

Note: Table continues on the next page

TOPIC	MATERIAL IMPACT, RISK OR OPPORTUNITY		EMBLA MEDICAL'S RESPONSE	VALUE CHAIN	TIME HORIZON
S4 Data Privacy	Financial Risks	Penalties, reputational loss, and potential business impact due to non-compliance.	We have adequate policies and procedures in place as well as regular training and awareness.	Own Operations & Downstream	Medium term (1-5 years)
S4 Product Quality	Positive Impact	Improved mobility and participation in society thanks to high quality products.	Key focusing on producing high quality products, allowing users to become mobile. Our processes include comprehensive testing of clinical benefits of our products.	Own Operations & Downstream	Medium term (1-5 years)
G1 Business Ethics	Financial Risk	Penalties, stakeholder trust loss.	We provide training and awareness of our Code of Conduct and core values Honesty, Frugality and Courage as well as other ethical policies, including promoting the Speak-Up Line.	Across	Medium to long term (from 1 year to more than 10 years)
	Financial Opportunity	Investor confidence, competitive differentiation.	Commitment to follow industry standards and guidelines regarding Corporate Governance Reporting.		
G1 Regulatory & Trade Environment	Financial Risks	Higher compliance cost, legal penalties and reputational damage. Exposure to changing trade regulations.	Processes in place to monitor upcoming regulatory changes and to explore alternative routes and adjust contracts to mitigate financial impacts and to adapt as needed.	Across	Short to long term (current reporting year to more than 5 years)



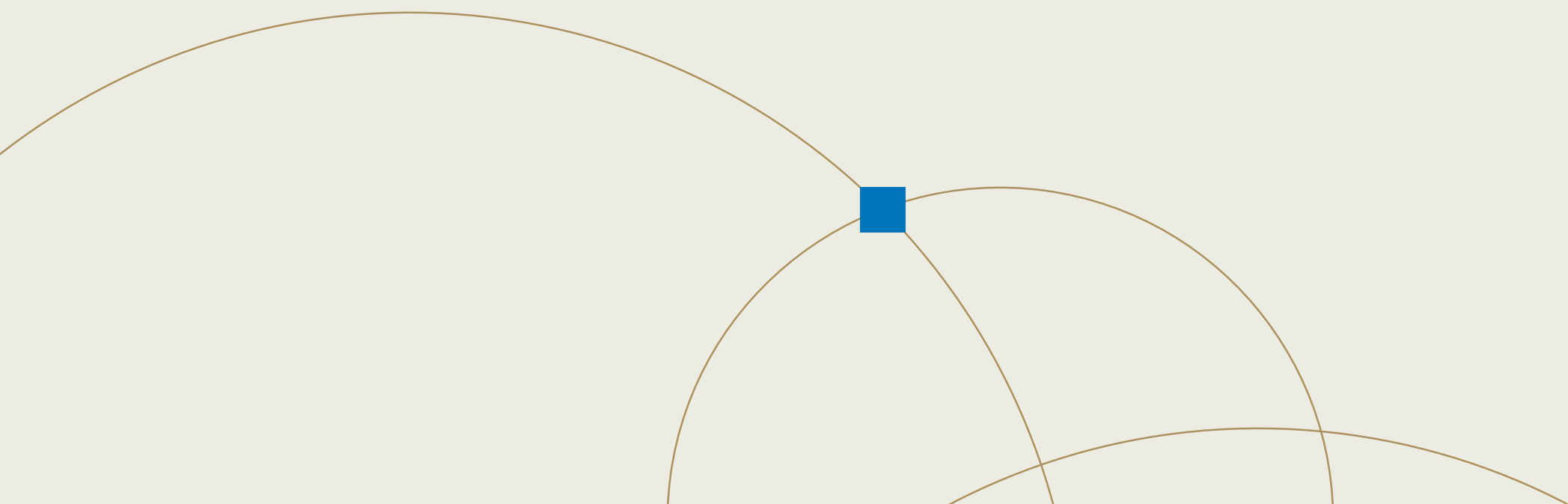
Double Materiality Assessment Outcome



MATERIAL TOPIC		IMPACT / RISK / OPPORTUNITY
1	Climate Change (E1)	↓ Negative Impact
2	Circular Economy (E5)	↓ Negative Impact & Financial Risk
3	Workers in the Value Chain (S2)	↓ Negative Impact
4	Health and Safety at Work (S1)	↓ Negative Impact
5	Substances of Concern (E2)	↓ Financial Risk
6	Product Quality (S4)	○ Positive Impact
7	Business Ethics (G1)	○ Financial Opportunity
8	Business Ethics (G1)	○ Financial Risk
9	Employee Engagement, Retention and Attraction (S1)	○ Negative Impact & Financial Risk
10	Data Privacy (S4)	↑ Financial Risk
11	Supplier Relations (G1)	↓ Financial Risk
12	Regulatory & Trade Environment (G1)	↑ Financial Risk
13	Climate Change (E1)	○ Financial Opportunity
14	Circular Economy (E5)	○ Financial Opportunity
NON-MATERIAL TOPICS		
15	Water and Marine Resources (E3)	
16	Biodiversity and Ecosystems (E4)	
17	Affected Communities (S3)	

As part of the 2025 update of the Double Materiality Assessment, the company reviewed assessment of all material impacts, risks and opportunities (IROs). This reassessment resulted in a few changes to the materiality status of topics compared to the 2024 reporting period. The changes reflect updated knowledge, regulatory developments, and process improvements. The changes did not result in an increase or decrease in the number of mandatory ESRS disclosures, as the underlying topical standards remain material for other impact or opportunity dimensions. The key changes are outlined below:

TOPIC	CHANGE IN MATERIALITY	REASON FOR CHANGE	IMPACT ON ESRS REPORTING
E1 Climate Change	Financial Risk → Not Material	Reduced likelihood of cost increases due to regulatory changes (EU Omnibus) and no observed physical climate-related financial impacts.	No change; E1-9 becomes non-mandatory but is already subject to phase-in. E1 remains material for Negative Impact and Financial Opportunity.
S2 Workers in the Value Chain	Financial Risk → Not Material	No financial impacts observed; suppliers operate under stable ethical standards.	No change; S2 remains material for Negative Impact.
S4 Product Quality	Negative Impact → Not Material	Low incidence of product quality issues; likelihood below threshold.	No change; topic remains material for Positive Impact.
S1 Employee Engagement, Retention and Attraction	New -> Material as Financial Risk	Separation of impact and risk dimensions; clarified assessment shows potential financial effects of talent loss.	No change; disclosures already required due to Negative Impact materiality.



Impact, Risk and Opportunity Management

Double Materiality Assessment Process (IRO-1)

The purpose of a Double Materiality Assessment (DMA) is to identify, assess, prioritize and monitor potential and actual impacts on people and the environment (Impact Materiality) as well as business risks and opportunities arising from sustainability topics (Financial Materiality). At Embla Medical, the DMA is conducted by a cross-functional team with members from Internal Control & Risk, Global Sustainability, Finance, Operations, Human Resources and other relevant subject matter experts. While the previous assessment was based on input from internal stakeholders only, in 2025 the process was further strengthened by involving external stakeholders, including selected customers and suppliers. Their perspectives provided valuable insights into the company’s sustainability-related impacts and risks across the value chain. The process begins with establishing a mutual understanding through business model mapping, value chain documentation, and stakeholder mapping. Identified stakeholders are then engaged to validate the list of potential sustainability topics and provide feedback on their relevance and significance. Subsequently, Impacts, Risks, and Opportunities (IROs) are identified and listed, and their materiality is assessed according to a defined methodology inspired by the ESRS requirements.

When identifying IROs related to climate change (E1), Embla Medical has consistently reported greenhouse gas emissions in accordance with the Greenhouse Gas Protocol and set Science-Based Targets validated by the SBTi. Climate change is therefore considered material for Embla Medical. Since 2023, we have conducted climate risk assessments as part of our Enterprise Risk Assessment. These assessments evaluated Physical Climate Risks and Transition Risks related to regulations, technology, reputation, and financial aspects. The 2025 climate change risk assessment shows shift in risk significance compared to 2024, with financial and regulatory risks decreasing, technology risks increasing, and physical risks remaining at a medium level, while more granular site-level risks were identified as part of improvements to the assessment process. Overall, the results highlight the need for ongoing monitoring and mitigation to maintain resilience against evolving climate-related challenges.

The material IROs related to Pollution (E2) is primarily due to the financial risk of potential restrictions on chemical substances used in our manufacturing. Embla Medical has a certified environmental management system at our largest manufacturing and distribution sites and has screened these locations to identify actual and potential pollution-related IROs in our operations. Pollution from our own operations was not deemed material, but we plan to evaluate the upstream value chain as part of our supplier management in the next 1-4 years. We have not conducted consultations with affected communities.

IROs related Water and marine resources (E3) was not deemed material for Embla Medical. We have a certified environmental management system in place at our largest manufacturing and distribution sites and comply with applicable local regulations. These locations have been screened to identify actual and potential water and marine resource-related IROs within our operations. We plan to assess water and marine resources in our upstream value chain as part of our supplier management processes over the next 1-4 years. We have not conducted consultations with affected communities in relation to this topic.

Embla Medical has not assessed the impact on Biodiversity and Ecosystems (E4). While we acknowledge the growing importance of this topic, it has not been deemed material due to limited information at this stage. As we gain greater insight into impacts within our upstream value chain and strengthen collaboration with our suppliers, the outcome of the DMA for this topic may change.

We have screened our operations to identify actual and potential IROs related to Resource Use and Circular Economy (E5), both in our own operations and downstream value chain, and this topic has been deemed material. We have a robust waste management system and as a global market player, Embla Medical acknowledges the importance of circular solutions to reduce the use of virgin raw materials to lower greenhouse gas emissions. In 2025, we conducted an impact analysis of major product portfolios, identifying opportunities for eco-design and service-based business models.

Embla Medical has screened its own operations, suppliers and business partners to identify potential risks and opportunities related to Business Conduct (G1). Key risks identified are corruption and bribery, both for reputational risk and financial risk. As a global medical device manufacturer and service provider, changes in regulatory environment and reimbursement systems for medical devices can have a negative impact on the company.

In 2025, the company conducted a physical climate scenario analysis for its key locations. The assessment applied IPCC-aligned scenarios (SSP1–2.6, SSP2–4.5, SSP3–7.0 and SSP5–8.5) and evaluated both acute and chronic physical climate hazards across current conditions and future horizons (2030–2100). The results for the most likely scenario, SSP2–4.5 by 2050, were used for further analysis and mitigation actions. The results were used in our Annual Enterprise Risk Assessment and integrated into our Property Risk Assessment. The findings highlight differentiated risk profiles across the company’s locations and inform prioritization within the climate risk management and adaptation strategy.

Impact Materiality

The Impact Assessment contains assessment based on scale, scope, irremediability (together: severity) and likelihood with the use of scoring from 1 to 5 as shown in the table below. For environmental categories the scope is assessed with regard to how many sites and/or suppliers, products, and immediate surroundings are relevant. For social and governance categories the scope is assessed regarding number of rights holders affected.

SCORING	SEVERITY / IMPACT			LIKELIHOOD
	Scale	Scope*	Irremediability	
1	Very light impact	Low number	Very easy	Rare: > 10 years
2	Light impact	Several / Low number	Easy to remedy	Unlikely: 5-10 years
3	Medium impact	Many / Medium number	Possible	Possible: 2-5 years
4	Heavy impact	Large / High number	Difficult	Likely: 1-2 years
5	Large impact	Major / Very high number	Non-remediable	Almost certain: < 1 year

*See the severity and likelihood scale on next page

Financial Materiality

Financial Assessment is based on the potential financial effect on the company’s revenue, costs, cash flow, and market position over short-, medium-, and long-term horizons. Financial Assessment contains assessment based on the size of the financial impact (risk) and likelihood (probability) with the use of scoring from 1 to 5 as shown in the table below.

SCORING	SEVERITY / IMPACT	LIKELIHOOD
1	0% - 25% Threshold	Rare: > 10 years
2	25% - 75% Threshold	Unlikely: 5-10 years
3	75% - 100% Threshold	Possible: 2-5 years
4	100 - 200% Threshold	Likely: 1-2 years
5	> 200% Threshold	Almost certain: < 1 year

Impacts, Risks and Opportunities are scored on a severity and likelihood scale to prioritize high-risk areas. Material risks are considered as those, which based on the severity and likelihood assessment, have been marked as high as shown in the table below.

SEVERITY	5	high	high	high	high	high
	4	medium	high	high	high	high
	3	medium	medium	medium	high	high
	2	low	low	medium	medium	medium
	1	low	low	low	low	low
		1	2	3	4	5
LIKELIHOOD						

DMA and Enterprise Risk Assessment

After risks are assessed, Embla Medical prioritizes them based on their potential financial impact and strategic significance. High-priority risks are managed with specific action plans, including mitigation strategies and resource allocation. Results of the DMA are incorporated into Enterprise Risk Management. The Steering Committee of the Responsible for Tomorrow program makes decisions on mitigation actions. In addition to risks, the company identifies opportunities that are integrated into the company’s business model, aiming to leverage competitive advantages and enhance financial performance.

Embla Medical monitors the risks and opportunities through its Enterprise Risk Management system, ensuring that emerging risks are identified and that mitigation strategies are adjusted. Risks that have been identified as material during Double Materiality Assessment are incorporated into the company’s enterprise risk register. Updates are provided to the Executive Management and the Audit Committee to ensure alignment with the overall corporate strategy. Our Double Materiality Assessment is reviewed and updated at least annually.



Disclosure Requirements Covered in the Sustainability Statement (IRO-2)

The table below lists the Disclosure Requirements that Embla Medical is reporting on following the outcome of the Double Materiality Assessment, including the page numbers where the related disclosures can be found in the Sustainability Statement. Disclosure requirements with quantitative data points that have undergone limited assurance are marked with an icon “”.

ESRS	DR	NAME OF DISCLOSURE REQUIREMENT (DR)	PAGE
General Information			
ESRS 2	BP-1	General basis for preparation of the sustainability statement	54
	BP-2	Disclosures in relation to specific circumstances	54
	GOV-1	The role of the administrative, management and supervisory bodies (also covering G1)	55
	GOV-2	Information provided to and sustainability matters addressed by the undertaking’s administrative, management and supervisory bodies	56
	GOV-3	Integration of sustainability-related performance in incentive schemes (also covering E1)	56
	GOV-4	Statement on due diligence	56
	GOV-5	Risk management and internal controls over sustainability reporting	56
	SBM-1	Strategy, business model and value chain	57
	SBM-2	Interests and views of stakeholders (also covering S1, S2, S4)	58
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model (also covering E1, S1, S2, S4)	59
	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities (also covering E1, E2, E5, G1)	64
	IRO-2	Disclosure Requirements in ESRS covered by the undertaking’s sustainability statement	66
Environmental Information			
N/A	N/A	Disclosures pursuant to Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) 	79
ESRS E1	E1-1	Transition plan for climate change mitigation	69
	E1-2	Policies related to climate change mitigation and adaptation	71
	E1-3	Actions and resources in relation to climate change policies	71
	E1-4	Targets related to climate change mitigation and adaptation	72
	E1-5	Energy consumption and mix 	73
	E1-6	Gross Scopes 1,2,3 and Total GHG emissions 	74
	E1-7	GHG removals and GHG mitigation projects financed through carbon credits	75

Note: Table continues on the next page

ESRS	DR	NAME OF DISCLOSURE REQUIREMENT (DR)	PAGE
ESRS E2	E2-1	Policies related to pollution	76
	E2-2	Actions and resources related to pollution	76
	E2-3	Targets related to pollution	76
	E2-5	Substances of concern and substances of very high concern	76
ESRS E5	E5-1	Policies related to resource use and circular economy	77
	E5-3	Targets related to resource use and circular economy	77
	E5-4	Resource inflows	78
	E5-5	Resource outflows 	78
Social Information			
ESRS S1	S1-1	Policies related to own workforce	84
	S1-2	Processes for engaging with own workers and workers’ representatives about impacts	85
	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	85
	S1-4	Taking action on material impacts on own workforce	86
	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	88
	S1-6	Characteristics of the undertaking’s employees 	89
	S1-7	Characteristics of non-employees in the undertaking’s own workforce 	91
	S1-8	Collective bargaining coverage and social dialogue 	91
	S1-9	Diversity metrics 	91
	S1-10	Adequate wages 	92
	S1-13	Training and skills development metrics 	92
	S1-14	Health and safety metrics 	93
	S1-16	Metrics (pay gap and total remuneration) 	93
	S1-17	Incidents, complaints and severe human rights impacts and incidents 	93

Note: Table continues on the next page

ESRS	DR	NAME OF DISCLOSURE REQUIREMENT (DR)	PAGE
ESRS S2	S2-1	Policies related to value chain workers	94
	S2-2	Processes for engaging with value chain workers about impacts	94
	S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	94
	S2-4	Taking action on material impacts on value chain workers	94
	S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	94
ESRS S4	S4-1	Policies related to consumers and end-users	95
	S4-2	Processes for engaging with consumers and end-users about impacts	95
	S4-4	Taking action on material impacts on consumers and end-users	96
	S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	96
Governance Information			
ESRS G1	G1-1	Business conduct policies and corporate culture	97
	G1-2	Management of relationships with suppliers	98
	G1-3	Prevention and detection of corruption or bribery	98
	G1-4	Incidents of corruption or bribery 	99
	G1-5	Political influence and lobbying activities 	99
	G1-6	Payment practices 	99





SUSTAINABILITY STATEMENT

Our Environment

Embla Medical has a positive impact through our innovative products and helping people live a Life Without Limitations®. At the same time, we take responsibility for our environmental impact and continually improve our environmental management and performance. However, we are faced with a dilemma: while expanding our operations to reach more patients and enhance their quality of life is crucial, this growth is currently linked to increased greenhouse gas emissions due to global infrastructure constraints. Our main challenge is to decouple our growth from these emissions. Our efforts contribute to the UN Sustainable Development (SDGs) Goal 12 on Responsible Consumption and Production, and Goal 13 on Climate Action. As a signatory of the United Nations Global Compact, we are committed to upholding its environmental principles, integrating sustainability into our operations, and supporting global efforts to protect our planet.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Climate Change (ESRS E1)

Addressing climate change is crucial for ensuring the long-term sustainability and resilience of our business. By actively working on climate initiatives, we not only mitigate risks associated with climate change but also unlock opportunities for innovation and growth. Our commitment to climate action demonstrates our responsibility to stakeholders and helps us align with global sustainability goals, ultimately contributing to a healthier planet and a more sustainable future for all.

Climate Transition Plan (E1-1)

In 2025, Embla Medical established a Climate Transition Plan inspired by the requirements of the European Sustainability Reporting Standards (ESRS) and the Science Based Targets initiative (SBTi). Our science-based targets are consistent with the Paris Agreement objective of limiting global warming to 1.5°C.

Past and Current Actions

Since 2023, we have initiated supplier sustainability assessments, implemented eco-design in our packaging, investigated and piloted circular solutions, optimized our transportation and distribution, improved energy

efficiency, and transitioned over 95% of our electricity consumption to renewable energy sources. We have also implemented ISO 14001:2015 environmental management systems at selected sites for several years. Together, these actions form the foundation for our transition plan.

Emissions Profile and Risks

As disclosed in 2024, approximately 90% of Embla Medical’s base year GHG emissions occur in Scope 3 (Purchased Goods and Services, and Transportation and Distribution), while Scope 1 and 2 together account for approximately 10%. This indicates a significant dependency on raw materials and logistics, creating potential locked-in emissions and transition risks.

Strategic Actions (2026–2030)

Our Climate Transition Plan focuses on five workstreams: Sustainable Procurement, Eco-Design Integration, Circular Solutions, Transportation Optimization, and Energy Transition. Each workstream includes tailored training and awareness programs to support effective implementation.

Integration with Business Strategy

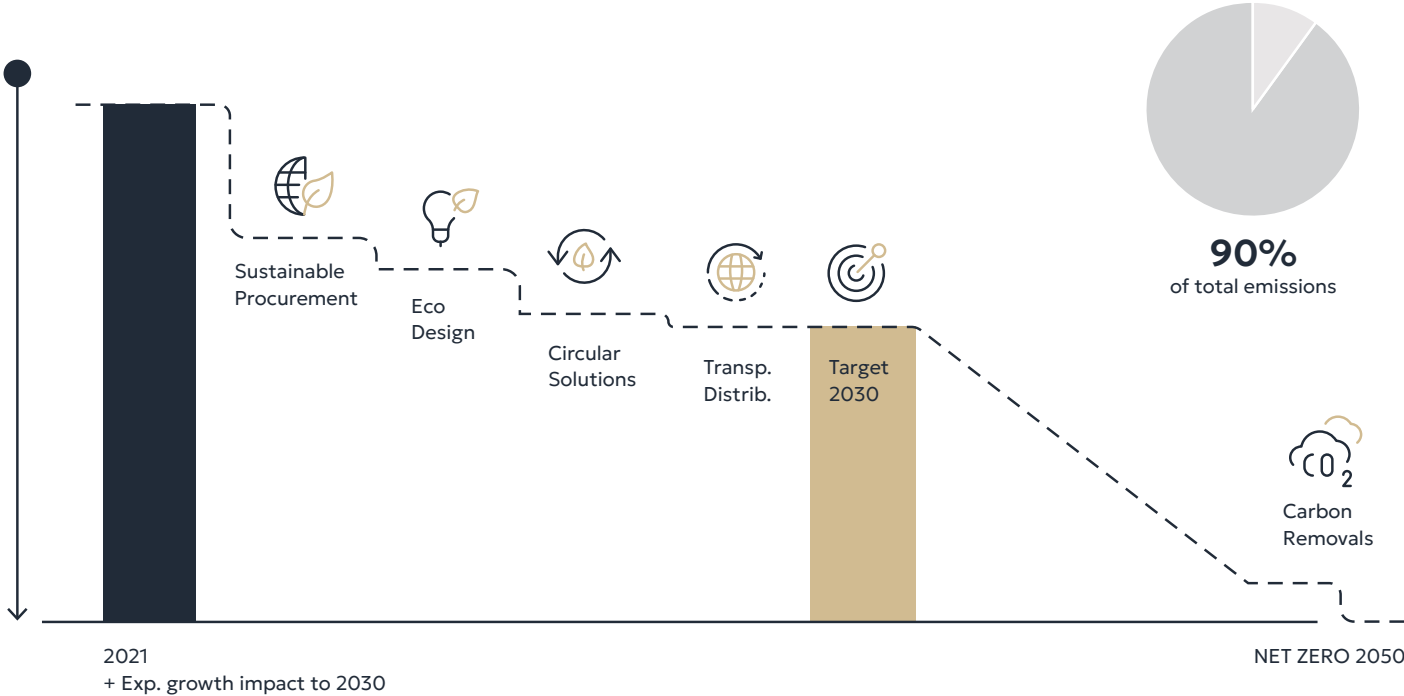
The Climate Transition Plan is embedded within our Responsible for Tomorrow program, and integrated into product development, supply chain management, and operational efficiency initiatives.

Governance and Monitoring

Governance of the Climate Transition Plan is anchored in our Responsible for Tomorrow program, ensuring cross-functional accountability and oversight. Progress is monitored through defined KPIs and reported annually to ensure transparency and accountability.

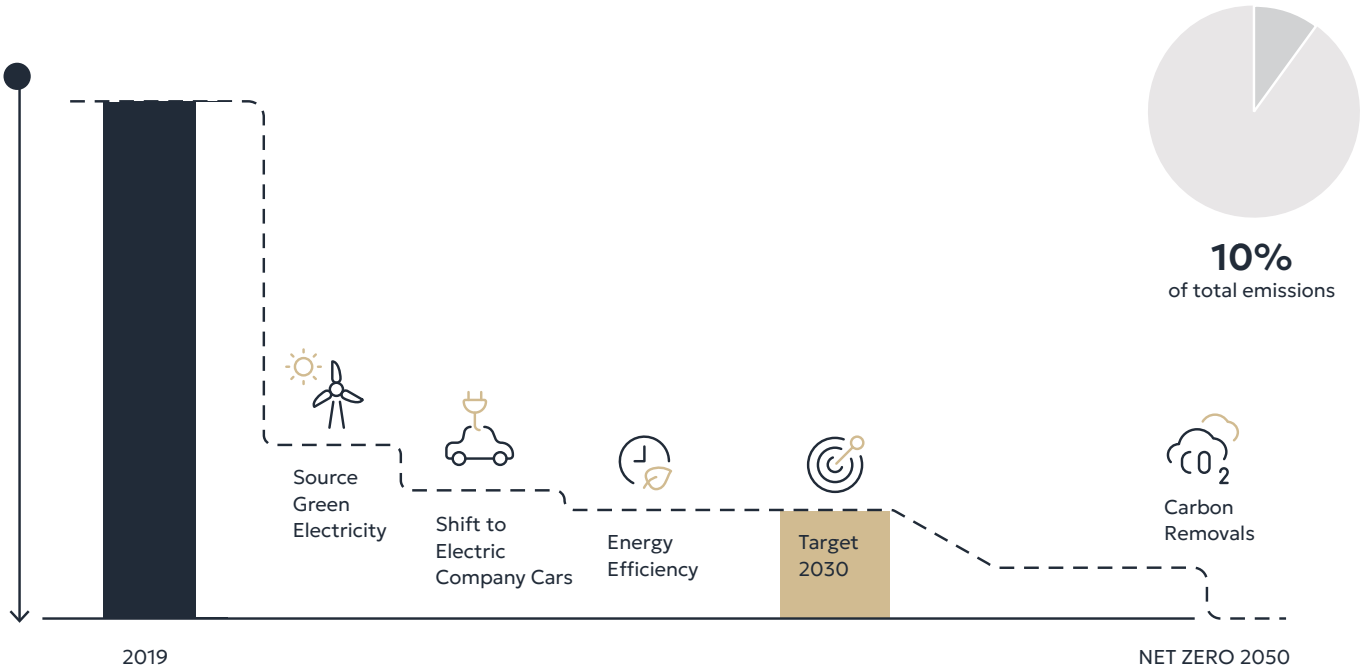
Transition Plan
Road Map to Net Zero

Value Chain Emissions,
Purchased Goods and
Transportation and Distribution
(Selected Scope 3 Emissions)



Transition Plan
Road Map to Net Zero

Energy Transition
(Scope 1 and 2 Emissions)



Policies (E1-2)

The Embla Medical Environmental Policy states that we aim to minimize our negative environmental impact by reducing greenhouse gas emissions to mitigate climate change, adapt to climate change impacts, while promoting energy efficiency and transitioning to renewable energy sources.

Actions (E1-3)

Embla Medical’s actions and resources in relation to climate change policies are managed under our Responsible for Tomorrow program, explained in [chapter GOV-1](#). In 2025, we focused our efforts on the preparation of our Climate Transition Plan, conducting a Climate Scenario Analysis, and executing pilot projects on circular solutions.

Life Cycle Assessment (LCA)

Embla Medical has developed internal expertise and established a procedure for conducting LCAs on our products. Previously, external consultants performed LCAs for our key products. This internal expertise is crucial to our ongoing efforts to map emissions across our product portfolio and serves as the foundation for implementing feasible design changes to reduce emissions and support our efforts towards circular solutions.

Circular Solutions

We are committed to advancing circular solutions that optimize material use and support sustainable growth, strengthening resilience in the healthcare sector.

Our recent stakeholder engagement and market analysis confirmed that permanent product ownership is not always required to meet customer needs. In some cases, temporary or metered access to mobility-enhancing solutions offers greater value and sustainability benefits.

Based on these insights, we conducted an impact analysis of major product portfolios in 2025, identifying opportunities for eco-design and service-based business models. We completed a circular pilot in full compliance with medical device regulations, validating the feasibility of circular product use. Additional pilots are under evaluation to deepen understanding and quantify customer benefits.

To accelerate progress, we launched the Circular Solutions Initiative under our Responsible for Tomorrow program to capture, prioritize, and implement scale-up projects. These actions will enable systematic integration of circularity into our business practices and set the foundation for broader adoption in the coming years.

Suppliers and Environmental Performance

Approximately 90% of our base year emissions originate from our value chain, primarily from purchased goods, reflecting the importance of supplier collaboration and management in achieving our science-based targets. Össur, Embla Medical’s largest commercial entity, has assessed the environmental sustainability performance of key suppliers through annual surveys since 2023, encouraging them to join our sustainability journey.

In 2025, Össur invited 59 suppliers, representing over 80% of direct goods spend, to participate, achieving a 93% response rate. As in previous years, suppliers were scored on a 100-point scale and grouped into four categories: Unaware (0-20%), Aware (20-50%), Engaged (50-80%), and Advanced (80-100%).

The 2025 results show significant progress: 34% of suppliers are now in the Engaged or Advanced categories, up from 25% in 2024. We welcome this improvement and will use the results for further supplier engagement.

The survey will continue annually, with the goal of increasing the proportion of Engaged and Advanced suppliers year-over-year.

	UNAWARE		AWARE		ENGAGED		ADVANCED	
	2025	2024	2025	2024	2025	2024	2025	2024
Suppliers (%)	25.4	28.1	33.9	39.1	23.7	17.2	10.2	7.8

Taxonomy

The information about Taxonomy-eligible CapEx is included in the notes 11, 12 and 14 to Consolidated Financial Statement in lines representing additions and business combinations. Financial figures disclosed as Taxonomy-eligible OpEx are included in the Consolidated Income Statement – specifically within lines of sales and marketing, research and development and general and administrative expenses. In 2025, Embla Medical did not meet the requirements of alignment in the understanding of European Union Taxonomy, resulting in no aligned capital and operating expenditures.



Targets (E1-4)

Embla Medical has received validation from the Science Based Target initiative (SBTi) for our science-based targets for reduced Greenhouse Gas emissions. We have identified and implemented several decarbonization levers, outlined in our climate transition plan, see [section E1-1](#).

Our Science-based Targets:

- Near-term 2030:
Embla Medical commits to reduce absolute scope 1 and 2 GHG emissions by 79% by 2030 from a 2019 base year. Embla Medical also commits to reduce absolute scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and downstream transportation and distribution 25% by 2030 from a 2021 base year.
- Long-term 2050:
Embla Medical commits to reduce absolute scope 1 and 2 GHG emissions by 90% by 2050 from a 2019 base year. Embla Medical also commits to reduce absolute scope 3 GHG emissions 90% by 2050 from a 2021 base year.

Progress on Scope 1 and 2 Science-based Targets

In 2025, our Scope 1 and market-based Scope 2 emissions were reduced by 68% compared to our 2019 base year. This significant reduction is primarily due to our commitment to purchasing Energy Attribute Certificates (EACs) to confirm renewable electricity claims under the market-based approach. As reflected in our Climate Transition Plan we aim to meet our 2030 target by continuing to focus on energy efficiency in our largest facilities, the transition to electric leased vehicles and to purchase Energy Attribute Certificates (EACs) for renewable electricity.

	2019 BASE YEAR	2025	2024	2030 TARGET	2050 TARGET
Scope 1 & 2 emissions (tCO ₂ e)* **	7,760	2,460	2,700	1,600	800
Scope 1 (tCO ₂ e)**	2,870	2,290	2,390		
Scope 2 market based (tCO ₂ e)	4,890	170	310		
Scope 1 & 2 emissions % change (-/+) from base year	0%	-68%	-65%	-79%	-90%

*CO₂-equivalent emissions (CO₂, CH₄, N₂O) from company facilities and vehicles, and purchased electricity (market-based), steam, heating, and cooling for own use.
**Base year and 2024 year figure restated. See accounting policies for details.

Progress on Scope 3 Science-based Targets

The categories included in our Scope 3 science-based targets are Purchased Goods (cat. 3.1), Fuel- and Energy Related Activities (cat. 3.4), Upstream Transportation and Distribution (cat. 3.4) and Downstream Transportation and Distribution (cat. 3.9). In 2025, the emissions from these categories increased by 1% compared to our 2021 base year.

As reflected in our Climate Transition Plan we aim to meet our 2030 target by decoupling our growth from our emissions by sustainable procurement, applying eco-design principles, implementing circular solutions, and optimizing the transportation and distribution of goods.

	2021 BASE YEAR	2025	2024	2030 TARGET	2050 TARGET
Scope 3 emissions (tCO ₂ e)*	77,930	78,440	82,450	58,400	7,800
Scope 3 emissions % change (-/+) from base year	0%	1%	6%	-25%	-90%

*CO₂-equivalent emissions (CO₂, CH₄, N₂O) from purchased goods, fuel- and energy-related activities, and both upstream and downstream transportation and distribution of goods. Base year and 2024 year figure restated. See accounting policies for details.

§ Accounting Policies – Targets Related to Climate Change Mitigation and Adaptation (E1-4)

Science-based targets are developed in accordance with the requirements of the Science Based Target initiative (SBTi), with greenhouse gas (GHG) emissions calculated following the Greenhouse Gas Protocol.

Progress on Scope 1 and 2 emissions targets is assessed by comparing current year’s emissions against the 2019 base year emissions, both in absolute terms and percentage change. These emissions cover CO₂-equivalent emissions (CO₂, CH₄, N₂O) from company facilities and vehicles, as well as market-based purchased electricity, steam, heating, and cooling for own use.

Progress on Scope 3 emissions targets is assessed by comparing current year’s emissions against the 2021 base year emissions, both in absolute terms and percentage change. These emissions originate from purchased goods, fuel- and energy-related activities, as well as upstream and downstream transportation and distribution.

The figures restated for 2024 and the base year result from adjustments in Scope 1 GHG emissions related to mobile combustion and Scope 3 emissions in Category 1 – Purchased goods. For further details on this restatement, see the accounting policies for Gross Scope 1, 2 and 3 Emissions (E1-6).

Energy Consumption and Mix (E1-5)

At Embla Medical, we are committed to reducing our environmental impact through responsible energy management. In 2025, our total energy consumption was 30,610 MWh, up from 29,540 MWh in 2024. Despite this increase, our energy intensity per net revenue decreased to 33.0 in 2025 from 34.5 in 2024. The share of energy from renewable sources rose to 31%, compared to 29% in 2024. Our total purchased electricity was 18,540 MWh, up from 17,170 MWh in 2024*.

§ Accounting Policies – Energy Consumption and Mix (E1-5)

Energy consumption covers stationary and mobile combustion, purchased electricity and district heating.

Stationary Combustion

Gas consumption from stationary combustion is monitored at eight manufacturing and distribution sites located in Mexico, the US, the UK, and the Netherlands. To ensure data completeness, gas consumption at patient care locations is estimated using a ratio of consumption per full-time equivalent (FTE), combined with country-level statistics on natural gas use for heating.

Mobile Combustion

Mobile combustion is monitored through fuel consumption data from owned and leased vehicles, as well as distances driven under the Embla Medical car allowance system. This covers over 300 vehicles across Europe, the U.S., Mexico, and emerging markets. The mobile combustion figures for 2024 have been restated to include companies acquired in the previous reporting year.

Purchased Electricity and District Heating

Electricity consumption is monitored at manufacturing and distribution sites in Iceland, Mexico, the US, the UK, Germany, and the Netherlands. District heating is monitored in Iceland.

For purchased electricity at our global network of patient care facilities, consumption is estimated using an emission factor per FTE, derived from available data in Europe, Australia, and US. This factor is then extrapolated to ensure comprehensive coverage across all O&P clinic locations. To achieve comprehensive coverage for electricity, additional extrapolation is performed for Embla Medical entities not included above. This represents approximately 3% (2024: 5%) of the total electricity cost within the consolidation. Electricity consumption data is connected to grid datasets, providing detailed energy mix information for each grid.

Net revenue in 2025 for Embla Medical is USD 929 million (2024: USD 855 million) as shown in Net sales line in the Consolidated Income Statement.

ENERGY CONSUMPTION AND MIX (MWh)	2025	2024
Fuel consumption from coal and coal products	0	0
Fuel consumption from crude oil and petroleum products*	5,490	6,300
Fuel consumption from natural gas	4,410	4,090
Fuel consumption from other fossil sources	0	0
Consumption of purchased or acquired electricity, heat steam and cooling from fossil sources*	8,910	8,660
Total fossil energy consumption*	18,810	19,050
Share of fossil sources in total energy consumption (%)	61%	64%
Consumption from nuclear sources	2,170	1,980
Share of consumption from nuclear sources in total energy consumption (%)	7%	7%
Fuel consumption for renewable sources, including biomass (also comprising industrial waste of biologic origin, biogas, renewable hydrogen, etc.)	0	0
Consumption of purchased or acquired electricity, heat steam and cooling from renewable sources*	9,630	8,510
The consumption of self-generated non-fuel renewable energy	0	0
Total renewable energy consumption*	9,630	8,510
Share of renewable sources in total energy consumption (%)	31%	29%
Total energy consumption*	30,610	29,540
Energy Intensity Per Net Revenue		
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors (MWh/USD million)*	33.0	34.5

*2024 year figure restated. See accounting policies for details.

Gross Scopes 1, 2, 3 and Total GHG Emissions (E1-6)

Embla Medical conducted an assessment of all fifteen Scope 3 emissions categories defined by the Greenhouse Gas Protocol. Based on this assessment, seven categories were identified as significant and are therefore included in our disclosures.

In 2025, our total market-based greenhouse gas (GHG) emissions across Scope 1, Scope 2, and significant Scope 3 categories amounted to 100,840 tCO₂e, compared with 107,090 tCO₂e in 2024, representing a year on year decrease. The reduction was primarily driven by lower emissions from purchased goods and business travel, reflecting updated industry average emission factors for both key raw materials and traveling activities. In addition, emissions from fuel and energy related activities declined, because purchased energy attribute certificates were mainly sourced from hydropower. Conversely, we observed an increase in emissions from upstream transportation and distribution, reflecting business expansion and outreach to new markets.

Our GHG emissions intensity relative to net revenue provides insight into how effectively we are decoupling emissions from business growth. In 2025, our total market-based GHG emissions intensity was 108.6 tCO₂e per USD million of net revenue, improving from 125.3 tCO₂e per USD million in 2024. This represents an 13% reduction in emissions intensity, driven by both lower total emissions and increased net revenue.



GROSS SCOPES 1, 2, 3 GHG EMISSIONS	2025	2024	2025 / 2024 %
Total Scope 1, 2, and 3 emissions (tCO ₂ e)			
Total GHG emissions, locations-based*	104,810	111,110	-6%
Total GHG emissions, market-based*	100,840	107,090	-6%
GHG emissions intensity per net revenue (tCO ₂ e/USD million)			
Total GHG emissions (location-based) per net revenue*	112.9	130.0	-13%
Total GHG emissions (market-based) per net revenue*	108.6	125.3	-13%

GROSS SCOPES 1, 2, 3 GHG EMISSIONS	2025	2024	2025 / 2024 %
Scope 1 GHG emissions (tCO ₂ e)			
Gross Scope 1 GHG emissions*	2,290	2,390	-4%
Stationary combustion	950	850	12%
Mobile combustion*	1,320	1,540	-14%
Fugitive emissions	20	0	n/a
Scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	0%
Scope 2 GHG emissions (tCO ₂ e)			
Gross location-based Scope 2 GHG emission	4,140	4,330	-4%
Gross market-based Scope 2 GHG emissions	170	310	-45%
Scope 1 and 2 emissions (tCO ₂ e)			
Gross Scope 1 and 2 GHG emissions, market-based*	2,460	2,700	-9%
Significant Scope 3 GHG emissions (tCO ₂ e)			
Gross Scope 3 emissions (tCO ₂ e)*	98,380	104,390	-6%
Category 1 - Purchased goods and services*	67,860	73,670	-8%
– Purchased goods*	64,200	69,980	-8%
– Purchased services	3,660	3,690	-1%
Category 2 - Capital goods*	5,470	5,700	-4%
Category 3 - Fuel- and energy-related activities	1,060	1,230	-14%
Category 4 - Upstream transportation and distribution*	11,850	9,890	20%
Category 6 - Business traveling	4,210	6,100	-31%
Category 7 - Employee Commuting*	6,600	6,450	2%
Category 9 - Downstream transportation and distribution*	1,330	1,350	-1%

*2024 year figure restated. See accounting policies for details.

§ Accounting Policies – Gross Scope 1, 2 and 3 Emissions (E1-6)

Scope 1 emissions cover emissions from stationary combustion, mobile combustion, and fugitive emissions.

Emissions are calculated by connecting energy consumption data to relevant emissions factors for the calculation of tCO₂e. Energy consumption for Stationary and Mobile Combustion is calculated in accordance with the accounting policies for Energy Consumption and Mix (E1-5). The mobile combustion figures for the previous year have been restated to account for acquired companies not included in last year’s report.

Fugitive emissions arise from the use of refrigerants in our cooling systems in Iceland and Eindhoven. In 2024, there were no refrigerant refills in our systems.

Scope 2 emissions cover emissions from purchased electricity and district heating.

Emissions are calculated by connecting consumption data to relevant emissions factors for the calculation of tCO₂e.

For electricity, we report using both the location-based method (average grid emission factors) and the market-based method supported by Energy Attribute Certificates (EACs). This approach ensures compliance with CSRD and ESRS requirements for dual reporting and transparent disclosure of renewable energy sourcing.

EACs are purchased to confirm renewable electricity claims under the market-based approach and are obtained both bundled with electricity from our utility provider and unbundled through accredited traders. Certificates are retired in proportion to consumption.

In line with GHG Protocol Scope 2 Guidance, electricity matched with confirmed EACs is assigned an emission factor of zero.

For more information on the calculations on purchased electricity and district heating, see the accounting policy for Energy Consumption and Mix (E1-5).

Net revenue in 2025 for Embla Medical is USD 929 million (2024: USD 855 million) as shown in Net sales line in the Consolidated Income Statement. Net revenue is used to calculate emissions intensity of significant emissions categories.

Scope 3 emissions
Embla Medical evaluates all 15 Scope 3 categories outlined by the Greenhouse Gas Protocol using the operational control approach. Of these, 10 categories are relevant to our operations and emissions calculated. Categories contributing more than 5% of total Scope 3 emissions are classified as significant. This results in disclosure of 5 significant categories which are Purchased Goods and Services, Capital Goods, Upstream Transportation and Distribution, Business Travel, and Employee Commuting. In addition, emissions from Fuel- and

Energy-related Activities and Downstream Transportation and Distribution are deemed significant and disclosed as they are included in our science-based targets. The seven significant emissions categories cover 97% of all relevant emissions categories. Internal reassessment is conducted every third year to evaluate whether the significance of individual categories has changed.

For each category, emissions are calculated by connecting category specific activity data or spend data to relevant emissions factors for the calculation of tCO₂e.

To enhance transparency, the tables in this chapter have been reorganized so that all information is now presented in two tables instead of three. As part of this change, the additional Scope 3 categories that were previously shown separately are now included within the Total GHG Emissions table. This revision increases the previously reported 2024 figures. The total location-based GHG emissions are now 25% higher, and total market-based GHG emissions are 26% higher. The same percentage increase also applies to the 2024 GHG Intensity Per Net Revenue figures.

3.1 Purchased Goods and Services
Purchased goods are categorized into three groups: raw materials, outsourced finished components, and outsourced finished goods. Emissions from raw materials are calculated using activity data by weight and industry-average emission factors. For outsourced finished components and goods, emissions are estimated using spend data combined with country-specific emission factors. The data is calculated based on 80% of total spend on purchased goods, with the remaining 20% extrapolated to ensure completeness. Emissions from purchased services are calculated based on Embla Medical’s total spend.

This reporting year, for purchased goods, we achieved improved accuracy in our data collection process for patient care facilities. This resulted in more accurate data for purchased goods in patient care facilities both for the current reporting year and prior years. We updated the figures for prior year to reflect those data changes. For purchased goods, we have also adjusted spend data for inflation, both for current reporting year as well as prior years. Additionally, the figures for 2024 and the base year have been restated to include companies acquired in the previous reporting year. Therefore, historical figures for 2024 and the base year have been restated.

3.2 Capital Goods
Emissions from capital goods are calculated based on Embla Medical’s spend, using country-specific emission factors. The emissions calculations have been revised for Capital Goods current reporting year by adjusting spend data for inflation, where applicable. To ensure methodological consistency, emission data for 2024 was adjusted for inflation and restated in the report.

3.3 Fuel- and Energy-Related Activities
This category includes upstream emissions associated with energy consumed in company operations. Calculations are based on Scope 1 and 2 energy use and cover fuels, electricity, and district heating. Emission factors are applied according to energy source and consumption data.

3.4 Upstream transportation and distribution
This category includes logistics services paid for by Embla Medical. Emissions are based on activity data, calculated using the distance-based method on a well-to-wheel (WTW) basis. From 2025, we report on upstream and downstream transportation as separate lines. The division is determined by calculating proportions from financial data. For consistency, the same methodology has been applied to 2024 figures.

3.6 Business Travel
Emissions from business travel are collected through Embla Medical’s global travel system which monitors emissions from air travel and trains. The data covers approximately 60% of booked travel, with the remaining data extrapolated to ensure completeness. Emissions are calculated on a well-to-wheel (WTW) basis.

3.7 Employee Commuting
Emissions from employee commuting are estimated through an annual desk study based on the number of employees across five regions: EMEA, Iceland, North America, South America, and APAC. The study uses region-specific assumptions and emission factors, which are reviewed and updated regularly to reflect changes in commuting patterns and data availability. The comparative figure for 2024 has been updated based on new data regarding commuting distances. Consequently, the restated number for emissions from employee commuting in 2024 is 11% lower than previously reported.

3.9 Downstream transportation and distribution
This category includes logistics services paid for by the customers of Embla Medical. Emissions are based on activity data, calculated using the distance-based method on a well-to-wheel (WTW) basis. From 2025, we report on upstream and downstream transportation as separate lines. The division is determined by calculating proportions from financial data. For consistency, the same methodology has been applied to 2024 figures.

GHG Removals and Carbon Credits (E1-7)

As a part of our science-based targets, Embla Medical is committed to achieving Net Zero by 2050 by reducing emissions by 90% from base years. The remaining emissions will be neutralized through the purchase of carbon removal credits. Embla Medical did not purchase carbon removal credits in 2025.

As part of our commitment to mitigation beyond our value chain, Embla Medical partners with SoGreen to empower girls in developing countries through education, which contributes to climate change mitigation. This project also supports the UN Sustainable Development Goal 5 on Gender Equality and fosters innovation. Embla Medical has contracted to purchase 500 pending avoidance credits per year for five years, totaling 2,500 credits. This method is currently in the certification process, and since these are not removal credits, they will not be used to meet our Net Zero target.

Pollution (ESRS E2)

At Embla Medical, we are committed to responsible manufacturing practices and minimizing pollution from our operations. The materiality of ESRS E2 Pollution is primarily driven by the potential financial impact of possible restrictions on the use of certain chemical substances used in our operations. Therefore, this chapter focuses mainly on our management of the use of chemical substances.

Policies (E2-1)

At Embla Medical, we use various chemical products in the design and manufacturing of our products. In our Environmental Policy we aim to minimize our negative environmental impact by preventing and reducing pollution and the use of harmful substances across our value chain. We apply a risk-based approach and have a certified environmental management system according to ISO 14001:2015 in our largest manufacturing and distribution sites, and in some of our patient care facilities. As part of these systems, we have processes in place to avoid incidents and emergency situations, and if they occur, to control and limit their impact on people and the environment.

Actions (E2-2)

Our approach to chemical management is designed to protect our employees through safe usage, ensure regulatory compliance, and minimize environmental impact through proper waste management.

As part of our Safety Management System, we have implemented comprehensive emergency response plans for chemical spills, leaks, and other incidents at our largest manufacturing and distribution sites, using a risk-based approach. These plans ensure quick and effective action to protect both workers and the environment. We use Safety Data Sheets (SDS) to provide detailed information on safe use, hazards, handling, storage, and emergency measures.

Additionally, we conduct Job Safety Analyses (JSA) in our manufacturing processes to identify potential hazards associated with chemical use. We implement measures to mitigate these risks, including engineering controls, personal protective equipment (PPE), and safe work practices. For further information on our actions to maintain a safe workplace, please refer to [chapter S1](#).

We take full responsibility for ensuring regulatory compliance in the use of chemicals, recognizing that this strengthens our business resilience against potential restrictions on their use, distribution, and commercialization. Staying informed about changes to existing regulations, as well as new regulations that may affect our operations, is a priority. Our internal Regulatory Committee is dedicated to monitoring developments in chemical regulations, evaluating their relevance to our operations, and ensuring appropriate responses. We conduct annual compliance reviews at our largest manufacturing,

distribution and patient care facilities, and regulatory changes identified are forwarded to the Regulatory Committee for evaluation, as needed. Compliance extends to our supply chain, where we maintain strong collaboration with our trusted suppliers to ensure adherence to chemical legislation. As part of our manufacturing processes, we have implemented procedures for the safe disposal of chemical waste, including recycling and treatment processes, to minimize environmental impact. For more details on our waste management, please refer to [chapter E5](#).

Targets (E2-3)

Embla Medical has not yet set formal targets for managing substances of concern and substances of very high concern. While we have built a strong foundation for understanding ESRS E2 requirements, ongoing regulatory uncertainty has led us to take a cautious approach to new initiatives. We remain committed to responsible chemical management.

Substances of Concern and Substances of Very High Concern (E2-5)

Embla Medical strives to replace substances of concern with safer alternatives whenever possible. While developing a comprehensive overview remains important, ongoing regulatory uncertainty makes us cautious about investing in projects that may be subject to change. Clear definitions and an authoritative list are still lacking, which limits our ability to report quantities used or leaving our facilities. Despite these challenges, we remain committed to transparency and responsible chemical management.



Resource Use and Circular Economy (ESRS E5)

At Embla Medical, we are committed to optimizing our raw material yield to minimize waste. We are actively mapping our product portfolio in relation to emissions and market demands and taking initial steps towards adopting circular solutions. Our existing value chain is predominantly linear, and to successfully introduce circular solutions, we must overcome challenges of both an economic and regulatory nature. For circular solutions to succeed, all key stakeholders in our value chain must recognize the value of transitioning from a linear to a circular business model.

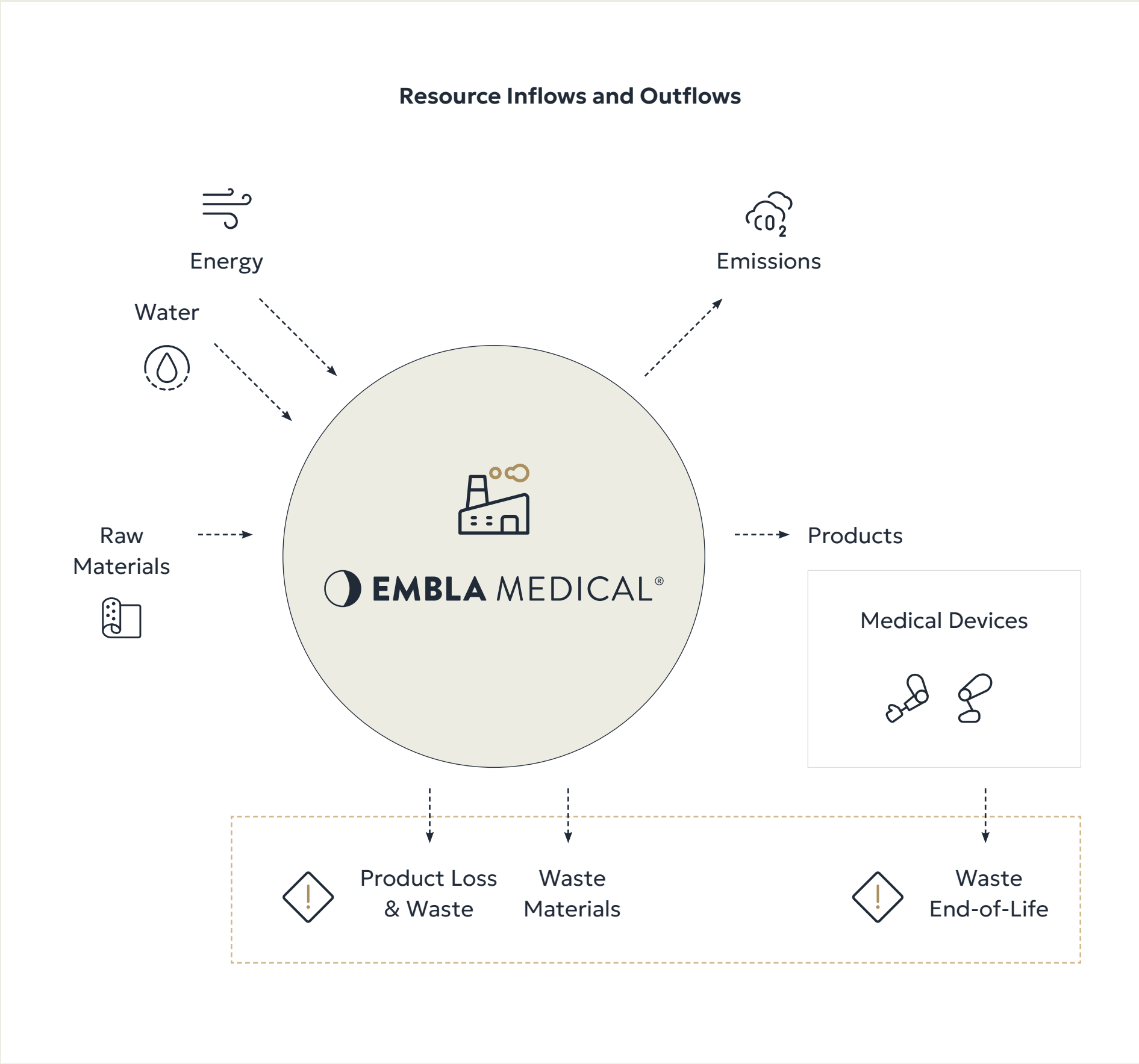
Policies (E5-1)

In our Environmental Policy we aim to minimize our negative environmental impact by preventing and reducing pollution, while striving for the sustainable sourcing and reuse of raw materials.

Targets (E5-3)

Össur, the largest commercial entity of Embla Medical, aims to ensure that 95% of its sold finished products are packaged according to Össur’s Environmental Packaging Criteria by 2030. Product packaging has a relatively short lifetime and once it has served its purpose of protecting the product through transport and storage, our goal is to ensure that it can be easily recycled and disposed of with as little impact as possible. The Össur Environmental Packaging Criteria provides guidance on sustainable packaging design and we are implementing sustainable packaging across different product lines in a prioritized order with packaging volumes and impact in mind.

Regarding our product targets, Embla Medical is actively exploring opportunities to increase material yield, reduce waste, and use raw materials with lower emissions. These efforts are a part of our Climate Transition Plan as detailed in [chapter E1](#).



Resource Inflows (E5-4)

At Embla Medical, our resource inflows include a variety of essential materials and utilities used. These include raw materials such as plastics, silicone, composites, textiles and metals, which are integral to our manufacturing processes. We also purchase components and finished goods from our suppliers. Energy, in the form of electricity and gas, powers our operations, while water is utilized across our facilities. Additionally, equipment is employed in our manufacturing activities. Our packaging materials primarily consist of paper, cardboard, and plastics.

Embla Medical faces significant challenges in providing comprehensive and reliable data on the total weight of materials and products used in 2025, as in 2024. These challenges are mainly due to the complexity of tracking and verifying data across our entities and global supply chains. Additionally, ensuring the accuracy of data related to sustainably sourced materials and the use of secondary materials requires consistent monitoring, which has not yet been standardized across our global operations. As a result, Embla Medical is unable to report this information for 2025.

However, we have taken important steps towards the sustainable sourcing of packaging materials. Within Össur’s bracing & supports product portfolio, we have focused on FSC certified packaging materials. In 2025, 24% of these products were sold in packaging with FSC certification, representing 35% of total sales within this product group.

Resource Outflows (E5-5)

At Embla Medical, our primary resource outflows include the products and packaging we place on the market, as well as waste generated from our manufacturing processes and product losses due to quality issues and discontinuation. We recognize that a significant portion of the environmental impact of products and packaging is determined during the design phase. Durability, repairability, and recycling play crucial roles in reducing this impact. Therefore, we emphasize eco-design and circular solutions as essential strategies to meet our science-based targets. For further information, see [chapter E1](#).

At Embla Medical, the expected lifetime, or durability, of a product is the period in which it is expected to be safe and effective for its intended use. Regular safety checks, maintenance, repairs, or upgrades may be necessary during the expected lifetime. The expected lifetime of Össur products can be [found here](#).

Embla Medical is dedicated to delivering medical products that meet the highest standards of safety and performance. As part of this commitment, we ensure servicing for all serviceable products to the end of their expected life. Serviceable products include those eligible for repairs, which currently encompass all bionic products and selected mechanical products.

Embla Medical is currently unable to report on the recyclable content rates for all products and packaging across all entities and brands. However, progress is being made. Össur, the largest commercial entity of Embla Medical, has defined its Environmental Packaging Criteria, which stipulates that final product packaging must consist of 100% recyclable boxes with clear disposal and recycling information. By the end of 2025, 48% of final products sold under the Össur brand had been updated to meet these criteria compared to 45% in 2024. This represents 59% of sales.

Waste Management

Good waste management is an important part of responsible operations where material yield is maximized to reduce pollution and disposal costs in operations. Embla Medical has a certified environmental management system according to ISO 14001:2015 in our largest manufacturing and distribution sites, and in some of our patient care facilities (the ISO certification is not covered by PwC assurance). The main waste types reflect the raw materials used in manufacturing, e.g. metals, composites, silicone, plastics and textiles.

In 2025, Embla Medical operations generated a total of 3,250 metric tons of waste. Of this, 2,110 metric tons were diverted from disposal, primarily through recycling, resulting in a recycling rate of 65%, compared to 64% in 2024.

§ Accounting Policies (E5-5)

Embla Medical only reports on waste generated under Resource Outflow (E5-5). We are currently unable to report on the recyclable content rates for all products and packaging across all entities and brands.

The waste data covers waste generated at our largest manufacturing and distribution sites in Iceland, Mexico, Germany, the US, the UK, and the Netherlands as well as all patient care facilities. The activity data collected represent around 98% of total Waste disposal costs in Embla Medical. Data collected includes waste type, disposal method, and weight. Where direct data is unavailable, waste volumes are estimated using FTE ratios and site type to ensure completeness.

No radioactive waste is generated in Embla Medical’s operations and is therefore excluded from the accompanying table on Waste from Operations.

WASTE FROM OPERATIONS	2025 (METRIC TONS)	2024 (METRIC TONS)
Waste Diverted from Disposal	2,110	2,180
Hazardous Waste	80	50
Non-Hazardous Waste	2,030	2,130
– Preparation for Reuse	0	0
– Preparation for Recycling	2,010	2,110
– Preparation for Other Recovery	20	20
Waste Diverted to Disposal	1,140	1,240
Hazardous Waste	80	90
Non-Hazardous Waste	1,060	1,150
– Incineration	600	500
– Landfill	460	650
– Other Disposal Options	0	0
% of Non-Recycled Waste	35%	36%
Total Hazardous Waste	160	140
Total Waste	3,250	3,420



EU Taxonomy Key Performance Indicators (KPIs)

Embla Medical is obliged to disclose information on EU Taxonomy in accordance with Regulation (EU) 2020/852 of the European Parliament and of the Council. This means reporting on the company’s environmentally sustainable economic activities that support the six objectives of the regulation, which are:

- Climate change mitigation (CCM),
- Climate change adaptation (CCA),
- The sustainable use and protection of water and marine resources (WTR),
- The transition to circular economy (CE),
- Pollution prevention and control (PPC) and
- The protection and restoration of biodiversity and ecosystems (BIO).

All reported data regarding EU Taxonomy is provided at a consolidated level for the entire group. In 2025, Embla Medical is reporting on the following Taxonomy-eligible activities:

- CE 1.2. Manufacture of electrical and electronic equipment (manufacturing of bionics),
- CCM 4.16. Installation and operation of electric heat pumps,
- CE 5.2. Sale of spare parts (sale of spare parts of bionics),

- CE 5.5. Product-as-a-service and other circular use- and result-oriented service models (rental program of products),
- CCM 6.5. Transport by motorbikes, passenger cars and light commercial vehicles (leasing of passenger cars),
- CCM 7.2. Renovation of existing buildings (renovations and reconstruction of leased buildings),
- CCM 7.3. Installation, maintenance and repair of energy efficiency equipment (installations or repairs of air conditioning and ventilation systems),
- CCM 7.4. Installation, maintenance and repair of charging stations for electric vehicles in buildings,
- CCM 9.1. Close to market research, development and innovation (costs of projects related to sustainable solutions).

In 2025, the EU Taxonomy Regulation was implemented in Iceland in its primary form under Act No. 25/2023. The Icelandic adoption did not incorporate the Commission Delegated Regulation of 4 July 2025, being part of the “Omnibus I package” intended to simplify reporting requirements. As the Icelandic legislative approach remained unchanged at the time of publishing this Annual Report, we have decided to report on the EU Taxonomy without applying any simplifications outlined in Commission Delegated Regulation of 4 July 2025.

§ Accounting Policies - Taxonomy

EU Taxonomy’s Key Performance Indicators (KPIs) refer to the share of turnover, operational expenditures (OpEx) and capital expenditures (CapEx) coming from the Taxonomy-eligible and Taxonomy-aligned activities.

Taxonomy-eligible activity refers to economic activity included in the Delegated Acts of the EU Taxonomy regulation, indicating its potential to be environmentally sustainable.

Eligibility and Alignment Assessment
The eligibility assessment involved a comprehensive review of all activities outlined in the Delegated Acts to the Taxonomy Regulation. After identifying the eligible activities performed, the alignment assessment was conducted by examining the technical screening criteria for the activities undertaken. In 2025, the Substantial Contribution Criteria or Do No Significant Harm requirements were not met for the selected eligible activities, therefore they could not be considered aligned.

Embla Medical has not implemented any CapEx plan as understood under point 1.1.2. of Annex I to Commission Delegated Regulation (EU) 2021/2178.

The eligible turnover has been calculated as the proportion of net turnover derived from sales of products and services of Taxonomy-eligible activities (the turnover numerator) divided by net sales disclosed in Consolidated Income Statement (the turnover denominator).

For two of the three eligible turnover activities, CE 1.2 and CE 5.2., two assumptions are made. First, the product margin from Patient Care facilities is estimated. Second, it is assumed all products in Clinics were sold.

The aligned turnover has been calculated as the proportion of net turnover derived from sale of products and services of Taxonomy-aligned activities (the turnover numerator) divided by net sales presented in Consolidated Income Statement (the turnover denominator). In 2025, we did not recognize any Taxonomy-aligned activities related to turnover.

The eligible OpEx has been calculated as the numerator divided by the denominator, where denominator covers direct non-capitalized cost related to research and development, building renovation, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment.

The aligned OpEx was determined by dividing the numerator, which includes costs associated with Taxonomy-aligned activities, by the same denominator used in the eligible OpEx calculation. In 2025, there were no activities relating to OpEx that were aligned with the EU Taxonomy.

The eligible CapEx has been calculated as the numerator divided by the denominator, where the denominator covers additions to tangible and intangible assets during the financial year. Additions include those coming from business combinations and are considered before depreciation, amortization and any re-measurements, including those resulting from revaluations and impairments, for the relevant financial year and excluding fair value change and goodwill. Additions have been presented in notes 11, 12 and 14 of the Consolidated Financial Statements. The CapEx numerator has been determined as part of the denominator connected to Taxonomy-eligible activities. Following a revised interpretation of eligibility regarding the climate change adaptation environmental objective, we have chosen not to report any capital expenditure under activity CCA 8.2. “Computer programming, consultancy and related activities” and to restate the comparative period’s eligible amount to 0%.

According to Commission Delegated Regulation (EU) 2021/2178, Embla Medical is required to provide the quantitative breakdown of amounts presented in numerator of eligible CapEx KPI. The numerator in 2025 consists of additions to property, plant and equipment (45%), additions to right of use assets (39%), and business combinations (16%). The most significant change in capital expenditures during the reporting period was related to facility renovations and refurbishments, which decreased from prior year.

The aligned CapEx was calculated by dividing the numerator, which represents capital expenditures coming from Taxonomy-aligned activities, by the same denominator as used in the eligible CapEx calculation. No activities have been recognized as aligned with EU Taxonomy concerning CapEx KPI in 2025.

Double Counting
Embla Medical takes every measure to avoid double counting in the allocation in the numerator of eligible turnover, CapEx and OpEx KPIs. This is done by extracting the amounts from company financial systems, choosing activities referring to specific assets, costs and turnover and using filters to screen out overlapping positions to ensure that they are not duplicated in KPIs and between economic activities.

EU Taxonomy Tables

Turnover KPI

2025				SUBSTANTIAL CONTRIBUTION CRITERIA						DNSH (DO NO SIGNIFICANT HARM)												
Economic activities	Codes	Absolute	Proportion	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimal safeguards	Taxonomy-aligned					
		turnover in	of turnover														(A1) or -eligible	Category	Category			
		USD ‘000	(%)														proportion of	(enabling	(transitional			
																	turnover, 2024 (%)	activity) (E)	activity) (T)			
				Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N						
A. TAXONOMY-ELIGIBLE ACTIVITIES																						
A.1. Environmentally sustainable activities (Taxonomy-aligned)																						
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%					
Of which enabling		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E				
Of which transitional		0	0%							N	N	N	N	N	N	N	0%		T			
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy- aligned)																						
				EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL													
Manufacture of electrical and electronic equipment		1.2. CE	110,834	11.93%	N/EL	N/EL	N/EL	EL	N/EL	N/EL											10.79%	
Sales of spare parts		5.2. CE	837	0.09%	N/EL	N/EL	N/EL	EL	N/EL	N/EL											0.09%	
Product-as-a-service and other circular use- and result-oriented service models		5.5. CE	17	0.00%	N/EL	N/EL	N/EL	EL	N/EL	N/EL											0.01%	
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			111,688	12.03%	0%	0%	0%	12.03%	0%	0%											10.88%	
Total (A.1 + A.2)			111,688	12.03%	0%	0%	0%	12.03%	0%	0%											10.88%	
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																						
Turnover of Taxonomy non-eligible activities (B)			817,001	87.97%																		
Total (A + B)			928,689	100%																		

*Y - Yes, N - No, N/EL - Non-eligible

CapEx KPI

2025				SUBSTANTIAL CONTRIBUTION CRITERIA						DNSH (DO NO SIGNIFICANT HARM)											
Economic activities	Codes	CapEx in USD '000	Proportion of CapEx (%)	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimal safe-guards	Taxonomy-aligned (A1) or -eligible (A.2.) Category (enabling activity) (E) Category (transitional activity) (T)				
				Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N		
A. TAXONOMY-ELIGIBLE ACTIVITIES																					
A.1. Environmentally sustainable activities (Taxonomy-aligned)																					
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		0	0	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%				
Of which enabling		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E			
Of which transitional		0	0%	0%						N	N	N	N	N	N	N	0%		T		
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy- aligned)																					
				EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL												
Installation and operation of electric heat pumps	4.16. CCM	53	0.05%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									0.00%			
Transport by motorbikes, passenger cars and commercial vehicles	6.5. CCM	4,027	4.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									3.11%			
Renovation of existing buildings	7.2. CCM	4,898	4.87%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									5.47%			
Installation, maintenance and repair of energy efficiency equipment	7.3. CCM	475	0.47%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									0.07%			
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	7.4. CCM	15	0.01%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									0.00%			
Installation, maintenance and repair of renewable energy technologies	7.6. CCM	0	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									0.05%			
Computer programming, consultancy and related activities	8.2. CCA	0	0.00%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL									0.00%**			
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		9,468	9.41%	9.41%	0%	0%	0%	0%	0%									8.70%			
Total (A.1 + A.2)		9,468	9.41%	9.41%	0%	0%	0%	0%	0%									8.70%			
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																					
CapEx of Taxonomy non-eligible activities (B)		91,185	90.59%																		
Total (A + B)		100,653	100%																		

*Y - Yes, N - No, N/EL - Non-eligible
**Restated figure

OpEx KPI



2025			SUBSTANTIAL CONTRIBUTION CRITERIA							DNSH (DO NO SIGNIFICANT HARM)													
Economic activities	Codes	OpEx in USD '000	Proportion of OpEx (%)	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimal safe-guards	Taxonomy-aligned (A1) or -eligible (A.2.) proportion of OpEx, 2024 (%)	Category (enabling activity) (E)	Category (transitional activity) (T)				
				Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N, N/EL	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N	Y,N							
A. TAXONOMY-ELIGIBLE ACTIVITIES																							
A.1. Environmentally sustainable activities (Taxonomy-aligned)																							
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%						
Of which enabling		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E					
Of which transitional		0	0%	0%						N	N	N	N	N	N	N	0%		T				
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy- aligned)																							
				EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL	EL, N/EL														
Close to market research, development and innovation		9.1. CCM	347	0.61%	EL	N/EL	N/EL	N/EL	N/EL											0.30%			
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			347	0.61%	0.61%	0%	0%	0%	0%											0.30%			
Total (A.1 + A.2)			347	0.61%	0.61%	0%	0%	0%	0%											0.30%			
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																							
OpEx of Taxonomy non-eligible activities (B)			56,885	99.39%																			
Total (A + B)			57,232	100.00%																			

*Y - Yes, N - No, N/EL - Non-eligible

Nuclear and fossil gas related activities – disclosure related to turnover, CapEx and OpEx KPIs in reference to Article 8 (6) and (7) of Delegated Regulation (EU) 2021/2178

NUCLEAR AND FOSSIL GAS RELATED ACTIVITIES	
NUCLEAR ENERGY RELATED ACTIVITIES	
The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
FOSSIL GAS RELATED ACTIVITIES	
The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

Summary Tables

Proportion of turnover / Total turnover		
Objective	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.00%	0.00%
CCA	0.00%	0.00%
WTR	0.00%	0.00%
CE	0.00%	12.03%
PPC	0.00%	0.00%
BIO	0.00%	0.00%

Proportion of CapEx/ Total CapEx		
Objective	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.00%	9.41%
CCA	0.00%	0.00%
WTR	0.00%	0.00%
CE	0.00%	0.00%
PPC	0.00%	0.00%
BIO	0.00%	0.00%

Proportion of OpEx/ Total OpEx		
Objective	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.00%	0.61%
CCA	0.00%	0.00%
WTR	0.00%	0.00%
CE	0.00%	0.00%
PPC	0.00%	0.00%
BIO	0.00%	0.00%



SUSTAINABILITY STATEMENT

Our People

At Embla Medical, enhancing the social well-being of our people, including our own workforce, workers in our value chain, and our customers, is integral to our success. By prioritizing health, safety, and overall well-being, we foster a supportive and productive environment that drives innovation and growth. This commitment not only strengthens relationships with stakeholders but also ensures that our operations contribute positively to society. Investing in social well-being helps us build a resilient and sustainable business while contributing to the UN Sustainable Development (SDGs) Goal 3 on Good Health and Well-Being, Goal 5 on Gender Equality, and Goal 8 on Decent Work and Economic Growth. As a signatory of the United Nations Global Compact, we actively support its social principles, promoting human rights, fair labor practices, and inclusive workplaces across all our operations.

3

GOOD HEALTH AND WELL-BEING

5

GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

Own Workforce (ESRS S1)

Embla Medical and its subsidiaries operate in over 40 countries. With around 4,500 employees, our diverse team collaborates seamlessly to improve people’s mobility. By valuing diverse perspectives, we foster an environment where individual strengths, skills, and knowledge thrive. All manufacturing locations and distribution centers have adopted lean manufacturing processes in addition to extensive loss prevention initiatives focused on both personal and operational safety. Local health and safety committees lead our efforts to ensure employee safety while adhering to local practices and policies.

Policies (S1-1)

Our main policies for managing material impacts on our own workforce include the Human Rights Policy, Health and Safety Policy, Opportunity & Inclusion Policy and Code of Conduct. These policies are communicated internally through training and awareness and accessible on [our website](#).

In our Human Rights Policy, we pledge to operate in a manner that respects and promotes human rights, including labor rights, across all aspects of our operations. This policy is designed to promote honest and ethical

conduct and applies to all individuals employed by, or affiliated with, Embla Medical entities. We are committed to eradicating all forms of discrimination, providing a safe and healthy work environment, and we do not tolerate any form of modern slavery, including forced labor, child labor, compulsory labor, or human trafficking.

As outlined in our Health and Safety Policy, safety is our first priority and integral to everything we do. We consistently adhere to relevant health and safety standards, and ensure employees are committed to providing a safe and healthy work environment. Our commitment extends to continuous improvement and proactive measures to prevent accidents and incidents, fostering a culture of safety and well-being for all.

Our Equal Opportunity Policy outlines our commitment to providing equal employment opportunities. This commitment applies to all individuals involved in the operations of Embla Medical and prohibits discrimination by any employee of Embla Medical.

Our Code of Conduct outlines the norms, rules, responsibilities, and proper practices at Embla Medical. It guides employees in their day-to-day activities, ensuring compliance with all applicable laws and legislation. Together with our values, it helps maintain and strengthen our company culture.

Engaging With Own Workforce (S1-2)

At Embla Medical, we are committed to open and continuous engagement with our workforce to address impacts, increase job satisfaction and foster an inclusive, supportive work environment. We prioritize learning and professional development opportunities while promoting work-life balance. Additionally, we actively work to mitigate negative impacts such as discrimination, inequality, occupational injuries, and pressures from external barriers like regulations and industry-specific challenges. The EVP of People, Strategy & Sustainability is responsible for ensuring that engagement aligns with our commitments to our own workforce, and reporting progress to the Executive Management.

We engage with our employees daily through various channels to keep them well informed. This includes sharing news on the company intranet, global and local announcements, and regular employee meetings. Quarterly meetings provide comprehensive updates on company developments, goals, and progress. Additionally, one-on-one meetings between employees and managers foster open communication, deliver personalized feedback, and support professional growth. This approach helps employees feel valued and aligned with the company’s goals, while addressing concerns promptly and effectively.

We have a Competency Framework that defines the behaviors driving successful performance and supports our business strategy. Our core competencies are Collaboration, Communication, Driving Results, Customer Focus, and Change. We conduct annual performance reviews to assess the past year’s performance, as well as plan for the year ahead. Individual development plans are created with consideration of the overall strategy and goals, providing employees with opportunities to grow within the organization. Regular check-ins between employees and managers are encouraged to discuss performance and competency development. These discussions are supported by Embla Medical’s Development Guide, which outlines training and development opportunities for each competency.

In 2025, our employee survey was conducted globally on a quarterly basis. This confidential and anonymous process allows us to capture employee feedback on a variety of topics, such as engagement and well-being. The insights gained from these surveys help us better understand the concerns and needs of our diverse workforce, enabling informed decision-making and addressing potential negative impacts on our employees effectively.

We also ensure that our employees have access to the People (Human Resources) function for advice, assistance, and support. This open-door policy is a vital part of our engagement strategy, allowing employees to voice their concerns, seek guidance and receive the support they need to address any issues they may face.

Remediating Negative Impacts To Own Workforce (S1-3)

At Embla Medical, we have implemented a comprehensive approach to prevent, identify, and mitigate negative impacts on our workforce. We offer training in Opportunity and Inclusion to raise awareness and foster an inclusive workplace culture. Additionally, we actively support underrepresented groups and ensure equal opportunities for all employees. Our global Code of Conduct training helps employees uphold the highest standards and minimize potential risks. For more details on Code of Conduct, refer to the [Our Business chapter](#).

We recognize that despite our best efforts, safety incidents can occur. Our Safety Management System includes robust mechanisms for reporting, investigating and remediating such incidents. Employees are encouraged to report near misses, accidents and unsafe conditions through accessible channels. Each report initiates a structured response process, where our response team promptly addresses the issue and implements corrective measures to prevent recurrence. We encourage our employees to submit suggestions on how to improve safety in their work area. In 2025, a total of 893 employee suggestions were implemented, compared to 755 in 2024. This continuous feedback loop not only amplifies employee voices but also transforms their insights into meaningful safety improvements across our workplaces.





We provide multiple avenues for employees to raise concerns. Employees can discuss and report issues directly to managers, supervisors, the compliance team, or the People team. We ensure that all concerns are heard and addressed promptly and effectively. Our employee survey serves as a key platform for feedback and raising concerns, featuring an anonymous solution where employees and managers can interact on various topics without revealing their identities.

The Embla Medical Speak-Up Line is our global whistleblower and helpline system, available 24 hours every day of the year to anyone wishing to file a report or raise a concern. All employees and other stakeholders can utilize the Speak-Up Line to provide anonymous feedback and complaints. Employees are made aware of the Speak-Up Line through our Code of Conduct Training. Everyone who reports an issue in good faith is guaranteed protection from retaliation, and all reports are treated as confidential.

Actions (S1-4)

Our commitment to our workforce is reflected in targeted actions that address key impacts, manage risks, and leverage opportunities, ensuring both employee satisfaction and organizational resilience. We place strong emphasis on fostering and maintaining a diverse workforce, recognizing that promoting opportunities and inclusion fuels better decision-making and innovation.

Opportunity & Inclusion

In 2025, we provided 665 courses, books, videos, and audiobooks for our employees in our comprehensive Opportunity & Inclusion training programs, to build Opportunity & Inclusion awareness among our employees and managers. These resources are accessible through our eLearning platform. We have global and regional Opportunity & Inclusion councils that set targets, implement actions, and monitor our progress. The global Opportunity & Inclusion council works on the overall strategy and implementation company-wide,

deciding on initiatives such as employee survey questions, training, system data improvement, awareness campaigns, and more.

We continue to use our employee survey to monitor and measure employees’ perceptions of our Opportunity & Inclusion efforts. When employees outside of the US were asked if they were satisfied with Embla Medical’s efforts to support opportunities and inclusion (for example, in terms of gender, ethnicity, disability, and socio-economic status), we scored 8.3 on a 10 point scale. Managers and members of the People team prioritize addressing any deviations promptly, ensuring a supportive and equitable workplace for all. In 2025, we continued conducting our employee survey on a quarterly basis, including open comment sections, to understand employee sentiments and priorities on these topics.

We conduct regular salary audits to ensure equal pay for equal work, adhering to the Equal Employment Opportunity Commission (EEOC) standards in the Americas, and similar principles in other regions. In Iceland, we are Equal Pay Certified and have yearly audits covering for e.g. review of the Equal Pay Policy, Equality Opportunity Policy, objectives and plans.

We are committed to inclusive recruitment practices. Our training of hiring managers includes an introduction to inclusive language and unconscious bias, helping to attract a diverse workforce. We have a diversity dashboard available for leaders so they can monitor the diversity in their teams. In 2025, we continued bi-monthly new-hire networking events in the Americas, which are well-attended and appreciated for fostering inclusivity. As part of our recruitment outreach, we have contracted with large job recruitment-based websites.

We prioritize the well-being and work-life balance of our employees by offering flexible work arrangements for roles that can be performed remotely. This flexibility allows employees to manage their work and personal lives and is highly

appreciated by our team members. Embla Medical’s Give Back Program offers all employees globally one paid volunteer day per year. On this day, our team members dedicate their time to various causes and charities, making a positive impact in the communities where we live and work. We believe in the power of giving back and encourage our employees to participate in meaningful activities that support local initiatives.

Talent Development

At Embla Medical, we emphasize the importance of attracting, retaining and investing in the skills and competencies of our workforce to ensure long-term, sustainable success. We recognize that continuous, intentional development is essential to maintaining a workforce equipped to meet the needs of a dynamic and evolving global market. All employees have access to Talent Development modules through our internal portal, which includes over 23,000 eLearning courses. We also encourage our customers to engage with some of our internally produced eLearning modules, as we believe that enabling our customers to grow their skillsets alongside us is an important aspect of our sustainable offerings. We support professional development through a range of learning methods, recognizing that employees learn in diverse ways. These include formal training

programs focused on soft skills, leadership, and functional expertise, tailored to career stages from entry-level to senior professionals. In addition, we offer mentoring, facilitated coaching, job shadowing, and 360° assessments, while encouraging cross-functional collaboration to promote learning through experience and peer exchange. In 2025, we launched our AI-powered ‘Career Hub’, a dynamic platform that enables employees to explore career paths, discover relevant learning programs, and connect with networking opportunities across the company. All people leaders participate in our LEAD program, a global leadership development initiative, where we identify the key attributes of great leadership and how to successfully lead at Embla Medical. Participants learn through experiences, guided exercises, feedback, coaching, and peer learning. We actively encourage employee-driven initiatives, enabling individuals to propose new learning opportunities aligned with their professional goals and the organization’s strategic direction.

To ensure the effectiveness of our programs, we evaluate their success through immediate feedback surveys and targeted questions in our employee engagement surveys. These insights are used by our global Learning and Development team to continuously refine and enhance our learning offerings. Our goal is to foster an environment of continuous

improvement, where every employee has access to the resources needed to thrive. By continuously assessing and refining our talent development initiatives, we aim to support our employees’ growth and maintain our competitive edge.

Safety Management Training

Ensuring the health and safety of our workforce is a core priority embedded in our operational strategy. Through our Safety Management System, we take a proactive approach through training and awareness on identifying and mitigating risks before they result in harm. This system enables us to continuously monitor workplace conditions, assess potential hazards and implement preventive measures that support a safe and resilient working environment. Our approach includes conducting Job Safety Analyses to evaluate task-specific risks, performing quarterly fire safety audits to maintain emergency readiness and delivering targeted health and safety training to ensure that all employees understand and follow established procedures. These efforts are complemented by awareness campaigns that promote safe behaviors and reinforce a culture of shared responsibility. We view safety as an opportunity to empower our workforce and actively encourage employee participation in shaping safer workplaces through feedback, innovation and collaboration.



Targets (S1-5)

Embla Medical has established clear targets to enhance positive impacts and manage any material negative impacts on our own workforce. Our targets are set through a structured process, embedding principles of gender equality, employee engagement, and workplace safety. They reflect our manufacturing context, where workplace safety is critical, and are informed by stakeholder expectations, regulatory requirements, and internal performance benchmarks.

OUR PEOPLE	TARGET 2025	2025	2024
Employee Engagement, Retention and Attraction			
Gender balance, total workforce *	50:50 (+/- 10%) Female:Male	49:51 Female:Male	49:51 Female:Male
Gender balance, managers **	YoY improved balance	42:58 Female:Male	40:60 Female:Male
Gender balance, top management level ***	YoY improved balance	24:76 Female:Male	26:74 Female:Male
Engagement Index	>8.0 (10-point scale)	7.9 (10-point scale)	7.9 (10-point scale)
Participants in LEAD program	100% (All new managers with direct reports)	100%	100%
Health and Safety at Work			
Implemented employee safety suggestions	n/a	893	755
Total Recordable Incident Rate (TRIR) per 100 FTEs	<1.0	0.8	0.6
TRIR per 500 FTEs	<5.0	4.0	3.0
Number of recordable incidents	n/a	20	13

*Flexibility in gender split allows for non-binary gender, recognizing that some employees may not wish to be categorized
**Includes all employees with people management role
***Includes all employees with Vice President role and higher management levels

Gender Balance
We aim to achieve an equal gender split across our workforce, ensuring that gender balance is actively considered in all key employment decisions, including recruitment, promotions and redundancies. In line with these objectives, we remain focused on year-on-year improvement to achieve balanced gender representation among managers and at the top management level. In 2025, women represented 49% of the total workforce, 42% of managers, and 24% of top management positions.

Employee Engagement
Our target is to maintain an engagement index above 8 on a 10-point scale, reflecting our commitment to fostering a highly motivated and connected workforce. In 2025, the engagement score reached 7.9, the same as in 2024.

Leadership Development
At Embla Medical, all new managers are expected to complete our LEAD leadership program within their first six months. In 2025, with a target of 100% participation, all new leaders successfully completed the program.

Health and Safety
We proactively strive to minimize work-related incidents and monitor performance using the Total Recordable Incident Rate (TRIR). TRIR is continuously tracked globally and at individual sites to ensure transparency and drive continuous improvement. For 2025, the TRIR target was set at below 5.0 per 500 FTEs, and the actual TRIR was 4.0.

Our Employees (S1-6)

In 2025, Embla Medical had a total headcount of 4,328 employees, compared to 4,203 in 2024, with characteristics defined by location and gender identity. The distribution remained consistent, with 13 countries having more than 50 employees, accounting for 94% of the total headcount, unchanged from the previous year. Over the course of the year, 741 employees left Embla Medical, resulting in a turnover rate of 17.4%, compared to 846 employees and turnover rate of 20.3% in 2024. For a more detailed breakdown of Embla Medical’s employee characteristics, please refer to the accompanying tables. Further information about salaries and employee numbers can be found in note 6 to the Consolidated Financial Statements.

Locations by Countries With More Than 50 Employees

2025					2024			
Country	Female	Male	Other	Headcount	Female	Male	Other	Headcount
United States of America	498	490	3	991	512	505	4	1,021
Iceland	292	381	2	675	294	389	2	685
Sweden	244	182	0	426	236	185	0	421
Mexico	159	226	0	385	169	223	0	392
Germany	118	198	0	316	75	130	0	205
France	139	172	0	311	137	171	0	308
The Netherlands	137	126	0	263	133	124	0	257
Poland	144	43	0	187	138	41	0	179
Norway	120	51	0	171	110	51	0	161
Australia	63	57	0	120	62	53	0	115
United Kingdom	41	47	0	88	44	48	0	92
Denmark	46	34	0	80	43	32	0	75
Canada	21	30	0	51	N/A	N/A	N/A	N/A
China	N/A	N/A	N/A	N/A	34	20	0	54

Note: N/A reflects that headcount is below 50

§ Accounting Policies
(S1-6/S1-7/S1-8/S1-9/S1-13)

Employees

Employee headcount includes all active full-time and part-time contracts across all entities within Embla Medical. Each individual employed by the organization is counted as one, regardless of employment type or working hours.

Full-Time Equivalent (FTE) includes all active full-time and part-time contracts across all entities within Embla Medical. FTE is calculated by dividing each employee’s actual working hours for the reporting period by the organization’s standard full-time working hours.

Both Headcount and FTE are calculated at the end of the reporting period.

Non-employee workers at Embla Medical are either those directly contracted by the company to provide labour or workers supplied by entities primarily engaged in employment activities. These individuals are excluded in the Embla Medicals employee headcount. Headcount of non-employees is calculated at the end of the reporting period.

Gender is classified by gender identification, as reported by employees themselves, into three categories: male, female and other.

Average employee headcount calculation is based on headcount at the beginning and the end of the reporting period.

Employee turnover refers to the number of employees who have left Embla Medical within the reporting year, relative to the average headcount.

Ratio of employees covered by collective bargaining agreements shows the percentage of Embla Medical’s total employees under such agreements in the reporting year, based on total headcount at the end of the reporting period.

Top Management includes all employees with Vice President role and higher management levels.

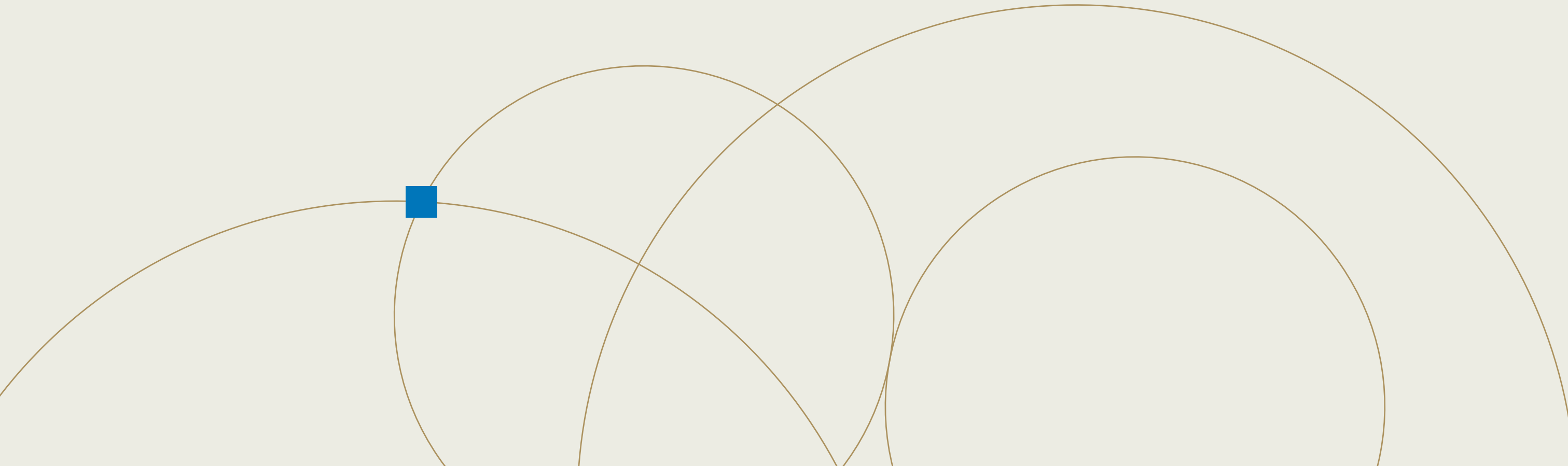
Performance reviews are limited to employees with at least three months of service. Non-employees are excluded from these figures. As a result, the total headcount reported for performance reviews is lower than the headcount disclosed in note 6 of the Consolidated Financial Statements.

Training hours are calculated as the total duration of all courses completed within the reporting period, divided by total employee headcount. Non-employees are excluded from this calculation. The 2024 figures were revised to correct double counting of training hours.

Gender Identity of Employees at Period End*

2025									2024							
Employees Contract Type	Female		Male		Other		Total		Female		Male		Other		Total	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Total employees**	2,127	2,046	2,196	2,141	5	5	4,328	4,192	2,070	1,993	2,127	2,079	6	6	4,203	4,078
Permanent employees	2,058	1,990	2,129	2,094	5	5	4,192	4,089	1,995	1,927	2,060	2,030	6	6	4,061	3,963
Temporary employees	69	56	67	47	0	0	136	103	75	66	67	49	0	0	142	115
Non-guaranteed hours employees	1	0.1	2	0.6	0	0	3	0.7	2	0.7	0	0	0	0	2	0.7

*Gender as specified by the employees themselves
**As defined in note 6 in the Consolidated Financial Statements



Our Non-Employees (S1-7)

In 2025, Embla Medical’s non-employees’ workforce primarily consisted of contractors and workers supplied by entities primarily engaged in employment activities, with a headcount of 301, compared to 290 in 2024.

Collective Bargaining (S1-8)

Embla Medical upholds employees’ right to unionize, freely establish or join organizations of their choice, and participate in collective bargaining, in line with international human rights standards. In 2025, 31% of the total Embla Medical workforce were covered by collective bargaining agreements, compared to 30% in 2024.

Collective Bargaining Coverage

COVERAGE RATE		EMPLOYEES – EEA (FOR COUNTRIES WITH >50 EMPLOYEES, REPRESENTING >10% TOTAL EMPLOYEES)
0-19%		
20-39%		
40-59%		
60-79%		
80-100%		Iceland / Sweden



Diversity Metrics (S1-9)

Gender Distribution in Number and Percentage at Top Management Level

2025			2024	
Gender	Headcount	%	Headcount	%
Male	44	75.9%	37	74.0%
Female	14	24.1%	13	26.0%
Total	58	100%	50	100.0%

Distribution of Employees by Age Group

2025			2024	
Age Distribution	Headcount	%	Headcount	%
Between 30-50	2,479	57.3%	2,410	57.3%
Over 50	1,031	23.8%	977	23.3%
Under 30	818	18.9%	816	19.4%
Total	4,328	100.0%	4,203	100.0%

Adequate Wages (S1-10)

Embla Medical is committed to ensuring that all employees receive wages that meet or exceed the definition of an adequate wage, supporting a decent standard of living. For 2025, our assessment shows that all our employees are paid an adequate wage, in line with applicable benchmarks.

§ Adequate Wages (S1-10)

Adequate wages are defined as pay that meets or surpasses the country-specific benchmark for Embla Medical employees. The percentage of employees earning below the applicable adequate wage benchmark is reported for any country where some employees do not receive adequate wages, based on the total number of employees at the end of the reporting period, excluding non-employees. Wage calculations for comparison with the benchmark are based on hourly rates and include only guaranteed fixed payments.

Adequate wages are defined as wages that meet or exceed established reference standards. For countries in the EEA the benchmark is minimum National Hourly Wages where available. When a country does not have a set national minimum wage, the benchmark is determined to be at least

60% of the country’s median wage and 50% of the gross average wage, following common international practice. Outside the EEA, adequate wage benchmarks are set by relevant laws or agreements ensuring a decent standard of living. If these don’t exist, national or sub-national minimum wages established by legislation or collective bargaining are used; or, if needed, a living wage benchmark from WageIndicator.org is used.

Embla Medical was able to confirm that 95% of employees received adequate wages. For the remaining 5%, representing workers from recently acquired companies in Europe, wage verification was not conducted during this period. However, no indications of non-compliance with wage standards have been identified and the large majority of these employees are located in European countries with strong regulation around minimum wages.

Training and Skills Development Metrics (S1-13)

Average Number of Training Hours per Employee

GENDER	2025	2024
Male*	4.5	3.7
Female*	4.3	3.9
Other*	1.7	1.3
Overall average*	4.4	3.8

*2024 year figure restated. See accounting policies for details.



Performance Reviews

PARTICIPATED IN PERFORMANCE REVIEWS	2025								2024							
	Female		Male		Other		Total		Female		Male		Other		Total	
	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%
Yes	1,873	46.5%	1,913	47.5%	5	0.1%	3,791	94.2%	1,940	48.0%	2,010	49.8%	6	0,1%	3,956	97.9%
No	102	2.5%	131	3.3%	0	0.0%	233	5.8%	45	1.1%	38	0.9%	0	0,0%	83	2.1%
Total	1,975	49.1%	2,044	50.8%	5	0.1%	4,024	100.0%	1,985	49.1%	2,048	50.7%	6	0,1%	4,039	100.0%

Health and Safety Metrics (S1-14)

In 2025, 59% of our workforce was covered by our Safety Management System, compared to 57% in 2024. During the current reporting period, a total of 20 work-related recordable incidents occurred compared to 13 in 2024. This resulted in a Total Recordable Incidents Rate (TRIR) of 4.0 per 500 employees, compared to 3.0 in 2024. No work-related fatalities occurred in either the current reporting year or the previous one.

Compensation Metrics (S1-16)

We at Embla Medical are committed to equal pay and have a constant focus on ensuring equal pay for equal positions and competences when hiring or promoting. To ensure equal pay for equal work we conduct regular salary audits (for details, see [chapter S1-4](#)). Embla Medical’s total remuneration ratio is 17.7 in 2025, compared to 13.4 in 2024.

Incidents and Complaints (S1-17)

INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS	2025		2024
	Unit	Value	
Incidents of discrimination, including harassment*	Number	3	3
Complaints filed through channels for people in own workforce to raise concerns*	Number	0	0
Fines, penalties and compensation for damages as a result of incidents of discrimination, including harassment and complaints	USD	0	0
Severe human rights incidents connected to own workforce	Number	0	0
Fines, penalties and compensation for damages related to severe human rights incidents	USD	0	0

*Only cases reported via the Speak-Up Line during the period are included

§ Accounting Policies (S1-14)

Recordable incidents are defined as work-related incidents that results in days away from work (more than the incident day), restricted work, transfer to another job, loss of consciousness or death. Recordable incidents include all on-site workers at Embla Medical’s largest manufacturing and distribution sites, as well as some patient care facilities. For the current reporting period, the scope has expanded compared to the prior year to include Fior&Gentz and ForMotion France. This change increases the total headcount and exposure hours included in the calculation of health and safety metrics, which may affect year-on-year comparability of TRIR and other rates. Any observed changes in these metrics should be interpreted considering this expanded scope. Data from recently acquired companies and patient care facilities in Netherlands and US is excluded from the incident count.

Total Recordable Incidents Rate (TRIR) is calculated by dividing the number of recordable incidents by total hours worked by own workforce covered by the Safety Management System, and multiplied by 1.000.000. This rate shows the number of incidents per one million hours worked, equivalent to incidents per 500 full-time employees annually. Fatalities are the number of employees who lost their lives as a result of a work-related incident and are included in TRIR. The percentage of headcount covered by the Safety Management System (SMS) is calculated by dividing the total headcount covered by the SMS by the total Embla Medical headcount at the end of the reporting period for all entities.

§ Accounting Policies (S1-16/S1-17)

The annual total remuneration ratio is calculated by comparing the annual remuneration of Embla Medical’s highest-paid individual, the CEO, which includes fixed salary, cash-based incentives, pension, and share-based payments (excluding other benefits), with the average FTE salary (excluding the CEO’s remuneration and salary-related expenses apart from pension). Calculation is based on numbers reported in note 6 in the Consolidated Financial Statements.

The total remuneration ratio reported under S1-16 does not fully align with ESRS requirements. The ESRS disclosure stipulates the use of median remuneration as the basis for calculation, whereas the statement uses average remuneration.

In the current reporting year, Embla Medical is not reporting on pay gap.

Incidents of discrimination and harassment include cases reported through the Speak-Up Line during the reporting period (for details, see [chapter G1-1](#)).

Total number of complaints filed includes cases reported through the Speak-Up Line during the reporting period that relate to working conditions, equal treatment and opportunities for all and other work-related rights, excluding discrimination and harassment cases.

The data concerning incidents of discrimination and complaints is currently based solely on reports made through the Speak-Up Line, as global data collection from the People function has not yet been implemented.

Fines, penalties, and compensation for damages includes any financial payments made in connection with confirmed cases during the fiscal year.

Workers in the Value Chain (ESRS S2)

Embla Medical partners with suppliers across our global value chain who share our commitment to quality, ethical standards, and sustainable practices. Össur, our largest commercial entity, oversees most of our outsourced manufacturing and supplier relationships. Accordingly, the initiatives outlined here primarily reflect Össur's practices. We are committed to continuously improving how we manage and reduce negative impacts on workers throughout our supply chain.

Policies (S2-1)

To safeguard workers in our value chain, we rely on three core policies: the Human Rights Policy, the Speak-Up Line Policy, and our Code of Conduct. These documents clearly define our expectations for ethical and sustainable behavior from all suppliers.

Processes for Engaging with Value Chain Workers About Impacts (S2-2)

Össur has established comprehensive supplier management systems designed to build long-term partnerships and promote continuous improvement. Suppliers are evaluated based on Environmental, Social, and Governance (ESG) criteria. Those identified as high-risk, based on spending thresholds and Social Progress Index ratings, undergo additional third-party social audits.

These audits follow recognized industry standards and include confidential interviews with randomly selected workers to assess working conditions and legal compliance. Findings are reviewed collaboratively with suppliers, and Össur provides support to help them implement improvements.

Remediation of Negative Impacts (S2-3)

When audits reveal critical issues, suppliers are required to develop and execute a remediation plan. Össur supports this process through targeted training, risk and safety seminars, and awareness initiatives. We maintain a zero-tolerance policy on human rights violations, corruption, and bribery, and ensure that workers are informed about the Speak-Up Line. Suppliers who fail to meet our standards or refuse to engage in corrective actions may face relationship reviews and potential disengagement.

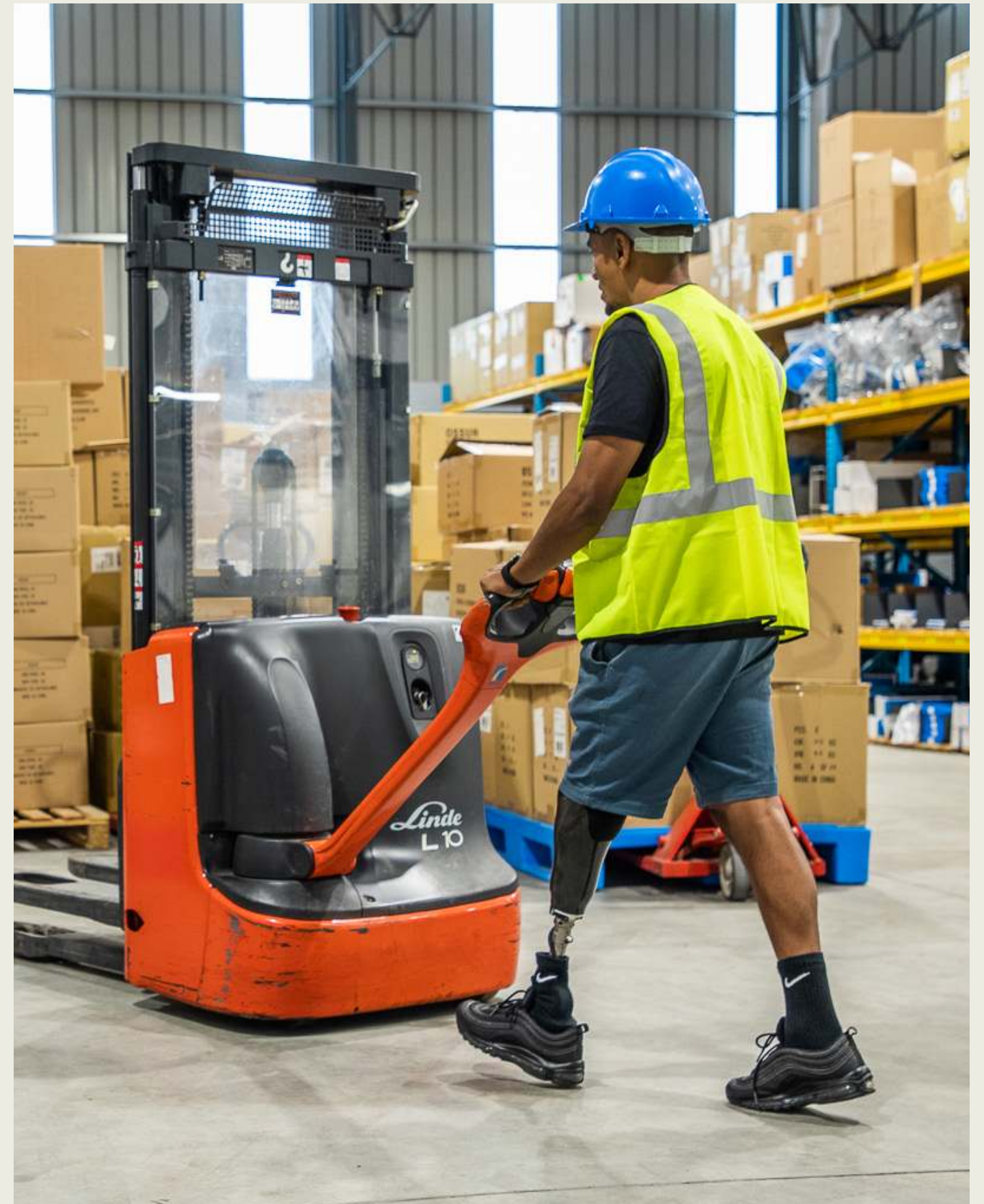
Acting on Material Impacts on Value Chain Workers (S2-4)

High-risk suppliers must sign the Embla Medical Code of Conduct, which includes strict provisions on human rights, labor rights, and the prohibition of forced or child labor. It also sets expectations for third-party relationships, reinforcing our alignment with the UN Global Compact principles.

Targets on Managing Material Impacts (S2-5)

In 2025, third-party social audits were conducted at 10 supplier sites. Each audit used a 100-point scale to assess performance and categorize issues as critical, major, or minor. Our goal is for all suppliers to score at least 95%, with no critical issues.

We are pleased to report that 8 out of 10 suppliers met this target. For the remaining two, corrective action plans are underway to close identified gaps and drive ongoing improvements across our value chain.



Consumers and End-Users (ESRS S4)

Embla Medical makes a positive impact on consumers and end-users through our core mission of improving people’s mobility. We are committed to reaching individuals of all ages and activity levels with our innovative mobility solutions and delivering safe and reliable quality products to our customers and end-users. Our product and service offerings are commercialized under several industry-leading brand names.

Our customers are medical professionals, primarily within Orthotic & Prosthetic (O&P) Clinics, where clinicians fit patients with the necessary products and solutions and subsequently claim reimbursement from private or public insurance providers.

Our end-users are a diverse group of individuals, reflecting the breadth of our mobility solutions portfolio.



Policies (S4-1)

Our main policies on managing the material impacts of our products and services on consumers and end-users include our Quality Policy, Human Rights Policy, Information Security Policy, Personal Data Protection Policy, and Code of Conduct.

Embla Medical business entities follow quality policies where the purpose is to ensure that our products meet the highest standards of quality and safety. We design, manufacture and sell medical devices where quality and safety are an intrinsic part of all processes.

The purpose of Embla Medical’s Human Rights Policy is to ensure the company operates in a manner that respects and promotes human rights across all aspects of its operations. It is intended to promote honest and ethical conduct and applies to all people employed by or affiliated with Embla Medical entities.

Embla Medical collects and handles personal data to conduct business and provide services to customers. We prioritize treating data with the utmost respect and confidentiality. To ensure compliance with data protection legislation, we have implemented an Information Security Policy and a Personal Data Protection Policy.

Our Code of Conduct serves as a guide for employees in their day-to-day activities, ensuring compliance with all applicable laws and regulations.

Our policies and Code of Conduct are communicated internally through training and awareness programs and are accessible on [our website](#).

Engagement With Customers and Patients (S4-2)

We actively engage with our customers and patients regarding our products and services and highly value their feedback. Customer feedback is closely monitored by our business entities and serves as a key input for Research & Development when improving existing products or developing new ones.

As a part of our quality management systems, we address feedback received from customers and end-users. All feedback received, including positive comments, complaints, and serious incidents, are evaluated and analyzed on an individual basis. The responsibility for product quality is maintained within each brand entity.

The end-users of our products receive information about available clinical options from their licensed healthcare provider. Our leading product solution brands also provide product information and educational resources through online channels, and products are accompanied by an IFU (Instructions for Use) as applicable. In-person events such as Mobility Clinics and customer training also provide participating end-users with valuable information about the variety of product options available to them. We provide end-users with evidence-based and factual information, as required by medical device regulations.

The Embla Medical Speak-Up Line is our global whistleblower and helpline system, available 24 hours each day of the year to anyone wishing to file a report, ask a question, or make a complaint. Customers and end-users can also use the Speak-Up Line to provide feedback or report concerns. Reports can be submitted anonymously.

Actions (S4-4)

The primary impact of Embla Medical on consumers and end-users is positive, driven by our core mission to improve people’s mobility. While the risk of incidents exists, we mitigate it by prioritizing the safety and quality of our products. Our robust quality management systems, compliant with international medical device standards and regulations, continuously evolve as the standards expand and change. Embla Medical entities maintain certified Quality Management Systems (QMS) based on ISO standards, ensuring compliance with applicable medical device regulations in the countries where we operate.

ISO Certificates

BRAND	ISO STANDARD
Össur	ISO 13485
Fior & Gentz	ISO 13485
College Park	ISO 13485
ForMotion Clinics (some clinics have ISO 9001)	ISO 9001

For Information Security, Embla Medical uses ISO 27001:2022 as the standard framework. We have set clear targets of maturity in all controls that are a part of the ISO 27001:2022 framework and conduct a formal internal maturity assessment every year to actively measure our progress in implementing the controls. We train our employees in the Code of Conduct to help them to uphold the highest ethical standards in line with our company culture and minimize potential risks of negatively impacting our consumers and end-users.

Targets (S4-5)

At Embla Medical, we advance our positive impact on consumers and end-users by reaching more patients and managing material risks and opportunities through extensive monitoring of our quality management systems and the Speak-Up Line.

As a medical device manufacturer, we operate under the EU Medical Device Regulation and maintain a robust ISO 13485-certified quality management system, which is subject to regular independent third-party audits. This framework includes strict regulatory requirements and comprehensive monitoring metrics to ensure product safety and compliance. These controls and performance indicators are mandated by law and externally verified, therefore, we do not define additional CSRD-specific targets under ESRS S4, as our existing system already meets and exceeds the necessary standards.





SUSTAINABILITY STATEMENT

Our Business

Ensuring ethical and transparent governance is vital for building trust and credibility with our stakeholders. It allows us to demonstrate our commitment to integrity and accountability, fostering a culture of openness and responsibility. Transparent governance practices help us effectively manage risks, make informed decisions, and achieve our sustainability goals.

Ultimately, this approach strengthens our reputation and supports long-term success, and at the same time contributes to UN Sustainable Development Goal number 16 on Peace, Justice and Strong Institutions. As a signatory of the United Nations Global Compact, we uphold its governance principles by fostering transparency, accountability, and ethical business practices across all levels of our organization.



Business Conduct (ESRS G1)

Corporate Culture (G1-1)

Communication with employees occurs daily through in-person dialog, meetings, digital channels, and more. Our intranet provides access to policies, procedures, templates, and various other guidelines and resources. Additionally, we use internal communication platforms to share news and updates, both regionally and globally, fostering engagement among colleagues and teams.

Management hosts quarterly employee meetings to discuss financial results, key initiatives, and other relevant topics, ensuring employees are well-informed. We conduct a global workplace survey quarterly to measure engagement, supplemented by regular employee surveys. The results of these surveys are shared and discussed with employees, and each department identifies areas for improvement based on these discussions.

Code of Conduct

At Embla Medical, we adhere to our Code of Conduct, which is grounded in our core values of Honesty, Frugality, and Courage, deeply embedded throughout our organization. The President and CEO, along with top management, serve as key spokespersons for our values and culture.

The Code of Conduct applies to all employees globally and is available in all main languages of Embla Medical’s office locations and operations. All employees are required to complete regular training in the Code of Conduct, which is also an integral part of the onboarding process for new employees.

In addition to our Code of Conduct, Embla Medical has implemented various policies that provide practical guidance on compliance and integrity for all employees. These policies are incorporated into the Code of Conduct training, ensuring that employees receive training and awareness on topics including, but not limited to: Anti-Corruption and Bribery, Competition, Conflict of Interest, Fraud, Human Rights, Speak-Up Line, Interaction with Healthcare Professionals, Third-Party Relationships and Environmental Responsibility. We recognize the benefits of taking a holistic view of relevant risks and combining efforts across a broad range of compliance activities. This approach is expected to have a positive, long-term impact on our business, employees, environment, and societies worldwide.

Speak-Up Line

The Embla Medical Speak-Up Line is our global whistleblower and helpline system, hosted by an independent external party to ensure compliance with local regulations, the General Data Protection Regulation and other privacy regulations. All employees are informed about the Speak-Up Line through mandatory Code of Conduct Training. The Speak-Up Line is operated and monitored by the Corporate Governance Office in accordance with the Speak-Up Line Policy and Investigation Management Manual. Subject matter experts tasked with investigating reported incidents receive appropriate training.

In accordance with the Speak-Up Line Policy, everyone who reports an issue in good faith is guaranteed protection from retaliation, and all reports are treated confidentially as outlined in the investigation manual. Reports can also be made anonymously. The Speak-Up Line is available 24 hours every day of the year, to anyone wishing to file a report or make a complaint. The Speak-Up Line is open to employees, customers, and all third parties of Embla Medical, and is available in all languages of the countries in which Embla Medical and its subsidiaries operate. Embla Medical is subject to laws on Whistleblower protection, based on Directive (EU) 2019/1937.

ACTIONS AND PROGRESS	TARGET	2025	2024
Employees trained in the Code of Conduct*	>95%	93%	99%
Cases submitted to the Speak-Up Line	n/a	11	4
Harassment and discrimination	n/a	3	3

*Training of new employees /onboarding

Anti-Corruption and Anti-Bribery

Our values - Honesty, Frugality and Courage - reflect our commitment to conduct our business fairly and with integrity, to use company assets wisely, and to speak up when confronted with unethical situations. Bribery and corruption are strictly prohibited, and Embla Medical does not authorize nor tolerate any business practice that violates anti-bribery and anti-corruption laws or regulations, including our Anti-Bribery and Anti-Corruption (ABAC) Policy. All employees are informed of our ABAC Policy through the Code of Conduct training. A process with further guidelines, including outlining actions to address breaches in anti-corruption and anti-bribery procedures and standards will supplement the policy. Selected groups will receive more in-depth ABAC training.

Management of Relationships with Suppliers (G1-2)

Embla Medical is committed to responsible social and environmental development, respecting human rights, and making a positive impact. Cooperation with suppliers is integral to achieving this. If issues arise, we engage with our suppliers and reserve the right to disqualify any potential supplier or terminate any relationship with a current supplier that does not meet our requirements. As a medical device manufacturer, Embla Medical has had supplier controls in place for many years to ensure adherence to quality standards and safety for our users. We have also collaborated with our finished goods suppliers for years on property risk assessment and human rights. For more information on our annual compliance and social supplier audits, please refer to [chapter S2](#). To learn about our supplier surveys on environmental commitments, see [chapter E1](#).

Prevention and Detection of Corruption or Bribery (G1-3)

As previously described, Embla Medical operates a Speak-Up Line to detect potential incidents of corruption and bribery. The Speak-Up Line Policy and investigation manual provides procedures around the investigation of cases reported. If needed, the investigation will be outsourced to an external party. The Governance Office is responsible for the investigations and can escalate matters to the Audit Committee.

As preventive measures, all Embla Medical employees receive regular awareness training through the Code of Conduct, which is also a part of the onboarding process for new employees. Anti-Corruption and Anti-Bribery is included in this training. Selected groups of employees who are deemed to be more exposed to corruption and bribery risks, undergo more in-depth training.



Incidents of Corruption and Bribery (G1-4) ✓

In both 2024 and 2025, there were no convictions or fines paid for violations of anti-corruption and anti-bribery laws. Additionally, no actions were needed to address breaches in procedures and standards related to anti-corruption and anti-bribery.

Political Influence and Lobbying Activities (G1-5) ✓

It is Embla Medical’s policy not to actively engage in political activity or publicly support, or advocate for, specific political parties in the communities or countries where we operate. Likewise, Embla Medical does not make financial contributions to political parties, including for the year 2025.

While our employees may participate as individual citizens in the political process, decisions to do so are entirely personal and voluntary, and they are personally responsible for their views and actions. Only the Embla Medical Executive Management team members or those selected by the CEO may publicly express the company’s views on legislation, regulations, or government action. Other employees may communicate the company’s views only with specific guidance from the CEO or Executive Management team members.

Public policy issues have the potential to impact Embla Medical’s business, its employees, business partners, shareholders, and the communities in which Embla Medical operates. Embla Medical believes that in certain cases it may be appropriate, and in the company’s best interest to contribute or pay membership fees to trade and industry associations and coalitions. The use of any company funds for contributions to Industry Associations must be approved by the head of the relevant business unit.

Embla Medical is not registered in the EU Transparency Registry. No member of the Embla Medical management or Board has held a public administrative position in the 2 years before joining the company.

Payment Practices (G1-6) ✓

Fair payment terms are crucial for fostering trust, strengthening relationships, and encouraging collaboration between Embla Medical and its suppliers. Paying suppliers on time is crucial as timely payments ensure sustainability and growth. We have set our payment terms in line with industry practice outlined in our Payment Policy. In 2025, the average time it took to pay or close an invoice was 39.3 days, compared to 35.5 days in 2024.

§ Accounting Policies (G1-4/G1-5/G1-6)

Incidents of Corruption or Bribery:
Embla Medical collects data about incidents of corruption or bribery from its whistleblower function, the Speak-Up Line. In addition, the People function is required to report to the Governance Office if reports on corruption or bribery are communicated to the People function through other means than the Speak-Up Line, such as directly to management. Any non-compliance related to bribery or corruption is reported to the Governance Office.

Political Influence and Lobbying Activities:
Embla Medical does not contribute to political activities. Embla Medical’s policy on political involvement is to not actively engage in political activity or publicly support, or advocate for, specific political parties in the communities or countries where we do business.

Payment Practices:
Embla Medical is in the process of implementing a net 60-day term payment policy with exceptions for direct purchases with long invoice-to-receipt times (+30 days) which have a net 90-day term. The 60-day term is encouraged but in special circumstances, such as critical suppliers, a net 30-day term is allowed. Critical suppliers are defined as key silicone and bionic part providers and certain suppliers in Asia. Legal or local restrictions require careful consideration and approval. The data for the average time to pay invoices, or to close them with credit notes, includes all entities fully incorporated into the centralized Embla Medical accounts payable process and represent 97% of our purchases (2024: 91%).

The KPI reported under G1-6 Payment Practices does not fully align with ESRS requirements. The ESRS disclosure requires data on the average invoice payment time. Embla Medical’s dataset also includes some invoices closed by means other than payment.



SUSTAINABILITY STATEMENT

Independent Limited Assurance Report on Selected Sustainability Data

To the Stakeholders of Embla Medical hf.

Embla Medical hf. (‘Embla Medical’ or “the Company”) engaged us to provide limited assurance on Selected Sustainability Data included in the Sustainability Statement on pages 53 - 99 for the period 1 January - 31 December 2025 marked with an icon “” (the “Selected Sustainability Data”).

Our Conclusion

Based on the procedures we performed and the evidence we obtained, nothing came to our attention that causes us not to believe that the Selected Sustainability Data for the period 1 January - 31 December 2025 for Embla Medical are prepared, in all material respects, in accordance with the Sustainability Accounting Policies developed by Embla Medical as stated on pages 53 - 99 (the “accounting policies”).

This conclusion is to be read in the context of what we state in the remainder of our report.

What We Are Assuring

The scope of our work was limited to assurance over the Selected Sustainability Data, as defined in the first paragraph of our report, including the disclosures in subsection “EU Taxonomy” on pages 79 - 83 with Article 8 of Regulation (EU) 2020/852 (the “Taxonomy Regulation”).

We express limited assurance in our conclusion.

Professional Standards Applied and Level of Assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks; consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our Independence and Quality Control

We have complied with the independence requirements and other ethical requirements in the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior, and ethical requirements applicable in Denmark.

Our firm applies International Standard on Quality Management 1, ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent multidisciplinary team with experience in sustainability reporting and assurance.

Understanding Reporting and Measurement Methodologies

The Sustainability Data needs to be read and understood together with the accounting policies. The accounting policies used for the preparation of the Selected Sustainability Data are accounting policies developed by the company, which Management is solely responsible for selecting and applying.

Work Performed

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Sustainability Data. In doing so and based on our professional judgement, we:

- Evaluated the appropriateness of the accounting policies used, their consistent application and related disclosures;
- Made inquiries and conducted interviews with management with responsibility for management and reporting of the Selected Sustainability Data to assess reporting and consolidation process, use of company-wide systems and controls performed;
- Performed limited substantive testing on a sample basis to underlying documentation and evaluated the appropriateness of quantification methods and compliance with the accounting policies for preparing Selected Sustainability Data at corporate head office and in relation to selected reporting sites;
- Performed analytical review of the Selected Sustainability Data; and
- Evaluated the evidence obtained.



Management’s Responsibilities

Management is responsible for:

- Designing, implementing and maintaining internal control over information relevant to the preparation of the Selected Sustainability Data that is free from material misstatement, whether due to fraud or error;
- Establishing objective accounting policies for preparing the Selected Sustainability Data;
- Measuring and reporting the information in the Selected Sustainability Data based on the accounting policies; and
- The content of the Selected Sustainability Data.

Our Responsibility

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Selected Sustainability Data for the period 1 January - 31 December 2025 are prepared, in all material respects, in accordance with the accounting policies;
- Forming an independent conclusion, based on the procedures performed and the evidence obtained; and
- Reporting our conclusion to the stakeholders of the Company.

Copenhagen, 3 February 2026

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR no. 3377 1231

Rasmus Friis Jørgensen

State Authorized Public Accountant

Torben Jensen

State Authorized Public Accountant