

Sustainability report



Keski-Suomen Betonirakenne Oy

Reporting period: 1.1.2025-31.12.2025

Report approved by: CEO, 30.04.2026

Name: Keski-Suomen Betonirakenne Oy

Business ID: 1875126-7

Address: Asematie 5

Postal code: 44800

City: Pihtipudas

www-site: <https://www.ksbr.fi/>

Email: info@ksbr.fi

Tel.: 0405748004

Turnover: 123834668

Balance sheet: 48439035



Number of locations: 6

Number of personnel: 254

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Overview

Raportointikauden aikana koostettiin emoyhtiön ensimmäinen vastuullisuusraportti, joka sisälsi kohtia VSME-standardista. Raportti kosketti raportointikautta 1.1-31.12.2024. Raportti oli laajennus aiemmasta, raportointikautta 1.1-31.12.2023 koskettavasta ESG-raportoinnista, jossa määritettiin ensimmäisen kerran kasvihuonekaasupäästöt (GHG-päästöt).

Raportointikauden aikana työstettiin kaksoisolennaisuusanalyysi loppuun ennen kuin EU:ssa tuli käsittelyyn Omnibus-hanke CSRD-tason vaatimusten muuttamisesta. Raportointityötä jatkettiin syksyllä ja johdon katselmoinnissa päätettiin suorittaa raportointikauden vastuullisuusraportti VSME:n puitteissa.

Haasteet vastuullisuudessa esiintyvät GHG-päästön Scope 3 -osiossa, jossa arvioidaan materiaali- ja alihankinnan päästöjä. Materiaaleihin saadaan sopiva yksikkö ostolaskujen kautta, mutta niiden tuottaman GHG-päästön vähentäminen ei ole yksinkertaista. Konserni toimii uudisrakentamisen alalla, jolloin työmaiden tilaajien vaatimukset asettavat raja-arvot käytettäville materiaaleille. Alihankinnan päästöjen osalta, kuten Scope 1 -päästöjen osalta, todettiin, että työmaalla tapahtuessa syntyy myös päästöjä. Tavoitteeksi asetettiin siksi päästöintensiteetti.

Sosiaalisen osion raportoinnissa konsernissa on käytetty tapaturmataajuudessa suhdetta miljoonaa työtuntia kohden, joka on lisätty lisätietona kyseiseen kohtaan.

General information

Description of the organization's operations

-Kerro myös, millaisia kestävyysseikkoihin liittyviä tai vaikuttavia merkittäviä tuote-/palveluryhmiä, markkinoita ja asiakasryhmiä organisaatiolla on.

-Kerro myös liiketoimintamallin ja -strategian sopeutuvaisuudesta kestävyysseikoista aiheutuviin liiketoiminnallisiin riskeihin nähden.

Scope and coverage of the sustainability program

VSME standard information

B1 Basis for preparation

Scope of the report

This report has been written in compliance with VSME requirements. Regarding GHG calculus, scope 3 has been taken into account as deeply as possible since it has been part of the scope in 2023 and 2024 when KSBR formed the first versions of ESG reports.

Omitted information

Core and support processes are excluded due to confidentiality.

Report coverage

Report consists of information about Keski-Suomen Betonirakenne Oy and subcompanies KSBR Sverige AB ja KSBR Rent Oy.

Covered subsidiaries in the report

Subcompanies are KSBR Sverige AB ja KSBR Rent Oy.

NACE sector classification codes

Information about the company's country of primary operations and location of significant assets, as well as the geolocation of sites owned,

leased, or managed by that company

Other specifier	Address	Postal code	City	Choose country	Coordinates
Vantaan toimipiste	Äyritie 18	01510	Vantaa	Suomi	
Päämaja	Asematie 5	44800	Pihtipudas	Suomi	
Oulun toimipiste	Lentokatu 2	90460	Oulunsalo	Suomi	
Nivalan toimipiste	Hyttitie 6	85500	Nivala	Suomi	
Lappeenrannan toimipiste	Kauppakatu 61 LH 16	53100	Lappeenranta	Suomi	
KSBR Sverige AB			Luulaja	Ruotsi	
KSBR Rent Oy	Hyttitie 6	85500	Nivala	Suomi	

Sustainability-related certificates

Company has been certified by ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018. ISO 9001 and ISO 14001 are recertificated in 2026 with expiration date in 2029. ISO 45001 will be recertified in 2028. Certification has been executed by DNV which is accredited by FINAS.

B2 Practices, policies and future initiatives for transitioning towards a more sustainable economy

	Are there any practices, policies or future projects related to the topic of sustainability?	Are practices, policies and future projects publicly available?	Are there any targets set for potential policies?

Climate Change	Yes	Yes	Yes
Pollution	Yes	Yes	Yes
Water Resources and Marine Natural Resources	Yes	Yes	Yes
Biological Diversity and Ecosystems	Yes	Yes	Yes
Circular Economy	Yes	Yes	Yes
Own Workforce	Yes	Yes	Yes
Value Chain Workers	Yes	Yes	Yes
Communities Affected by Impacts	Yes	Yes	Yes
Consumers and End Users	Yes	No	No
Business Conduct	Yes	Yes	Yes

C1 Strategy: Business model and sustainability – Related initiatives

Significant products and services

Services consist of construction projects and services, offering customers construction management services and subconstruction works.

Significant markets

Market segment is B2B business. Most customers are within energy, parking services, manufacturing or infra industries. Company has business cases in Finland and Sweden.

Main business relationships

According to the shareholder analysis via ISO-certified management system, the core shareholders are personnel, customers, supplies, subcontractors and government officials.

Sustainability-related key elements of strategy

Sustainability is a highly regarded part of the current strategy framework. Company has established sustainability program which is coordinated by group HSEQ team. HSEQ teams is lead by HSEQ manager.

C2 Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

	A brief description of the practices, policies and future plans and related measures, and whether they cover the value chain or customers	Brief description of the objectives set for the policies	The highest authority responsible for implementation
Climate Change	Climate change is an essential topic.	To minimize climate change by minimizing environmental load.	HSEQ manager
Pollution	Working sites take into account biodiversity	pollution	subsurface aquatic life and diversity of the nature., Risks are evaluated and assessed. Residual risk has a process to be approved.

			Each environmental defect is analyzed and a written form will be filled. Target: 0 environmental defects, HSEQ manager
Water Resources and Marine Natural Resources	Working sites take into account biodiversity	pollution	subsurface aquatic life and diversity of the nature., Risks are evaluated and assessed. Residual risk has a process to be approved. Each environmental defect is analyzed and a written form will be filled. Target: 0 environmental defects, HSEQ manager
Biological Diversity and Ecosystems	Working sites take into account biodiversity	pollution	subsurface aquatic life and diversity of the nature., Risks are evaluated and assessed. Residual risk has a process to be approved. Each environmental defect is analyzed and a written form will be filled. Target: 0 environmental defects, HSEQ manager
Circular Economy	Aiming to improve circular economy especially with enhanced recycling.	Waste management reports are coordinated by HSEQ team and collected online.	Quality engineer
Own Workforce	Company works within human	Collecting notifications	analyzing incidents and accidents. Working

	rights. Target is 0 incidents by developing working environment together.		together for anticipating risks. Whistleblowing channel is online., HR manager
Value Chain Workers	Company works within human rights. Target is 0 incidents by developing working environment together.	Collecting notifications	analyzing incidents and accidents. Working together for anticipating risks. Whistleblowing channel is online., Safety manager
Communities Affected by Impacts	Company is compliant with requirements from customers	legal issues and government official rules.	Customer satisfaction and fluent shareholder collaboration., CFO
Consumers and End Users	Company works primarily within B2B markets. End users' safety is taken into account whilst performing risk assessment over the lifecycle of projects.		Safety manager
Business Conduct	Company strategy is compliant with business conduct	management system and targets set by ownership.	KPIs are evaluated in management group and the board of directors., Chairman of the board

Additional information on practices, policies, and future initiatives for transitioning towards a more sustainable economy

Sustainability policy and code of conduct has been published on company website. Execution of policy is carried out by surveillance by management

reviews. Management review is attended by the management group with participants from each subcompany as well.

Environment

Summary, environmental information

KSBR toimii ISO 14001 -standardin mukaisesti. Standardin vaatimukset ympäristöasioiden hallinnasta, ilmastonmuutoksesta sekä ympäristökuorman pienentämiseen liittyvästä jatkuvasta parantamisesta on linjattu vastuullisuuspolitiikkaan.

Lähtökohtaisesti kaikki esitetty dokumentaatio on Intrassa. GDPR-asetus huomioiden henkilötietoihin liittyvät asiat on rajattu ja ovat ainoastaan käyttötarkoituksen mukaisia.

B3 Energy and greenhouse gas emissions

	Renewable	Non-renewable	Total
Electricity (MWh)	228.22	230.01	458.23
Fuels (MWh)	0.00	6908.13	6908.13
District heating (MWh)	226.17	55.43	281.60
Total	45439	719357	764796

Additional information on energy consumption

1.1.2025-31.12.2025: Evaluated consistently in accordance of energy consumption direction.

TOTAL GREENHOUSE GAS EMISSIONS	38851.82 tCO ₂ eq
SCOPE 1	1564.92 tCO ₂ ekv
SCOPE 2	1.32 149.34 tCO ₂ ekv
SCOPE 3	37285.58 tCO ₂ ekv

Additional information on greenhouse gas emissions

1.1.2025-31.12.2025: Scope 1 and 2 are evaluated with sections B3 and B7. Scope 3 is evaluated by the consumption of subcontractors and main material flows. In addition, the monetary result has been used to assess subcompany consumption.

Greenhouse gas emission intensity

1.1.2025-31.12.2025: 0.3100
tCO₂e/t€

Additional information on greenhouse gas emission intensity

1.1.2025-31.12.2025: GHG calculates covers Scope 1. Scope 2 and Scope with respect to subcontractors and main material flows.

B6 Water

Water withdrawal

	Water withdrawal (m ³)
All sites	1.1.2025-31.12.2025: 850.00
Sites in areas with high-water stress	1.1.2025-31.12.2025: 0.00

B7 Resource use, circular economy and waste management

Circular economy principles

1.1.2025-31.12.2025: Company operates with projects that construct new building or site. Customers have specified that materials have to be new. With respect to this, it means that purchased materials are not from recycled sources.

Company works in compliance with customer requirements. Purchasing new materials means using quality suppliers that have been used over years of operation. Material specifications have all the necessary information about SVHC, conflict minerals or REACH legislation. Certificates are issues before first deliveries to the site.

Our company sustainability policy states that work sites gather necessary information so that company can form statistics regarding energy, material and waste consumption.

Further information on the circular economy

1.1.2025-31.12.2025: Global uncertainty has to be taken into account when forming new quotes. Purchasing and project management functions are part of sustainability program. The whole management systems cooperates with extensive risk management handbook.

Waste

The company's operations generate only household waste.: No

non-hazardous waste

Type of non-hazardous waste	Total amount of waste type (t)	Share of waste diverted to recycle or reuse (t)	Share of waste directed to disposal (t)
Betoni	1215.39	1215.39	0.00
Erikoismuovit	0.50	0.50	0.00
Kaapelit	4.40	4.40	0.00
Kovat muovit	2.72	2.72	0.00
Lajiteltava jäte	49.50	40.00	9.50
Metalli	22.64	22.64	0.00
Pahvi	3.30	3.30	0.00
Polttokelpoinen jäte	87.52	87.52	0.00
Puhdas puujäte	7.20	7.20	0.00

Rakennusjäte	8.34	8.34	0.00
Sekajäte	26.04	26.04	0.00
Sekalainen puujäte	64.24	64.24	0.00
Sekapeltti	8.34	8.34	0.00
Tietosuojapaperi	0.27	0.00	0.27

Hazardous waste

Type of hazardous waste	Total amount of waste type (t)	Share of waste diverted to recycle or reuse (t)	Share of waste directed to disposal (t)
Öljynsuodatinjäte	0.36	0.00	0.36
Pilaantunut maaines	0.82	0.00	0.82
Vaikeasti kierrätettävä jäte	3.00	0.00	3.00
Voiteluöljyjäte	3.58	3.58	0.00

Waste diverted to recycle or reuse (t) 1494.21 Waste directed to disposal (t) 13.95 Total waste generated (t) 1508.16

Additional information on waste

1.1.2025-31.12.2025: Waste production has been collected from invoices and from each work site individually. Concrete waste, including residual concrete, has been collected from invoices.

Significant material flows

Material	Amount used / year	Application (optional)	
Adblue	15938.39	l	Työkoneiden ja ajoneuvojen käyttö
Alumiini	11059.76	kg	Rakennusten ja perustusten rakenneosat
Bensiini	13892.48	l	Työkoneiden ja ajoneuvojen käyttö

Betoni	42751.55	m ³	Rakennusten ja perustusten rakenneosat
Diesel	131969.34	l	Työkoneiden ja ajoneuvojen käyttö
Finnfoam	1028.25	m ³	Rakennusten ja perustusten rakenneosat
Juotosbetoni	9350.00	kg	Rakennusten ja perustusten rakenneosat
Kiviaines	112219.17	t	Rakennusten ja perustusten pohjatyöt
Laastit	13155.00	kg	Rakennusten ja perustusten rakenneosat
Polttoöljy	504036.10	l	Työkoneiden ja ajoneuvojen käyttö
Puutavara	1694.64	m ³	Rakennusten ja perustusten rakenneosien muotit
Sementti	2845.00	kg	Rakennusten ja perustusten rakenneosat
Teräs	5398894.57	kg	Rakennusten ja perustusten rakenneosat
Uusiutuva diesel	51328.65	l	Työkoneiden ja ajoneuvojen käyttö

Additional information on material flows

1.1.2025-31.12.2025: Material consumption has been collected from invoices. The sums have been used in Scope 3 assessment.

C3 GHG reduction targets and climate transition

GHG emission reduction targets

SCOPE 1

Base year	2023	Base year emissions (tCO ₂ eq)	2726.00
Short-term target year	2028	Emissions target of short-term target year (tCO ₂ ekv)	1500.00

Share of Scope 1 emissions that the target concerns

Targets consist mostly of fuel consumption with respect to annual revenue generation. New machine purchase are done in accordance of better consumption rates.

List of main actions to achieve Scope 1 emissions target

SCOPE 2

Base year	2023	Base year emissions (tCO ₂ eq)	97.53
Short-term target year	2028	Emissions target of short-term target year (tCO ₂ ekv)	50.00

Share of Scope 2 emissions that the target concerns

Targets consist of electricity and heating consumption. The changes in that section have been identified in section C3, 55. The values have been increased from 2023 and 2024 as the current reporting takes into account also the subcompanies.

List of main actions to achieve Scope 2 emissions target

SCOPE 3

Base year	2023	Base year emissions (tCO ₂ eq)	50227.21
Long-term target year	2035	Emissions target of long-term target year (tCO ₂ ekv)	20000.00

Share of Scope 3 emissions that the target concerns

It is important to notice that work sites require material and subcontractor consumption, otherwise projects can not be performed.

List of main actions to achieve Scope 3 emissions target

Additional information on greenhouse gas reduction targets

GHG emission target is to reduce GHG intensity tCO₂ekv/t€. This means that as the company revenue increases, tCO₂ekv-emissions are not allowed to increase with same gradient.

Transition plan for climate change mitigation

Sustainability program has been formed to cover ISO 9001, ISO 14001 and ISO 45001 requirements. Sustainability is an essential part of everyday operations integrated to the company management system. HSEQ manager oversees these operations.

Energy consumption directive states that an energy reviewal has to be performed. According to this reviewal, performed in Q1/2026, company has possibilities to reduce environmental load at the sites of Hyttitie and Arvolantie. These possibilities are further analyzed as part of the report from energy reviewal. For example, installing solar panels or collecting residual heat can reduce emissions. However, the report also states that possibilities to reduce emission on work site are limited. The machinery is constantly developed and reissued but fuel consumption takes place nevertheless. Using subcontractors would only transfer GHG emission from Scope 2 to Scope 3, not necessarily reducing the total GHG sum.

Other KPIs are GHG intensity with respect to company revenue generation. So far, the trend has been positive. The trend consists of HSEQ reporting that is constantly checked with business directors.

Additional information on a transition plan

Adopting a transition plan for climate change mitigation

For now, no SBTi targets are set. Sustainability program is in place and it includes environmental targets.

Additional information on adopting a transition plan for climate change mitigation

C4 Climate risks

Climate-related hazards

Additional information on climate-related hazards

HSE impacts are evaluated annually by HSEQ team. Evaluation includes risks and opportunities. Division is done to internal and external sources of incidents. Internal sources are defined as actions in which company has an

essential role. External sources mean actions that are not affected by company actions, e.g. fire hazard on another work site, not operated by the company.

Climate-related transition events

Additional information on climate-related transition events

Risks from processes and business functions are evaluated annually by the management group. This includes also SWOT and PESTLE analysis.

Financial impacts of climate-related hazards

Additional information on financial impacts

Risks from processes and business functions are evaluated annually by the management group. This includes also SWOT and PESTLE analysis.

Social

Summary, social information

KSBR toimii ISO 45001 -standardin mukaisesti. Standardin vaatimukset hyvinvoinnin ja työturvallisuuden jatkuvasta parantamisesta on linjattu vastuullisuuspolitiikkaan. Lähtökohtaisesti kaikki esitetty dokumentaatio on Intrassa. GDPR-asetus huomioiden henkilötietoihin liittyvät asiat on rajattu ja ovat ainoastaan käyttötarkoituksen mukaisia.

B8 General characteristics of workforce

Type of employment contract

Type of contract	Number of employees
Temporary contract	1.1.2025-31.12.2025: 32
Permanent contract	1.1.2025-31.12.2025: 222
Total employees	1.1.2025-31.12.2025: 254

Additional information on employment contracts

Temporary contracts have been calculated with financial statement and its FTE calculus.

Gender of employees

Gender	Number of employees
Male	1.1.2025-31.12.2025: 238
Female	1.1.2025-31.12.2025: 16
Other	1.1.2025-31.12.2025: 0
Not reported	1.1.2025-31.12.2025: 0
Total employees	1.1.2025-31.12.2025: 254

Additional information on employees

Total number is the situation at the end of the year of 2025.

Employee contracts in different countries

Additional information on employment contracts in different countries

Total number is the situation at the end of the year of 2025.

Employee turnover rate

1.1.2025-31.12.2025: 30.31

%

Additional information on employee turnover

Turnover rate takes into account all the exited persons with respect to the termination of temporary contracts. This also includes internal transfers within the group companies.

B9 Health and safety

Number and rate of work-related accidents

Work-related accidents: 1.1.2025-31.12.2025:

14

Rate of work-related accidents: 1.1.2025-31.12.2025:

3.2865

Additional information on work-related accidents

1.1.2025-31.12.2025:

Internal KPIs are LTI1 and TRIF with respect to million working hours. In 2025, LTI1 = 16,4 and TRIF 26,9. Absence time total was 119 days with an average of 10 days. Total sum of accidents was 23 of which 14 caused an absence of more than 1 day(s).

Fatalities as a result of work-related injuries and work-related ill health

Number of fatalities as a result of work-related injuries	Number of fatalities as a result of work-related ill health
1.1.2025-31.12.2025: 0	1.1.2025-31.12.2025: 0

Additional information on fatalities

1.1.2025-31.12.2025:

No fatalities.

B10 Remuneration, collective bargaining and training

Minimum wage

1.1.2025-31.12.2025: Employees receive at least the applicable minimum wage. ✓

Additional information on remuneration

1.1.2025-31.12.2025: Program for personnel, training and equality states the principles for company conduct. Collective bargaining is in place. As personnel has different roles, also different collective bargaining agreements are in place.

Gender pay gap

1.1.2025-31.12.2025: 39.30

%

Additional information on collective bargaining agreements

1.1.2025-31.12.2025: Working hours by males are 249.744,22 h and females 27.225,66 h. Most working hours by males are operated on working sites which means that project extras and extra hours will increase the average pay.

Employees covered by collective bargaining agreement

1.1.2025-31.12.2025: 100.00

%

Additional information on collective bargaining agreements

1.1.2025-31.12.2025: Senior salary employees are treated with construction industry's collective bargaining agreement.

Training

Average training hours / employee 1.1.2025-31.12.2025: **0.00**

h

Average training hours / male employee 1.1.2025-31.12.2025: **0.00**

h

Average training hours / female employee 1.1.2025-31.12.2025: **0.00**

h

C5 Additional (general) workforce characteristics

Gender ratio of management level employees

Number of female employees at management level : 1.1.2025-31.12.2025: 2

Number of male employees at management level : 1.1.2025-31.12.2025: 6

Female-to-male ratio :

Year	Ratio
1.1.2025-31.12.2025:	1 : 3

Additional information on employees at management level

1.1.2025-31.12.2025: Independent entrepreneurs can perform with their selected company number which make them part of subcontractors. Subcontractor list includes 245 different companies.

Self-employed and temporary workers

Number of self-employed workers working exclusively for the company :

1.1.2025-31.12.2025: 0

Number of temporary workers provided by companies engaged in employment activities : 1.1.2025-31.12.2025: 31

Additional information on self-employed and temporary workers

1.1.2025-31.12.2025: Management group in 31.12.2025:

Janne Kananen

Kasimir Kvist

Harri Kytökangas

Marko Leppänen

Tuija Muhonen

Johanna Takanen

Juha Takanen

Jyrki Riekkö

Management group are operated with surveillance of board of directors. Group has a consistent management review according to the annual clock. Group's chairman is CEO Marko Leppänen.

C6 Additional own workforce information - Human rights policies and processes

Human rights policies

1.1.2025-
31.12.2025

Does the company have a code of conduct or human rights policy for its own workforce: Yes

Which of the following topics does the policy cover:

1.1.2025-31.12.2025

Child labor	Yes
Forced labor	Yes
Human trafficking	Yes
Discrimination	Yes
Accident prevention	Yes
Other	Yes

Other:

1.1.2025-31.12.2025: Sustainability policy on the company website.

Additional information on human rights policies and processes :

1.1.2025-31.12.2025: Policy is reviewed annually by the management group. Any changes will be taken into the board of directors for approval.

Complaints-handling mechanism (C6, 61c)

1.1.2025-
31.12.2025

Does the organization have a complaints-handling mechanism for its own workforce: Yes

Additional information on complaints-handling mechanisms

1.1.2025-31.12.2025: Whistleblowing channel is operated anonymously on the company website.

C7 Severe negative human rights incidents

Human rights incidents within the company's own workforce

Other:

1.1.2025-31.12.2025

Child labor	No
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1.1.2025-31.12.2025

Forced labor	No
Human trafficking	No
Discrimination	No
Other	No

Other:

Actions to address human rights incidents within the company's own workforce :

Other human rights incidents (C7, 62c)

**1.1.2025-
31.12.2025**

Does the company have confirmed human rights incidents involving workers in the value chain, affected communities, consumers, or end- No users:

Governance

Summary, governance information

KSBR toimii ISO 9001 -standardin mukaisesti. Standardin vaatimukset laadunhallinnasta sekä hyvän hallintotavan toteuttamisesta (Code of Conduct) jatkuvasta parantamisesta on linjattu vastuullisuuspolitiikkaan. Lähtökohtaisesti kaikki esitetty dokumentaatio on Intrassa. GDPR-asetus huomioiden henkilötietoihin liittyvät asiat on rajattu ja ovat ainoastaan käyttötarkoituksen mukaisia. Palaverikäytännöt on luotu vuosikelloon, jota ylläpidetään talousjohtajan toimesta.

B11 Convictions and fines for corruption and bribery

Convictions and fines for violation of anti-corruption and anti-bribery laws

Total number of convictions handed down for the violation of anti-corruption and anti-bribery laws : 1.1.2025-31.12.2025: 0

Total number of fines issued for the violation of anti-corruption and anti-bribery laws : 1.1.2025-31.12.2025: 0 €

€

Additional information on violations of anti-corruption and anti-bribery laws

1.1.2025-31.12.2025: Code of conduct has been approved by the board and states zero tolerance for corruption and bribery.

C8 Revenues from certain sectors and exclusion from EU reference benchmarks

Revenue in specific sectors

Is the company active in the following sectors:

Controversial weapons: No TURNOVER €

The cultivation and production of tobacco: No TURNOVER €

Fossil fuels: No TURNOVER €

Coal: TURNOVER €

Oil: TURNOVER €

Gas: TURNOVER €

Production of agrochemicals: No TURNOVER €

Additional information on operating in certain sectors

Most customers are within energy, parking services, manufacturing or infra industries.

Exclusion from EU reference benchmarks

Is the company excluded from any EU reference benchmarks that are aligned within the Paris Agreement: No

Additional information on exclusion from reference benchmarks

C9 Gender diversity ratio in governance body

Gender diversity ratio of a governance body

Number of female members: 1.1.2025-31.12.2025: : 1

Number of male members: 1.1.2025-31.12.2025: : 4

Ratio of female to male members:

Year	Ratio
1.1.2025-31.12.2025:	1 : 4

Additional information on governance body

1.1.2025-31.12.2025: : Company board of directors in 31.12.2025:

Matti Ahtosalo

Pasi Juntunen

Tuomas Skantz

Johanna Takanen

Pasi Tolmunen

Board handles issues presented by the management group and CEO. Board consists of main stakeholders and owners.

Group CEO is Marko Leppänen.