

Sustainability Report

2025



Table of Contents

Overview

- 03 Koiviston Auto
- 04 Values of Koiviston Auto
- 05 Towards more sustainable transport
- 06 CEO's review

Sustainability goals and focus areas

- 07 Sustainability at Koiviston Auto
- 10 Social responsibility
- 15 Environmental and climate responsibility
- 18 Societal impact

Governance

- 21 Corporate governance

Sustainability data

- 24 Key figures
- 27 About the report



Koiviston Auto

Koiviston Auto is Finland's largest bus company and a Forerunner in Finnish public transport. We serve millions of passengers annually in local, regional and long-distance transport – safely, punctually and with respect for the environment. We employ over 2,800 professionals across Finland, and together we aim to create a better world, one journey at a time.

The roots of our nearly 100-year-old company go back to Koivisto on the Karelian Isthmus. What began with two passenger cars has grown into a nationwide public transport group.

Our business

We operate nationwide in local, regional and long-distance transport, connecting cities and regions across Finland. We provide safe and reliable transport solutions for cities, municipalities and transport authorities, both in competitively tendered services and in market-based operations. Each day, we enable sustainable everyday mobility for tens of thousands of passengers.

The Koiviston Auto Group consists of eleven companies operating local, regional and long-distance transport throughout Finland. Koiviston Auto Group Oy is the parent company. Its subsidiaries include Koiviston Auto Helsinki Oy, Koiviston Auto Porvoo Oy, Koiviston Auto Lahti Oy, Koiviston Auto Kuopio Oy, Koiviston Auto Jyväskylä Oy, Koiviston Auto Tampere Oy, Koiviston Auto Länsi Oy, Koiviston Auto Oulu Oy and Onnibus.com Oy. In addition, Kabus Oy acts as the group's central warehouse and maintenance unit, supporting operations.

Turnover **248 MEUR**
 Over **1120** buses, of which **~26%** electric.
2800 employees
 Over **70 000** departures a week.



Koiviston Auto's values

Our work is guided by strong values. We want every member of our personnel to be proud of our journey toward becoming the best employer in our industry while advancing a cleaner environment. We serve our customers responsibly and with a customer-oriented approach – one journey at a time.



Trust as a cornerstone

Our way of acting is consistent. We build an atmosphere of trust in the work community where everyone dares to ask for help from co-workers as well as from supervisors. We also want to earn customers' trust in our services. The customer's travel experience is at the center of our operations.



Sustainability as a part of everyday life

Environmentally friendly and responsible operations are part of our everyday life. We are working to promote equal and diverse society. We take pride in creating a cleaner environment with renewable fuels and electric vehicles. Choosing bus transport is always a choice for the environment.



Everyone is appreciated

With us, everyone can be themselves and everyone is respected both as a customer and as a colleague. We serve our customers nationwide. We work for a more equal and diverse society, both at work and in transport.



Safety at work and on the road

Everyone's safety is a top priority to us, both at work and while travelling. We recognize the different aspects of safety and are aware of the ways we can contribute to everyone's safety in our daily lives. It is important to us, that our every employee and customer get home safely.

Towards More Sustainable Transport

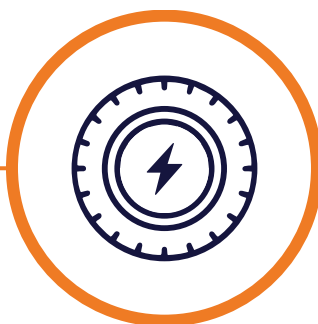
High-quality, safe and responsible mobility lies at the core of our operations. Public transport is one of the key ways to mitigate climate change and build a sustainable society. Sustainability is therefore integrated into Koiviston Auto's business strategy, investment decisions and operational development. We continuously develop our services and fleet towards lower-emission transport. Our goal is that by 2028, more than half of our urban transport fleet will be electric.

Highlights of 2025



+43 electric buses

We invested in 43 new electric buses, increasing the share of electric vehicles in urban transport to approximately 35%.



+67,6 % electric km

The share of kilometres driven using electricity increased significantly, rising by 11.9 percentage points.



+47,6 % biodiesel

We increased the use of biodiesel to 31% of total fuel consumption.



+5 hydrogen buses

We launched pilot operations of hydrogen buses in Jyväskylä.

CEO's review

In 2024, we built a strong foundation for our sustainability work by renewing our values, updating our strategy and embedding sustainability at its core. We also launched supervisor training programmes and introduced a digital learning platform for our personnel. In 2025, this foundation served as a tool for the continuous development of our operations and enabled us to achieve even better results. This development was also reflected in the latest GRESB assessment, where we achieved a score of 97/100, four points higher than the previous year.

We are particularly proud of the development in employee satisfaction. We succeeded in improving the employee Net Promoter Score (eNPS) by as much as 14 points, from 15 to 29. In our best-performing operating unit, the eNPS was as high as 49. We will continue working to further improve these results through, among other things, a comprehensive training programme for all supervisors, systematic implementation of our strategy and strategic commitments, as well as active listening to and assessment of our personnel's needs. Development has also been particularly positive in the area of safety. We succeeded in reducing the accident frequency by as much as 33%, and this positive trend has continued in early 2026.

In 2025, we continued the electrification of our fleet by introducing 43 new electric buses into operation. In addition, we launched pilot operations in Jyväskylä with five hydrogen-powered fuel cell buses. The two-year pilot, implemented in cooperation with the Cefmof foundation, examines the suitability of fuel cell buses for Finnish conditions and, more broadly, the prerequisites for the development of the hydrogen economy. As a result of new contract wins, electrification will continue in 2026 with more than 50 new electric buses, and orders of a similar scale for deliveries in 2027 are being finalised at the time of writing.

We also aim to reduce our emissions by developing our drivers' driving style. For this purpose, we launched a new safe and predictive driving model, the Luotsi concept, to replace traditional driving behaviour monitoring. It includes vehicle devices, analysis of the data they produce, and a management system for improving driving behaviour. Through this concept, emission reductions of several percentage points are expected to be achieved already in 2026.

Public transport plays a significant role in society's security of supply, and every operator in the sector must take responsibility for ensuring the functioning of society, especially in the current geopolitical situation.

Changing legislation, such as Traficom's updated preparedness guidelines and the national implementation of the CER Directive, also guide the sector. We will further develop our preparedness to ensure as uninterrupted operations as possible, even in "normal" disruption situations.



Henrik Mikkola
CEO

¹ GRESB (Global Real Estate Sustainability Benchmark) is an international assessment system that measures and compares the sustainability performance of real estate and infrastructure investments.

² The CER Directive (Critical Entities Resilience Directive) is an EU regulation that aims to strengthen the resilience of critical entities and infrastructure that are essential to society, as well as preparedness for various crises and disruption situations.

Sustainability at Koiviston Auto

Targets and progress

Koiviston Auto is committed to the UN Agenda 2030 goals. In line with our strategy, we focus particularly on promoting sustainable cities and communities, climate action, decent work, gender equality, and reducing inequality.



Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

We promote safe and sustainable cities by developing traffic safety, service accessibility and the environmental efficiency of our operations.

In 2025:

- We continued the implementation and systematic utilisation of the Luotsi driver behaviour management system. We carried out targeted training and development discussions to improve the safety, cost-efficiency and environmental friendliness of driving behaviour.
- We strengthened company-wide safety by renewing the safety organization and management model, clarifying responsibilities, and strengthening safety resources.
- We launched a project to improve the accessibility and usability of our services by producing sign language guidance videos for bus travel.

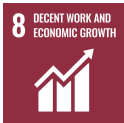


Goal 13: Take urgent action to combat climate change and its impacts

We reduce transport emissions by electrifying our fleet and increasing the share of renewable energy sources. Our target is that by 2028, more than 50% of our urban bus fleet will be electric.

In 2025:

- We invested in 43 new electric buses, after which electric vehicles accounted for approximately 25% of our total fleet. All our electric buses used renewable electricity.
- We promoted low-emission solutions by launching hydrogen bus pilot operations in Jyväskylä.
- We increased the use of biodiesel so that its share of fuels rose to 31%.



Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Through our operations, we aim to create safe and fair working conditions and support sustainable economic development. Profitable and growing business creates the foundation for responsible operations. Growth in profitability enables investments in electric fleets, safety, and the development of personnel and jobs.

In 2025:

- We increased the reporting of safety observations, which improved the identification and prevention of hazards and risks.
- We strengthened employee well-being by developing occupational health services and supporting overall well-being by investing in with leisure-time accident insurance.
- We invested in training programmes approved by Traficom through our group-level training centre to promote productive employment and safe working conditions.



Goals 5 and 10: Achieve gender equality and reduce inequality

We promote equal opportunities and reduce unequal treatment by developing our operating methods and strengthening managerial competence. Our goal is that all our supervisors will complete equality training by 2030. We increase cooperation with educational institutions and internship opportunities and ensure equal participation and leadership opportunities for women.



In 2025:

- Koiviston Auto joined the Youth into the Transport Sector initiative (Nuoria kuljetusalalle in Finnish) as part of its social responsibility efforts to promote equal opportunities for young people to learn about education and career options in the transport and logistics sector.
- The share of female leaders in the Group increased from 7% to 18% as a result of recruitment decisions.

Sustainability management

Sustainability is an integral part of Koiviston Auto’s governance, strategy and business operations. The sustainability management model combines key environmental and climate, social, and safety aspects.

The Board of Directors bears ultimate responsibility for the management and oversight of corporate responsibility. The CEO and the management team are responsible for the implementation and monitoring of the sustainability strategy and regularly assess impacts, risks and opportunities related to sustainability as part of the company’s management system. Sustainability and safety topics are addressed regularly by the management team according to an annual cycle, at least quarterly. In addition, sustainability themes are part of the monthly monitoring and reporting of the development unit. The Group Sustainability Specialist coordinates sustainability work and is responsible for advancing targets and implementing projects in cooperation with business units.

Impacts, risks and opportunities related to sustainability are identified as part of the annual risk management process and active stakeholder dialogue. Operations are guided by group-approved policies and principles, and progress is systematically monitored as part of group reporting.

In 2025, we strengthened sustainability governance by developing management practices, clarifying policies and targets, and reinforcing systematic monitoring. Continuous development was also reflected in the latest GRESB assessment, where we improved our score by four points to reach 97/100 and a four-star rating (4/5).

Stakeholder engagement

We work closely and continuously with our key stakeholders to ensure the delivery of responsible and reliable public transport across Finland.

Through stakeholder dialogue, we identify the sustainability topics that are material to our operations and develop our activities together to promote them.

Personnel is one of our most important stakeholder groups. We engage in regular dialogue with employee representatives in all group companies, and together we develop occupational safety, well-being at work and competence.

Clients, cities and authorities are key partners in the planning and development of transport. Through cooperation, we ensure customer satisfaction, passenger safety, as well as the quality and continuity of our services. During the year, we conducted a customer satisfaction survey for transport contracting organisations. The responses received are used to develop our cooperation with clients as well as the services we provide. In addition, in long-distance transport we actively collect feedback directly from passenger customers in order to identify the issues that are most important to them.

Our owner, CapMan Infra, is a key strategic stakeholder. Active ownership and ambitious climate targets support the systematic development of our sustainability work and the achievement of emission reduction targets by providing clear direction, resources and strategic support.

Social responsibility: people at the core

Our objective is to be the best employer in the transport sector in Finland for our approximately 2,800 professionals. We promote this objective through long-term development of human resource management, by strengthening the safety culture, and by investing in continuous competence development.

In 2025, the Group strengthened supervisors' competence as part of responsible people management. The development of supervisory work was supported by launching supervisor clinics for addressing current topics, introducing a regular supervisor newsletter, and launching the Leader training programme. The training content focuses on the supervisor's role and responsibilities, diversity, interaction, and coaching leadership.

Supervisors' competence and the quality of leadership play a key role in job satisfaction and employee engagement. High-quality, people-oriented and consistent supervisory work brings clarity and trust to everyday work and supports a positive employee experience. The development of supervisory work is therefore a key means of advancing our strategic objective of being the best workplace in the transport sector in Finland.

The aim is to harmonise management practices and strengthen day-to-day leadership capabilities across the Group. In addition, supervisors were provided with occupational safety training as well as work ability management training, which supported the promotion of a safe working environment and the proactive management of employees' work ability.

The implementation of the strategy and the building of a shared understanding were strengthened by organising, for the first time, a joint staff event for white-collar employees across the entire Group.

During the sessions, the focus was on reviewing the strategy and on what the goals outlined in the strategy mean in practice for different roles and in day-to-day work.

The development of digital operating models was continued to support management and smooth everyday operations. A new intranet was introduced for white-collar employees, which improves information flow, the availability of up-to-date information and internal communication within the Group. Personnel communications were also developed towards a more visual and plain language approach, and language versions were added to instructions to meet the needs of a multilingual workforce.

Safety management was strengthened at the Group level by clarifying the division of responsibilities, developing cooperation structures, and defining common guidelines for safety work for the coming years.



Key metrics and themes include:

- Employee satisfaction (eNPS) and monitoring of employee well-being
- Occupational safety measured by the number of safety observations and accident frequency rate
- Competence development measured by the number of training days
- Diversity and equality measured by gender distribution

Employee satisfaction

Koiviston Auto conducted an employee survey in 2025, which was used for the second consecutive year. A total of 1,739 people responded to the survey, representing 60% of the personnel. In 2025, the employee Net Promoter Score (eNPS) for the entire Group was 29, which is a significant improvement compared to the previous year's result. Overall, the survey results were positive and in line with the previous year. Employees continue to find their work meaningful and understand what is expected of them. Assessments related to safety and the smoothness of daily work also remained at a high level. Compared to the previous year, improvement was observed particularly in the adequacy of work equipment, pride in the company's efforts to promote a cleaner environment, and trust in top management's decision-making regarding the future of the workplace.

In open feedback, a reliable workplace, a good working community and colleagues continued to be emphasised. Areas for development included supervisory work and the development of operating practices, for which work will continue actively. Based on the survey results, units and teams have updated their development plans, and their implementation is monitored regularly.

Occupational safety and health

In 2025, all companies in the Koiviston Auto Group joined the Finnish Institute of Occupational Health's "Zero Accidents Forum" to strengthen safety development work and peer support. Cooperation with the occupational accident insurance provider was intensified by utilising their expertise in guidelines, training and communications.

Cooperation in occupational safety was developed by strengthening the role of occupational safety representatives in the Group's joint safety work. In 2025, we organised the first development day for occupational safety representatives, defined common role descriptions, and introduced structured ways of working managed by an annual cycle and regular meetings.



In 2025, occupational safety training for supervisors was continued so that nearly all supervisors completed comprehensive occupational safety training, focusing on the key work and health risks in the bus transport sector and their prevention.

In 2025, a Group-wide safety and accident reporting application was introduced, and its use was established throughout the year. Root cause investigations of occupational and commuting accidents were launched at Group level, and supervisors as well as safety representatives were trained to carry them out. A total of 77 investigations were conducted during 2025, and nearly all work-related accidents leading to absence were investigated in accordance with the new process. In the final quarter of 2025, responsibility for accident root cause investigations was transferred to the Group's subsidiaries in order to ensure that learning and continuous improvement take place as close as possible to operational activities. The change strengthened personnel's understanding of the mechanisms behind accidents and improved the implementation and follow-up of corrective actions. The development of the investigation approach streamlined operations, generated cost savings and strengthened supervisors' competence. Based on the investigations, recommendations for corrective actions were shared across the entire Group to prevent similar accidents.

Occupational and commuting accidents showed a downward trend. In 2025, the occupational accident insurance compensated 33% less in costs resulting from occupational and commuting accidents than in the previous year.

During 2025, a total of 1,653 safety observations were recorded. Safety observations are a key tool in proactive safety management. They are used to identify and prevent risks occurring in work. We encourage personnel to make safety observations and strengthen the safety culture as part of daily work.

The safety competence of personnel was strengthened by implementing Group-wide training on preparedness for threat situations through a digital learning platform and by increasing first aid training.

The safety planning of new depots was carried out proactively already at the building design phase.

In 2025, work ability management was strengthened through an occupational healthcare reform, as a unified occupational healthcare service and a work ability management model were introduced across all Group companies. Supervisors were trained on work ability management topics and coached to support work ability-related challenges more systematically than before. The substance abuse programme was updated, and support for work ability was strengthened by increasing HR resources in the largest unit.

At the same time, nationwide occupational healthcare cooperation based on transport medicine was intensified by emphasising preventive occupational healthcare. Operating models were harmonised across all locations, the content of driving health examinations was developed, and support for work ability was strengthened through occupational health negotiations, company-funded care pathways, and by launching steering group activities.

Employees with partial work ability in the Group were mainly covered by work ability support processes. Cooperation with the pension insurance provider continued closely across the Group and included management training on work ability management as well as financial support for several projects aimed at maintaining and developing work ability.

Competence development and availability

Competence development is a key part of Koiviston Auto’s sustainability work. In 2025, we invested in training programmes approved by Traficom through the Group’s training centre. The Koiviston Auto training centre has established its position as a key support function for competence development across all Group companies.

The training centre provides competence certification training approved by Traficom, covering the key areas of a bus driver’s work, from customer service and economical driving to predictive driving, emergency first aid and occupational safety. The training combines professional competence, Koiviston Auto’s values and practical exercises. For competence certification training, the objective is an average of one training day per driver per year, and this target was achieved in 2025.

The quality of the training is systematically monitored through both verbal feedback and evaluation forms. The satisfaction rating received from drivers has remained at a high level; in 2025 it was on average 4.49 (maximum 5), indicating the perceived usefulness and quality of the training.

Dialogue with personnel

Koiviston Auto engages in active and regular dialogue with employee representatives locally in all Group companies. The discussions involve the local Managing Director and the chief shop steward of the unit. The objective of the dialogue is to ensure open communication, trust-based cooperation and the inclusion of the personnel’s perspective in decision-making.

In addition, employee representatives from all companies meet annually with representatives of the Group’s management team. The aim of the meeting is to support dialogue at Group level and to strengthen the participation of employee representatives.



CASE: Luotsi – developing driving behaviour as part of responsible operations

Luotsi is Koiviston Auto Group’s shared driving behaviour development concept, which aims to promote safe, economical, and responsible driving. Luotsi collects data from vehicles and transforms it into analysis that is utilised in both the professional development of drivers and in supervisory work. The concept creates a unified operating model for guiding driving behaviour regardless of the fleet or traffic area.

By influencing driving behaviour, the aim is to reduce unnecessary load on vehicles and support safe and energy-efficient driving. At the same time, Luotsi supports drivers’ competence, predictive driving, travel comfort and well-being at work. Luotsi functions as a developmental and guiding tool, not as a monitoring system.

In 2025, Luotsi progressed significantly as part of the Group’s day-to-day operations. Personal Luotsi analyses were made available to drivers, and supervisors were provided with their own analytical views for developing driving behaviour and supporting discussions. Information related to driving behaviour, energy consumption and fleet load became more transparent and more systematically utilised than before. This created a strong foundation for unified operating models and continuous improvement at Group level.

Looking ahead

In 2026, the development of Luotsi will continue from the perspectives of analytics and usability. The objective is to deepen understanding related to driving behaviour and consumption, expand the possibilities for reporting and analysis, and strengthen the role of Luotsi as part of supervisory work and drivers’ daily operations.

Luotsi will continue to support the Group’s strategic objectives in terms of safety, efficiency and responsibility, and will create the conditions for even more impactful development of driving behaviour.

Driver experience: Teemu Raja-aho, Helsinki

Based on driver experience, Luotsi is a clear tool that provides easy-to-understand information about driving: "Luotsi provides more detailed information about driving. It shows the development of my driving behaviour both in positive and negative aspects. I can always try to improve my driving and pay more attention to red events."



Environmental and climate responsibility: sustainable low-emission travel

For Koiviston Auto, environmental and climate responsibility primarily means enabling everyday mobility in a way that reduces the total emissions of transport and supports more sustainable urban development. Public transport is inherently an environmentally friendly mode of transport, and its impact increases as more people choose the bus instead of a private car. When people travelling in the same direction travel together, private car use decreases and the carbon footprint per passenger is significantly reduced.

At Koiviston Auto, this means concrete actions: the rapid electrification of urban transport, the systematic improvement of the energy efficiency of long-distance and regional transport fleets, and the development of services so that public transport is a genuinely competitive alternative to private cars.



Key themes and metrics include:

- Greenhouse gas (GHG) emissions calculation as well as the setting and monitoring of emission reduction targets
- Increasing the number and share of electric buses in the overall fleet
- Utilisation of renewable energy and low-emission fuels
- Reducing the environmental impact of depots
- Piloting hydrogen buses in Jyväskylä

Emission reduction and monitoring

Koiviston Auto’s environmental and climate work is based on systematic greenhouse gas (GHG) emissions calculation as well as clearly defined key metrics. The first Group-level emissions calculation was carried out in 2022, after which reporting has been continued annually. From 2023 onwards, Scope 3 emissions from the value chain have also been included in the calculations in order to provide a comprehensive and transparent view of the overall impacts of our operations.

As emissions calculation and reporting develop, the next step is to move towards science-based emission reduction targets (in accordance with SBTi³) and to ensure that our operations are aligned with the goals of the Paris Agreement. In 2025, Koiviston Auto made significant progress towards the setting and implementation of these targets.

Key metrics for environmental and climate work include greenhouse gas emissions (Scope 1, Scope 2 location-based and market-based, and Scope 3), the share of kilometres driven using electricity, the use of renewable electricity, and the degree of fleet electrification. In addition, we monitor energy consumption, waste recovery, and other aspects of resource efficiency to ensure that environmental impacts remain under control even as operations grow.

³ The Science Based Targets initiative (SBTi) is an international initiative through which companies set science-based emission reduction targets in line with the goals of the Paris Agreement.

Environmentally friendly fleet solutions

The electrification of the fleet and the improvement of energy efficiency are key pathways in our environmental and climate work. Our objective is to reduce transport emissions through long-term investments and to increase the share of electric vehicles so that by 2028 more than 50% of buses in urban transport are electric. In addition, we are piloting the use of electric buses in market-based long-distance and regional transport.

Koiviston Auto invests significantly in electric vehicles and charging infrastructure. In 2025, we acquired 43 new electric buses, and the share of electric vehicles in the urban transport fleet increased to approximately 35%. Electrification reduces carbon dioxide emissions during operation, improves local air quality, and reduces noise especially in urban areas. At the same time, the absence of exhaust gas emissions and quieter vehicles improve the working environment at depots and in operations.

In long-distance transport, the focus is on energy efficiency and the efficient utilisation of passenger capacity. OnniBus's double-decker fleet enables the transport of a large number of passengers on a single service, which reduces emissions per passenger and strengthens the role of public transport as a low-emission alternative on busy routes. In addition, we continuously strive to develop our operations in a more environmentally friendly direction, for example by piloting the use of electric buses in market-based long-distance and regional transport during 2025.

Bus transport based on renewable fuels and electric vehicles is at the core of our operations. In addition to electrification, we promote alternative energy sources: in Jyväskylä, we launched a hydrogen-powered public transport pilot in cooperation with the Central Finland Mobility Foundation (Cefmof) and the public transport authority of the Jyväskylä region.

The introduction of hydrogen buses began during 2025, and through the pilot we are gaining experience on the suitability of the new technology as part of low-emission public transport. Our objective is therefore to be a forerunner in sustainable and low-emission transport solutions.

More environmentally friendly driving

The Luotsi driver behaviour management system introduced in 2025 supports the Group's environmental and climate objectives by promoting energy-efficient and low-emission driving. Through data collected from vehicles, energy consumption, fleet load and driving behaviour-related factors affecting fuel consumption and emissions are analysed, thereby contributing more broadly to the development of energy efficiency and the responsible use of resources.

The objective is to reduce unnecessary load, optimise energy use and decrease the environmental impact of operations. In 2025, information related to driving behaviour and energy consumption became more transparent and more systematically utilised than before.

Reducing the environmental impact of depots

We reduce the environmental impact of our depots by improving energy efficiency and transitioning to lower-emission energy solutions. We implement solutions to improve energy efficiency, for example in lighting and building systems, and gradually move towards the use of fossil-free electricity over the next five years. In addition, we transition towards more sustainable heating solutions at our depots.

We develop waste management as part of promoting the circular economy by improving the recycling rate, enhancing waste sorting and reducing the total amount of waste. In 2025, our recovery rate was 93%.

CASE: Hydrogen buses introduced in Jyväskylä – the project progressed to practical implementation

Koiviston Auto participates in a two-year hydrogen bus pilot in Jyväskylä as part of the transition towards lower-emission public transport. The project is linked to the construction of a hydrogen refuelling station in Jyväskylä, and its objective is to test the suitability of hydrogen-powered fleet in Finland's varying weather conditions as well as to gather practical experience on the utilisation of hydrogen in public transport. The buses have been acquired by the Central Finland Mobility Foundation (Cefmof), whose objective is to promote the adoption of clean transport solutions. Koiviston Auto is responsible for the operation and maintenance of the buses in cooperation with the public transport authority of the Jyväskylä region.

In 2025, Finland's first hydrogen buses used in daily operations started service in Jyväskylä. The pilot includes five buses, which are tested on different routes. The introduction was preceded by the definition of technical requirements, ensuring compliance with regulatory requirements, and developing the readiness of depot and maintenance facilities for the new technology. Personnel were trained in the maintenance and operation of hydrogen-powered fleet, and operations were launched gradually during the summer.

The pilot complements other propulsion solutions in the region, such as electric, biogas and renewable diesel-powered fleet. The knowledge generated by the project supports future decisions on the wider adoption of hydrogen technology both in Jyväskylä and in other Finnish cities and strengthens Koiviston Auto's role as a developer of new low-emission transport solutions.



Societal impact: equal and accessible mobility



Koiviston Auto is a significant societal actor and part of everyday life in Finland. Bus transport is part of society's essential services, and we enable tens of thousands of bus routes each week that connect people, cities and regions across Finland. Public transport promotes social equality, regional accessibility and sustainable urban development. It enables access to work, education and services even without a private car.

We operate across almost all of Finland in local, regional and long-distance transport. We operate contracted bus services in cooperation with public transport authorities, Traficom and municipalities, as well as market-based long-distance services under the OnniBus brand. The Group employs approximately 2,800 people in Finland, our depots are located from Helsinki to Northern Finland, and we pay our taxes in Finland. Our operations support domestic employment and regional vitality.

At the core of our social impact are sustainable and accessible services. We aim to ensure that travel is pleasant, safe and accessible to as many people as possible at a reasonable price. OnniBus's double-decker fleet enables the transport of a large number of passengers on a single service, which improves cost efficiency and reduces emissions per passenger. At the same time, an extensive route network connects not only major cities but also smaller localities and event destinations, supporting regional vitality.

Accessibility and availability are a key part of our service promise. In local transport, we primarily use low-floor buses equipped with accessible seating and wheelchair spaces as well as a kneeling function to facilitate boarding.

Drivers assist passengers when needed, and travel for a personal assistant is generally free of charge. In long-distance transport, wheelchair spaces are reserved in advance, assistive devices are transported in accordance with safety standards, and guide and assistance dogs travel free of charge. We continuously develop the accessibility and clarity of service information.

OnniBus's investment programme carried out during 2024–2026, consisting of 25 new double-decker buses, strengthens both sustainable mobility and domestic employment. The buses are assembled in Finland at the Carrus Delta factory located in Lieto, creating direct employment effects and supporting Finnish expertise and the vehicle industry. In 2025, seven new buses assembled in Finland were completed and introduced into service across the country.

Social impact also involves active dialogue with stakeholders. We work closely with authorities, contracting organisations, industry associations and other transport operators to develop the quality, safety and punctuality of transport. Customer feedback is utilised in the planning and development of services. In addition, we participate in joint sustainability work within the sector and in the development of the transport system.

In 2025, the focus of social responsibility was on strengthening the accessibility of services, systematising customer dialogue, and deepening cooperation with contracting authorities. The objective was to ensure that the electrification of transport and changes in the operating environment support equal mobility and do not weaken the level of service in different regions.

CASE: Developing accessibility in collaboration with experiential experts

Objective

Accessibility in transport is a key part of equal and accessible public transport. Traficom’s accessibility guidelines were updated at the end of 2025, with particular emphasis on utilising experts by experience in service development. OnniBus aims to ensure that bus travel is as smooth as possible also for deaf and hard-of-hearing passengers.

Development actions

In autumn 2025, OnniBus launched a thesis project in which a sign language interpreting student, in collaboration with the Finnish Association of the Deaf, deaf and hard-of-hearing passengers, and OnniBus, developed a concept to improve the accessibility of bus travel.

The development work was based on real passenger experiences and identified challenges. The objective was to find concrete solutions that support the sense of safety and access to information for deaf and hard-of-hearing passengers at different stages of travel.

At the beginning of 2026, signed announcements will be introduced on buses. In addition, short signed videos covering the key stages of bus travel were produced and will be published on OnniBus’s website and other digital channels.

A signed internal training was also implemented for drivers, in which a deaf passenger explains how deaf and hard-of-hearing passengers can be better taken into account.

Impact and next steps

Accessibility development activities improve access to information and increase the predictability of travel. Signed announcements and instructional videos support independent travel, and training provided for drivers strengthens practical competence in interaction situations.

The development actions were implemented in cooperation with the target group, which increases the functionality and effectiveness of the solutions.

Accessibility work will continue throughout 2026. The objective is to make significant improvements also from the perspective of other special groups and to further develop OnniBus services towards genuinely accessible public transport across Finland.



CASE: OnniBus as a societal actor – equal and low-emission mobility

In 2025, OnniBus further reinforced its role as a responsible societal actor by advancing accessible and low-emission public transport. In the Onnikokemus development project, the objective was to build an even more consistent and seamless travel experience and to lower the barriers to bus travel for passengers of different ages and life situations. More than 14,000 passengers and personnel from across Finland participated in the development work. Based on the data collected, a nationwide training programme was created to strengthen customer service, the sense of safety and an equal service experience throughout the country.

At the same time, OnniBus promoted low-emission mobility for major events in cooperation with festivals and event organisers. Tailored routes and timetables, direct connections to event areas, and attractive pricing offered a genuine alternative to private cars. One bus service can replace up to 45 passenger cars, significantly reducing transport emissions and the environmental impact of events. Through these measures, OnniBus supports both equal mobility and climate objectives across Finland.



Corporate governance

Policies

Policies and operating guidelines are key tools for managing corporate responsibility. Policies define the key guidelines that govern Koiviston Auto's operations. Operating guidelines, in turn, translate these policies into concrete practices and specify how the principles are followed in day-to-day operations.

Koiviston Auto's key policies include corporate governance, code of conduct for both internal operations and suppliers, and environmental policy. The policies are approved by the company's board of directors, and the policy owners are responsible for their implementation.

Ethical principles and oversight

Koiviston Auto operates in Finland in compliance with all Finnish laws and regulations. We participate in bus transport tenders organised by public transport authorities. Koiviston Auto complies with the principles of fair and ethical competition, to which we are committed through our own code of conduct. We also require our suppliers to commit to these ethical principles. We pay 100% of our taxes in Finland.

Quality, environmental and information security management systems

Koiviston Auto holds the ISO 9001 quality management certification and the ISO 14001 environmental management certification. These certifications ensure that our operations meet all key quality and environmental requirements. The certifications are reviewed annually through internal and external audits.

In 2024, Koiviston Auto Group and Koiviston Auto Helsinki decided to pursue certification in accordance with the ISO 27001 information security standard. The certification process was completed in spring 2025. ISO 27001 is an international standard that defines the requirements for an information security management system (ISMS). The certification helps organisations protect their information, manage information security risks effectively, improve the company's reliability, meet legal requirements, reduce the risk of data breaches.

We ensure also data protection in all our operations. Koiviston Auto processes personal data of customers and employees securely, confidentially and transparently in all our services. In 2025, the focus of development was on strengthening personnel's data protection and GDPR competence, as well as updating processes.

Risk management

Koiviston Auto actively conducts risk management, which includes identifying risks and preparing for them. Risks are reviewed in accordance with the annual cycle at least three times a year as part of the company's risk management process.

Sustainability-related risks and opportunities are identified and assessed as part of the Group's overall risk management. Progress is monitored using targets and indicators, and results are reported regularly to the Board of Directors, management, owners, and key stakeholders.

Whistleblowing channel

Koiviston Auto has a whistleblowing channel and related policy governing its use. The whistleblowing channel is a key part of the company’s ethical practices, transparency and responsible governance. It enables the safe reporting of misconduct and protects whistleblowers from retaliation, in accordance with the EU Whistleblower Directive.

The channel is intended for reporting misconduct and is available to personnel, customers, partners and any other parties who may observe misconduct in Koiviston Auto’s practices. Reports submitted through the whistleblowing channel are received by the CEO and the HR Director. Reported cases are recorded and reported to the Group’s Board of Directors.

In 2025, a total of 20 reports were received through the channel, of which 8 were submitted by personnel. The majority of the reports were customer feedback in nature. Seven of the reports led to follow-up actions, the most serious of which resulted in a written warning. The channel enables monitoring to ensure that all reports are processed.



CASE: Strengthening Information Security at Koiviston Auto – ISO 27001 Certification

Koiviston Auto has made significant progress in the development of information security. In 2024, a comprehensive information security programme was launched within the Group, aiming to strengthen risk management, protect critical information and ensure a secure operating environment for all employees, customers and partners.

During 2025, Koiviston Auto Group Oy and Koiviston Auto Helsinki Oy were certified in accordance with the ISO 27001 information security standard. An information security management system (ISMS) compliant with the ISO 27001 standard has been implemented across the entire Group, ensuring consistent practices in all Koiviston Auto companies. Information security within the Group has been strengthened by updating information security policies and guidelines to meet the requirements of the ISO 27001 standard.

By introducing information security and cybersecurity training on a new learning platform, it is ensured that every employee completes up-to-date security training.

Information security as part of responsible governance

Information security and cybersecurity are key elements of Koiviston Auto’s corporate policy and good governance. Their importance is emphasised in an industry where digital systems, vehicle technology and customer interfaces continuously generate increasing amounts of data.

Looking ahead

In 2025, the development of information security continued as a key part of Koiviston Auto’s sustainability work.

We invest in ensuring information security by conducting ISO 27001 audits, developing the information security management system and strengthening personnel competence. In addition, we continuously update technical and operational safeguards to keep pace with the evolving cyber threat landscape.

Koiviston Auto builds information security that supports safe and modern public transport – every day, on every journey.



Key figures

	2025	2024	2023
Climate and environmental data			
Greenhouse gas (GHG) emissions (tCO₂e)			
Scope 1 greenhouse gas emissions	45 287	59 042*	73 843
Scope 2 location-based greenhouse gas emissions	2 125	2 862*	5 576
Scope 2 market-based greenhouse gas emissions	2 875	3 396*	6 644
Scope 3 greenhouse gas emissions	90 529	106 871*	53 589
Total location-based greenhouse gas emissions	137 940	168 742	133 010
Total market-based greenhouse gas emissions	138 690	169 303	134 077
Greenhouse gas intensity (tCO₂e / revenue EUR million)			
Scope 1 and 2 location-based greenhouse gas emissions relative to revenue	191	254	330
Other environmental data			
NOx emissions (t)	172	217	262
Share of biodiesel (%)	31	21	32
Biodiesel consumption (thousand litres)	6 893	4 700	6 900
Renewable electricity (MWh)	33 720	20 800	9 800
Electricity total (MWh)	41 115	46 200	16 400
Share of kilometres driven using electricity (%)	29,5	17,6	7,8
Waste recovery rate (%)	93	97	94
Water consumption (m ³)	45 228	40 196	32 733

	2025	2024	2023
Employee data			
Number of employees	2 764	2 783	2 582
Number of full-time employees	2 499	2 473	2 398
Share of women (%)	9,2	9,0	8,5
Average age of employees	49,5	49,8	49,9
Employee Net Promoter Score (eNPS)	29	15	14
Safety data			
Lost Time Injury Frequency (LTIF)	20		
Number of safety observations	1 653	1 666	1 176
Fatal accidents	0	0	0

*Data published in Koiviston Auto's 2024 sustainability report has been updated in the 2025 reporting due to data refinement.

Metrics and key figures

Koiviston Auto conducted its first emissions calculation in 2022, after which emissions calculations have been carried out annually. In 2023, Scope 3 emissions were added to the calculations. Koiviston Auto aims to continuously develop its sustainability reporting. During 2025, we prepared for the setting of science-based emission reduction targets. As part of this process, the emissions data for 2024 was validated, and as a result, the 2024 emissions data presented in this report has been updated.

Below are key observations related to emissions calculations and sustainability metrics:

Scope 1 greenhouse gas emissions in the 2024 report were previously 76,919 tCO₂e. According to the new calculation, emissions are 59,042 tCO₂e. The change is mainly due to the introduction of more precise emission factors.

Scope 2 greenhouse gas emissions in 2024 were previously 4,268 tCO₂e on a location-based basis, and according to the new calculation 2,862 tCO₂e. Market-based emissions were previously 9,062 tCO₂e and in the updated calculation 3,396 tCO₂e. The changes are mainly due to more accurate data on electricity consumption and district heating in leased properties.

In 2024, Scope 3 greenhouse gas emissions were previously 97,647 tCO₂e and according to the new calculation 106,871 tCO₂e. The increase is due to more precise assessment of lifecycle emissions related to energy and fuels.

The 2025 waste recovery rate is based on waste processed by key service providers and does not fully cover all waste streams.



About the report

This sustainability report has been prepared for Koiviston Auto Group, which is the parent company of the Group. Unless otherwise stated, the information applies to the entire Group, including subsidiaries. The reporting period is one year and follows the financial year. This sustainability report covers the financial year 2025. The previous sustainability report was published in April 2025.

Scope and changes: key adjustments to figures reported for the previous year.

Contact information

Koiviston Auto Group
Metsä-Pietilänkatu 3
15800 Lahti
www.koivistonauto.fi



We're making the world better – one journey at a time

www.koivistonauto.fi
[@koivistonauto](https://twitter.com/koivistonauto)
[#KoivistonAuto](https://www.instagram.com/koivistonauto)

