



Arrive^{*}

Sustainability Statement

2025

Executive summary



“

Making cities more livable through integrated, technology-driven mobility solutions

Cameron Clayton, CEO of Arrive

Sustainability is a core driver of Arrive’s purpose to make cities more livable. Following the strategic integration of EasyPark Group, Flowbird Group, and Parkopedia in 2025, Arrive has transformed from a mobile parking provider into a full-spectrum mobility platform.

By bridging urban infrastructure with the end-user journey, Arrive enables cities and municipalities to optimize traffic flow, reduce congestion, and support the broader decarbonization of transport.

The 2025 fiscal year was a period of significant foundational work. Arrive conducted an inaugural double materiality assessment to identify the most significant impacts, risks, and opportunities across the company’s newly expanded value chain. This assessment now serves as the primary catalyst for the company’s sustainability strategy, launching in 2026, which will systematically embed environmental, social, and governance considerations into core operational governance.

Arrive is committed to transparency and the long-term goal of mitigating the company’s global carbon footprint. During 2025, Arrive established a unified greenhouse gas (GHG) emissions baseline to understand the

operational footprint of the combined hardware manufacturing and digital services. While formal company reduction targets are currently being finalized, Arrive remains focused on immediate efficiency opportunities and increasing the use of renewable energy across all global operations.

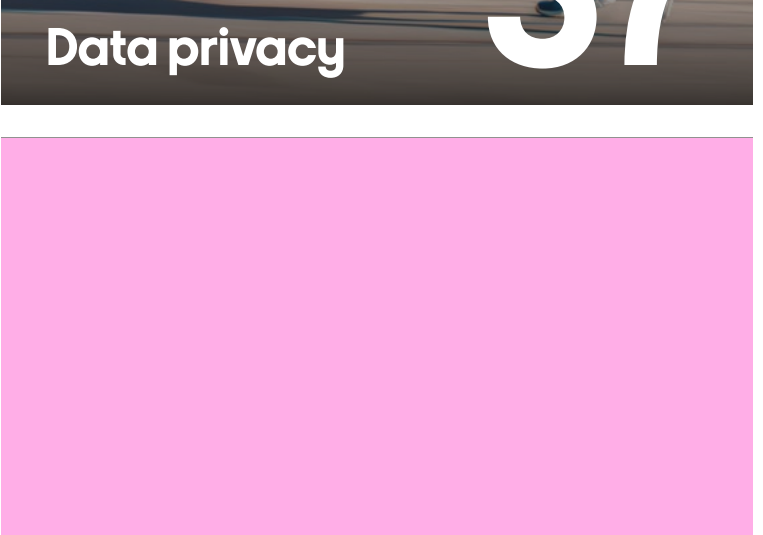
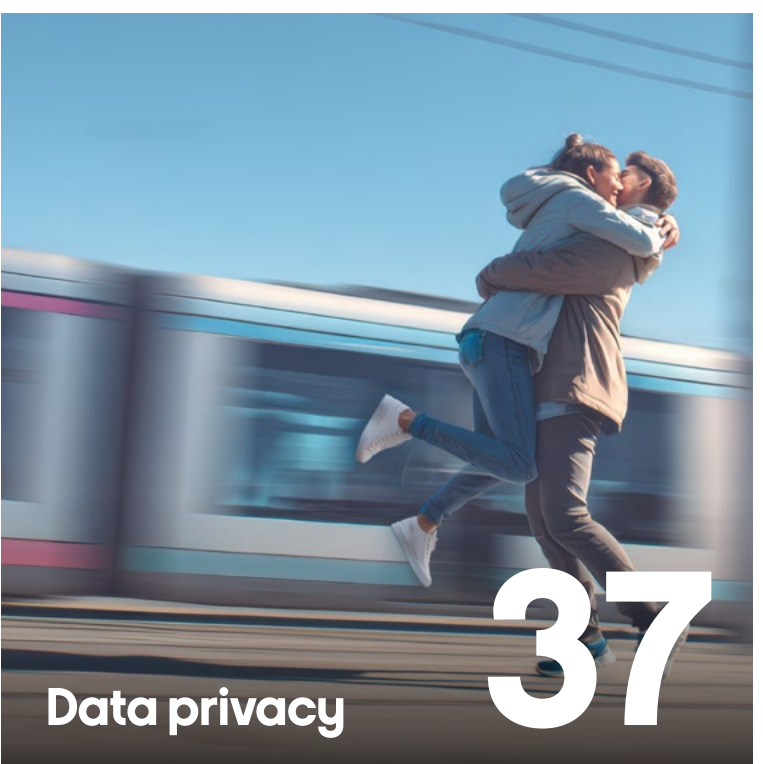
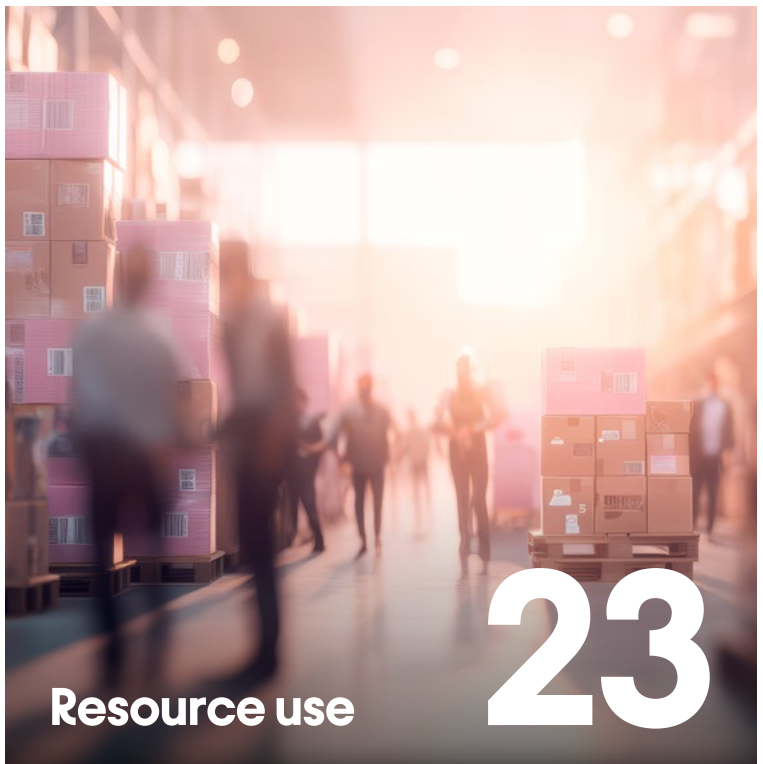
Arrive’s workforce is at the center of the company’s digital evolution. In 2025, Arrive introduced a unified Code of Conduct and a new values framework: Arrive Curious, Arrive Focused, and Arrive Together. This to nurture an inclusive and collaborative culture among the company’s over 3,000 employees. Furthermore, Arrive has strengthened governance by launching updated ethics policies and a robust cybersecurity strategy to protect the personal data of employees and the millions of riders the company serves.

This report represents Arrive’s first voluntary account of the company’s sustainability journey, prepared in accordance with the European Sustainability Reporting Standards (ESRS). It provides a transparent baseline for Arrive’s performance and outlines the company’s roadmap for driving meaningful urban impact in the years to come.

Together, we make cities more livable.

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This Sustainability Statement constitutes Arrive's statutory sustainability report. It has been prepared in accordance with the European Sustainability Reporting Standards (ESRS) of the EU Corporate Sustainability Reporting Directive (CSRD), as applicable at the end of the reporting period.

1

General disclosures





Basis for preparation of the Sustainability Statement BP-1

Arrive's Sustainability Statement is prepared on a consolidated basis and includes all subsidiaries in Arrive, unless otherwise stated in a specific disclosure. The scope for the consolidation is the same as for the financial statements and pertains to the 2025 calendar year.

The Sustainability Statement is based on the material sustainability matters found in our double materiality assessment, which takes into account Arrive's upstream and downstream value chain as well as our own operations.

Arrive has prepared this Sustainability Statement on a voluntary basis. While Arrive is not yet subject to the mandatory reporting requirements of the CSRD, we have elected to prepare this statement in accordance with the ESRS to provide transparent and comparable information to our stakeholders.

In accordance with the reporting standards, Arrive has elected to utilize certain phasing-in provisions. Specifically, the list of disclosures and data points that have been omitted or partially disclosed for the 2025 reporting period are listed opposite.

The company's intention is to include these disclosures in the Sustainability Statement by the 2027 reporting year, with some intermediate metrics planned for 2026.

Disclosure omitted or partially disclosed

Climate Change (E1)	Quantitative anticipated financial effects from material physical and transition risks, and potential climate-related opportunities (E1-11), and disaggregation of total energy consumption by source (renewable, non-renewable, and nuclear) (E1-7).
Pollution (E2)	Omitted in its entirety for this reporting cycle.
Resource Use (E5)	Disclosures regarding circular design, product end-of-life waste management, and circular services (E5-4, E5-5).
Own Workforce (S1)	Disclosures regarding specific working conditions (working time, work-life balance) and data privacy for employees (S1-1, S1-14), and quantitative data regarding the percentage of persons with disabilities (S1-11).
Workers in the Value Chain (S2)	Metrics and specific performance targets for value chain workers.
Consumers and End-users (S4)	Disclosures regarding product safety and social inclusion.
Business Conduct (G1)	Disclosures regarding policy frameworks, internal controls, and regulatory compliance.
Cybersecurity (ES1)	Quantitative metrics and targets related to the company's work for cybersecurity.

The role of the administrative, management and supervisory bodies in relation to sustainability Gov-1

This section shares information on the governance processes, controls and procedures of Arrive in direct relation to sustainability matters.

- 1. Board of Directors
- 2. CEO and Executive Leadership Team
- 3. Internal sustainability expertise and support
- 4. Governance

1. Board of Directors

The Board of Directors consists of nine non-executive members. The composition of the Board is designed to ensure strong oversight and alignment with long-term strategic value, and reflects a balance between independent oversight and major shareholder representation. 33 percent (3 members) are classified as independent, providing objective judgment and diverse external expertise, and 66 percent (6 members) represent Arrive’s primary investors. The current Board composition does not include employee representation; however, Arrive maintains internal mechanisms for workforce engagement. All members serve in a non-executive capacity. The current gender diversity of the Board is 78 percent male and 22 percent female..

Ultimate responsibility for Arrive’s sustainability agenda lies with the Board of Directors. Once the new sustainability strategy has formal approval from the Board of Directors (following review and escalation by the Executive Leadership Team) during the financial year 2026, the Board of Directors will oversee Arrive’s sustainability strategy, performance and sustainability reporting. The Board is additionally responsible for ensuring the business is conducted in accordance with all applicable laws and regulations and in line with Arrive’s business principles.

Chair of the Board

Niklas Savander
 Primary occupation:
 Chairperson and Investor

Board members

Amy Marentic
 Primary occupation:
 Chief Marketing Officer

Jussi Wuoristo
 Primary occupation:
 Partner, Vitruvian Partners

Aljosha Ellmer
 Primary occupation:
 Senior Vice President at
 Vitruvian Partners

Jack Alcock
 Primary occupation:
 Managing Director at
 Vitruvian Partners

Catherine Guillouard
 Primary occupation:
 President, Ingenico

Reed Snyder
 Primary occupation:
 Principal at Verdane

Henrik Aspen
 Primary occupation:
 Partner at Verdane

Heber Ramos de Freitas
 Primary occupation:
 Partner at Searchlight Capital Partners



2. CEO and Executive Leadership Team

The Executive Leadership Team consists of 12 executive leaders including the CEO. The gender diversity at the end of financial year 2025 was 31 percent female. Once Arrive’s sustainability strategy has been approved by the Board and CEO, the Executive Leadership Team is responsible for executing the operational directives of the sustainability strategy within their respective functions, ensuring it is properly resourced, and reporting on impacts, risks and opportunities to the Board of Directors.

The Executive Leadership Team contributed to and validated the double materiality assessment, which forms the basis of Arrive’s sustainability strategy. Starting in 2026, the Executive Leadership Team will begin reviewing and endorsing any sustainability-related policies and targets developed as part of Arrive’s sustainability strategy before escalating them to the CEO and Board for final approval, and they will monitor progress as measured in the annual reporting results.

Ultimate responsibility for Arrive’s sustainability performance rests with the CEO, who delegates ownership of sustainability topics to the Executive Leadership Team members and supportive functions.



Cameron Clayton
Chief Executive Officer
Born 1976

Responsibilities:
Responsible for the overall strategic direction, vision, and operational execution of the company. Acts as the primary liaison between the Board of Directors and corporate operations, ensuring long-term shareholder value and organizational growth.



Diane Swint
General Manager, B2B
Born 1973

Responsibilities:
Lead the business-to-business division, focusing on enterprise sales, partnership development, and corporate client retention. Responsible for aligning product offerings with market needs.



Scott Booker
General Manager, Parking
Born 1969

Responsibilities:
Directs the strategic growth and management of the Parking business unit. Focuses on expanding market share, improving user experience within parking platforms, and managing relationships with facility operators and municipalities.



Kylie Lindberg
Chief People & Culture Officer
Born 1988

Responsibilities:
Lead the global talent strategy, focusing on recruitment, employee engagement, and organizational design. Ensures the company culture remains inclusive, high-performing, and aligned with corporate values



David Thompson
General Manager, Transport
Born 1970

Responsibilities:
Provides strategic leadership for the Transport division. Oversees logistics, public transit integration, and mobility-as-a-service (MaaS) initiatives



Debbie Guerra
General Manager, Payments
Born 1963

Responsibilities:
Responsible for the global payment strategy, including transaction security, fintech integration, and merchant services. Ensures a seamless, secure financial ecosystem across all company platforms



Eugene Tsyklevich
General Manager, Automotive & Data
Born 1979

Responsibilities:
Manages the integration of data-driven solutions within the automotive sector. Focuses on monetizing proprietary data assets and developing high-tech partnerships with automotive manufacturers.



Sandesh Bhat
Chief Technology Officer
Born 1971

Responsibilities:
Drives the technological roadmap, overseeing software engineering, infrastructure and R&D. Focuses on leveraging emerging technologies to maintain a competitive edge and ensure platform scalability.



Liesel Magnusson
Interim Chief Financial Officer
Born 1984

Responsibilities:
Manages the company’s financial health, including budgeting, forecasting, and risk management. Ensures financial transparency and compliance during the interim leadership period.



Daniel Ungar
Chief of Staff
Born 1987

Responsibilities:
Serves as a strategic advisor to the CEO and a facilitator for the Executive Leadership Team. Manages high-priority special projects and ensures alignment on key executive decisions and internal communications.



Jerome Selva
Chief Operating Officer
Born 1974

Responsibilities:
Oversees the administrative and operational functions of the business. Focuses on optimizing internal processes, driving cross-functional efficiency, and ensuring the company’s business model scales effectively.



Martin Sandström
Chief Strategy & Transformation Officer
Born 1989

Responsibilities:
Identifies new market opportunities and oversees large-scale organizational change initiatives. Aligns long-term business goals with actionable transformation projects to keep the company agile.

3. Internal sustainability expertise and support

As Arrive formalizes the company’s sustainability agenda, two Executive Leadership Team members have been responsible during 2025 for building the internal expertise required to oversee sustainability strategies and manage the company’s material impacts, risks, and opportunities.



The Chief Strategy & Transformation Officer

Strategic alignment

The Chief Strategy & Transformation Officer has been appointed as the key liaison for the sustainability strategy. This role is to lead the integration of sustainability principles into Arrive’s broader business transformation and to ensure successful implementation and progress.



The Chief Financial Officer

Data and governance

The Chief Financial Officer acts as the lead for sustainability data, with responsibility for establishing the systems required to ensure that sustainability information is treated with the same rigor as financial data.

To meet strategic ESG goals and increasing global reporting requirements, Arrive significantly strengthened internal expertise in 2025. The company appointed a Director of Sustainability and a Sustainability Manager to drive the development and implementation of Arrive’s new sustainability strategy. To ensure accurate corporate reporting, a specialized ESG Reporting Manager was also brought on to oversee non-financial disclosures. These roles support and guide the Executive Leadership Team. The need for additional external expertise is evaluated on an ongoing basis.



4. Governance status

During the 2025 reporting period, Arrive’s leadership team proactively championed the company’s sustainability agenda, providing strategic direction to specialized operational teams to build a robust sustainability framework. Under this governance, Arrive successfully completed the company’s inaugural double materiality assessment, started gathering critical ESG data, and designing a sustainability strategy.

Recognizing that long-term sustainability success requires a structurally sound approach, Arrive’s 2025 governance initiatives deliberately prioritized the establishment of baseline frameworks. This intentional, foundational focus ensures that the operational targets planned for rollout in 2026 are backed by solid and accurate data. The Executive Leadership Team has actively reviewed these early milestones, securing a baseline that will guide the company’s strategic focus and precise future sustainability target-setting.

Looking ahead to 2026, leadership is committed to further integrating material sustainability topics directly into Arrive’s core long-term planning. To support this strategic evolution, the Board of Directors and the Executive Leadership Team are instituting formalized, continuous oversight processes. This ensures the company’s governance structure not only supports but actively drives the ongoing monitoring, achievement, and advancement of Arrive’s sustainability targets.

“As Arrive’s sustainability strategy evolves during 2026, we will embed our material sustainability topics deeply into the long-term planning”

Louise Wallström, Director of Communications and Sustainability



Integration of sustainability-related performance in incentive schemes Gov-2

Arrive does not have incentive schemes for the Board of Directors or Executive Leadership Team that are linked to sustainability topics.

Statement on due diligence Gov-3

Table 1 maps the main steps in the due diligence process to the locations in the Sustainability Statement which describe how Arrive works with sustainability due diligence.

Core elements of due diligence	Paragraphs in the Sustainability Statement
Embedding due diligence in governance, strategy and the business model	Described in GOV-1 regarding the Board of Directors' ultimate governance and strategic decision-making authority, and the Executive Leadership Team's responsibility for executing and supporting the integration of sustainability into the broader business transformation.
Engaging with affected stakeholders at all key stages of due diligence	Detailed in DR SBM-2, specifically the 2025 stakeholder engagement process involving dialogues with internal "proxy" stakeholders to validate impacts and risks, and direct workforce engagement through Town Halls and surveys.
Identifying and assessing adverse impacts	Outlined in IRO-1, describing the four-stage approach to identifying material impacts
Taking action to address those adverse impacts	Covered across topical sections: E1-5 for climate actions, S1-3 for workforce initiatives, and S2-3 regarding specialist human rights training for sourcing staff.
Tracking the effectiveness of those efforts and communicating results	Specified in GOV-4 regarding internal controls and standardized data gathering, and DR S1-4 where the employee engagement score is used to monitor policy effectiveness.

Table 1. Main steps in the due diligence process

Risk management and internal controls over sustainability reporting Gov-4

Arrive is currently in the process of formalizing the company's internal control and risk management systems specifically for sustainability reporting.

Starting with the 2025 reporting period, Arrive's sustainability reporting is now centrally managed by the ESG Reporting Manager within the Group Finance team. This new structure establishes a formal approach to scoping, data governance, and risk management. The scope of internal controls covers all legal entities within Arrive on a consolidated basis, ensuring that data collection and risk assessment are aligned with the company's financial reporting boundaries.

As we prepare for future mandatory reporting requirements, Arrive is transitioning from ad-hoc data collection to a structured governance model. Key features currently in development include centralized data ownership and internal verification. The ESG Reporting Manager is responsible for the design and implementation of standardized data gathering processes across all business units. For the current period, data points are subject to a primary review by the ESG Reporting Manager and the Finance department to ensure consistency with operational reality.

Arrive identifies the primary risks to sustainability reporting integrity as data fragmentation and the manual nature of current collection methods. To mitigate these risks, the company is focusing efforts on mapping data sources across the consolidated company; defining clear 'data owners' within different functions to ensure accountability; and establishing a 'trail of evidence' for material key performance indicators (KPIs) to allow for future internal and external auditability.

Strategy, business model and value chain SBM-1

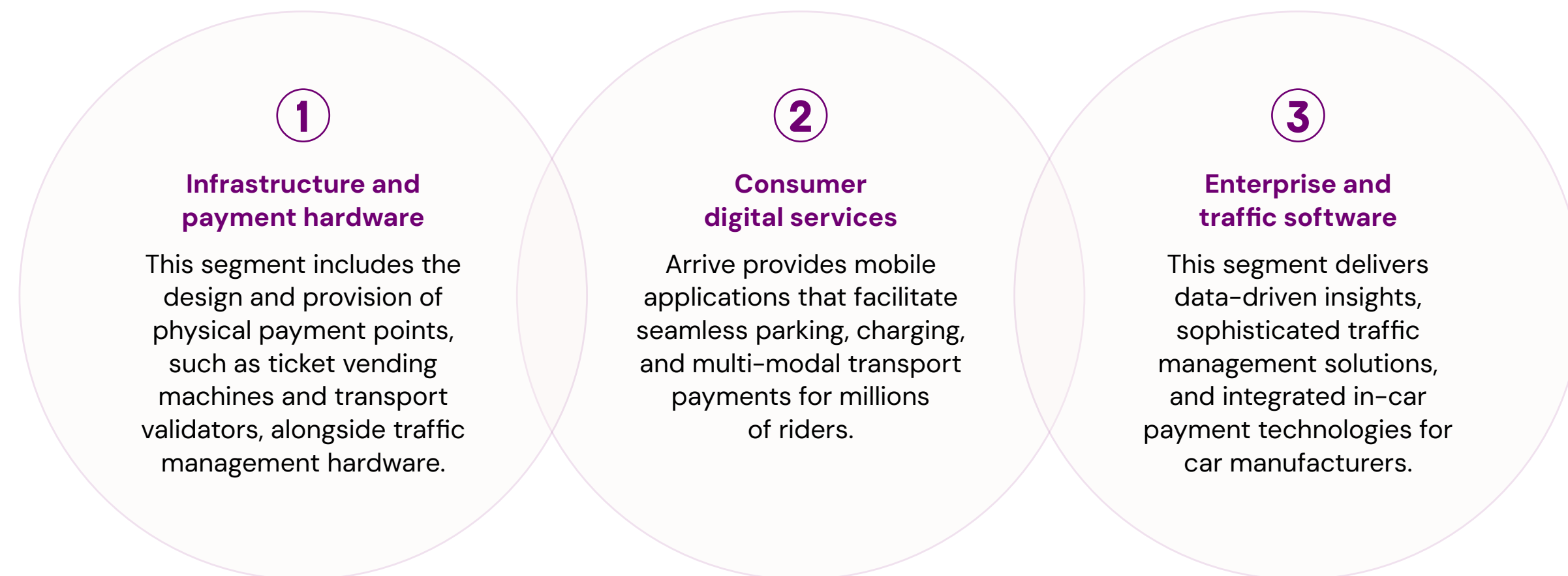
Strategic overview and market presence

Arrive is a leading global mobility platform, established in 2025 through the strategic integration of EasyPark Group, Flowbird Group, and Parkopedia. The company operates a technology-driven platform supported by a decentralized structure of local brands across the Nordics, Europe, the

United States, and Australia. Following 2025 acquisitions, Arrive has expanded the company's global reach to over 90 countries and more than 20,000 cities, positioning the company as a comprehensive ecosystem partner for cities and riders.

Integrated business model

Arrive's business model acts as a digital and physical bridge between urban infrastructure and the end-user journey. The company delivers value through three primary, integrated segments:



Value chain mapping

Arrive's operations depend on a complex global mobility ecosystem, categorized into three key stages

- Upstream**
The value chain begins with a global talent pool for software engineering and partnerships with technology and infrastructure providers, including cloud services and payment clearing houses. For Arrive's hardware solutions, the company procures materials and components primarily from first-tier suppliers in Europe, with high-volume electronic components sourced from specialized global partners.
- Own operations**
Arrive transforms these inputs into integrated solutions through software engineering, platform maintenance, and hardware assembly. A fundamental aspect of the company's core operations is the management of strategic partnerships with municipalities and private entities to ensure urban mobility efficiency.
- Downstream**
Arrive serves a diversified customer base, ranging from individual riders (B2C) and private parking operators (B2B) to car manufacturers and municipal governments (B2G). The installation and maintenance of the company's physical hardware at city sites represent a critical downstream stage, requiring close coordination with business partners and customers.

Significant changes 2025

The formation of Arrive in 2025 transformed the company from a mobile parking provider into a full-spectrum mobility provider. This integration allows Arrive to influence urban efficiency and support the decarbonization of transport through optimized vehicle movement. For investors and communities, this commitment to making cities more livable enhances long-term resilience and contributes to global goals such as net-zero emissions and responsible production. While formalized sustainability objectives were not in place during the 2025 transition, these expanded products and markets are the foundation of the sustainability strategy launching in 2026.

The 2025 fiscal year was marked by transformative acquisitions that diversified Arrive's capabilities

- Parkopedia (Q1): Enhanced Arrive's automotive sector capabilities through fully integrated in-car digital services.
- EasyPark Australia (Q2): Solidified Arrive's market leadership in the Asia-Pacific region.
- Be-Mobile/4411 (Q4): Strengthened Arrive's Benelux presence and added advanced traffic management solutions to influence urban traffic flow.



Interests and views of stakeholders SBM-2

Stakeholder engagement is fundamental to Arrive’s business and essential for evaluating the significance of various sustainability topics from diverse perspectives. At Arrive, this engagement is integrated into the double materiality assessment through targeted stakeholder dialogues, internal forums, and insights derived from broader engagement activities, including due diligence processes across Arrive’s value chain. Key insights regarding sustainability matters are shared regularly with the Executive Leadership Team through dedicated sustainability dialogues or broader analyses of business trends and market developments.

The 2025 dialogues identified that stakeholders view Arrive’s purpose ‘to make cities more livable’ as a core strategic strength. However, the interests and views expressed highlighted several key areas of concern and opportunity:

Market opportunity

There is a strong view that integrating sustainability into Arrive’s customer offerings (e.g., reduced congestion) can drive commercial value, particularly in responding to rising ESG criteria in public tenders (e.g., in the UK).

Governance and trust

Cybersecurity is viewed as a critical risk, with stakeholders emphasizing the need for robust integration following the 2025 acquisitions.

Supply chain integrity

Stakeholders expressed concern regarding the complexity of Arrive’s expanded supply chain, identifying potential human rights and environmental risks, particularly within hardware manufacturing, that require enhanced oversight and due diligence.

Future roadmap for executive oversight

The results of the 2025 double materiality assessment, including identified strengths, weaknesses, risks, and opportunities, were formally presented to the Executive Leadership Team and served as the primary catalyst for the development of Arrive’s sustainability strategy. While the Executive Leadership Team is currently informed through these designated reporting cycles, Arrive is evaluating more frequent mechanisms to ensure the views of workers’ representatives and external stakeholders are systematically integrated into executive decision-making.

2025 stakeholder engagement process

As a foundational component of Arrive’s double materiality assessment in 2025, the company conducted a series of dialogues focused on internal “proxy” stakeholders – individuals possessing deep expertise in Arrive’s value chain and external relationships. In accordance with ESRS 1 AR 21, the key stakeholder categories represented in these dialogues included:

Internal stakeholders

Members of the Board of Directors, the Executive Leadership Team, and representatives from People & Culture, Technology, Sales, Product, Marketing, and local branches throughout the Nordics, Europe, and the United States.

External stakeholders

Suppliers, customers, B2G partners, regulators and society (represented via internal proxies within Sourcing, Sales, Transport, Hardware Production, Legal and Data Security).

Interaction of material impacts risks and opportunities with strategy and business model, and financial effects SBM-3

Arrive's material sustainability matters span environmental, social and governance areas and map to six of the ten ESRS topic standards. These matters are summarized in table 2 in terms of where the sustainability-related impacts themselves occur in Arrive's value chain and whether they are material for the company from an impact or financial materiality perspective. Descriptions of material impacts, risks and opportunities are presented in the SBM-3 section of each respective topical standard later in the report. These material sustainability matters have resulted from the double materiality assessment, as described in IRO-1.

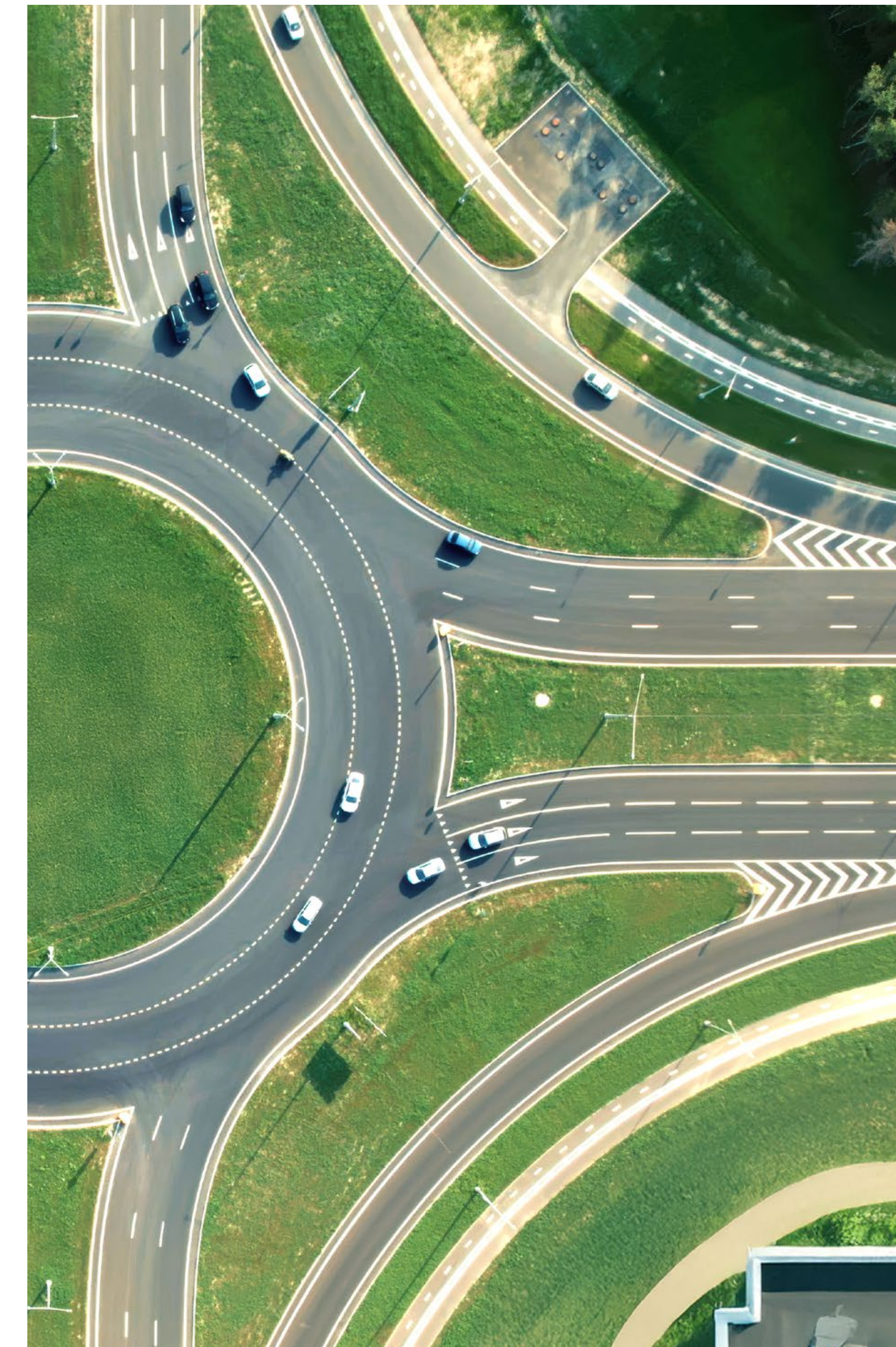
In relation to financial materiality, Arrive's sustainability-related risks and opportunities can materialize over different time periods and are associated with a high degree of uncertainty. The company has not quantified the current or anticipated financial effects from these risks and opportunities.

The management of Arrive's material impacts, risks, and opportunities will be fully integrated into Arrive's sustainability strategy, scheduled for launch in 2026. While the company is currently working to complement areas where gaps exist, Arrive has already established policies, processes, and action plans to address several of the most significant sustainability matters. The objective is to ensure that sustainability is not a standalone function but a core component of Arrive's operational governance and value creation.

	Where impacts could/do occur in value chain			Materiality perspective	
	Upstream	Own operations	Downstream	Impact	Financial
E1 - Climate change					
GHG emissions across the value	Applicable	Applicable	Applicable	Applicable	Applicable
Energy consumption in operations and upstream supply chain	Applicable	Applicable	Applicable	Applicable	Applicable
Transition risks (energy price volatility and carbon costs)	Applicable	Applicable	Applicable	Applicable	Applicable
Climate solutions: Low-emission mobility and multi-modal transport	Applicable	Applicable	Applicable	Applicable	Applicable
E2 - Pollution					
Air, water, and soil pollution in the upstream supply chain	Applicable	Applicable	Applicable	Applicable	Applicable
Management of harmful substances (SoC/SVHC) in electronics	Applicable	Applicable	Applicable	Applicable	Applicable
E5 - Resource use & circular economy					
Circular design and material inflows for products and IT equipment	Applicable	Applicable	Applicable	Applicable	Applicable
Waste management in operations and product end-of-life	Applicable	Applicable	Applicable	Applicable	Applicable
Circular services, recycling, and reuse models	Applicable	Applicable	Applicable	Applicable	Applicable
S1 - Own Workforce					
Working conditions (wages, working time, and work-life balance)	Applicable	Applicable	Applicable	Applicable	Applicable
Health, safety, and physical/mental well-being	Applicable	Applicable	Applicable	Applicable	Applicable
Equality of opportunity (inclusion, diversity, and compensation)	Applicable	Applicable	Applicable	Applicable	Applicable
Human capital development and employment security	Applicable	Applicable	Applicable	Applicable	Applicable
Data privacy and protection of employee information	Applicable	Applicable	Applicable	Applicable	Applicable
S2 - Workers in the value chain					
Fair labor practices (wages, hours, and social dialogue)	Applicable	Applicable	Applicable	Applicable	Applicable
Human rights (child labor and forced labor risks) in hardware supply	Applicable	Applicable	Applicable	Applicable	Applicable
Health and safety of manufacturing and consulting partners	Applicable	Applicable	Applicable	Applicable	Applicable
4 - Consumers and end-users					
Product safety and health impacts of digital/transport services	Applicable	Applicable	Applicable	Applicable	Applicable
Data privacy, cybersecurity, and information transparency	Applicable	Applicable	Applicable	Applicable	Applicable
Accessibility and social inclusion of digital services	Applicable	Applicable	Applicable	Applicable	Applicable
G1 - Business conduct					
Corporate culture, ethics, and policy frameworks	Applicable	Applicable	Applicable	Applicable	Applicable
Anti-corruption, bribery prevention, and internal controls	Applicable	Applicable	Applicable	Applicable	Applicable
Regulatory compliance (including financial institution obligations)	Applicable	Applicable	Applicable	Applicable	Applicable
Responsible political engagement and lobbying	Applicable	Applicable	Applicable	Applicable	Applicable
ES1 - Cybersecurity					
Cyber resilience and protection against data breaches	Applicable	Applicable	Applicable	Applicable	Applicable

Table 2. Interaction of material impacts risks and opportunities with strategy and business model, and financial effects

Applicable Non applicable



Description of the process to identify and assess material impacts, risks and opportunities and material information to be reported

IRO-1

Arrive conducted the company’s first double materiality assessment in 2025 in accordance with the CSRD and ESRS methodology.

The process followed a structured four-stage approach

- Business and industry analysis**
 Mapping Arrive’s business model and activities to identify potential sustainability topics.
- Value chain mapping**
 Defining the assessment scope across own operations, upstream (suppliers and manufacturing), and downstream (product use and end-of-life).
- Stakeholder engagement**
 Conducting dialogues across various internal functions – including the Board, Executive Leadership Team, Finance, Tech, and HR – to validate impacts and risks.
- Materiality assessment**
 Evaluating ESRS topical standards and additional entity-specific topics to determine the final list of material matters.

Materiality was assessed from two complementary perspectives: impact and financial materiality. Impacts were identified across the value chain and assessed based on severity and likelihood. Sustainability-related risks and opportunities were assessed based on the magnitude of their financial effect and the likelihood of occurrence over short-, medium-, and long-term horizons.

Arrive applied a “highest-score wins” aggregation method. If any sub-topic reached the critical materiality threshold, the entire topic was categorized as material to ensure visibility of significant risks and impacts.

Topics were then prioritized into three levels (Priority 1, 2, and 3) to guide strategic focus and resource allocation.

The assessment was informed by Arrive’s internal sustainability due diligence and extensive stakeholder dialogues. By engaging diverse functions such as Sourcing, Product, and Legal, Arrive ensured that the identification of impacts, risks and opportunities was grounded in operational reality and expert insight.

As 2025 marks Arrive’s inaugural double materiality assessment under the ESRS framework, there are no changes to report compared to a prior reporting period.

“ Our double materiality assessment, rooted in European Sustainability Reporting Standards’ principles, provides a solid foundation for Arrive’s future disclosures and strategic actions

Susanna Palling Huusko, ESG Reporting Manager

Material impacts, risk and opportunities and disclosure requirement included in the Sustainability Statement IRO-2

Arrive has identified eight material topics. These matters, including their impacts on people and the environment and their financial risks/opportunities, are summarized in table 2 on page 13. The mapping indicates where these impacts, risks and opportunities are concentrated within Arrive’s value chain.

Seven of these eight matters are disclosed in this year’s Sustainability Statement. Disclosure for the material topic ‘Pollution (E2)’ is omitted for this reporting year.

List of Disclosure Requirements (DRs) complied with

Arrive has disclosed information for seven of the topics identified as material. Table 3 provides a roadmap of the disclosures.

ESRS Standard	Disclosures included	Location
ESRS2	BP-1, GOV-1, GOV-2, GOV-3, GOV-4, SBM-1, SBM-2, SBM-3, IRO-1, IRO-2	Part 1: General disclosures
ESRS E1	E1-1, E1-2, E1-3, E1-4, E1-5, E1-6, E1-7, E1-8 E1-9, E1-10, E1-11	Part 2: Environmental disclosures
ESRS E5	E5-1, E5-2, E5-3, E5-4, E5-5	Part 2: Environmental disclosures
ESRS	S1 S1-1, S1-2, S1-3, S1-4, S1-5, S1-6, S1-7, S1-8, S1-9, S1-11, S1-12, S1-13, S1-14, S1-15, S1-16	Part 3: Social disclosures
ESRS S2	S2-1, S2-2, S2-3, S2-4	Part 3: Social disclosures
ESRS S4	S4-1, S4-2, S4-3, S4-4	Part 3: Social disclosures
ESRS G1	G1-1, G1-2, G1-3, G1-4, G1-5, G1-6	Part 4: Governance disclosures
Entity-Specific	ES1-1, ES1-2, ES1-3 (Cybersecurity)	Part 5: Entity-specific disclosure

Table 3. Disclosure requirement included in this Sustainability Statement

2

Environmental disclosures



Climate change ^{E1}



Arrive has identified the following material sub-topics related to climate change:



GHG emissions across the value chain

Arrive’s direct and indirect emissions from operations and the supply chain contribute to a global carbon footprint. The company faces potential financial exposure from these emissions, particularly regarding carbon-pricing mechanisms and evolving regulations.



Energy consumption in operations and upstream supply chain

Arrive faces financial vulnerability to energy price volatility in both tech operations, such as data centers, and hardware production facilities. It necessitates a transition to renewable energy sources across the global value chain.



Transition risks – energy price volatility and carbon costs

Arrive is financially vulnerable to carbon-pricing mechanisms, such as carbon taxes, and volatile energy prices. These risks can lead to increased operating expenses for data center usage and hardware manufacturing.



Climate solutions – Low-emission mobility and multi-modal transportation

Arrive’s digital solutions may enable municipalities to develop low-emission mobility infrastructure and promote multi-modal transport. This provides a competitive advantage and potential future revenue growth and access to green funding criteria for Arrive.

Note: In accordance with ESRS transitional provisions, certain disclosures for these sub-topics are phased in. Please refer to the omissions registry presented on page six for more details.

Impacts, risks, and opportunities management

Transition plan for climate change mitigation E1-1

As of the 2025 reporting period, Arrive does not have a formal transition plan for climate change mitigation in place. Following the acquisition of Flowbird Group and Parkopedia in 2025, the business model of EasyPark Group, now Arrive, underwent a significant transformation, integrating digital technology services with specialized hardware manufacturing. Consequently, previous environmental ambitions and actions of the individual legacy entities were deemed no longer representative of the combined company's operational footprint and strategic direction.

To ensure Arrive's future climate change mitigation transition plan is grounded in the reality of the expanded operations, the company has undertaken the following foundational steps during 2025:



Carbon footprint assessment

Arrive completed a initial assessment of the company's GHG emissions based on 2024 operational data from the legacy businesses, to establish a unified baseline.



Double materiality assessment

Arrive conducted a double materiality assessment to identify and prioritize the climate-related impacts, risks, and opportunities specific to the company's new integrated business model.

The results of these assessments are currently serving as the primary input for the development of a comprehensive sustainability strategy and a formal climate change mitigation transition plan. Arrive expects to develop this transition plan in 2026 and launch it by the 2027 reporting year.

Identification of climate-related risks and scenario analysis E1-2

Arrive identified and assessed climate-related impacts, risks, and opportunities through a double materiality assessment process during 2025. This process evaluates both Arrive's influence on climate change (impact materiality) and how climate change affects Arrive's financial health and operational resilience (financial materiality). The assessment covers the company's own operations as well as the company's upstream and downstream value chain. For each identified risk, Arrive evaluated the magnitude of potential financial effects and the likelihood of occurrence over short-, medium-, and long-term horizons.

Through the double materiality assessment process, Arrive identified three core material climate-related Impacts, risks, and opportunities:

GHG emissions across the value chain

Arrive faces potential financial exposure from direct and indirect emissions, particularly regarding carbon-pricing mechanisms and evolving regulations Corporate Sustainability Due Diligence Directive (CSDDD) (transition risk).

Energy consumption in operations and upstream supply chain

This includes financial vulnerability to energy price volatility and the necessity of transitioning to renewable energy sources in both Arrive's tech operations (data centers) and hardware production facilities (transition risk).

Climate solutions

Arrive's data and digital solutions are being developed to enable municipalities to develop low-emission mobility infrastructure and promote multi-modal transport, which may provide competitive advantages and access to green funding (climate related opportunity).

Additionally, Arrive has identified extreme weather events (e.g., floods, heatwaves) as a physical risk. These events have the potential to disrupt the company's physical assets (hardware production sites) and operational continuity across our geographic footprint.

Scenario analysis

As of the 2025 reporting period, Arrive has not yet conducted a formal climate-related scenario analysis to test the resilience of the company's business model and strategy against different temperature pathways (e.g., 1.5°C or >2°C). Arrive plans to conduct a comprehensive scenario analysis by the 2027 reporting year, which will include a high-emissions physical risk scenario and a 1.5°C transition risk scenario, to further quantify the potential financial effects of these risks.



Impacts, risks, and opportunities management

Resilience in relation to climate change E1-3

As of the 2025 reporting period, Arrive has not yet performed a formal qualitative or quantitative assessment of the resilience of the company’s business model and strategy to climate-related risks. Consequently, the implications of such an assessment on the company’s long-term business model and strategy have not yet been determined.

Arrive’s capacity to adjust the strategy and business model over the short, medium, and long term in response to both high-emissions and 1.5°C pathways will be evaluated as part of a formal climate-related scenario analysis. The findings, together with the company’s climate transition ambitions (as part of Arrive’s new sustainability strategy), will be used to define long-term adaptive capacity and ensure the business model remains viable in a low-carbon economy.

At this stage, the primary area of uncertainty is the quantitative financial impact of climate-related risks on Arrive’s newly integrated hardware and software operations. The company expects to provide a more detailed assessment of these uncertainties by the 2027 reporting year.

Policies related to climate change mitigation and adaptation E1-4

As of December 31, 2025, Arrive has not yet adopted formal, company-wide policies specifically dedicated to climate change mitigation or climate change adaptation. During 2025, Arrive had prioritized the alignment of the company’s operational data and the completion of a unified double materiality assessment to ensure that future policies are evidence-based and tailored to the combined tech and hardware business model.

The development of dedicated environmental policy is a core component of Arrive’s sustainability strategy, which is currently in progress. The company intends to establish and implement this policy in 2026, including both climate mitigation and adaptation ambitions, and aim to address GHG emission reductions across the value chain and hardware manufacturing.

Arrive will evaluate how the company can address the resilience of physical assets and supply chain against the extreme weather events identified in the double materiality assessment. Until a formal environmental policy is ratified by Arrive’s Board of Directors and Executive Leadership Team, the company continues to manage climate-related issues through the existing general risk management frameworks and corporate governance structures.

Actions and resources in relation to climate change mitigation and adaptation E1-5

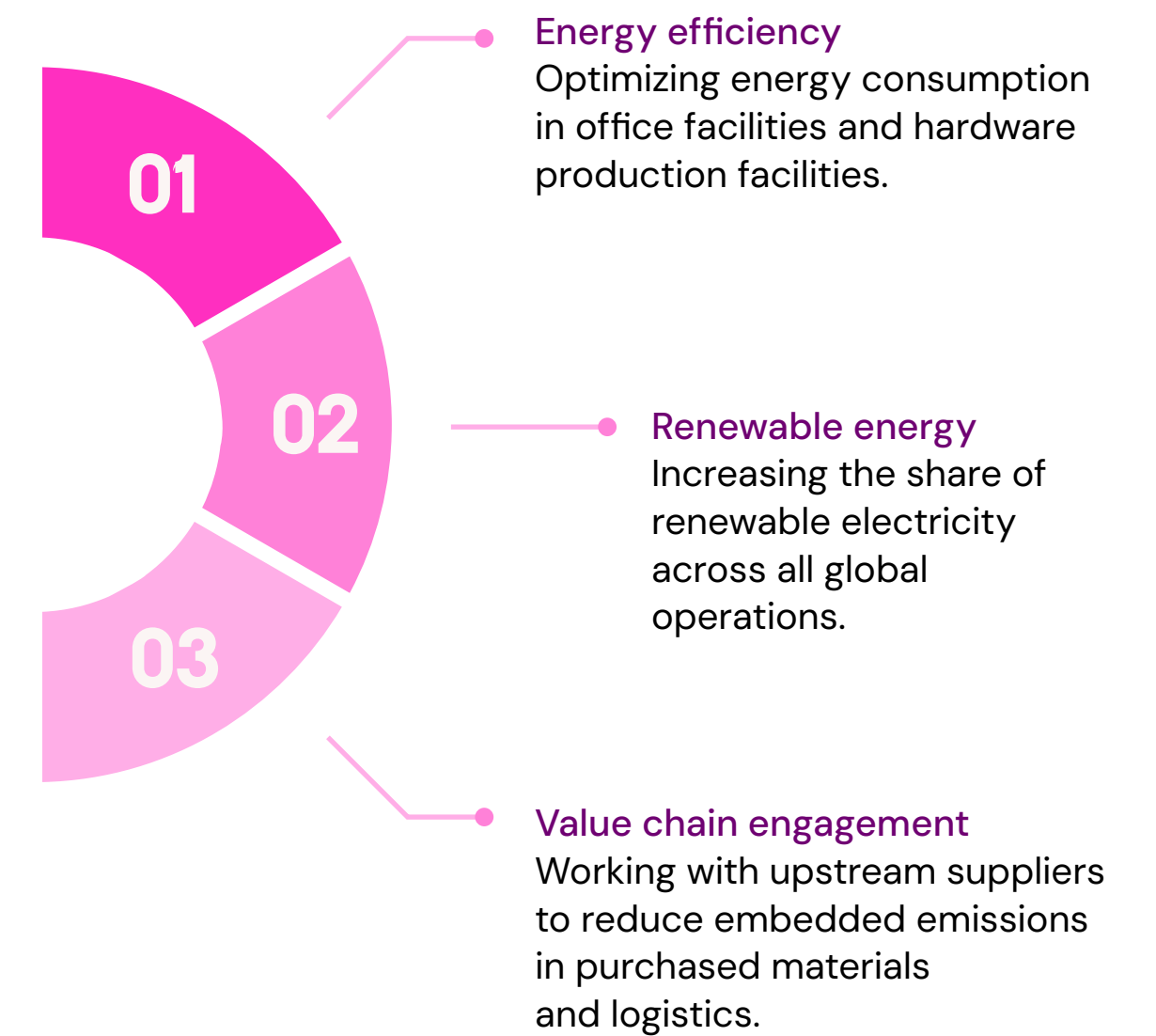
During the 2025 reporting period, Arrive’s primary climate-related actions have focused on establishing a robust data foundation and strategic alignment following the integration of the company’s businesses. See more under disclosure requirement E1-1.

In 2025, resources were primarily allocated to the administrative and analytical processes required to build a climate management framework. This included internal personnel time and external consultancy expertise for the double materiality assessment and the baseline GHG inventory. No significant capital expenditure (CapEx) was specifically earmarked for climate mitigation assets (such as renewable energy installations or EV fleet transition) during this transitional reporting period.

By the 2027 reporting year, Arrive aims to define and execute on specific climate mitigation actions, categorized by decarbonization levers. These levers are expected to target energy efficiency, renewable energy and value chain engagement.

As Arrive’s formal climate transition plan is finalized in 2026, the company will provide the required quantitative breakdown of achieved and expected GHG emission reductions associated with these specific actions.

Decarbonization levers Arrive aims to target by the 2027 reporting year



Metrics and targets

Targets related to climate change ^{E1-6}

As of the 2025 reporting period, Arrive has not yet set formal, GHG emission reduction targets. Arrive considers the setting of robust, science-based targets to be dependent on a complete and accurate understanding of the company's combined operational footprint, which now includes both digital services and hardware manufacturing. During the 2025 reporting year, Arrive therefore prioritized the establishment of a unified GHG emissions baseline, and intends to adopt and disclose the company's first set of climate-related targets in 2026, as part of the launch of the environmental policy. These targets will include specific base years, target years (including interim milestones), and a clear statement on the methodology used. Until these targets are formalized, Arrive remains committed to monitoring the company's annual emissions and identifying immediate efficiency opportunities across all operations.

Energy consumption and mix ^{E1-7}

For the 2025 reporting period, Arrive's total energy consumption from the company's own operations was 8,993 MWh. This figure represents the consolidated energy use across Arrive's global offices, internal data center operations, and hardware production facilities.

As of the current reporting date, Arrive is unable to provide a reliable disaggregation of the company's total energy consumption by source (renewable, non-renewable, and nuclear). Arrive is in the process of unifying the total energy tracking across the business and the granular data required to accurately determine the specific energy mix for all global locations is not yet fully available.

Arrive is committed to full transparency regarding the company's energy mix. Arrive has initiated a project to enhance the utility data collection process, which includes engaging with landlords and energy providers to obtain specific fuel mix disclosures and implementing a company-wide utility data management system to track consumption, renewable energy certificates (RECs) and guarantees of origin.

Arrive expects to be in a position to disclose the full breakdown of the company's energy mix, as required by ESRs E1-7, by the 2027 Sustainability Statement.

Gross Scope 1, 2, 3 GHG emissions ^{E1-8}

In 2025, Arrive's total GHG emissions amounted to 39,448 tCO₂e (location-based). This inventory reflects the current consolidated footprint of the entire Arrive operations, detailed in Table 4.

Arrive's GHG inventory has been prepared in accordance with the GHG Protocol Corporate Standard and with the most accurate data available at the end of the reporting period. Arrive aims to increase the scope and improve data quality and calculation methodology to measure emissions, and reduction actions, as precisely as possible moving forward. This involves incorporating more primary data, engaging with the value chain and improving the precision of emissions calculations by fine-tuning the methodology itself.

Below is a description of how Arrive calculates emissions in Scope 1, 2 and relevant Scope 3 categories.

	tCO ₂ e
Scope 1 GHG emissions	
Gross Scope 1 GHG emissions	1,453
Scope 2 GHG emissions	
Gross location-based Scope 2 GHG emissions	2,440
Gross market-based Scope 2 GHG emissions	2,760
Scope 3 GHG emissions	
Total gross indirect (Scope 3) GHG emissions	35,555
1. Purchased goods and services	28,306
2. Capital goods	1,837
6. Business traveling	3,485
7. Employee commuting	1,927
Total GHG emissions	
Total GHG emissions location-based	39,448
Total GHG emissions market-based	39,768

Table 4. Gross Scope 1, 2, 3 GHG emissions 2025

GHG emissions accounting methodology

Scope 1 Scope 1 emissions are calculated by considering the number of leased cars that Arrive has in all operations. Since Arrive does not have fuel consumption data for the leased cars, the company has used an estimation of annual mileage per leased car and average emission intensity factor per lease car, according to available documentation from lessors.

Scope 2 Due to the recent merger and consolidation of global entities, primary utility data (in the form of direct invoices) was not available for all sites. To ensure a complete inventory for 2025, Arrive applied a dual-track approach. Where available, actual electricity consumption from utility specifications was used and multiplied by country or regional emission factor. For locations without primary data, Arrive estimated consumption by applying regional energy intensity benchmarks for commercial office spaces to the verified square meterage recorded in the global facilities register.

To ensure the integrity of Arrive's reporting during this transitional period, the company applied conservative parameters in the calculations. Arrive applied office-level energy intensity benchmarks to all locations, including storage sites. This provides a conservative (high) estimate of the company's footprint, as storage facilities typically consume less energy than active office spaces. Moreover, Arrive's current calculations focus on total electricity consumption. The company has not yet separated electricity used specifically for heating and cooling, nor included non-electric heating/cooling where managed by landlords. Finally, for location-based emissions, consumption is multiplied by the applicable country or regional average emission factor. For market-based emissions, Arrive applies country-specific residual mix emission factors where available and has not accounted for specific purchases of renewable energy.

Arrive acknowledges the use of intensity-based proxies as a transitional measure. For the next reporting cycle, the company is implementing a unified utility tracking system to increase the share of primary data, distinguish between different facility types (offices vs. storage), and disaggregate heating and cooling energy to provide a more granular and precise Scope 2 reporting.

E1 E1-1 E1-2 E1-3 E1-4 E1-5 E1-6 E1-7 **E1-8** E1-9 E1-10 E1-11 E5 E5-1 E5-2 E5-3 E5-4 E5-5

Metrics and targets

Scope 3 Arrive's 2025 Scope 3.1 emissions are reported as estimates extrapolated from a verified 2024 baseline.

Purchased goods and services

Following EasyPark Group's acquisition of Flowbird Group, this methodology was selected to provide a representative "order of magnitude" of Arrive's combined footprint that accounts for the company's increased operational scale while a unified procurement data structure is being established.

To reflect the growth of the combined company, Arrive applied a spend-based scaling factor to our 2024 emission data. This calculation assumes a linear relationship between total procurement spend and carbon impact. By using this approach, Arrive captures the emissions impact of the company's expanded business volume. To ensure a prudent disclosure, Arrive has not adjusted these figures for global inflationary pressures. As a result, the same level of spend may correspond to a lower volume of physical goods in an inflationary environment, therefore Arrive considers these figures to be a conservative upper-bound (overestimate) of the actual supply chain emissions.

Capital goods

Emissions from capital goods use a spend-based method where the purchase value of capital goods (note 10 in annual financial statement for 2025) are multiplied with applicable emission factors published in Environmental Reporting Guidelines by DEFRA.

Business travel

For the 2025 reporting period, Arrive calculated business travel emissions using primary activity data covering 74 percent of the global headcount. This data was sourced from two different travel management systems and includes air travel, rail travel, and hotel stays.

To ensure technical rigor and regional relevance, Arrive's travel service providers have applied industry-standard emission factors that account for the full lifecycle of travel. They also utilized ADEME factors for French rail travel to accurately reflect

the low-carbon intensity of the French national electricity grid, and BEIS/DEFRA factors for the remainder of the travel portfolio.

For the remaining 26 percent of the workforce not yet covered by the two travel systems, Arrive applied an intensity-based extrapolation. The company established a "kg CO₂e per employee" intensity factor based on the actual travel behavior of the 74 percent representative sample. The intensity factor was then applied to the total headcount to provide a comprehensive 100 percent estimate of Arrive's business travel impact.

Emissions from car rentals were excluded from the 2025 inventory due to current data fragmentation. Arrive identifies this as a focus area for 2026 reporting.

To improve data quality, Arrive is currently exploring alternatives to centralize travel procurement into a unified global system. This transition will eliminate the need for headcount-based extrapolation and allow for the inclusion of car rentals and employee-owned vehicle mileage (Scope 3.7) in the report, once implemented.

Employee commuting

Arrive's 2025 employee commuting emissions were calculated using primary data collected via a survey conducted in Q4 2025. The survey captured specific commuting habits for a sample week, including commuting frequency, mode of transportation, and travel distance. Adjustments for shared commutes among Arrive employees were included to avoid double-counting.

For micro-mobility (e-scooters/e-bikes), Arrive has assumed these are part of shared fleets rather than privately owned. This accounts for the higher carbon footprint associated with fleet charging and logistics, providing a more robust estimate. For electric vehicles, an emission factor of 0 was applied for the current period. Arrive intends to refine this in future cycles by applying country-specific electricity grid factors for electric vehicle charging. DEFRA emission factors were otherwise used to perform emission calculations from employee commuting.

As the survey captured a representative sample of the workforce during a specific week, the total weekly emissions from the respondent sample were scaled to the full Arrive organization using a headcount-based ratio (workforce scaling) and this result was multiplied by the number of active working weeks per year to provide the final annual footprint.

For the 2026 reporting cycle, Arrive plans to further refine the commuting survey to distinguish between private and shared micro-mobility options. Additionally, Arrive will work toward incorporating national grid-mix factors for electric vehicle charging to provide a more granular view of our indirect commuting impacts.

Omissions and roadmap

For the 2025 reporting period, Arrive has prioritized the disclosure of the company's most significant and material Scope 3 categories: Category 1 (Purchased Goods and Services), Category 2 (Capital Goods), Category 6 (Business Travel), Category 7 (Employee Commuting)

Due to the recent consolidation of the company's technology and hardware operations, comprehensive and verified data for the remaining Scope 3 categories is not yet available at Arrive level.

Based on Arrive's current business model as a provider of mobility technology and hardware, Arrive has assessed the categories 14 (Franchises) and 15 (Investments) as not relevant for Arrive's current reporting boundary.

Arrive is committed to a phased expansion of Scope 3 emissions disclosure. During the 2026 reporting period, the company will focus on enhancing the data granularity of our currently disclosed categories through closer collaboration with our Sourcing and Facilities teams. Furthermore, Arrive intends to integrate emissions from waste generated in operations, upstream and downstream transportation and distribution, and the use of sold products (categories 4, 5, 9, and 11) into the reporting by the 2027 reporting cycle.



Metrics and targets

GHG removals and mitigation projects financed through carbon credits ^{E1-9}

During the 2025 reporting period, Arrive did not operate or contribute to any GHG removal and storage projects within own operations or along the upstream and downstream value chain. Consequently, no GHG removals are reported for this period.

Arrive has not financed any GHG mitigation projects outside the value chain through the purchase of carbon credits during the reporting period. Arrive has not used, cancelled, or held any carbon credits from the voluntary market to offset the company's gross emissions.

In line with Arrive's current focus on establishing a unified decarbonization strategy, the company has not made any public claims of "GHG neutrality" or "net zero" that rely on the use of carbon credits. Arrive's primary focus remains the mitigation of gross emissions across Scopes 1, 2, and 3 through direct operational improvements and value chain engagement, as will be detailed in the roadmap in 2026.

“As we finalize Arrive's climate transition plan, our focus will be on integrating climate resilience into our core strategy – ensuring our long-term growth is both sustainable and future-proof.”

Hanne Ulvtorp, Sustainability Manager

Internal carbon pricing ^{E1-10}

As of the 2025 reporting period, Arrive does not apply internal carbon pricing schemes in strategic or operational decision-making. No internal carbon price is currently used for investment decisions, transfer pricing, or as an input to the financial statement's impairment tests. Consequently, there is no average carbon price per metric tonne of GHG emissions to report for this period.

As Arrive finalizes the sustainability strategy and climate transition plan in 2026, the potential implementation of an internal carbon price will be evaluated as a tool to support the company's decarbonization objectives and align financial planning with climate targets.

Anticipated financial effects from material physical and transition risks and potential climate-related opportunities ^{E1-11}

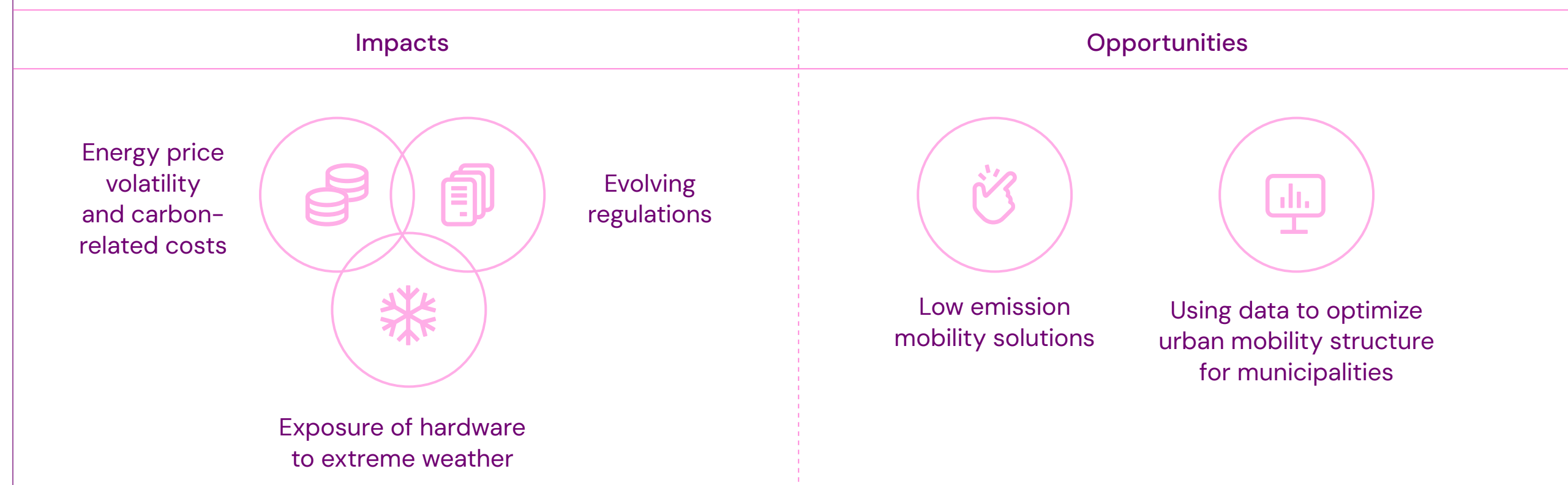
As of the 2025 reporting period, Arrive has not yet quantified the anticipated financial effects of the material climate-related impacts, risks and opportunities. During 2025, the company prioritized the qualitative identification of these effects as part of the double materiality assessment.

Based on Arrive's current assessment, both transitional and physical risks may have financial implications for the company. First of all, Arrive anticipates potential financial impacts related to energy price volatility and carbon-related costs. These may affect operating expenses (OpEx) for data center usage and hardware manufacturing. Additionally, evolving regulations such as the CSDDD and CSRD may lead to increased compliance and reporting costs. Secondly, Arrive's hardware production assets and physical infrastructure are exposed to extreme weather events. These risks could

lead to potential asset damage, supply chain disruptions, or increased insurance premiums over the long term.

Arrive sees a significant financial opportunity in the growing demand for low-emission mobility solutions. The company's digital platforms provide municipalities with the data necessary to optimize urban mobility infrastructure, which Arrive anticipates will drive future revenue growth and provide a competitive advantage.

In accordance with the transitional provisions of the ESRS, Arrive has omitted quantitative financial data for the 2025 period. The company plans to conduct a formal climate-related scenario analysis by the 2027 reporting year.



Resource use and circular economy ^{E5}

Arrive has identified the following material sub-topics related to resource use and circular economy:



Circular design and material inflows for products and IT equipment

Arrive's operations depend on the continuous inflow of resource-intensive materials like electronics, metals, and plastics. This creates significant upstream environmental depletion and risks related to raw material scarcity.



Waste management in operations and product end-of-life

Arrive generates waste through its own operations and the end-of-life phase of sold machineries. Proactively managing these outflows may reduce long-term compliance costs and improve standing in public procurement.



Circular services, recycling, and reuse models

Arrive has the opportunity to offer value-added circular services to cities and municipalities, such as recycling and reuse models for physical products. Such practices strengthen sustainable operations and can help meet evolving regulatory requirements.

As part of Arrive's commitment to transparency and the continuous improvement of the company's sustainability reporting, Arrive has adopted a phased approach for the 2025 reporting cycle. For the current reporting year, the Sustainability Statement provides disclosure specifically for the sub-topic of material inflows and waste management.

In accordance with the flexibility allowed for voluntary reporting and the provisions for new undertakings, full disclosures regarding circular design, product end-of-life waste management and circular services are currently being aligned across Arrive. The company intends to incorporate detailed reporting and metrics for these remaining material topics in the Sustainability Statement for the 2026 reporting year. While Arrive currently operates under existing entity-level protocols for resource use and waste management, Arrive is going to develop a harmonized strategy for these areas.

Note: In accordance with ESRS transitional provisions, certain disclosures for these sub-topics are phased in. Please refer to the omissions registry presented on page six for more details.

Impacts, risks, and opportunities management

Policies related to resource use and circular economy E5-1

Arrive is currently transitioning to a unified Sustainability Strategy and Environmental Policy. During this reporting period, legacy Flowbird entities within Arrive utilized existing Quality, Health, Safety, and Environment (QHSE) policies. These policies mandate compliance with all local environmental laws and regulations regarding waste traceability and resource management. Specifically, they emphasize specialized recycling for office consumables and pollution prevention through the regular maintenance of industrial sanitation networks.

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

Key actions during 2025 centered on operational transparency and vendor governance to ensure legal waste traceability. Arrive employs certified logistics providers and waste management specialists to manage technical waste streams.

Specific circularity actions performed by Arrive entities in 2025 included:

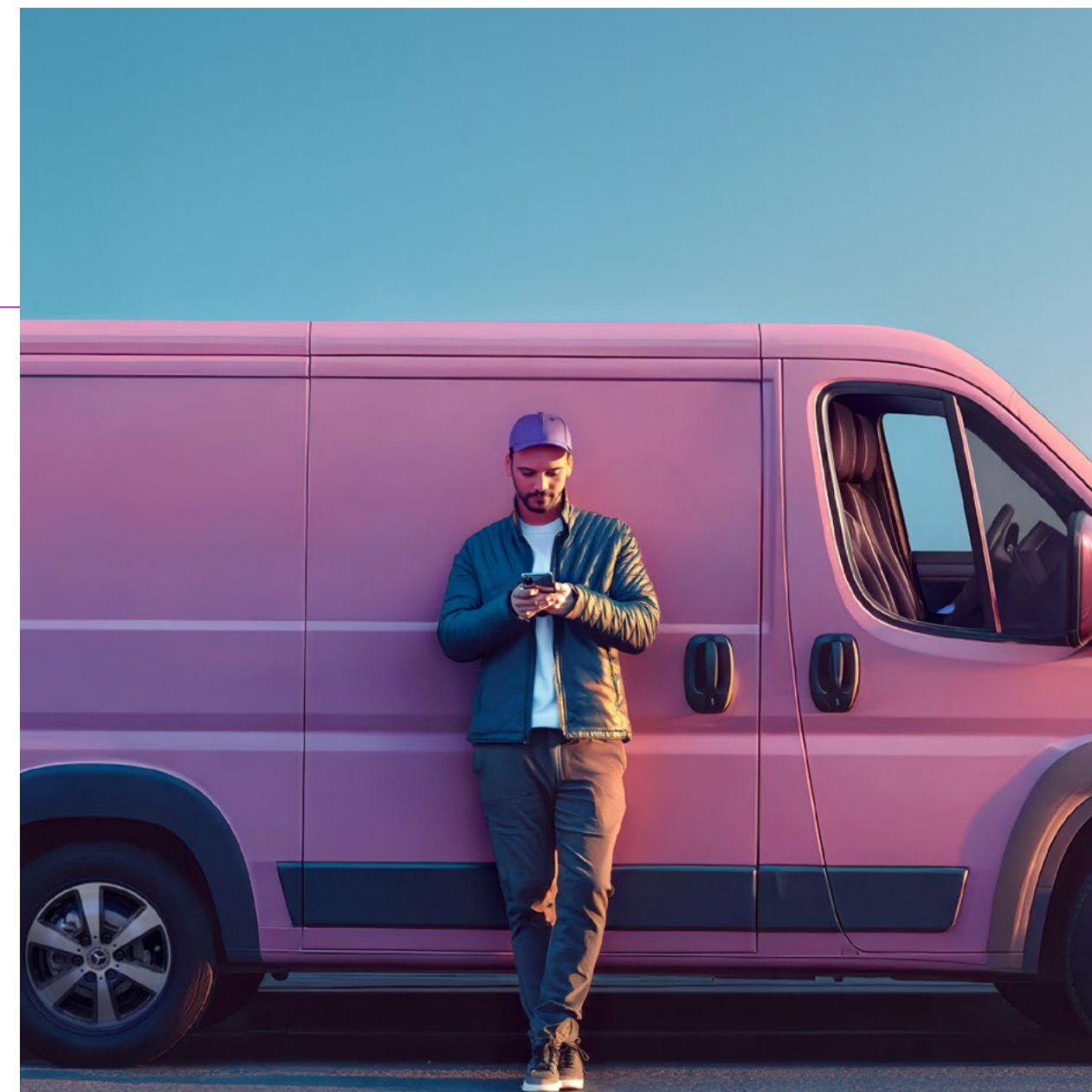
Office consumable recovery: Collecting printer cartridges and toners through certified recovery organizations to divert them from general waste streams.

Pollution prevention: Performing regular cleaning of wastewater networks and removing sand and grit to ensure industrial by-products are intercepted and treated rather than discharged into the environment.

Waste traceability: Systematically tracking hazardous and non-hazardous waste through official Waste Tracking Forms.

Targets related to resource use and circular economy E5-3

Arrive has not yet established specific targets for resource use and circular economy for the 2025 reporting period. As part of the ongoing integration of the three legacy companies, Arrive intends to define and implement consolidated targets by the 2027 reporting period.



Impacts, risks, and opportunities management

Resource inflows ^{E5-4}

Arrive’s resource inflows are primarily driven by the procurement of hardware components for the company’s mobility solutions and office-based consumables.

The following categories have been identified as the significant drivers of the company’s resource inflows:

- Electronic and mechanical components** Procurement of all the parts needed for the assembly and maintenance of parking terminals and mobility hardware.
- Office and IT equipment** Hardware inflows required to support the Arrive’s global workforce.
- Facility supplies** Resources necessary for the maintenance and energy requirements of physical sites, such as sanitation, cleaning agents, and utilities.

For the 2025 reporting period, Arrive does not yet possess the granular data required to disclose the total weight of all key materials, provide a detailed breakdown by material type, or specify the percentage of secondary (recycled) resources used.

As part of the company-wide integration process, Arrive is developing a more robust environmental data collection framework. Future actions planned through the 2027 reporting period include weight-based reporting, critical raw material identification, and secondary resource assessment. Arrive remains committed to improving supply chain transparency and aligning resource inflow disclosures with the full requirements of ESRS by the 2027 reporting year.



Resource outflows ^{E5-5}

Entities within Arrive track waste generated from their own operations, categorized by hazardous and non-hazardous streams. Data from representative sites in France and Sweden provides a snapshot of Arrive’s outflow profile, which includes:

- Non-hazardous waste** Procurement of all the parts needed for the manufacturing and maintenance of parking terminals and mobility hardware.
- Industrial sanitation** Hardware inflows required to support the group’s global workforce.
- Hazardous waste (DEEE)** Resources necessary for the maintenance and energy requirements of physical sites, such as sanitation, cleaning agents, and utilities.
- Office consumables** Printer toners and specialized recycling containers.
- Fluid refrigerants** Targeted recovery of substances like R407C.

During 2026, Arrive will investigate methods to consolidate waste generation data across the entire company and enhance the documentation of final treatment processes. This initiative is designed to ensure comprehensive reporting in alignment with ESRS requirements by the 2027 reporting year.

3

**Social
disclosures**



Own workforce S1



Arrive has identified the following material sub-topics related to own workforce



Working conditions

Arrive influences employee well-being through management of working hours and pay equity. Poor management in these areas can lead to reduced productivity, lower morale, and increased attrition.



Health, safety, and well-being

Arrive proactively safeguards the health and safety of our operational and administrative teams by fostering a workplace culture that prevents physical injuries and psychosocial risks, including burnout. High standards in this area are critical for maintaining operational performance and employee retention.



Equity of opportunity

Arrive promotes gender equity and workplace inclusion through several initiatives that enhance employer attractiveness and support compliance with the related regulations.



Human capital development and employment security

Professional development and stable employment are essential for fostering innovation and attracting talent. Arrive views continuous upskilling as fundamental to the company's long-term employability in a rapidly evolving digital market.



Data privacy and protection of employee information

Arrive must safeguard the personal information of the company's workforce through robust privacy measures and incident handling. Failure to protect this data can result in substantial harm to individuals and legal risks for the company.

Note: In accordance with ESRS transitional provisions, certain disclosures for these sub-topics are phased in. Please refer to the omissions registry presented on page six for more details.

Impacts, risks, and opportunities management



Policies related to own workforce S1-1

Arrive’s workforce-related policies govern the management of material impacts, help mitigate identified risks and provide remediation for potential issues regarding workers and their human and labor rights. They are aligned with relevant internationally recognized instruments, including the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises, as well as applicable laws in each country of operation.

Arrive’s governing document concerning worker-related matters, which guides the company’s alignment with these instruments, is Arrive’s Code of Conduct. Additionally, the company has other policies which guide the work with specific worker-related topics.

Arrive’s Code of Conduct, Workplace Policy, and Modern Slavery Policy were established in 2025. While Arrive maintains a zero-tolerance stance on discrimination through the Workplace Conduct Policy, the company has not yet established dedicated policy commitments for positive action or targeted

inclusion programs for vulnerable or marginalized groups (such as women, migrants, and persons with disabilities). As Arrive launches and further develops a unified sustainability strategy throughout 2026, the company intends to evaluate the potential for establishing such proactive frameworks to further support the workforce.

In developing Arrive’s Code of Conduct, Workplace Conduct, and Modern Slavery policies, the company considered the interests of the workforce by incorporating feedback from

internal employee surveys and aligning with international labor standards to ensure a safe, inclusive, and ethical environment. These policies are overseen by a cross-functional Ethics Committee, together with leadership from Arrive’s People & Culture and Legal teams, ensuring that the protection of employees’ rights and well-being remains central to the company’s operational governance.

Impacts, risks, and opportunities management

Arrive Code of Conduct

Arrive’s Code of Conduct serves as the foundation framework for the company’s social, ethical, and legal standards. Its primary objective is to promote honest and ethical behavior, ensure compliance with applicable laws, and foster a culture where integrity is protected without fear of retaliation.

The Code directly addresses the material impacts, risks, and opportunities identified for Arrive’s workforce through several key pillars: health and safety, psychosocial risks and well-being, responsible technology, and accountability. The Code addresses physical risks by committing to a safe workplace and requiring all representatives to identify and respond to health and safety hazards. By mandating an environment of dignity and respect and enforcing zero tolerance for bullying and harassment, the Code seeks to mitigate risks such as burnout and lower morale that impact productivity.

The Code also includes a unique commitment to ethical technology development, ensuring AI systems are developed without bias and with human rights considerations, which supports workplace inclusion and long-term employer attractiveness. Ultimately, it establishes an Ethics Committee to oversee internal and external ethical matters, ensuring that these standards are not just documented but also upheld.



Arrive Workplace Conduct Policy

Arrive’s Workplace Conduct Policy establishes a zero-tolerance stance toward any form of harassment or discrimination. The primary objective is to maintain a workplace where every individual is treated with dignity, respect, and professionalism, ensuring that ethical and lawful behavior remains the organizational norm.

The policy directly addresses material impacts, risks, and opportunities related to Arrive’s own workforce by mitigating psychosocial risks, promoting diversity and equity, and ensuring integrity. By strictly prohibiting verbal, physical, visual, and online harassment, the policy seeks to prevent an intimidating or hostile environment that could lead to burnout, lower morale, and increased attrition.

The policy prohibits discrimination based on protected characteristics including race, gender, sexual orientation, and disability, thereby supporting Arrive’s opportunity to enhance employer attractiveness and workplace inclusion. Ultimately, the policy mandates the application of the highest standards of ethics in the conduct of duties, which is critical for maintaining operational performance and compliance.

Arrive’s Workplace Conduct Policy applies globally to all entities controlled by Arrive. It covers the physical workplace, company-sponsored events, and all remote and digital work environments, including internal messaging apps and video conferencing platforms. Moreover, the policy applies to all Company Representatives, defined as directors, officers, and employees.

Arrive Modern Slavery and Human Trafficking Policy

Arrive has a specific policy in relation to the own workforce that addresses trafficking in human beings, forced labor or compulsory labor, and child labor. Arrive’s Modern Slavery and Human Trafficking Policy establishes a zero-tolerance stance against all forms of modern slavery, including forced labor, servitude, and human trafficking. The policy’s primary objective is to ensure that ethical and lawful behavior is maintained without exception across all business operations and relationships.

The policy addresses the material impacts, risks, and opportunities of Arrive’s workforce by ensuring compliance with labor standards, risk mitigation through due diligence, and strengthening internal culture. By prohibiting forced and illegal child labor, the policy ensures compliance with international labor standards, which Arrive identifies as critical for maintaining operational performance and winning public procurement contracts.

The policy mandates risk-based due diligence to identify and assess modern slavery risks within both internal operations and supply chains, directly addressing the potential for severe human rights violations. By providing mandatory training for relevant staff within Arrive’s People & Culture and Strategic Sourcing teams, Arrive can mitigate psychosocial and operational risks while enhancing the company’s integrity and employer attractiveness. The policy is designed for global application across Arrive’s internal and external value chain.

Arrive Health and Safety policies

Arrive maintains comprehensive Health and Safety (H&S) policy coverage for all employees through established regional and local policies that were active throughout 2025. The company’s existing frameworks such as those of Flowbird France and UK, and EasyPark Sweden, ensure physical and mental health and support systems. Arrive explicitly commits to preventing both physical and psychological disorders/pathologies, and provides confidential counseling and assistance through Arrive’s People & Culture team and external mental health support services for employees experiencing emotional or physical distress. Arrive’s policies extend beyond full-time staff to include service providers and outside contractors.

In setting the company’s different local Health and Safety policies, the local entities have prioritized the fundamental interest of their own workforce in maintaining both physical safety and psychological well-being. Throughout 2026, Arrive will consolidate regional Health and Safety frameworks into a unified policy. By aligning the company’s established regional and local standards with core ILO conventions, Arrive will ensure a globally consistent level of protection that remains sensitive to the diverse operational needs of local workforces.

Impacts, risks, and opportunities management

Engagement with own workforce and workers’ representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy ^{S1-2}

Arrive is committed to fostering a culture where worker voices are actively heard and integrated into decision-making processes. During the 2025 reporting period, Arrive’s operating model remained somewhat decentralized as it executed the integration of EasyPark Group, Flowbird Group, and Parkopedia. Consequently, while Arrive’s overarching commitment to engagement is universal, specific modes of dialogue varied across diverse brands and global locations.

Social dialogue and worker representation

Arrive’s general approach to engagement is built upon a dual-layered framework that harmonizes global ethical standards with a deep commitment to local social dialogue. As Arrive transitions toward a unified global model, it continues to recognize elected worker representatives as a primary and essential channel for communicating workforce concerns, needs, and grievances.

Beyond standard reporting lines to management or Arrive’s confidential whistle-blowing program, employees possess the formal right to raise issues through representative bodies. These representatives serve as a critical bridge to leadership, ensuring workforce perspectives on topics such as social policies, travel regulations, and performance transparency are formally presented to inform management decisions.

84% of employees understand and align with Arrive’s purpose to make cities more livable

Direct engagement and transparency

In 2025, Arrive prioritized direct workforce engagement to monitor the integration of the legacy companies. Key activities included:

Monthly Global Town hall: These sessions featured open, anonymous Q&A segments where leadership addressed employee inquiries in real-time. Any questions not addressed during the live session were answered in writing afterwards, fostering a culture of transparency that allowed workforce sentiment regarding the integration to inform the company’s strategic direction.

Employee surveys: Arrive utilized an employee survey to establish a baseline for employee engagement, achieving an 84 percent clarity rate on the company’s purpose during this transition.

Ambassador network: Arrive established a dedicated ambassador network to ensure a broad representation of employee perspectives. The primary objective of this initiative was to provide a direct channel for the voices of people across the entire organization to be heard and considered during the integration process.

While jurisdictional differences exist due to the company’s localized historical structures, Arrive remains steadfast in the commitment to adhering to all national labor regulations in every country of operation.

Vulnerable and marginalized groups

Arrive gains specific insights into the perspectives of potentially vulnerable or marginalized groups including women, persons with disabilities, and those at risk of modern slavery, through risk-based due diligence and the anonymous nature of the company’s engagement tools. By analyzing survey data and monitoring reports from Arrive’s Whistleblower hotline and Town Hall Q&A sessions, the company identifies impacts that may disproportionately affect these groups. Arrive’s Workplace Conduct and Modern Slavery policies provide dedicated protections for characteristics such as gender identity and disability.

Although Arrive does not currently have a formal Global Framework Agreement with international trade unions, the company’s Code of Conduct, Workplace Conduct Policy, and Modern Slavery Policy which align with 20 core ILO conventions, serve as the functional equivalent of a global human rights commitment.

Channels for raising concerns and approaches to remedy

Arrive provides several robust channels for the workforce to report concerns directly to leadership:

- Whistleblower hotline:** A formal mechanism for anonymous misconduct reporting.
- Monthly Global Town hall Q&A:** Real-time, anonymous inquiry directly to the Executive Leadership Team.
- Engagement survey:** A periodic tool for capturing collective sentiment and identifying systemic workplace needs.
- Workers’ representatives:** Formal issues raised through Work Councils and trade union representatives.
- Direct reporting:** Open communication lines through managers and People & Culture representatives. We assess the effectiveness of these channels by monitoring engagement volume, survey participation rates, and the successful resolution of reports.

Where Arrive has caused or contributed to a material negative impact, the company’s remediation approach is governed by the Ethics Committee in coordination with the Chief People & Culture Officer and Chief Legal Officer. This structured process includes:

- Investigation:** Rigorous reviews of potential policy violations.
- Non-retaliation:** Safeguards to ensure no employee faces adverse consequences for reporting concerns in good faith.
- Corrective action:** Prompt measures designed to remediate harm and ensure future compliance, ranging from internal disciplinary actions to the termination of third-party contracts.

Metrics and targets

Actions and resources related to own workforce S1-3

Arrive manages material impacts, risks, and opportunities through a series of strategic, company-wide initiatives designed to harmonize the workforce and ensure a sustainable organizational transition. During 2025, the following key actions and resources were deployed:

Annual Compensation Review

In 2025, eligible employees took part in the Annual Compensation Review (ACR). The ACR utilizes a market-aligned framework for determining compensation. This system relies on a comprehensive job architecture and grading structure to facilitate equitable salary adjustments. A primary objective during 2025 was the enhancement and deployment of this framework to ensure that salary setting remains both consistent and fair.

Looking toward 2026, the goal is to further consolidate and standardize the ACR across the entire company. By creating a more unified process, Arrive aims to bolster internal equity, enhance cross-geographic comparability, and promote decision-making that is increasingly data-driven and objective.



Employee survey 2025

In March 2025, Arrive conducted an employee survey to monitor the integration of the EasyPark Group, Flowbird Group and Parkopedia. The survey established a baseline for employee sentiment during this significant period of organizational transition. A notable strength identified was the clarity of the company's direction, with 84 percent of employees confirming they understand Arrive's purpose to make cities more livable.

The survey helps track Arrive's progress toward becoming a unified company while providing data-driven insights that allow leadership to prioritize actions and adjust strategic plans. By establishing feedback loops, the survey empowers employees to be heard, involved and valued during times of change. Arrive's employee survey during 2025 helped the organization identify successful practices and address challenging areas through open dialogue and collaborative solutions.

The 2025 results indicated that many employees were in a "wait and see" phase, which is a standard response during major corporate integrations. Despite this cautious outlook, there was a widespread belief that the merger would deliver positive outcomes for Arrive's customers. To continue monitoring this development, Arrive has scheduled two additional employee surveys for March and September of 2026.

New Values and Culture survey

During the spring of 2025, Arrive conducted a Values & Culture survey to gather essential input for the values framework launched across the company in June 2025. These values were introduced on June 12, 2025, in conjunction with the company's new brand identity. The foundation of this work was deeply collaborative, incorporating feedback from nearly 2,000 survey responses and focus groups involving approximately 200 colleagues. Arrive's primary objective was to establish a constructive culture centered on support, collaboration, and professional development. Through a systematic "Discovery and Insight" phase, these values were co-created with employees to ensure they reflect a shared vision for the unified organization.

This collaborative process resulted in the establishment of the **three core value pillars**:

Arrive Curious: Welcoming change, continuous learning, and encouraging questions.

Arrive Focused: Aligning individual priorities with company direction to exceed customer expectations intentionally.

Arrive Together: Nurturing an inclusive, humble, and prestige-less environment where everyone supports each other.

These values are currently being embedded into standard People & Culture processes, including performance reviews and talent development initiatives.

AI integration

During 2025, Arrive also initiated a strategic roadmap to integrate Artificial Intelligence (AI) across the organization in a secure, ethical, and value-driven manner. The company recognizes that AI represents a fundamental shift in the professional landscape and has identified it as a primary focus area for the business.

The past year focused on building a solid foundation by establishing necessary governance and ensuring leadership readiness for large-scale digital transformation. A significant portion of this effort involved upskilling the Executive Leadership Team and leaders to ensure they possess the strategic literacy required to lead through this technological evolution.

As Arrive transitions into 2026, the company's focus shifts from foundational governance to a global upskilling initiative for the entire workforce. The company understands that AI will profoundly impact the daily working lives of all employees. By prioritizing education Arrive ensures a sustainable transition that empowers people to thrive alongside new technologies. This commitment ensures that the workforce remains at the center of the company's digital evolution rather than being sidelined by it.

Metrics and targets

Targets related to own workforce ^{S1-4}

Arrive has established a primary quantitative target focused on employee engagement to monitor the effectiveness of the workforce policies. This engagement score serves as a critical measure of the real-world impact of the company's formal policy commitments on the daily lived experience of employees. To assess Arrive's performance the past year, the company benchmarked the results against the 2025 industry average for the new tech sector, which stood at 75 percent.

2025 marks the first year in which a comprehensive employee survey was conducted across the unified organization, establishing a baseline engagement score of 65 percent. Arrive's long-term ambition is to continuously increase engagement year on year, with the aim of reaching 80 percent. As an interim milestone, the company aims to increase the engagement score by five percentage points between the March and September 2026 engagement surveys, as part of the company's ambition to reach industry standard levels over time.

Characteristics for Arrive's employees ^{S1-5}

Arrive has a male-dominant workforce, in which the vast majority of employees are on permanent contracts. The company's employees are located across four continents, with the greatest number in France, United Kingdom, United States, Sweden, Germany, and the Netherlands.

Employees per gender

Gender	Number of employees (headcount)
Male	1,906
Female	913
Other	3
Not reported	185
Total employees	3,023

Table 5. Employees per gender (headcount) ¹

Arrive had during 2025 a total number of employees of 3023. Of these 63 percent were men, 30 percent were women and seven percent were not reported. The company aims to reduce the percentage of "not reported" as it consolidates all employee data in one Human Resources Information System (HRIS) during 2026.

Employees per country

Country	Number of employees (headcount)
France	731
UK	544
USA	347
Sweden	343
Germany	117
The Netherlands	106
Italy	93
Poland	76
Australia	69
Spain	66

Table 6. Employees in the ten largest countries in terms of number of employees (headcount) ²

Employees by contract type

Female	Male	Other	Not reported	Total
Number of permanent employees (headcount)				
896	1,863	3	193	2,955
Number of temporary employees (headcount)				
17	43	-	9	68

Table 7. Employees by contract type broken down by gender (headcount) ³

Employee turnover

The rate of employee turnover in the reporting period was 17.62 percent ⁴. Turnover varies significantly across the organization, with higher levels observed in roles that are more dynamic and subject to greater mobility, reflecting the nature of the work and external market conditions.

While the data of FTE in Arrive's financial statement is an average of 2025, the information reported in this section is based on headcount data extracted from HRISs on December 13, 2025 and FTE data extracted from HRISs on December 31, 2025.

^{1 & 3} The data reflects Arrive's employee headcount on December 13, 2025

² The data reflects Arrive's employee headcount on December 31, 2025

⁴ This is calculated based on FTE numbers (FTE leavers and average total FTE during the year), as of December 31, 2025

Metrics and targets

Characteristics of non-employees in Arrive’s own workforce ^{S1-6}

Non-employees in Arrive’s workforce are engaged in both operational and administrative roles, employed most often by a recruitment agency or self-employed, and their tasks are similar to those of Arrive’s own employees. They are typically used at production peaks, to fill in staffing gaps due to unplanned absence, or due to family-related leaves or personnel turnover. During 2025, Arrive contracted 786 FTE non-employees (average FTE over the entire reporting period).

Collective bargaining coverage and social dialogue ^{S1-7}

Freedom of association and the right to collective bargaining are basic rights for all employees. Considering the countries where Arrive has more than 50 employees, in total at year-end, 32 percent of employees were covered by collective bargaining agreements and 30 percent of employees were covered by workplace representation. Table 8 shares the collective bargaining coverage in EEA countries and other regions and workplace representation per EEA country where Arrive has more than 50 employees. Outside the EEA, none of Arrive’s employees are covered by collective bargaining agreements.

At present, Arrive does not have any agreements with employees for representation by a European Works Council (EWC), a Societas Europaea (SE) Works Council, or a Societas Cooperativa Europaea (SCE) Works Council.

	Collective bargaining coverage		Social dialogue
Coverage rate	Employees EEA (for countries with >50 employees including in the ten largest countries)	Employees non-EEA	Workplace representation (EEA only) (for the EEA countries with > 50 employees including in the ten largest countries)
0-19%	Sweden, The Netherlands, Poland, Moldavia, Estonia, Belgium	UK, USA, Australia	Sweden, Poland, Moldavia, Italy, Estonia, Spain, Belgium
20-39%	Spain	–	Germany
40-59%	–	–	The Netherlands
60-79%	Italy	–	–
80 - 100%	France, Germany	–	France

Table 8. Collective bargaining coverage and social dialogue during current reporting year

Diversity metrics ^{S1-8}

There are many dimensions to diversity; this disclosure prioritizes gender diversity at top management level. The gender diversity at the top management level, Arrive’s Executive Leadership Team, was eight (67 percent) men and four (33 percent) female during the reporting period.

2025				
	Men		Female	
	Headcount	Percentage	Headcount	Percentage
Gender distribution at top management level	8	67%	4	33%

Table 9. Gender diversity at top management (Executive Leadership Team)

Adequate wages ^{S1-9}

All of Arrive’s employees are paid an adequate wage. This is ensured in the company’s Annual Compensation Review process, during which country specific benchmarks (incl. considerations of legal minimum wages) are used to determine adequate wages. At Arrive, compensation levels are determined based on role grade, local market conditions and collective bargaining, and benchmarking data. External tools are used to ensure alignment with relevant market data by geography, role, and industry. The company applies a defined market reference point, which serves as a guideline for where employees’ salaries should be positioned.



Metrics and targets

Persons with disabilities S1-11

Arrive is committed to fostering an inclusive workplace where persons with disabilities are fully supported. The company's Workplace Conduct Policy explicitly prohibits any form of discrimination based on disability, ensuring that ethical and professional treatment is the organizational norm.

At present, Arrive does not collect or possess comprehensive quantitative data regarding the percentage of persons with disabilities across the global workforce. This is due to varying national legal definitions and strict privacy restrictions regarding the collection of sensitive personal data in many of the jurisdictions in which Arrive operates.

As part of Arrive's post-merger roadmap and the transition to a unified HRIS in 2026, the company is evaluating methodologies such as voluntary and anonymous employee surveys, to safely and lawfully collect this information. This will allow Arrive to better understand the workforce composition and track the effectiveness of inclusion initiatives in future reporting periods.



Training and skills development metrics S1-12

Training and skills development are fundamental to Arrive's operational excellence and the maintenance of the company's cutting-edge technology and hardware expertise. Arrive's objective is to upgrade employee skills continuously to facilitate professional growth and long-term employability in a rapidly evolving digital market.

Training at Arrive is multifaceted, with a significant emphasis on "on-the-job" learning through daily task-solving and peer exchange. Beyond informal learning, the company strives for 100 percent participation in annual formalized performance and career development reviews. These dialogues between employees and line managers are mandatory and focus on both past performance and future potential development.

As part of Arrive's post-merger roadmap following the integration of EasyPark Group, Flowbird Group, and Parkopedia, the company's People & Culture team is working on harmonizing reporting systems. Arrive anticipates disclosing full quantitative metrics on the average number of training hours and formal review completion rates across all legal entities in the 2026 financial year.

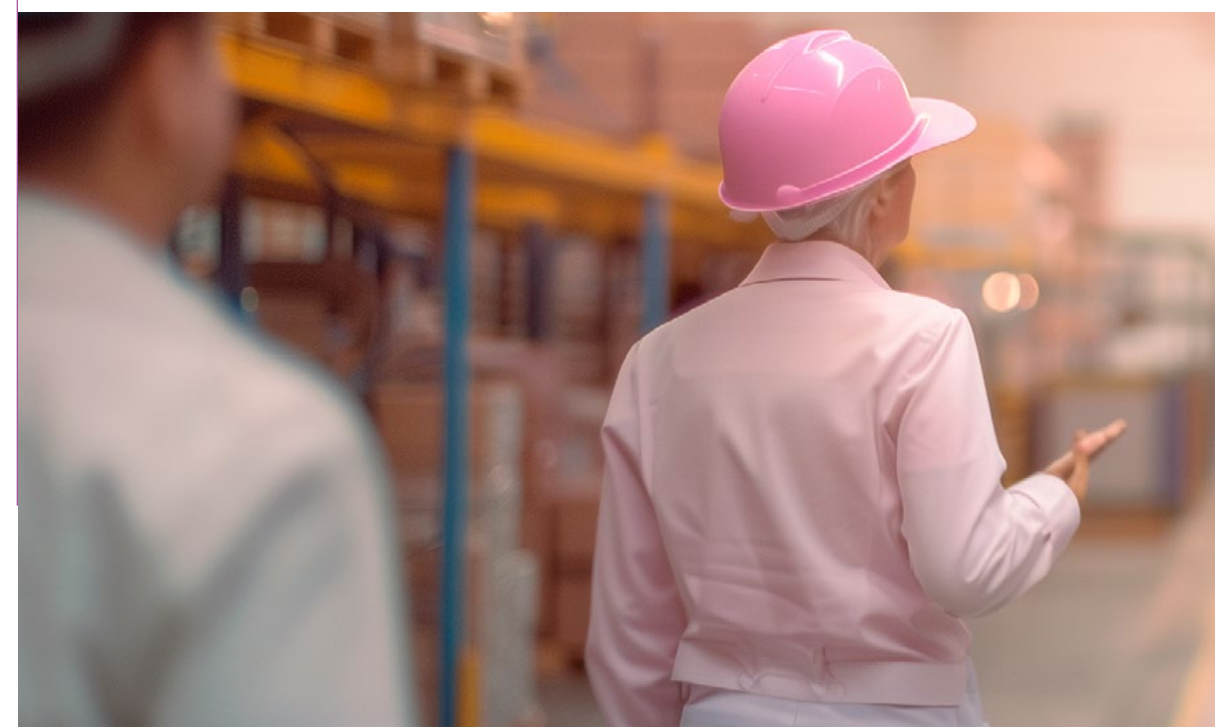


Health and safety metrics S1-13

Health and safety management systems covered in 2025 about 75 percent of Arrive's workforce, which is a key pillar in the company's efforts to build a safe working environment across the company. Central to this work is the systematic monitoring and reporting of work-related accidents and cases of recordable work-related ill health, as well as the tracking of days lost due to such incidents. Arrive anticipates disclosing full quantitative metrics on cases of recordable work-related ill health and days lost due to recordable work-related accidents and work-related ill health in the 2026 financial year.

Cases of recordable work-related incidents	2025
Fatalities from accidents among all people in Arrive's own workforce as well as workers who work on Arrive's sites, but are not part of the own workforce	0
Fatalities from ill health among employees	0
Recordable work-related accidents	22

Table 10. Workforce fatalities and accidents during the reporting year



Work-life balance metrics S1-14

Arrive recognizes that supporting a healthy work-life balance is a material driver of employee well-being, internal culture, and long-term talent retention. The company's objective is to ensure that all employees, regardless of geography, have access to meaningful family-related leave entitlements that support their lives outside of work.

At present, Arrive does not possess comprehensive quantitative data regarding the percentage of employees entitled to take family-related leave during 2025. This is due to varying regulations, organizational policies, agreements, contracts and collective bargaining agreements that covered employees in the company's different legal entities during the reporting period. As part of Arrive's integration roadmap, the company aims to consolidate granular usage data and entitlement tracking across all global jurisdictions.

During 2026, Arrive plans to launch a new Global Parental Leave Policy which will provide a guaranteed minimum of 12 weeks of full paid parental leave for all employees that have been employed for at least a year.

Metrics and targets

Remuneration metrics S1-15

Gender pay gap

Arrive performed a gender pay gap analysis during 2025. During this analysis the organization was divided by job level. The gender pay gap is the largest, 14 percent, among support staff, so-called “other employees”. The gender pay gap is the smallest among the Executive Leadership Team, those reporting into the CEO, at six percent. For 2026 reporting, Arrive will report the gender pay gap as the difference in average pay level between all female and male employees across the company.

Job level	Gender pay gap
Executive	5,94%
Managers	10,23%
Technical / Professional Staff	11,48%
Other Employees	13,65%

Table 11. Gender pay gap per job level

Annual total remuneration ratio

The total remuneration ratio for 2025 was 10.36:1. This figure represents the annual total remuneration ratio of the highest-paid individual to the average annual total remuneration for all other employees.

Total gross pay for the highest paid individual is disclosed in note 27.1 in the financial statements, from which it includes base salary, variable remuneration and other benefits for the CEO.

Due to the decentralized nature of the organization with separate payroll systems across the company, Arrive is currently not able to calculate this ratio in terms of median wage for the company. The average gross pay of all other employees is calculated by dividing the total gross pay of all other employees as disclosed in note 4 of the financial statements, from which it includes salaries and other remuneration for the company, by the average number of employees as disclosed in the same note. Further work will be done in 2026 to investigate the possibility for using the median wage of all other employees in this calculation.

Incidents of discrimination and other human rights incidents S1-16

During the reporting period, no confirmed incidents of discrimination were identified at Arrive, and no fines, penalties, or compensation for damages were incurred. Additionally, no severe human rights impacts within the workforce were reported.

“
At Arrive, we know that our technology is only as strong as the people behind it. With over 3,000 employees worldwide, we are creating a culture where innovation thrives, talent flourishes, and everyone feels empowered to make an impact.

Kylie Lindberg, Chief People & Culture Officer



Workers in the value chain S2



Arrive has identified the following material sub-topics related to workers in the value chain



Fair labor practices

Arrive identifies systemic risks regarding fair wages and working hours within global electronics and metal supply chains. Addressing these disparities is critical for maintaining human rights standards and securing public contracts.



Human rights

Arrive may have a potential indirect contribution to child or forced labor in the upstream value chain, particularly in raw material extraction and electronics manufacturing. Any violations can lead to supply chain disruptions and exclusion from tenders under regulations like the CSDDD.



Health and safety of partners

Arrive identifies significant health and safety risks for workers engaged in upstream electronic and metal manufacturing. Ensuring the safety of these partners is a key component of Arrive's risk-based due diligence program.

Note: In accordance with ESRS transitional provisions, certain disclosures for these sub-topics are phased in. Please refer to the omissions registry presented on page six for more details.

Impacts, risks, and opportunities management

Metrics and targets

Policies related to workers in the value chain ^{S2-1}

Arrive maintains two specific policies to manage material impacts, risks, and opportunities related to workers in the value chain. The company’s primary governance instruments are the Third-Party Code of Conduct and the Modern Slavery and Human Trafficking Policy. During the 2025 reporting period, Arrive successfully transitioned from legacy frameworks to a unified global policy framework to ensure consistency across the expanded group. These policies apply globally to all third parties engaging with, or acting on behalf of Arrive, including contractors, subcontractors, suppliers, and business partners.

Third-Party Code of Conduct

Arrive’s Third-Party Code of Conduct sets mandatory ethical, social, and environmental standards for all third-party partners. The policy addresses human rights and due diligence processes, in particular fair wages and benefits, modern slavery, human trafficking, child labor, freedom of association and collective bargaining, health and safety, and non-discrimination.

Modern Slavery and Human Trafficking Policy

Arrive maintains a dedicated Modern Slavery and Human Trafficking Policy launched in 2025. Aligned with the UK Modern Slavery Act 2015, this policy explicitly prohibits trafficking, as well as forced, compulsory, bonded, and child labor. It commits Arrive to conduct risk-based due diligence to identify, assess, and mitigate the risks of modern slavery in the supply chain, and to provide training to relevant staff to ensure they understand the risks of modern slavery and human trafficking and are able to identify and report concerns effectively. Arrive publishes an annual Modern Slavery Statement detailing the steps taken to prevent modern slavery in business and supply chains.

Engagement with workers in the value chain, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy ^{S2-2}

Arrive is committed to maintaining transparent channels that enable workers in the value chain to raise concerns and support the provision of remediation.

Grievance mechanisms

Arrive provides an Online Reporting Channel through which third parties may report actual or suspected violations of the Third-Party Code of Conduct or applicable laws. The company’s global Whistleblower Policy and reporting tool enables confidential and anonymous reporting. It strictly prohibits retaliation against any individual who reports a concern in good faith.

Remediation approach

If Arrive is found to have caused or contributed to a material negative impact, the company is committed to a prompt review and, where appropriate, a full investigation led by the Chief People & Culture Officer or Chief Legal Officer to provide remedy and address systemic weaknesses. As Arrive unifies the global ethics program across all consolidated legal entities, the company intends to establish and disclose clearer, more granular remediation processes by the 2027 reporting period.

Actions and resources related to workers in the value chain ^{S2-3}

In 2025, Arrive’s primary focus was the integration and consolidation of practices within the Sourcing department following the integration of EasyPark Group, Flowbird Group and Parkopedia.

Initial risk assessment

As part of the double materiality assessment performed in 2025, Arrive conducted a high-level assessment of modern slavery risks in the value chain. This identified high-risk areas such as raw material extraction for electronic components (e.g., conflict minerals). During 2026, this assessment will be expanded into a more thorough, risk-based due diligence process.

Training and awareness

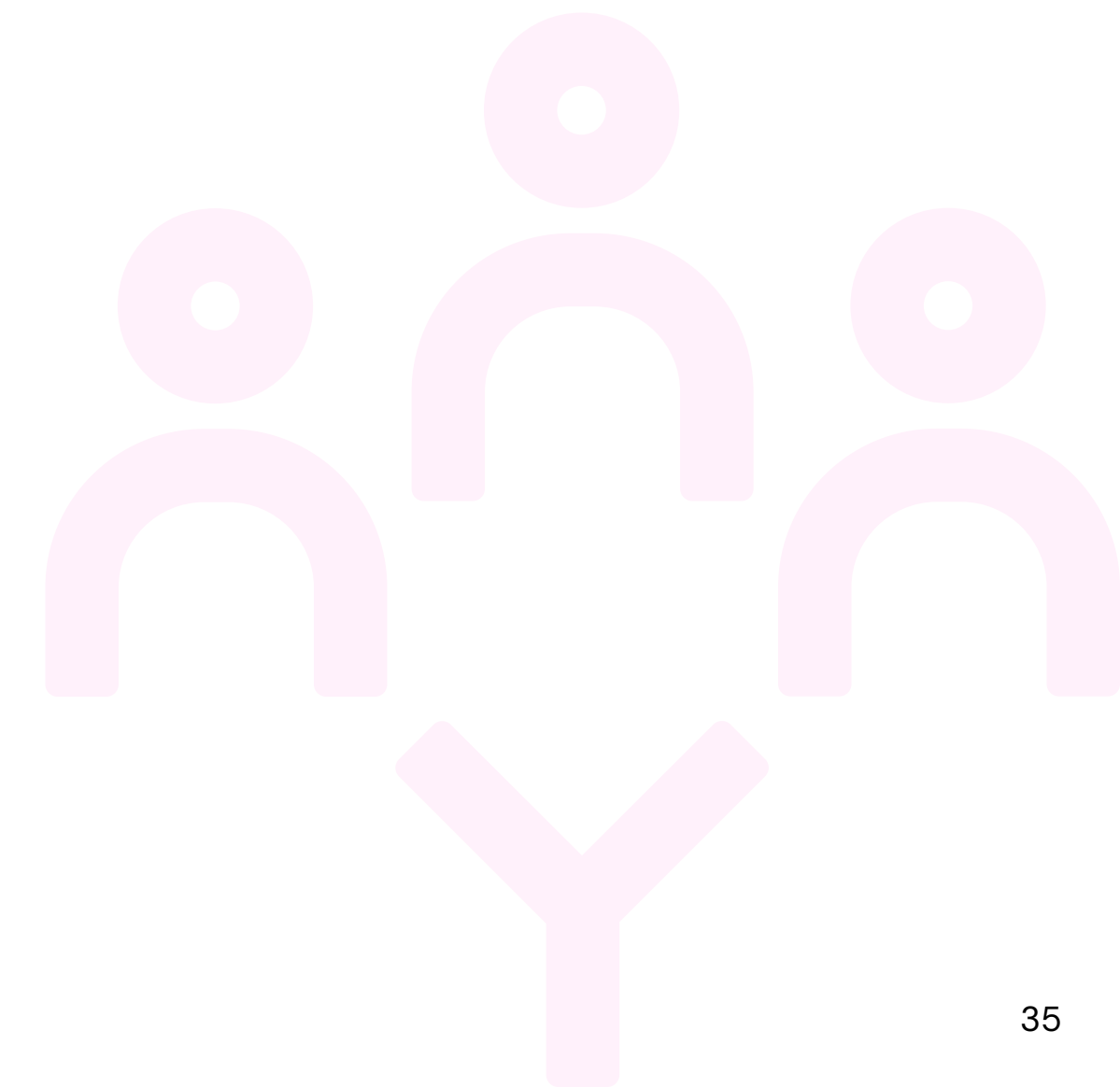
Arrive provided a “specialist deep-dive” human rights due diligence training for relevant staff within the Sourcing department in 2025. A broader awareness rollout for relevant functions is planned for 2026.

Human rights incidents

No incidents of modern slavery or human trafficking were identified or reported across Arrive’s operations or supply chains during the 2025 reporting period.

Targets related to workers in the value chain ^{S2-4}

Arrive is currently in a transitional phase of harmonizing the sustainability strategy across the newly unified company. While Arrive has established KPIs to be tracked starting in 2026, including training completion rates and high-risk supplier screening, no specific qualitative or quantitative targets were set for the 2025 reporting period. Arrive intends to develop and disclose formal company targets related to workers in the value chain by the 2027 reporting period.



Consumers and end-users S4



Arrive has identified the following material sub-topics related to consumers and end-users:



Data privacy, cybersecurity, and information transparency

Managing large volumes of consumer data is central to Arrive's operations, creating a risk for data breaches and human error. Robust privacy measures are essential for maintaining user trust, reputation, and GDPR compliance.



Health and safety impacts of digital services

Arrive's digital parking application contributes to user well-being by reducing traffic congestion and driver stress. However, negative safety impacts, connected to privacy, from digital services must be actively managed to maintain user safety.



Accessibility and social inclusion of digital services

Arrive aims for non-discriminatory accessibility, ensuring its services are inclusive for users of all abilities. This aligns with the European Accessibility Act and enhances the overall social value of Arrive's offerings.

Note: In accordance with ESRS transitional provisions, certain disclosures for these sub-topics are phased in. Please refer to the omissions registry presented on page six for more details.

Impacts, risks, and opportunities management

Metrics and targets

Policies related to consumers and end-users S4-1

Global Data Privacy Policy

Arrive manages material impacts, risks, and opportunities related to consumers and end-users through the company's Global Data Privacy Policy. Following the integration of EasyPark Group, Flowbird Group, and Parkopedia in 2025, this policy serves as the unified framework for the processing of personal data across Arrive. The policy applies to all personal data processed by Arrive, specifically covering customers, website and mobile app users. It extends to all company personnel, who are mandated to comply with the requirements.

The primary objective of Arrive's Global Data Privacy Policy is to establish general principles for protecting and maintaining the privacy of personal data, acknowledging that the loss of such data can result in substantial harm to individuals, including fraud and reputational damage. Arrive adheres to the data protection principles regarding lawfulness, fairness and transparency; purpose limitation and data minimization; storage limitation; and security and confidentiality. The policy is communicated internally to employees and contractors who are expected to implement it through mandatory training and available data privacy guidelines.

Accessibility Statement 2025

Arrive established a formal commitment to accessibility in 2025. The company aligns digital services with the European Accessibility Act and technical standards such as EN 301 549 and WCAG2.2, Level A & AA. This framework ensures that services for finding and paying for parking remain inclusive for users of all abilities.

Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy S4-2

Arrive provides specific reporting channels and rights to enable consumers and end-users to raise concerns regarding their personal data and to seek remediation. Consumers have the right to object to processing and the right to withdraw consent, as well as established rights to bring concerns directly to Arrive's attention, including right of access to their data, right to rectify inaccurate personal data, right to erasure and right to request restriction of processing. Suspected privacy incidents are handled through Arrive's official grievance mechanisms, and the Legal team is responsible for managing these incidents and coordinating with supervisory authorities or regulators in the event of a breach.

Arrive assesses the effectiveness of the company's data protection measures through Privacy Risk Assessments and Data Protection Impact Assessments (DPIA). A DPIA is specifically conducted when processing is likely to result in a high risk to the rights and freedoms of the data subject.

Beyond data privacy, Arrive has established dedicated feedback mechanisms for accessibility concerns. Users can report digital barriers directly via a specialized communication channel (accessibility@arrive.com), allowing Arrive to address inclusion-related needs promptly.

Actions and resource related to consumers and end-users S4-3

During the 2025 reporting year, Arrive took several key actions to manage impacts on consumers and end-users.

Data privacy and cybersecurity

In addition to implementing the unified Global Data Privacy Policy to ensure consistent protection standards, Arrive continues applying privacy by design and default measure, and implementing technical and organizational measures effectively to ensure compliance with data protection principles. Arrive also requires written Data Processing Agreements (DPA) with third parties processing data on the company's behalf, ensuring they provide sufficient guarantees for data protection. Arrive has a dedicated team, including a Data Privacy Officer, who monitors adherence to our Global Data Privacy Policy.

Accessibility

To manage impacts related to accessibility, Arrive leveraged an industry-leading digital accessibility solution to conduct regular internal audits and automated conformance scans. Key actions taken during the reporting year included technical enhancements and third-party oversight. Arrive implemented high-contrast modes, text scaling and screen reader compatibility across mobile and web interfaces, and underwent independent accessibility audits to validate the effectiveness of taken inclusion measures.

Targets related to consumers and end-users S4-4

Data privacy and cybersecurity

Arrive's performance regarding consumers and end-users is tracked through qualitative objectives connected to compliance and accountability, training and data minimization. Arrive aims to maintain full compliance with applicable data privacy laws, such as GDPR, CCPA/CPRA, and the UK Data Protection Act. All personnel at Arrive are provided training to ensure they understand and comply with data privacy requirements, and the company maintains policies to ensure personal data is deleted after a reasonable time unless legally required otherwise.

Accessibility

Arrive tracks performance against the company's goal of achieving full accessibility conformance for all portions of the apps and websites covered by the European Accessibility Act. This includes continuous monitoring of third-party maps and payment integrations to minimize accessibility barriers for all end-users. More detailed disclosures regarding these metrics will be included in Arrive's Sustainability Statement by the next reporting year.

4

Governance disclosures



G1

G1-1

G1-2

G1-3

G1-4

G1-5

G1-6

Business conduct ^{G1}



Arrive has identified the following material sub-topics related to business conduct:



Corporate culture, ethics, and policy frameworks

A strong ethical code and clear organizational values are key for Arrive to secure public contracts and maintain stakeholder trust. Misalignment between the integrated companies can lead to inconsistent ethical standards and decision-making risks.



Regulatory compliance

Arrive must manage complex compliance obligations. Failure to comply can result in severe financial penalties and operational disruptions.



Anti-corruption, bribery prevention, and internal controls

Limited internal controls or training in anti-corruption can expose Arrive to unethical behavior internally or via third parties. Even allegations can lead to reputational damage, legal consequences, and disqualification from tenders.



Responsible political engagement and lobbying

Arrive engages in lobbying to advocate for open market access and transparent regulatory environments. These activities must be carefully managed to ensure they align with the company's stated sustainability outcomes and ethical standards.

Note: In accordance with ESRS transitional provisions, certain disclosures for these sub-topics are phased in. Please refer to the omissions registry presented on page six for more details.

G1

G1-1

G1-2

G1-3

G1-4

G1-5

G1-6

Impacts, risks, and opportunities management

Policies related to business conduct G1-1

Arrive has established a comprehensive framework of business conduct policies to ensure integrity and ethical behavior across all operations.

In July 2025, the company launched a suite of unified, ethics policies. In addition to Arrive’s Code of Conduct, which sets the foundation for social, ethical, and legal behavior, and Third-Party Code of Conduct, which outlines expectations for suppliers regarding environmental and social standards, Arrive implemented an Anti-Bribery & Corruption Policy, a Whistleblower Policy, and a Conflict of Interest Policy.

Anti-corruption and anti-bribery

Arrive maintains an Anti-Bribery & Corruption Policy that strictly prohibits all forms of bribery and corruption, including facilitation payments. This policy is designed to ensure compliance with applicable laws, such as the United Nations Convention against Corruption, the U.S. Foreign Corrupt Practices Act (FCPA), and the UK Bribery Act (UKBA). Arrive has identified roles in sales, third-party relationships, and government relations as those most at risk for corruption or bribery. To ensure comparability across reporting entities and to account for differing jurisdictional definitions, Arrive applies the official ESRS definition of corruption and bribery.

Whistleblower protection

Arrive has a dedicated Whistleblower Policy that encourages the reporting of suspected illegal or unethical conduct. The policy provides explicit protection against harassment, retaliation, or adverse employment consequences for whistleblowers reporting in good faith. It is designed to comply with the EU Whistleblower Directive and the UK Public Interest Disclosure Act. Arrive provides internal reporting channels as well as confidential, anonymous indirect reporting through dedicated online and hotline platforms.

Conflict of interest

Arrive’s Conflict of Interest Policy establishes procedures for disclosing and managing situations where personal interests may conflict with company interests. The policy mandates the prompt disclosure of potential conflicts – such as favoritism, financial gain, or dual employment – to senior leadership and the People & Culture team for formal review and documentation. Arrive’s whistleblower channels provide a clear procedure for reporting violations, and the company reserves the right to take disciplinary action, up to and including termination, for non-compliance.

Actions related to business conduct G1-2

In addition to launching unified ethics policies in July 2025, Arrive has implemented specific procedural controls to ensure these standards are upheld across the company’s global operations.

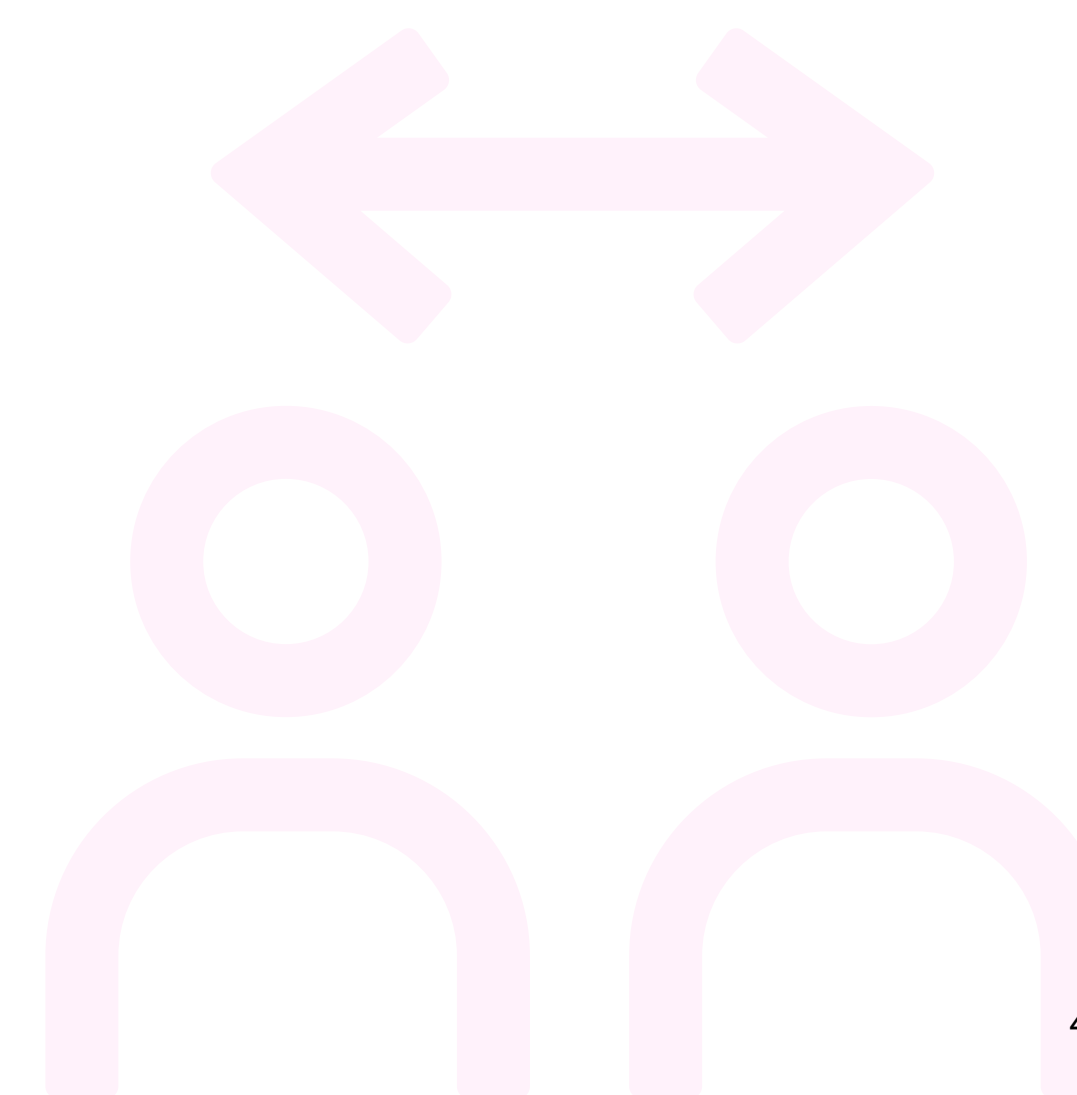
The actions focus on high-risk areas, specifically the management of third-party relationships and the continuous improvement of our anti-corruption safeguards. To support the integration of Arrive’s ethics policies, Arrive plans to launch comprehensive Code of Conduct training during the 2026 reporting year.

Management of relationships with suppliers

Arrive is working to integrate the sourcing teams to establish a company-wide process for evaluating and incorporating ESG performance factors into supplier selection. Arrive will also provide ESG training to the Sourcing team during 2026 and is currently investigating a plan to engage with suppliers to improve their ESG performance, with an expected rollout by the 2027 reporting year.

Anti-corruption and anti-bribery procedures

To prevent and detect corruption, Arrive employs third-party due diligence screenings and maintains internal financial controls. Training on the Anti-Bribery & Corruption Policy is required for company representatives, with specialized focus for roles identified as high-risk.



G1

G1-1

G1-2

G1-3

G1-4

G1-5

G1-6

Metrics and targets

Targets related to business conduct G1-3

For the 2025 reporting period, Arrive successfully developed and launched a unified set of company-wide ethics policies. During 2026, Arrive will develop specific, measurable, and outcome-oriented targets to better track the effectiveness of policies in relation to material impacts, risks, and opportunities.

Metrics related to corruption or bribery G1-4

During the 2025 reporting period, Arrive had no convictions or sanctions for violations of anti-corruption and anti-bribery laws, and no fines were issued for such violations.

Corruption and bribery metrics 2025	
Number of convictions and sanctions for violations of anti-corruption and anti-bribery laws	0
Total amount of fines for violations of anti-corruption and anti-bribery laws	0

Table 12. Corruption and bribery metrics 2025

Metrics related to political influence, including lobbying activities G1-5

Political contributions

Arrive did not make any financial or in-kind political contributions, directly or indirectly, during 2025.

Lobbying activities

Since January 1st, 2025, Arrive has engaged in corporate lobbying efforts across major European markets and select regions in the United States. The main topics covered by these activities primarily focused on Open Market initiatives across all engaged jurisdictions. Additionally, in Germany and Poland, the company's policy agenda specifically addressed Hardware Fiscalisation.

Arrive's main position in these activities was to advocate for open market access and to address specific regulatory requirements related to hardware fiscalisation in relevant territories. These efforts are designed to align with the company's material impacts, risks, and opportunities by ensuring a transparent and competitive regulatory environment for the integrated parking and mobility services.

Public administration positions

No members of the Board of Directors or the Executive Leadership Team appointed during 2025 held a comparable position in public administration (including regulators) in the two preceding years.

Metrics related to payment practices G1-6

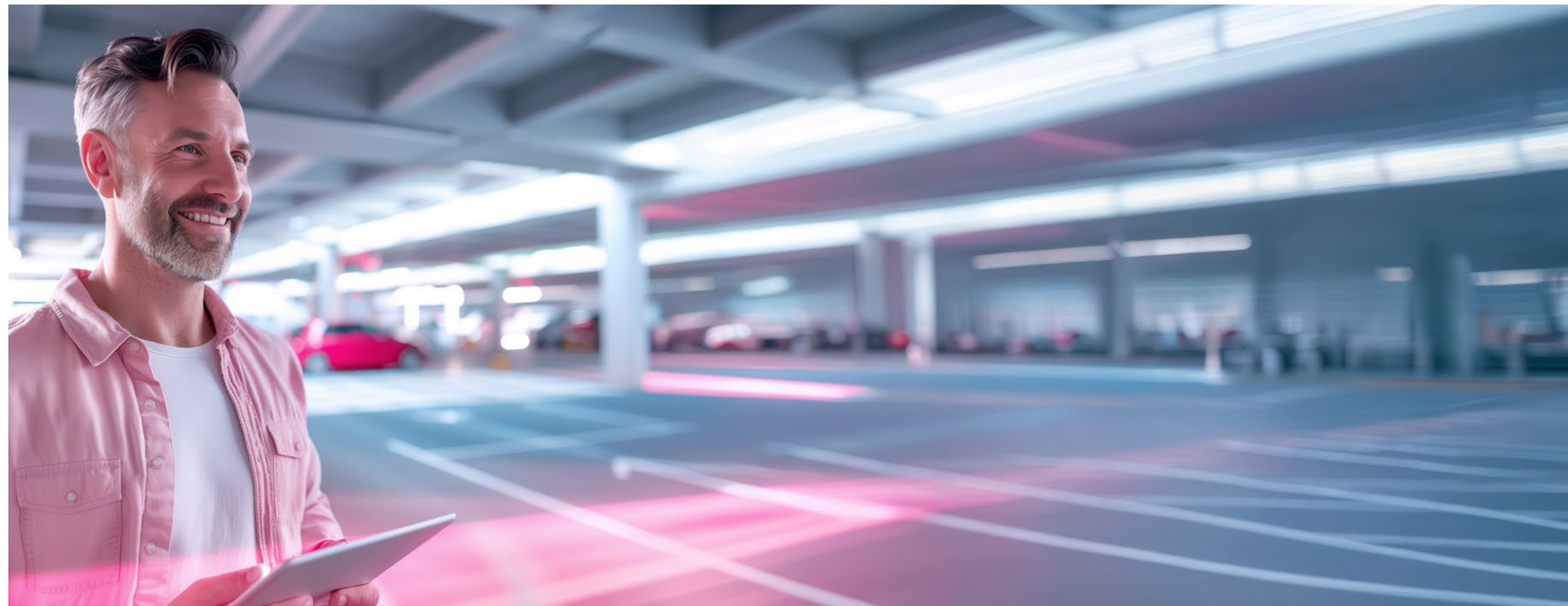
Arrive is committed to transparency regarding payment terms and performance, particularly concerning late payments to small and medium-sized undertakings (SMEs).

Standard payment terms

During 2025, Arrive utilized 30 days as a standard payment term for most categories of suppliers. The company did not hold any specific terms for SMEs. As of December 2025, there were zero outstanding legal proceedings related to late payments.

System transition and future disclosure

This reporting period was marked by a transition to a new ERP system and payment platform. To ensure data integrity and full alignment following this implementation, Arrive is actively tracking and optimizing payment workflows internally, and will begin fully disclosing the quantitative metrics on payment term alignment in the 2026 reporting year.



5

Entity-specific disclosures



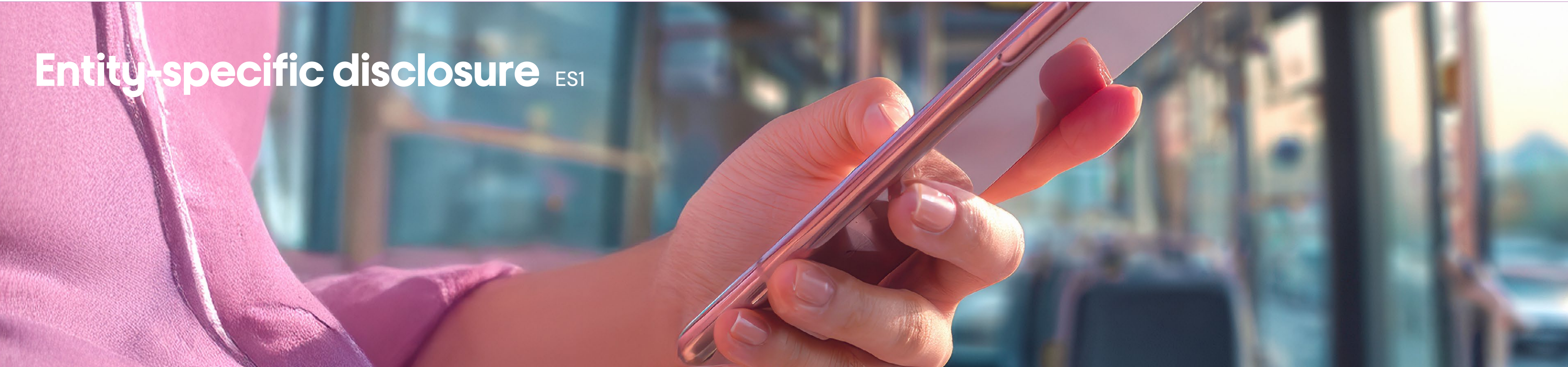
ES1

ES1-1

ES1-2

ES1-3

Entity-specific disclosure ES1



Arrive has identified *cybersecurity* as a material topic specifically relevant for the business.



Cybersecurity

Arrive's services are built on a foundation of trust. As we integrate with public-sector services and manage customer data, maintaining digital resilience is essential to our operations and our commitment to the communities we serve. Our cybersecurity strategy is focused on proactive risk management, robust governance, and continuous improvement to protect our platform and the data we hold.



At Arrive, digital resilience is a core part of our commitment to sustainability. We are dedicated to protecting the data entrusted to us, earning the ongoing trust of our customers and the cities we serve

Ori Fragman, Head of Global Security

Note: In accordance with ESRS transitional provisions, certain disclosures for these sub-topics are phased in. Please refer to the omissions registry presented on page six for more details.

ES1

ES1-1

ES1-2

ES1-3

Impacts, risks, and opportunities management

Policies related to cybersecurity

ES1-1

Arrive maintains a robust approach to information and cyber security, anchored by a dedicated security team under the leadership of the company's Head of Global Security. Throughout 2025, one of the key objectives was to development of a unified Arrive Information Security Management System (ISMS), with the aim to have established policies covering all key domains of information and cyber security, aligned with leading international standards and regional compliance frameworks.

Until the full rollout of the unified ISMS, Arrive's entities continue to operate under existing, rigorous standards including ISO 27001, PCI DSS, and SOC requirements. These established policies are designed to keep data protection and system integrity at the forefront of the operational culture.

Actions related to cybersecurity

ES1-2

In 2025, Arrive took significant steps to validate the company's security posture and integrate newly acquired entities into a cohesive defense strategy through comprehensive cybersecurity assessments, technical resilience measures, and operational integration. Arrive employs a strategy of continuous validation to maintain and enhance the company's security posture. This includes regular internal and third-party security testing to proactively identify and mitigate risks. The Arrive Security Team integrates security checkpoints directly into the software development lifecycle to promote a "Security by Design" approach.

Moreover, Arrive maintained a proactive defense through regular vulnerability scanning and penetration testing. The Security Team integrated security checkpoints directly into the Software Development Lifecycle (SDLC) to promote "security by design" for all mobility software updates.

Metrics and targets

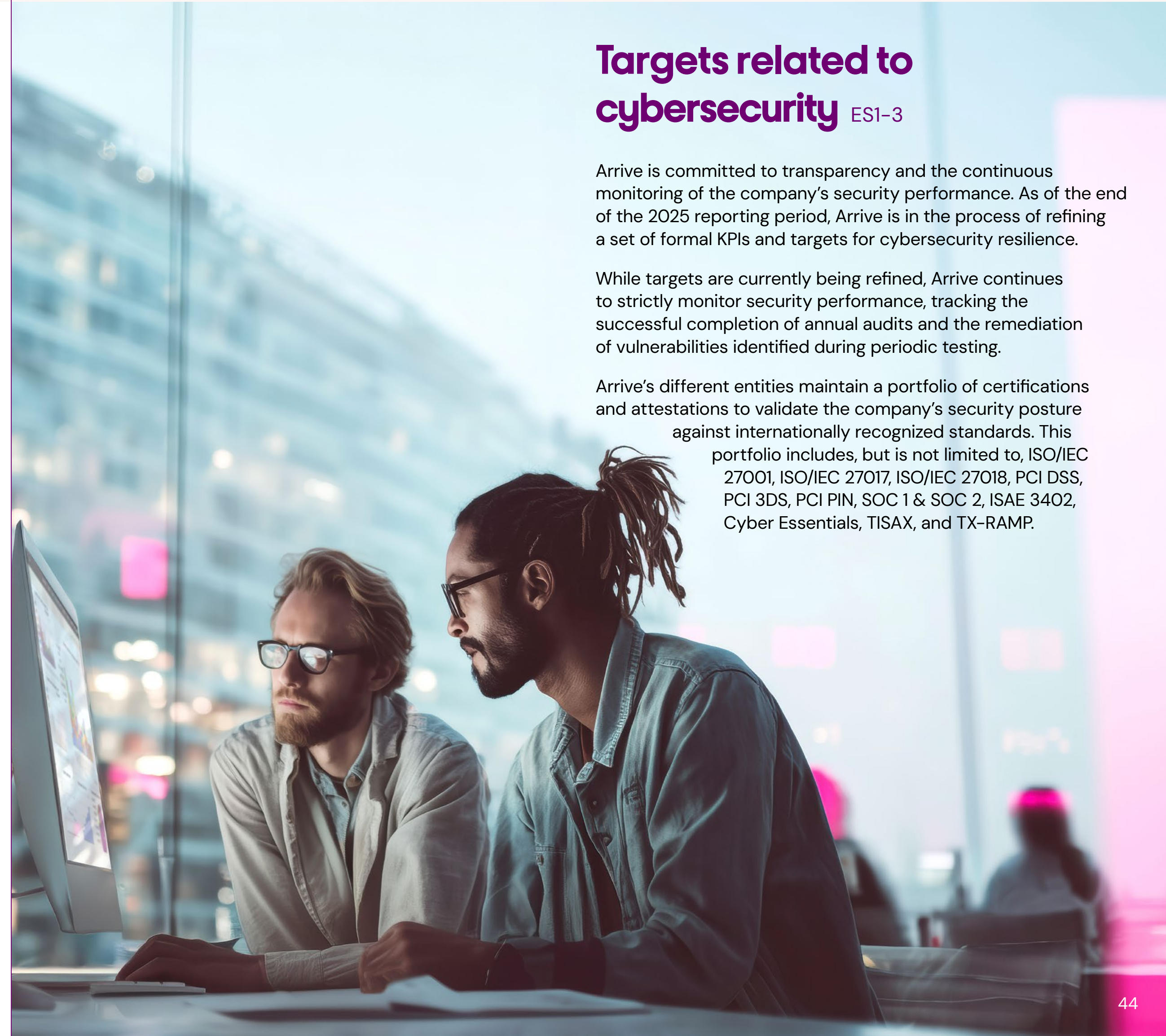
Targets related to cybersecurity

ES1-3

Arrive is committed to transparency and the continuous monitoring of the company's security performance. As of the end of the 2025 reporting period, Arrive is in the process of refining a set of formal KPIs and targets for cybersecurity resilience.

While targets are currently being refined, Arrive continues to strictly monitor security performance, tracking the successful completion of annual audits and the remediation of vulnerabilities identified during periodic testing.

Arrive's different entities maintain a portfolio of certifications and attestations to validate the company's security posture against internationally recognized standards. This portfolio includes, but is not limited to, ISO/IEC 27001, ISO/IEC 27017, ISO/IEC 27018, PCI DSS, PCI 3DS, PCI PIN, SOC 1 & SOC 2, ISAE 3402, Cyber Essentials, TISAX, and TX-RAMP.



Together, we make cities more livable



Arrive 

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