voi.

Impact Report 2025

Sustainability vision, targets and progress

INTRODUCTION

Executive summary

Micromobility has evolved from an experimental concept into a critical pillar of urban transport, delivering measurable net benefits to the cities we serve. The sustainability case for Voi rests on our system-level contribution: by replacing car trips and, more importantly, reducing the overall need for car ownership, we help lower emissions and congestion while enabling urban space to be returned to citizens. Beyond environmental impact, our service also creates social and economic value through time savings, improved mental well-being, and increased visibility and footfall for local businesses.
Today, an established part of city infrastructure, micromobility continues to demonstrate its potential to create more accessible, efficient, and livable cities.

2025 was a year of scale and progress, marked by rapid expansion alongside significant improvements in sustainability performance and governance.

14 million
avoided car trips

Highlights from the year include:

- **Scope 1 and 2 emissions nearly eliminated**, with a 53% reduction vs. already low levels in 2024 now representing just 1.5% of total emissions.
- Continued **reduction in vehicle emission intensity by 30-34% compared with 2024** as a result of, among other things; increased recycled content levels (reaching 41% in our scooters and 25-27% in bikes) and the introduction of renewable electricity in production (now reaching 81% in our scooter production).
- This means we have **reduced emission intensity by 83%** compared with the beginning of our journey
- **Vehicle emission intensity** reached **21-23 gCO_2/pkm**, which is **on par with private pedal biking**.
- **55 million trips** (48% of trips) were **combined with public transport**, reinforcing micromobility's role in integrated urban mobility systems.
- **Car use as the main mode of transport decreased** among our users, while micromobility and public transport increased.
- Continued progress towards Cities made for living, with a **maturing rider base** increasingly replacing car travel.
- 12% of trips replaced car journeys, corresponding to approximately **14 million avoided car trips.***
- Our vehicle and battery lifetimes remain industry leading with **15 years expected lifetime of shared vehicles** and at least **10 years expected lifetime for batteries**
- We also achieved **industry leading reporting transparency** with our 2025 CSRD report

During the year, we significantly expanded our fleet, purchasing nearly six times more vehicles than in 2024. This growth – particularly in e-bikes – resulted in a 2.5x increase in total emissions. This reflects a deliberate investment in enabling a modal shift from cars to micromobility and public transport, supporting long-term emission reductions at a system level.

At the same time, we improved the carbon performance of our vehicles through increased recycled material content, reduced weight, renewable energy in manufacturing and more efficient logistics. Continued investment in circularity, including opening **our circularity hub Polaris**, further **supports extended vehicle lifetimes and reduced need for new components**.

** Voi User survey 2025*

Beyond environmental performance, we strengthened our social and governance foundations. We continued to improve employee engagement and working conditions, while maintaining strong focus on safety, accessibility and responsible operations in cities. Governance was enhanced through expanded ESG capabilities, the establishment of a cross-functional ESG committee and strengthened policies and training.

Looking ahead, **substantial opportunities remain**. The transition from car-centric urban transport systems to lighter, shared, electric mobility solutions represents significant untapped value, both in business and sustainability terms. Our focus remains on accelerating this shift while continuing to reduce emission intensity and improve efficiency at scale.

83%
emission intensity reduction since start
with >30% intensity reduction since 2024

This is Voi

Founded in 2018, Voi is a Swedish micromobility company offering e-scooter and e-bike sharing in partnership with towns, cities and local communities. We believe shared micromobility can play a pivotal role in the climate transition by reshaping urban transportation.

We want to ensure that the micromobility transformation happens through innovative technology and business models, open and transparent dialogue with towns, cities and governments and by adapting our offering to local needs and users.

+130
TOWNS AND CITIES WITH A PRESENCE IN 12 COUNTRIES

~150,000
SHARED VEHICLES ON EUROPEAN STREETS

~4.4
MILLION YEARLY ACTIVE RIDERS

+420
MILLION RIDES ON A VOI SINCE LAUNCH IN 2018
>115 million rides 2025

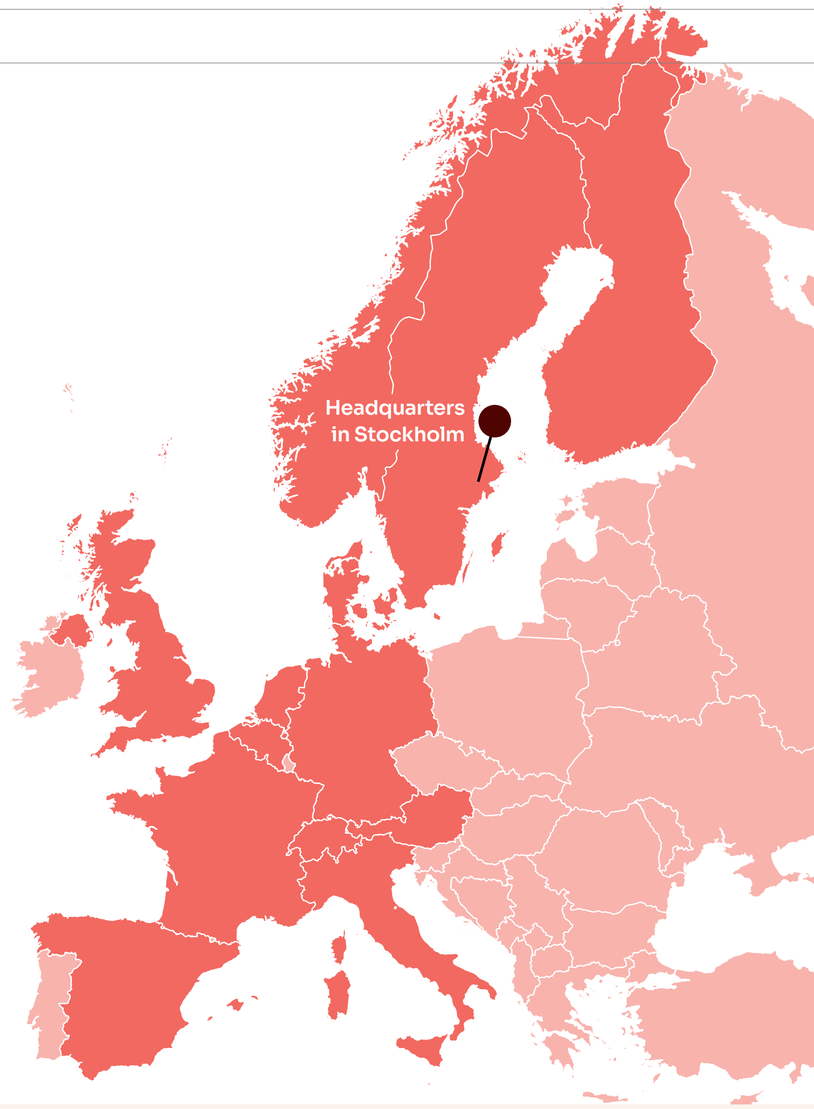
~1,000
EMPLOYEES OF WHICH ~200 BASED AT HQ

€178
MILLION TURN OVER IN 2025

All figures shown are as of year-end 2025.

2025
We grew adjusted EBITDA by 70% year on year.

2025
We surpassed 100 million rides within a 12-month period for the first time.



COUNTRIES VOI IS OPERATING IN

SEE ALL CITIES AT VOI.COM/LOCATIONS

** Launched in March 2026*

CEO STATEMENT

Scaling with purpose

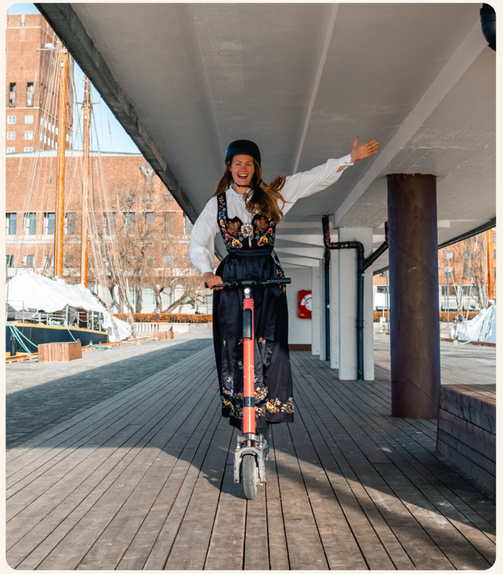
Micromobility has moved from experiment to infrastructure. We've now surpassed 100 million rides in a year — not because we pushed hard enough, but because cities and riders pulled us in. That tells you something real is happening.

The measure we care about isn't rides taken. It's whether cities function better because we're there. Less congestion. Cleaner air. More space for people. Every car trip replaced is a small piece of that shift.

Scaling that responsibly is harder than scaling fast. In 2025, we bought six times more vehicles than the year before — and grew our emissions by only 2.5X. That gap is the work. We'll keep closing it.

Cities made for living isn't a tagline. It's the only version of this industry worth building.

Fredrik Hjelm
CEO and Co-founder



DID YOU KNOW

In 2025 almost 2 in 7 unique people in Oslo took a Voi ride. With three operators in the city, that points to shared micromobility now being a routine part of life for half the population — in an industry that didn't exist seven years ago.

VISION & MISSION

Moving to live, not living to move

In a city made for living, people can lead meaningful lives without requiring large, segregating investments. Instead of spending substantial parts of their day travelling to reach the places that matter – often with negative consequences for physical and mental health, the environment and society – people can access what they need close to where they are.

Urban space is used for what truly adds value to everyday life: work, food, schools, exercise, culture, playgrounds and nature. It is not dominated by infrastructure for heavy vehicles moving people long distances between those same functions.

How did so many of today's cities end up not being made for living?

Over time, the car became the default. Cities expanded around the assumption that driving was the easiest way to move between home, work and services. This created a self-reinforcing system: because cars are available, functions can be placed far apart – and because they are far apart, a car becomes necessary.

The result is that people spend valuable time commuting instead of living, while large parts of our shared urban space are allocated to car infrastructure rather than to the places and functions that make cities vibrant and inclusive.

Our mission is to change the car-centric norm – and bring us back to cities made for living.

Norms are powerful. We often do not notice them, yet they quietly shape many of the choices we make.

I remember when smoking was the norm. Not that people are born smokers; it was simply a habit society had accepted. At work, the only way to get a break was to have a cigarette. Schools had designated smoking areas. There were ashtrays in cinemas, and restaurant staff or shop attendants often smoked behind the counter. Smoke-free areas on airplanes or non-smoking hotel rooms were considered special requests.

Today, that norm has shifted. Non-smoking is the default society designs for. We need a similar shift in how we design our cities.

Walking and cycling infrastructure should be built into the system first, making two-wheeled mobility the easiest and most attractive way to move around. For longer distances or in poor weather, micromobility can be seamlessly combined with public transport to offer convenient alternatives to private car use.

Our contribution is a space-efficient, low-emission transport solution that people genuinely choose. By accelerating the move away from car dependency, we can free up urban space and bring essential functions closer to where people live – within comfortable walking or micromobility distance.

The benefits go beyond mobility. Society gains from lower transport-related costs and reduced emissions. And people gain back something increasingly scarce: time. Time to spend with friends and family, to exercise, to be outdoors, to sing in a choir or visit an exhibition.

In a city made for living, there is both time and space for what truly matters.

Åsa Christiander
Head of Sustainability

Designing for proximity
In a city designed around proximity – where essential functions are available within micromobility distance (less than 10 km) – the transport system can approach cost neutrality.

Shorter travel distances allow a greater share of trips to be made by walking and two-wheeled mobility. These modes require less space and lower infrastructure investment, generate less congestion and pollution, and contribute positively to public health.

CSRD REPORTING

Step change in credibility

Following the listing of our inaugural bond in 2025, Voi reports in accordance with the Corporate Sustainability Reporting Directive (CSRD) for the 2025 financial year.

Preparing for CSRD has required a thorough review and formalisation of our policies, processes, targets, actions and governance structures across the ESG domain. This work has strengthened internal clarity and accountability while increasing transparency towards cities, investors and other stakeholders.

During 2025, Voi has also significantly strengthened its sustainability reporting processes and internal controls in preparation for CSRD. Our sustainability disclosures are subject to independent assurance by a leading global audit and advisory firm, reflecting our commitment to robust, transparent and credible ESG reporting. This underscores Voi's industry-leading commitment to quality, professionalism and transparency in sustainability reporting.

Read our full CSRD report

"Transparency is the baseline for any credible sustainability claim. At Voi, we publish our methodology openly and hold ourselves to the highest reporting standards in the industry, including being audited by PwC. We do this because cities and riders deserve data they can trust and compare, not numbers optimized for optics, which has been the standard in our industry since inception.

If the industry wants to be taken seriously, everyone should start with standardized, audited disclosure. We were the first with our financial reporting - we are now leading the way in sustainability reporting."

Mathias Hermansson
CFO & Deputy CEO

ENVIRONMENTAL SUSTAINABILITY

The vehicles developed and introduced in 2025 represent our lowest emission levels per passenger kilometre to date. However, total carbon emissions increased in 2025 due to fleet expansion,a deliberate choice to support growth in key markets enabling further emission avoidance following a transition of traffic from cars to micromobility and public transport.

Our focus going forward remains clear:

- Continued traffic transition from individual cars to micromobility and public transportation.
- Reduce carbon intensity per passenger kilometre.
- Lower embedded emissions in new vehicles.
- Improve operational efficiency across logistics and maintenance.
- Increase circularity and extend vehicle lifetime.

Continued design optimisation, material improvements and renewable energy integration are central to this progress.

INTRODUCTION

Millions of trips with real city impact, and an emission intensity that's actually moving the needle

Cities that work for people — not cars — are quieter, cleaner, less congested and more liveable. Every car trip replaced by a shared e-scooter or e-bike means one fewer combustion engine on the street, but also something less obvious: more space for urban life, lower noise levels, cleaner air to breathe, and streets that feel safer to walk and cycle. The environmental case for micromobility goes well beyond carbon.

Preventing climate change from progressing beyond irreversible boundaries requires cities to transition away from fossil-based transport. Shared micromobility can support this shift by offering a low-carbon alternative for short urban journeys. More than half of all car trips in European cities are shorter than 8–10 kilometres* – distances well suited to e-scooters and e-bikes.

Replacing these trips with micromobility can generate significant value for cities and citizens alike. Reduced car dependency returns valuable urban space to cities, improves air quality and reduces congestion while returning time to people with faster and more flexible everyday travel. At the same time enabling large net emission avoidance at a system level by replacing car travel with a lighter, shared and renewable electricity-powered alternative.

For this to occur at scale two conditions must be met.

First, people must be willing to shift from private car use to micromobility. This requires convenient, reliable and safe services that offer a clear value proposition compared with the car.

Second, micromobility must deliver clear climate benefits compared with the modes it replaces. Micromobility vehicles therefore should be shared and designed, operated and maintained in ways that minimise emissions per kilometer.

Across this report we describe how Voi works to enable this shift – by designing services accessible to a broad population, collaborating with cities to reduce friction for sustainable travel choices and maintaining high safety standards across our operations.

At the same time we continuously work to reduce our environmental footprint and deliver our vision of carbon free mobility. During 2025 we came a big step closer to our 2035 Net Zero target; removed embedded carbon from our vehicles, lowered our logistics footprint and invested in a new repair and refurbishment center to support our circular vision.

** https://www.ecf.com/media/resources/2021/SCAP_BEST_PRACTICE_GUIDE_%5BWEB%5D.pdf and https://www.researchgate.net/figure/Distribution-of-urban-trip-distances-in-the-EU-based-on-miscellaneous-data-sources_fig4_316036179*

2025 marked a step change in emission intensity

During 2025 Voi expanded significantly across Europe, deploying nearly **5.9X more new e-scooters and e-bikes** compared with **2024**. New vehicles were introduced in Paris, London and more than twenty other cities.

While the expansion of shared micromobility can help cities reduce transport emissions at scale, our rapid fleet growth – particularly in e-bikes – still comes with manufacturing-related emissions. As a result, Voi's total carbon footprint increased 2.5X from **15.9 ktCO_2e in 2024 to 39.5 ktCO_2e in 2025**.

This dynamic highlights the importance of reducing emissions intensity per vehicle to enable continued growth without negative effects on overall emissions.

UNDERSTANDING EMISSION INTENSITY

Emission intensity is reported as **carbon dioxide equivalents (CO_2e) per passenger kilometer (pkm)**, representing all the greenhouse gas emissions associated with transporting one passenger, over one kilometer. Results are presented either as emissions intensity (g CO_2e/pkm) or as total emissions in kilotonnes of CO_2e (kt CO_2e).

In other words:
Emission intensity = emissions (g CO_2e)/ value creation (pkm)

$$\frac{CO_2}{Pkm}$$

OUR MISSION

↓ Emissions

↑ Value creation

Net Zero by 2035

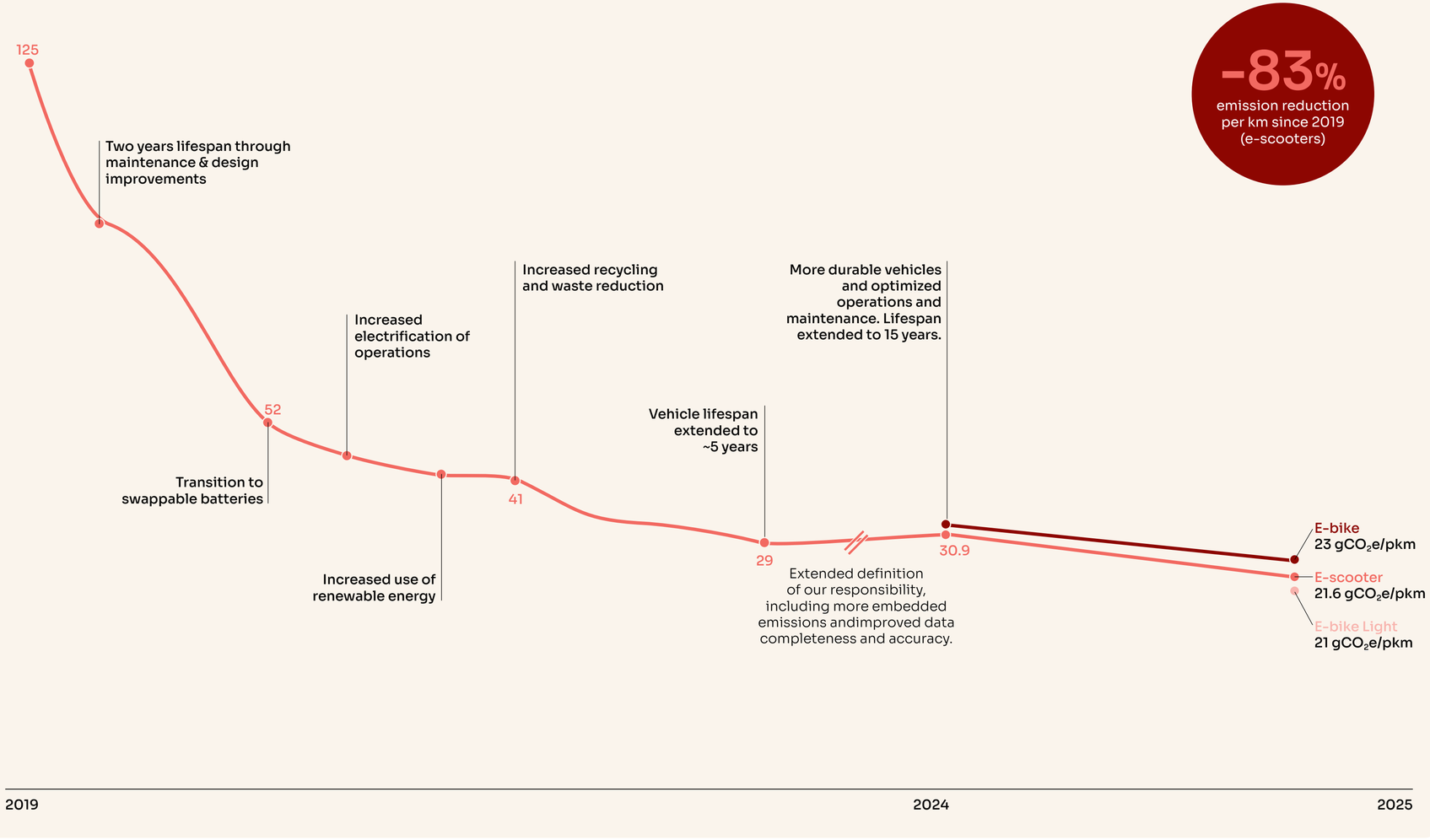
Combined investments in reducing embedded carbon and extending vehicle lifespan have resulted in an emission intensity of our latest vehicle generations of:

- 21.6 gCO_2/km – Voiager 9 (e-scooter)
- 23.0 gCO_2/km – Explorer 5 (e-bike)
- 21.0 gCO_2/km – Explorer Light 2 (e-bike)

Compared with previous generations, this represents emission intensity reductions of approximately 30% for e-scooters and 34% for e-bikes. Since we did not extend our industry leading vehicle lifetimes compared to last year, this year's intensity improvements are primarily attributable to decreased emission intensity of our vehicles. Our emission intensity is now competitive with traditional private pedal bicycles (approximately 10–50 g CO_2/pkm*). While our vehicles have higher embedded emissions due to batteries and more robust construction, these are offset by higher utilisation levels enabled by our shared mobility model, as well as the use of renewable electricity in our operations.

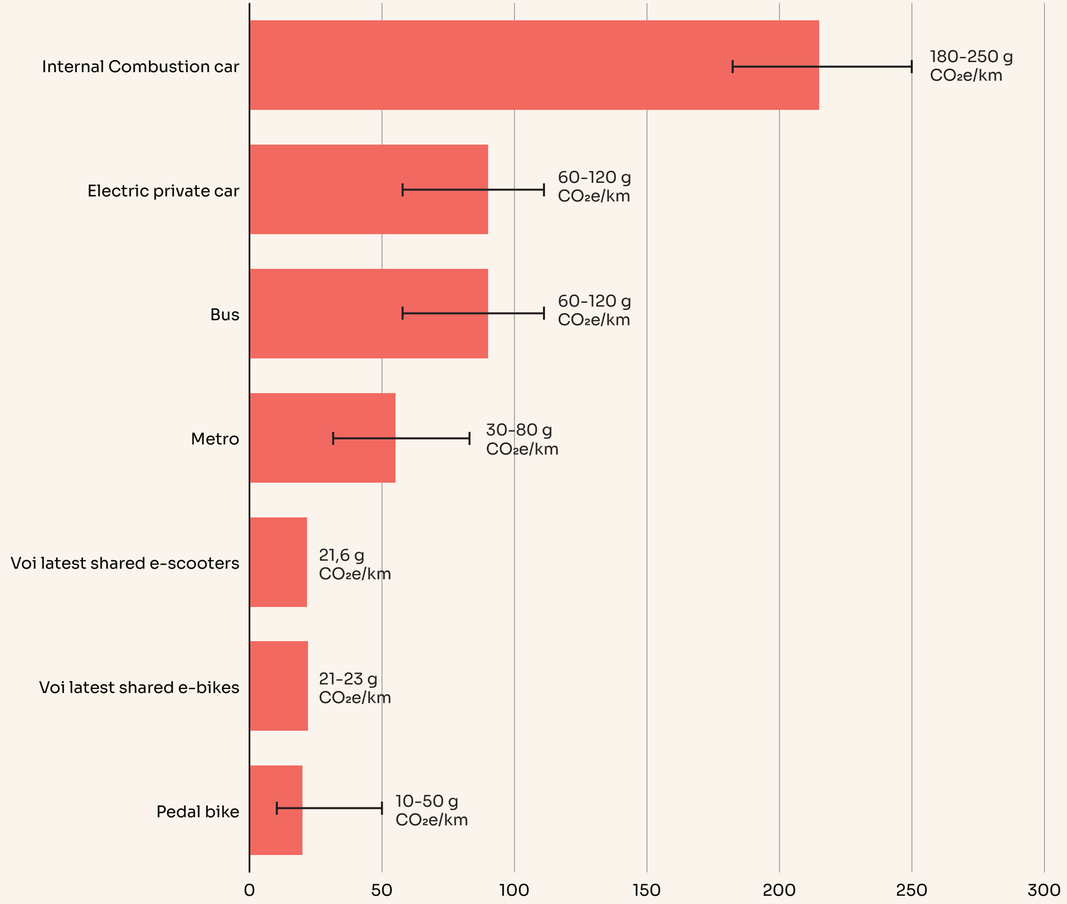
** Ritchie, H. (2023) https://ourworldindata.org/travel-carbon-footprint*

EMISSION INTENSITY DEVELOPMENT (gCO2e/pkm)



EMISSION INTENSITY COMPARISON BETWEEN TRANSPORTATION MODES

Estimated lifecycle emissions Cradle-to-Grave by mode of transportation



How can shared micromobility have similar emissions per kilometer as cycling?

Emission intensity (g CO_2e/pkm) reflects the total emissions required to move one person one kilometer. It is a combination of several factors:

1. Emissions from production
All modes require resources. Shared micromobility vehicles have relatively **higher production emissions** due to batteries and robust construction. Pedal bikes require less material.

2. Energy efficiency of movement
Different modes require different amounts of energy to move a person one kilometer. **Cycling is highly efficient** compared to most other forms of transportation.

3. Utilisation (kilometers produced)
Emission intensity depends on how many kilometers emissions are spread over. **Shared vehicles are used more frequently than privately owned**, meaning their higher production footprint is distributed across more kilometers.

4. Energy source ("fuel")
The type of energy used matters significantly. Electric micromobility that runs on **renewable electricity has very low emissions**, while cycling rely on **food**, which have relatively high emissions depending on diet.

Result: although shared micromobility starts with higher production emissions, this is offset by high utilisation and low-emission electricity.

Factor	Pedal bike	Shared micromobility
1. Production emissions	Medium	High
2. Energy efficiency	Very high	High-very high
3. Utilisation	Medium (private use)	High (shared use)
4. Energy source ("fuel") emissions	High (Food)	Low (Renewable electricity)

ENVIRONMENTAL SUSTAINABILITY

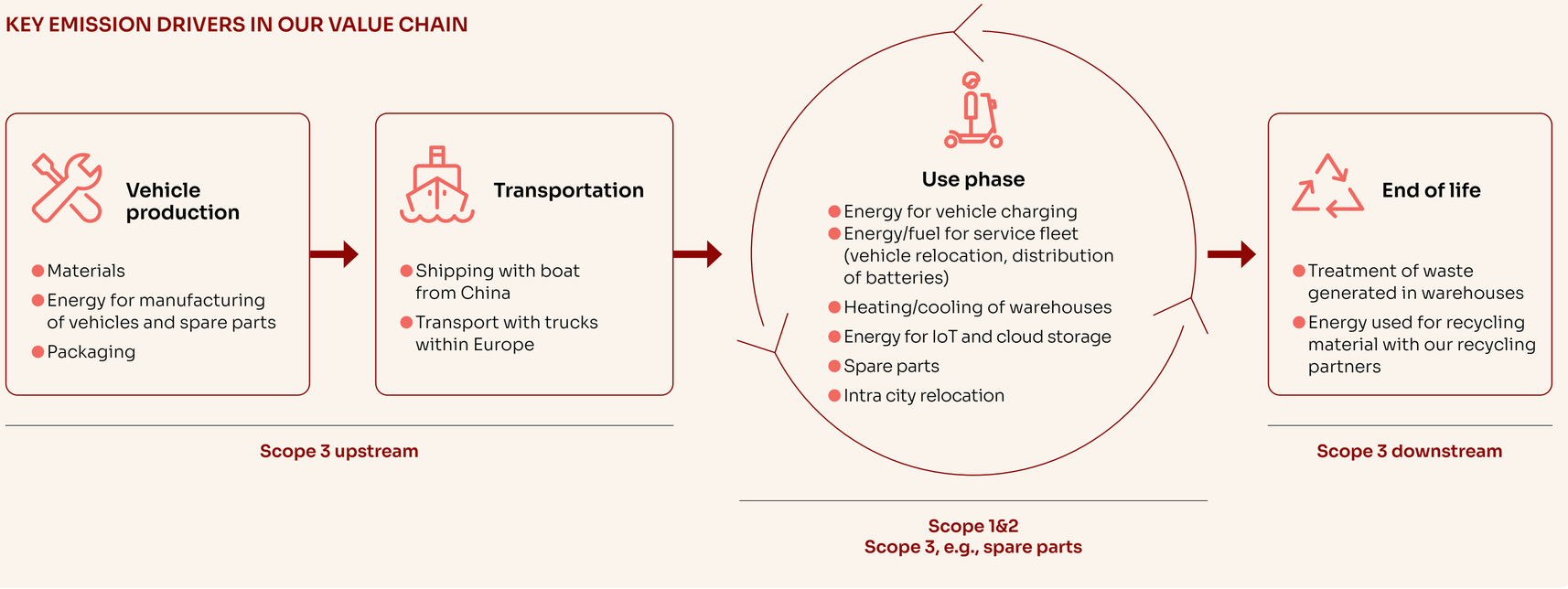
Climate strategy and Net Zero roadmap

Our focused efforts on reducing scope 1&2 emissions, means that today 98.5% of our carbon emissions originate from scope 3 categories, primarily:

- vehicle manufacturing
- spare parts production
- transportation and logistics.

This emissions profile is typical for hardware-based mobility services where most emissions are embedded in physical products.

KEY EMISSION DRIVERS IN OUR VALUE CHAIN



Progress at a glance - Carbon footprint by scope

	Target	Target year	2021	2022	2023	2024	2025
Scope 1	Net Zero	2030		392	698	414	227
Scope 2	Net Zero	2030		425	1,531	867	376
Scope 3	Net Zero	2035		10,421	18,608	14,629	38,877
Total			**27,437**	**11,238**	**20,837**	**15,910**	**39,480**

As we expect to continue growing in the coming years, we remain committed to our Net Zero 2035 target. Our primary focus will therefore be on continuously reducing emission intensity across our operations and value chain.

While fleet expansion can increase absolute emissions in the short term, it also enables more people to replace car journeys with low-emission alternatives. To ensure that growth and decarbonisation go hand in hand, we continue to focus on reducing embedded emissions in vehicles and components, increasing circularity and vehicle lifetime as well as vehicle utilization, expanding the use of renewable energy, and improving logistics efficiency. Together, these efforts will enable us to deliver more sustainable mobility while progressing towards our Net Zero ambition.

Our approach focuses on three priorities:

- reducing embedded emissions in vehicles and components
- eliminating operational emissions
- extending vehicle and component lifetimes through circular systems.

Key initiatives in our climate transition plan

Scope	Abatement lever	Comment
Scope 1&2	Eliminating scope 1	All service vans electric and run on renewable elctricity (or run on HVO during transition period)
	Eliminating scope 2	All electricity and heating contracts renewable
	Sub-contractor service vans*	Short term; at least 95% of vehicles electric or run on HVO
		By 2030 same profile as our own operation
Scope 3	Ensure renewable manufacturing energy	100% renewable energy used in manufacturing
	Move manufacturing to Europe (elimination of overseas transportation)	Gradual transition of manufacturing starting with emission-heavy components such as batteries
	Maximize recycled content in e-scooters and e-bikes	Maximize recycled content without jeopardizing safety or durability
		For portions that may not be possible to use recycled material production with 100% renewable electricity back to source need to be secured
		Biobased options will be selected where viable
	Recycled content in batteries	Careful selection and monitoring of sub suppliers to ensure responsible sourcing of materials and components
	Transportation within Europe (e.g., factory to destination city or fleet relocation) using e-trucks or biofuel	Gradual transition to e-trucks as heavy-duty e-vehicles become available, starting with transitioning to biofuel
	Waste minimization Primary focus on prolonged life and/or second life and secondary focus on maximized recycling rates allowed by recycling system	Design vehicles for easy disassembly and recovery. E.g., module based and clean materials (non mixed and avoiding additives)
		Extensive repair and refurbishment programs to avoid waste
		Sorting and monitoring programs to ensure the circulation and value capture of disposed materials
	Low carbon solutions for business travel and employee commuting	Employee commuting is largely solved by free use of Voi vehicles
		Airborne business travel minimized, rail prioritized and SAF used for unavoidable business travel

**technically scope 3 (purchased services), but practically same type as scope 1 (mobile emissions)*

Operational emissions – Scope 1 and 2

Scope 1 and Scope 2 emissions represent the energy required to operate our service. This includes electricity used to charge micromobility vehicles and electric service vans, energy used for heating our warehouses and operational facilities and fuel used by operational vehicles.

In 2023 we set a target to reduce Scope 1 and 2 emissions by 50% by 2030, using 2023 as the baseline year. This target was already achieved in 2025, despite the business growing by 41% during the same period, meaning that scopes 1&2 are now only 1.5% of our emissions.

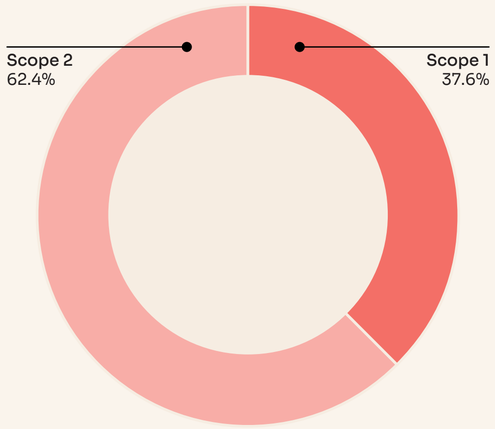
Following the introduction of our Net Zero strategy in 2024 we adopted a more ambitious target:

Net Zero Scope 1 and 2 emissions by 2030.

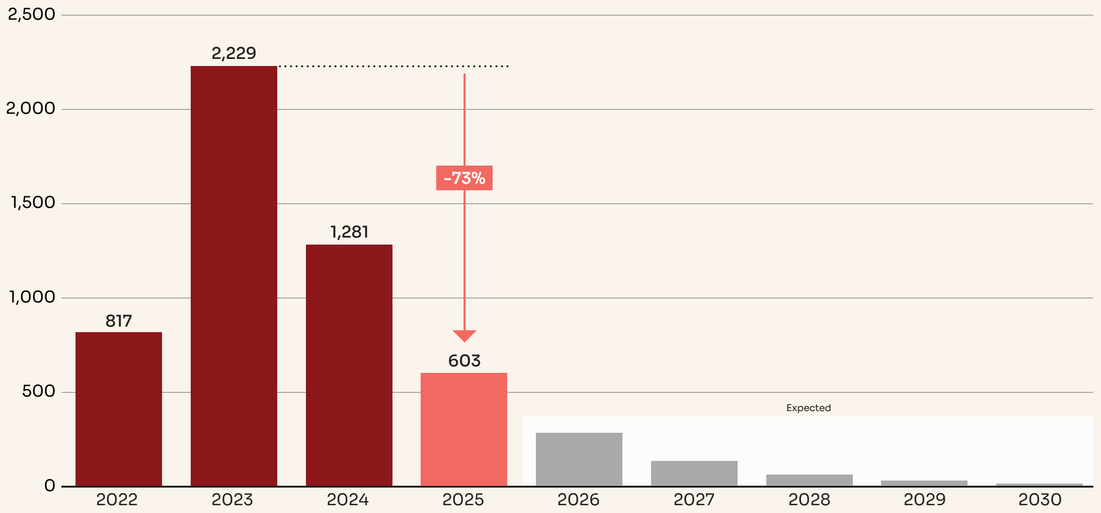
Progress at a glance - Scope 1&2 development

t CO2e	2023	2024	2025	Change since 2023 (%)
Scope 1	698	414	227	-68%
Scope 2	1,531	867	376	-75%
Scope 1&2	2,229	1281	603	-73%

SCOPE 1&2 DISTRIBUTION



SCOPE 1&2 DEVELOPMENT



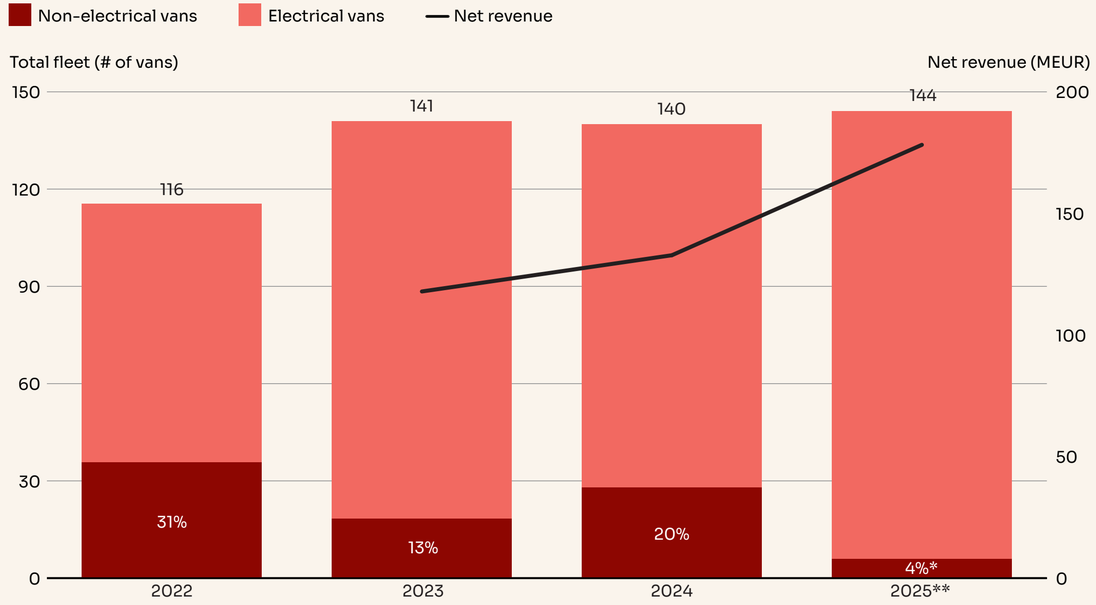
Operational fleet (Scope 1)

Operational vehicles support fleet maintenance, battery swaps and logistics.

Transitioning to electric vans has therefore been a key priority. However, suitable electric vehicles are not yet available for all operational requirements, particularly for longer routes serving satellite cities.

In 2025, all but 6 combustion vans retained for longer routes were transitioned to **sustainable HVO fuel** until electric alternatives become available. We plan for most of the remaining non-electric vehicles to be replaced by year-end 2026.

SERVICE FLEET VS REVENUE DEVELOPMENT



**6 vehicles in total, **End of 2025*

Electricity and heating (Scope 2)

Electricity is required to charge vehicles and operate warehouses and operational facilities.

In 2025 95% of electricity used by Voi came from renewable sources.

Most remaining electricity contracts are already partly renewable and are expected to transition to fully renewable supply during 2026. Two long-term contracts will be renegotiated in 2027.

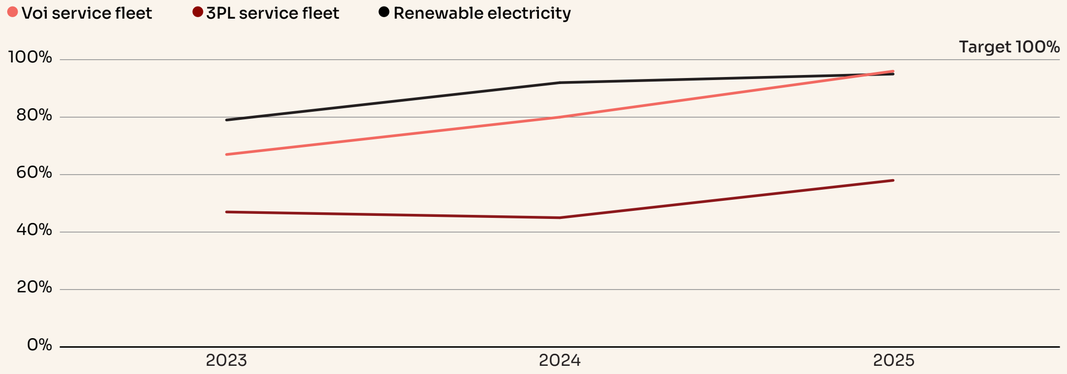
Heating remains the most complex aspect of Scope 2 emissions. Heating systems are typically tied to building infrastructure in facilities that Voi leases and often shares with other tenants. As a result transitions may require infrastructure changes and landlord cooperation.

After several years of focused work, we expect the remaining non-renewable heating systems to be phased out within the near future.

Progress at glance - Operational metrics

Metrics	Target	Target year	2023	2024	2025
Voi service fleet	100% electric	2030	67%	80%	96%*
3PL service fleet	100% electric	2030	47%	45%	58%**
Renewable electricity	100% renewable	2030	79%	92%	95%***

** 88% EV, 8% HVO, 4% ICE, ** 55% EV, 3% HVO, 42% ICE, *** including grid renewable*



Scope 3: less embedded carbon - more attractive transportation option

Scope 3 emissions primarily originate from:

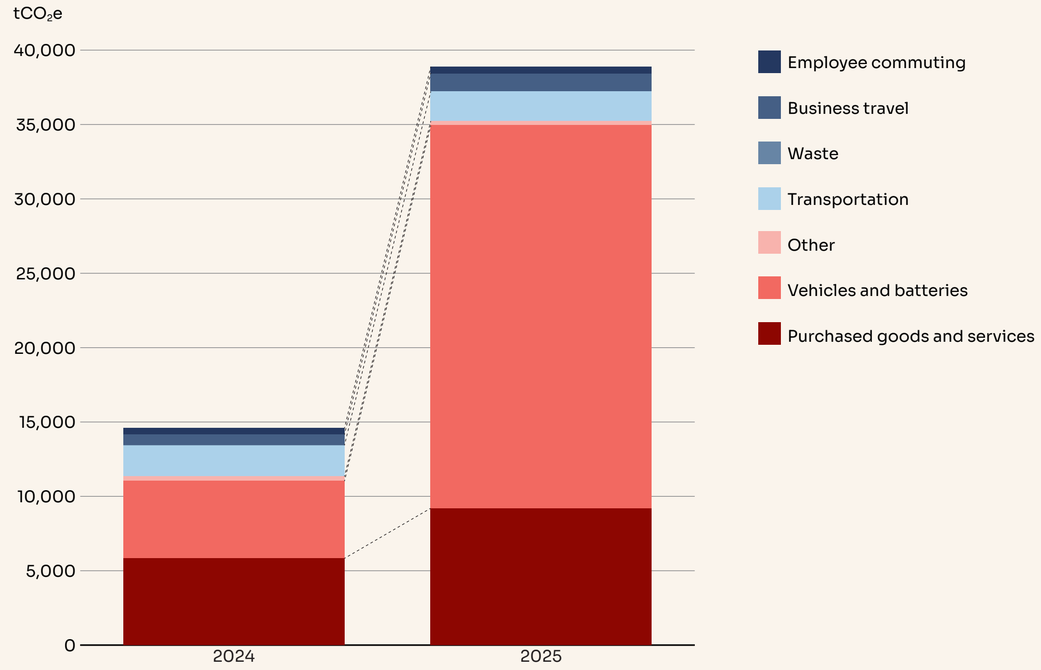
- vehicle production
- spare parts manufacturing
- transportation and logistics
- other sources, including purchased goods and services, business travel and waste

As Voi expands into new cities, additional vehicles are introduced while existing fleets remain in operation. These vehicles still come with some embedded carbon. However, in a broader system context, to avoid the significant emissions associated with private car use, cities must provide viable alternatives. **Replacing car trips with a transport mode that is inherently lighter, shared and powered by renewable electricity offers a solution to avoid emissions from emission-heavier traffic. As a result, a shift towards micromobility leads to net emission reductions at a city level.** The additional emissions linked to fleet expansion are an investment in enabling the transition, with the resulting emission reductions on system level far exceeding the increase from micromobility expansion. At the same time, our Net Zero plan aims to ensure that future growth can be achieved without this trade-off.

In 2025 the number of vehicles purchased increased **5.9 times compared with 2024**, resulting in Scope 3 emissions rising from **14.6 ktCO_2e to 38.9 ktCO_2e**.

Reducing embedded carbon in vehicles and components is therefore one of the most important levers in our climate strategy.

SCOPE 3 BREAKDOWN BY CATEGORY



Reducing embedded emissions in practice

During 2025 we worked closely with suppliers and logistics partners to reduce emissions across our value chain.

Key initiatives included:

- installing solar panels at our main vehicle production site, increasing **renewable electricity use at the facility to 81%**
- increasing **recycled material content to 41% in e-scooters and 25–27% in e-bikes**
- **reducing packaging material by 35%** for Explorer 5 e-bikes and **phasing out most plastic packaging** for e-scooters and light e-bikes
- opening **Polaris**, our **European Industrial circularity hub** in Poznań
- improving transportation efficiency through **better shipping utilisation and route planning**

Together these initiatives reduce both embedded emissions and resource use across the lifecycle of our vehicles.

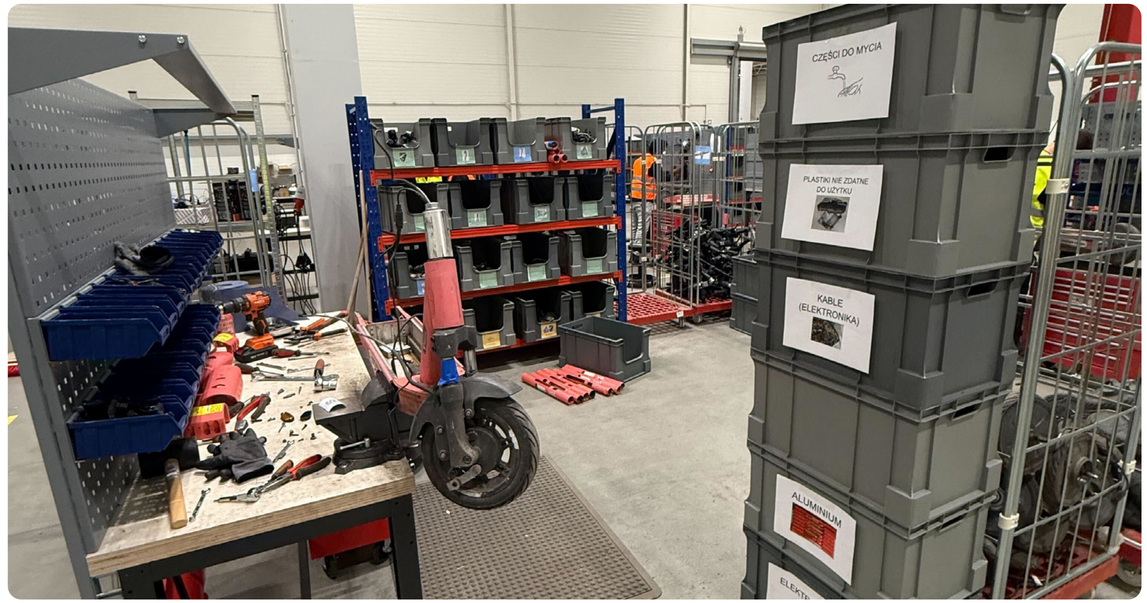
Next steps in Scope 3 decarbonisation

Reducing value-chain emissions remains one of our most important sustainability priorities. As the majority of emissions originate from vehicle production, spare parts and logistics, **continued decarbonisation depends on reducing embedded carbon across the full value chain**.

Key focus areas going forward include increasing recycled and low-carbon material content in vehicles, strengthening collaboration with suppliers and sub-suppliers in order to develop new, lower emitting solutions, and increasing the share of renewable electricity used in production.

Reducing transport emissions remains another priority. Efforts include improving shipment efficiency, reducing unnecessary freight movements and eliminating air freight wherever possible. We also continue to explore opportunities to move parts of production to Europe, particularly for emission-intensive components such as batteries, which would reduce transport distances while improving access to clean electricity.

Circularity will continue to be a key decarbonisation lever. Extending vehicle and component lifetimes lowers lifecycle emissions by reducing the need for newly manufactured products and spare parts. The Polaris refurbishment facility in Poznań will play an important role in this transition by centralising repair operations, scaling refurbishment capacity and reducing demand for new spare parts. We estimate that the facility could reduce purchases by approximately 30% of spare parts in target, lowering both costs and embedded emissions across the fleet.



ENVIRONMENTAL SUSTAINABILITY

Circularity – keeping materials in circulation

Reducing emissions intensity per kilometre travelled is the core of transportation sustainability.

Circularity is consequently central to Voi's sustainability strategy. Our aim is to ensure that materials used in our vehicles remain in productive use for as long as possible.

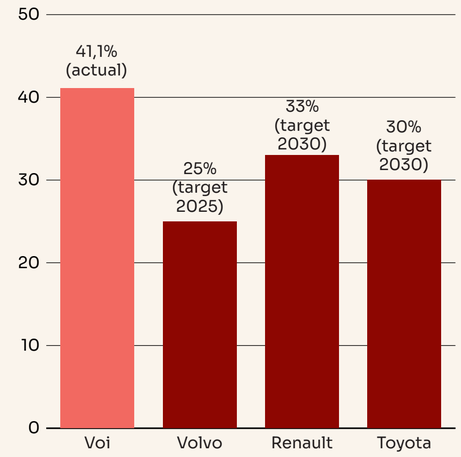
Our circular design approach focuses on three priorities:

- increasing recycled material content in new vehicles
- designing vehicles for durability and repairability
- enabling efficient material recovery at end of life.

Recycled materials steadily increasing

In 2025, we increased the share of recycled materials across all new vehicle models, with the most significant progress in e-bikes, which have undergone fewer development cycles than our e-scooters. **Recycled content now exceeds 41% in e-scooters and ranges between 25–27% in e-bikes. By comparison, ambitious targets in the automotive sector typically range between 25–30% by 2030** (e.g. Volvo targets 25% by 2025, Renault 33% by 2030 and Toyota 30% by 2030).

RECYCLED CONTENT COMPARISON



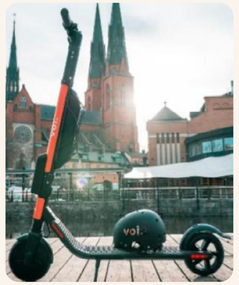
Durable design and maintenance is paying off

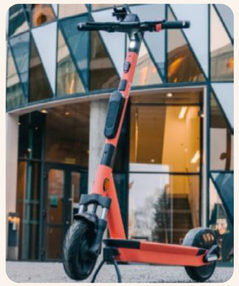
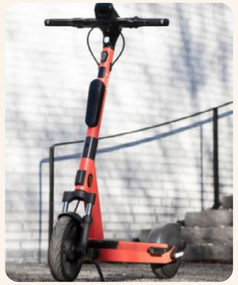
Since our early years **improvements in product design and operations have increased the operational lifetime of our vehicles by more than twenty times.**

Our latest vehicle generations are designed for a **15-year technical lifespan**, supported by ongoing maintenance, repairs and refurbishment.

FOCUS ON CIRCULAR DESIGN AND REPAIRS

We focus on designing vehicles for durability from the start. Our focus on mechanic training, repair processes, reuse of spare parts and proactive maintenance has helped us significantly extend vehicle lifespan.




	CMF, V1, V2	V3X	V4	V5	V7	V8	V9
Years in service	2018-2021	2020-	2021-	2022-	2024-	2025-	2026-
Current lifespan (months)		64	70	74			
Est. lifespan at launch months (months)	6-24	48	55	59	96	180	180
Second life	~60k scooters given second life						
		In Voi's service					
Key innovations		Swappable batteries Improved uphill speed 4G connectivity	Turning indicators Improved locationprecision UX-friendly display	Durability & modularity 30% recycled materials	Increased range & more durable (e.g., rides/repair).	Improved efficiency (e.g., rides/swap) Longer battery life	Enhanced and inclusive user experience Reduced power consumption for extended range






	EB1/EB2	EB3	E4	EL1	E5	EL2
Years in service	2020-2024	2024-	2025-	2025-	2026-	2026-
Lifespan (months)	24	84	180	96	180	180
Second life	~1k bikes resold	In Voi's service				
Key innovations		High-capacity battery Anti-puncture tires Rear wheel lock Increased reliability More intuitive dashboard	Evolution of EB3 Increased basket capacity Improved saddle UX Better motor reliability	Lightest and more inclusive vehicle Easier to swap batteries Increased modularity 360° beacon light	Transition to Voi designed IoT unit Increased use of recycled materials	Evolution of EL2 Phone holder

End-of-life – recovering material value

Vehicle purchases represent the largest share of our spending and much of that value lies in the materials used to build our vehicles.

Today a significant portion of this value is lost once vehicles reach the end of their operational life. Improving end-of-life recovery is therefore an important part of our circular strategy.

To address this challenge Voi works with suppliers to design vehicles that are easier to disassemble and recycle. Key design principles include:

- reducing the number of material types used
- avoiding complex material combinations
- enabling efficient component replacement and disassembly.

Progress at a glance - End-of-life

Metric	Target	Target year	2023	2024	2025
Waste intensity (g/km)*	-25%**	2030	-	Monitor	6.4

** Total waste incl packaging/Total ride distance*
*** Reference year 2025*

Material recovery remains a challenge

While the technical recyclability of our vehicles is generally high, actual recycling rates remain below their full potential. This gap is influenced both by product design and by the structure of the recycling systems responsible for recovering and reprocessing materials.

One key challenge is that waste from different sources is often mixed during handling, reducing material purity and limiting the value of recovered materials. Another challenge is that waste legislation is designed to minimize risks rather than maximize recovery. Improving end-of-life outcomes is therefore a priority area.

Case study – designing for longevity: the Voiager 4

When Voi was founded in 2018 the shared micromobility industry was still in its infancy. The first scooters deployed were consumer products not designed for shared use.

They were lightweight, difficult to repair and had integrated batteries requiring the entire vehicle to be transported for charging.

In 2021 Voi launched the **Voiager 4**, the first e-scooter we were able to design specifically for shared mobility.

The vehicle incorporated key circular design principles:

- durable construction
- modular components
- improved repairability.

At launch the Voiager 4 contained **13% recycled materials** and weighed approximately **30 kg**, around **20% lighter than comparable scooters used today**.

Based on the limited operational data available at the time we conservatively estimated a **technical lifetime of 5.5 years**.

Today the Voiager 4 has already exceeded that estimate. It remains the most common model in our fleet, representing around **40% of all e-scooters**, and analysis suggests the technical lifetime may reach **10–15 years**.

Extending vehicle lifetime significantly reduces lifecycle emissions because most emissions occur during manufacturing. As a result the actual carbon footprint of the Voiager 4 is now estimated to be approximately **half of the original assumption**.

Polaris – repair and refurbishment at scale

In December 2025 Voi opened **Polaris**, our European Industrial circularity hub in Poznań, Poland.

The facility supports our circular strategy by:

- refurbishing vehicles to extend operational lifetimes
- repairing critical spare parts such as motors and IoT units which reduces demand for newly manufactured spare parts.

We estimate that Polaris will allow us to reduce spare part purchases by approximately **30%**, lowering both costs and embedded emissions.

Battery lifecycle and second-life use

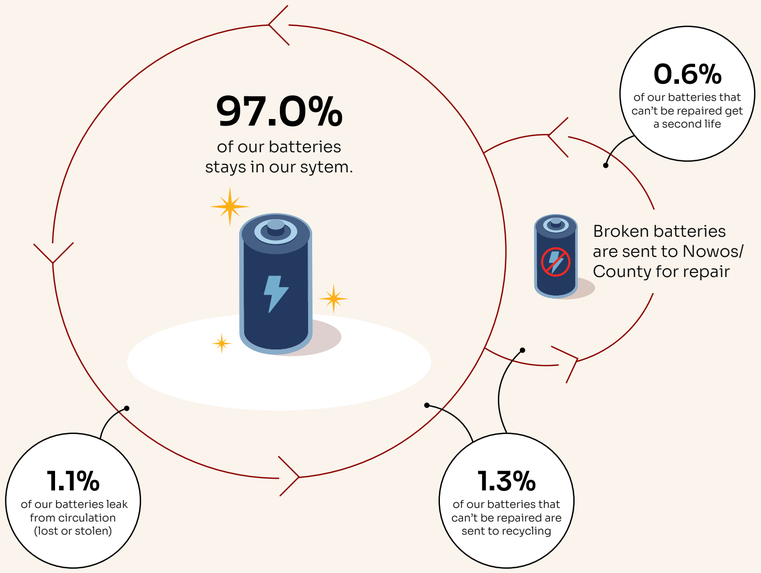
Batteries represent one of the most resource-intensive components of electric vehicles. Extending battery lifetime is therefore a key sustainability priority.

Our **battery refurbishment programme** introduced in 2024 along with **investments in smart charging, minimizes charging cycles required and allows batteries to reach an operational lifetime of approximately ten years in mobile applications**.

After this period batteries that are in good condition, but no longer fit for mobile applications can enter **second-life stationary applications**, extending their useful lifetime before final recycling.

We currently maintain a circular battery system that keeps 97% of batteries in our own circulation, with an additional 2% being recycled or reused outside of our system.

A CIRCULAR BATTERY SYSTEM



Progress at a glance - Circularity

Metrics	Target	Target year	2022	2023	2024	2025
Recycled share of materials, scooters	50%	2027	-	-	36%	41%
Recycled share of materials, bikes	50%	2028	-	-	0-3%	25-27%
Hard to recycle materials	-30%	2030	3.5 kg	3.5 kg	3.5 kg	3.5 kg (scooters)
Overall recyclability (excl. energy)	95%	2030			90%	90%
Recycling rates	95% material recycled	2030	-	-	-	Value recovery: Material recycling: 75% Energy recovery: 24% Other treatment*: 1%
Average lifespan, scooters	>20000 km 8 years		5	6.25	15	15
Average lifespan, bikes	>20000 km 8 years				15	15
Average lifespan batteries	>4 years			3.7	10	10
Vehicles and batteries reused	100% by 2025		-	ReSell programme**	100%	N/A Vehicles and batteries kept in own circulation system
Net vehicle loss rate (%)	<2% by 2024		2.2	2.7	1.2	1.72
Net vehicle decomissioning	<3% by 2024		3.9	3.1	2.0	2.62

** E.g., hazardous waste*
*** Second life for 10,000 scooters through ReSell program*

ENVIRONMENTAL SUSTAINABILITY

Efficiency – doing more with less

Reducing energy use across operations remains an important priority.

Even though our vehicles and operational fleet are electric and primarily powered by renewable electricity, energy remains a scarce resource and demand for clean electricity continues to grow across society.

Voi therefore tracks the energy required to operate our service through metrics such as:

- energy consumption per kilometre delivered
- energy consumption relative to revenue generated.

Continuous improvements in vehicle design and operational efficiency allow us to deliver more mobility while using less energy.

Progress at a glance - Efficiency

Metrics	Unit	Target	Target year	2023	2024	2025
Vehicle energy efficiency (in actual city riding)	km/kWh	>75 (bikes) >45 (scooters)	2028	67 (bike) 43 (scooter)	72 (bike) 39 (scooter)	63-95 (bikes)* 48 (scooter, V8)
Electricity intensity	kWh/kEUR revenue	-10% vs. 2024	2030		2.5	23.6

**During 2025 we trialled 3 bikes, including our new light bike model, with efficiencies ranging between 63 and 95.4*

ENVIRONMENTAL SUSTAINABILITY

Embedding sustainability across the organisation

Sustainability also depends on organisational awareness and engagement.

During 2025 we expanded our environmental training programme into a broader **ESG training programme** for employees.

By the end of the year **71% of employees had completed the training**. Annual refresher training will help ensure continued awareness across the organisation.

Sustainability topics are also regularly discussed during company-wide meetings, helping employees understand both how our operations affect sustainability and how sustainability trends affect our business.

Progress at a glance - Sustainability awareness

Metric	Target	2022	2023	2024	2025
Employee sustainability training	100% Ongoing	98%	95%	97%	
Updated Employee sustainability training*	100% Ongoing				71%

**Training expanded and relaunched in November.*

SOCIAL

Our people make safe, reliable micromobility possible.

In 2025, we continued to strengthen employee engagement, working conditions and leadership practices across all markets. Through recurring employee surveys, structured management follow-up and continuous dialogue, we identify improvement areas related to workload, work–life balance and operational practices.

Feedback is translated into concrete actions – supporting a safe, fair and engaging work environment aligned with our long-term ambitions.

Our responsibility extends beyond our own people. It includes the people we interact with in cities and across our entire value chain. Continued focus during the year has been dedicated to responsible parking solutions, integration with public transport systems and designing our services to be accessible for a broad range of citizens. Safety remains a core priority across operations, alongside responsible and ethical sourcing practices throughout our supply chain.

SOCIAL

Attractive cities available to all

Cities thrive when mobility systems are accessible, inclusive and well integrated. Sustainable mobility is not only about reducing emissions – it is about strengthening transport systems, improving access to urban life and ensuring that shared public space works for everyone.

At Voi, we see shared micromobility as a complement to public transport, not a substitute. By enabling convenient first- and last-mile travel, micromobility can make public transport more accessible, reduce reliance on private cars and help cities function more efficiently.

To contribute positively to urban life, micromobility must serve a broad population and operate in ways that respect the public realm.

In this chapter, we focus on three aspects of attractive cities available to all:

- Strengthening public transport systems.
- Designing services for a diverse and evolving rider base.
- Ensuring orderly streets through responsible parking.

Together, these areas illustrate how shared micromobility can support not only sustainable cities, but more liveable ones.

Enhancing public transport

Shared micromobility strengthens public transport by enabling convenient first- and last-mile connections. By bridging the distance between stations and final destinations, it makes public transport more accessible and reduces reliance on private cars.

Our ambition is to make intermodal travel — combining micromobility with public transport — the most convenient choice for everyday urban journeys.

In 2025, the share of multimodal trips decreased slightly from 51% to 48% of all rides. But that figure tells only part of the story. In absolute terms, multimodal trips grew from 38 to 55.5 million — a 46% increase year on year — driven by our significant expansion across Europe. More people than ever are combining Voi with public transport to get around their cities.

We know that building effective intermodal partnerships takes time. Deep collaboration with public transport providers requires long-term investment in relationships, infrastructure and data integration. During 2025 we expanded both the number and depth of our integrations across Europe and strengthened our partnership models, laying the groundwork for stronger and more measurable impact over time.

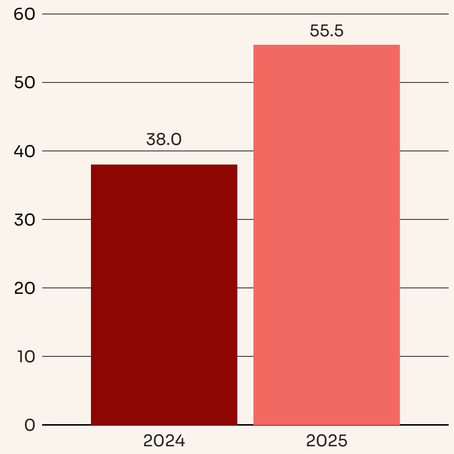
We are committed to growing the absolute number of multimodal trips, deepening these collaborations, and making integrated urban mobility the default — not the exception.

Progress at a glance - Modal shift and public transport integration

Metrics	Target	Target year	2024	2025
Share of rides combined with public transport*	65%	2026	51%	48%
Share of riders reporting reduced car use*	60%	2026	47%	43%

** Source: Voi global user survey*

TRIPS COMBINED WITH PT (MILLION RIDES)



Public transport partnerships

Voi works with public transport operators across Europe to strengthen integrated mobility systems and reduce car dependency. Through long-term partnerships, we aim to make sustainable travel the easiest choice for everyday journeys.

Our collaborations focus on enabling seamless travel experiences that combine micromobility with public transport. Depending on the partnership model, users can either access Voi vehicles directly within a partner's MaaS (Mobility-as-a-Service) platform or be guided between the partner app and the Voi app in a smooth and intuitive way.

By integrating shared micromobility into public transport systems and urban mobility planning, these partnerships support more connected and efficient transport networks.

Europe	FREE NOW, Citymapper, moovit, Google Maps, LAZARILLO, ubi, VIANOVA, fluctuo, HYRE, NIVEL, BLUESYSTEMS, Trafi, FutureTap, umo, transit, cogo, POPULUS
AT	WIENER LINIEN, ÖBB, wegfinder, austriatech mobilitätsdaten österreich
BE	Belgian Mobility Company., OLYMPUS MOBILITY, Floya, AD AUTODELEN.NET, Smart ways to Antwerp, DE LIJN, TRANSPORTDATA.BE, bondi
CH	Sharedmobility.ch, Urban Connect
DE	DB, Jelbi, HOCHBAHN, KVV, Rheinbahn, MVG, ASEAG, rmv, VAG, VVS, VRS, VEOMO, Mobility inside, MHP A PORSCHE COMPANY, KVB, SWM, Leipziger Verkehrsbetriebe, CMD, NAVIT, MOBIKO, mobilithek, mobility HQ
DK	STATISTICS DENMARK
ES	docomo, NAP Transporte Multimodal, smou, BSM
FI	HSL HRT, Fintraffic
FR	RTM, SNCF, ile de France mobilités, Bonjour RATP, Lia, transdev the mobility company, ANDYAMO, MINISTÈRE DU PARTENARIAT AVEC LES TERRITOIRES ET DE LA DÉCENTRALISATION, L'APPLI M
IT	WETAXI, Unipol GRUPPO, Telepass, RFI RETE FERROVIARIA ITALIANA GRUPPO FERROVIE DELLO STATO ITALIANE
NO	ENTUR, Ruter#, Kolumbus, AtB, skyss
NL	9292, Dashboard Deelmobiliteit
SE	ERICSSON, TRAFIKVERKET, Trafficdata.se, västtrafik
UK	Transport for London, Solent Transport, PULHAMS, Southern vectis, oxford bus company, Reading Buses, Warrington's, carousel, bluestar, reds, unilink, aubin

Jelbi – Berlin
Jelbi is Berlin's largest MaaS platform, integrating more than 70,000 vehicles from over 15 mobility providers. Voi has been part of the platform since 2020 through a deep integration allowing users to access the full Voi experience directly within the Jelbi app, including vehicle availability, trip planning, booking, unlocking and payment.

Voi has also invested in dedicated parking infrastructure across Berlin to support orderly micromobility use. To date, more than 800,000 rides have been completed via the Jelbi integration.

The partnership demonstrates how digital integration and physical infrastructure together can enable intermodal travel and contribute to measurable changes in travel behaviour.

RTM – Marseille
In Marseille, Voi collaborates with the public transport operator RTM through a lighter integration model. Users can plan multimodal journeys in the RTM app and complete their micromobility trip in the Voi app.

To encourage intermodal travel, RTM monthly pass holders receive a discount on Voi passes. The partnership lowers barriers to combining shared micromobility with public transport and supports more sustainable everyday travel behaviour.

Park & Ride partnerships

Park & Ride facilities play an important role in reducing car dependency, particularly for commuters travelling from suburban areas. By enabling convenient first- and last-mile travel, shared e-bikes and e-scooters make multimodal journeys more attractive.

Voi supports intermodal travel at mobility hubs through targeted initiatives such as ensuring vehicle availability during peak hours, proactive fleet management and incentives for trips that start or end at Park & Ride locations.

These initiatives help strengthen public transport systems, expand sustainable mobility options and improve the reliability of multimodal travel.

Grenoble

Grenoble has prioritised intermodal mobility as a way to reduce congestion and improve air quality.

When Voi launched operations in the city in July 2025 with a fleet of 2,600 vehicles, the service was designed specifically to support first- and last-mile connections. Dedicated micromobility parking was introduced at public transport stations and Park & Ride facilities.

Within the first month of operation, nearly 10,000 rides started or ended at Park & Ride locations, representing approximately 7% of all rides. Each trip was incentivised with one Voi ride credit (€1), corresponding to an average saving of around 25% per ride.

The early results indicate strong adoption of intermodal travel and demonstrate how structured integration of micromobility can strengthen public transport systems.

Designing for everyone

Achieving cities made for living requires mobility solutions that work for a wide range of people and everyday needs.

At Voi, we design our service for the real diversity of riders – across ages, genders, body sizes and trip purposes. Inclusive design means ensuring that vehicles, digital interfaces and service availability work for more than a single 'average rider'.

Our approach focuses on three areas that support broader adoption of micromobility:

- inclusive vehicle and product design
- accessible digital experiences
- Expanding access across neighbourhoods and rider groups.

Progress at a glance - Rider inclusivity

Metrics	Target	Target year	2023	2024	2025
Share of riders who are women	50%	2035	25%	25%	26%
Share of riders aged 45+	>40%	2030	18%	22%	26%

Vehicle ergonomics and ride comfort

Our vehicle development focuses on making both scooters and e-bikes comfortable, predictable and safe for a wide range of riders.

Scooters – comfort and control

User testing has informed several improvements in our latest scooter generation:

- curved handlebars that reduce strain on arms and elbows.edesigned brake levers with improved reach for riders with smaller hands
- larger throttle and repositioned indicators for easier operation.

These updates make handling more intuitive and improve ride confidence across rider groups.

E-bikes – adjustability and accessibility

Our newest e-bike models include significant improvements to adjustability and everyday usability:

- expanded seat height range to accommodate different rider heights
- updated handlebar design supporting a more natural riding posture
- full fenders that reduce the risk of loose clothing getting caught in the wheel.

These changes improve safety, comfort and accessibility for a wider range of riders.

Designing accessories for real-life use

Riders use our vehicles for many everyday purposes – commuting, errands, study and leisure – which means cargo solutions must be practical, secure and easy to use.

User research shows that accessories play an important role in supporting these trips. In particular, women report higher usage of baskets and hooks when carrying bags or personal items.

To support real-life mobility needs, we have introduced several improvements:

- redesigned baskets that are deeper and wider to improve capacity, stability, and security for belongings
- upgraded bag hooks with improved durability and compatibility with everyday items
- piloted ski racks in regions near ski resorts, enabling riders to transport equipment more easily.

These updates help ensure that micromobility supports everyday travel needs – not just point-to-point movement.

Inclusive digital experience

The Voi app plays a central role in making the service accessible.

Based on ongoing rider feedback, we continue to simplify the interface and expand accessibility features. Current development priorities include:

- accessibility-focused design aligned with WCAG, Apple and Google guidelines
- adjustable acceleration profiles to support different rider confidence levels
- live ride status updates visible without unlocking the phone.

These improvements aim to make the service more intuitive and accessible for riders of all ages and abilities.

Expanding access across neighbourhoods and age groups

Designing for everyone also means expanding access.

By extending our operating zones beyond city centres, we help residents in suburban neighbourhoods combine micromobility with public transport and access more sustainable travel options.

To better understand usage patterns, we have introduced a new metric tracking riders aged 45 and above – a demographic that shows strong potential to replace car trips with micromobility. Compared with younger users, people in this age group are more likely to own and regularly use private cars, and often have more established travel habits shaped by convenience, routine and social norms. Increased adoption of micromobility within this group therefore represents an important opportunity to replace short urban car trips with lower-carbon alternatives. Because this demographic is currently more car-centric than younger age groups, a long-term shift away from private car ownership among these riders could also have a disproportionately large effect on reducing overall car dependency in cities.

Supporting broader adoption across rider groups is essential to reducing emissions, congestion and noise in cities.

However, service design alone is not enough. The regulatory frameworks established by cities also play a key role in determining how widely shared micromobility can be deployed and who can access it.

City regulations enabling broader access beyond the centre

Well-designed city regulations can help ensure that shared micromobility serves a wider population, not only those travelling in dense inner-city areas. By introducing clearer frameworks and selective procurement processes, cities can enable operators to invest in higher-quality services and expand availability to more neighbourhoods.

In 2024 and 2025, two Nordic cities demonstrated how different regulatory approaches can support broader access to micromobility.

Stockholm – expanding the operating zone through selective regulation

Stockholm has operated under a city-wide cap of 12,000 e-scooters since 2022. Initially, eight operators shared this limit, resulting in fragmented fleets and reduced service reliability. With smaller vehicle pools per operator, scooters tended to concentrate in central districts, making it difficult to maintain consistent availability in outer neighbourhoods.

Under the city's updated regulatory model, introduced in spring 2024, three operators are selected based on measurable evaluation criteria. This allows larger fleet allocations and longer contract periods for high-performing operators.

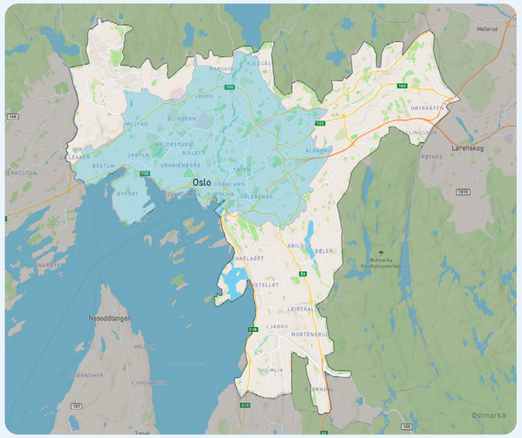
As a result, Voi has expanded its operating zone by approximately 86 percent since 2023, bringing shared micromobility to new areas while maintaining strong availability in central districts and staying within the overall fleet cap.

Looking ahead, the city is expected to further reduce the number of licensed operators to two in 2026, potentially enabling even larger fleets per operator and further expansion of service coverage across the region.

Oslo – regulation supporting intermodality and broader coverage

Oslo, widely recognised for having some of the highest micromobility demand in Europe, introduced a selective procurement model for shared e-scooters in 2022, limiting the market to three licensed operators. The framework also integrates micromobility into the wider public transport ecosystem through Ruter, helping strengthen first- and last-mile connectivity.

This regulatory approach has brought greater structure and accountability to the market. Working with a smaller number of responsible operators allows the city to maintain clearer performance requirements, stronger oversight and more orderly vehicle management.



After several successful years under the model, Oslo doubled the city-wide vehicle cap in 2025. This enabled a significant scale-up in fleet size and availability for each operator.

As a result, Voi has expanded its operational coverage by approximately 2.5 times, providing access to shared micromobility for more citizens and neighbourhoods across the city.

What other European cities can learn

These examples illustrate how selective regulation and long-term partnerships can help cities move beyond fragmented pilot schemes towards integrated mobility systems.

When operators are given the right conditions with relevant fleet allocations to invest in fleet quality, service coverage and operational reliability, shared micromobility can become more accessible, more predictable and better aligned with city goals for liveable streets, reduced car dependency and stronger public transport systems.

Organised parking for liveable cities

Where and how vehicles are parked has a significant impact on how a city functions and feels. Poor parking can obstruct pavements, create safety risks and reduce accessibility for pedestrians.

Beyond these immediate impacts, parking quality also determines whether micromobility can scale as a viable alternative to private cars. If parking solutions create disorder in public space, cities are less likely to allow the fleet sizes and geographic coverage required to reach critical mass. Without sufficient availability and reliability, riders have fewer realistic alternatives to private car use.

Responsible parking is therefore not just an operational issue – it is a prerequisite for enabling modal shift and maintaining trust with cities and residents.

Evolution of micromobility parking models

In the early phase of shared micromobility, parking largely operated under a so-called floating model, allowing vehicles to be left anywhere within the service area. Over time, it became clear that this approach was not sustainable. Vehicles could end up scattered across streets, complaints increased and it became harder for riders to find available scooters.

Together with cities, the sector has gradually moved towards more structured parking systems. These include designated parking areas, geofencing and clearer in-app and on-vehicle guidance.

The result is a model that remains convenient for riders while creating a more predictable and orderly streetscape for other users of public space.

The rise of everyday micromobility: insights from Voi's 2025 global user survey

Based on responses from nearly 12,000 riders across 12 countries, Voi's 2025 Global User Survey highlights how shared micromobility is becoming an increasingly integrated part of everyday urban travel.

- Everyday use is increasing: Half of respondents now use Voi at least once per week, reflecting a shift from occasional leisure trips to regular transport.
- Commuting drives adoption: Commuting is now the most common reason riders choose shared e-scooters and e-bikes.
- A more mainstream rider base: The share of riders aged 45+ has grown from 10% in 2019 to 25% today, indicating broader adoption across demographic groups.
- Reduced car dependency: Four in ten riders say they drive less because of shared micromobility, rising to five in ten among riders aged 45+.
- Complementing public transport: Shared micromobility continues to fill first- and last-mile gaps, supporting more integrated urban transport systems.

Further findings are available in our blog post: The rise of everyday micromobility: Trends from Voi's 2025 global user survey ›

How we're building better parking habits

At Voi, we are committed to spotless parking – where every trip ends with a correctly parked vehicle in accordance with local regulations and designated parking requirements.

Achieving this consistently requires a combination of education, incentives and accountability.

Because parking rules and street layouts differ between cities, we work closely with local authorities to align our parking standards with city-specific requirements. Each trip ends with a parking photo, which is assessed against the local standard.

To apply this consistently at scale, we use machine learning to categorise end-of-ride photos as:

- good parking
- incorrect parking
- insufficient photo quality.

These outcomes feed directly into the Activity Score, our user-focused metric reflecting overall riding and parking behaviour. Repeated cases of incorrect parking or poor-quality photos lower a rider's score and may result in penalties or fines. Positive behaviour, on the other hand, is reinforced through feedback and incentives.

Activity Score – encouraging better behaviour, not just measuring it

Activity Score makes responsible riding and parking visible and actionable.

Rather than focusing on isolated incidents, the score reflects a rider's overall behaviour, with a strong emphasis on parking quality. Riders can see their score directly in the app, understand what influences it and receive clear guidance on how to improve.

The aim is to support better habits rather than simply penalise mistakes. By combining feedback with positive incentives such as quick parking without photo, Activity Score encourages riders to park correctly and keep pavements clear.

Over time, this approach helps raise overall parking quality across the system and strengthens trust between riders, cities and residents.

Progress at a glance -Activity score

Metric	Target	Target year	2023	2024	2025
Average Activity Score	95%	2030	–	88%	90%

Dual use of parking spaces

To make parking both tidier and more efficient, we are piloting partnerships with infrastructure providers to deploy dedicated parking racks that also charge our vehicles.

In selected locations, these solutions allow multiple vehicles to be parked and charged within the same compact footprint, effectively turning ordinary curb space into small-scale mobility hubs.

By concentrating vehicles in clearly marked, powered racks, these pilots aim to:

- improve emission intensity and operational efficiency (less service vans)
- reduce clutter on pavements
- increase the share of vehicles that are fully charged when riders need them.

Insights from these trials will inform how such infrastructure can be scaled across our markets.

These pilots reflect our ambition to innovate in how shared micromobility integrates with public space. By rethinking the interface between vehicles, infrastructure and curbside design, we aim to help cities develop smarter, cleaner and more efficient mobility systems – and contribute to the next generation of urban mobility infrastructure.

SOCIAL

Integrity, inclusion and safety at every level

Diversity is a business driver

A sustainable mobility system must serve people and society as well as the environment. These dimensions are deeply interconnected. Acting responsibly therefore goes beyond reducing our climate footprint – it also means building a company that reflects the communities we serve and the cities we help shape.

At Voi, diversity, equity and inclusion are not standalone initiatives. They are strategic enablers that help us design safer services, make better decisions and build a resilient organisation over time.

When people with different backgrounds, perspectives and experiences are represented across the organisation, we are better equipped to understand real-world challenges and opportunities – from street-level safety to helping cities achieve ambitious mobility goals.

Our ability to attract and retain talent also depends on being a workplace where people can thrive regardless of individual differences. For this reason, integrity, inclusion and safety remain central to both our people strategy and everyday operations.

Representation and inclusion – progress in 2025

Building a diverse and inclusive organisation is long-term work. While our organisation continues to grow and evolve, many of the structural dynamics of the micromobility sector remain unchanged. Voi operates at the intersection of two industries – transport and technology – that have historically been male-dominated.

Progress therefore tends to be incremental rather than disruptive.

In 2025 our focus was on strengthening the foundations for long-term change rather than pursuing short-term headline improvements. In practice this meant investing in recruitment and development processes that support a stronger pipeline of women into office and leadership roles.

At the same time, representation challenges remain most visible in operational roles. Achieving gender balance in fleet operations continues to be difficult across the industry. To address this, we have increased our ambition and dedicated additional resources to initiatives aimed at removing structural barriers and improving long-term representation.

Our approach includes focusing on a small number of selected warehouses to establish best-practice set-ups that can later be scaled across the organisation. The objective is to reach a critical mass of representation that supports lasting change.

Beyond gender representation, our workforce reflects a wide range of cultural backgrounds and life experiences. **Colleagues at Voi represent 97 nationalities, and the age span between our youngest and oldest employee is 54 years**.

This diversity of perspectives shapes everyday decision-making – from how we approach safety and accessibility to how we understand the mobility needs of different users across the more than 130 cities where our vehicles operate.

These insights are increasingly important as our rider base evolves. Results from our global user survey show a growing share of riders in older age groups, reinforcing the importance of teams that understand and represent a broad spectrum of mobility needs.

While diversity at Voi spans many dimensions, our formal representation targets focus on gender balance across leadership, office and operational roles – areas where structural gaps remain most pronounced.

97 nationalities

Colleagues at Voi represent 97 nationalities, and the age span between our youngest and oldest employee is 54 years.

Progress at a glance - Diverse and inclusive workplace

Metrics	Target	Target year	2023	2024	2025
Women on the Board of Directors	>30%	2028	0%	0%	0%*
Women in office leadership roles	>35%	2028	26%	32%	29%
Women in office roles	>45%	2028	32%	34%	36%
Women in warehouse roles	>5%	mid-2028	2.4%	1.9%	1.95%
Managers trained in diversity, equity and inclusion	100%	2025	34% of all managers; 77% of office managers	90%	100%

** The Board will gradually transition from a founder- and investor-led structure towards a board with a larger share of independent members, broadening perspectives and representation at the highest level.*

Building an inclusive organisation

Improving representation requires action across the full employee lifecycle – from recruitment and development to leadership accountability. At Voi we structure this work across three focus areas:

- attract and hire – building a diverse talent pipeline
- develop and grow – enabling equitable progression
- measure and enable – strengthening accountability through data and governance.

Attract and hire – building a diverse talent pipeline

Long-term representation starts with who enters the organisation. In sectors where talent pools have historically been narrow, inclusive recruitment practices are a critical lever for change.

At Voi, hiring processes are designed to minimise bias and support equal opportunity. Job advertisements use gender-neutral language and recruitment decisions are guided by structured evaluation criteria. Interview panels are designed to represent diverse perspectives wherever possible.

Our employer branding also aims to reflect the diversity we seek to achieve within our teams.

In areas where representation gaps remain most pronounced, these practices are complemented by targeted initiatives. This includes partnerships with organisations that support individuals with disabilities and people who face additional barriers to entering the labour market, as well as sourcing initiatives aimed at strengthening the pipeline of women in underrepresented roles.

Together, these efforts broaden our recruitment funnel and support progress towards our long-term representation targets.

Develop and grow – enabling equitable progression

Representation cannot improve without equitable access to development opportunities and career progression.

At Voi, this means focusing on how talent is identified, supported and advanced throughout the organisation. Particular attention is placed on strengthening the pipeline of women into leadership roles.

High-performing employees are given access to development programmes such as the **Voi Leadership Academy**, and managers receive regular training on diversity, inclusion, belonging and psychological safety.

To support consistent decision-making, our behavioural framework provides guidance for performance evaluations and development discussions. This helps ensure that assessments of performance and potential remain structured and gender-neutral.

Inclusive leadership is reinforced through training, leadership expectations and internal collaboration forums. One example is the internal steering forum known as the **People Think Tank**, which brings together diverse perspectives to inform key organisational initiatives.

Together, these efforts aim to ensure that career progression is driven by potential and performance while supporting long-term improvements in representation.

Measure and enable – data-driven accountability

Progress requires transparency and accountability. To ensure that our ambitions translate into concrete action, we support leaders with clear data, tools and governance structures.

Publishing long-term representation targets in this sustainability report is an important part of that accountability. It provides a clear direction of travel and allows stakeholders to track progress over time.

Internally, we maintain structured recruitment and workforce data that supports diversity reporting and decision-making. A real-time DEI (Diversity, Equity and Inclusion) dashboard provides leaders with visibility across representation, hiring and training metrics, enabling them to identify gaps and monitor progress at both team and organisational level.

These systems are supported by defined DEI ways of working within Talent Acquisition and broader people processes. Together, they ensure that inclusion is approached systematically rather than ad hoc.

By combining structured recruitment practices, equitable development opportunities and transparent measurement, we aim to build an organisation where diversity and inclusion are embedded in everyday decision-making and long-term organisational development.

SOCIAL

Safe operations

Safety remains a core value at Voi, embedded in daily operations and reinforced through transparency, training and shared responsibility.

In 2025, we continued to strengthen the foundations built in previous years – improving how incidents are reported, analysed and addressed across our operations.

A key priority during the year has been increasing transparency in safety reporting, improving our ability to understand workplace risks and target preventive actions across the organisation.

The increase in LTIR is a direct result of our efforts to improve how we report and verify incidents — we're recording more, because we're looking harder.

Strengthening our reporting culture

During the year, we continued to strengthen our internal reporting culture. With the ability to report incidents instantly through an internal app, reporting is now faster, easier and more accurate.

Since the tool was introduced in 2023, adoption has steadily increased as teams integrate reporting into their daily routines and continuously refine how the system is used.

Greater openness and timeliness in reporting represent an important step forward. As expected, this also results in more Lost Time Injuries (LTIs) being captured than previously.

Historically, underreporting limited our visibility into workplace risks. Today, we have a clearer and more reliable understanding of safety performance across our operations.

We now consider the dataset sufficiently robust to serve as a representative baseline for tracking safety improvements over time.

Safety performance

Progress at a glance - Safe operations

Metrics	Target	Target year	2023*	2024	2025
Lost time injuries	Zero	Ongoing	-	4.16	6.14
Injuries due to thermal runaway	Zero	Ongoing	0	0	0
Incidents with chemicals	Zero	Ongoing	0	2	0

**Insufficient data*

Understanding LTIR trends

At the end of 2025, the Lost Time Injury Rate (LTIR) was **6.14**, compared with **4.17** at the end of 2024. The rate increased gradually during the year after reaching its lowest point of **3.18 in March 2025**.

This development is primarily driven by two factors:

Stronger follow-up and verification
The Health & Safety team has strengthened the review of each incident to ensure LTIs are consistently identified, reported and recorded.

Reporting becoming a cultural norm
Since reporting processes were formalised in 2023, teams have increasingly integrated incident reporting into their daily operations. As familiarity with the process grows, reporting becomes more complete and the data provides a more accurate picture of workplace risk.

As reporting practices stabilise and data quality continues to improve, we expect LTIR levels to stabilise and gradually decline as planned safety initiatives for 2026 take effect.

Strengthening safety foundations for 2026

The Health & Safety plan for 2026 builds on the progress achieved in recent years and follows key **Safety II principles**. The focus is on learning from everyday work, understanding how tasks are carried out in practice, and strengthening the conditions that enable safe performance across all markets.

This approach helps reinforce what already works well while systematically reducing operational variability and risk.

A key priority for the year ahead is simplifying and improving the accuracy of documentation and training. Clearer and more consistent guidance will make safety procedures easier to understand and apply across the organisation.

Work on standardisation and verification will also continue, ensuring processes are implemented consistently and that compliance can be monitored effectively.

An early example of this approach already delivering results is the **significant reduction in slips, trips and falls related to van operations, one of our recurring incident types. Reported cases decreased from 22 incidents in 2024 to 7 in 2025, following targeted practical training on safe movement.**

This demonstrates how focused interventions and strengthened safety fundamentals can reduce operational risk across the organisation.

SOCIAL

Rider safety and accident prevention

Ensuring safe riding conditions is fundamental to the long-term success of shared micromobility. Riders, pedestrians and other road users must be able to interact safely and predictably in the urban environment.

At Voi, safety is therefore a core design principle across vehicles, technology and operations. Our ambition is that every ride should be as safe as possible – both for riders and for everyone sharing the streets.

Voi works towards **Vision Zero**, with the long-term goal of eliminating fatalities and severe injuries across our value chain by 2030.

In 2025, **the rate of major accidents per kilometre travelled decreased by 26% compared with the previous year**, even as ridership continued to grow. **The average distance between L3 accidents now equals 178 journeys around the globe**. This progress reflects a combination of safer vehicles, improved rider insights and earlier detection of risk patterns.

Safety improvements depend on understanding how rider behaviour, vehicle design and urban traffic environments interact. By combining research, data analytics and vehicle design improvements, we continue to strengthen our ability to prevent incidents before they occur.

Progress at a glance - Rider safety

Metric	Target	Target year	2024	2025
Major injuries (L3+) or fatalities per million kilometres	Zero	2030	0.19	0.14

Note: In 2024, the definition of severe (L3) incidents was refined to include some cases previously classified as moderate. This reclassification contributed to a higher reported number of L3 incidents in 2024.

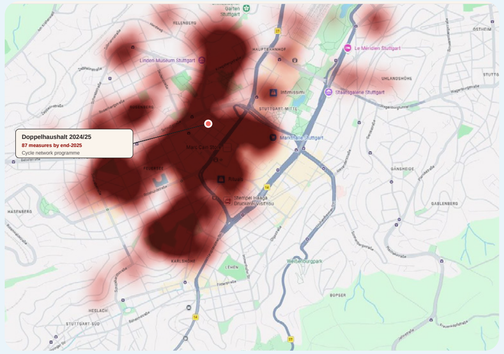
***L3 definition:** Accidents involving critical physical injury such as permanent disability, loss of limb, paralysis, coma, severe head injuries, broken neck or back, unconsciousness, internal injuries or multiple severe injuries.*

Case: Cities that invest in safety see a large impact on accident rates

Stuttgart
Invested in 87 cycling safety measures including cycle streets and protected cycle lanes.

-73%

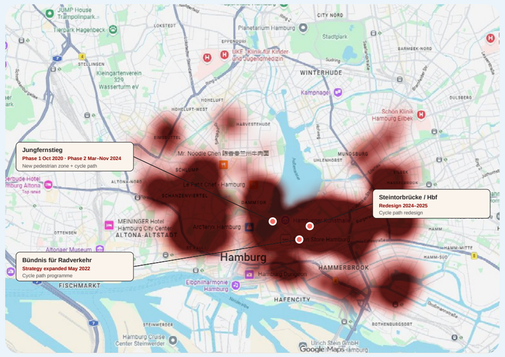
L1+ accident between 2022-2025



Hamburg
Committed to 60-80 km new or renovated cycle paths per year and development of Veloroute network.

-51%

L1+ accidents between 2022-2025



Building a stronger evidence base

Understanding why incidents occur is essential to preventing them. During 2025, we strengthened our safety research efforts through several collaborations with academic and industry partners.

In collaboration with **Chalmers University of Technology, Autoliv, Folksam and Trafikverket**, Voi participated in a research project analysing more than **4,500 e-scooter trips** using sensor and video data. The study examined interactions between e-scooter riders and other road users in real traffic environments.

The research identified several behaviours strongly associated with crash and near-crash events, including:

- riding with one hand
- phone use during the ride
- low rider experience (fewer than five previous trips)
- leisure-oriented or detour-style riding patterns.

These findings confirm that many incidents are preventable and that rider behaviour, stability and experience play a decisive role in overall risk exposure.

The insights generated through these studies help inform both product development and rider guidance, supporting more targeted safety interventions.

Advancing safety analytics and detection

Alongside behavioural research, Voi continues to develop technological capabilities that enable earlier detection of risk patterns during rides.

A postdoctoral researcher jointly affiliated with Voi and **KTH Royal Institute of Technology** focuses on developing algorithms capable of identifying unusual riding dynamics, such as erratic or unstable turning behaviour. These patterns can indicate early signs of unsafe riding and help identify situations where preventive interventions may be required.

The algorithms are designed to maintain low false-positive rates, ensuring that safety improvements remain compatible with strong privacy protections.

Voi also participates in the **MicroTOX research project**, led by Chalmers University of Technology. The project explores how sensor technologies can be used to identify intoxicated riding of micromobility vehicles in real time.

Controlled experiments involving bicycle and e-scooter riders are used to evaluate different sensing approaches, including motion capture systems, inertial measurements, eye-tracking and camera-based analysis. The results are expected to support future algorithm development capable of detecting impaired riding behaviour.

Together, these collaborations strengthen Voi's ability to detect safety risks earlier and develop more effective prevention strategies.

Safer next-generation vehicles

Vehicle design plays a critical role in improving rider safety.

Our latest e-bike generation demonstrates approximately 40% lower accident rates compared with earlier models. Improvements in ergonomics, control stability and component design support safer handling and increase rider confidence across a wider range of users.

These design improvements are part of Voi's broader product development approach, which focuses on stability, predictable handling and intuitive controls. Several of these enhancements are described further in the *Designing for everyone* section of this report, where we outline how vehicle ergonomics and usability contribute to safer riding conditions.

Continuous improvement in rider safety

Improving rider safety requires continuous learning and collaboration across cities, researchers and industry partners.

By combining behavioural research, safety analytics and vehicle design improvements, we continue to strengthen our ability to prevent incidents and support safe integration of micromobility in urban transport systems.

As shared micromobility continues to scale across Europe, this work remains central to ensuring that cities, riders and other road users can benefit from a transport system that is both sustainable and safe.

Case: Safe launches through rider events

Introducing new vehicle types also requires supporting riders in becoming familiar with them. For this reason, Voi regularly organises local safety events where residents can test vehicles in a controlled environment.

These events allow riders to build confidence, learn safe riding behaviour and experience new vehicles before widespread deployment. They also provide an opportunity to collaborate closely with cities when introducing new services.

In April 2025, Voi hosted a public safety event in Stockholm to mark the launch of shared e-bikes. The event brought together city representatives and residents, with Stockholm's Vice Mayor for Transport and Urban Environment, **Lars Strömgren**, inaugurating the launch.

More than **100 participants tested Voi's next-generation Explorer 4 e-bike**, helping ensure a safe and smooth introduction of the new vehicle type.

During 2025, Voi deployed **1,000 shared e-bikes in Stockholm**. The launch contributed to strong adoption of the new vehicle type, with average trip distances approximately **40% longer than those of e-scooters**, highlighting the role of e-bikes in enabling longer everyday journeys.

SOCIAL

Ethical and sustainable sourcing

Responsible sourcing across the value chain

A responsible and resilient supply chain is fundamental to Voi's operations. Through close collaboration with partners across component manufacturing, vehicle assembly and operational services, we ensure that our vehicles meet high standards for quality, durability and environmental performance.

Achieving circular, low-carbon urban mobility requires progress across the entire value chain – from raw material sourcing to vehicle design and end-of-life recovery. Many of the most important sustainability decisions are made long before a vehicle reaches the street.

For this reason, Voi works closely with partners that share our long-term sustainability ambitions. Building transparent and collaborative supplier relationships is essential both to delivering durable vehicles and to ensuring that the ethical standards applied within our own operations are reflected throughout the value chain.

Our supplier ecosystem includes manufacturers of shared vehicles and spare parts as well as partners delivering operational services across our markets.

To ensure responsible sourcing, all suppliers are required to adhere to Voi's Supplier Code of Conduct, which outlines our expectations in areas including:

- human and labour rights
- health, safety and wellbeing
- environmental stewardship
- anti-corruption and legal compliance.

All Tier 1 hardware suppliers must sign the Code of Conduct as part of our Terms and Conditions and complete an annual self-assessment. Assessments are reviewed internally, and any identified gaps trigger corrective actions or additional due diligence.

Where large multinational suppliers operate under their own established Code of Conduct, we assess alignment with Voi's standards before entering into or continuing the partnership.

Supply chain governance

Supply chain due diligence

In 2025, Voi further formalised its approach to responsible sourcing by implementing a Supply Chain Due Diligence Policy.

The policy defines how we identify, assess and address risks related to human rights, labour standards, environmental impact and business ethics across our supply chain.

Our approach is aligned with:

- the **OECD Due Diligence Guidance for Responsible Business Conduct**
- the **UN Guiding Principles on Business and Human Rights**.

The policy complements existing governance structures and strengthens our ability to monitor risks and drive improvements across the supplier ecosystem.

To further strengthen transparency, Voi also extended its whistleblowing system to allow **external reporting**, enabling suppliers and partners to raise concerns through the same anonymous channel used internally.

Quality and sustainability management in manufacturing

Vehicle manufacturing represents the majority of Voi's lifecycle emissions and a significant share of our operational investment. Managing sourcing, manufacturing quality and environmental performance across suppliers is therefore critical to achieving our sustainability ambitions.

To ensure consistent standards, Voi works only with hardware suppliers that are certified to internationally recognised management systems such as:

- **ISO 14001 – environmental management**
- **ISO 9001 – quality management**

or that have credible plans to obtain certification.

These standards provide a structured foundation for continuous improvement in areas such as material efficiency, energy management and product quality.

Responsible mineral sourcing

Lithium-ion batteries used in micromobility vehicles contain minerals such as cobalt that are associated with elevated supply-chain risks.

To address these risks, Voi requires suppliers to follow the **OECD Due Diligence Guidance for Responsible Supply Chains of Minerals** and to ensure transparency regarding the origin of raw materials.

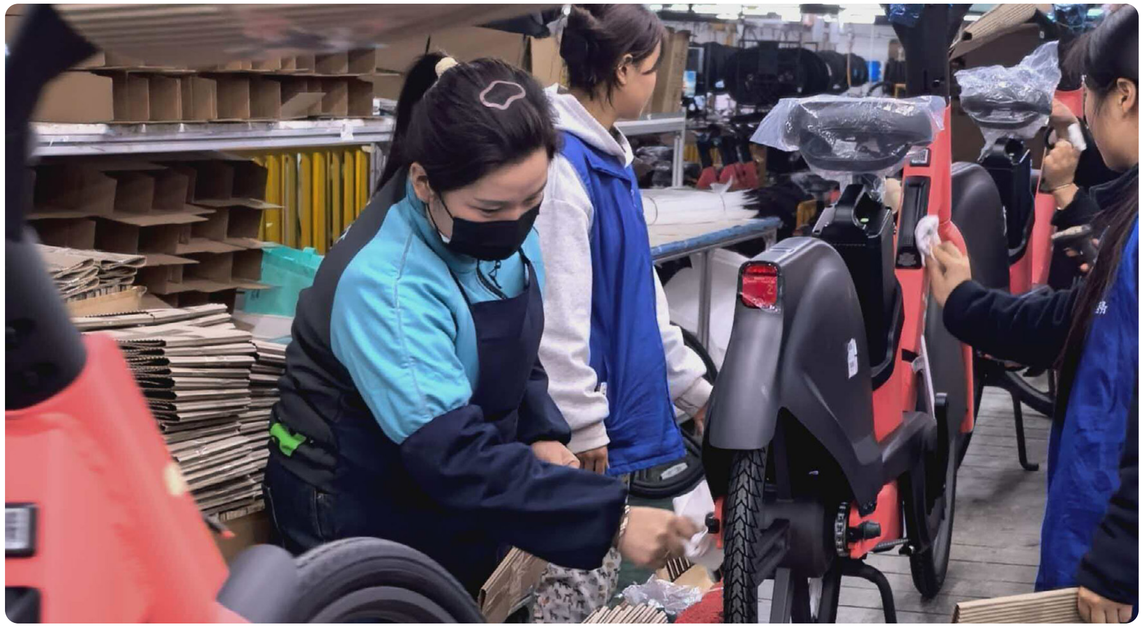
For example, our battery cell supplier Samsung applies a mineral management system aligned with the **Responsible Mineral Assurance Process**. All smelters in Samsung's supply chain are certified, and sourcing procedures and audit outcomes are publicly disclosed in the company's sustainability reporting.

Performance and collaboration

Progress at a glance - Responsible supply chain performance

Metrics	Target	Target year	2023	2024	2025
Tier 1 suppliers sign Voi Supplier Code of Conduct or equivalent	100%	2023	100%	100%	100%
Hardware suppliers audited*	100%	2024	100%	100%	100%
Managers completing human rights training	100%	Ongoing	34% (all) / 77% (office)	97%	73**

** Via supplier self-assessment*
*** Updated and more comprehensive human rights training launched in late 2025.*



Strengthening supplier collaboration

Achieving Voi's long-term sustainability targets depends not only on our own actions but also on the performance of our suppliers and their suppliers.

Going forward, we aim to deepen collaboration with key partners that can demonstrate progress in areas such as:

- climate impact reduction
- responsible sourcing of materials
- labour rights and working conditions
- health, safety and ethical business conduct.

In practice, this means working more closely across the value chain – including with sub-suppliers – to better understand opportunities related to:

- material choices and recycled content
- energy sourcing and efficiency improvements
- waste reduction and circular material flows
- reverse logistics and material recovery.

We also encourage suppliers to adopt science-based climate targets and internationally recognised standards such as **ISO 50001 for energy management**, helping align ambitions and increase transparency across the supply chain.

Knowing the value chain to build the future

As a company working to accelerate the transition towards shared, circular urban mobility, we know that reaching our climate targets depends not only on what happens in our cities, but also on what happens far upstream in the value chain. We had a chat about this with Voi's Head of Sustainability, Åsa Christander, who travelled to China to meet with our main manufacturing partner Ninebot, as well as several of their key suppliers.

"*In order to change something you have to start with a deep understanding of how it works. This goes for transportation systems as a whole as well as for specific components in it. In our case: micromobility vehicles.*"

Åsa Christiander,
Head of Sustainability

Sustainability in practice, beyond what meets the eye

The visit focused on components with significant sustainability impact, such as batteries, frames and IoT systems. But one key insight was that sustainability at factory level is often invisible unless you know what to look for.

"*There's a lot of sustainability that you don't really see. Recycled aluminium looks just like non-recycled aluminium, and renewable electricity coming out of the sockets looks just like non-renewable electricity.*"

Much of the work happens behind the scenes: in laboratories testing new material solutions, or on rigs ensuring that improvements in circularity or carbon footprint never compromise safety and durability. In some facilities, Åsa also saw renewable energy innovation in action, such as local solar installations replacing or complementing grid electricity.

A wide range of progress across the ecosystem

One of the most striking observations from the trip was the wide variation in sustainability maturity across suppliers.

"*The spread when it comes to progress and awareness regarding sustainability is large. Some have not understood the importance of the topic and have not initiated any changes, while others have come far already — using renewable electricity, recycled content, and improved efficiency.*"

In several cases, the visit revealed opportunities in the sub supplier value chain not yet utilized, such as cleaner energy mixes or better material inputs. This updated understanding will feed into the design of coming generation vehicles.

Collaboration and design shaping the path to Net Zero

As Voi does not own production facilities, close collaboration throughout the value chain is essential. Because being a sustainability pioneer also means pushing innovation forward together with partners. Voi often proposes new alternatives — from lower-impact materials to repairable design solutions — that suppliers can then implement, test and scale.

Sometimes, the biggest opportunities lie not with direct suppliers, but further upstream.

"*Sub-suppliers with specialist competence may sit on great improvement opportunities that may never reach us, unless they know we are interested.*"

Åsa emphasises that the path to Net Zero is shaped already in the design phase.

"*Everything starts with design. The design determines how easy it will be to repair and maintain a product, how durable it will be, and how easy it will be to recover materials in the end.*"

Looking ahead, she sees major transformation underway in renewable energy systems, upcoming battery regulations, and the shift toward full circular recovery of materials. Net Zero materials, produced with fossil-free energy, are expected to become increasingly critical as 2030 approaches.

What happens next for Voi?

The learnings from the China visit will have an immediate impact on both Voi's reporting and roadmap. Two key next steps are now underway:

1. Integrating updated supplier practices into lifecycle assessments and emissions calculations
2. Accelerating Voi's Net Zero roadmap based on deeper understanding of technical opportunities in the value chain

Perhaps most importantly, the visit reinforced the importance of ambition.

"*It will inform target setting, and enable us to not accept 'cannot be done' as an answer.*"

By strengthening transparency and collaboration across our supplier ecosystem, Voi continues to build the foundation for more sustainable, circular and climate-aligned mobility. From the factory floor to the city street.

GOVERNANCE

Strong governance enables responsible growth.

During 2025, we strengthened our organisational capacity to manage ESG risks and opportunities by:

- expanding the ESG team
- establishing a cross-functional ESG committee to oversee targets, progress and risk management
- expanding and updating our policy framework
- enhancing ESG training for employees and managers.

These measures support clearer accountability, stronger risk management and improved decision-making as we continue to scale.

GOVERNANCE

Embedding responsible business conduct across strategy, operations and the value chain

Strong governance ensures that our sustainability ambitions translate into accountable decision-making, effective risk management and long-term value creation.

At Voi, ESG considerations are embedded within our core governance structures rather than treated as a parallel track. Clear ownership, defined reporting lines and cross-functional coordination enable us to manage environmental, social and governance risks in line with applicable laws and reporting standards, including the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

Board and executive oversight

The Board of Directors holds ultimate responsibility for overseeing sustainability-related risks, performance and strategic direction. ESG topics are reviewed regularly as part of the Board agenda, including progress against targets and emerging regulatory developments.

The executive management team (E-team), led by the CEO, is responsible for integrating ESG considerations into business strategy, operational planning and investment decisions. Sustainability performance is monitored as part of overall business performance.

Roles and responsibilities

Clear accountability is essential to effective governance. Our structure ensures defined ownership while embedding ESG responsibilities across functions and markets. Key roles include:

Head of Sustainability
Leads ESG strategy and coordination, with responsibility for environmental performance, including sustainable product design and supply chain sustainability. Chairs the ESG Committee and reports to the E-team.

Director of Health & Safety
Oversees occupational safety, rider safety and public safety across markets.

VP Procurement & Supply Chain
Responsible for ethical sourcing, supplier due diligence and responsible supply chain management, working closely with the Head of Sustainability.

Chief People and Culture officer
Leads diversity, equity and inclusion, workforce engagement and broader social topics.

Strengthened ESG governance in 2025

In 2025, Voi further strengthened its governance framework to support scale and regulatory alignment.

Key developments included:

- Implementation of a supplier due diligence policy, including an expanded whistleblowing function accessible to external stakeholders.
- Updated group-wide ESG training covering environmental, social and governance topics.
- Enhanced human rights training for all managers.
- Continued enforcement of our Code of Conduct, Supplier Code of Conduct and Supplier Self-Assessment framework to promote ethical performance across the value chain.

To improve cross-functional alignment, we established a formal ESG Committee in 2025.

The committee is chaired by the Head of Sustainability and includes representatives from the Board and the E-team, including the CEO, as well as Legal, Finance, Operations, HR, Procurement and Supply Chain. The committee meets quarterly and oversees ESG targets, progress tracking and risk management.

It ensures regulatory alignment, coordinates cross-functional action and escalates material matters to the Board or E-team where required.

Our contribution to the UN Sustainable Development Goals

Voi is committed to advancing the United Nations Sustainable Development Goals (SDGs) through our business practices, micromobility innovation and partnerships. As a provider of sustainable urban transport, we actively contribute to global efforts to combat climate change, promote inclusive economic growth, and build safer, more livable cities. The goals outlined below reflect the areas where Voi's operations, policies, and ambitions are most closely aligned with the 2030 Agenda, demonstrating our commitment to delivering measurable impact across environmental, social, and governance dimensions.

Voi's Alignment with the UN Sustainable Development Goals

UN SDG	How Voi contributes	Relevant SDG sub-targets	See page
Good Health and Well-being	Promotes cleaner air, reduces traffic-related injuries, and improves physical and mental well-being through safe micromobility.	3.6: Halve global deaths and injuries from road traffic accidents 3.9: Reduce illnesses and deaths from air pollution	7–8, 38–43
Gender Equality	Focuses on equal opportunities for women across all roles, with inclusive hiring, leadership training, and parental leave policies.	5.1: End all forms of discrimination against women and girls 5.5: Ensure full participation in leadership and decision-making 5.c: Adopt policies for gender equality	30–32, 35–37
Decent Work and Economic Growth	Ensures safe and fair working conditions, promotes inclusive hiring, and supports workforce development across all functions.	8.5: Full and productive employment and equal pay for work of equal value 8.8: Protect labour rights and safe working environments	35–40, 44–47
Industry, Innovation and Infrastructure	Invests in durable, innovative vehicle design and predictive maintenance; supports digital and green mobility infrastructure.	9.1: Develop sustainable and resilient infrastructure 9.4: Upgrade infrastructure and industries to make them sustainable	117–24, 27–30, 40–43
Sustainable Cities and Communities	Enhances urban livability through low-emission, shared transport; collaborates with cities on zoning, parking, and street design.	11.2: Access to safe, affordable, sustainable transport systems 11.6: Reduce the environmental impact of cities	4, 7–8, 27–34
Responsible Consumption and Production	Applies circular economy principles across the vehicle lifecycle and promotes supplier responsibility and waste reduction.	12.2: Sustainable management of natural resources 12.5: Substantially reduce waste generation 12.6: Encourage companies to adopt sustainable practices	17–24, 44–48
Climate Action	Reduces emissions by replacing car trips, optimising operations, and improving battery and vehicle lifecycle management.	13.2: Integrate climate measures into policies and planning 13.3: Improve education and awareness on climate mitigation	6–16, 25
Partnerships for the Goals	Engages in multi-stakeholder collaborations to improve mobility, sustainability, and supply chain ethics.	17.16: Enhance global partnerships for sustainable development 17.17: Encourage effective public, public-private, and civil society partnerships	28–30, 44–50