

SUSTAINABILITY

Partner in critical operations on land, sea, air and networks

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ESRS 2 General

Sustainability at Patria is driven by our core mission of being an international provider of defence and security solutions. This general section provides an oversight into our Sustainability governance, strategy and double materiality assessment.



Basis for preparation

BP-1 General basis for preparation of the Sustainability Statement

The Sustainability Report presents material sustainability topics to Patria Group (later “Patria”) for the financial year 2025, covering the period from January 1 to December 31. Patria communicates its advancements in sustainability initiatives on an annual basis via the Annual Report, ensuring stakeholders are consistently informed of the organisation’s commitments and achievements. This report is designed to reflect both the sustainability impacts of Patria’s operations and the perspectives of its stakeholders. It covers data from all Group companies and subsidiaries, in which Patria maintains more than 50% ownership, thereby providing a comprehensive picture of the Group’s sustainability performance.

The Sustainability Report applies to a significant proportion of the aspects set out in the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) disclosure requirements, reflecting Patria’s forward-looking approach to sustainability reporting. Patria’s aim has been to align both content and structure with established standards in the best possible way. This proactive approach ensures that the report remains relevant and compliant with

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evolving regulatory expectations. Patria's Sustainability Report for 2025 has not been subject to third-party assurance. However, it was drafted drawing from expertise and adheres to the Global Reporting Initiative (GRI) 2021 standards, ensuring that disclosures align with international best practices.

Patria's double materiality assessment (DMA), completed in 2024, considered both the sustainability impacts of its business, as well as their financial materiality. This assessment involved evaluating sustainability topics based on their importance to Patria, its stakeholders, and the wider economy, environment, and society. The magnitude of these impacts was carefully assessed to achieve a thorough understanding of Patria's sustainability landscape. In the report, material impacts, risks and opportunities (IRO's) are analysed, followed by descriptions of related policies, actions and targets. The Patria Group's sustainability policy, closely aligned with the identified material topics, has been in effect since 2025, reflecting commitment to sustainable development.

BP-2 Disclosures in relation to specific circumstances

Patria has assessed material impacts, risks and opportunities over the short-, medium- and long term when feasible. Sustainability-related matters are influenced by multiple factors and require continuous monitoring, management, and scenario analysis. Patria has adopted a standardised set of time horizons in accordance with ESRS guidelines:

- Short term: 1 year
- Medium term: 1-5 years
- Long term: over 5 years

The reporting principles for metrics related to each standard and material topic are described under the relevant topical sections of environment, social and governance. Some metrics are based on estimates and averages from internal records and external partners. Risk of errors in data especially concerning manual processing and combining several data sources exist, but Patria has not identified high risks of uncertainty. Patria is committed to strengthening its management and controls over sustainability disclosures to ensure continuous improvement in data quality.

Sustainability governance

Administrative, management and supervisory bodies

GOV-1 Role of administrative, management and supervisory bodies

This Sustainability Report covers sustainability governance, which follows Patria's general governance structure. Information about Patria's general governance model is available in the section "Corporate Governance Statement".

The **Annual General Meeting** is the company's highest decision-making body, approving and providing oversight of Patria's sustainability actions.

In accordance with the Government Resolution (8 April 2020), **Patria's Board of Directors** is responsible for organising and integrating sustainability into the Company's business strategy. The Board of Directors confirms the Group's ethical practices and monitors their implementation. The Audit Committee supervises matters relating to Sustainability, Compliance and Ethics. It maintains oversight over reports of suspected misconduct

received via the Speak-Up reporting channel and informs the Board of Directors.

Under the CEO and President's guidance, the **Group Management Team** prepares Patria's strategy and integrates sustainability into it. The Group Management Team approves the Sustainability programme themes and objectives and oversees their realisation. Sustainability is represented in the Group Management Team through the Chief Financial Officer (CFO), who appoints the Head of Sustainability (VP, Sustainability) for Patria. Responsibility for monitoring individual sustainability targets is shared among the members of the Group Management Team and reviewed regularly. Sustainability-related expertise within the Group Management Team includes:

- Sustainability and environment – Chief Financial Officer
- Social, people and culture – Chief People Officer
- Governance, compliance and ethical leadership – Chief Legal Officer

Sustainability actions are managed by the Sustainability, Human Resources, Compliance and Business Areas and are implemented across all applicable business units and functions. Work is supported by internal policies, principles and standards.

The Group Management Team functions as the **Sustainability Steering Group** with representation of business areas and group functions. The steering group steers topics of the Sustainability Programme and takes care of enabling the activities in the businesses. The Vice President of Sustainability prepares the topics for the steering group and leads the activities according to the goals at the Group level.

Patria has established **Sustainability Working Groups**, that represent various functions within the organisation.

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Sustainability governance



Management diversity

Category	2025
Board of Directors:	
- Non-executive members, no of	8
- Independent of the company, no of	100%
Average female to male ratio, %	25%
Group Management Team:	
- Executive members, no of	9
- Non-executive members, no of	0
Average female to male ratio, %	22%

These working groups form a cross-functional entity comprising four key areas: 1) Environment, 2) Governance, 3) Supply Chain, and 4) Social Sustainability. These Working Groups are responsible for the preparation and maintenance of the Group-level Sustainability Programme, the roadmap, and reporting to the Sustainability Steering Group. The Working Groups are responsible for the coordination of the annual Sustainability Report.

Sustainability forms an integral part of the work and duties of each Patria employee. The Vice President of Compliance, who reports to the General Counsel, is responsible for matters related to compliance and ethics (incl. anti-corruption work). Guidelines related to Sustainability are available in Patria’s Integrated Management System, and they are reviewed annually.

Information and sustainability matters

GOV-2 Information provided to, and sustainability matters addressed by administrative, management and supervisory bodies

Patria regularly provides sustainability performance updates to its administrative, management, and

supervisory bodies, focusing on issues relevant to decision-making. Sustainability data is incorporated into standard reporting presented together with financial and operational performance. These reports include the Sustainability programme’s status analysis and key performance indicators such as carbon emissions, employee safety, diversity, and corresponding initiatives.

In 2025, sustainability performance was formally presented at the Annual General Meeting. The Board of Directors and its subcommittees, particularly the Audit Committee, consistently address sustainability as part of their strategic oversight by evaluating long-term strategy integration, climate risk analysis, compliance measures, and progress toward established targets. The Vice President of Sustainability prepares comprehensive quarterly reports, which are presented to both the Group Management Team and the Audit Committee, along with supplementary updates as necessary to ensure continuous monitoring of the Sustainability programme’s advancement.

In 2025, Patria’s Board of Directors approved the Sustainability Strategy and Programme for 2026–2029, establishing the foundation for the company’s sustainable development over the next strategy timeline. Additionally, Patria’s new Code of Conduct was formally approved.

The Group Management Team is responsible for overseeing Patria’s Sustainability programme across all sustainability/ESG areas, while supervisory bodies monitor execution, evaluate key indicators, and ensure transparency. The Group Management Team receives, in addition, to a formal agenda, regular updates on sustainability development and takes part in the discussions about actions.

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Integration of incentive schemes

GOV-3 Integration of sustainability-related performance on incentive schemes

Patria's remuneration policy aligns remuneration with short- and long-term strategic financial and sustainability targets. The Board of Directors is responsible for determining and overseeing Patria's incentive schemes, including both short-term (STIP) and 3-year rolling long-term incentive (LTIP) programmes, which are aligned with the remuneration policy. The Board of Directors sets and assesses the performance metrics for the STIP and LTIP programmes for the President and CEO, as well as to other group management team members. Remuneration principles and the remuneration of the President and CEO are described more in detail in the remuneration report.

Patria Group's long-term incentive program (LTIP 2023-2025), established by the Board of Directors for senior management, includes six strategic objectives. Among these is an objective aligned with Patria Group's validated science-based targets for greenhouse gas (GHG) emission reductions. Ten per cent of remuneration is linked to climate-related criteria.

Patria's short-term incentive programme (STIP) assigns percent of employee remuneration to the completion of preventive safety observation activities, and ten per cent of the Management Team remuneration according to achieved Lost Time Incident Frequency (LTIF) rate. Similarly, the Millog Group's employee incentive programme assigns ten per cent of remuneration based on the safety performance and reporting of safety observations for every employee.

Statement on due diligence

GOV-4 Statement on due diligence

At Patria, we are committed to conducting business with the highest standards of integrity, responsibility, and sustainability. As part of our corporate governance and sustainability efforts, we use robust due diligence processes across our operations and supply chain to identify, assess, and manage potential risks related to environmental, social, and governance factors. Patria's due diligence approach is focused on ensuring that activities do not cause harm to people, the environment, or society, and that we comply with all applicable laws and regulations.

Patria's due diligence approach aligns with the UN Guiding Principles for Business and Human Rights. Key elements of Patria's due diligence process include comprehensive screening on all third parties - such as potential vendors, subcontractors, customers, and intermediaries - with focus on sanctions, anti-bribery and anti-corruption, conflict of interest, anti-money laundering protocols, negative media coverage and past enforcement cases. A specific due diligence process is applied to business partners. A risk-based approach is applied with higher scrutiny on higher risk transactions, countries, and partners. Decisions regarding cases involving red flags are governed by specific oversight structures, and both internal and external audits are conducted in accordance with our annual audit plan. The following table outlines where the core elements of the due diligence process are addressed within the Sustainability Report.

Patria continuously develops its management system based on international standards, with the majority of business operations certified against ISO 9001 (quality), ISO 14001 (environment) and AQAP 2110 (quality management in the defence industry). The internal

compliance management system is inspired by ISO 37301 and initiatives to explore certification with ISO 37001 are implemented. Audit plans, including quality, environmental and health and safety audits, as well as supplier audits, are planned and conducted on a yearly basis to continuously develop business practices. The internal audits held annually evaluate the adequacy of risk management in selected processes, and reports of risks and weaknesses related to internal control processes are delivered to Group Management and the Audit Committee.

Core elements of due diligence	Page
Embedding due diligence in governance, strategy and business model	37, 38
Engaging with third parties in all steps of due diligence process	41, 82
Identifying and addressing adverse impacts	64, 82
Taking actions to address impacts and risks	65, 82
Tracking the effectiveness of actions and communicating about them	65, 82

Risk management and internal controls

GOV-5 Risk management and internal controls over sustainability reporting

Patria's Board of Directors establishes the core principles for risk management and approves the risk management policy. Each business area and group function is responsible for identifying, assessing, and managing the risks relevant to their areas. The Group's business control function coordinates and supports risk management activities, compiling key risks for consideration for Group Management and the Board of Directors.

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Internal audits help ensure the effectiveness of Patria's risk management system.

Patria's sustainability risks are reviewed annually. The Group Management Team has overseen this process, ensuring that sustainability risks are aligned with the organisation's strategic objectives. Risk assessments are supported by regular analyses, stakeholder consultations, and internal reporting channels, allowing the early identification of emerging sustainability concerns. This proactive approach strengthens resilience and ensures that sustainability risks are embedded in strategic planning and operational decision-making.

To ensure the accuracy and reliability of sustainability information, the organisation maintains a structured system of internal controls integrated with sustainability reporting processes. Data on key sustainability indicators are collected and verified by responsible departments, reviewed by the Sustainability team, and approved by senior management prior to disclosure. Potential gaps, risks or uncertainties related to reporting are regularly reported to the Audit Committee. The Vice President of Sustainability is responsible for overall sustainability reporting and reports on the process to the Audit Committee on a quarterly basis.

Control measures include standardised data collection templates, system-based validation checks, and management approval procedures. Through these controls, the organisation promotes transparency, accountability, and continuous improvement in sustainability reporting, ensuring that disclosed information is credible, consistent, and aligned with stakeholder expectations. The corporate governance statement provides a more detailed overview of the governance model for internal controls.

Patria's strategy, business model and value creation

SBM-1 Strategy, business model and value chain

Strategy, business model and connection to Sustainability

Patria's market position, strategy, and business model are discussed in the Strategy section. Patria refined its growth strategy in March 2025 to respond more effectively to significantly increasing demand and a constantly changing operating environment. Since June 1, 2025, Patria has operated in three business areas: Protected Mobility, Defence and Weapon Systems, and Sustainment Solutions. Protected Mobility is responsible for new vehicle sales, as well as their offerings and deliveries. Defence and Weapon Systems is responsible for, among other things, weapon systems, air surveillance-related products, and drones, as well as their sales, offering, and deliveries. Sustainment Solutions is responsible for, among other things, lifecycle support and software products as well as their sales, offerings, and deliveries. In addition, it is responsible for the strategic partnership with the Finnish Defence Forces and Patria's public authority business. Growth is supported by the Sales and Marketing function and Group operations. In 2025, key figures included total revenue of Patria Group 1,087 million and 4,277 employees.

Patria's vision remains to be a strategic partner in all critical operations. At the same time, the global defence sector is constantly changing, and the company's customers have evolving needs to which we want to respond. The key strategic drivers include the substantial increase in defence spending on a national and EU level, the strong increase in the demand for defence solutions and equipment, the importance of territorial and the Arctic region's defence and the development of

Europe's defence through Finland's and Sweden's NATO membership. Importantly, Finland will hold its place as Patria's key market. The Group's strategy follows five essential cornerstones that guide work and the company's commitment to security:

1. Growth
2. Profitability
3. Technology
4. People
5. Sustainability & Compliance

The Sustainability strategy, approved in 2025 for the period 2026-2029, has been integrated into the Group's overall strategy. Information about the Group's strategy, structure and its main market area is provided in the Annual Review section.

Patria Group's value chain

Patria Group's value chain includes upstream operations covering the sourcing of products and services, own operations in our own factories and facilities, and downstream operations that cover sales, product use, and sustainment services. At the core of our entire value chain is a commitment to innovation and aim to provide trusted defence solutions. Research and development teams work closely with defence agencies, industry partners, and technology experts to design and develop reliable and adequate defence systems. The value chain demonstrates customer-centric integration of advanced technologies - including automation, artificial intelligence (AI), and innovative materials - to deliver genuine customer value while ensuring full alignment with our ethical standards.

The upstream value chain mainly consists of different material and utility flows from resource extraction all the way until entering Patria's operations. Furthermore, there

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are also service providers, for example in ICT, logistics and communications, who also serve as critical partners in our value creation. Patria sources high-quality raw materials components, assemblies and subassemblies from a network of suppliers, while ensuring transparency, ethical sourcing, and adherence to international defence standards. The company's procurement and sourcing processes emphasize sustainability by working with suppliers who share Patria's values regarding environmental impact, ethical practices, and compliance with the highest industry standards.

In Patria Group's own operations, the business areas are responsible for creating the most concrete part of customer value by designing, engineering, manufacturing, and providing our products and services. Manufacturing facilities utilise state-of-the-art technologies and comprehensive quality control systems to ensure the production of defense systems and services consistently meets the highest standards of excellence and reliability. After production, the products undergo integration and testing processes to ensure they meet the required specifications and customer expectations. This phase includes testing operational performance, security standards, and compliance with environmental and safety regulations. Upon successful integration and testing, Patria delivers defence solutions to customers, ensuring that systems are fully operational and ready for use.

The downstream value chain consists of product and service delivery to end-users, product use, and end-of-life activities. Regarding the latter, in some contracts Patria manages the end-of-life stage of products and has the possibility to develop circularity. This involves decommissioning, recycling, and reusing components where possible, as well as ensuring that waste is managed responsibly, in compliance with environmental

regulations. Patria also provides ongoing support and MRO (Maintenance, Repair and Overhaul) services for specified products, in accordance with related specifications, manuals and quality standards, to ensure long-term reliability and usability of customer products throughout their lifecycle. All these activities require close and transparent cooperation with Patria's stakeholders such as customers, end-users, industrial partners, and government officials.

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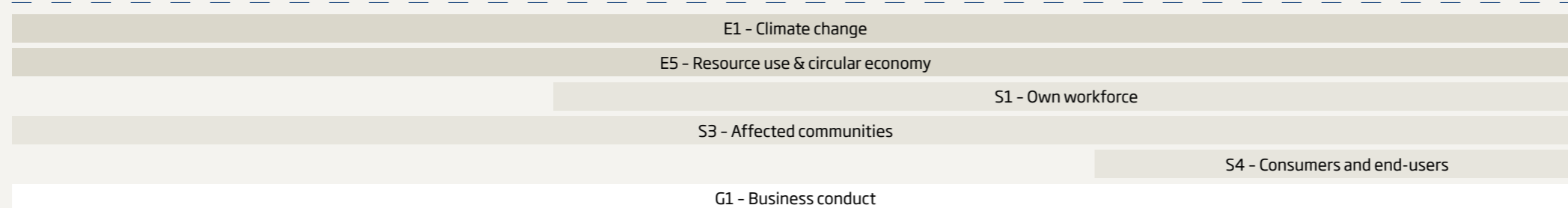
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Patria Group value chain

■ Direct relationship
 □ Indirect relationship



MATERIAL SUSTAINABILITY TOPICS



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Stakeholder engagement

SBM-2 Interests and views of stakeholders

Patria maintains comprehensive, purpose-driven collaboration with stakeholders, ensuring alignment toward shared objectives. Stakeholder relations are always handled professionally, reliably and openly. Patria's key stakeholders are its owners, personnel, collaboration partner and customers, shareholders and investors, suppliers, trade and industry organisations, authorities, decision-makers, NGOs, certain educational institutes and media. In addition, each function defines the key stakeholders for success on a project-by-project basis.

Cooperating and doing business with stakeholders requires high ethical standards, reliability and transparency from both Patria's management and all personnel. Patria does not accept any kind of deviation from its standards of honesty, transparency, ethical conduct and compliance. Patria interacts with its key stakeholders and develops its operations based on stakeholder feedback. Our mission of providing national security is important for societies and therefore we interact with our stakeholders to understand the needs and value we can provide.

Cooperation with stakeholders is subject to the ethical standards indicated in the Code of Conduct, including a focus on avoiding conflict of interest and strict compliance with anti-corruption, anti-bribery laws and regulations. Patria's operations are also subject to a variety of requirements in terms of procurement, advocacy, sponsorship and charitable contributions, management of related parties, and gifts and hospitality benefits. Patria has clear guidelines and practices in these areas.

The stakeholder analysis was updated during 2025. The aim is to engage in open communication about Patria's business, focusing on stakeholders' needs, and

to ensure that Patria's activities are acceptable to its various stakeholders. Patria has strengthened stakeholder collaboration by fostering open and constructive dialogue to identify material sustainability topics starting from 2024. The outcomes of these efforts were integrated into the process that culminated in Patria's double materiality assessment.

The Strategic Partnership Agreement between Patria and the Finnish Defence Forces specifies Patria's role in the maintenance and further development of performance. Strategic partnership means a close and long-term collaborative relationship based on a set of agreements. It focuses on shared long-term development goals, preparations for the various phases of enhancing peacetime preparedness and operations in exceptional circumstances.

Patria regularly evaluates both current and anticipated customer needs, enabling enhanced service delivery to the Finnish Defence Forces as well as various security and critical public safety sector clients domestically and internationally. Throughout the strategy-led growth phase initiated in 2021, customer satisfaction has remained at a very good level when compared with available industry benchmarks. Patria has received positive feedback regarding personnel availability, employee professionalism, collaboration, and reactivity to problem solving. The company's offerings have been highly rated for meeting Customer requirements, with particular emphasis on the quality and usability of its products and services.

Patria has been proactive in creating meaningful networks in the defence industry. It is also in Patria's interest to be involved in industry-led efforts, directed at shaping policies and legislation, both in Europe and globally. Finland's NATO membership facilitates industrial cooperation in the ecosystem of NATO countries. Patria has a long experience in operating in several NATO

countries, both with export customers and through its own local Group companies. Ever closer cooperation is strived for, especially with Sweden and more broadly in the Nordics. For these reasons alone, defence industry issues are currently very topical in NATO. Patria's strengths complement NATO, especially when it comes to products and services designed for Arctic conditions, lifecycle expertise and state-of-the-art technology solutions.

Patria is a member of the Association of Finnish Defence and Aerospace Industries (PIA). In 2025, Patria's President and CEO Esa Rautalinko continued to serve as the Chairman of PIA's Board of Directors. Since 2020, Patria has also been a direct member of ASD, the Aerospace, Security and Defence Industry Association of Europe, which coordinates European and international policy, communications, analysis and provides support to its members' requirements and needs to help their development, offering networking and learning opportunities in the sector. Direct membership of the ASD is the best way to promote Patria's interests through engaging in dialogue with other European industries, interfacing with EU institutions and other EU stakeholders, and supporting them with its know-how and practical experience. Patria is a founding member and active participant in the operations of the Digital Defence Ecosystem (DDE), with a focus on civilian-military products.

Patria collaborates with various educational institutions and universities. Patria and Tampere University of Technology (TUT) have a ten-year cooperation agreement, signed in 2018, through which Patria has provided financial support to TUT. The agreement seeks to ensure the continued availability of top aviation technology expertise in Finland, and to bolster research in the field.

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Stakeholder cooperation 2025

Stakeholder	Expectations	How we engage	Prioritised topics	Outcomes and impacts on operations, business model and strategy
Owners	Effective strategy execution, solid financial and operational results, high employee productivity and satisfaction, strong customer loyalty, and clear sustainability targets to drive competitiveness.	<ul style="list-style-type: none"> - Regular communication of Patria's strategy and business performance - Sustainability Strategy and Programme acceptance - Cooperation projects with Kongsberg 	<ul style="list-style-type: none"> - Patria Group's strategy - Financial and operational performance - Sustainability 	<ul style="list-style-type: none"> - Strategy and its implementation - Integration of the State of Finland's Sustainability requirements into Patria's Sustainability Strategy - Insights from collaboration projects with Kongsberg
Employees	Safe working environment, that provides equal career opportunities. They value good leadership, fair compensation, and opportunities for professional growth.	<ul style="list-style-type: none"> - Sharing of Patria's strategy and business conduct - Performance reviews - Annual and quarterly employee surveys - Organised onboarding and refresher trainings - Collaboration with employees representatives - Actions supporting positive working atmosphere 	<ul style="list-style-type: none"> - Workplace safety, health and wellbeing - Diversity and inclusion - Work-life balance - Equal opportunities - Ethical business conduct 	<ul style="list-style-type: none"> - Performance dialogue and engagement surveys - Trainings, such as business conduct and safety - New learning management system in 2025 - Diversity, equality and inclusion activities - Personnel communications via intranet, newsletters and magazine
More details about engagement under S1 Own workforce.				
Collaboration partners and customers	Products and services that fulfill requirements. Expectations include adherence to ethical principles, transparency, honesty, the company's reputation, brand recognition, financial stability, cost-effectiveness, and ensuring the continuity of operations.	<ul style="list-style-type: none"> - Customer relationship management and continuous engagement - Customer experience ratings - Defence industry-specific conferences and seminars 	<ul style="list-style-type: none"> - Product and service portfolio and its development - Strengthening partnership - Customer needs and expectations 	<ul style="list-style-type: none"> - Commitment to deliver products and services as promised to customers - Expanding and enhancing our product and service portfolio - Collaborating with customers as strategic partners to provide comprehensive service solutions
More details about engagement under S4 Consumers and end-users and G1 Business Conduct.				
Shareholders and investors	Expectations are towards Patria's value to grow. Key priorities include financial stability, investment returns, timely and accurate company updates, strong ownership, and effective sustainability risk management and development.	<ul style="list-style-type: none"> - Annual General Meeting (AGM) - Presentations and continuous communication for analysts, investors and shareholders 	<ul style="list-style-type: none"> - Patria's strategy - Financial and operational performance - Shareholder returns 	<ul style="list-style-type: none"> - Patria's strategic direction and financial oversight - Sustainability materiality assessment and target setting, such as SBTi - Management compensation model development

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Suppliers	Reliable and trustworthy business relationships. Sharing of values and clear communication of business requirements and expectations are highlighted.	<ul style="list-style-type: none"> - Supplier communication and collaboration meetings - Supplier Day 2025 - Supplier audits 	<ul style="list-style-type: none"> - Compliance, security and export control - Ethical standards in line with the Supplier Code of Conduct 	<ul style="list-style-type: none"> - Enhancing transparency in interactions between Patria and its suppliers - Advancing cost efficiency and fostering innovation - Conducting risk-based assessments and audits of suppliers
More details about engagement under G1 Business Conduct.				
Society*	Society expects Patria to lead in the defence industry by providing products and services, that support national comprehensive security. The company is also expected to communicate openly about its operations and offer employment and training opportunities.	<ul style="list-style-type: none"> - Dialogue with industry associations, labour unions and NGOs - Employment of more than 4,000 employees and engagement with over 2,000 active supply chain companies - Collaboration with a range of educational institutions and universities 	<ul style="list-style-type: none"> - Patria offering - Patria's ways of working, such as ethical business conduct - Open career opportunities 	<ul style="list-style-type: none"> - Adaptation of products, services, and supply chains - Providing security of supply - Sustainability communications and reporting improvement
More information about engagement in S3 Affected communities.				
Lobbying	Contribution to discussions on current regulatory and policy topics relevant to Patria's operating environment. Engagement in public dialogue and interaction with political and government officials in a transparent manner, adhering to established lobbying practices.	<ul style="list-style-type: none"> - Sharing expertise in public discussions - Contributing insights directly and via industry associations to address practical challenges and support regulatory objectives - Participating in industry events, seminars, and panels 	<ul style="list-style-type: none"> - Relevant and current regulatory and policy topics - Topics in public dialogue 	<ul style="list-style-type: none"> - Lobbying principles and policy - Internal procedures for tracking and documenting interactions with political and government officials to ensure accurate disclosure in national transparency registers.
Trade and industry associations	Active participation in surveys and collaboration projects. Engagement and representation within these associations are highly valued.	<ul style="list-style-type: none"> - Participation and leadership in international defence programmes - Active membership in European and Global industry associations, such as ASD (European Aerospace, Security and Defence industry) and TRACE, an international corporate network 	<ul style="list-style-type: none"> - Defence industry development programmes - Development of regulations - Standards, ethics and best-practice sharing 	<ul style="list-style-type: none"> - Patria's central role in international research and development programmes - Collaboration with research organisations and industry associations
Media	Prompt and active cooperation. Providing accurate information regarding the company is of great importance. Active participation in wider industry discussions is also anticipated.	<ul style="list-style-type: none"> - Press releases and official announcements - Media interviews and panel discussions - Engagement through social media platforms, such as LinkedIn 	<ul style="list-style-type: none"> - Patria's strategy and performance - Offering and it's expansions 	<ul style="list-style-type: none"> - Subject matter interviews with media, as well as media visits to Patria operations

* Authorities, politicians, decision-makers and educational institutes

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Material sustainability-related impacts, risks and opportunities

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Patria has prepared the Sustainability Report against a significant proportion of the aspects set out in the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) disclosure requirements. Patria's aim has been to align both content and structure with established standards in the best possible way. This proactive approach ensures that the report remains relevant and compliant with evolving regulatory expectations. Patria's Sustainability Report for 2025 has not been subject to third-party assurance. The report adheres to the Global Reporting Initiative (GRI) 2021 standards ensuring that disclosures are consistent with international best practices. Information about applicable ESRS disclosure requirements is available in section ESRS and GRI Content Index providing additional information on Global Reporting Initiative (GRI)-disclosures.

Patria conducted its double materiality assessment (DMA) in 2024, and prior to that, assessments were conducted against approach defined by the Global Reporting Initiative (GRI). The assessment required the engagement of all Patria's functions and business areas, as well as upstream and downstream value chain stakeholders. Stakeholders were involved through interviews and questionnaires. The impacts, risks, and opportunities (IROs) identified in the analysis were scored according to their materiality and evaluated against thresholds defined by the European Sustainability Reporting Standards (ESRS), leading to the determination of material sustainability topics.

The material sustainability topics identified are those that have an impact on the environment, people, or society, and/or are related to recognised financial risks and opportunities. As a result of the assessment, Patria's material sustainability topics are related to Climate Change (E1), Circular Economy (E5), Own Workforce (S1), Affected Communities (S3), Consumers and End-Users (S4), and Business Conduct (G1). Topics Pollution (E2), Water (E3), Biodiversity & Ecosystems (E4) and Workers in the value chain (S2) were not scored over the threshold and are therefore not included in the report.

The table lists the material impacts, risks, and opportunities identified for Patria that determine the reporting scope based on the double materiality assessment and how they relate to the strategy, business model and value chain. More detailed descriptions of material impacts, risks and opportunities are provided under topical standards of environment, social and governance. Patria's Sustainability programme and targets for 2025 were based on the double materiality assessment results in 2024. Patria's management then assessed the significance of these themes in relation to the company's strategy.

Patria's operations affect national security and resilience. We proactively manage our sustainability impacts and foster those that contribute to national safety and security, enabling high-quality services. Patria's commitment to sustainability is reflected in the values and core of our operations. Patria upholds high standards of corporate governance, ethics and compliance.

Achieving a balance between operational effectiveness and sustainability necessitates sustained research and dedication to future initiatives, such as adopting advanced technologies, enhancing resource management practices, and regularly assessing environmental and organisational impacts. Climate change is pushing industries to reduce

their footprint. Resource scarcity and the fight for critical resources are increasingly causing military battlefields.

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ESRS topic	ESRS sub-topics and sub-sub-topics	Description	Impact/Risk/Opportunity	Strategic importance	Impacted part of the value chain
E1 Climate change	Climate change adaptation	Adaptation to climate change is necessary in response to evolving and extreme weather conditions, both within Patria's operations and throughout its value chain.	⊖ ⊕ ⚡	Production and its value chain generate significant emissions and therefore Patria is committed to support the Paris Climate Agreement and emission reduction measures. Operations depend on purchased energy, fuels and materials generating the majority of greenhouse gas emissions.	● ● ●
	Climate change mitigation	Patria's own production and its value chain generates climate-warming greenhouse gas emissions from energy usage (Scope 1, 2 and 3).	⊖ ⊕ ⚡		○ ● ○
	Energy	Patria utilises and produces energy in its production processes, which causes greenhouse gas emissions. Utilised energy consists of electricity, heat and fuels.	⊖ ⊕ ⚡		○ ● ○
E5 Circular economy	Waste	In connection with Patria's operations, waste is generated, which causes greenhouse gas emissions and operational costs. Waste handling requires transportation and management creating negative impact for environment.	⊖ ⊕ ⚡	Patria's operations use resources and create waste, which cause emissions. Patria provides services for customers, that extend product lifespans, with maintenance, repair and overhaul (MRO) services.	○ ● ○
	Resource inflows, including resource use	Patria's upstream resource flow, which includes materials and products, causes greenhouse gas emissions.	⊖ ⊕ ⚡		● ● ○
	Resource outflows, related to products and services	Patria provides services for customers, that extend product lifespans. Also, services include reuse of components, which has positive impact on reducing resource outflows. Patria's downstream material flow causes emissions.	⊕ ⊖ ⊕ ⚡		○ ● ●
S1 Own workforce	Working conditions - Health and safety - Secure employment - Working time - Adequate wage - Social dialogue - Collective bargaining - Work-life balance	Patria is committed to developing a high-performance culture, where all employees are entitled to safe and healthy working conditions. Inadequate conditions could negatively impact employees' physical and mental health. Open and transparent dialogue and improvement initiatives are continuously deployed and maintained.	⊕ ⊖ ⊕ ⚡	Appropriate working conditions create an environment where employees feel safe, valued, and empowered to contribute at their best. Health and safety, fair treatment, and opportunities for growth build trust and engagement, which are essential for collaboration and innovation. Patria ensures that individual performance supports organisational success and strengthens resilience in a competitive market.	○ ● ○
	Equal treatment opportunities for all - Gender equality and equal pay for work of equal value - Diversity - Measures against violence and harassment in the workplace - Trainings and skills development	Patria values equal treatment opportunities, invests in training and skills development, and promotes diversity and inclusion. Clear policies and reporting channels foster a safe and respectful workplace.	⊕ ⊖ ⊕ ⚡		○ ● ○
S3 Affected communities	Communities' economic, social, and cultural rights - Security-related impacts	Patria respects and protects communities' rights, local ecosystems and cultural heritage by responsible sourcing practices. Given its role in defence, Patria addresses security-related impacts with strict safety measures and stakeholder engagement.	⊕ ⊖ ⊕ ⚡	By committing to these rights, Patria ensures alignment with international human rights standards. By respecting economic, social, and cultural rights, as well as civil and political rights, Patria promotes sustainable development and safeguards democratic values, which strengthens societal resilience and supports long-term security objectives.	● ● ●
	Communities' civil and political rights - Freedom of expression - Freedom of assembly	Patria upholds freedom of expression and association through its Code of Conduct and open dialogue practices. It provides anonymous and risk-free channels to report for concerns and engages transparently to prevent any negative impacts on stakeholders of these rights.	⊕ ⊖ ⊕ ⚡		● ● ●

⊕ Positive impact ⊖ Negative impact ⚡ Risk ⚡ Opportunity ● ○ ○ Upstream value chain ○ ● ○ Own operations ○ ○ ● Downstream value chain

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ESRS topic	ESRS sub-topics and sub-sub-topics	Description	Impact/Risk/Opportunity	Strategic importance	Impacted part of the value chain
S4 Consumers and end-users	Information-related impacts for consumers and/or end-users - Access to (quality) information	Patria ensures access to quality information for customers through clear communication, strict data governance, and requirement management processes. Customer feedback, surveys, and reclamation tools are used to improve transparency and product development, while internal policies guarantee secure and accurate handling of information.	+ ☹ ⚡	By adhering to strict safety and security requirement management processes, international standards, and conformity practices, Patria safeguards security while delivering high-quality, compliant solutions. This approach strengthens trust, minimises risks, and reinforces Patria's position as a responsible and reliable partner in the defence and security industry.	○ ○ ●
	Personal safety of consumers/end-users - Security of a person - Product safety and quality	Patria prioritises product conformity through strict safety and quality standards and rigorous testing to ensure products pose no uncontrolled risks to end-users. Personal security is embedded in product design and lifecycle management, supported by compliance with defence industry requirements and user training.	+ ☹ ⚡		○ ○ ●
G1 Business conduct	Corporate culture	Patria's corporate culture emphasises ethical leadership and integrity. These principles guide business governance through strict internal controls, zero tolerance for unethical behaviour, and robust due diligence for third parties. Responsible operations are required across the value chain. This culture is being preserved every day, reinforcing trust and ethical leadership at all organisational levels.	+ ☹ ⚡	Patria's commitment to responsible business conduct and ethical governance practices is strategically vital by strengthening trust with stakeholders and ensuring compliance with high ethical standards across all operations. This approach safeguards business continuity, supports national security as a trusted partner, and promotes long-term resilience through transparency, integrity, and sustainable practices.	● ● ●
	Corruption and bribery - Prevention and detection, including training - Incidents	Patria enforces a zero-tolerance policy towards corruption and bribery, embedding strict compliance measures into its business processes. These issues are addressed transparently under the Board of Directors and Audit Committee oversight, with findings reported regularly and process development implemented promptly to safeguard integrity and trust.	- ☹ ⚡		● ● ●
	Protection of whistleblowers	Patria ensures strong protection for whistleblowers aligned with the EU Whistleblower Directive and national laws. Concerns can be reported anonymously via the SpeakUp channel, which is managed by an independent third party to guarantee confidentiality and prevent retaliation.	+ ☹ ⚡		● ● ●
	Political engagement and lobbying activities	Patria's approach to political engagement and lobbying is grounded in transparency, legality, and ethical conduct. Patria prohibits donations or financial benefits to political parties or candidates, ensuring that interactions with public officials remain professional, honest, and aligned with governance principles.	+ - ☹ ⚡		● ○ ●
	Management of relationships with suppliers, including payment practices	Patria strives to be seen as a trusted partner. The company is committed to responsible supply chain management, reinforcing trust and minimising operational risks. Given the uncertainty of global supply chains, the suppliers financial stability may be a risk for deliveries. This can lead to problems in Patria's contractual obligations.	+ ☹ ⚡		● ○ ●
	Security, cybersecurity and AI	Patria's operations have an impact on national security and resilience. Company provides high-standard information security services to protect national defence. Patria's cybersecurity services protect from threats against people and assets. AI reshapes corporate operations with increasing data-driven capabilities and productivity.	+ ☹ ⚡		● ● ●

+ Positive impact - Negative impact ☹ Risk ⚡ Opportunity ●○○ Upstream value chain ○●○ Own operations ○○● Downstream value chain

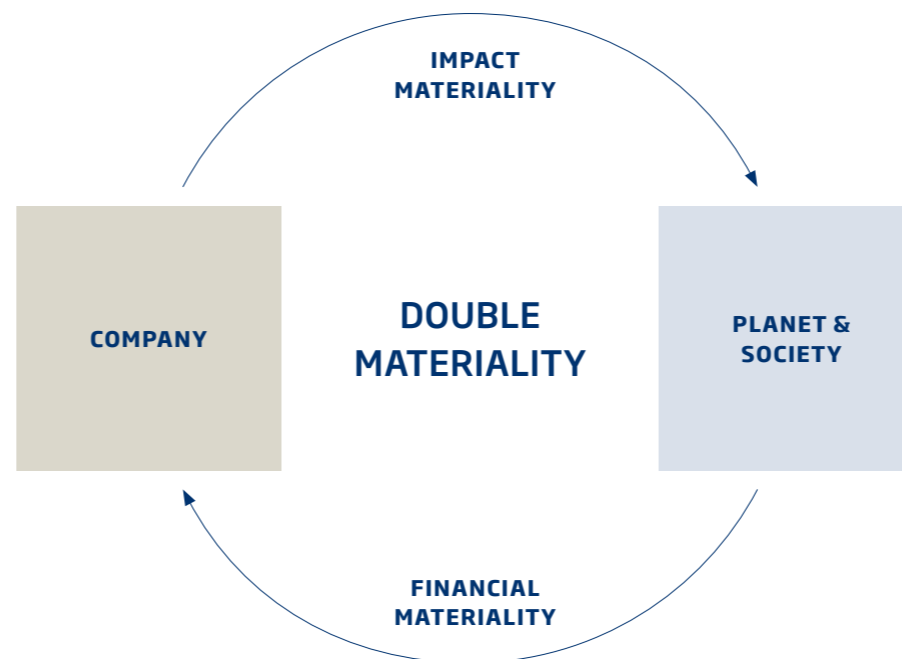
Double materiality assessment

IRO-1 Description of process to identify and assess material impacts, risks and opportunities

Materiality assessment is used to identify and prioritise the sustainability topics that are material to the company and its stakeholders. It is guided by the framework of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). Patria is committed to aligning its sustainability reporting practices with these regulatory standards in the best way.

Patria's materiality assessment process was conducted in 2024, through active engagement with internal and external stakeholders. Patria conducted interviews and distributed questionnaires to representatives from all business areas, as well as upstream and downstream value chain stakeholders. By involving representatives from Business Areas and Group functions, and the Audit Committee, the Board and the Owners, Patria ensured that a broad and diverse range of perspectives were captured.

The identification and evaluation of material impacts, risks, and opportunities are conducted using a structured methodology. Patria scores each topic based on its significance, referencing thresholds set by the ESRS to determine which topics warrant further attention. These assessments are tightly integrated into Patria's enterprise risk management system and inform the selection of material sustainability topics. Patria has identified risks and opportunities related to material topics according to the enterprise risk management process. Summaries of these, along with their impacts, are provided under each topical standard. Significant sustainability risks have also been integrated into Patria's corporate risk management process.



The Group Management Team, Audit Committee, and Board of Directors reviewed the results of the double materiality assessment. Each process step of the assessment was also validated with internal subject matter experts, and the Group Management Team, Audit Committee and Board of Directors were informed throughout the process.

The results of Patria's materiality assessment directly influence the company's strategic planning and business model. Identified material topics shape the priorities within Patria's Sustainability Programme and targets, guiding the development of long-term objectives that are closely aligned with overall business goals. Management plays a critical role in evaluating the importance of these themes, ensuring that sustainability considerations are integrated

into decision-making processes to support long-term value creation and mitigate potential risks.

Patria is dedicated to the ongoing refinement of its materiality assessment process. Feedback from stakeholders and shifts in the business environment are regularly incorporated into future assessments. The company maintains mechanisms for monitoring, reporting, and updating the list of material impacts, risks, and opportunities. Through this commitment to continuous improvement, Patria ensures that its sustainability reporting remains relevant, accurate, and fully aligned with evolving regulatory standards and stakeholder expectations.

Patria's Code of Conduct, Supplier Code of Conduct, Sustainability Policy, Anti-Bribery Policy, Gifts and

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Hospitality Policy, Conflict of Interest Policy and Screening and Due Diligence Policy, Whistleblower report policy as well as HR processes, described in more detail in S1 “Own employees” define the company’s approach to sustainability. Related guidelines and tools support the implementation and adherence to company policies. Detailed information about these policies and how they are followed can be found under each topical standard: Climate change (E1), Circular economy (E5), Own employees (S1), Affected communities (S3), Consumers and End-users (S4), and Business conduct (G1).

IRO-2 Disclosure requirements in ESRS covered by the undertaking’s Sustainability Statement

The ‘ESRS and GRI content index’ provides a comprehensive list of Disclosure Requirements (DR) addressed within the Sustainability Report 2025, in addition to GRI disclosures. The appendix includes the locations of each Disclosure Requirement within the Sustainability Report. Topics, that are deemed not material, have been excluded from the ESRS content index.



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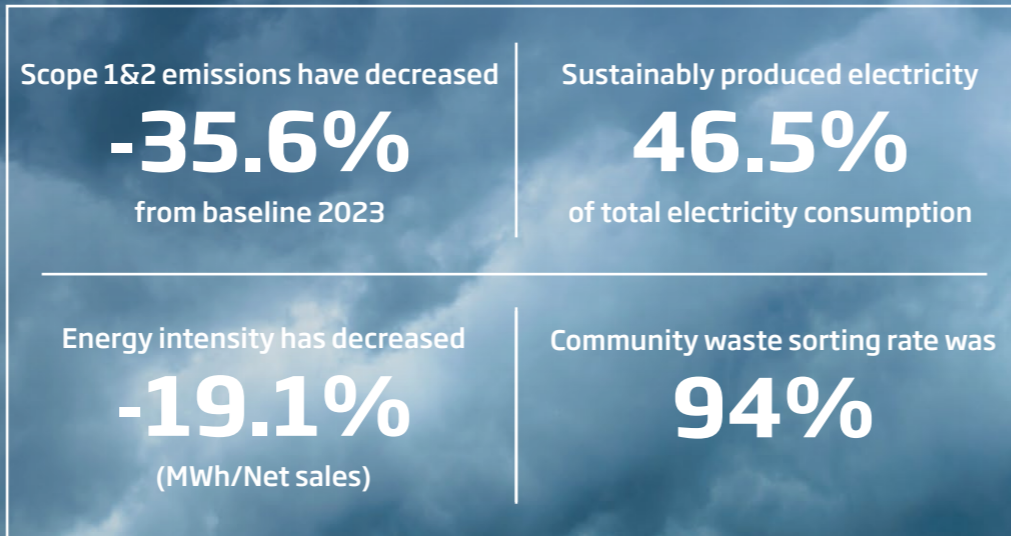
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Environmental responsibility strengthens resilience, supports long-term business success, and reflects our role as a trusted partner in the defence and security sector.

E1 - Climate change 50
 E5 - Circular economy 57



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E1 Climate change

Patria is committed to driving climate actions and reducing greenhouse gas emissions aligned with the Paris Agreement. Patria has been committed to the Science Based Targets initiative since 2022.



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Material impacts, risks and opportunities


SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Patria's material impacts, risks, and opportunities associated with climate change have been identified through a double materiality assessment. The Enterprise risk management framework is used to identify and assess risks and opportunities and is scored according to the process described in the section Double materiality assessment. Patria's operations' climate and energy efficiency actions are considered in the environmental impact assessment, which is based on the requirements of the ISO 14001:2015 standard, and results are used as an input for the double materiality assessment.

Patria's own operations and value chain generates climate-warming greenhouse gas emissions. The majority of GHG emissions are caused by energy usage in operated facilities, the production of purchased goods and services, waste treatment, use of sold products, end-of-life treatment of sold products and in the operations of investments/associated companies. On a global scale, acute climate-related hazards can lead to delays, reduced capacity, and ultimately decreased mission readiness. The development of energy resilience is relevant for military supply security, as fossil fuels supply chains are vulnerable to disruptions. For the same reason, the role of renewable energy is important.

E1 Climate change

ESRS sub-topics and sub-sub-topics	Impact		Risk	Opportunity	Timeframe	Management
Climate change adaptation	Adaptation to climate change is necessary in response to evolving and extreme weather conditions, both within Patria's operations and throughout its value chain.	 A	Climate change causes extreme weather conditions such as floods and drainage-related issues. They can cause risks to production value chains concerning delays and capacity limitations.	Strengthening the ability of infrastructures and products to withstand climate change. Opportunities exist in advanced materials, lightweight structures and smart power systems.		The company focuses on developing products and services that are resistant to changing environmental conditions, ensuring usability and performance. These innovations provide added value to customers operating in diverse and challenging environments. Patria plays a leading role in international research and development initiatives, such as the FAMOUS-programme.
Climate change mitigation	Patria's own production and its value chain generates climate-warming greenhouse gas emissions from energy usage (Scope 1, 2 and 3).	 A	Higher operational costs related to reduction of greenhouse gas emissions and energy usage: renewable fuels, sustainably produced electricity, heat and low-carbon materials.	Increasing opportunity for energy-efficient and lower carbon footprint products and services offering demand. Costs are expected to stabilise within a few years as demand for sustainably produced fuels and electricity rises and production costs fall. Fixed prices enable predictability of operational costs.		Patria has been committed to the Science Based Targets initiative (SBTi) since 2022 and has validated greenhouse gas emission reduction targets for Scope 1, 2, and 3 emissions by 2030. Baseline year is 2023. These targets align with the Paris Agreement and support the ambition to limit global warming to 1.5 degrees Celsius.
Energy	Patria utilises and produces energy in its production processes, which causes greenhouse gas emissions. Utilised energy consists of electricity, heat and fuels.	 A	Future uncertainty of energy costs and potential restrictions in availability may lead to higher operating expenses and reduced profitability.	Energy resilience is an essential part of military supply security, as supply chains for fossil fuels are vulnerable to disruptions. For the same reason, the role of renewable energy is important.		Targets and actions related to energy management are included in Patria's Sustainability Programme. In 2025, Patria has set a new goal to target 100% renewable or nuclear electricity usage by 2030.

 Positive impact  Negative impact **A** Actual **P** Potential  Short term  Medium term  Long term

Physical climate risks for Patria operations

Patria estimates potential physical climate risks to be significant for operations over the long term. Physical climate risks can disrupt operations, compromise assets, and affect mission readiness.

Physical risk type	Description
Acute	More frequent extreme weather conditions such as storms, floods, wildfires and heatwaves can damage manufacturing plants, testing sites, and storage facilities. This leads to production delays, higher maintenance costs, and potential loss of critical equipment.
Acute	Defence supply chains are global and often rely on specialised components. Climate-related interruptions can cause delay in production and increase procurement risks.
Acute	Growing climate hazards may increase insurance and risk premiums for companies, and tighten regulatory requirements.
Chronic	Military platforms and testing ranges may face reduced usability due to extreme weather conditions such as heat waves, heavy rainfall or sea-level rise.

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Policies

E1-2 Policies related to climate change mitigation and adaptation

Climate actions are addressed in the Code of Conduct, Supplier Code of Conduct and in the Sustainability Policy and principles. **The Code of Conduct** includes Patria's commitment to science-based targets to significantly reduce greenhouse gas emissions and to act responsibly when using resources such as energy. Environmental responsibility strengthens resilience, supports long-term business success, and reflects our role as a trusted partner in the defence and security sector. **The Supplier Code of Conduct** includes requirements to follow the carbon footprint of their operations and actively seek opportunities to reduce it. In addition, suppliers are expected to develop their supply chain and transportation solutions to minimise their carbon footprints and other environmental impacts.

Sustainability policy demonstrates a commitment to the continuous improvement of environmental performance. It focuses on advancing climate initiatives to mitigate global climate change and aims to improve energy efficiency through continuous efforts. Patria is committed to reducing carbon footprint and use of resources in its own operations and in value chains. Emission reduction targets have been validated by the Science Based Targets initiative (SBTi) for Scopes 1, 2 and 3 with the target year of 2030. Patria is committed to reducing its carbon footprint through initiatives such as sustainably produced electricity and heating, enhanced energy efficiency, advancements in maintenance and product development, and the integration of sustainability into daily work practices. The effects of products and services on the environment are identified and, where possible, managed from a lifecycle perspective.

Additionally, Patria's **sustainability principles** cover strategic focus areas such as climate initiatives. **Environmental handbook (in Millog Management System handbook)** describes Patria's actions related to climate change. The handbook also states the key measures of how Patria is going to achieve its set emission reduction targets. Patria's internal practical actions for energy saving are stated in the separate energy saving guidelines.

Patria also encourages every employee to commit to promote sustainable development in their activities and to protect the environment by preventing environmental degradation. The majority of Patria Group's facilities operate under certified environmental management systems that comply with the latest ISO 14001:2015 standard. The environmental management system enhances control of environmental impacts and environmental protection. Environmental management is directed by an operational handbook, which is adapted and implemented in each country of operation.

Actions

E1-3 Actions and resources in relation to climate change policies

Patria's Sustainability Programme directs the company's efforts towards climate targets. Actions contributing to climate-related impacts, risks and opportunities for 2025 summarised:

- **Sustainably produced electricity** usage has increased to 46.3%. Patria introduced a new target to achieve 100% utilisation of renewable or nuclear electricity by 2030 as a specific measure to advance Scope 1 and 2 objectives.
- **Use of biofuels:** Patria operates its own heating plant in Halli, where some biofuels (wood chips) are used among

other fuels. In 2025, the share of biofuels was 38%. The share of biofuels rose remarkably from 2024, when it was 4%.

- **Renewable fuels:** Renewable fuels and energy are included in Patria's climate actions. Currently Patria is piloting the use of renewable fuels in military vehicles. Starting in 2025, Millog committed to using renewable diesel in its operations whenever possible. The share of renewable diesel has increased, reaching nearly one third of Millog's total diesel consumption.
- **Solar panels:** In 2025, we installed solar panels to Hämeenlinna facilities consisting of over 350 PV modules which consists of several components, that together convert sunlight into electricity and produce nearly 150 MWh annually.
- **Emission performance in value chain (Scope 3):** Scope 3 emissions have increased 19.8% from 2024 due to a strong rise in production but are expected to start turning into a descending curve in the near future, when material carbon footprints develop. Millog has developed its service emissions calculations by piloting a transition from a spend-based method to a supplier-specific method with selected suppliers. Further development continues, and this aligns with the GHG Protocol's guidance on the preferred order of methods for calculating emissions.
- **ISO 14001-management system development** has continued in operations with efforts to certify Defence Partnership Latvia, Valmiera operations and Patria Drones in Muurame. The order of the certified sites is decided by Patria's business area management teams.
- **Energy efficiency actions in property maintenance** have included replacing lighting with LED lighting, installation of heat recovery systems and air source heat pumps. Millog conducted an energy audit at one of its facilities, identifying multiple energy efficiency actions that are being implemented within the available budget.

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Following a Life Cycle Assessment (LCA) pilot initiative in 2024, 2025 Patria successfully completed its first comprehensive LCA to one vehicle product. The project was initiated to deepen understanding of the environmental performance, impacts, and carbon footprints of our products across their entire life cycles - from raw material extraction to end-of-life. This effort aligns with Patria Group's Sustainability Programme and responds to growing demands for understanding our environmental impacts. Integrating life cycle thinking into our operations strengthens our commitment to advanced innovation. The assessment was carried out in accordance with international ISO 14040 and ISO 14044 standards, which establish the principles and requirements for conducting an LCA study.

Targets and progress on targets

E1-4 Targets related to climate change mitigation and adaptation

Patria has been committed to the Science Based Targets initiative (SBTi) since 2022 to limit global warming to 1.5 degrees and to promote sustainable development in its operations by means of concrete measures. These targets align with the Paris Agreement. Patria's emission reduction near-term targets validated in 2024 by Science Based Targets Initiative (SBTi) to 2030 are to:

- Reduce absolute Scope 1 and 2 (own operations) emissions by 42% by 2030 compared to the baseline year 2023 (annual reduction 6.0 %).
- Reduce absolute Scope 3 (value chain) emissions by 25% by 2030 compared to the baseline year 2023 (annual reduction 3.6%).

Scope 3 target is related to five categories:

- Category 1: Purchased goods and services,
- Category 5: Waste generated in operations
- Category 11: Use of sold products
- Category 12: End-of-life treatment
- Category 15: Investments

Patria's climate impacts for Scope 1 and 2 consist of greenhouse gas emissions from electricity, heating and fuels. Primary climate-related impacts in Scope 3 originate from indirect emissions within its supply chain. The primary strategies for reducing emissions focus on utilising sustainably sourced electricity and heating, as well as reducing emissions in the company's own energy production processes. Key measures to reduce Scope 3 emissions require cooperation with the value chain to reduce life-cycle emissions. Performance related to climate targets in 2025:

- Scope 1 and 2: Patria has achieved -35.6% (result 17,310 t CO₂e) reduction in its Scope 1 & 2 GHG emissions compared to the baseline year 2023, which also aligns with annual estimated reduction targets.
- Scope 3: Patria has not been able to achieve the annual SBTi-targets, due to significant growth of net sales resulting in 37.6% increase in Scope 3 emissions compared to the baseline year 2023.

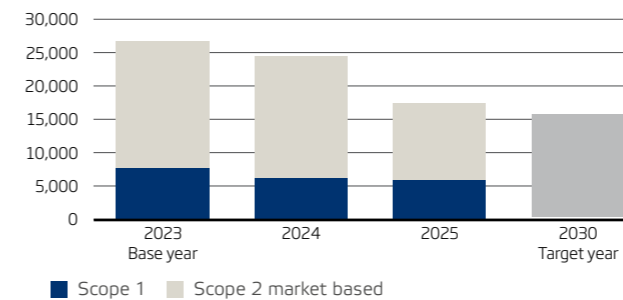
Patria does not have a climate transition plan for 2050 in accordance with the European Sustainability Reporting Standards (ESRS). The company intends to publish revised climate emission targets extending beyond 2030 as part of its Sustainability Strategy and Programme for years 2026-2029.

The carbon footprint, including Scope 1, 2 and 3 emissions, for Patria was 218,538 metric tons of carbon dioxide equivalent (t CO₂e) in 2025. Compared to the

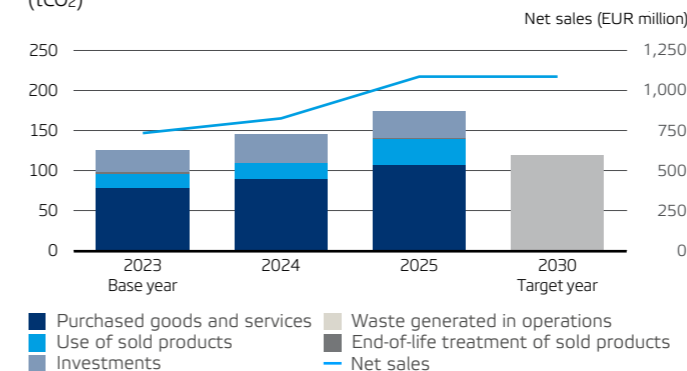
previous year's carbon footprint 192,612 t CO₂e, Patria generated 13.5% more greenhouse gas emissions. Carbon intensity for Scope 1,2 and 3 was 201,1 tCO₂/MEUR of net sales, which has decreased -13.8% from year 2024. Scope 3 absolute emissions have increased due to significant growth in Patria Group and its investments. The majority of Scope 3 emissions come from materials use, of which steel is the most important single material.

Patria's various operations consumed a total of 111,360 MWh of energy in 2025. Total energy consumption has increased 7.0% from 2024. Energy intensity has been decreasing reaching reduction of -19.1% from 2024.

GHG emissions Scope 1 and 2 (tCO₂)



GHG emissions Scope 3 (tCO₂)



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E1-5 Energy consumption and mix

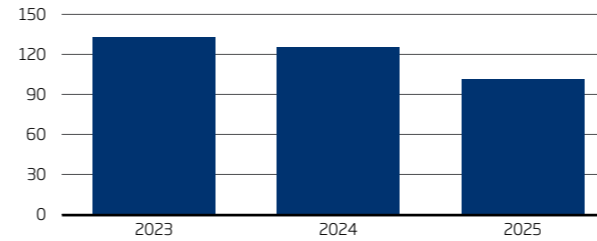
Energy consumption

	2025	2024	2023
Renewable energy consumption			
Fuel consumption for renewable sources (MWh)	437	12	0
Consumption of renewable energy sources (MWh)	57,721	37,000	30,397
Consumption of self-generated non-fuel renewable energy (MWh)	5,881	854	2,336
Renewable energy consumption (MWh)	64,040	37,866	32,733
Share of renewable energy consumption (%)	57.5	36.4	33.6
Non-renewable energy consumption			
Coal and coal products (MWh)	0	0	0
Crude oil and petroleum oil (MWh)	8,629	11,599	10,857
Natural gas (MWh)	2,118	512	1,710
Other non-renewable sources (MWh)	22,262	33,281	30,752
Fuels, total (MWh)	33,010	45,392	43,319
Nuclear products (MWh)	5,007	5,454	8,231
Non-renewable electricity, heat, steam, cooling (MWh)	9,303	15,399	13,023
Other, total (MWh)	14,311	20,835	21,254
Non-renewable energy consumption (MWh)	47,320	66,245	64,574
Share of non-renewable energy consumption (%)	42.5	63.6	66.4
Total energy consumption (MWh)	111,360	104,112	97,307

Energy intensity

	2025	2024	2023
Energy intensity (MWh/MEUR)	102	126	133

Intensity of energy consumption (MWh/Net sales)



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E1-6 **Gross Scopes 1, 2, 3 and Total GHG emissions**

Greenhouse gas (GHG) emissions

tCO ₂ e	2025	2024	2023
Fuels	2,128	2,398	2,351
Self produced energy	3,493	3,488	5,373
Refrigerants	356	253	136
Scope 1, total	5,977	6,139	7,860
Electricity	9,604	16,434	16,800
Heating and cooling	1,730	2,024	2,202
Scope 2, total	11,334	18,457	19,001
1. Purchased goods and services	106,139	89,424	77,830
2. Capital goods	8,679	8,497	3,508
3. Fuel- and energy-related activities (not in Scope 1 or 2)	3,833	3,330	3,011
4. Upstream transportation and distribution	2,731	1,230	874
5. Waste generated in operations	1,138	1,066	1,124
6. Business travel	4,712	3,716	2,182
7. Employee commuting	5,760	5,040	4,281
8. Upstream leased assets	400	328	275
9. Downstream transportation and distribution	0	0	0
10. Processing of sold products	0	0	0
11. Use of sold products	33,023	19,343	17,936
12. End-of-life treatment of sold products	1,896	896	936
13. Downstream leased assets	0	0	0
14. Franchises	0	0	0
15. Investments	32,915	35,147	29,376
Scope 3, total	201,227	168,016	141,333
All Scopes, total	218,538	192,612	168,195

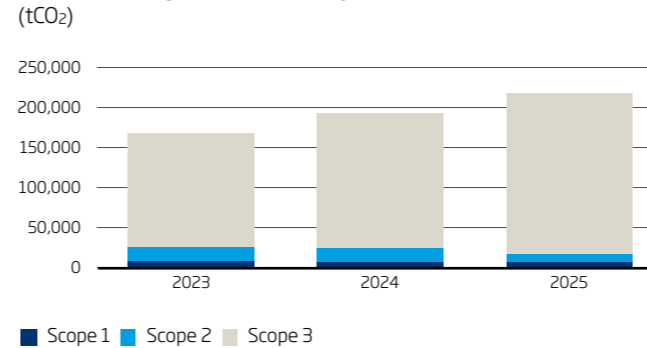
Greenhouse gas (GHG) intensity

tCO ₂ e/MEUR	2025	2024	2023
Total GHG intensity Scope 1, 2 and 3 (market-based)	201.1	233.3	229.2
Total GHG intensity Scope 1, 2 (market-based)	15.9	29.8	36.6

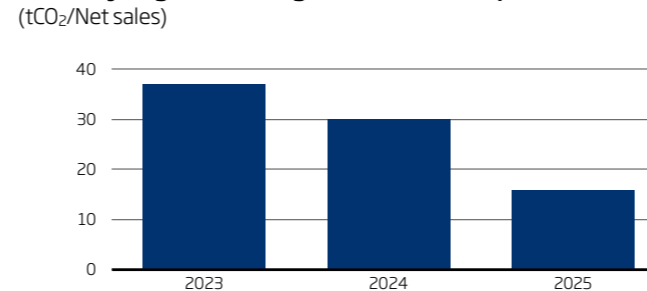
Greenhouse gas (GHG) emissions by Scope

tCO ₂ e	2025	2024	2023
Scope 1	5,977	6,139	7,860
Scope 1 (biogenic)	2,239	250	841
Scope 2 (location-based)	8,863	7,961	10,399
Scope 2 (market-based)	11,334	18,457	19,001
Scope 2 (biogenic)	5,075	4,856	5,263
Scope 3 (upstream)	133,393	112,629	93,224
Scope 3 (downstream)	67,834	55,387	48,248
Scope 3 (biogenic)	1,178	1,130	1,130
Total GHG emissions (location-based)	216,067	182,116	159,593
Total GHG emissions (market-based)	218,537	192,612	168,195

Greenhouse gas emissions by Scope



Intensity of greenhouse gas emissions Scope 1 and 2



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Reporting principles for climate change and energy

General principles

Two main environmental indicators are followed in Patria's climate change reporting: greenhouse gas emissions and use of energy. Patria reports environmental indicators for Finnish, Belgian, Swedish, Latvian and Dutch business units. The report also presents environmental information on Patria's majority-owned subsidiary, Millog Group (including Millog, Senop and Millog Marine Power), which operates in dozens of locations throughout Finland.

Patria has conducted its carbon footprint calculation according to the standards and guidance described in the GHG protocol since 2018 (version 2004, amendment 2013) For Scope 3 emissions, a separate Scope 3 emission calculation standard (2011) and a technical guide (2013) that supplement the GHG Protocol were also applied. Patria has calculated its direct and energy indirect emissions (Scopes 1 and 2) 2018 onwards, and emissions from the value chain (Scope 3) were calculated in 2021 for the first time.

According to the GHG Protocol, the GHG accounting and reporting can be based on the equity share and the control approaches. These organisational boundaries define, which emissions belong to Scopes 1, 2 and 3. Patria has defined organizational boundaries based on the operational control of functions and therefore accounts for 100 per cent of the GHG emissions from operations over which it has control.

Scope 1 and 2 emissions

Scope 1 consists of direct greenhouse gas emissions from sources owned or controlled by the company, such as company-owned vehicles, self-produced energy, and potential refrigerant leaks. Scope 2 includes greenhouse gas emissions generated from the production of electricity and heat purchased and consumed by the company.

Regarding Scope 2 emissions in Patria's carbon footprint, the so-called market-based emissions figure is considered, and the location-based emission figure is provided as additional information. In the market-based emission figure, the impact of the chosen energy production method on emissions is considered. The calculation involves using emission factors reported by energy producers or a residual mix coefficient if precise information is unavailable. On the other hand, the location-based emission figure reflects the situation of the regional energy grid and is calculated using the average emission factor for energy production in the country. Patria's market-based Scope 2 emissions carbon footprint was 11,334 t CO₂e. Calculation has been done based on residual distribution. Patria's location-based Scope 2 emissions were 8,863 t CO₂e.

In addition, both Scope 1 and Scope 2 emissions include, as additional information, biogenic emissions, which describe the amount of carbon dioxide emissions generated from the use of biomass-based fuels. According to the GHG Protocol, only methane and nitrous oxide emissions from biofuels are included in a company's carbon footprint, and carbon dioxide is reported separately. Biogenic Scope 1 emissions in 2025 were 2,239 t CO₂, and biogenic Scope 2 emissions were 5,075 t CO₂.

Patria's indirect energy consumption consists of electricity and thermal energy consumption, with direct primary energy consumption deriving from fuel consumption by aircraft, vehicles, gas turbines and diesel engines.

Scope 3 emissions

Scope 3 consist of emissions that are generated in the value chain. Patria has conducted an analysis of Scope 3 emission categories. As a result, five significant categories were identified in the Group's GHG inventory to which SBTi targets are based on: category 1 (purchased goods and services), category 5 (waste generated in operations), category 11 (use of sold products), category 12 (end-of-life treatment) and category 15 (investments). Categories 9, 10, 13 and 14 were excluded from analysis as they do not apply to Patria Group's operations.

Calculation principles for each category:

- Category 1: Purchased goods and services: Calculation is based on purchasing data (mostly spending-based data).
- Category 5: Waste generated in operations: Calculation is based on known waste fractions and waste treatment methods.
- Category 11: Use of sold products: Calculation is based on estimated fuel consumption of vehicles during the predicted lifecycle of the vehicles.
- Category 12: End-of-life treatment: Calculation is based on waste treatment of different materials originating from the products Patria has sold.
- Category 15: Investments: Calculation is based on Scope 1 and 2 emissions of Patria's Norwegian associated companies, according to Patria's share of ownership.

Energy, Greenhouse gas (GHG) and energy intensities

Patria's indirect energy consumption consists of electricity and thermal energy consumption, with direct primary energy consumption deriving from fuel consumption by aircraft, vehicles, gas turbines and diesel engines.

Greenhouse gas intensity is measured by calculating emissions relative to net sales, while energy intensity is calculated by energy consumption relative to net sales.

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E5 Circular economy

Patria is committed to enhancing circular economy and resource efficiency, recognising their relevance to global challenges such as climate change and resource scarcity.

Material impacts, risks and opportunities

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Patria's material impacts, risks and opportunities related to resource use and circular economy have been identified in the double materiality assessment. Patria's operations' resource efficiency and waste management are considered in the environmental impact assessment, which is based on the requirements of ISO 14001:2015 standard. Risks and opportunities related to waste management are assessed as part of the regular environmental risk assessment.

Patria provides with MRO (Maintenance, Repair and Overhaul) services and digital solutions for resource optimisation for customers, that extend product lifespans. Upstream resource flows cause emissions and waste. Patria provides recycling services for customers, including reuse of components, which has positive impact on reducing resource outflows.

E5 Circular economy

ESRS sub-topics and sub-sub-topics	Impact		Risk	Opportunity	Timeframe	Management
Waste	In connection with Patria's operations, waste is generated, which causes greenhouse gas emissions and operational costs. Waste handling requires transportation and management creating a negative impact for the environment.	⊖ A	Patria has limited capability to affect for the recycling rate development in downstream operations, which typically depend on the general waste management infrastructure on a local basis.	The waste generated in Patria's operations can serve as a raw material for other industries, if use is allowed by regulation. Increased waste sorting rates contribute to greater recycling opportunities.		Annual targets to increase waste recycling and sorting rates. Training of own personnel in waste sorting and recycling. In internal audits, one focus point is in waste sorting. Selection process and audits of waste management companies.
Resource inflows, including resource use	Patria's upstream resource flow, which includes materials and products, causes greenhouse gas emissions.	⊖ A	Uncertainty regarding operational costs and the availability of materials with a low carbon footprint. Additionally, there is insufficient information related to carbon footprint metrics.	Maintenance extends lifespan of products and reduces need for resource inflows.		Patria collaborates with customers to extend the lifecycle of their products, which reduces material inflow and the need for raw material extraction.
Resource outflows, related to products and services	Patria provides services for customers, that extend product lifespans. Also, services include reuse of components, which has a positive impact on reducing resource outflows. Patria's downstream material flow causes emissions.	⊕ + A P	Missed business opportunities for not being able to provide services. Reusing requires quality control to ensure reliability.	Possibility to develop products with longer lifespan and circularity of products. New business opportunities for using repaired and maintained old parts in service operations.		Extension of products lifecycles with MRO (Maintenance, Repair and Overhaul) services. Digital solutions for resource optimization in Patria products and services during entire lifecycle.

⊕ Positive impact ⊖ Negative impact A Actual P Potential Short term Medium term Long term

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Policies

E5-1 Policies related to resource use and circular economy

Circular economy and waste management are addressed in the Code of Conduct, Supplier Code of Conduct, and in Sustainability Policy and principles. **The Code of Conduct** includes Patria's commitment to operate in accordance with the principles of sustainable development, using resources responsibly, and minimising waste. **The Supplier Code of Conduct** includes requirements to minimise resource use and waste volumes, maximise the recycling rate of waste, and to organise the collection, storing and transportation of waste in a responsible way. In addition, suppliers are expected to raise the environmental awareness of their staff and stakeholders and encourage them to act in a sustainable way.

Sustainability policy: Materials are used as efficiently as feasible to avoid waste in Patria's operations. Patria is continuously improving its operation methods of repair and reusing old parts to be able to decrease the usage of virgin materials. Materials that cannot be reused are recycled by waste management companies. In most of the Patria Group's locations, there are certified environmental management systems that adhere to the ISO 14001:2015 standard. The environmental management system is used to enhance the control of environmental impacts and the level of environmental protection.

Patria's internal **environmental handbook** provides instructions concerning waste hierarchy. All operations must, as far as possible, follow the following order of priority:

1. Priority must be given to reducing the amount and harmfulness of the waste generated.
2. However, if waste is generated, the waste holder must first prepare the waste for reuse or secondarily recycle it.
3. If recycling is not possible, the waste holder must otherwise recover the waste, including recovery as energy.
4. If recovery is not possible, the waste must be disposed of.

Patria, as a manufacturer of the product and service provider, must take care of reducing the amount and harmfulness of the waste. The manufacturer of the product shall, inter alia, ensure that a) the method of production is chosen in such a way that as little waste as possible is produced in the manufacturing process and the resulting waste is as harmless to health and the environment as possible, b) the product is not packaged unnecessarily, c) the product is durable, repairable and reusable, as well as recyclable and produces as little waste as possible during the lifecycle.

The products Patria manufactures are designed to have extensive lifespans, e.g. 30-50 years for mobility systems. The product lifespans can be extended by additional years through lifecycle support services that Patria offers.

Actions

E5-2 Actions and resources related to resource use and circular economy

Patria's initiatives concerning resource utilisation and the circular economy are aligned with the following key themes:

- Transitioning to fossil free energy throughout Patria's entire operations.
- Improving energy efficiency in Patria's operations and using intelligent electricity.
- Reducing water usage by using the best available technology when developing production processes and facility maintenance.
- Promoting sorting and recycling of waste.
- Cooperation with waste management companies to achieve better recyclability and reusability of waste. As one concrete example, Patria has increased the reusability of composite waste together with a service provider. As a result, since the beginning of 2025, Patria's composite waste can be fully reused in the cement industry.
- Training of the personnel in different areas of environmental issues, including waste sorting and recycling.
- Actively participating in development of the Circular Economy Act.
- Repairing old parts to be reused in maintenance operations.
- Developing Patria's service operations to ensure the longer life cycle to its customer's products.
- Reuse of Customer's rejected materials and equipment's organized with public auction annually.

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Efforts to increase the recycling rate are being made through collaboration with waste management companies, which has already improved both recycling options, and reporting practices for a clearer understanding of waste management processes. The importance of recycling has been reinforced and training given for employees, and efforts to enhance waste management have been included in action plans.

Product lifespans can be prolonged through lifecycle support services, thereby reducing the demand for raw material extraction and new manufacturing processes. Controlled recycling and end-of-life treatment practices have been determined, mainly for restricted security-related modules to ensure safe disposal, and for some bulk parts like metals and organic materials. In the case of smaller products, recyclable materials like wood and metals are used in product packaging. Furthermore, to some extent, used components and modules are re-used at least in tests and prototypes when possible.

Targets and progress on targets

E5-3 Targets related to resource use and circular economy

Patria's waste management targets are related to reducing, reusing and recycling layers of waste hierarchy. Community waste targets for 2025 were:

- Waste recycling rate 62%
- Waste sorting rate 70%

In 2025, the recycling rate for Patria Group's community waste was 58%. Patria's recycling rate was 46% and Millog's 69%. Since 2025 energy recovery of waste is not considered as recycling. This has caused changes in recycling rate calculations. The recycling rate is also dependent on the waste management partners' offering of recycling services. By implementing sorting procedures at production sites, we facilitate and enhance the recycling process. The decline in recycling is primarily related to an increase in wood waste, which has limited recycling options. Production has grown in Protected Mobility facilities in Finland and Latvia, which has increased wood waste. Patria Group's community waste sorting rate was 94%.

In connection with Patria Group's operations, following waste fractions are generated: community waste, scrap metal, construction and industrial waste and hazardous waste. The total volume of waste generated by Patria Group in 2025 was 3,926 tonnes. 73% (3,015 t) of Patria Group's waste consisted of community waste, including construction waste and scrap metal. Waste amounts have increased since 2024 by 9% (317 t).

Hazardous waste accounted for 27% (912 t). The amount of hazardous waste decreased compared to 2024 by 228 tonnes. Approximately 30% of Patria Group's hazardous waste was recycled, which is an improvement on the 2024 recycling rate (25%). Patria's hazardous waste is generated by surface treatment and maintenance and repair operations. These activities include washing parts and equipment, engine and vehicle oil changes, and surface treatment process waters.

In the course of time, the recycling rate of community waste has been varying between quarters and years. This is mainly due to the seasonal nature of Patria's operations. The same applies also to the amounts of hazardous waste. The amount of hazardous waste is targeted to be decreased, and the recycling rate of community waste is pursued to be increased to reach the goals of the EU Waste Directive ahead of the schedule set by EU.

Metrics

E5-4 Resource inflows

E5-5 Resource outflows

Reporting principles for circular economy

Waste produced in Patria production and offices is handled according with the principles of waste hierarchy. Waste volumes include common community waste, scrap metal, hazardous waste, and construction and industrial waste. Waste management companies report the actual data, which Patria uses in the reporting.

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The recycling and sorting rate of community waste are calculated by using the data provided by the waste management companies. They use R- and D-codes to give information of the methods they use to handle the waste. Codes are divided into categories 1 recycling, 2 co-incineration or its preparation, 3 combustion in waste power plant and 4 disposal (D-codes). Recycling rate is calculated dividing the category 1 waste amount by the total waste amount. Sorting rate is calculated by adding together the waste amounts of categories 1, 2 and 3 and then dividing this by the total waste amount.

Waste reporting was modified in 2024 against ESRS E5-standard requirements. Mapping of waste codes into new standard has not been completely possible and therefore the previous years data cannot be offered completely in same format.

Patria Group does not disclose detailed information regarding material inflows utilized in its operations due to security considerations. Volumes of reuse of Customer's rejected materials and equipment's from public auctions are not available. That material is not classified as waste, and the quantities are not weighed, resulting in a lack of volume data. Public auctions are the preferred method for handling rejected materials, which contributes to lower overall waste volumes.

Generated waste Tonnes	2025	2024	2023*
Hazardous waste			
Diverted from disposal	298.7	349.1	N/A
Diverted from disposal due to preparation for reuse	209.3	275.4	N/A
Diverted from disposal due to recycling	64.4	57.4	N/A
Diverted from disposal due to other recovery operations	25.0	16.3	N/A
Non-hazardous waste			
Diverted from disposal (non-haz)	2,819.0	2,621.0	N/A
Diverted from disposal due to preparation for reuse (non-haz)	2,032.6	2,007.6	N/A
Diverted from disposal due to recycling (non-haz)	419.1	127.4	N/A
Diverted from disposal due to other recovery oper. (non-haz)	367.3	486.0	N/A
Hazardous waste (disposed)			
Directed to disposal	612.9	527.9	N/A
Directed to disposal by incineration	286.1	317.5	N/A
Directed to disposal by landfilling	0.2	0.1	N/A
Directed to disposal by other disposal operations	326.6	210.3	N/A
Non-hazardous waste (disposed)			
Directed to disposal (non-haz)	195.6	34.8	N/A
Directed to disposal by incineration (non-haz)	35.0	29.7	N/A
Directed to disposal by landfilling (non-haz)	13.8	2.2	N/A
Directed to disposal by other disposal operations (non-haz)	146.8	2.9	N/A
Non-recycled waste			
Total non-recycled waste	808.5	562.7	N/A
Non-recycled waste (%)	20.6	15.9	N/A
Waste totals of hazardous waste			
Total hazardous waste	911.5	877.2	657.4
Recycled hazardous waste	270.8	334.7	166.6
Recycled hazardous waste (%)	29.7	38.2	25.3
Total waste generated	3,926.2	3,532.8	4,385.3

*2023 data breakdown is not comparable to 2024

Waste recycling and sorting rate Tonnes	2025	2024	2023*
Waste totals of non-hazardous waste			
Total non-hazardous waste (tonnes)	3,014.8	2,658.4	3,727.9
Recycled non-hazardous waste (tonnes)	1,733.4	1,885.1	2,600.5
Sorted non-hazardous waste (tonnes)	2,819.0	2,623.7	3,694.9
Recycled non-hazardous waste (%)	57.5	70.9	69.8
Sorted non-hazardous waste (%)	93.5	74.3	N/A



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As an international defence and technology company, our mission is to give our customers confidence in all conditions. We are committed to building a resilient future for the next generations.

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<p>> 11,000 Safety observations</p>	<p>+400 Headcount grew by 400 employees</p>
<p>> 10 Years average career length</p>	<p>#3 The most attractive employer among Engineering professionals and #9 among IT professionals in Finland</p>

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S1 Own employees

People are at the heart of our success. We are committed to fostering a high-performance culture that values engagement, fairness, and continuous growth.



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Material impacts, risks and opportunities

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Patria's material impacts, risks and opportunities related to own workforce have been identified in the double materiality assessment. Patria's most significant impacts include being able to contribute positively to the wellbeing and work-life balance of its employees. By focusing on increasing positive impacts and reducing negatives, Patria seeks to boost employee engagement, satisfaction, productivity, and ultimately enhance its brand image.

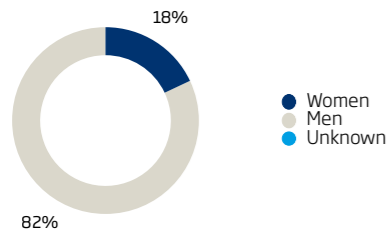
It is strongly recognised, that appropriate working conditions create an environment where employees feel safe, valued, and empowered to contribute at their best. Health and safety, fair treatment, and opportunities for growth build trust and engagement, which are essential

S1 Own workforce

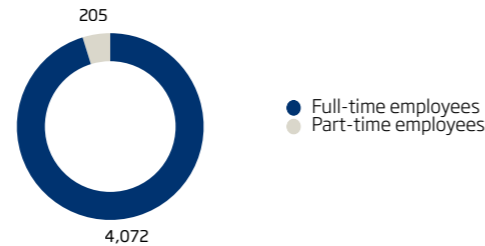
ESRS sub-topics and sub-sub-topics	Impact	Risk	Opportunity	Timeframe	Management
Working conditions - Health and safety - Secure employment - Working time - Adequate wage - Social dialogue - Collective bargaining - Work-life balance	Patria is committed to developing a high-performance culture, where all employees are entitled to safe and healthy working conditions. Inadequate conditions could negatively impact employees' physical and mental health. Open and transparent dialogue and improvement initiatives are continuously deployed and maintained.	+ - A Incidents and negative deviations in working conditions can cause severe health-related consequences and absences. They also increase costs and may affect to company reputation negatively.	Well and appropriately managed working conditions decrease incidents and increase employee wellbeing at work. They also positively impact to company's image.		Patria manages its working conditions actively and professionally aligns with international standards, with strong support and "setting the example" from the top management.
Equal treatment opportunities for all - Gender equality and equal pay for work of equal value - Diversity - Measures against violence and harassment in the workplace - Trainings and skills development	Patria values equal treatment opportunities, invests in training and skills development, and promotes diversity and inclusion. Clear policies and reporting channels foster a safe and respectful workplace environment.	+ - A Lack of gender equality can harm reputation and employee morale. It can also reduce organizational performance by excluding diverse perspectives and creating an unfair and less inclusive work environment.	Strong diversity and equality policies enhance employer brand and attract talents. Skills development promotes productivity and competitiveness. Also, inclusive practices are likely to foster innovation and strengthen long-term sustainability.		Patria manages these issues through a Code of Conduct and HR policies that enforce equal opportunities, gender equality and diversity. Regular training programmes are arranged to build skills and awareness. A Speak Up channel and zero-tolerance policy address harassment, ensuring a safe and respectful workplace.

+ Positive impact - Negative impact A Actual P Potential Short term Medium term Long term

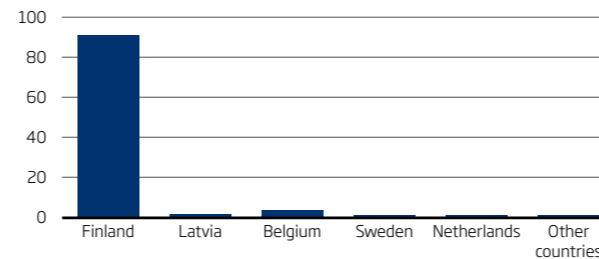
Personnel diversity (%)



Permanent employees (headcount)



Employees in operating countries (%)



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for collaboration and innovation. Patria ensures that individual performance supports organisational success and strengthens resilience in a competitive market.

Implementing measures to promote a healthy and safe workplace contribute positively to reducing work-related accidents and enhancing employee wellbeing. Well-governed policies and internal procedures for situations related to different aspects of employees' daily work, ranging from managing grievances to processing of personal data, are seen as instances for identifying and remedying possible concerns and building a just and cohesive culture.

Policies

S1-1 Policies related to own workforce

The Code of Conduct establishes the fundamental ethical standards and behavioural expectations that all employees are required to follow. It serves as a cornerstone for promoting a fair, respectful, and inclusive working environment, ensuring that all employees conduct themselves in accordance with Patria's values, legal requirements, and ethical practices. Regular training in the Code of Conduct is provided to all employees to reinforce these principles and ensure ongoing compliance. It is also mandatory for all new Patria employees.

The People Policy, updated in 2025, guides Patria's operations and management. It is based on Patria's shared values: we want to succeed, our operations are customer oriented, and we succeed together. The People policy includes a description of the principles of people management. Each of the management teams of Patria Group's companies and businesses is accountable for maintaining compliance with the People Policy and people management within its area of responsibility. A

key principle of Patria's People policy is compliance with laws, regulations, ethical principles and good practices everywhere, and in all activities, regardless of the country of operation.

All employees with managerial duties are required to actively and purposefully promote a leadership culture, which is in accordance with Patria's values. Management is guided by the People Policy and good leadership builds trust and promotes fairness and constructive cooperation. Managers and supervisors ensure that operations are target oriented and create the preconditions for successful work and performance culture. Communications with staff is interactive and open.

The development of personnel skills is guided by the Patria People Policy. Competencies are the foundation of Patria's business and are developed according to the strategy and business needs. The growth, sharing and renewal of competencies through training, job rotation and changes in work assignments are essential part of performance and competence management. Patria provides its staff with the opportunity to develop their skills in their daily work and through courses. Good leadership is also supported by different types of coaching aimed at supervisors.

Patria strives to create a workplace in which there is mutual trust and respect and where diversity is encouraged and appreciated. Patria is committed to being an equal opportunities employer and shall treat all employees fairly, impartially and equally. Harassment and discrimination, in any form, are not tolerated. These prohibitions apply throughout the life cycle of an employment relationship.

At Patria, employees are treated equally and in a non-discriminatory way. Discrimination based on any personal reason is not tolerated. Every Patria employee must promote equality in their behaviours and actions. Patria does not tolerate inappropriate behaviour.

Operating principles: At Patria, all operations are guided by a commitment to comply with the laws and regulations of the countries where business is conducted. All activities are also guided by the different standards of Patria and Millog which have been approved at the Board level. These standards include Patria's Code of Conduct and Patria People Policy. The policies apply to all personnel in all countries of operations. If the regulations in the countries are less comprehensive or strict than our own standards, Patria will always apply the Patria standard. The principle is reflected in Patria's Code of Conduct.

Patria has also an **OHS (Occupational Health and Safety) Handbook (in Millog Management System Handbook)** to guide practicalities related to safety management. This handbook provides clear instructions and best practices to ensure a safe working environment for all employees.

Engaging with own workers

S1-2 Processes for engaging with own workers and workers' representatives about impacts

Patria actively engages with its employees and workers' representatives to ensure fair working conditions and equal opportunities for all. This engagement is built on open dialogue, transparency, and participation in decision-making processes that affect personnel. Patria promotes freedom of association and the right to collective bargaining and maintains regular communication channels to address concerns related to work-life balance, occupational safety, and equality.

Initiatives such as safety observation campaigns, equality and non-discrimination surveys, and leadership programmes help identify development needs and foster a safe and inclusive work environment. Employees are

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encouraged to contribute through feedback mechanisms, including the SpeakUp channel, ensuring that any grievances can be raised confidentially. These processes are complemented by training programmes and continuous skills development, supporting both individual growth and organisational performance. Patria's approach reflects its commitment to human rights, non-discrimination, and fair treatment, in line with international standards such as the ILO Conventions and the UN Global Compact.

Processes to remediate negative impacts and channels for the company's own employees to raise concerns

S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns

Employees are encouraged to report any concerns related to compliance, or suspected violations of ethical standards, laws, or regulations to their supervisor, the Human Resources Department, Security, Safety, or Quality functions. Reports can be done also depending on the concern by contacting the Compliance Department directly or through SpeakUp® service of People Intouch, by web and/or phone reporting. SpeakUp is a tool that allows reporting of any concerns anonymously. External stakeholders can report through the same tool.

The protection of whistleblowers is in all cases ensured in accordance with applicable national laws that implement the EU Whistleblower Directive. Patria has chosen to allocate the management of alleged wrongdoing reports to an external service provider, be they anonymous or identifiable, as one means to ensure nonpartial and professional handling.

Patria's Safety App is intended for recording and monitoring safety observations, accidents, near misses, corrective actions and safety walks. All incidents are investigated, and prerequisites are being created to avoid similar cases or identify possible deficiencies in the safety management system.

Actions

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

Patria is committed to fostering a workplace culture that values engagement, fairness, and continuous growth. Our approach is rooted in ethical integrity, equality, inclusivity, and the understanding that empowered individuals drive responsible business. A high-performance culture is built on a clear vision and well-defined business objectives, which must be consistently understood across all levels of the organisation.

Patria has offices in Finland, Belgium, the Netherlands, Latvia, Norway, Japan, Sweden and Germany. All operations are guided by a commitment to comply with the laws and regulations of the countries where business is conducted. Legislation and applicable collective agreements in different countries differ and such agreements typically do not cover the top management of different companies. As an example, minimum conditions for working hours come from EU and Japan directives and are generally of a high standard. The main international initiatives, that Patria supports are described in the section Sustainability principles.

Patria employed over 500 new employees during 2025. Several training programmes for different employee groups offer information about Patria's ways of working and offer possibility to develop competences. The Bootcamp induction concept, introduced in 2025, provides a unified, high quality start for every new employee at Patria. This standardised two day programme offers a consistent overview of our operations, culture and core processes. Bootcamp serves as the first step in a broader induction path.

The goal of Patria's occupational health and safety is to ensure safe and healthy working conditions and to provide support for the maintenance of working capacity and mental wellbeing. The long-term target is, that work does not cause accidents or occupational diseases.

Actions taken to develop safety culture include

- Promotion of safety observations and innovations
- The development and implementation of safety instructions and practices, such as safety walks.
- Risk assessments, training and orientation at various levels, such as bootcamps for all new employees and supervisors.
- Cooperation with occupational health services, including mental wellbeing and musculoskeletal development groups and related trainings.
- Production of informative material to promote occupational safety, which serves as a reminder of everyday safety thinking and is visible on information screens and printed materials throughout the workplaces.

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Patria's Health and Safety management system contains guidelines to provide a safe and healthy workplace. It is aligned with international standards and best practices, creating a proactive framework for identifying, assessing, and mitigating health and safety hazards in the workplace. Health and Safety management system, covering 100% of personnel, is continually developed to meet the highest standards.

Patria provides healthcare for its employees according to each country's legislation. Patria has an early support model in use for its personnel, which helps the employer to react at an early stage to support employees in case they have issues concerning health. Wellbeing is promoted by supportive health initiatives and coaching sessions.

In 2025, Patria has implemented actions defined in the Equality Plan for addressing potential discrimination, harassment and inappropriate language use raised by personnel. Attention has been paid to the equal distribution of workloads and tasks between individuals. The Patria Equality and Non-Discrimination Survey was conducted again in 2025 to determine further actions for 2026.

Patria has career management and age-related leadership programmes, with the goal of supporting and utilising the expertise of employees of different ages and life situations to achieve the goals of the work community. The aim is to support work continuity until retirement so that employees could work according to their own wellbeing and in the most appropriate role possible.

Targets and progress on targets

S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

In 2025, Patria experienced significant growth and renewal. Each professional contributed meaningfully to the organisations' collective mission. The company's workforce grew by 422 employees, resulting in a total of 4,277 professionals as of December 31, 2025. Furthermore, Patria successfully recruited more than 500 new employees during the year. Patria has targets to continuously improve employee satisfaction and supervisor performance. We have been able to keep these at the satisfactory level, while our Group grows and develops. A new learning management environment, MyLearning, replaced the old Patria environment during 2025. The new modern environment supports especially global learning processes better.

At Patria, the safety and wellbeing of our employees is a fundamental priority and an integral part of our social sustainability commitment. Patria has set long-term goals of zero occupational accidents and diseases. This ambition is supported by a comprehensive safety management system, preventive actions such as risk assessments, safety observations, occupational safety training, and safety walks. We continuously monitor and improve our safety culture, including tracking key indicators like the Lost Time Accident Frequency Rate (LTIF).

During the reporting period, Lost Time Injury Frequency has increased from 4.9 to 5.7. The rise was primarily caused by gaps in task-level risk management and supervision. We remain committed to being focused on safety and ensuring safe working environment for employees. We have implemented targeted safety initiatives, including enhanced training programmes, comprehensive risk assessments, and the promotion of safety observations. Additionally, we have strengthened induction processes and daily management practices to further improve safety oversight. In 2025, we recorded over 11,000 safety observations—a significant increase compared to more than 7,000 reported in 2024.

In Universum's 2025 Most Attractive Employers survey in Finland, Patria's ranking rose significantly among both students and professionals. Patria ranked third among engineers in the survey of working professionals (ninth in 2024) and was ranked ninth among by IT professionals (17th in 2024).

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Metrics

S1-6 Characteristics of the undertaking's employees

S1-7 Characteristics of non-employees in the undertaking's own workforce

S1-9 Diversity metrics

Personnel at the end of the year by gender and country

FTE (<50 summed in other countries)*	2025	2024	2023
Finland	3,727	3,371	3,122
Sweden	79	82	82
Belgium	161	116	107
Latvia	78	<50	<50
Netherlands	49	<50	<50
Other countries	17	93	72
All Countries	4,111	3,662	3,382

* decimals has been rounded to nearest integer

Headcount (<50 summed in other countries)	2025	2024	2023
Total all countries	4,277	3,855	3,583
Women	766	675	597
Men	3,510	3,179	2,985
Unknown	1	1	1
Finland	3,879	3,551	3,295
Women	691	620	546
Men	3,187	2,930	2,748
Unknown	1	1	1
Sweden	77	80	81
Women	13	11	9
Men	64	69	72
Belgium	166	120	119
Women	30	20	20
Men	136	100	99
Latvia	78	<50	<50
Women	7		
Men	71		
Netherlands	51	<50	<50
Women	21		
Men	30		
Other countries	26	104	88
Women	4	24	22
Men	22	80	66
Non-employees in own workforce	557	377	310

Diversity	2025	2024	2023
Share of personnel (headcount)			
Women	766	675	597
Men	3,510	3,179	2,985
Unknown	1	1	1
Share of personnel (%)			
Women	17.9	17.5	16.7
Men	82.1	82.5	83.3
Unknown	0	0	0
Share of management (headcount)			
Women	2	3	3
Men	7	14	15
Share of management (%)			
Women	22.2	17.6	16.7
Men	77.8	82.4	83.3

Personnel at the end of the year by gender and contract type

Employee category (headcount)	2025	2024	2023
Permanent employees	4,112	3,648	3,430
Women	741	653	572
Men	3,370	3,030	2,857
Unknown	1	1	1
Fixed-term employees	165	171	151
Women	25	22	24
Men	140	149	127
Total	4,277	3,855	3,583

Personnel at the end of the year by gender and category (full/part time)

Employee category (headcount)	2025	2024	2023
Full-time employees	4,072	3,634	3,372
Women	714	617	546
Men	3,357	3,016	2,825
Unknown	1	1	1
Part-time employees	205	221	211
Women	52	58	51
Men	153	163	160
Total	4,277	3,855	3,583

Employee turnover and duration of employment

Employee turnover rate and duration of employment	2025	2024	2023
Employee turnover rate (%)	9.7	9.4	9.8
Average duration of employment (years)	10.1	12.2	12.9

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S1-8 Collective bargaining coverage and social dialogue

Patria respects freedom of association and collective bargaining as mentioned in the Code of Conduct and provides training for all employees. Patria is also committed to the United Nations Global Compact. The collective bargaining coverage at Patria Group is high, 92%. The remaining 8% are in management positions and are not covered by collective bargaining agreements.

S1-10&11 Adequate wages and social protection

In Patria Group, all employees are paid above the allowed minimum wage, which are defined in collective bargaining agreements. The adequate wage levels have been analysed in different operating countries separately.

S1-13 Training and skills development metrics

Training indicators by gender 2025

Training indicators	Men	Women	Unknown	All
Employees participation in performance reviews (%)	98.0%	98.0%	100.0%	98.0%
The average number of training hours (hours)	12.8	12.1	0	12.6

S1-14 Health and safety metrics

Occupational health and safety

Occupational health and safety (own employees and service-providers)	2025	2024	2023
Lost time incident frequency rate (LTIF, r12)	5.7	4.9	8.3
Occupational accidents (number of)	42	45	48
Fatal occupational accidents (number of)	0	0	0
Occupational diseases (number of), only own employees	0	3	6
Safety observations (number of)	11,389	7,446	7,265

S1-15 Work-life balance indicators

All employees (100%) in Patria companies, who are starting a family, have a legal right to family-related leaves. A total of 5% of all employees took family-related leave during 2025.

S1-16 Remuneration metrics

The annual total remuneration ratio reflects the annual total remuneration of the highest paid individual relative to the annual average remuneration of all employees, excluding the highest paid individual, Patria's President and CEO. Patria's annual total compensation ratio was 4.9 during 2025. Patria strives to pay equality, which means that employees are paid with fairness. Gender pay-gap (female to men) was 1.7%. Differences may exist based on required expertise, competence and local requirements.

S1-17 Incidents, complaints and human rights impacts

Patria handles suspected violations against the ethical Code of Conduct reported via the SpeakUp channel according to the Patria Whistleblower Policy. In 2025, 46 concerns were raised, of which 18 concerned suspicions of discrimination and harassment. We have estimated, that one case included discrimination and have implemented actions based on assessment to prevent similar cases. Patria has not received any allegations of severe human rights incidents. Amount of material fines, penalties and compensation related to the above-mentioned incidents is zero (0) euros.

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Reporting principles for own employees

Own workforce

The metrics for Patria's own workforce include the entire Patria Group. The number of employees and non-employees used in the calculations is indicated as the number at the end of the reporting period (31 December 2025). The share of women/men in management includes the ladies/men in top management positions.

Headcount is calculated at the end of the year 31.12.2025. Reporting period for new, resigned and retired employees is 1.1. - 31.12.2025. Exit-turnover is calculated as "the sum of all ended employee contracts / headcount at the end of the year". The number of employees also includes non-active employees such as employees on family-related leave.

Non-employee workers in the company's own workforce include workers who have concluded an agreement on the supply of labour with Patria Group that is, self-employed people and workers provided by companies that primarily engage in employment activities. As non-employee workers are considered the individuals who work under the management and supervision of Patria's companies, but whose employment contract is with a company that provides temporary labour to Patria. Patria also maintains data in its systems about individuals who need access to the systems for their work but are not under Patria's management. These individuals work as subcontractors and do not belong to Patria's own workforce, or the previously defined temporary labour (non-employee workers).

Occupational health and safety

The Lost Time Incident Frequency rate (LTIF1) reported by Patria Group for 2023-2025 includes all work-related incidents resulting in absences over one day. The number of work-related accidents is indicated combined for the company's own employees and non-employee workers. The Lost Time Incident Frequency Rate is determined by calculating the number of incidents per one million hours worked. Safety observations include all observations Patria personnel has recorded through official channels by country-specific instructions.

Employee turnover

The employee turnover is measured as the number of exiting employees during the fiscal year, divided by the headcount at the end of the year, excluding temporary employees such as trainees.

Remuneration metrics

The gender pay gap is calculated as the difference between the weighted average annualised salary for men and women divided by the weighted average annualised salary of men. The pay gap is reported as the percentage of women's salary gaps relative to men.

The annual total remuneration ratio is calculated as the ratio between the annual remuneration of the highest paid individual (excluding the President and CEO) and the average annual remuneration for all employees excluding executives.

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S3 Affected communities

For Patria, ethical conduct is not just about compliance – it is about trust, accountability, and long-term societal impact.

Material impacts, risks and opportunities

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Patria’s material impacts, risks and opportunities related to affected communities have been identified in the double materiality assessment. The affected communities are civil societies in countries, that conduct business with Patria, or where the company has its own operations. The defence industry may have multifaceted impacts on communities, which may be realised in different ways.

Patria’s most significant impacts include being able to contribute positively to national security and resilience. The defence industry connects and protects. We support strategic mobility and develop and supply the equipment that safeguards against internal and external threats. We collaborate closely with other companies in the defence and civilian businesses, as well as Academia and Research Institutions in our ecosystem. In addition, we collaborate on research and development, share knowledge and work together at a local, European and global level to foster frameworks for competitiveness, safety and sustainability.

Patria strives to be part of a European defence technological and industrial base (EDTIB) that is capable

S3 Affected communities

ESRS sub-topics and sub-sub-topics	Impact		Risk	Opportunity	Timeframe	Management
Communities’ economic, social, and cultural rights - Security-related impacts	Patria respects and protects communities’ rights, local ecosystems and cultural heritage through responsible sourcing practices. Given its role in defence, Patria addresses security-related impacts with strict safety measures and stakeholder engagement.	+ A P	Poor management of these issues could harm local ecosystems, cultural heritage, and communities’ economic position. This may lead to decreased community trust towards Patria and its operations, which can be realised also as a financial loss.	Strong sustainability and security practices enhance the social license to operate, build community goodwill, and support long-term profitability.	<input checked="" type="checkbox"/>	These practices are reinforced across all our operations by Patria’s Code of Conduct and Supplier Code of Conduct, which mandate responsible resource use, respect for communities, and compliance with ethical and legal standards.
Communities’ civil and political rights - Freedom of expression - Freedom of assembly	Patria upholds freedom of expression and association through its Code of Conduct and open dialogue practices. It provides anonymous and risk-free channels to report for concerns and engages transparently to prevent any negative impacts on stakeholders of these rights.	+ A P	Restricting dialogue or ignoring concerns could damage reputation, lead to legal challenges, and erode stakeholder trust.	Promoting open communication and protecting rights strengthens community relations, enhances the company’s credibility, and supports responsible business leadership.	<input checked="" type="checkbox"/>	Patria manages these issues through its Code of Conduct and secure channels like SpeakUp are provided for raising concerns. These practices are reinforced from the top management level to ensure compliance with international human rights standards.

+ Positive impact - Negative impact A Actual P Potential Short term Medium term Long term

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of developing and producing the full spectrum of state-of-the-art capabilities. This enables national governments and Europe to sustain the highly specialised skills and facilities required to develop, produce and maintain the systems and equipment our armed forces need to fulfil their missions. Patria strives to remain at the cutting-edge of innovation and supports local projects for the development of skills that match those needs in education and Academia. As a part of many trade agreements, Patria engages local manufacturing and service industry directly through technology transfers or supplier partnerships. That contributes to the creation of highly skilled jobs in the countries where Patria operates.

In an increasingly instable world, our industry has an important role to play, to support peace as pre-condition of sustainable development. Given its importance for national security, the defence industry operates in a market where national governments play a decisive role as customers, sponsors and regulators.

Patria is committed to in-depth due diligence and risk assessments in the defence industry, leveraging expert resources and in collaboration with relevant authorities, which also identifies and prevents the risk of diversion, and to reporting transparently about our impacts on communities. The economic impact is significant, as the defence sector provides employment in manufacturing, development, and maintenance. Environmental impacts are addressed in Sections E1 Climate change and E5 Circular economy.

Policies

S3-1 Policies related to affected communities

Sustainability engagements in relation to affected communities are embedded in **the Code of Conduct and**

the Supplier Code of Conduct, both published on Patria's website, which include commitments to internationally recognised human rights in all operations. The main international initiatives that Patria supports are: The United Nations (UN) Universal Declaration of Human Rights, UN Global Compact, and the International Labour Organization (ILO). Human rights commitments are described also in sections of Sustainability principles, S1 Own workforce and G1 Governance.

Patria respects and promotes universal human rights as defined by the United Nations Universal Declaration of Human Rights, in its operations. The Code of Conduct and Supplier Code of Conduct emphasise respect for fundamental human rights within the company's operations and our supply chain. Internal processes include efforts to identify and address human rights risks, ensure fair and safe working conditions, prevent discrimination and harassment, and uphold labour standards in accordance with international conventions and standards.

Among the rights that Patria considers fundamental and universal are freedom of opinion and expression, religion and peaceful assembly as well as freedom from any discrimination based on race, age, nationality, gender or sexual orientation. Furthermore, Patria shall not tolerate any use of forced or child labour or human trafficking. Human rights of employees are interpreted in consistency with the International Labour Organization (ILO) Conventions.

Engagement with affected communities

S3-2 Processes for engaging with affected communities about impacts

Patria's policies regarding affected communities are designed to promote positive engagement with those impacted by the company's operations, while also preventing, mitigating and remedying any adverse effects. Patria fosters open dialogue and communication with its employees, suppliers and customers. Patria also maintains open channels for communication and cooperation and prioritises participation in decision-making processes affecting them.

Dialogue with civil society is emphasised through regular participation in public debates, events and research initiatives. Patria participates in the annual Arms Trade Treaty (ATT) Conference of State Parties as well as events organised by NGOs that look at human rights and due diligence considerations and the role of industry. The Arms Trade Treaty (ATT) is the only legally binding treaty to regulate the international trade of conventional arms. Its objective is to help prevent unregulated and irresponsible arms transfers, preventing their diversion, and raise standards to provide a level playing field for legitimate arms exporters.

Patria also contributes to research on these topics by providing interviews and practical insights. In February 2025, Patria presented on best practice in human rights due diligence, in a panel hosted in Geneva by the Working Group on Effective Treaty Implementation (WGETI). In August 2025, the company participated in the ATT Conference of State Parties and the related side events. The ATT Secretariat was also invited to present to the Trade Compliance Project Annual event in November 2025.

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Patria participates in other such events through ASD, where it holds the Chairperson role in the Export Control Committee. In that role, it facilitated ongoing discussions with the ATT Secretariat throughout the year and started a new dialogue with Transparency International's head of Defence and Security in December 2025. Patria's Vice President of Compliance also regularly contributes to research by delivering interviews and providing insights for researchers working on topics related to human rights, responsibility and export controls and sanctions implementation.

Patria engages with affected communities and maintains dialogue with NGO's directly or through the European sectorial industry association (ASD). Participating in these defence sector discussions helps raise awareness of human rights concerns and promotes industry initiatives. The subjects addressed encompass best practices in due diligence, lessons learned and measures to prevent circumvention, and the advancement of initiatives aimed at enhancing transparency, including for greater openness of Ultimate Beneficial Ownership (UBO) registers. See also General section for interests and views of stakeholders.

In addition, actions Patria has implemented to adequately address and mitigate effects on the local communities that the operations may cause or contribute to, directly or through the supply chain, are also ways to engage with communities. See chapter of Actions below.

Human rights aspects and risk of circumvention are considered, when evaluating country risk profile and specific opportunities, in accordance with the Patria Country Risk Matrix. Patria cooperates with national authorities to gain a better understanding of those risks. Each business opportunity is evaluated as part of the sales process, including compliance considerations. Specific internal governance bodies address concerns raised during due diligence exercises, with specific attention to

higher risk third-party relationships, for which specific documentation, external expert advice and reports are regularly sought.

Process to remediate negative impacts and channels for affected communities to raise concerns

S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns

Affected communities are encouraged to report any ethical concerns or suspected non-compliance issues through Patria's SpeakUp channel, as detailed in section G1 Governance. Additionally, they may reach out to Patria's local contacts within operational sites. Patria also requires its suppliers to adhere to the Supplier Code of Conduct and to promptly report any concerns. The Code of Conduct and the Supplier Code of Conduct are published on Patria's website.

Actions

S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions

Patria has implemented several actions and internal processes to adequately address and mitigate human rights effects the operations may cause or contribute to either directly or through the supply chain:

- A reporting channel that allows anonymous reporting ("SpeakUp") is made available to its employees as well as

external stakeholders. Information of the tool and how to use it is accessible through the Patria website.

- External management of reported cases through a channel manager, which will also investigate alleged wrongdoing, while avoiding conflict of interest.
- Due diligence procedures, involving country risk assessment, external expert services, and specific governance models when reviewing any third party: see 'section G1 Governance'.
- Engagement with affected communities: see description above.
- External reporting on Patria's website and Sustainability Report. Patria publishes information on reports and eventual incidents in its Sustainability Report annually.

Policies are shared through direct communication with both internal and external stakeholders to keep them informed about Patria's initiatives. Information about policies is also available on the Company website. For contractual counterparties, we communicate policies through documented agreements setting clear expectations regarding human rights and environmental standards.

Patria products and services are mostly controlled as defence-related goods under export control laws and regulations and require export licences from relevant national authorities. Impact on regional stability and other security-related considerations are considered as part of the export licence assessments made by the respective licensing authorities in accordance with the Council Common Position 2008/944/CFSP of 8 December 2008 defining common rules governing control of exports of military technology and equipment.

Patria is committed to in-depth due diligence and risk assessments in the defence industry, leveraging expert resources and in collaboration with relevant authorities,

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which also identifies and prevents risk of diversion. Patria has a standardised process for assessing country risk, which is embedded in the sales process, and applies to any business opportunity and partnership. Country risk assessment is carried out leveraging internal governance structures. Collaboration with authorities is essential as it allows better understanding of their expectations and sharing of information that helps having a comprehensive assessment. Patria has a business partner selection process emphasising ethical and sustainability practices. The management of supplier selection process is described in section G1 Governance.

Patria maintains open communication with licensing authorities in all operating countries. The company has deep export control expertise and regularly engages with authorities and European institutions on legislation, implementation and best practices of sharing, including through ASD events. Dialogue with civil society is emphasised through regular participation in public debates and events, and direct participation to the Arms Trade Treaty Conference of State Parties and other NGO events, directly or through ASD.

Targets and progress on targets

S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Patria's sustainability targets concerning affected communities are focused on maximising positive contributions while minimising negative impacts. A list of targets and references to other sections providing relevant information is noted below:

- Governance-related targets are outlined in section G1 Governance.
- Human Rights Due Diligence: Human rights assessments are included in third-party screening process, which is mandatory for all parties.
- Stakeholder dialogue: Patria is committed to annual sustainability reporting on social and ethical issues and actively participates in stakeholder forums and engagement activities.
- Supply Chain audits: Compliance and supply chain functions audit stakeholders based on annual plans.
- Environmental goals related to carbon emission reductions and the advancement of a circular economy within defence manufacturing processes are detailed in sections E1 Climate change and E5 Circular economy.

These targets related to affected communities reflect Patria's commitment to comprehensive sustainability and are developed to strengthen stakeholder confidence, and facilitate progress across social, environmental, and governance areas.

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S4 Consumers and end-users

Patria’s mission is to give its customers confidence in all conditions. Through our customer promise, we enable security in critical operations and conditions.



Material impacts, risks and opportunities


SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Patria’s material impacts, risks and opportunities related to consumers and end-users have been identified in the double materiality assessment. Patria is committed to manufacturing high-quality products that meet the requirements of the industry, customers, and own operations. Design and manufacturing processes are highly controlled and continuously developed. Any uncontrolled safety risks or quality problems in products may lead to safety incidents, legal liabilities, and reputational risks. Opportunities are related for advanced trust, better brand image, and possibilities for long-term partnerships.

Beyond the ESRS framework, the sub-topic of product safety and quality has been included as Patria’s own disclosure. The report concerning that can be found in the later section “Supplementary information”.

S4 Consumers and end-users

ESRS sub-topics and sub-sub-topics	Impact		Risk	Opportunity	Timeframe	Management
Information-related impacts for consumers and/or end-users - Access to (quality) information	Patria ensures access to quality information for customers through clear communication, strict data governance, and requirement management processes. Customer feedback, surveys, and reclamation tools are used to improve transparency and product development, while internal policies guarantee secure and accurate handling of information.	+ A	Inaccurate or insufficient information could lead to misuse of products, safety incidents, and loss of trust, as well as regulatory non-compliance.	Transparent and reliable information strengthens customer confidence, improves user experience, and enhances Patria’s reputation as a responsible and trustworthy partner.		Patria manages information-related impacts through strict data governance and clear communication practices outlined e.g. in the Quality Policy and Data Governance Model. Processes such as requirement management, customer feedback systems, and secure IT solutions ensure that end-users receive accurate, timely, and reliable information while protecting confidentiality.
Personal safety of consumers/end-users - Security of a person - Product safety and quality	Patria prioritises product conformity through strict safety and quality standards and rigorous testing to ensure products pose no uncontrolled risks to end-users. Personal security is embedded in product design and lifecycle management, supported by compliance with defence industry requirements and user training.	+ A	Failure in safety or security could lead to negative consequences, legal liabilities, and reputational harm. These are likely to cause also financial losses.	Strong compliance to high safety and ethical standards strengthen trust, enhance brand reputation, and create competitive advantage in responsible defence solutions.		Patria manages these issues through strict product safety standards (e.g. ISO 9001 and defence regulations) and rigorous testing to protect end-users. Personal security is ensured through secure design and risk management practices.

+ Positive impact - Negative impact A Actual P Potential  Short term  Medium term  Long term

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Policies

S4-1 Policies related to consumers and end-users

Due to the security critical nature of the industry, Patria has determined a diverse set of policies and guidelines related to consumers and end-users, to ensure a systematic and common way to manage both internal and external requirements. The documents taking note of this topic include Patria's Code of Conduct, Supplier Code of Conduct, Quality Policy, Environmental Policy, Data Governance Model and Requirement Management Policy. From the consumers and end-users' point of view, these policies and guidelines aim to establish common principles for achieving appropriate product conformity and required compliance. Thereby, Patria can demonstrate to the customers and end-users that the products are produced appropriately, developed according to the best-practice industry standards and ways of working, and by following the strict regulations of the defence and security industry.

The Code of Conduct defines the ethical and compliance standards that apply to all Patria's operations, including relations to customers and end-users. The Code establishes the foundation to ensure that the Patria offering is guided by integrity, transparency, and compliance with laws and the highest standards. It reflects our commitment to delivering products and services that meet strict industry regulations and best practices, so customers and end-users can trust in their safety, quality, and sustainability.

The Supplier Code of Conduct specifies the minimum standards of behaviour Patria requires of its suppliers, based on the principles of Patria's Code of Conduct. The policy is applicable to all suppliers and partners who supply products or services related to Patria contracts or purchase

orders. Any compliance concerns or potential or suspected violations of the Code are encouraged to be reported.

The Quality Policy addresses that the products and services delivered by Patria are produced according to quality standards (e.g. ISO9001) and fulfil requirements which are agreed with customers, and which are in line with relevant laws, regulations, industry standards and Patria internal requirements. The objectives and results are achieved by following up to date, clear and purposeful plans and processes. Patria commits to deliver products and services to customer as agreed. Patria's whole offering is based on genuine interest and understanding of customers' needs and requirements. Patria maintains approvals and certificates required by laws, regulations, and customers, and acts as they demand.

The Environmental Policy determines Patria's operations as required by the ISO 14001:2015 Environmental Management Standard. Patria is committed to continuously develop its operations to improve our environmental performance according to three guiding principles of compliance, sustainability and responsibility, and proactiveness. From the products' and their consumers' and end-users' viewpoint, those principles highlight that Patria identifies the environmental aspects including risks and opportunities related to the products and services. Patria delivers solutions in sustainable and responsible way, compliant with laws and regulations, and proactively considering the entire life cycles of the products and services.

The Patria Data Governance Model describes Patria's Master Data Management (MDM) and data governance model and how it is implemented into operations of Patria's business and group functions. MDM and Data Governance model outlines how master data should be managed, how data management practices are applied and organised, and how to ensure their continuous execution and further

development. The model defines common ways and processes to handle customer and end-user related data in an appropriate and secure way. Patria's products and services are identified as one of the core data domains to secure safe and sustainable end-products.

The Requirement Management Policy serves more efficient and harmonised requirement management process. Properly utilised requirement engineering and management ensures the customer satisfaction and secures compliance and conformity with requirements presented from different stakeholders and different levels.

Engaging with consumers and end-users

S4-2 Processes for engaging with consumers and end-users about impacts

The majority of Patria's customers are national governmental authorities related to security and defence. Thereby, the processes and practices for customer and end-user engagement are often confidential and they can vary depending on the customers.

Overall, product safety and quality are linked with sales process where Patria's concept to be offered is being built in close cooperation with customer representatives. The sales process follows certain gates and review points where final concept is being developed and finally approved with an agreement. Following the agreement, the customer delivery project follows the same kind of structure with regular project reviews and milestone gates with the customer, that aims to ensure mutual information flow and dialogue as well as up-to-date project control. Customer delivery projects also include the needed documentation on the user guides and instructions to

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support the end-users and customers after the delivery, as agreed in the agreement.

The joint procurement Common Armoured Vehicle System (CAVS) programme demonstrates Patria's abilities to engage with different stakeholders, including customers, to drive development of the innovative and sustainable technology solutions. In this common European multinational development programme with several countries and organisations, Patria's 6x6 vehicle platform has been selected as a joint platform for participating countries. The programme requires very close cooperation between all the stakeholders already in the development phase to ensure meeting the customer requirements, and to enable effective interaction, joint procurement, and overall co-innovation and co-development in the international context.

Furthermore, customer interaction, sales observations, and market intelligence provide valuable insights, allowing products and services to be prioritised and developed based on consumer and end-user preferences and needs. Also, the Deviations Management Process and Patria's in-house tool for customer reclamations management are in implementation. Additionally, customer surveys are conducted annually covering all accounts to examine customer satisfaction with the offered solutions and Patria's operation model. Inputs from those surveys are mainly used for internal process development.

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

Patria's product management teams in each Business Areas support continuous development and development of processes to manage Patria's offering, enhancing productisation and supporting sales in technical support. Product portfolio management processes include the principles and forums to manage Patria offering and to secure and balance the offering for the market needs and changes, considering the customers and end-users at the core of all that.

To better encounter the customer and end-user requirements, there are ongoing development initiatives that aim to enhance productisation and product data management to achieve more effective customer delivery projects, cost-efficiency, and scalability. Also, within R&D process, there is a gate model with regular gate reviews in place, where pilot projects and prototypes are tested and verified that they are fit for the purpose and fill the customer needs already before customers' own validation phase.

The system engineering process is leading the delivery from design and development to customer delivery. System engineering process has certain reviews where the quality and safety related requirements are verified and documented as well as tested before customers' validation phase. Related to this end-to-end process development, there are also appropriate documentation and communication materials produced for the customer use.

Patria is committed to continuous improvement and conducts also regular internal and external audits aiming to spot and detect the development needs in the processes. Besides this, Patria maintains a continuous risk management process, supported by a risk portal tool, to mitigate risks and their potential impacts. This process also includes the consumers' and end-users' viewpoints.

Moreover, if end-users need to make reclamations or any claims, there are instructions and processes in place to mitigate the harm affected to the customer. During 2025, Patria implemented a new Observation Management System that harmonises all the previously used tools into one solution and to improve the overall internal efficiency related to deviation management.

Actions

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

Patria develops its processes continuously to ensure and maintain its reliable supplier status as well as to enable them to meet customer demands and maximise customer satisfaction. The concrete enhancement actions in product safety and quality are developed and implemented in the representative Business Areas, with support provided from Group Functions. Patria actively and tightly follows the most recent industry standards to ensure product conformity in all aspects and domains.

Recent development initiatives aim to enhance internal efficiency, product quality, and improve profitability through more effective product data and requirement management. Regarding that, product data structures

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are developed to secure smoother data flow within the different product data structures and levels.

Requirement management development aims to implement a modern requirement management tool in use to secure traceability of product and service requirements of all levels. The goal is to secure all requirements are completed and verified before customer delivery and to enable full traceability from customers' high-level requirements to the lowest level of technical sub-system requirements.

All this data-related management development supports Patria's strategic shift to moving towards a more product-driven company where products are more standardised. The standardisation brings benefits from a quality point of view when products and services being offered contain more tested modules that are already used by several customers. This brings efficiency, quality, and scalability benefits.

Furthermore, Patria's deviations management process and the Observation Management System are developed to enhance Group-level processes to manage deviations and possible customer reclamations efficiently, and to build situational awareness for the responsible business units. In addition, an internal initiative process and initiative proposal application have been successfully implemented and brought into use to improve the proposal possibilities and management of internal initiatives in Finland.

To better prepare the future and the potential upcoming customer requirements and regulations according to product sustainability, Patria has conducted two Life Cycle Assessments (LCA) for separate products during the past two years. The analyses have given valuable information of the carbon footprint and environmental performance and provided applicable learning experience regarding the LCA process and its future implementations.

Related to tightening product regulations, Patria has closely followed and prepared for the evolving EU regulations on environmental sustainability, like the EU Deforestation Regulation (EUDR) and the Carbon Border Adjustment Mechanism (CBAM) to ensure compliance in those. Moreover, Patria has subcontracted EU Data Package Analysis to understand the readiness to apply the new data and AI-related EU regulations in 2025. All these new regulations have legal liabilities for Patria as well as have aspects and significant connections related to consumers and end-users of Patria's offering.

Targets and progress on targets

S4-5 **Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities**

Patria is committed to minimising negative impacts and advancing positive contributions for consumers and end-users through robust and transparent governance, reliable product safety and security, and continuous quality improvement processes. Our targets include integrating human rights due diligence into all third-party screenings, conducting regular supply chain audits, and maintaining stringent quality and safety controls throughout design and manufacturing.

Progress in 2025 reflects strengthened stakeholder engagement, enhanced compliance measures, and the implementation of a harmonised Observation Management System to improve deviation handling. We have advanced initiatives in product portfolio management and system engineering to ensure products meet industry and customer requirements, supported by rigorous testing and traceability protocols. These actions not only

mitigate risks but also create opportunities for innovation and partnerships, reinforcing Patria's reputation for reliability and safety. Material risks and opportunities identified through double materiality assessments are actively managed via our risk management protocols and continuous audits, ensuring resilience and alignment with ESRS standards.

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Responsibility, integrity, and ethical business conduct are at the heart of everything we do at Patria. In today's world of unprecedented uncertainty, our industry plays a vital role in promoting resilience and security.

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Code of Conduct

New Code of Conduct for Patria

94.3%

Integrity Index

94.0%

of employees are aware of the procedures, when raising ethical concerns

Corporate Security Policy

New Corporate Security Policy for Patria

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G1 Business conduct

We are committed to ethical business practices, with zero tolerance for anti-corruption and a clear focus on integrity throughout our organisation. Patria's commitment to sustainable business conduct spans the entire value chain.



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Material impacts, risks and opportunities

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

G1 Business Conduct

ESRS sub-topics and sub-sub-topics	Impact	Risk	Opportunity	Timeframe	Management
Corporate culture	Patria's corporate culture emphasises ethical leadership and integrity. These principles guide business governance through strict internal controls, zero tolerance for unethical behaviour, and robust due diligence for third parties. Responsible operations are required across the value chain. This culture is being preserved every day, reinforcing trust and ethical leadership at all organisational levels.	+ A A weak or inconsistent corporate culture can lead to reputational damage, legal exposure, and loss of stakeholder trust. Unethical behaviour or even errors in internal controls may result in breaches of contractual obligations, inability to participate in public tenders, and restricted access to financing.	A strong, ethical corporate culture enhances Patria's reputation as a trusted partner for governments and partners, strengthening both brand and employer attractiveness. Demonstrating integrity and transparency can secure preferred supplier status, improve stakeholder confidence, and open doors to long-term strategic partnerships.		Ethical culture is managed through Patria's Code of Conduct, compliance practices, and risk management processes. Key elements include governance model, mandatory trainings, internal audits, third-party due diligence, and a SpeakUp channel for reporting concerns.
Corruption and bribery - Prevention and detection, including training - Incidents	Patria enforces a zero-tolerance policy towards corruption and bribery, embedding strict compliance measures into its business processes. These issues are addressed transparently under the Board of Directors and Audit Committee oversight, with findings reported regularly and process development implemented promptly to safeguard integrity and trust.	+ A Corruption or bribery in value chains could damage reputation, lead to legal sanctions, and result in exclusion from procurement processes. Failure in prevention or detection mechanisms could expose to investigations, financial penalties and loss of stakeholder trust.	Strong anti-corruption and -bribery measures and transparent governance enhance Patria's credibility as a trusted partner. Effective training and detection systems build resilience, reduce compliance risks, and strengthen relationships with stakeholders.		Prevention and detection are managed through a risk-based due diligence process, mandatory screening of all business partners, annual compliance surveys, and targeted training for high-risk roles, complemented by practical workshops and open reporting channels like the SpeakUp whistleblower system.
Protection of whistleblowers	Patria ensures strong protection for whistleblowers aligned with the EU Whistleblower Directive and national laws. Concerns can be reported anonymously via the SpeakUp channel, which is managed by an independent third party to guarantee confidentiality and prevent retaliation.	+ A Insufficient protection for whistleblowers can lead to underreporting of misconduct, exposing Patria to compliance failures, reputational harm, and legal consequences.	Robust whistleblower protection fosters a culture of transparency and trust, enabling early detection of risks and strengthening governance. It enhances Patria's reputation as an ethical operator, improves employee confidence, and supports compliance.		The process is defined in the Whistleblower Policy and embedded in Patria's governance framework, supported by regular training, audits, and transparent case handling to uphold trust and ethical business conduct.
Political engagement and lobbying practices	Patria's approach to political engagement and lobbying is grounded in transparency, legality, and ethical conduct. Patria prohibits donations or financial benefits to political parties or candidates, ensuring that interactions with public officials remain professional, honest, and aligned with governance principles.	+ A Inappropriate lobbying practices would lead to reputational damage, regulatory penalties, and loss of trust. Any improper influence or political bias may jeopardise Patria's credibility, restrict access to public contracts, and increase compliance risks under EU and national laws.	Transparent and ethical political engagement strengthens Patria's position as a trusted partner and ensures constructive dialogue with policymakers. It helps to influence industry standards responsibly.		These practices are defined in Patria's Code of Conduct and Internal Policy for Lobbying and Opinion Forming. All lobbying activities strictly follow Finnish and EU transparency laws, are monitored by Legal and Compliance functions, and are reported in national and EU transparency registers when required.
Management of relationships with suppliers including payment practices	Patria strives to be seen as a trusted partner. Company is committed to responsible supply chain management, reinforcing trust and minimising operational risks. Given the uncertainty of global supply chains, the suppliers financial stability may be a risk for deliveries. This can lead to problems in Patria's contractual obligations.	+ - A Poor supplier relationship management can lead to supply chain disruptions, increased costs, and reputational harm. Non-compliance with ethical standards may result in legal exposure, loss of contracts, and weakened trust among stakeholders.	Strong supplier relationships enhance operational resilience and trust. Integrating strict criteria and responsible practices can enhance supplier loyalty, support targets, and strengthen Patria's reputation as a responsible partner.		Patria manages supplier relationships through a Supplier Code of Conduct, due diligence processes, and contractual agreements that embed ethical and sustainability standards.
Security, cybersecurity and AI	Patria's operations have an impact on national security and resilience. Company provides high-standard information security services to protect national defence. Patria's cybersecurity services protect from threats against people and assets. AI reshapes corporate operations with increasing data-driven capabilities and productivity.	+ A P The data that Patria holds is vulnerable to cyberattacks. Corporate use of AI introduces risks related to data privacy breaches, security vulnerability and lack of trust if used without adequate controls.	Efforts and work in the area enable dialogue with authorities and opportunities for partnering with other stakeholders. AI can significantly enhance corporate performance by automating routine tasks and improving decision-making.		Patria offering to have impact on national security and resilience. Corporate Security Policy and actions in place. AI management requires governance frameworks, clear accountability, risk-mitigation processes and responsible AI principles.

+ Positive impact **-** Negative impact **A** Actual **P** Potential Short term Medium term Long term

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SBM-3 **Material impacts, risks and opportunities and their interaction with strategy and business model**

Patria has identified governance-related impacts, risks, and opportunities through a double materiality assessment aligned with its risk management principles. The company prioritises strong governance and ethical practices, offering a trustworthy partnership for stakeholders and an ethical workplace for employees. Patria enforces zero tolerance for bribery and corruption across all business partners and leads its supply chain with ethical conduct, emphasising security of supply in procurement planning.

Beyond the ESRS-disclosure requirements, the sub-topic of Security, Cybersecurity and Artificial Intelligence (AI) was recognised to be material for Patria and thus the topic is attached to the report as our own entity-specific disclosure. As an operator in the defence and security sector, Patria upholds the highest adequate corporate security practices to safeguard our people, operations, property, information, reputation, and the environment. At the core there is Patria's strong security culture that is rooted in a long tradition, emphasising its importance to employees. Corporate security is integral to all daily activities and these efforts not only protect our assets but also uphold trust among products, services, stakeholders and society.

The role of administrative, management and supervisory bodies

GOV-1 **The role of the administrative, management and supervisory bodies**

Under the guidance of the CEO, the Group Management Team prepares both Patria's strategy and the integration

of governance aspects into the strategy. Members of the Group Management Team are directly involved in the internal governance structures that ultimately decide upon due diligence cases and business partner reviews. The CEO is directly involved in country risk assessment and decision-making. Patria's Board of Directors confirms the Group's ethical practices and monitors their implementation. The Audit Committee supervises matters relating to compliance and ethics. It maintains oversight over reports of suspected misconduct that are received via the SpeakUp reporting channel and informs the Board of Directors.

The Compliance Department has the expertise and functional responsibility for setting up adequate policies, tools, providing guidance, setting up training initiatives, conducting internal and external audits and promoting continuous improvement. It includes specific roles with responsibilities over trade compliance and sanctions as well as compliance internal controls.

Specific governance has been established to evaluate and make decisions in complex cases, including the Due Diligence Committee (composed of the CLO, CFO, EVP of the Business Area, EVP Sales and Marketing, VP Communications), with responsibility for the decision of cases related to due diligence on third parties taking into account legal and reputational risk. Patria also has a Business Partner Selection Committee (composed of the CLO, CFO, EVP of the Business Area, EVP Sales and Marketing) which reviews and decides on cases related to business partners due diligence.

Policies

G1-1 **Corporate culture and business conduct policies**

As a company with majority ownership by the Finnish State, Patria is expected to maintain the highest standards of governance and exemplify strong corporate citizenship. Responsible corporate culture is the precondition for the functioning of internal controls. Good corporate culture is promoted through the Code of Conduct, trainings, inclusion of compliance aspects in other processes, internal and external audits, consistent treatment of cases, clear guidance through specific policies, and continuous improvement.

The Code of Conduct, Supplier Code of Conduct, and due diligence processes applicable to all counterparties help reduce risks associated with compliance, human rights, export controls, and sanctions. Both internal and external audits focusing on compliance within the organisation and among suppliers are also vital for managing governance-related impacts, risks, and opportunities.

The Code of Conduct captures the ethical and compliance standards for Patria companies' Board members, directors, employees, agency workers and business partners. It also reflects Patria's values, which are based on the universal values of integrity, transparency, accountability and sustainable development. Patria is committed to complying with laws and regulations of the countries where it conducts business. If these are less comprehensive or strict than our own standard, Patria will always apply its own standard. Patria's Code of Conduct was reviewed in 2025, to match an evolving world, and clearly include sustainability principles and related expectations. Patria also expects similar standards to be used in the supply chain according to **the Supplier Code of Conduct**.

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Key elements of the **due diligence process** include screening on all third parties (including potential vendors, subcontractors, customers and intermediaries) with a focus on sanctions, anti-bribery and anti-corruption, conflict of interest, anti-money laundering, negative media and past enforcement cases. A risk-based due diligence process applies greater scrutiny to higher-risk transactions, countries, and business partners. Patria also conducts internal and external audits according to an annual audit plan.

Patria welcomes reports on any concerns related to potentially unethical behaviour, that may be not in line with the Code of Conduct. An anonymous channel “SpeakUp” is also made available and managed by a third party, to avoid conflict of interest and ensure protection of the whistleblower. The external whistleblower channel manager also conducts investigations. **The Whistleblower** process has been implemented considering national implementations of EU Whistleblower Directive. Patria’s process has been recognised as best practice and presented at an Anti-Corruption Conference. A total of 46 concerns were received via the SpeakUp reporting channel in 2025. Cases are handled according to the process defined and published internally in the Patria Whistleblower Policy. All cases are depending on the nature of matter either transferred to HR, Quality or Sustainability processes or investigated as suspected wrongdoing. Reporters have received updates via the tool regarding measures taken following each report.

Patria has an **Anti-bribery Policy** and specific processes to identify risks when engaging with third parties. Such processes are based on a risk-based approach and address due diligence of different types of third parties in different ways, with in-depth due diligence supported by external reports for high-risk parties in countries with higher risk profile.

The **Gifts and Hospitality Policy** outlines strict guidelines for all Patria’s employees and affiliates, emphasising compliance with anti-corruption laws and prohibiting gifts or hospitality that could create the appearance of impropriety, especially regarding government employees. It sets clear monetary limits and requires Compliance Department approval for anything exceeding those thresholds or for specific high-risk scenarios. The policy also details mandatory pre-approval and record-keeping, to ensure transparency and avoid conflicts of interest.

The **Conflict of Interest Policy** integral to Patria’s ethical standards, requires all employees and partners to avoid, promptly disclose, and address any actual, potential, or perceived conflicts of interest, especially in situations involving personal relationships, outside activities, or business transactions that could compromise impartiality. Special attention is given to the hiring of current or former government officials, with strict compliance measures and possible cooling-off periods. All potential conflicts must be reported immediately to the Compliance Department.

The **Corporate Security Policy** defines the aspects of corporate security applicable within the Patria Group, the key concepts related to them, management objectives, principles, responsibilities and authorisations. Corporate security seeks to protect the organisations’ core values against external and internal threats and risks. The purpose of Patria’s Corporate Security Policy is to ensure uninterrupted operations at Patria and their continuity, security and compliance. Corporate security enables Patria to maintain its position as a safe and reliable partner for its customers and other stakeholders.

The **Guidelines on the internal use of artificial intelligence** establish guidelines and principles for the responsible and ethical use of artificial intelligence (AI) within Patria’s internal operations. It is aimed at ensuring

that AI technologies are employed in a manner that aligns with Patria’s values, respects human rights, and contributes positively to Patria’s organisational objectives.

Management of relationships with suppliers, including payment practices

G1-2 Management of relationships with suppliers

G1-6 Metrics related to payment practice

Patria recognises its key role in the supply chain and strives to make a positive impact by upholding ethical standards through its Supplier Code of Conduct and contractual agreements. We emphasise transparency and open communication with suppliers, while proactively assessing financial and operational risks to prevent disruptions. To strengthen supply chain security, we employ contingency planning, diversify sourcing strategies, and maintain close collaboration with key suppliers to minimise vulnerabilities.

Patria’s supplier relationship approach is strategic, focusing on identifying and mitigating risks. Patria actively requires suppliers to adhere to sustainability standards and provide support to help them adopt responsible practices. Regular supplier audits are conducted to ensure alignment with our operational principles and sustainability objectives, reinforcing our commitment to ethical and sustainable supply chain management.

Patria’s supplier selection process incorporates sustainability criteria, and company selects partners who demonstrate ethical labour practices and responsibility. These criteria are integral to fostering a more sustainable and responsible supply chain that reflects our core values. Patria remains committed to developing processes to better support this approach and meet evolving standards.

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Patria is committed to paying invoices on time and recognises the essential role of SMEs in its supply chain, as well as the importance of their financial stability. To prevent delays, we follow set procedures and tracking practices to help meet payment timelines. The standard payment terms are 30 or 60 days depending on the contract. Exceptions may be considered, for example concerning smaller suppliers. The payment terms are structured to support stable cash flow and maintain functional relationships with our suppliers.

Prevention and detection of corruption and bribery

G1-3 Prevention and detection of corruption or bribery

G1-4 Incidents of corruption or bribery

Patria has a business partner selection process to establish a transparent, risk-based and well-documented due diligence and approval process for evaluating, selecting and managing business partners. Patria will only engage and transact with business partners of known integrity, who will not expose Patria to unacceptable reputational or legal risks. It specifies the actions to be taken:

- Prior to entering into agreements with business partners.
- To ensure monitoring of the business partner during the duration of the Business Partner Agreement.
- In correspondence of an extension or renewal of the Business Partner Agreement.
- To monitor payments under the Agreement.

The process uses a risk-based approach, applying more thorough due diligence in correspondence of higher-risk business partner types or countries. Complex cases are addressed by the Business Partner Selection Committee or Due Diligence Committee, which include management and the Head of Communications to ensure reputational risks are also adequately taken into consideration. Due diligence on third parties is performed using a specific digital tool, combined with a questionnaire. Screening and compliance review is required before signing any NDA or contract, in accordance with Patria's Sanctions and Due Diligence Policy; this includes conflict-of-interest screening.

Training is provided to identified functions, that may face risks related to conflicts of interest, bribery, or corruption. An annual compliance survey assesses perceptions regarding bribery, corruption, conflicts of interest, and other forms of unethical conduct. It also solicits feedback on the effectiveness of compliance training. Based on feedback received through the survey, 2025 training was delivered in-person—with online options or retakes available—with the participation of an external expert trainer. The sessions covered practical examples, multiple-choice scenarios, and included a final test with certification. Trainings is also available in the new Patria Learning Management System (LMS) on the topics of whistleblower reporting, anti-bribery and anti-corruption, gifts and hospitality, conflict of interest and due diligence. As member of TRACE, Patria benefits from updated TRACE learning materials, which are integrated in the company LMS. The compliance function is involved early in the sales process to assess country and third-party risks. Internal and external compliance audits follow an annual plan and sometimes involve third-party auditors specialised services. For 2025 third-party audits, specialised external auditor services were leveraged.

Allegations or incidents can be submitted via a Whistleblower channel managed by an independent contractor to prevent conflicts of interest and protect the whistleblower identity. If further investigation is needed, the third party conducts it and submits the final report to management and supervisory bodies.

In 2025, there were no confirmed incidents of corruption or bribery, or incidents involving actors in Patria's value chain where Patria or its employees would have been involved. There were no violations of anti-corruption and bribery laws that resulted in convictions or fines.

The Compliance Survey is addressed to all personnel on a yearly basis. It investigates awareness of processes and tools, including the Whistleblower channel, and collects feedback on compliance culture, and effectiveness of training provided during the previous year. According to the 2025 results, which gathered an increasing number of responses, most employees know how to act in case of suspected unethical behaviour (94%) and are aware of the reporting channel (92%). Patria calculates an integrity index to support ethical leadership, achieving 94.3% out of 100% in 2025—an increase from 90.0% in 2024—based on survey results, reflecting a high-level culture of business integrity.

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Political influence and lobbying activities

G1-5 Political influence and lobbying activities

The national legislation of Finland and other operating countries regarding the transparency of communication and lobbying directed at political and governmental influencers is strictly followed by Patria. The main topics and positions in Patria's activities on lobbying and opinion-forming when interacting with public officials are related to national legislation on defence procurement.

In Patria's Code of Conduct, the principle that binds all who engage in lobbying on behalf of Patria is described. All personnel shall act honestly, transparently and truthfully when dealing with any stakeholders and follow Patria's policies, guidelines, procedures and any applicable laws and regulations in all dealings with any officials and stakeholders.

The internal follow-up and oversight in political influence and lobbying activities is done in sales and management functions with the support of Patria Legal and Compliance functions and in accordance with strategic focus areas in Patria's communication plan. Patria does not grant donations, sponsorships or any other financial benefits to political parties or candidates. According to Finnish national legal requirements Patria will monitor and reports when needed to public transparency registers the monetary expenses of lobbying activities. Patria's lobbying actions are reported in EU and national Transparency Registries when legal criteria are met. From 2024 Patria has had internal Policy for Lobbying and Interest Representations and processes for implementing the policy-level rules in monitoring and assessment of lobbying activities.

Security, Cybersecurity and Artificial Intelligence (AI)

Entity-specific topics (Own disclosure)

Sustainability at Patria is driven by our core mission of being an international provider of reliable defence and security solutions. Patria's core value of providing security is rooted in its mission to deliver reliable defence and security solutions that safeguard national interests. Through advanced technologies, rigorous compliance, and a culture of integrity, Patria ensures resilience in critical operations, enabling customers to operate confidently under all conditions. This commitment strengthens national security by protecting people, assets, and information against evolving threats.

Simultaneously, security, cybersecurity and the safe use of artificial intelligence are key aspects for Patria's sustainable business performance. Our operations involve critical international and national defence projects, where both physical and information security are essential to ensure continuity and resilience. Corporate security encompasses comprehensive measures for personnel, premises, production, and data integrity, aligning with our strategic goals and regulatory requirements. These efforts not only protect our assets but also uphold trust among stakeholders and society.

Cybersecurity plays a vital role in mitigating risks associated with digitalisation and interconnected systems. Patria systematically maintains a robust level of information security through governance, continuous improvement, training, and collaboration with authorities and partners. Our cybersecurity services safeguard people and assets, preventing data breaches that could

compromise national security and cause significant reputational and financial harm. These measures reinforce our commitment to responsible operations and long-term sustainability.

At Patria, security of operations means both comprehensive management and the development of related competencies. Both physical and data security are important factors in critical projects. In the defence sector, corporate security plays a central role in ensuring uninterrupted operations. Primary responsibility for corporate security lies with Patria's units and group functions, which each take responsibility for matters related to their operations. Patria's security organisation provides functions with a variety of corporate security services. The comprehensive management of corporate security is also steered, developed and monitored at Group level, and the related competencies are also ensured and developed.

Corporate security is divided into production security, business continuity, fire and rescue safety, preparedness and crisis management, facility security, management of misuses and non-conformities, information security, and personnel security. Corporate security identifies, monitors and removes threats to Patria's personnel and assets. Patria's cybersecurity services protect from threats against people and assets.

Patria has been granted the Finnish Facility Security Clearance (FSC). To maintain FSC, the designated national security authorities (DSA) regularly audit Patria corporate security practices.

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Patria systematically seeks to maintain a good and sufficient level of information security through management, development, communications, training, continuous improvement, and cooperation with a variety of stakeholders. When developing its information security, Patria follows generally approved best practices and operating models, considering any country- and customer-specific requirements arising in different business areas, and especially the requirements and potential threats in the sector.

Patria provides high-standard information security services to protect international and national defence, following company practices. The data that Patria holds is relevant for national security and international stakeholders, being therefore vulnerable to cyberattacks. Patria's cybersecurity services protect from threats against people and assets. Without high-standard information security, data related to defence programmes would be at high risk of being leaked, resulting in violations and misuse.

Artificial Intelligence (AI) is integrated into Patria's processes with a strong emphasis on responsibility and ethics. AI reshapes our corporate operations with increasing data-driven capabilities and productivity. Internal guidelines ensure that AI deployment adheres to best practices, regulatory developments, and transparency principles. By embedding responsible AI use into our offerings and workflows, we enhance customer value while minimising risks related to data governance and algorithmic integrity.

Patria's principles and ways of working when deploying AI are developed with the vision that its responsible use will become a true competitive advantage, built-in to the quality of offering, professional way of working, and added customer value. Internal Guidelines for the Use of Artificial Intelligence are available for employees and other people working at Patria.

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This section provides detailed supporting information to complement the main report. It includes regulatory alignment disclosures, reporting standard cross-references, and additional data tables to ensure compliance with applicable sustainability legislation and frameworks.

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EU Taxonomy report

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The EU Taxonomy is a classification system for sustainable finance, featuring activity-specific sustainability criteria. The EU Taxonomy Regulation 2020/852 came into effect in July 2020. This Taxonomy encompasses the primary regulation, supplementary delegated acts, and technical standards issued accordingly. Its objective is to direct capital towards sustainable investments that adhere to EU criteria, thereby enabling the EU to achieve its emissions reduction and environmental goals within its economic area.

To demonstrate eligibility under the Taxonomy, a company's activities must correspond with those outlined in the EU Taxonomy, which are recognised as contributing to at least one of six environmental objectives: (1) climate change mitigation; (2) climate change adaptation; (3) sustainable use and protection of water and marine resources; (4) transition to a circular economy; (5) pollution prevention and control; and (6) protection and restoration of biodiversity and ecosystems.

For an investment to be considered sustainable—and thus Taxonomy-aligned—under the EU's definitions, a company must show that its eligible activities meet the technical sustainability criteria for at least one environmental objective, do not significantly harm other objectives, and comply with minimum social safeguard requirements.

Patria's compliance with EU Taxonomy regulation

The new Delegated Regulation introduced new materiality assessment, which has been taken into use in Patria's 2025 Sustainability Report. Activities accounting for less than 10% of total turnover and capital expenditure were excluded from the Taxonomy report, which means that no eligible turnover or capital expenditure were identified. It is noted also, that many defence and military activities are not included in the list of Taxonomy-eligible activities. Activities that were excluded because of accounting less than 10% were:

3.21 Manufacturing of aircraft

Manufacture, repair, maintenance, overhaul, retrofitting, design, repurposing and upgrade of aircraft and aircraft parts and equipment (172).

The activity focuses on the manufacturing of aircraft and involves the production of airplanes, both for commercial and military purposes. This activity covers the design, assembly, and manufacturing of aircraft, including the creation of their components, systems, and parts.

7.6 Installation, maintenance and repair of renewable energy technologies

Activity covers on-site installation, maintenance and repair of renewable energy systems such as solar photovoltaic systems.

Proportion of turnover and CapEx/Opex from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities - disclosure covering year 2025 are:

- Proportion of Taxonomy-eligible activities 0%
- Proportion of CapEx/Opex associates with Taxonomy-eligible activities 0€

Patria has not previously reported compliance with the EU Taxonomy Regulation, and therefore has no changes compared to previous year's report.

Minimum social safeguards

In accordance with Article 18 of the EU Taxonomy Regulation, Patria confirms that its operations within the defence sector are conducted in compliance with the established social minimum safeguards. These safeguards are aligned with the principles outlined in the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the fundamental conventions of the International Labour Organization (ILO).

Patria has established adequate due diligence processes on human rights issues that comply with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human rights.

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In accordance with OECD guidelines, the due diligence process embeds responsible business conduct in company policies and management systems, includes a risk assessment of impacts associated with company operations, products or services, includes adequate governance models for decision-making and implements eventual measures needed to mitigate risks and impacts. This framework encompasses ongoing risk assessments, a risk-based approach that performs deeper due diligence for higher-risk cases, high standards included in a Code of Conduct governing both employees and suppliers, targeted training-programs, and clear procedures for addressing identified risks. This process is aimed at:

- Adherence to applicable EU and national export-control regimes.
- Screening of counterparties and their ownership chain to identify red flags and human-rights risk indicators, verify the legitimacy of the potential partners, customers or end users, and avoid circumvention.
- Cross-functional review procedures before entering contracts in higher-risk regions.
- Governance models that allow escalation when risks are identified to decide whether to carry out business or not and whether mitigation measures are needed.

Potential breaches or grievances can be raised through the Patria's Whistleblower channel.

Patria is committed to maintaining safe, fair, and legally compliant working conditions across all operations. This includes respect for freedom of association, collective bargaining, equal opportunities, and the prohibition of forced labour, child labour, and discrimination. Occupational safety is managed according to safety management systems, regular trainings and continuous development of preventive actions and risk management.

Patria has established a comprehensive Ethics and Compliance Programme, which includes oversight by a Board-level committee dedicated to sustainability and responsible business conduct. The programme features anti-corruption and anti-bribery policies that are aligned with international standards, as well as secure, anonymous whistleblowing channels for both employees and external stakeholders. Furthermore, Patria implements robust investigation and remediation procedures to ensure accountability in cases of misconduct.

Patria performs due diligence on all third parties, including deeper integrity assessments for higher-risk partners. These processes help identify and mitigate risks related to compliance, human rights, and sanctions. Suppliers involved in the manufacturing and maintenance of defence-related products are subject to Patria's Supplier Code of Conduct, screening and risk-based assessments.

Following the completion of due diligence activities, internal and external audits, and export-control compliance processes, Patria affirms that its operations are consistent with the Social Minimum Safeguards outlined in the EU Taxonomy. Patria is dedicated to continuous development of related processes.

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Taxonomy additional information

Nuclear and fossil gas-related activities

Row	Nuclear energy-related activities	
1	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
2	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
3	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		
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	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
6	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

Proportion of turnover / Total turnover		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Proportion of CapEx / Total CapEx		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Proportion of OpEx / Total OpEx		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

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S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	ESRS S1: Actions	65
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S1: Targets	66
S1-6	Characteristics of the undertaking's employees	ESRS S1: Characteristics of employees	67
S1-7	Characteristics of the non-employee workers	ESRS S1: Characteristics of non-employee workers	67
S1-8	Collective bargaining coverage and social dialogue	ESRS S1: Collective bargaining coverage and social dialogue metrics	68
S1-9	Diversity metrics	ESRS S1: Diversity metrics	67
S1-10	Adequate wages	ESRS S1: Adequate wages	68
S1-11	Social protection	ESRS S1: Social protection	68
S1-13	Training by gender and category	ESRS S1: Training by gender and category	68
S1-14	Health and safety metrics	ESRS S1: Health and safety metrics	68
S1-16	Compensation metrics (pay gap and total compensation)	ESRS S1: Compensation metrics	68
S1-17	Incidents, complaints and severe human rights impacts	ESRS S1: Incidents, complaints and severe human rights metrics	68
ESRS Standard	Disclosure requirement	Section in Sustainability Statement 2025 (preliminary)	Page
ESRS S3: Affected communities			
ESRS 2, SBM-2	Interests and views of stakeholders	ESRS 2: Business model and strategy	41
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS S3: Introduction to the topic	70
S3-1	Politics related to affected communities	ESRS S3: Approach and policies	71
S3-2	Processes for engaging with affected communities about impacts	ESRS S3: Engaging with affected communities	71
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	ESRS S3: Processes for affected communities to raise concerns	72
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	ESRS S3: Actions	72
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S3: Targets	73

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ESRS Standard	Disclosure requirement	Section in Sustainability Statement 2025	Page
ESRS S4: Consumers and end-users			
ESRS 2, SBM-2	Interests and views of stakeholders	ESRS 2: Business model and strategy	41
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS S4: Introduction to the topic	74
S4-1	Politics related to consumers and end-users	ESRS S4: Approach and policies	74
S4-2	Processes for engaging with consumers and end-users about impacts	ESRS S4: Engaging with consumers and end-users	75
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	ESRS S4: Processes for affected communities to raise concerns	76
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	ESRS S4: Actions	76
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S4: Targets	77
ESRS Content index 2025 - Governance disclosures			
ESRS Standard	Disclosure requirement	Section in Sustainability Report 2025	Page
ESRS S1: Business conduct			
ESRS 2, GOV-1	The role of the administrative, supervisory and management bodies	ESRS 2: Governance ESRS G1: The role of the administrative, supervisory and management bodies	35, 81
ESRS 2, IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	ESRS 2: Material impacts, risks and opportunities ESRS 2: Introduction to the topic	44, 80
G1-1	Business conduct policies and corporate culture	ESRS 2: Material impacts, risks and opportunities ESRS 2: Approach and policies	80, 81
G1-2	Management of relationships with suppliers	ESRS G1: Management of relationships with suppliers	82
G1-3	Prevention and detection of corruption and bribery	ESRS G1: Prevention and detection of corruption and bribery	82
G1-4	Confirmed incidents of corruption or bribery	ESRS G1: Prevention and detection of corruption and bribery	82
G1-5	Political influence and lobbying activities	ESRS G1: Political influence and lobbying activities	83
G1-6	Payment practices	ESRS G1: Payment practices	82
G1-Entity specific	Security, cybersecurity and AI (Artificial Intelligence)	ESRS G1: Security, cybersecurity and AI (Artificial Intelligence)	83

GRI content index 2025

GRI Standard	Location in Sustainability Report	Comment
GRI 2: General Disclosures 2021		
2-1 Organizational details	Annual review, Patria in brief, p. 4	
2-2 Entities included in the organization's sustainability reporting	Reporting principles, p. 34	
2-3 Reporting period, frequency and contact point	Reporting principles, p. 34	Reporting period is 1.1.-31.12.2025. Report is published once in a year. Contact point Johanna Arola, VP Sustainability, Patria Oyj.
2-4 Restatements of information	Reporting principles, p. 34, GRI content index	No significant changes.
2-5 External assurance	GRI content index	The report has not been assured by a third party.
2-6 Activities, value chain and other business relationships	Management of relationships with suppliers, p. 82, Annual review, Strategy, p. 11, Operating model, p. 15, Sustainability report p. 38	
2-7 Employees	Personnel metrics, p. 67	
2-8 Workers who are not employees	Personnel metrics, p. 67	
2-9 Governance structure and composition	Sustainability report p. 36, Finance & governance, Corporate governance, p. 145	
2-10 Nomination and selection of the highest governance body	Finance & governance, Corporate governance, p. 145	
2-11 Chair of the highest governance body	Finance & governance, Board of directors, p. 146	
2-12 Role of the highest governance body in overseeing the management of impacts	Finance & governance, Corporate governance, p. 146	
2-13 Delegation of responsibility for managing impacts	Finance & governance, Corporate governance, p. 146	
2-14 Role of the highest governance body in sustainability reporting	Sustainability management, p. 35	
2-15 Conflicts of interest	Governance, p. 82	
2-16 Communication of critical concerns	Own workforce, p. 64 and governance, p. 82	
2-19 Remuneration policies	Finance & governance, Notes to the consolidated financial statements, p. 110	
2-20 Process to determine remuneration	Finance & governance, Notes to the consolidated financial statements, p. 110	
2-22 Statement on sustainable development strategy	Sustainability report p. 38	
2-23 Policy commitments	Sustainability report p. 52, 58, 64, 71, 75, 81	
2-24 Embedding policy commitments	Sustainability report p. 81	
2-25 Processes to remediate negative impacts	Sustainability report p. 52, 58, 65, 72, 76, 82	
2-26 Mechanisms for seeking advice and raising concerns	Sustainability report p. 65	
2-27 Compliance with laws and regulations	Governance, p. 81	
2-28 Membership associations	Sustainability report p. 71	
2-29 Approach to stakeholder engagement	Stakeholder collaboration, p. 41	
2-30 Collective bargaining agreements	Own workforce, p. 68	
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	Material sustainability topics, p. 45	
3-2 List of material topics	Material sustainability topics, p. 45	
GRI 201: Financial Results 2016		
201-1 Direct economic value generated and distributed	Annual review, Patria in brief, p. 4, Finance & governance, Board of directors' report, p. 100	

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GRI Standard	Location in Sustainability Report	Comment
GRI 205: Anti-corruption activities 2016		
205-2 Communication and training about anti-corruption policies and procedures	Governance, p. 83	
205-3 Confirmed incidents of corruption and actions taken	Governance, p. 83, GRI content index	No confirmed corruption incidents in 2025.
GRI 207: Taxes 2019		
207-1 Approach to tax	Tax footprint, p. 98	
207-2 Tax governance, control, and risk management	Tax footprint, p. 98	
207-4 Country-by-country reporting	Tax footprint, p. 98	
GRI 302: Energy 2016		
302-1 Energy consumption within the organization	Environmental metrics, p. 54	
302-3 Energy intensity	Environmental metrics, p. 54	
302-4 Reduction of energy consumption	Environmental metrics, p. 54	
GRI 305: Emissions 2016		
305-1 Direct (Scope 1) GHG emissions	Carbon footprint, p. 55	
305-2 Energy indirect (Scope 2) GHG emissions	Carbon footprint, p. 55	
305-3 Other indirect (Scope 3) GHG emissions	Carbon footprint, p. 55	
305-5 Reduction of GHG-emissions	Carbon footprint, p. 55	
GRI 306: Waste 2020		
306-1 Waste generation and significant waste-related impacts	Environmental metrics, p. 60	
306-2 Management of significant waste-related impacts	Environmental metrics, p. 60	
306-3 Waste generated	Environmental metrics, p. 60	
306-4 Waste diverted from disposal	Environmental metrics, p. 60	
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	Own workforce, p. 67	
GRI 403: Occupational Health and Safety 2018		
403-1 Occupational health and safety management system	Own workforce, p. 66	
403-2 Hazard identification, risk assessment, and incident investigation	Own workforce, p. 65	
403-3 Occupational health services	Own workforce, p. 65	In all countries, local laws and related regulations are followed. In Finland, all employees are generally covered by occupational health services. Finland has a comprehensive occupational healthcare system provided by Mehiläinen, supported by surgical cost coverage and leisure accident insurance.
403-4 Worker participation, consultation, and communication on occupational health and safety	Own workforce, p. 65	
403-5 Worker training on occupational health and safety	Own workforce, p. 65	
403-6 Promotion of worker health	Own workforce, p. 65	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Own workforce, p. 65	
403-8 Workers covered by an occupational health and safety management system	Own workforce, p. 66	
403-9 Work-related injuries	Own workforce, p. 68	

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GRI Standard	Location in Sustainability Report	Comment
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee	Own workforce, p. 68	
404-2 Programs for upgrading employee skills and transition assistance programs	Own workforce, p. 67	
404-3 Percentage of employees receiving regular performance and career development reviews	Personnel metrics, p. 68	
GRI 405: Diversity and equal opportunity (2016)		
405-1 Diversity of governance bodies and employees	Sustainability report, p. 67	Patria has reported personned age and gender distribution.
GRI 406: Non-discrimination 2016		
406-1 Incidents of discrimination and corrective actions taken	Own workforce, p. 68	
GRI 415: Public policy 2016		
415-1 Political contributions	GRI content index	Patria does not grant donations, sponsorships or any other financial benefits to political parties or candidates.
GRI 418: Customer privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	GRI content index	There were no complaints in 2025 regarding breaches of customer privacy and the destruction of customer data.

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List of datapoints in cross-cutting and topical standards that derive from other EU legislation

Disclosure requirement and related datapoint	Datapoint	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate law reference	Location in Sustainability Report (p.)
ESRS 2 GOV-1 Board's gender diversity	21 d	X		X		36
ESRS 2 GOV-1 Percentage of Board members who are independent	21 e			X		36
ESRS 2 GOV-4 Statement on Due Diligence	30	X				37
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities	40 d (i)	X	X	X		Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production	40 d (ii)	X		X		Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons	40 d (iii)	X		X		Not material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco	40 d (iv)			X		Not material
ESRS E1-1 Transition plan to reach climate neutrality by 2050	14				X	N/A
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks	16 (g)		X	X		51
ESRS E1-4 GHG emission reduction targets	34	X	x	x		53
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	38					N/A
ESRS E1-5 Energy consumption and mix	37	X				54
ESRS E1-6 Gross Scope 1, 2, 3, and Total GHG emissions	34	X	X	x		55
ESRS E1-6 Gross GHG emissions intensity	53-55	X	x	x		55
ESRS E1-7 GHG removals and carbon credits	56				X	Not material
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks	66			X		N/A
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk	66 (a)		X			N/A
ESRS E1-9 Location of significant assets at material physical risk	66 (c)		X			N/A
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes	67 (c)		X			N/A
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities	69			X		N/A
ESRS E2-4 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	28	X				Not material
ESRS E3-1 Water and marine resources	9	X				Not material
ESRS E3-1 Dedicated policy	13	X				Not material
ESRS E3-1 Sustainable oceans and seas	14	X				Not material
ESRS E3-4 Total water recycled and reused	28 (c)	X				Not material
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations	29	X				Not material
ESRS 2- IRO 1 - E4 paragraph	16 a (i)	X				Not material
ESRS 2- IRO 1 - E4 paragraph	16 (b)	X				Not material
ESRS 2- IRO 1 - E4 paragraph	16 (c)	X				Not material
ESRS E4-2 Sustainable land / agriculture practices or policies	24 (b)	X				Not material
ESRS E4-2 Sustainable oceans / seas practices or policies	24 (c)	X				Not material
ESRS E4-2 Policies to address deforestation	24 (d)	X				Not material
ESRS E5-5 Non-recycled waste	37 (d)	X				60

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Disclosure requirement and related datapoint	Datapoint	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate law reference	Location in Sustainability Report (p.)
ESRS E5-5 Hazardous waste and radioactive waste	39	X				60
ESRS 2- SBM3 - S1 Risk of incidents of forced labor	14 (f)	X				63
ESRS 2- SBM3 - S1 Risk of incidents of child labour	14 (g)	X				63
ESRS S1-1 Human rights policy commitments	20	X				64
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8	21			X		64
ESRS S1-1 Processes and measures for preventing trafficking in human beings	22	X				64
ESRS S1-1 Workplace accident prevention policy or management system	23	X				64
ESRS S1-3 Grievance/complaints handling mechanisms	32 (c)	X				65
ESRS S1-14 Number of fatalities and number and rate of work-related accidents	88 (b and c)	X		X		68
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness	88 (e)	X				68
ESRS S1-16 Unadjusted gender pay gap	97 (a)	X		X		68
ESRS S1-16 Excessive CEO pay ratio	97 (b)	X				68
ESRS S1-17 Incidents of discrimination	103 (a)	X				68
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD	104 (a)	X		X		68
ESRS 2- SBM3 - S2 Significant risk of child labour or forced labour in the value chain	11 (b)	X				Not material
ESRS S2-1 Human rights policy commitments	17	X				Not material
ESRS S2-1 Policies related to value chain workers	18	X				Not material
ESRS S2-1 Non- respect of UNGPs on Business and Human Rights principles and OECD guidelines	19	X		X		Not material
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	19			X		Not material
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain	36	X				Not material
ESRS S3-1 Human rights policy commitments	16	X				71
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	17					71
ESRS S3-4 Human rights issues and incidents	36					72
ESRS S4-1 Policies related to consumers and end-users	16					74
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines	17					74
ESRS S4-4 Human rights issues and incidents	35					76
ESRS G1-1 United Nations Convention against Corruption	10 (b)					81
ESRS G1-1 Protection of whistleblowers	10 (d)					81
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws	24 (a)					81
ESRS G1-4 Standards of anti-corruption and anti-bribery	24 (b)					81

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Tax footprint

The principle of Patria is to pay in each country the indirect and direct taxes that fall to it in accordance with local laws and regulations. Patria has no functioning corporations in low-tax countries. Patria's tax strategy is to support business solutions and ensure their proper implementation also from a tax point of view. The principle is to comply with local legislation and notification obligations. The table includes the most significant countries to which the Group pays taxes and other levies in addition to Finland. The Group companies have also paid taxes during the financial year to the following countries: Finland, Latvia, Sweden, Belgium, the Netherlands, Japan, Norway, Poland, Estonia, Slovakia, United States, Australia, Denmark and Germany.

Tax footprint 2025

	Finland	Sweden	Belgium	Latvia	Other countries	Group in total
Net sales, MEUR	980.8	19.8	64.4	3.2	18.5	1,086.7
Profit before taxes, MEUR	42.7	-2.6	5.1	0.4	57.5	103.1
Personnel (FTE) 31.12.2025	3,729	74	159	78	71	4,111
Taxes borne, MEUR						
Corporate income taxes, MEUR	-5.9	0.0	-3.2	0.0	-1.3	-10.4
Employment taxes, MEUR	-4.0	-1.6	-2.9	-0.6	-0.3	-9.5
Real estate taxes, MEUR	-0.5	0.0	-0.2	0.0	0.0	-0.7
Other taxes, MEUR	0.0	0.0	0.0	0.0	0.0	-0.1
Total taxes borne, MEUR	-10.4	-1.6	-6.3	-0.6	-1.6	-20.6
Taxes collected, MEUR						
VAT, remitted, MEUR	-6.5	-2.5	0.2	-16.5	-15.2	-40.5
Payroll taxes, MEUR	-55.3	-1.5	0.0	-0.8	-0.9	-58.6
Withholding taxes, MEUR	0.0	0.0	-2.2	0.0	-0.0	-2.3
Total taxes collected, MEUR	-61.8	-4.0	-2.0	-17.4	-16.1	-101.3
Total taxes borne and collected, MEUR	-72.2	-5.6	-8.3	-18.0	-17.7	-121.9

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