

**KOJA GROUP
SUSTAINABILITY REVIEW
2025**



INTRODUCTION

Koja Group's Sustainability Review compiles key information about the Group's sustainability work for 2025. The review covers themes related to the environment, social responsibility and governance, and describes how sustainability has been taken into account as part of strategic decision-making and day-to-day operations. The reporting is based on the Group's double materiality assessment, which identifies the sustainability impacts, risks, and opportunities that are most relevant to its business operations.

This sustainability review outlines how sustainability is reflected in operations, risk management, and development measures throughout the value chain. The review also describes the principles guiding the Group's sustainability work, the targets set, and the key measures and practices for advancing sustainability targets across the Group's business areas.

The purpose of the review is to increase transparency and provide stakeholders with a clear and understandable overall picture of the foundations, priorities, and progress of Koja Group's sustainability work. It supports stakeholders' access to information and enables a consistent review of sustainability work as part of the Group's long-term development.

Koja Group's sustainability work is based on long-term development, continuous improvement of business operations, and compliance with the applicable legislation, and on meeting stakeholder expectations. In recent years, sustainability work has been developed by further specifying responsibilities, strengthening monitoring, and integrating sustainability more closely into risk management and strategic planning.

The Group's sustainability is linked to its personnel and operational processes, products and services, as well as to suppliers and other stakeholders. The work is guided by Group-level principles, sustainability targets under the sustainability program, clear responsibilities, and continuous monitoring and development. This sustainability review also serves as a basis for further development of sustainability work and consideration of future reporting requirements.



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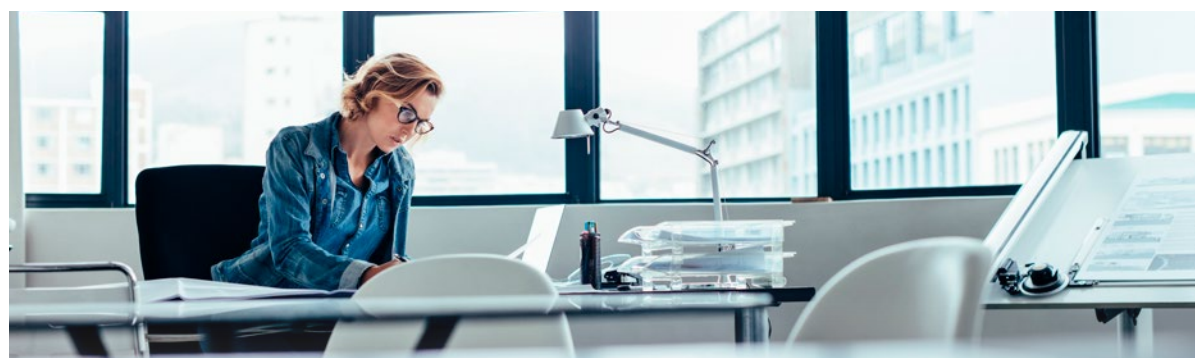
KOJA GROUP IN BRIEF

A FINNISH FAMILY BUSINESS

 **1935**

 around EUR **140** million

 more than **500**



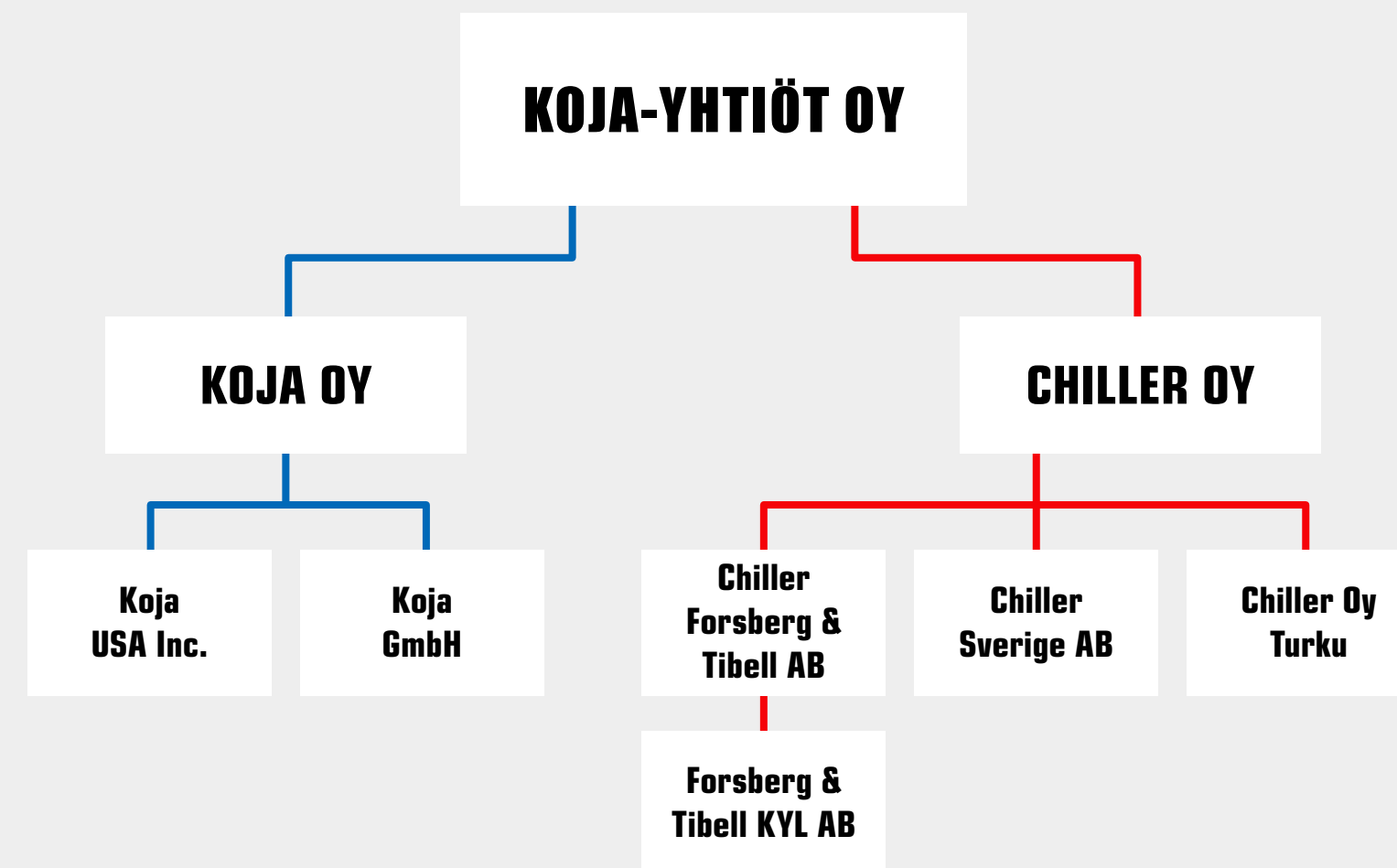
MISSION

Cleaner and healthier living environment,
smaller carbon footprint

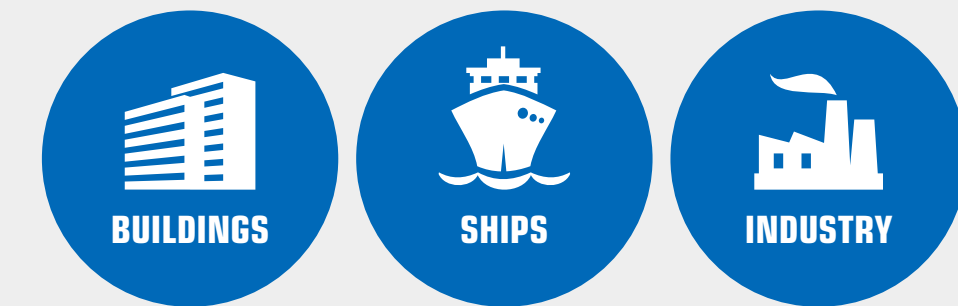
We provide smart and energy-efficient air handling solutions for buildings and ships, as well as fan solutions for industry.

A FAMILY BUSINESS FOR THE NEXT 100 YEARS.

KOJA GROUP'S ORGANIZATION



BUSINESS AREAS



Solutions to achieve customers' sustainability targets.

PRODUCTION AND TECHNOLOGY

JALASJÄRVI
air handling units and heat exchangers

TAMPERE
industrial solutions

TUUSULA
cooling and heating solutions

BASIS OF PREPARATION

Koja Group's sustainability review complies, where applicable, with the EU sustainability reporting framework and the requirements of the European Sustainability Reporting Standards (ESRS). The report has been prepared at the Group level and covers the entire Koja Group, which includes the parent company, Koja-Yhtiöt Oy, as well as Koja Oy and Chiller Oy and their subsidiaries and operations in Finland, Sweden, Germany, and the United States. The scope of reporting is in line with Koja Group's consolidated financial statements.

The reported sustainability topics and indicators are based on Koja Group's double materiality analysis, which was conducted for the first time in 2024. The double materiality analysis is a process through which a company identifies the sustainability topics that are material both financially and in terms of their impacts on people and the environment.

Based on the materiality analysis, reporting requirements under the EU Corporate Sustainability Reporting Directive (CSRD) have been selected that are material to the Group's operations, products and stakeholders. In this sustainability review, Koja Group's value chain covers upstream activities related to component and raw material production, as well as downstream activities related to the use of Koja Group's products and the disposal and recycling of equipment.



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SUSTAINABILITY MANAGEMENT AND LEADERSHIP

Koja Group has developed and implemented a sustainability governance model that defines roles and responsibilities for sustainability reporting.

BOARD OF DIRECTORS

The Board of Directors of Koja-Yhtiöt Oy is responsible for the Group’s sustainability and approves its operating principles and policies, as well as its sustainability program and targets. The targets and operating principles will be updated if there are changes in operations that require a response. Sustainability has been included in the Group strategy and business area strategies approved by the Board of Directors. The results of the mapping and monitoring of sustainability impacts, risks and opportunities are reported to the Board twice a year, in connection with updating the underlying assumptions and strategy work.

The sustainability topics to be reported to the Board of Directors and the governance model have been defined to ensure continuous monitoring of the sustainability targets. In addition to the targets, the related risks and opportunities are examined, as well as the development of the necessary expertise. An annual sustainability calendar supports continuous activities and monitoring.

CEO AND GROUP MANAGEMENT TEAM

The CEO of Koja Group is responsible for the implementation of the strategy confirmed by the Board of Directors, and reports to the Board of Directors on the material impacts, risks, and opportunities related to

sustainability. The Group Management Team reviews the sustainability program and its targets before presenting them to the Board of Directors.

ESG STEERING GROUPS

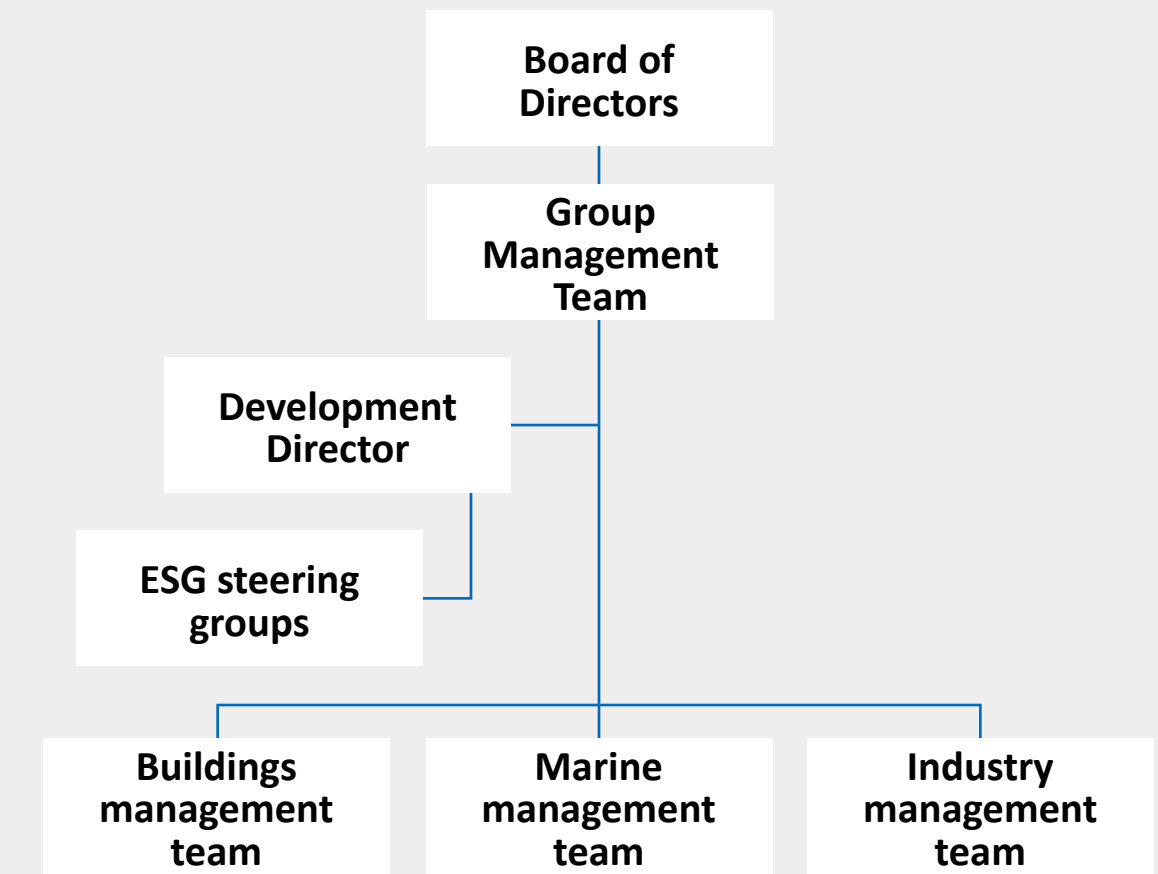
The ESG steering groups are responsible for preparing the sustainability program, assessing sustainability-related risks and opportunities, and preparing the sustainability review for each topic area. The steering groups are chaired by the Development Director, and their composition is determined by subject area: the environment E, social responsibility S, good governance G. The groups meet around four times a year.

BUSINESS AREAS AND CENTRALIZED FUNCTIONS

The Group’s business areas prepare their own strategies for approval by the Board of Directors. The Business Directors are responsible for the implementation of business-area-specific sustainability targets. Each business area and centralized function is responsible for carrying out a stakeholder analysis, identifying risks and opportunities, preparing the necessary measures and monitoring their implementation, and assessing effectiveness.



Responsibilities related to sustainability and sustainability reporting:



During the 2025 financial year, sustainability-related topics such as the following were addressed (by the Board or the management teams):

- ✓ Updating the sustainability program and targets
- ✓ Information security policy
- ✓ Operating policy
- ✓ Risk management policy
- ✓ Strategies of the business areas, including sustainability targets
- ✓ Stakeholders, risks, and opportunities of the business areas and functions
- ✓ Occupational safety indicators
- ✓ Summaries of pulse employee surveys
- ✓ Procurement policy

RISK MANAGEMENT

Koja Group’s risk management follows the Group’s risk management policy. The aim is to identify, manage, and, where possible, reduce business-related risks to ensure that operations remain safe, profitable, and sustainable across all levels over the long term. A key part of risk management is also identifying business opportunities and actively leveraging them.

Risk management takes into account the Group’s sustainability targets, as well as the risks and opportunities related to sustainability and corporate responsibility, as a cross-cutting foundation at all stages of risk assessment.

Strategic risks and their management methods are reported to the Board of Directors by each business area twice a year.

Operational risks are discussed monthly in management teams as part of the business areas’ and functions’ management summaries. Process risks are updated at least annually by the business area or function management teams, and are discussed in the business area management teams. Stakeholder analyses are also discussed in this context.

The sustainability topics reported by Koja Group are based on a double materiality analysis, the results of which are also used in risk assessment, stakeholder analysis, and strategy work.

RISK MANAGEMENT IN TERMS OF SUSTAINABILITY REPORTING

The ESG steering groups evaluate the sustainability reporting process and sustainability-related risks and opportunities, as well as the internal audit processes for their part. Sustainability topics related to the business areas’ business operations are mainly discussed in the business area management teams.

Sustainability reporting complies with Koja Group’s group-level principles and processes for statutory reporting, risk management, and internal control. Internal control in sustainability reporting is based on identifying and analyzing risks and targeting controls at the most material identified risks. Risks and opportunities are prioritized in accordance with the risk management policy.

With regard to sustainability reporting, the accuracy of the information to be reported and the timeliness of reporting have been identified as risks. To ensure the accuracy and timeliness of reported information, Koja Group

has established and implemented a sustainability governance model that defines roles and responsibilities. The managers and management teams of the business areas and functions are responsible for ensuring that the business areas can produce reliable and transparent information as a basis for the double materiality analysis and sustainability review.

All the companies within the Koja Group follow its common policies, standards, and guidelines.



STRATEGY

Koja Group is an internationally operating Finnish family business whose strategy and business model are built around sustainability, technology, and solutions that support customers' climate targets.

The Group's mission is a cleaner and healthier living environment, and its vision is to act as an environmental leader through technological solutions and to be the leading partner in delivering cleaner, healthier conditions. More than 90 years of family entrepreneurship and the owners' commitment to continuing the family business tradition for the next 100 years provide a strong foundation for long-term sustainable growth.

Koja Group's current strategy period covers the years 2025–2030 and guides the Group's development towards technology-driven environmental leadership. The focus areas of the strategy period are technology leadership, development of the aftermarket business, use of data and artificial intelligence, and profitable growth, particularly through solutions that support customers' environmental and energy goals.

Solutions are developed in cooperation with customers, with an emphasis on the reliability, safety, and durability of equipment and systems. Improving energy efficiency helps customers increase their carbon handprint and reduce their carbon footprint. In recent years, investments in production and technology have enabled more effective use of solutions, technologies, and data.

Koja Group's strategy supports the goals of sustainable development, and sustainability is integrated into all operations. The Group's sustainability actions have been consolidated into a sustainability program that defines targets for environmental responsibility, social responsibility, and good governance. A key focus is reducing climate and environmental impacts both in the Group's own operations and in customers' operating environments in buildings, ships and industrial settings, while ensuring a safe working environment and employee well-being.

OUR MISSION

is a cleaner and healthier living environment.
We are constantly developing our operations and always striving to minimize our carbon footprint.



OUR VISION

is to be an environmental leader through our technological solutions. We aim to be the leading partner in delivering a cleaner environment and healthier conditions.
We are committed to operating as a family business for the next 100 years as well.



BUSINESS MODEL

Koja Group offers its customers smart and energy-efficient air handling solutions for buildings and ships, as well as fan and air solutions for demanding industrial processes.

Products, services, and solutions are designed to support customers' energy and environmental targets and are continuously developed in line with the principles of sustainable development. The aim is to reduce environmental impacts, improve energy efficiency, and provide safe, reliable and long-lasting technology solutions.

In addition to technical expertise and decades of experience, Koja Group's strength is based on efficient and extensive operations, covering the entire chain from concept to implementation with in-house resources. The solutions are designed in a customer-oriented manner to suit the conditions, taking the full life cycle of the equipment into account.

The Group's own operations cover design, product development and testing, production, sales and marketing, project planning, and extensive life cycle services. Beyond new-build markets, energy-efficiency upgrades and modernizations carried out in the aftermarket are playing an increasingly important role across all business areas.



The Buildings business area focuses on ventilation, cooling, and heating solutions that ensure energy-efficient and healthy indoor conditions in buildings. Through solutions, it is possible to reduce energy consumption and the environmental impacts of buildings. Deliveries are directed primarily to Finland and the other Nordic countries.

Strategic focus areas

- Significantly reducing energy consumption and emissions in buildings through intelligent automation, heat pumps, energy recycling, and energy-efficient products
- Mitigating climate change with natural refrigerants and sustainable product solutions
- Ensuring comfort, health and safety by providing cooling solutions that support adaptation to a warming climate
- Optimizing system performance, reducing energy consumption, and extending equipment life cycle through remote monitoring and maintenance services.



The Marine business area partners with the largest shipyards and shipping companies globally, offering energy-efficient and compact ventilation solutions for ships. Site-specific solutions work reliably in demanding conditions, from tropical to arctic environments.

Strategic focus areas

- Supporting customers' sustainability targets by providing equipment and systems that can improve the energy efficiency of ships and reduce emissions
- Investing in modernization projects that can reduce the energy consumption and emissions of existing vessels
- Enabling cleaner and healthier indoor conditions on ships through the development of new technologies
- Ensuring durable, high-quality, and space-optimized equipment and systems under all conditions throughout the ship's life cycle.

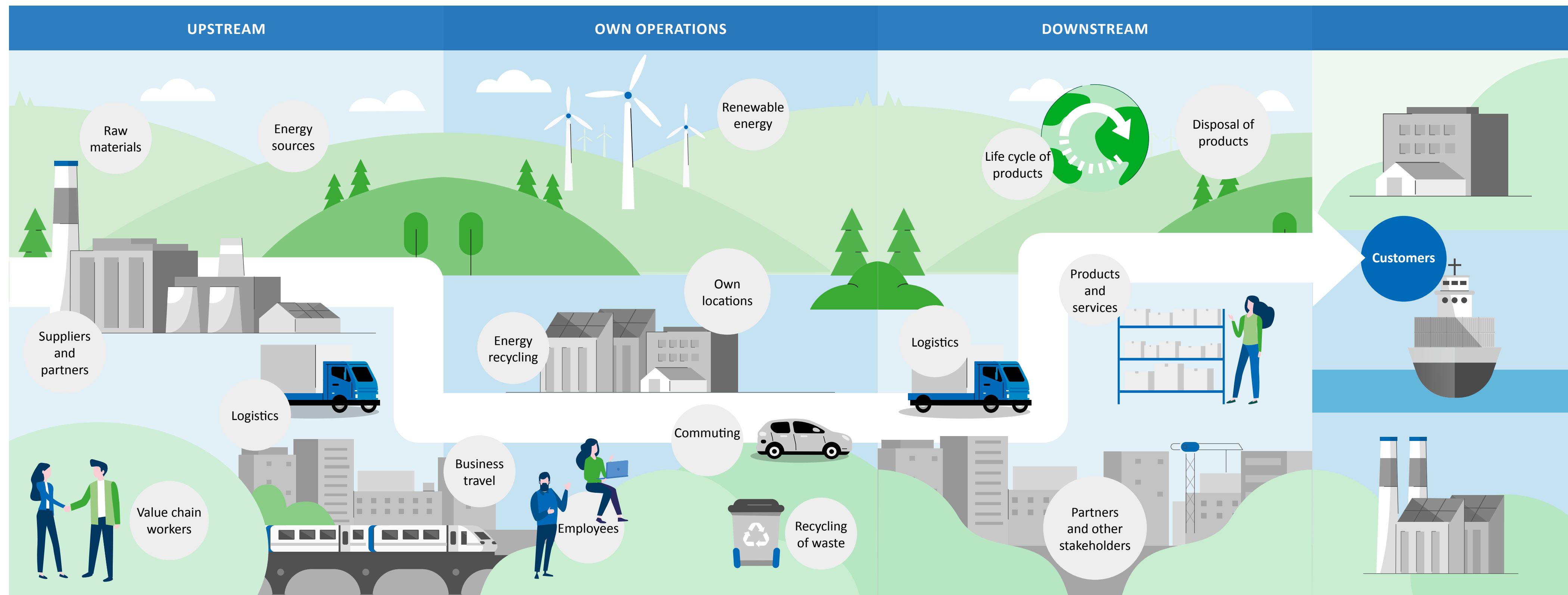


The Industry business area delivers high-quality air handling and sound management solutions for demanding industrial production processes. Solutions in global use are critical for the operation of many industrial processes, where the reliability, safety, and performance of equipment are decisive factors for customers.

Strategic focus areas

- Supporting process industry customers' performance and sustainability targets by developing new technologies and data-based solutions
- Extending the service life of equipment, improving the energy efficiency of processes, and ensuring safe operation through proactive research activities, more in-depth calculations, and testing
- Developing, enhancing and expanding aftermarket services during the life cycle of equipment
- Promoting the circular economy and developing resource-efficient solutions.

VALUE CHAIN



Koja Group's value chain covers the full scope of operations, from the procurement of raw materials and other production inputs to its own operations, and ultimately to customers and end users during the life cycle. The value chain is taken into account in the double materiality assessment and as part of the annual stakeholder analysis and risk assessment.

KEY SUSTAINABILITY TARGETS

TOPIC	OBJECTIVE	TARGET/METRIC	
Environmental responsibility	<p>Climate change</p> <p>Biodiversity and ecosystems</p> <p>Resource use and circular economy</p>	<p>Reducing the environmental impacts of own operations</p> <p>Life-cycle-optimized and energy-efficient products and services</p> <p>Energy efficiency solutions and improving products' energy efficiency</p> <p>Circular economy and material efficiency</p> <p>Increasing the quality and safety of products and services</p>	<ul style="list-style-type: none"> Reducing emissions from own operations, target: -30% by 2030 Reducing energy intensity Carbon footprint calculation for key product groups, reducing the carbon footprint (Scope 3), setting the target levels Reducing the energy consumption of products and systems Creating a carbon roadmap Promoting the extension of product life cycles Optimal use of materials and promotion of the use of sustainable materials, with the aim of reducing the waste percentage and increasing recyclability Delivery reliability > 95% Reducing quality costs
Social responsibility	<p>Own workforce</p>	<p>Safety and well-being at work</p> <p>Good leadership</p> <p>Equality</p> <p>Skills development and investment in future talent</p>	<ul style="list-style-type: none"> Zero accidents, accident frequency 0 Sickness absences < 4% for all personnel Employee satisfaction > 3.3 (on a scale of 1–4) Interaction in supervisory work > 3.3 (on a scale of 1–4) Employee turnover < 10% No incidents of harassment or discrimination Systematic cooperation with educational institutions and competence development Number of training hours: 8 hours per person per year on average Annual personal goal-setting and development discussions
Good governance	<p>Corporate culture and management of relationships with suppliers</p>	<p>Responsible supply chains</p> <p>Ethical business practices</p> <p>Domestic production and local tax handprint</p>	<ul style="list-style-type: none"> Suppliers' commitment to Koja Group's Supplier Code of Conduct Sustainability assessment and auditing of key suppliers Code of Conduct training provided to all Group employees Sustainability reporting Customer satisfaction, NPS > 30



STAKEHOLDER EXPECTATIONS AND THEIR MANAGEMENT

Dialogue with stakeholders aims to identify the themes and expectations they consider important in relation to sustainability topics. At best, new insights are also gained that can be used to further develop the company’s operations toward more sustainable practices.

Koja Group is a family business with 90 years of experience, and, in line with the ownership strategy, its owners are committed to the business for the next hundred years as well. The company has more than 500 employees, mainly in Finland. The Group operates in three business areas, with customers, partners, suppliers, and other important stakeholders both in Finland and extensively abroad.

The company’s strategic target of becoming a leader in the industry requires developing its employees’ expertise and recruiting new employees. To further the target, extensive cooperation is carried out with both vocational educational institutions and universities.

Business-area-specific and function-specific stakeholder analyses, updated annually, are used to identify key stakeholders and to assess the effectiveness of stakeholder engagement. Operations are also developed based on feedback from stakeholders. In 2025, stakeholders’ views were considered in the stakeholder analysis, which utilized surveys of stakeholders, as well as employees’ experiences regarding stakeholders’ expectations related to sustainability. The most important results of stakeholder analyses and risk assessments are reported to the Board in connection with strategy work.

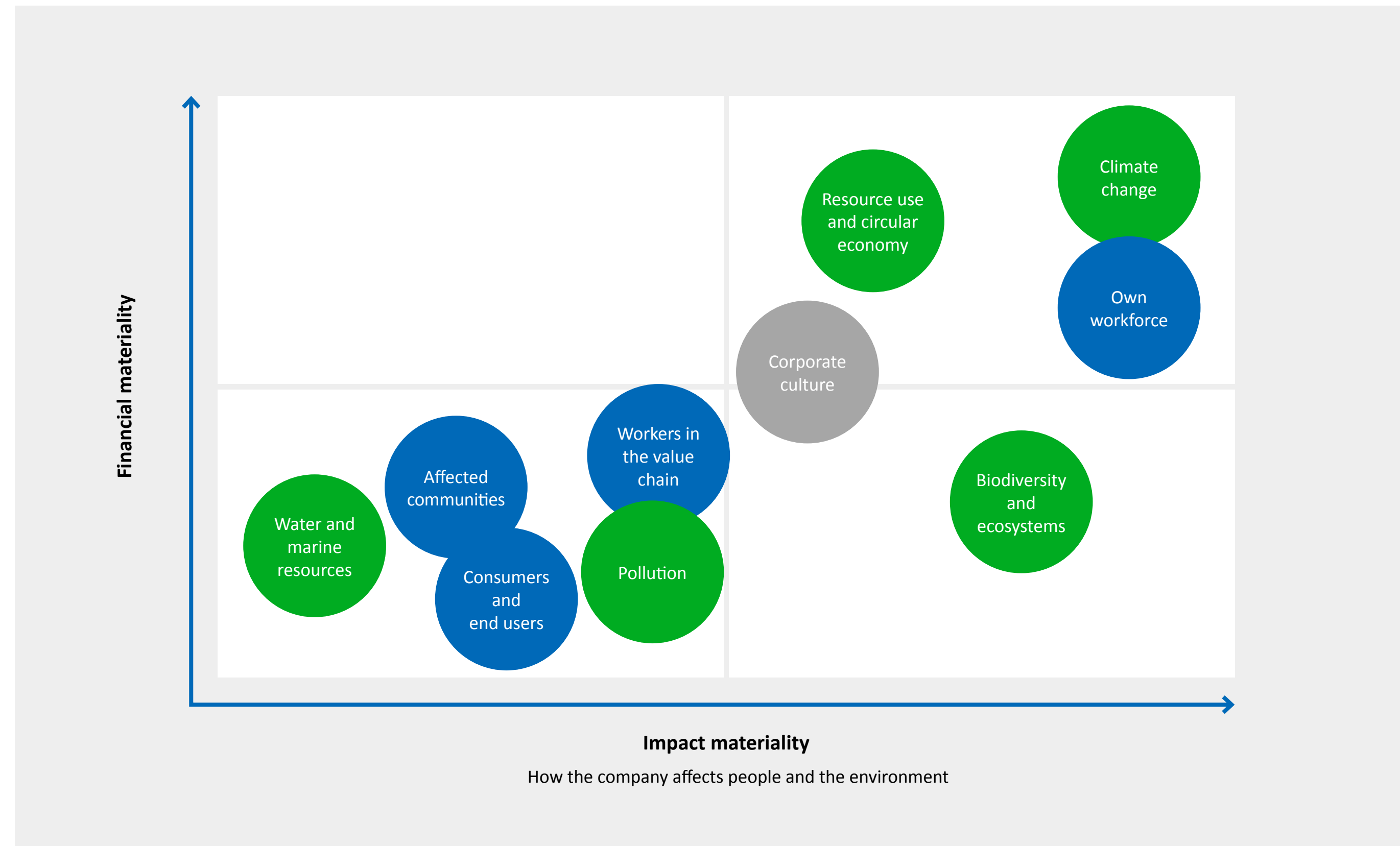
STAKEHOLDER	INTERACTION/ENGAGEMENT	TOPICS IMPORTANT TO STAKEHOLDERS	IMPACT ON STRATEGY
Owners	<ul style="list-style-type: none"> • Owners’ Council • Group messages • Stakeholder surveys 	<ul style="list-style-type: none"> • Profitable growth and sustainability 	<ul style="list-style-type: none"> • New investments • Strategy development
Own personnel	<ul style="list-style-type: none"> • Personnel surveys • Collaboration • Occupational health and safety, safety briefings • Safety observations • Goal-setting and development discussions 	<ul style="list-style-type: none"> • Health and safety • Competence development and good management • Working conditions and rights at work 	<ul style="list-style-type: none"> • Externally certified safety management systems • Development of training programs • Management development • Measures determined based on insights from personnel surveys
Agencies	<ul style="list-style-type: none"> • Collaboration meetings • Stakeholder surveys 	<ul style="list-style-type: none"> • Responsible, safe, and high-quality products and solutions • Collaboration with the organization 	<ul style="list-style-type: none"> • Operations and resource planning • Service operations development
Customers	<ul style="list-style-type: none"> • Customer consultations and collaboration meetings • Customer satisfaction surveys and feedback • Stakeholder surveys 	<ul style="list-style-type: none"> • Responsible, safe, and high-quality products and solutions • Professional service 	<ul style="list-style-type: none"> • Technological development projects • Geographical location and planning of operations and resources • Improving the energy-efficiency of products and services
Design offices	<ul style="list-style-type: none"> • Collaboration meetings • Stakeholder surveys 	<ul style="list-style-type: none"> • Responsible, safe, and high-quality products and solutions • Professional service • Tools to speed up planning 	<ul style="list-style-type: none"> • Improving the energy-efficiency of products and services • Development of selection programs
Suppliers and supply chain workers	<ul style="list-style-type: none"> • Collaboration meetings • Stakeholder surveys • Whistle-blowing channel • Materiality analysis 	<ul style="list-style-type: none"> • Safety and health • Working conditions 	<ul style="list-style-type: none"> • Measures determined based on supplier surveys and audits • Assessing suppliers’ sustainability as part of processes
Educational institutions and students	<ul style="list-style-type: none"> • Collaboration events • Arranging visits • Recruitment events • Thesis opportunities and internships • Research collaboration 	<ul style="list-style-type: none"> • Development cooperation • Education and expertise • Thesis positions and jobs • Working life 	<ul style="list-style-type: none"> • Joint research and development projects • Job and internship opportunities • Educational cooperation

MATERIAL SUSTAINABILITY IMPACTS, RISKS, AND OPPORTUNITIES

Koja Group’s group-level risk management principles are used to identify sustainability-related impacts, risks, and opportunities. The main goal is to identify and assess the risks and opportunities that may be relevant to the implementation of the company’s values and strategy. In addition, the aim is to enable and ensure, through risk management, the prerequisites for the achievement of future targets in both the long and short term.

Koja Group’s double materiality analysis of sustainability topics was carried out for the first time in the fall of 2024. In addition to the company’s own operations, the identification and assessment of impacts, risks, and opportunities covers the stakeholders affected by the company’s operations. The materiality analysis was assessed by business area and function, forming the basis for the prioritization of impacts, risks, and opportunities together with the Group Management Team. The double materiality analysis is updated annually as part of the assessment of stakeholders, risks, and opportunities.

Based on the materiality analysis, the topics identified as material for Koja Group’s operations and value chain were climate change, biodiversity and ecosystems in relation to climate change and resource use, resource use and the circular economy, own workforce, and corporate culture. With the exception of biodiversity and ecosystems, all topics were found to involve both financial risks and opportunities for Koja Group, as well as material impacts on people or the environment.



DOUBLE MATERIALITY PROCESS

Koja Group’s materiality assessment process for sustainability reporting is divided into four phases:

- Mapping the sustainability context
- Identifying relevant sustainability topics
- Describing and evaluating sustainability impacts, opportunities, and risks
- Identifying material impacts, opportunities, and risks

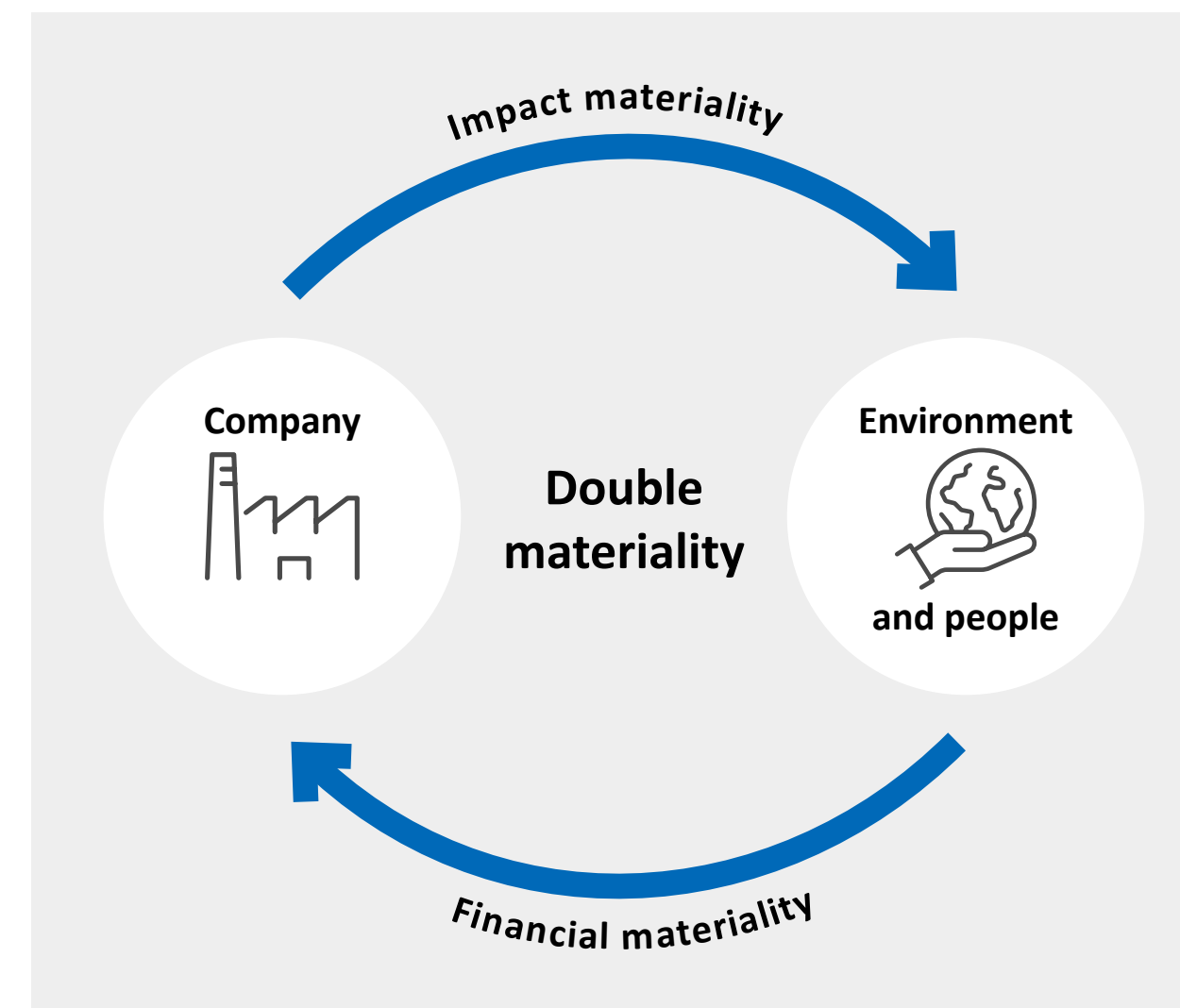
The mapping of the sustainability context takes into account company-specific factors, the structure of the value chain and business relationships, and business-area-specific factors, as well as the company’s business operations, strategy, operating environment, and sustainability topics and impacts arising from its business areas. In addition, the identified sustainability-related expectations of stakeholders are taken into account. The list of sustainability topics material for the company is formed by assessing which topics are material for its operations.

The listing of sustainability impacts material for the company and its value chain in order of significance is carried out by describing the identified impacts related to each sustainability topic, as well as any associated financial risks and opportunities. In addition, financial dependencies for which no impact is identified are also assessed.

The assessment of the materiality of impacts is based on the severity of the impacts. The elements of severity are scale and scope, and for negative impacts, their irremediable nature. Any one of these factors can make an impact severe. In addition, the probability of the impact is taken into account. For financial risks and opportunities, the materiality assessment is based on the magnitude and probability of the financial impact.

Both impact and financial materiality are assessed over three different time horizons: short term (1 year), medium term (1–5 years), and long term (more than 5 years).

Financial risks and opportunities are considered material if they affect the company’s operations or the decision-making of financiers. For sustainability matters, the likelihood and severity of each impact, risk, and opportunity are assessed on a scale of 1–16. In 2024 and 2025, the materiality threshold was set at 8.



ENVIRONMENTAL RESPONSIBILITY

- 17 Climate change
- 22 Resource use and circular economy

CLIMATE CHANGE

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES



ENVIRONMENTAL RESPONSIBILITY

Subtopic	Description	Impact on people or the environment	Impact materiality	Risk or opportunity for Koja Group	Financial impact
Energy	Energy-efficiency solutions and improvements in the energy efficiency of products and systems, innovation, and automation	Product development and energy-efficient solutions can reduce the energy consumption and carbon footprint of products and systems, without compromising conditions and performance.	↑	Differentiation in the market through technological solutions that promote energy efficiency. Opportunity to increase market share in new-build and renovation markets and the aftermarket.	↑
				Regulatory changes and market developments create investment and product development needs in the short and medium term.	↓
Climate change mitigation	Scope 1 and 2 emissions from own operations and Scope 3 emissions, including value chain emissions	Emissions have a negative impact on the climate.	↓		
	Switching to natural refrigerants and renewing the product portfolio	By replacing products and services with lower-emission alternatives, a significant positive climate impact can be achieved.	↑	A financial opportunity for the company through leading the way in natural refrigerants.	↑
	Solutions affecting climate change mitigation	Improving product efficiency enables customers to reduce their carbon footprint. Optimizing systems and improving energy efficiency can reduce the energy consumption of manufactured equipment, thereby lowering carbon dioxide emissions.	↑	Regulation and market risk; the market is changing due to evolving legislation. Also requires investments in the manufacture and testing of the product.	↓
Climate change adaptation	Innovations and product development for indoor conditions management	The importance of indoor conditions management increases as outdoor conditions change. Opportunity to affect the comfort, health, safety, and working conditions of the users of buildings and ships.	↑	Financial opportunity for the company.	↑
				Requires investments that cause a negative financial impact.	↓
				A financial opportunity for the company as the demand for indoor air management and cooling increases in buildings.	↑

TARGETS

Targets for own operations:



Targets for the business areas:

In the Buildings business area, the goal is to improve the energy efficiency of buildings through the Wave solution. The Wave solution combines ventilation, cooling, and heating, driven by intelligent automation. A building’s carbon footprint, energy efficiency, and indoor conditions can be monitored using the analytics platform included in the solution. The goal is to achieve up to an 80% reduction in purchased energy compared with a building using a typical energy system. As refrigerant legislation has changed, technologies have been renewed to enable the transition to natural refrigerants.

ENVIRONMENTAL RESPONSIBILITY

In the Marine business area, the goal is to improve the energy efficiency of a ship’s air conditioning system through smart solutions such as OBV® (Occupancy-Based Ventilation), without compromising indoor air quality. OBV® controls cabin area ventilation based on actual occupancy. In modernization projects, the goal is to achieve up to 50% energy savings in the energy used for the air conditioning of the ship’s cabin area.

In the Industry business area, the aim is to significantly improve the efficiency of fans in all products, enhance the energy efficiency of customers’ industrial processes and reduce harmful emissions. New technological areas create broader business opportunities to support customers’ climate and sustainability targets. By using new material technologies, energy savings can be achieved and emissions reduced, especially in cyclical operation. In addition, efforts are focused on product noise management, providing customers with innovative solutions to reduce harmful noise levels both in plant environments and in operational facilities.

POLICIES

In its strategy and operating policy, Koja Group is committed to continuously minimizing environmental impacts and taking energy efficiency into account in all its operations and products globally. The Group develops its products and services so that their environmental impacts across the entire life cycle are taken into account. In addition, Koja Group is committed to identifying its own carbon footprint and strives to reduce it and to identify and increase its customers’ carbon handprint. Koja Group’s production companies use a certified environmental management system in accordance with the ISO 14001 standard.

Carbon footprint calculations for the Group’s own operations and products, conducted in accordance with the GHG Protocol, are performed regularly and used to develop a transition plan for reducing environmental impacts.

Environmental Product Declarations (EPDs) will be prepared for the key products in the Buildings business area. Product- and project-specific carbon footprint calculations are carried out for all product groups. Energy consumption in the Group’s own operations is monitored as part of the ISO 50001 annual cycle, primarily by location and production facility.



MEASURES

Production plants

In terms of the Group's own production facilities, the plan to mitigate climate change consists of investments and measures to enable the transition to renewable energy sources, as well as measures to enhance production efficiency. Renewable electricity has been used in all production units since 2019. Where possible, those factories that use district heating will switch to renewable district heating. The Tampere unit switched to renewable district heating in the summer of 2025.

A new factory building was commissioned in Jalasjärvi in 2024, with its building services solutions designed and implemented with sustainability aspects in mind. The building makes use of renewable energy sources and features the Group's own Wave solution in its building services systems. The new building is heated and cooled using geoenery (geothermal heating and cooling), combined with a control system and energy recycling. The new system has achieved energy savings that reduce the use of purchased energy by 80% compared with a building using a typical energy system.

The older factory building in Jalasjärvi underwent energy renovation in 2025. During the energy renovation, the building automation system was modernized, components were replaced, and the system's operation was modified. These measures resulted in a 60% reduction in district-heating energy consumption and a 7% reduction in electricity consumption. Based on the assessment, the goal is to transition from district heating to the Group's own energy solutions. At the same time, the building services systems can be modernized, and solar panels can be introduced.

The construction of a new technology and logistics center began at the Tampere site in 2025. The center will be heated and cooled using geoenery. The building will be equipped with an integrated smart control system and energy recycling.

New facilities have been being built in Tuusula, commissioned in March 2026. The facilities are seeking a BREEAM Outstanding certification as Finland's first industrial property, ensuring a sustainable and energy-efficient building throughout its entire life cycle. The building was implemented using the Group's own building services solutions and equipment.

ENVIRONMENTAL RESPONSIBILITY

Buildings business area

In the Buildings business area, the focus is on improving the energy efficiency of products and systems and managing their life cycle. In 2024, the Wave solution was launched on the market, enabling a significant reduction in the use of purchased energy in buildings. In 2025, the first projects focused on the solution were implemented, achieving the set targets for reducing purchased energy.

In 2025, equipment series using natural refrigerants were introduced to the market, reducing refrigerant emissions by 70%.

Energy stations enable not only heating and/or cooling but also energy recycling and the recovery of waste heat. The new product line was launched in 2025.

Environmental Product Declarations were prepared in 2025 for Future[®] air handling units, HiLTO ECO heat recovery unit, HiFEK roof fans, and Grand and Box fan coil units.

Marine business area

In the Marine business area, efforts have focused on improving the energy efficiency of products and systems. The ship air-conditioning system is being developed on an occupancy-based principle, with ventilation automatically adjusted in line with the actual utilization rate.

Optimization of products and air-conditioned areas results in space savings that affect the ship's capacity and relative energy efficiency.

In 2025, occupancy-based OBV[®] projects were carried out, achieving a 45% reduction in ventilation energy consumption in the implemented cabin areas. The comparison was made against the situation prior to project implementation.

The cornerstone of product and system development is the in-house R&D Center, where new concepts are developed, tested and validated under real-world conditions. The center features an OBV[®] testing environment and a model cabin, where the control of conditions can be verified.

Industry business area

In the Industry business area, research and development activities in composite technology have been initiated, and the organization has been strengthened with new areas of expertise. The goal is to adopt the new material technology and to develop operations toward in-house production and broader advanced product ranges.

As a new technological area, solutions have been developed for managing noise emitted into the surroundings of customers' industrial process plants. The development phase has been completed, and both production and commercialization are in progress. In addition, a research and development phase has been initiated for noise management solutions installed around fans, improving customer safety from multiple perspectives.

During 2025, new and expanded radial-fan product ranges were developed and launched, enabling improved efficiency.

The operating environment of the technology center to be completed in 2026 will mark a new era for industrial product research and development, as well as for testing concepts used during projects. With the completion of the new facility, it will be possible to develop safer, more energy-efficient and more reliable products for the global market.



TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

In its sustainability program, Koja Group has set targets for reducing emissions from its own operations. Emissions from own operations include Scope 1 and Scope 2.

The transition plan has been prepared on the basis of the 2024 GHG Protocol-aligned carbon footprint calculation and takes into account Scope 1 and 2 emissions.

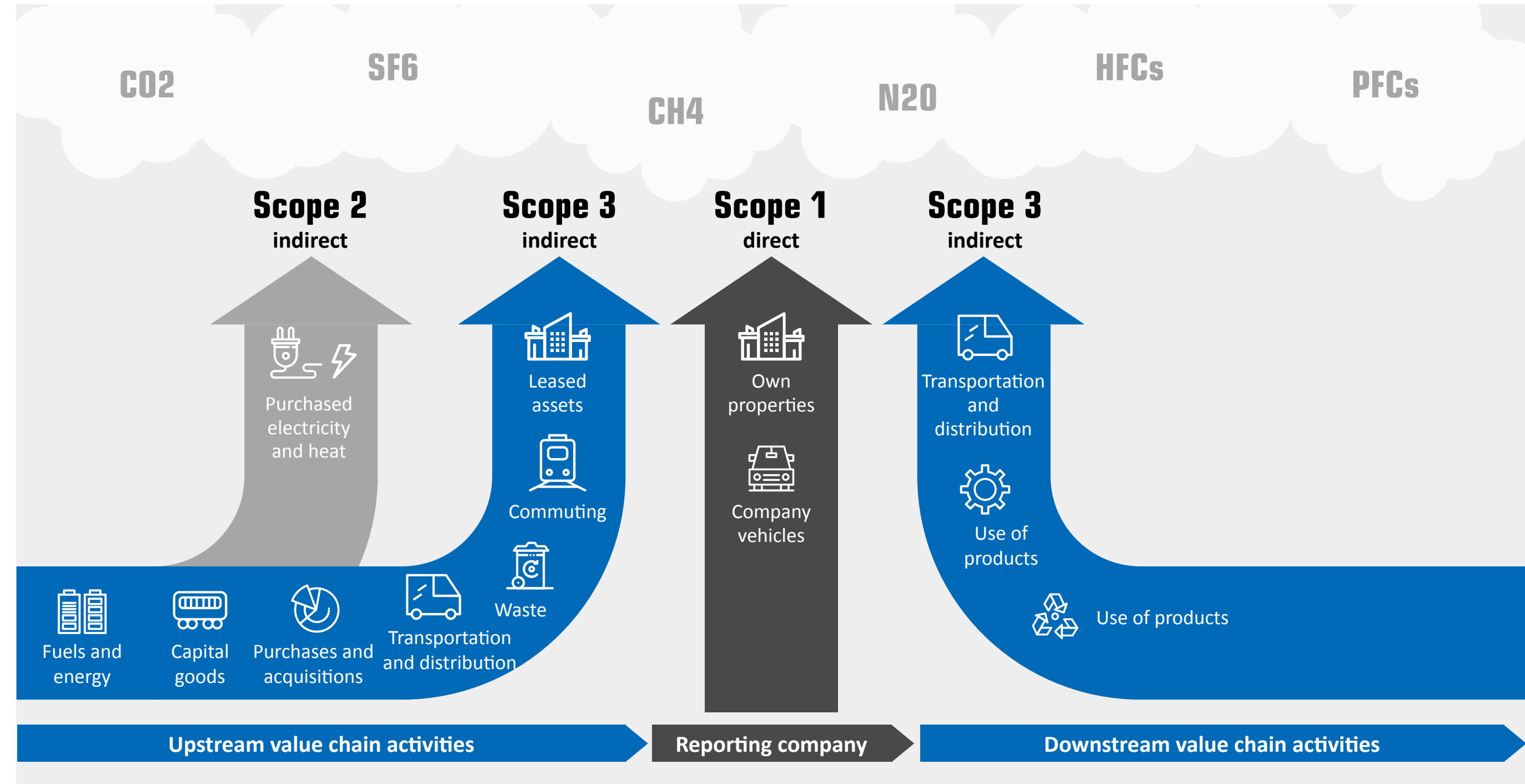
Emission reduction targets have been set on the basis of the calculation. The goal is to reduce emissions from the Group’s own operations by 30% by 2030.

The calculation is carried out annually and covers not only Scope 1 and Scope 2 emissions, but also Scope 3 emissions. For Scope 3 emissions, the companies’ calculations are not yet sufficiently detailed to enable the setting of more specific targets. The calculation principles are being further developed to achieve more accurate results.

Planned internal measures to achieve emission reductions:

Scope 1 and Scope 2 emissions:

- Electrification of cars and equipment
- Transition to zero-emission energy and heating at production plants and sites in Finland
- Improving the efficiency of energy use



EMISSIONS FROM OWN OPERATIONS

Greenhouse gas emissions tCO ₂ e	2024	2025
Scope 1	225	274
Scope 2	262	189
Total	477	463

ENERGY CONSUMPTION AND SOURCES

Energy consumption, electrical energy	2025 kWh	Energy consumption, district heating	2025 kWh
Tampere	1,606,690	Tampere	1,643,000
Tuusula	862,174	Tuusula	478,155
Jalasjärvi	1,675,594	Jalasjärvi	611,500



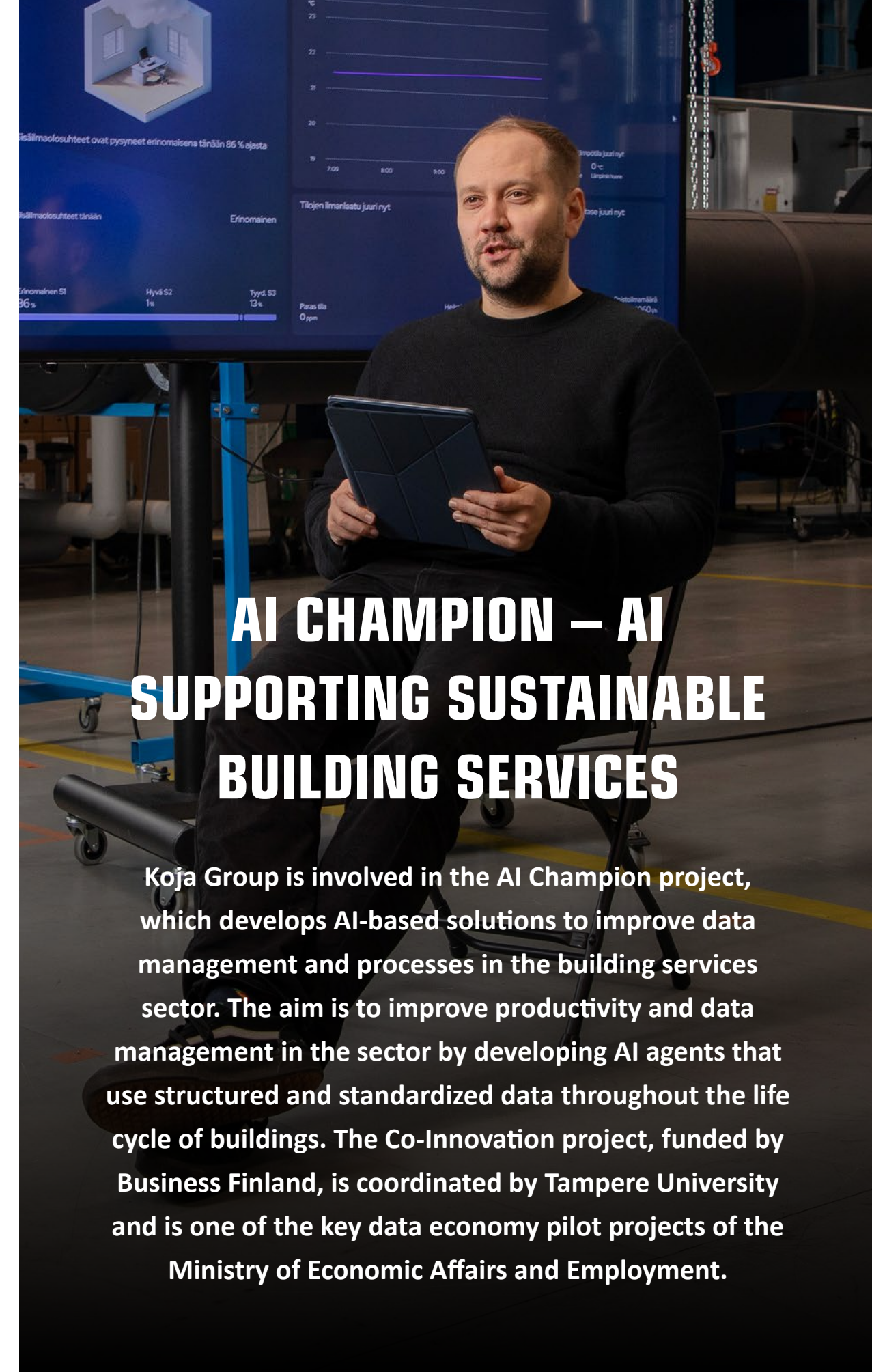
WAVE – A COMPREHENSIVE SOLUTION FOR ENERGY AND CONDITIONS MANAGEMENT

Wave is a comprehensive solution developed by Koja and Chiller, integrating ventilation, heating and cooling through intelligent automation and analytics. The solution primarily uses the building’s internal energy flows and renewable energy sources, and enables continuous monitoring of energy consumption, carbon footprint, and indoor conditions. Wave supports sustainable construction and energy efficiency during the life cycle of properties.



OBV® – VENTILATION BASED ON UTILIZATION RATE

The OBV® (Occupancy-Based Ventilation) solution developed by Koja optimizes the ventilation of ships’ cabin areas in line with the actual utilization rate. Ventilation is automatically adjusted based on the operating situation and CO₂ level, which reduces energy consumption without compromising indoor air quality. Significant energy savings can be achieved with the help of the solution, which supports shipping companies’ emission reduction targets and promotes more energy-efficient and sustainable maritime transport.



AI CHAMPION – AI SUPPORTING SUSTAINABLE BUILDING SERVICES

Koja Group is involved in the AI Champion project, which develops AI-based solutions to improve data management and processes in the building services sector. The aim is to improve productivity and data management in the sector by developing AI agents that use structured and standardized data throughout the life cycle of buildings. The Co-Innovation project, funded by Business Finland, is coordinated by Tampere University and is one of the key data economy pilot projects of the Ministry of Economic Affairs and Employment.

RESOURCE USE AND CIRCULAR ECONOMY

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Subtopic	Description	Impact on people or the environment	Impact materiality	Risk or opportunity for Koja Group	Financial impact
Resource inflows and use	Reducing the use of energy and non-renewable resources in production	By optimizing the production process and the use of resources, the use of materials and energy can be minimized. Waste is monitored particularly with regard to key raw materials, and measures are taken to reduce waste.	↑	Requires investments that cause a negative financial impact on the company.	↓
	Procurement of non-renewable natural resources	The production of key raw materials generates negative environmental impacts.	↓		
		Efforts will be made to increase the procurement of raw materials with a high proportion of recycled material.	↑		
Resource outflows related to products and services	Life cycle management and optimization of product use	By monitoring life cycles and optimizing product use, product life cycles can be extended.	↑	Business and market opportunity.	↑
	Data- and AI-based solutions	Opportunity to affect the use of resources in customer processes. The safety of products can be improved by monitoring their behavior during use. This also enables maintenance needs assessment, timely spare parts management and, consequently, extension of the product's life cycle.	↑	Business and market opportunity.	↑
				The investment causes a negative financial impact on the company.	↓



TARGETS

The strategic target in all business areas is to optimize and extend life cycles through solutions and products.

In recent years, data- and AI-based solutions have been brought to the forefront to improve processes and, consequently, resource efficiency.

In production, the aim is to minimize material waste and improve the efficiency of related resource use, especially for key raw materials. The aim is also to increase the share of recycled materials in the Group’s own products, as well as in purchased materials and components. In addition, the goal is to reduce logistics emissions. The development of metrics is in progress.

POLICIES

Operations are guided by a management system in accordance with the ISO 14001 standard. In line with its policy, the company is committed to developing operations, products, and services with consideration for their environmental impacts across the life cycle. Product life-cycle management is developed under life-cycle-wise principles, taking aftermarket operations into account.

The Data and Digitalization strategy was created for the first time in 2025, determining the targets for the 2025–2030 strategy period to advance digitalization and data management. These also partly guide the use of resources.

MEASURES

Resource inflows and use

To minimize material waste, production material reviews have been carried out and, based on the results, measures have been taken to reduce waste. The reviews focus on the largest material flows. The key raw materials are metals and metal products.

The goal is to increase the share of recycled materials in raw materials and components. In 2025, data collection began on the CO₂ emissions of key suppliers and the recycling rates of products and materials. The data obtained enables the identification of development needs and the formulation of measures to improve operations and select materials and components with lower environmental impacts.

Resource outflows related to products and services

Life cycle management and optimization of product use

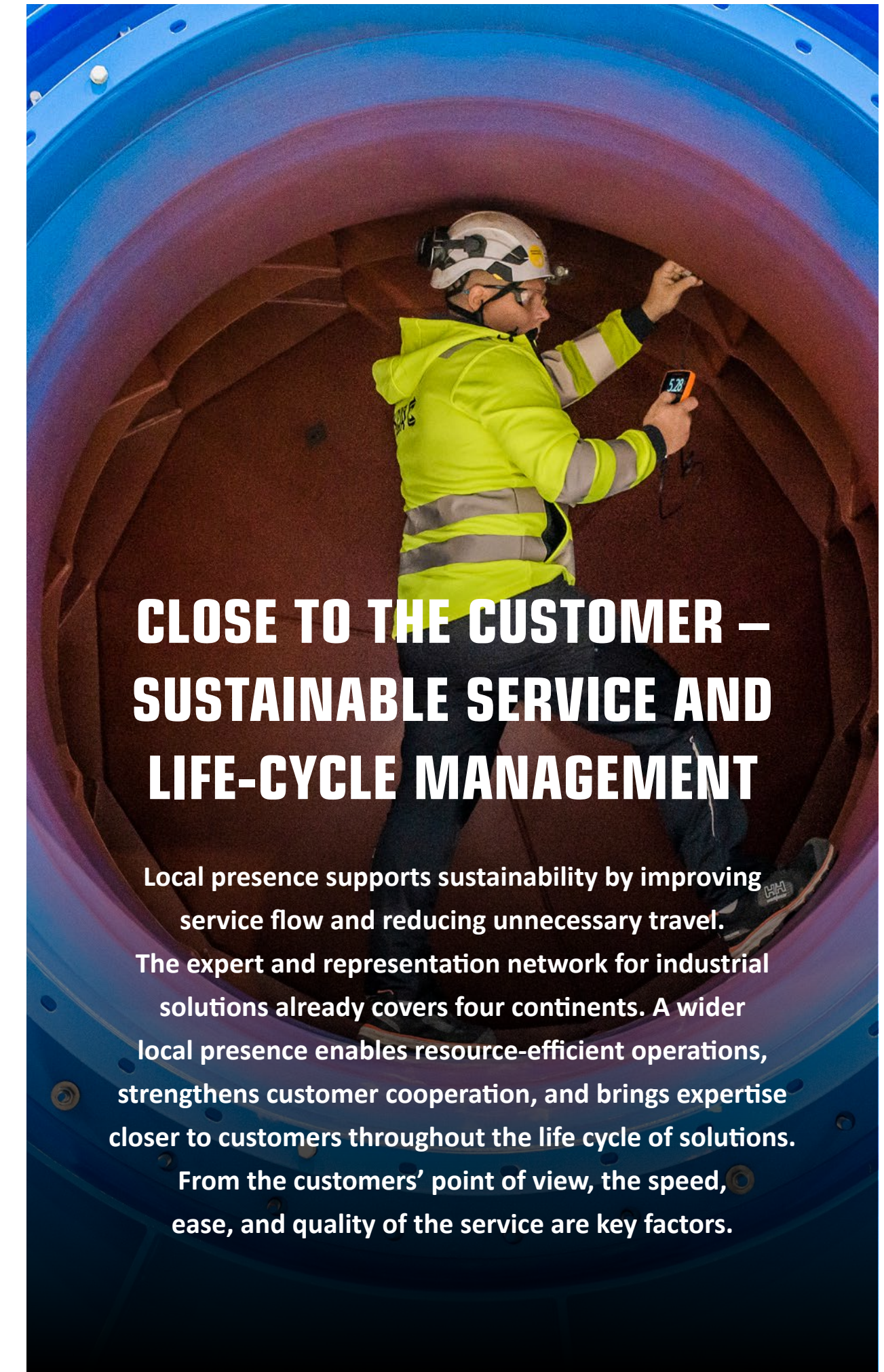
Service and maintenance operations are being developed to better manage the product life cycle and improve the efficiency of the customer’s processes. Modernization measures extend the life cycle of products and reduce the energy consumption of the customer’s process.

Data- and AI-based solutions for monitoring and managing life cycle impacts

All business areas have developed capabilities for collecting product data, supported by measures such as using data to identify and manage timely component needs.

In addition, efforts have been made to enable data collection during the product’s life cycle, on the basis of which data analysis can be developed. Based on the data obtained, predictive maintenance can be improved to ensure the uninterrupted operation of the customer’s process.

For example, the digital eFan concept developed in the Industry business area in 2025 enables the measurement and monitoring of products regardless of time and place. Monitoring can be used to improve the safety, usability and life cycle monitoring of products, which together create the conditions for extending the life cycle of products.



CLOSE TO THE CUSTOMER – SUSTAINABLE SERVICE AND LIFE-CYCLE MANAGEMENT

Local presence supports sustainability by improving service flow and reducing unnecessary travel. The expert and representation network for industrial solutions already covers four continents. A wider local presence enables resource-efficient operations, strengthens customer cooperation, and brings expertise closer to customers throughout the life cycle of solutions. From the customers’ point of view, the speed, ease, and quality of the service are key factors.

SOCIAL RESPONSIBILITY

25 Own workforce



OWN WORKFORCE

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Subtopic	Description	Impact on people or the environment	Impact materiality	Risk or opportunity for Koja Group	Financial impact
Working conditions	Working hours, flexible working time arrangements	Flexible working time arrangements and individual plans have a positive impact on well-being and the balance between work and free time. Remote work can be used as appropriate for the role.	↑		
	Secure employment	Employment relationships are mainly permanent. Seasonal employees are used during peak periods.	↑		
	Health and safety	Investments in operational development and in improving safety and ergonomics have a positive impact on the Group's own personnel. Extensive occupational healthcare services to support work ability.	↑	As a general risk, the long-term challenges of physical work, sickness absences, and possible occupational accidents cause costs. Investments in a safer and more ergonomic workplace.	↓
Equal treatment and opportunities for all	Training and skills development	The strategic target is to have the best experts in the sector. Training is required to maintain this. Positive impact on staff availability and retention. In personal development discussions, competency needs are assessed annually.	↑	Opportunity to strengthen the competitive position.	↑
				Risk of weakened competitiveness.	↓



POLICIES

The policies guiding Koja Group’s social responsibility consist of its Code of Conduct, operating policy, Supplier Code of Conduct and management systems, which have been approved by the Board of Directors. Health and safety are governed by a safety management system in accordance with ISO 45001, which takes legislation into account. General guidance and principles for the management systems (quality, occupational health and safety, the environment, and energy) have been compiled in an operations manual.

The workplace community development plan and the equality and non-discrimination plan guide the development of personnel’s competence, the promotion of well-being at work, and the implementation of an equal and non-discriminatory working environment.

Koja Group complies with the legislation set to protect human health and the environment, as well as with the applicable collective agreements. The Group uses a separate legal and regulatory monitoring system.

Koja Group is committed to promoting diversity, equality, and inclusion within its workforce. The targets have been set in the Group’s sustainability program.

Employee satisfaction and well-being at work are monitored through regular personnel surveys. The results of the survey are reviewed with all personnel, and employees from all personnel groups are involved in the necessary corrective measures as appropriate.

Processes and channels for engagement with own workforce and employee representatives

Koja Group ensures regular and legally compliant dialogue with its workforce and employee representatives. The dialogue covers working conditions, occupational health and safety, equality, competence development, and organizational changes.

The dialogue takes place through statutory cooperation, occupational health and safety cooperation, supervisor–employee discussions, personnel surveys, and internal communication channels. In addition, a whistle-blowing channel compliant with the requirements of the EU Whistle-blower Protection Directive is in place.

SOCIAL RESPONSIBILITY

Employees and their representatives are ensured access to information and opportunities for participation. The feedback received is processed and taken into account in development actions as part of the Group’s management system.

MEASURES

Koja Group promotes well-being at work through flexible working time and hybrid work practices in line with the nature of the work.

Employee satisfaction has been monitored through pulse surveys since 2019. The results are reviewed by the management team and with employees, and targeted actions are taken based on them, such as developing supervisory work, reviewing workload, and implementing measures to prevent harassment and discrimination. Open-ended questions are used to monitor current themes.

Competence development is guided by business-area-specific training plans. In 2025, a digital learning platform was introduced, enabling the distribution of training and the monitoring of completions. At the same time, systematic monitoring of training hours was introduced. Annual training covers occupational health and safety, ethical principles, equality, and job-specific professional skills.

TARGETS

	2030 target	2025
Occupational accident frequency*	0	2
Employee satisfaction, pulse	> 3.3	3.2
Sickness absences under 4%	< 4%	2.7%
Interaction in supervisory work	> 3.3	3.4

* Lost-time accidents at work per one million hours worked

In addition, a training hours target has been set for 2026: an average of 8 hours per person. Monitoring of training hours has begun.



GOOD GOVERNANCE AND CORPORATE CULTURE

28 Corporate culture and management of relationships with suppliers



CORPORATE CULTURE AND MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Subtopic	Description	Impact on people or the environment	Impact materiality	Risk or opportunity for Koja Group	Financial impact
Corporate culture	Positive corporate culture	A positive corporate culture and the existence and application of ethical principles contribute to job satisfaction and employee commitment (long careers).	↑	Skilled and committed personnel help the company succeed and achieve its target. A positive corporate culture enhances the company's ability to attract employees.	↑
Management of relationships with suppliers	Relationships with suppliers	Good cooperation can reduce the negative environmental and social impacts of the value chain.	↑	Good relationships with subcontractors and knowledge of supply chain partners support project execution and success.	↑

TARGETS

	2030 target	2025
Code of Conduct training provided to all Koja Group employees	100%	50%
Suppliers' commitment to the Group's Supplier Code of Conduct	100% A and B suppliers	40%
ESG mapping of key suppliers	100% A and B suppliers	20%

POLICIES

Corporate culture

In addition to legislation, the sustainability of Koja Group’s business operations is guided by the values approved by the company’s Board of Directors, as well as by the Code of Conduct and Group policies. These guidelines are followed in all Group companies, and are updated in accordance with the annual sustainability calendar.

In the development of corporate culture, emphasis is placed on multichannel internal communication, supervisory work, and continuous learning. Regular information sessions are organized for employees, covering current operational themes, strategic targets, and any changes to operating practices. In addition, employees have access to the Group’s learning environment, through which information about new guidelines and procedures is shared.

Job-specific induction training is provided to all employees to ensure a smooth and safe start to work.

Inclusive practices are applied in development projects related to operations and production. Employees are encouraged to bring forward development ideas at an early stage of projects, and these are used, for example, in workstation changes and in improving the ergonomics of production work.

Koja Group has its own whistle-blowing channel, Rehti, through which suspected violations of the Code of Conduct can be reported. Rehti is based on the European Union’s whistle-blowing directive and supports transparency, reliability, and ethical conduct within the companies. Reports can be submitted confidentially, either anonymously or with contact information. The guidelines for the use of the channel are provided on the intranet for the Group’s personnel and on the website for external stakeholders.

Relationships with suppliers

The business operations between Koja Group and suppliers are based on honesty, trust, and cooperation. All practices, policies, and rules applicable to suppliers comply with the principle of equality.

Suppliers must commit to Koja Group’s Supplier Code of Conduct, which requires open and transparent cooperation. The requirements include self-assessments, as well as audits carried out by Koja Group or a third party authorized by Koja Group. The implementation of corrective measures is monitored at collaboration meetings. In addition, suppliers must ensure that their subcontractors comply with the Code of Conduct or equivalent requirements.

MEASURES




Koja Group’s corporate governance was updated in 2025. In addition, the Group’s Code of Conduct was provided to production personnel through dedicated training sessions, and introduced to white-collar employees as the first training module available on the new learning platform. Instructions for new employees are included in induction training.

The pulse employee survey has been carried out since 2019, and to ensure reliable monitoring, the survey’s basic structure has been kept the same. The relevance of the questions is assessed annually, and new open-ended questions are selected based on current topics. Employees are actively listened to, and measures are taken to strengthen the corporate culture.

A 360-degree assessment was carried out on the Group’s and Chiller Oy’s management teams in which feedback was collected from supervisors, colleagues and subordinates. The results of the assessment are used to develop and improve both the management team’s work and individual-level management skills.

The Supplier Code of Conduct was approved by the Board of Directors of Koja-Yhtiöt Oy and was adopted at the end of 2024. The goal was for all A and B suppliers to commit to the guidelines before 2030. In 2025, progress was made toward the 2030 target as planned, and 40% of A suppliers have already committed to the guidelines. In addition, targets were set for suppliers’ ESG surveys and audits, and the work progressed well for the most significant suppliers. Overall, 20 % of suppliers responded to the ESG survey.

OUR VALUES

-  **Quality starts with us**
-  **The customer deserves the best in technology**
-  **Collaboration is our strength**
-  **Attitude makes the difference**



KOJA 

CHILLER