FINNPILOT

ANNUAL REPORT 2025

Contents

Finnpilot's annual report for 2025 includes the annual review, a description of our corporate governance and the Sustainability Report.

Additionally, we publish the financial statements and the annual review of the Board of Directors as separate PDF documents on our website.

finnpilot.fi/en

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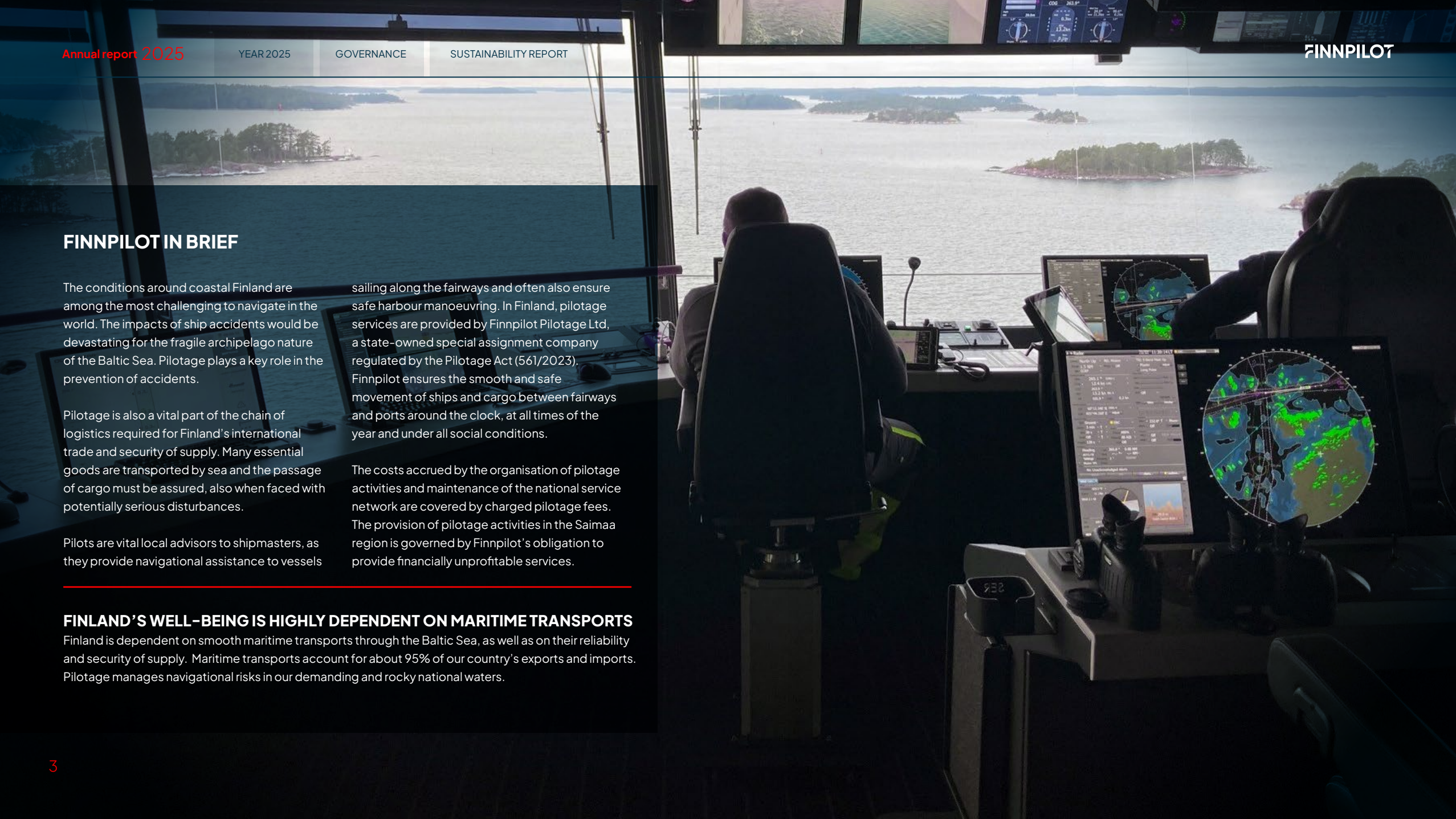


FINNPILOT IN BRIEF

The conditions around coastal Finland are among the most challenging to navigate in the world. The impacts of ship accidents would be devastating for the fragile archipelago nature of the Baltic Sea. Pilotage plays a key role in the prevention of accidents.

Pilotage is also a vital part of the chain of logistics required for Finland's international trade and security of supply. Many essential goods are transported by sea and the passage of cargo must be assured, also when faced with potentially serious disturbances.

Pilots are vital local advisors to shipmasters, as they provide navigational assistance to vessels sailing along the fairways and often also ensure safe harbour manoeuvring. In Finland, pilotage services are provided by Finnpilot Pilotage Ltd, a state-owned special assignment company regulated by the Pilotage Act (561/2023). Finnpilot ensures the smooth and safe movement of ships and cargo between fairways and ports around the clock, at all times of the year and under all social conditions.

The costs accrued by the organisation of pilotage activities and maintenance of the national service network are covered by charged pilotage fees. The provision of pilotage activities in the Saimaa region is governed by Finnpilot's obligation to provide financially unprofitable services.

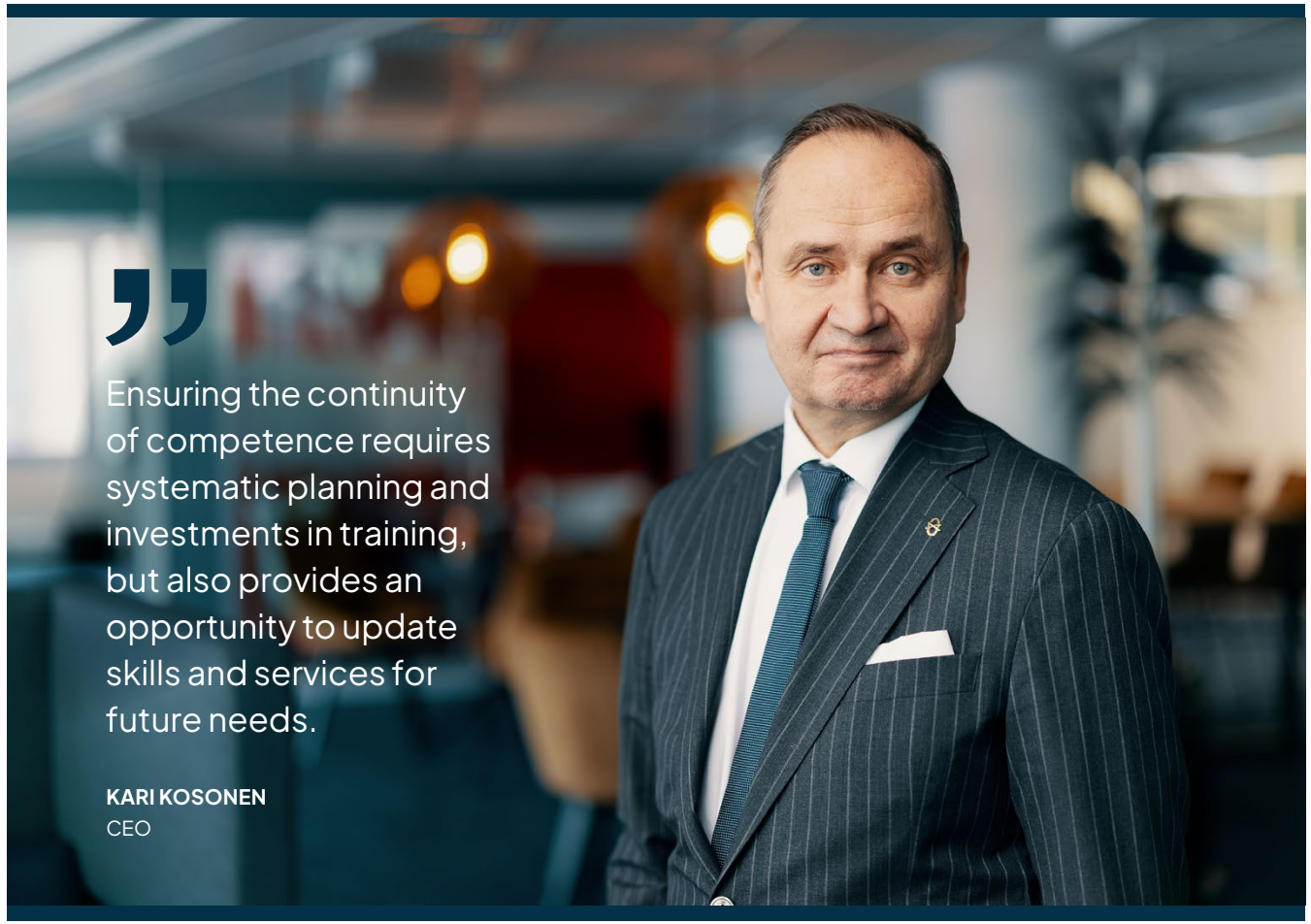
FINLAND'S WELL-BEING IS HIGHLY DEPENDENT ON MARITIME TRANSPORTS

Finland is dependent on smooth maritime transports through the Baltic Sea, as well as on their reliability and security of supply. Maritime transports account for about 95% of our country's exports and imports. Pilotage manages navigational risks in our demanding and rocky national waters.

REVIEW OF THE CEO

Stable result for a challenging year

The year 2025 was financially weak for maritime operators. As Finland's GDP continued at near-zero growth, the volume of maritime transports also remained low, which was reflected in pilotage volumes. Despite this, Finnpilot managed to maintain an excellent service level and financially secure operations. During the financial year, we achieved a moderate but, considering the conditions, good operating profit level of 2.1 per cent.



Finland's continued weak economic development and low maritime transport volumes made the year 2025 a financially difficult one. Keeping our head above water is vital in a situation where the decreasing number of pilotage assignments is increasing the unit costs of maintaining the pilotage network. The price adjustment of 3.5% in 2025 was necessary, but we still managed to keep our pricing at a significantly more moderate level than, for example, in Sweden, where prices rose twice during the year for a final level of around 27% higher than in Finland. Savings were sought, as in previous years, by critically examining our expenses and the number of personnel.

Finnpilot's primary task – ensuring the safety of maritime transport and preventing environmental damage caused by shipping – was accomplished excellently, and no serious accidents occurred to piloted vessels during 2025. This is the joint achievement of the entire maritime cluster and proof of the high level of Finnish fairway navigation competence.

In 2025, we recruited new pilots for the first time since the disruption in Saimaa traffic in 2020. Long-term resource planning and moderate recruitment are essential in a situation where a significant portion of our personnel is approaching retirement age. Ensuring the continuity of competence requires systematic planning and investments in training, but also provides an opportunity to update skills and services for future needs.

The year was also one of active co-operation and development. The work done with our customers to improve the quality of advance information for pilotage produced clear results. Trials conducted with ports showed that timing the requests for advance information on outgoing ships to suit the port rhythm improves the efficiency of the pilotage process and reduces last-minute changes. The new procedure will be expanded to other ports.

> Our strong common objective to ensure safe, efficient and responsible maritime transport is more important than ever for Finland's competitiveness.

Co-operation with authorities was also furthered: solutions were sought with Traficom regarding interpretations of the Pilotage Act; development in accordance with the Memorandum of Understanding between Finnpilot and the Finnish Border Guard progressed; and a significant emergency response exercise was planned and carried out with Fintraffic and Arctia. All these actions strengthen Finland's maritime safety and the collective situational awareness of the relevant actors.

The development of remote pilotage continued steadfastly. The EU decision to provide funding for the ongoing NELSON project until 2028 will enable the development of new technological solutions, procedures and risk management models. The fourth international Remote Pilotage Days event, held in Helsinki in September, brought together actors from the sector and strengthened Finland's position among the leading countries in the development of remote pilotage.

During the year, we also updated Finnpilot's strategy. The focal points for 2025–2029, namely business productivity, modern pilotage services and a competent and unified Finnpilot, will guide our work towards more proactive, efficient and customer-oriented activities. The development was reflected as, among other things, forward progress with the operations manual and international projects, improved personnel survey results and the launch of Baltic Sea pilotage as the company's newest task.

To close, I would like to express my gratitude to our employees and partners. In 2025, the atmosphere and spirit of our working community turned clearly to the positive. This shows that we are moving in the right direction and pulling together pays off even in challenging times.

The global situation continues to be unstable and maritime transport is facing constant changes. We will surely encounter more issues of uncertainty over the coming years. This is why it is important for us to continue our bold collaboration and to maintain an open dialogue. Our strong common objective to ensure safe, efficient and responsible maritime transport is more important than ever for Finland's competitiveness.

I wish everyone a year of growth in 2026!

KARI KOSONEN
CEO
Finnpilot Pilotage Ltd

Highlights from 2025

PILOTAGE ENSURED SAFE PORT CALLS

The basic tasks of pilotage were performed excellently in demanding conditions. No serious accidents occurred to piloted vessels during 2025. The added safety that pilotage provides is key to preventing environmental risks in the Baltic Sea and ensuring security of supply.

FINNPILOT'S TRAINING SYSTEM GAINED OFFICIAL APPROVAL

Finnpilot's new pilot training system pursuant to the Pilotage Act received official approval and was taken into use. The system harmonises training paths, strengthens the continuity of expertise and creates a safe foundation for the induction of new pilots throughout the country.

EMPLOYEE SATISFACTION IMPROVED

The employee experience has developed in a clearly positive direction. The PeoplePower index rose to 68.7 and our classification improved from level B to level A+. The experience of the meaningfulness of work, team spirit and trust strengthened.

THE SERVICE LEVEL REMAINED EXCELLENT

The waiting times for pilotage remained within the limits of the terms of service in 99.9% of all pilotage assignments, which demonstrates strong operational management. The role of Finnpilot's pilot dispatch in guaranteeing smooth pilotage activities was further emphasised when pilot selection for the entire country was centralised to the Pilot Dispatch Centre.

THE OPERATIONS MANUAL WAS UPDATED

The new operations manual covering the entire organisation was completed and taken into use. It covers all key processes, responsibilities and operating models, supports safety and ensures uniform practices in all pilotage areas.

SECOND FULL YEAR OF EXAMINATION SERVICES

The development of statutory pilotage examination services for customers continued as part of the renewal of pilotage services in accordance with our strategy. The order and provision processes of the examination services were honed and developed to better meet both customer and regulatory requirements. The pricing was reviewed from the perspective of the actual costs, demand and use of pilotage resources for the services. The examination services strengthen Finnpilot's role as a reliable cultivator of Finnish navigational expertise.

DYNAMIC CUSTOMER CO-OPERATION

Co-operation with customers and stakeholders was furthered, in particular with regard to the development of advance information on outgoing ships. Trials carried out with shipbrokers improved the quality of information, streamlined operations and reduced last-minute changes.

REMOTE PILOTAGE DEVELOPMENT PROGRESSED

The development of remote pilotage made significant progress following the EU funding for the NELSON project. The international remote pilotage trials and the Remote Pilotage Days event held in Helsinki strengthened Finland's position as a pioneer in the development of remote pilotage.

Key figures 2025

Percentage of pilotage requests carried out within the limits for the waiting times specified in our service level objectives in 2025

99.9 %

(maximum of three hours in coastal waters)

Accidents classified as serious accidents in pilotage activities

0

TURNOVER

35.6 M€

OPERATING PROFIT

0.8 M€

EMPLOYEES

294 PERS.

PILOTAGE ASSIGNMENTS

16,539 NO.

Calculated market share of piloted traffic for all vessels visiting Finland's coastal harbours

33.2 %

PeoplePower Index (Eezy Flow) from the personnel survey

68.7 %

The response rate 71.8%
Classification A+ (2024: B)

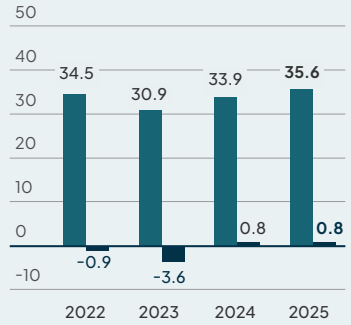
ON A SCALE OF 0–100

KEY FINANCIAL FIGURES

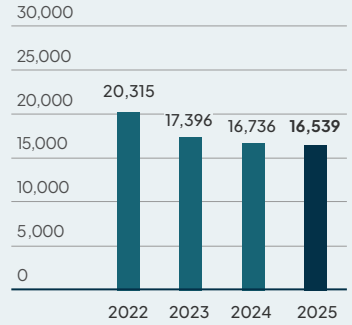
	2022	2023	2024	2025
Number of pilotages	20,315	17,396	16,736	16,539
Piloted nautical miles	351,708	300,748	294,985	285,161
Piloted nautical miles/PD	21.7	18.9	20.8	20.1
Cost/pilotage	1,744	1,983	1,980	2,106
Transport cost/pilotage (euros)	853	956	958,	1,004,
Operating margin, %	**4.6**	**-3.4**	**9.8**	**9.3**
Turnover	34,487,297	30,906,445	33,884,354	35,581,916
Operating result	-945,155	-3,591,789	750,375	757,546
% of turnover	**-2.7%**	**-11.6%**	**2.2%**	**2.1%**
Profit/loss of the financial year	-736,222	-2,998,825	872,409	899,397
% of turnover	**-2.1%**	**-9.7%**	**2.6%**	**2.5%**
Return on equity %	-10.6%	-52.9%	11.1%	10.1%
Return on investment %	-10.5%	-41.6%	8.5%	7.8%
Solvency ratio %	57.3%	40.8%	43%	44.1%
Net gearing	-18.5%	21.2%	24.5%	17.4%
Quick Ratio	0.6	0.4	0.4	0.5
Gross investment	1,603,495	2,628,656	3,253,372	3,371,526
% of turnover	**4.6%**	**8.5%**	**9.6%**	**9.5%**
Average number of personnel in person-years	307	290	273	278
Personnel at the end of the financial year	320	288	287	294
Wages, salaries and other short-term benefits	20,953,882	20,675,829	19,741,264	20,939,792

The calculation formulas for the key figures are presented in the notes to the financial statements.

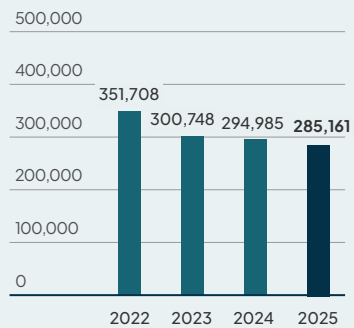
TURNOVER AND RESULT (EUR MILLION)



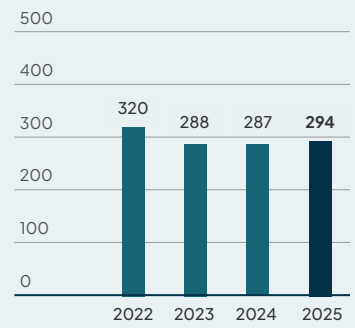
PILOTAGE ASSIGNMENTS (NO.)



PILOTED NAUTICAL MILES



PERSONNEL AT THE END OF THE FINANCIAL YEAR



Operating environment and strategy

The strategy update implemented in the spring focused on assessing the company's ability to respond to the continuous changes in the operating environment. The strategic focal points defined during the previous spring, namely business productivity, modern pilotage services and a competent and uniform Finnpilot, remained unchanged.

Finnpilot's operating environment is simultaneously characterised by geopolitical changes, economic uncertainty and structural changes in shipping and working life. The security policy situation in Europe and the emphasis on security of supply have strengthened the strategic importance of maritime transports and related services. At the same time, the expectations for state-owned companies, in terms of social responsibility, have become an integral part of the activities and long-term decision-making.

The economic operating environment remains plagued by uncertainty. Disruptions in international trade, trade wars and increasing inflation and interest rates are reflected in the volumes and cost structures of maritime transport. The significance of these factors is anticipated to increase, thus increasing the pressure to develop operational productivity and improve cost-effectiveness.

Social change factors affect, in particular, the availability of skilled labour. Ageing personnel, retirement and increasing personnel turnover enhance the importance of ensuring the continuity of competence. At the same time, the increasing stress and strain of working life and the decreased attractiveness of the maritime sector pose challenges for recruitment and coping at work.

Technological development opens up both opportunities and new competitive situations for Finnpilot. Production management based on data and artificial intelligence is expected to improve resource allocation, predictability and the quality of decision-making over the medium term. At the same time, new service models and technological solutions generated by digitalisation challenge traditional operating methods, which emphasises the need for pilotage services to be continuously updated.

The importance of environmental factors continues to increase, which in turn strengthens the significance of Finnpilot's statutory primary task of providing safety for maritime transport and preventing environmental risks caused by shipping. Climate change and related weather phenomena increase the need to anticipate and be prepared, and taking environmental values into account in one's own activities has become the baseline expectation. From a regulatory point of view, the increase in and heightened specification of regulatory requirements affect the organisation of activities and call for close co-operation with authorities and the continuous development of operating models.

As a whole, Finnpilot's operating environment is increasingly more multidimensional and unpredictable, which increases the importance of strategic control, continuous development and uniform operating models.

Rapid changes in the operating environment, fluctuating traffic volumes and increasing expectations for efficiency, predictability and sustainability require systematic and long-term strategic management.

The strategy update implemented in spring 2025 assessed the company's ability to respond to changes in the operating environment and focused on clarifying the strategic focal points defined in the previous year and advancing their implementation.

BUSINESS PRODUCTIVITY

Profitable and cost-effective operations enable the company to maintain its service level and perform its statutory task within a changing operating environment. Productivity is being developed in a comprehensive way by improving the predictability of activities, harmonising operating models and using increasingly real-time data to support decision-making. Co-operation with shipbrokers and ports was advanced to improve the timing and quality of pilot orders, thereby supporting the performance and efficiency of the service throughout the chain. The trials to improve predictability, which were carried out during the financial year, laid the foundation for the creation of permanent operating models that aim to reduce last-minute changes and improve resource allocation.

Productivity monitoring was strengthened by developing indicators and Power BI reporting. More up-to-date and consistent knowledge management improves the ability to react to fluctuations in demand and supports transparent and consistent decision-making on all levels of the organisation.

The harmonisation of processes ensures that the pilotage service operates based on the same predictable model in all areas. Uniform operating models support safety and compliance with regulatory requirements and facilitate the surveying, management and development of activities. At the same time, they simplify decision-making, support induction and promote the mobility of personnel between areas.

With regard to the examination services defined by the Pilotage Act, Finnpilot gained a better understanding of the actual costs and profitability from the provision of services. The pricing of the examination services was updated to reflect the cost structure of the service.

MODERN PILOTAGE SERVICES

The pilotage services must be able to correspond to the technological development of shipping, the changing needs of customers and the requirements of the operating environment. Finnpilot develops its services in a systematic and long-term manner by seeking new operating models and technological opportunities while also ensuring the availability of the statutory pilotage service under all conditions.

The development of remote pilotage is Finnpilot's strategic response to the long-term changes in the operating environment of navigation. Digitalisation, automation, fluctuating traffic volumes and increasing requirements for safety, security of supply and cost-effectiveness require new ways of exploiting pilotage expertise. With the help of remote pilotage, Finnpilot will strengthen its ability to safeguard the provision of statutory pilotage service in all circumstances, improve the predictability of operations and prepare for the future of shipping in a controlled manner, driven by safety. At the same time, remote pilotage creates preconditions for improving resource efficiency, reducing emissions and maintaining the international impact of Finnish pilotage expertise. During the financial year, a significant step was taken in the development of remote pilotage, when EU funding for the NELSON project was secured up until 2028.

Market opportunities for Baltic Sea pilotage, as enabled by the Pilotage Act, were surveyed and the productisation of the service was advanced. The official requirements related to Baltic Sea pilot training became clearer when Traficom issued the specifications for Baltic Sea pilotage licences. The development of the service will continue with the recruitment of new Baltic Sea pilots and a review of pricing.

Technology development was steered to support resource planning and sustainability reporting. Possibilities to utilise artificial intelligence in production control were also investigated, and this work will continue in 2026.

Finnpilot aims to seek and obtain external funding for the renewal of services and operating models alongside the performance of its primary statutory task. In 2025, in addition to funding for remote pilotage, other development projects supporting productivity and energy efficiency were also prepared.

COMPETENT AND UNIFIED FINNPILOT

One of Finnpilot's strategic challenges is to ensure that its statutory

pilotage service remains safe, predictable and consistent in a situation where traffic volumes are fluctuating, skilled employees are retiring and the requirements guiding the operations are becoming more exacting.

Competence continuity and uniform operating models are key to ensuring the reliability of the pilotage service and guaranteeing the continuity of activities. In 2025, Finnpilot strengthened the prerequisites for responding to these long-term changes by developing its training system, operating culture and management structures so as to ensure that competence can be transferred, operating methods are uniform and decision-making supports the national service capacity.

The aim is to make sure that Finnpilot is able to provide pilotage services at the same high-quality level in the future, regardless of personnel shifts, technological changes or uncertainty in the operating environment.

CASE

OPERATIONS MANUAL 2025 – FOR UNIFORM OPERATING PRACTICES AND UP-TO-DATE INFORMATION

June 2025 saw the completion of Finnpilot's new operations manual, which covers the key principles, responsibilities and processes of the pilotage service. The manual serves as the basis for uniform operating models in all pilotage areas and ensures that information is up-to-date and systematically managed.

The pilotage company is required by the Pilotage Act (561/2023) to have an operations manual approved by the Finnish Transport and Communications Agency Traficom. In accordance with the requirements of the law, the operations manual describes:

- the operational requirements of the service
- documentation requirements
- responsibilities and roles
- recruitment, training, qualifications
- operational process
- actions to be taken in case of accidents and exceptional situations
- stakeholder communication and customer relationship processes
- risk management, observations and anomalies
- surveying, analysis and development of activities

The documentation of changes will be supported by annual review, automatic version management and a change log. This will ensure that information is current and updates are managed efficiently.

The first version of the manual was drafted, on a tight timetable, in co-operation by a group of experts selected from the personnel. The manual was submitted to Traficom at the end of June 2025 as well as distributed to the entire personnel for comment. The observations of the employees will be taken into account in updates to the manual.

During the autumn, the appendices to the manual were reviewed together with Traficom. The new operations manual was taken into use at Finnpilot in October 2025, although the actual approval process continued until the end of the year. The manual was discussed during supervisor seminars, at an operations manual event held in November and at a monthly Uutsiikki meeting for the entire personnel. A second operations manual event was scheduled for January 2026. Representatives from all personnel groups participated in the update work.

The operations manual is, by nature, a living document that is regularly updated based on personnel feedback, regulatory requirements and practical observations. It serves as a foundation for Finnpilot's uniform operating methods and the systematic development of safety.

CASE

WORKING TOWARDS A CLEARER AND MORE COHERENT MANAGEMENT MODEL

At the end of 2025, the management structures of Finnpilot's operational activities were reformed. The responsibilities of the District Managers of three pilotage areas were assigned to a single Operational Manager, and the tasks of District Chief Pilots acting as station supervisors were redefined, in particular as regarded customer and stakeholder co-operation.

As part of the reform, the role of the HR unit in the recruitment of operational personnel was strengthened, decision-making related to the fleet and equipment was centralised, and uniform substitution practices that support the organisation as a whole were created. At the same time, the work distribution and accessibility among District Chief Pilots and middle management experts were developed.

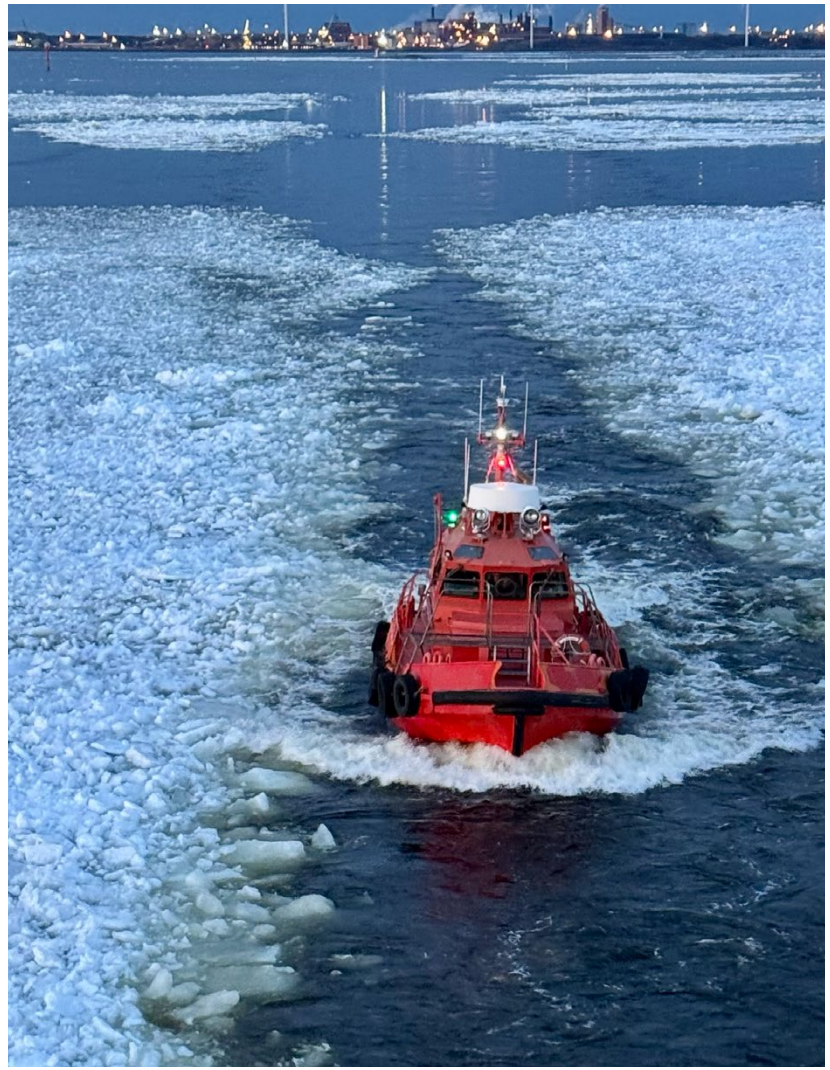
The change was driven by Finnpilot's strategic focal point for a Competent and unified Finnpilot. Dispersed work communities, working time models and work performed partially from home make it challenging to build a community and unified operating culture. The aim is to build uniform and clear operating models for all pilotage areas.

OBJECTIVES OF THE ORGANISATIONAL CHANGE:

- To clarify responsibilities and harmonise management models for operational activities
- To enhance resource planning at the national level
- To harmonise everyday working practices so that processes and operating models are implemented in the same way at all stations, but with consideration for local characteristics.

The clarification of operating models supports not only the demands of the changing operating environment and stakeholders, but also the strengthening of Finnpilot's shared organisational culture.

Preparations for the change were carried out in working groups during autumn 2025, and the entire personnel was kept up to date on its progress. Extensive discussions were held with supervisors and the Finnish Maritime Pilots' Association on the impacts of the change. The new organisational structure was introduced on 1 January 2026.



MISSION

We help guide ships safely and smoothly through the fragile maritime environment.

VISION

To be the most influential expert within a changing maritime navigation sector – we evolve through collaboration.

OUR VALUE PROPELLER

Safety is the basis of our activities

Pilotage is an essential part of Finland's security of supply and the functioning of foreign trade. Safe and undisturbed maritime traffic ensures the continuity of essential transports, even in exceptional circumstances. Pilots and pilot boat operators actively report on all anomalies and environmental risks they detect.

Ensuring navigational safety is the foundation of Finnpilot's activities and a key part of the company's social mission. Pilotage services ensure the safe and smooth flow of vessels in Finland's demanding waters and significantly reduce the risk of oil and chemical spills in the Baltic Sea.

VESSEL AND NAVIGATIONAL SAFETY IN CHALLENGING CONDITIONS

A pilot with knowledge of local fairways, rocky areas, ice, currents, weather phenomena and traffic situations supports the shipmaster in decision-making and ensures safe passage in all conditions. The pilot's expertise reduces the risk of human errors and improves the situational picture, especially in exceptional or rapidly changing situations.

In 2025, neither piloted vessels nor Finnpilot's own fleet experienced any accidents classified as serious accidents. This is proof of the high level of safety in pilotage and the effectiveness of systematic, long-term safety work.

During the financial year, navigational safety was particularly affected by GNSS interference, which occurred on both pilot boats and piloted vessels. The interference was a reminder of the changes in our operating environment and the risks associated with technological dependence. GNSS interference highlights the importance of traditional navigational skills and the ability of pilots and pilot boat operators to use multiple navigational methods to ensure safety.

Finnpilot reports observed GNSS interference actively to the authorities and participates in communicating about them in co-operation with other maritime operators. Preventive and open communication supports the safety of the entire maritime transport system and improves preparedness for exceptional and disruptive situations.

CO-OPERATION WITH AUTHORITIES AND ASSURANCE OF SERVICE CONTINUITY

Finnpilot has contingency and continuity plans that can be used to adapt activities to different levels of disruption and, if necessary, increase readiness to lead and make decisions. The company co-operates closely with authorities to ensure the continuity of pilotage services under all conditions. Each year, Finnpilot participates in preparedness exercises organised by the authorities for the purpose of testing shared operating models and to ensure that the pilotage services support the activities of the authorities, also in exceptional circumstances.

Shared situational awareness is maintained through active discussion and information exchange between Finnpilot and the authorities. Situational awareness enables Finnpilot to react quickly

PILOTAGE PROTECTS THE BALTIC SEA BY PREVENTING VESSEL ACCIDENTS

A pilot familiar with local fairways, their rocky areas, currents and weather phenomena ensures the safe passage of vessels through Finland's shallow and demanding archipelago routes. The pilot's expertise minimises navigational errors, risks of running aground and collisions that could lead to significant oil or chemical spills. In addition, pilots and pilot boat operators actively report any anomalies and environmental risks they detect, which strengthens the proactive safety of the maritime transport sector.

to changing conditions, support authorities and ensure that the pilotage service continues safely and predictably in all situations. Regional co-operation plans signed by the Gulf of Finland Coast Guard District and the West Finland Coast Guard District ensure that Finnpilot's resources are available to the authorities if necessary, for example, for environmental damage prevention or rescue tasks.

DEVELOPMENT OF PROCESSES, GUIDELINES AND OPERATING MODELS

The safety of pilotage activities is based on uniform processes created together with our employees, clear guidance and continued development. Our aim is to identify risks proactively and prevent hazardous situations already before they occur. Safety work is carried out systematically through risk management, anomaly reporting and the processing of safety observations. Detected risks and anomalies are analysed for the purpose of updating our operational methods, guidelines and processes. Finnpilot's incident management system ensures a closed loop for the processing of observations.

SAFETY SUPPORTED BY TECHNOLOGY AND FUNCTIONAL EQUIPMENT

Technology and equipment play a key role in the safety of pilotage activities. Finnpilot develops long-term solutions that support pilot transport equipment, digital systems and situational awareness. Real-time data, functional systems and reliable equipment uphold and assure safe activities in all conditions. Technological development focuses on solutions that support service reliability, functionality and safety, thereby strengthening the ability of pilots and other operational personnel to operate in demanding situations.

Employees

Pilotage is a safety-critical service whose quality, reliability and social significance are based on the competence, work ability and professional skills of its employees. In 2025, personnel work emphasised the long-term development of competence and the strengthening of work ability management. The measures support the company's strategic focal point for a Competent and unified Finnpilot.

YEAR OF RECRUITMENT, INDUCTION DEVELOPMENT AND A NEW TRAINING SYSTEM

In 2025, Finnpilot strengthened its skill base by recruiting six new pilots to cover the growing need for competence over the coming years. This marked the first pilot recruitments since the interruption of Saimaa traffic in the spring of 2020. They are also part of the broader preparation for changes in the personnel structure in the coming years. The average age structure of the employees indicates that there will be a significant shift to retirement in the coming years, which makes future recruitments, competence transfer and induction strategically important. The aim is to ensure that service readiness and safety remain at a high level during personnel changes.

FINNPILOT'S NEW TRAINING SYSTEM BASED ON THE PILOTAGE ACT

Every new pilot will complete a statutory trainee phase and pilot examination before working independently. The renewed system ensures uniform practices throughout the country and includes a personal training plan, practical exercises and theory tests, an examination and continuous skills maintenance.

During the year, the focus was on the development and establishment of our recruitment process. The new recruitment system introduced in the autumn clarified the responsibilities of the recruitment process and improved the predictability and manageability of recruitments.

TRAINING SYSTEM REFORM ENSURES UNIFORM COMPETENCE

The year 2025 was characterised by the development of training at Finnpilot. Following the approval of the authorities, the new training system progressed to practical piloting. This is the most extensive investment in Finnpilot's history to harmonise pilot expertise and ensure training quality.

The basic idea of the reformed training system is clear: each pilot must complete the same systematic and demanding training path. The system specifies in detail the competence objectives, training methods and evaluation criteria, thus ensuring the homogeneity of the training regardless of the area in which it is completed.

The pilot phase, carried out in connection with new pilot recruitment, provided valuable information on training steps, training guidance and evaluation practices. Based on the experience gained, the system was fine-tuned during the year to better correspond to the competence and skills required by the work. The training system provides the basis for a more uniform operational culture in which competence is built on the same principles and common training content. At the same time, it supports Finnpilot's long-term work to develop competence and ensure future generations of pilots.

COLLECTIVE AGREEMENTS WERE CONCLUDED FOR 2025–2028

The collective bargaining negotiations in spring 2025 started in February in a good and constructive spirit. During the spring, negotiation results were achieved for pilot boat operators, administrative personnel and the catering and cleaning personnel at the stations. In May, negotiation results were also achieved in the

CASE

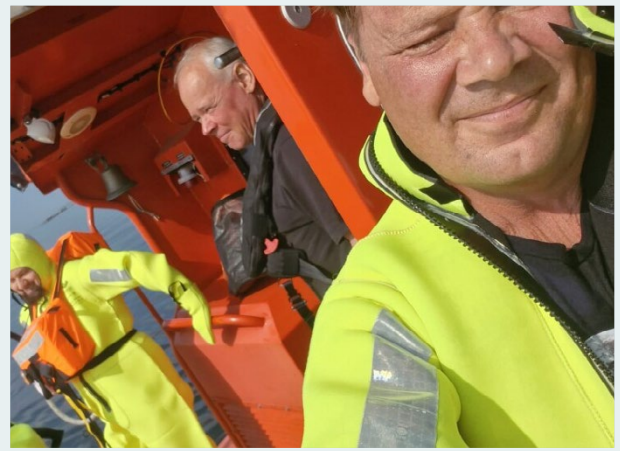
STRONG AND SAFE FOUNDATION FOR PILOT WORK

The first experiences from the new training system have been very positive. Pilot **Jussi Andersson**, a former pilot student who trained in the Archipelago Sea, describes the system as being clear, well-structured and, above all, essential for pilot work.

According to him, the system helped to build a strong foundation for both technical skills and the situational awareness required in piloting.

"As a pilot student, I got a clear overview right from the start of what pilot work requires and how my own competence would develop. The simulator exercises were of high quality and prepared me well to handle even demanding weather conditions. It was equally important that the work community was immediately ready to involve me in the everyday work – shadowing experienced pilots enables you to train in real-life situations. The constant, open feedback culture helps you to see both your own strengths and the areas that still need attention."

"Overall, completing the training system laid a strong and safe foundation for pilot work. In reality, however, a pilot's training does not end with the programme examination but is a process that continues throughout one's career. My time as a pilot student confirmed my feeling that pilot work was right for me."



collective agreements for pilots and pilot dispatch employees. The signed collective agreements for 2025–2028 will strengthen the predictability of Finnpilot's activities and provide a solid basis for the development of its personnel and activities.

In connection with the collective bargaining negotiations, related collective agreement working groups were set up to support the coping of ageing workers and to monitor and plan the implementation of rest periods for pilots.

EMPLOYEE EXPERIENCE AND DEVELOPMENT OF WORK COMMUNITIES

The overall index of the 2025 personnel survey rose clearly from the previous year and Finnpilot's PeoplePower® classification improved from level B to A+. The PeoplePower index reflecting employee satisfaction was 68.7% (2024: 61.5%). Key strengths included the meaningfulness of work, work motivation, the appropriateness of work equipment and the experience of the usefulness of work.

The annual personnel survey and the equality and non-discrimination survey conducted every four years were carried out at the same time. A total of 206 employees answered the surveys,

◀◀ The Finnpilot Day event held in September brought the employees together to discuss common goals, current development projects and the direction of the future. The event took place in sunny Tampere, where the programme also included Tampere orienteering with a quiz on the city, fuelled by local delicacies.

PEOPLE POWER INDEX

68.7

(2024: 61.5) | on a scale of 0–100

and the response rate was 71.8%. The results of the personnel survey were discussed together with the employees both at the company level and locally. The results of the equality and non-discrimination survey will be discussed by our Co-operation Committee and Occupational Safety Committee during 2026. On the basis of the discussions, operational methods and development plans will be updated as necessary.

At the Kotka and Orrengrund pilot stations, a work community coaching pilot was launched, the results of which will be utilised for development, also at our other operational sites. The aim of the work community coaching is to strengthen interaction, support everyday working life and provide tools for constructive collaboration.

OCCUPATIONAL SAFETY

During 2025, our employees did not experience any accidents classified as serious accidents. There were a total of 9 accidents, of which 8 occurred during work (2024: 4) and 1 during the work commute (2024: 0). In addition, there were 4 minor accidents requiring first aid that occurred during work (2024: 5) and 1 during the work commute (2024: 2). The total number of days of absence related to accidents was 221.

More accidents occurred than in previous years. The majority were the result of moving about in changing conditions and were caused by, for example, slips, falls and unexpected movements of boats. In addition, work equipment-related injuries and ergonomic load factors were observed. Accidents mainly occurred at pilot stations and on boats.

All accidents were investigated internally according to Finnpilot's established practices. Accidents are discussed by the work community at pilot station meetings and by the Occupational Safety Committee, and on the basis of the investigations, guidelines and practices are updated.

Due to the increase in the number of accidents, the visibility of security issues will be further increased. The target for 2026 is clear: reducing accidents and fostering a safe, proactive operating culture.

OCCUPATIONAL ACCIDENTS

	2021	2022	2023	2024	2025
Occupational accidents	3	7	4	4	8
No. of accidents (incl. first-aid cases)	7	13	9	11	14
Absences due to accidents, days of work	842	465	149	190	221
Accident frequency, accidents per million working hours (occurring at work)	5	15	8	8.1	16

WORK ABILITY MANAGEMENT AND SUPPORT FOR COPING AT WORK

The safety of pilotage and the quality of service require a good work ability and level of recovery. Finnpilot supports its personnel's ability to cope proactively through co-operation between supervisors, occupational health care and the employees themselves. Work ability is examined as part of everyday work, taking into account the physical and mental requirements of the work, the balance between work and rest periods, and the needs of employees at different stages of their career. The aim is to ensure that everyone has the prerequisites to carry out this safety-critical work in a long-term and professional manner.

In 2025, work ability management structures and practical measures were strengthened to support the employees' ability to cope with physically demanding shift work. The key priorities were monitoring work and rest periods, ensuring recovery and supporting supervisory work. A theme of work ability management was adopted for the spring pilot station meetings, and a Kiila rehabilitation group was launched to support employees experiencing challenges with coping.

The needs of ageing employees were also taken into account as part of support for work ability. The work ability management steering group discussed coping at work for people over 55 years of age and mapped out ways to support the physical and mental requirements of work at different stages of one's career. In addition, a collective agreement working group, which was set up to support the coping of ageing workers, will start its work in spring 2026.

The Pilot Dispatch Centre piloted a new 12-hour working time model that aimed at achieving a more uniform and predictable shift work rhythm that also ensured better work recovery. The experience gained from the pilot will be used in the development work during 2026.

INFORMATION ABOUT THE PERSONNEL AND EMPLOYMENT RELATIONSHIPS, 31 DEC.

NO. OF PERSONNEL BY FUNCTION

	2021	2022	2023	2024	2025
Pilots	137	128	117	108	112
Pilot boat operators	145	142	122	129	133
Pilot dispatchers	20	21	18	19	17
Food services and cleaning coordinators	5	6	4	5	5
Operations managers	4	4	4	4	4
Administration	21	21	23	22	23
Total	**332**	**320**	**288**	**287**	**294**
Mean person-work years during the year in review	325	299	290	273	276

NO. OF OPERATIONAL PERSONNEL BY AREA

	2021	2022	2023	2024	2025
Bay of Bothnia	60	70	59	59	64
Archipelago Sea-Bothnian Sea	74	80	74	78	81
Gulf of Finland	156	127	112	108	108
Pilot Dispatch Centre	21	22	20	20	18
Total	**311**	**299**	**265**	**265**	**271**

The suspension of Saimaa traffic in 2022 affected the distribution of operational personnel.

NATURE OF EMPLOYMENT, FULL-TIME/PART-TIME

	2021	2022	2023	2024	2025
Full-time	322	306	278	273	279
Part-time	10	14	10	14	15
Total	**332**	**320**	**288**	**287**	**294**

AVERAGE AGE OF PERSONNEL BY FUNCTION AT THE END OF THE YEAR

	2021	2022	2023	2024	2025
Pilots	52.1	52.4	52.7	53.2	53.0
Pilot boat operators	50.5	50.3	52.3	51.2	51.5
Pilot dispatchers	43.0	44.4	46.0	37.8	39.6
Food services and cleaning coordinators	60.4	63.5	58.8	58.5	62.6
Administration	51.0	52.0	50.1	51.3	51.2
All personnel	51.0	51.4	51.9	51.0	51.4

OCCUPATIONAL HEALTH CARE COSTS, %

	2021	2022	2023	2024	2025
Medical care	41.0	42.5	42.4	39.1	37.0
Preventive care	59.0	57.5	57.6	60.9	63.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

PILOT RECRUITMENTS **6** pers.

(2024: 0)

ABSENCES

	2021	2022	2023	2024	2025
Days of work	4,038	4,244	2,962	3,723	3,663
Days/employee	12	13	10	13	12.5
Share of full-time working hours, %	5.6	6.7	4.3	5.4	5.4
Health precentage, % (of personnel who were healthy for the entire year)	51	23	38	42	46.1

The following key figures concerning personnel can be found in the sustainability report done according to the VSME reporting standard:

- Number of employees by type of employment contract (permanent/temporary)
- Number of employees by gender
- Employee turnover rate
- Number of employees by country of the employment contract

Customers, stakeholders and service development

Dialogue with customers and stakeholders plays a key role in the development of Finnpilot's services. Co-operation with customers and stakeholders is based on active discourse, the ultimate aim of which is to improve the safety of maritime transport.

ADVANCE INFORMATION GROUP'S WORK AND TRIALS

Accurate advance information ensures the availability of pilots and a smooth pilotage service. The quality of the advance information directly affects the safety and operational efficiency of pilotage. During the year, we continued our successful co-operation with Shipbrokers Finland and its members to develop the advance information practices necessary for pilotage. The working group established last year to focus on advance information for pilotage continued their work during 2025. The trials and analyses carried out by the working group laid the foundation for more efficient operating methods in the coming years. The work was also supported by developments in communication: a new pilot order quick guide was introduced to clearly illustrate what advance orders should include and why advance actions are critical for both the customer and the pilotage service provider.

CASE

TRIAL OF THE NEW NOTIFICATION MODEL BY THE ADVANCE INFORMATION WORKING GROUP – TOWARDS SMOOTHER AND MORE PREDICTABLE CO-OPERATION

Baseline situation: THE VARIABILITY OF ADVANCE INFORMATION BURDENED OPERATIONAL PLANNING

The quality and accuracy of advance notifications in connection with pilotage orders, as required by regulations, have long been a fundamental challenge for Finnpilot. In particular, the inconsistency of advance information on outgoing ships has complicated the planning of transports and rest times, made the management of the situational picture challenging, increased the need for excessive communications and caused uncertainty on the part of customers about the division of responsibility.

The decision was made to resolve the matter by setting up a joint working group with representation of both pilotage and customers. The aim of the working group was to work together to find ways to improve the submission of advance information in a way that aligns with the terms of service.

Solution: CO-DEVELOPMENT WITH SHIPBROKERS

The working group brought together representatives of shipbrokers and Finnpilot from various ports and operators. The working group met once a month, first to explore the current situation and then to consider different options to improve that situation.

The group decided to test a new type of advance notification model for outgoing ships that synced better with the work rhythm of ports. The model was created on the basis of the joint discussions and idea exchange between the members of the working group. The trial of the new model was initiated in October 2025 at selected ports and companies. The previous, vessel-specific advance notifications were replaced by an updated three-step, morning–afternoon–evening, model that proved to be clearer and easier to follow.

Results: HIGHER QUALITY INFORMATION, FEWER ERRORS AND A BETTER SHARED SITUATIONAL PICTURE

The trial improved the timeliness of the advance information and reduced the need, in particular, for shipbrokers to update information during the night. The shipbrokers involved in the trial quickly adopted the new model. The results of the follow-up showed a major improvement in the reliability of information and the regularity of notifications.

The working group also developed:

- a new pilot order quick guide for distribution to ships,
- a monthly automatic report to customers on the implementation of the service terms for pilot orders, and
- a clear advance notification responsibility chart concerning arrival and departure notifications as support for ships and ship representatives.

The working group's results form a concrete foundation for the further development of advance information practices and the strengthening of co-operation with customers. After a successful trial, the aim is to implement the new notification model for outgoing ships throughout Finland during 2026.

Shipbrokers and Finnpilot work together in close co-operation. Aki Marjasvaara (pictured on the right), COO of Finnpilot, participated on the panel at the Call the Agent summit organised by Shipbrokers Finland on 9 October 2025.

"The trial clearly demonstrated the impact that the quality of advance information has when it comes to ensuring that port calls are smooth and functional. Working together on this development helped to clarify roles and improve understanding of the practical aspects on both sides."

▶ Sari Turkkila, General Manager, Shipbrokers Finland

"It is great that efforts are being made to ensure that the development of advance notifications is taking the views of ships and shipbrokers into account, as well as the natural work and daily rhythm of the ports."

▶ Jouni Toropainen, Region Manager, C & C Port Agency

"The regularity and workflow-appropriate pace of updates from the companies participating in the trial resulted in the hope for a similar update rate from all agencies."

▶ Leena Sundman, Pilot Dispatch Supervisor, Finnpilot Pilotage Ltd

DEVELOPMENT OF EXAMINATION SERVICES

Finnpilot's examination services play a key role in the development of Finnish maritime expertise. The purposeful development of statutory pilotage examination services for customers continued as part of the renewal of pilotage services in accordance with our strategy. The range of examination services includes fairway knowledge tests, practical pilotage tests, simulator tests and familiarisation voyages.

During the year, the operating models and ordering process for examination services were clarified and established, and their implementation was developed to better meet customer needs. As experience accumulated, the cost structure of the service was also analysed. The pricing was updated in stages during 2025, taking into account the actual cost of production of the service, the demanding nature of providing examination services and the impact on available pilotage resources. At the same time, internal examination services were more systematically integrated into the whole, so that the examination services provided internally and to external customers form a coherent and comparable service package. As a whole, the year 2025 marked a transition for examination services from the development phase towards an established and controlled service. The examination services reinforce Finnpilot's role as a reliable partner for customers and authorities and strengthen the long-term functionality of the Finnish maritime safety system.

	2023	2024	2025
Assessment of familiarisation voyages	36	84	48
Simulator tests	3	20	33
Practical pilotage tests	9	63	49
Fairway knowledge tests	4	30	28

NEW WEBSITE IMPROVED ACCESSIBILITY

Finnpilot's new website, published in December 2025, more prominently highlighted examination services and Baltic Sea pilotage, in particular, as part of our service range. At the same time, the accessibility of the service was updated to be compliant with levels A and AA as specified by the 2.2 standard of the Web Content Accessibility Guidelines (WCAG). The aim is for Finnpilot's website to be easily accessible to users who have visual, audio, mobility or cognitive impairments.

▶ **www.finnpilot.fi/en**

BALTIC SEA PILOTAGE IS A DEMANDING AREA OF EXPERTISE

In 2025, Finnpilot continued to develop Baltic Sea pilotage as part of its renewed pilotage services. The focus of the development work was on strengthening internal capabilities, clarifying operating models and meeting regulatory requirements.

One key step forward during the year was the determination of official requirements by the authorities. The Baltic Sea pilot examination guide (Itämerenluotsin tutkinto-ohje in Finnish) was published in October and clearly outlined the qualifications, training and evaluation of Baltic Sea pilots. The guide is based on co-operation between authorities and international policies in the Baltic Sea region, and its utilisation will facilitate the development of competence in a controlled and uniform manner.

During the year, Finnpilot also defined the business and operational requirements for Baltic Sea pilotage. The work involved surveying the service's demand potential, resource needs and pricing principles, and comparing operating models with the practices of other coastal states around the Baltic Sea. The development work was supported by assigning a separate marketing responsibility and preparing to focus more visible attention on Baltic Sea pilotage in customer communications and digital channels.

The development of Baltic Sea pilotage was also closely connected with the development of personnel competence. In 2025, discussions were held with employees on the requirements and future opportunities to apply to be a Baltic Sea pilot, and training paths were prepared on the basis of official guidelines. This will ensure that competence is gained proactively and in a controlled manner to meet future needs.

As a whole, 2025 was a year of preparing and building an established programme for Baltic Sea pilotage. The development work proceeded systematically, and as a result, Finnpilot now has the capacity to further advance and gradually implement the service over the coming years.

REMOTE PILOTAGE AND DIGITAL SERVICES

The development of digital services at Finnpilot is progressing in stages with a focus on safety, creating a basis for solutions

that support both traditional pilotage and the controlled implementation of new digital operating models. The objective of digital development within a traditional pilotage sector is to improve the steering, safety and predictability of activities and to ensure that digital solutions support Finnpilot's primary task regardless of the circumstances.

Finnpilot views remote pilotage as a long-term development objective that requires trials, international collaboration and careful preparation. During the year, a joint remote pilotage trial was conducted by Finland and Denmark in Kotka for the purpose of testing the operating models for remote pilotage through cross-border co-operation between countries and organisations. The aim of the trial was to increase understanding of the practical requirements of remote pilotage, particularly in terms of communication, distribution of work and technical solutions, and to support the development of common procedures. The trial provided valuable lessons for further development.

To support international dialogue, Finnpilot organised the Remote Pilotage Days event in Helsinki in September to bring together maritime, pilotage and technology experts from 13 countries. The aim of the event, which was already the fourth of its kind, was to share experiences from remote pilotage trials, to consider regulatory and safety issues and to promote a common understanding of the future development of remote pilotage. Remote Pilotage Days serves as a common forum for countries that are involved in the development of remote pilotage and shines a spotlight on the need for compatible solutions.

The development of remote pilotage is supported by the NELSON project, the funding application for which was prepared and submitted in 2025 together with international partners. The aim of the project is to define the technical, operational and safety requirements for remote pilotage and to lay the groundwork for its phased deployment over the coming years. More information about the NELSON project can be found in the case detailed on page 25.

With regard to digital tools, the key development in 2025 was the implementation of the new PPU navigation software, SEAiq Pilot, to be used as part of everyday pilotage work. The introduction of the software modernised and harmonised the navigation tools used by pilots and supported the utilisation of digital pilotage plans. The implementation process was supported by training, guidance and the main user network in order to integrate the software into daily use in a controlled manner.

In addition to remote pilotage and navigation tools, we also strengthened our information management and reporting. Power BI reporting was established as part of the everyday work of management and supervisors as a means of improving knowledge of pilotage volumes, financial development and human resources within a situation where fluctuations in the operating environment require real time situational awareness. At the same time, the development of the Pilotweb ERP system and related data flows continued, with the aim of clarifying information management for pilotage, transport and examination services and creating conditions for future digital services. Our digital development work was also closely linked to continuity management and data security: the development targets previously identified during the year were put into practice, guidelines were specified and digital reliability was strengthened.

REMOTE PILOTAGE DAYS EVENT

HELSINKI, SEPTEMBER 2025

PARTICIPANTS	75
COUNTRIES REPRESENTED	13
ORGANIZATIONS REPRESENTED	36

CASE

NELSON – DEVELOPING REMOTE PILOTAGE AND FUTURE FAIRWAY TECHNOLOGIES

The digitalisation of navigation is rapidly changing fairway use, vessel steering and safety management. The NELSON project (Development of Navigational Efficiency and Safety with Digital Solutions for Future Fairways) is overseeing this transformation as a European development project aimed at building the fairway infrastructure and services of the future. Finnpilot plays a key role in the project as a developer and European pioneer of remote pilotage.

NELSON is an international project funded by the EU's Connecting Europe Facility (CEF) that was launched in autumn 2025 and will continue until 2028. The project is being coordinated by Fintraffic Vessel Traffic Services Ltd and involves ten organisations from Finland, Sweden and Spain. The common objective of the public authorities, pilotage companies, research institutes and technology actors is safer, more efficient and more sustainable maritime transport.

REMOTE PILOTAGE AT THE CORE OF THE NELSON PROJECT

Finnpilot is responsible for the NELSON project's WP3 work package, which aims to develop remote pilotage as a comprehensive operating model. The work combines pilotage expertise, digital solutions and international regulatory development.

The focal points for the development work are:

- operating models and processes related to remote pilotage
- technical requirements and solutions
- controlled deployment of remote pilotage on selected routes
- production of safety, risk and cost-benefit analyses to support decision-making

The work is strongly based on practical pilotage experience. Finnpilot pilots are closely involved in the development work to ensure that the solutions support actual operational activities and meet the high safety requirements for pilotage.

PRACTICAL PILOTING AND TECHNOLOGICAL DEVELOPMENT

The project will build remote operating centres (ROC), from which pilots will be able to aid and guide vessels in the future without needing to be physically transported to the vessel in question. The first ROC was taken into use in Finland already in the early stages of the project, and the development work is gradually progressing towards operational trials.

During 2026–2027, remote pilotage will be tested in simulations and real traffic environments through co-operation with shipping companies, authorities and technology suppliers. At the same time, we are working to advance, for example, precision positioning, reliable data transfer between vessel and mainland, and digital services that support situational awareness and decision-making.

SAFETY AND REGULATION AS THE BASIS FOR DEVELOPMENT

Safety is the foundation for the development of remote pilotage. Within the NELSON project, remote pilotage is being assessed in accordance with the IMO's Formal Safety Assessment methodology, and risk management, responsibilities and operational reliability will be carefully analysed before remote pilotage is taken into use.

Finnpilot also supports regulatory development within the scope of the project. The result of the WP3 work package will be a white paper for international use describing the best practices and technical principles of remote pilotage. The work supports national, EU and IMO-level decision-making and strengthens Finland's position as a major player within the pilotage sector.

INTERNATIONAL INFLUENCE AND STRATEGIC BENEFITS

Finnpilot has been at the centre of the international development of remote pilotage already for several years as the host of the Remote Pilotage Days event and head of the Remote Pilotage Advisory Group preparing the NELSON project. For Finnpilot, remote pilotage is a long-term strategic development target that supports the safety of pilotage, operational efficiency, emission reductions and preparedness for the development of navigation automation.

Co-funded by the European Union

Equipment and properties

In 2025, Finnpilot developed its fleet as part of the company's investment programme and pursuit of emission reductions. Equipment investments were carried out to strengthen the safety, reliability and energy efficiency of pilot transports. The focus of property asset management was on proactive maintenance, maintenance backlog management and adaptation of space solutions to meet the needs of operations as part of long-term planning.

DEVELOPMENT OF THE FLEET

In 2025, Finnpilot continued the long-term development of its fleet as part of the company's investment programme and the implementation of emission reduction targets. The aim of the fleet investments is to ensure the safety and operational reliability of pilot transports and to reduce the emission intensity of transports through more energy-efficient solutions. Finnpilot's fleet management emphasises steady renewal in order to prevent the accumulation of repair and renewal needs due to the ageing of the vessels.

The development of interseasonal pilot boats continued. The interseasonal pilot boats that were taken into use earlier have proven to be a more energy efficient and flexible solution than their predecessors in terms of operating in open water and light ice conditions. In 2025, pilot boats L251, L252 and L253 were being built. The new boats take advantage of previous usage experiences, and their technical solutions have been further developed in co-operation with the users and manufacturer.

The reliability and service life of the fleet were improved by continuing the life cycle extensions of the pilot cutters. The goal of life cycle management is to utilise the remaining technical lifetime of existing hulls and powertrains as efficiently as possible, especially in the demanding conditions of the winter season. In 2025, an extensive upgrade of the L130 pilot cutter operating in Kaskinen was completed to ensure the ship's usability for the coming years.

As part of the fleet management, Finnpilot also continued to recycle the ageing or lesser used vessels. Three pilot boats were sold during the year, which enables the allocation of maintenance resources to the vessels in active use and supports the controlled renewal of the overall fleet.

LOOKING TO THE FUTURE: EQUIPMENT, TECHNOLOGY AND NEW SOLUTIONS

Finnpilot is developing its fleet and other transport equipment in the long term as part of a multi-year investment programme, where the focus is on operational reliability, life cycle cost management and the achievement of emission reduction targets. In the coming years, the development of our equipment will focus on operational safety, maintainability and the controlled deployment of new technological solutions.

In addition to the traditional vessel fleet, alternative transport solutions are being investigated, which can be used to supplement pilot transports as appropriate under different conditions. Possible solutions may include fully electric hydrofoil boats, light catamarans and modern hydrocopters. These solutions will help to improve energy efficiency, reduce emissions and expand the flexibility of the future transport system, especially for short and repetitive journeys.

Finnpilot utilises digital systems and data in its fleet management and maintenance activities. Data-based fleet management facilitates proactive maintenance, efficient use of resources and improved operational reliability. The objective is to ensure reliable, energy-efficient and long-term equipment that meets future needs.

PROPERTY DEVELOPMENT IN 2025

The property portfolio of Finnpilot is geographically dispersed and fairly aged, and consists of premises and port structures located in key locations, as well as storage and maintenance facilities. The properties owned by the company were originally built for a larger

number of employees. So far, however, no viable rental options have been available to replace the owned properties.

The focus of property management is on proactive maintenance and maintenance backlog management as part of long-term planning (LTP). Based on the LTP questionnaires conducted in recent years, the level of research, planning and repair costs of the largest sites has been surveyed and investment plans are updated according to the results. Property investments are included in long-term financial planning. In the coming years, the need for investment is expected to increase from the current level, especially due to projects aimed at port, quay and pier structures, but the operating costs and investment needs of premises will also increase. The management of property-related projects will be developed so as to enhance the coordination of projects and the flow of information.

In recent years, many change needs related to rental properties have been furthered and resolved. In 2025, new premises were sought for the use of Kotka pilot station and they are expected to be ready for use in July 2026. After that, the most significant need for a shift in rental premises is in Rauma, where a solution will be sought in the coming years. Changes were made in the Saimaa area, which eliminated rental costs for premises. The company does, however, still have the prerequisites to reinstate operations if necessary, also with regard to properties.

NUMBER OF VEHICLES AND PROPERTIES

23 fast pilot boats (2024: 26)

29 ice-strengthened pilot cutters (2024: 29)

11 hydrocopters (2024: 11)

39 cars (2024: 40), of which 13 are electric (10)

10 pilot stations

13 substations

AVERAGE AGE OF THE FLEET (YEARS)	2021	2022	2023	2024	2025
Pilot cutters	18.6	19.0	20.0	20.4	21.4
Fast pilot boats	13.7	13.2	12.6	13.6	10.7

The average age of our fleet is 13.6 years.

We operate using ice-strengthened pilot cutters, aluminium fast pilot boats, hydrocopters that travel over the ice, and cars. Our pilot station network extends along the Finnish coastline from Kemi's Ajos to Kotka. In addition, there is a pilot station located in Lappeenranta on Lake Saimaa.

Finnpilot's pilotage areas and station network are presented on our website.

FALL OPERATIONAL LOCATIONS OF FINNPILOT HAVE BEEN GRANTED ISO 14001 AND ETJ+ CERTIFICATION

Finnpilot's environmental and energy efficiency development programme extends to all of Finnpilot's activities, including pilotage and transport activities, property management and administration. The functionality and compliance of the system is regularly assessed through internal and external ISO 14001 environmental audits, which support continuous improvement and consideration of environmental aspects in different activities.

Internal environmental audits are carried out by trained internal auditors. The auditors are representatives of our operational personnel who carry out auditing tasks in addition to their own work. This supports a pragmatic approach to environmental issues and promotes the integration of environmental responsibility into everyday activities across the organisation.

Finances

Pilotage plays a critical role for the security of supply of Finnish society. By means of long-term, cost-effective activities, Finnpilot upholds its responsibility to the surrounding society in the form of jobs, tax revenue and increasing expertise.

FINANCIAL DEVELOPMENT IN 2025

In 2025, Finnpilot Pilotage Ltd's financial development was stable, even though the operating environment remained challenging and pilotage volumes fell for the sixth consecutive year. Changes in maritime transports and the share of piloted vessel traffic were reflected in the company's operations, but Finnpilot was able to adjust its activities and ensure a financial balance.

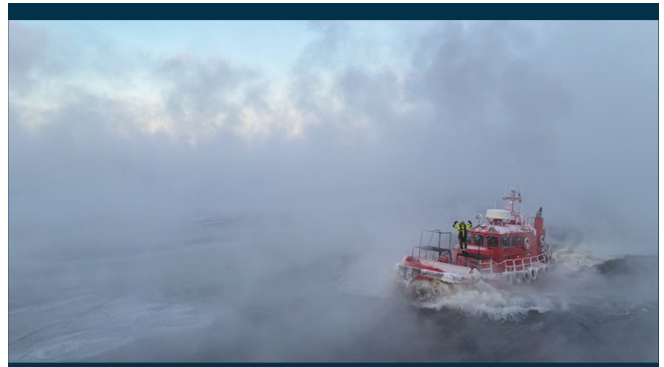
Finnpilot's turnover increased to a total of EUR 35.6 million. The financial development was supported by pricing solutions and the expansion of the service range, including examination services related to pilotage exemptions. Despite the decline in the number of pilotage assignments, the company maintained its profit-making capacity, which demonstrates the flexibility of our activities and our ability to respond to changes in demand.

The operating result remained at the level of the previous year and the result for the financial year was positive. In the cost structure, the costs of materials and services decreased, while investments in personnel, competence and systems were reflected as an increase in costs. These investments strengthened the company's long-term operating conditions and ability to provide high-quality and safe pilotage services.

The company's financial position remained stable and liquidity at a satisfactory level. The equity ratio strengthened and the gearing ratio decreased, which improved the company's financial margin. The financial restructuring carried out during the financial year supported the long-term financing of investments and the company's strategic objectives.

In 2025, Finnpilot continued to invest in the development of service production, safety and service reliability. Investments were particularly focused on the vessel fleet, safety improvements and technical and property solutions. The investment level supports the company's ability to respond to changes in the operating environment and ensures the quality and availability of pilotage services, also for future years.

More detailed information on the company's financial performance is presented in the annual review of the Board of Directors.



As a state-owned special assignment company, Finnpilot serves the entire Finnish society. We have identified the following expectations of the State and society as regards our activities:

- promotion of navigational safety
- safeguarding the security of supply
- continuity management and assurance of cyber security
- generation of value for the owner, cost efficiency, long-term planning
- consideration for aspects of sustainability in all our activities, throughout the entire procurement chain
- ongoing development and renewal, active co-operation within networks
- assurance of conformity, ethical activities, open and transparent reporting

Read more ▶ about the expectations of our stakeholders on our website (in Finnish)

NUMBER OF PILOTAGE ASSIGNMENTS*

	2021	2022	2023	2024	2025
Bay of Bothnia	8,726	10,745	9,061	8,670	8,559
Archipelago Sea-Bothnian Sea	4,631	4,721	4,286	4,025	4,013
Gulf of Finland	4,888	4,757	4,049	4,041	3,967
Saimaa	3,165	92	0	0	0
Total	**21,410**	**20,315**	**17,396**	**16,736**	**16,539**

* Due to the state's support policy for Saimaa pilotage, the figures of the pilotage assignments of Saimaa are presented as their own entities.

PILOTED NAUTICAL MILES*

	2021	2022	2023	2024	2025
Bay of Bothnia	153,460	186,606	160,909	156,607	152,106
Archipelago Sea-Bothnian Sea	87,779	92,484	83,820	78,913	75,305
Gulf of Finland	72,663	69,318	56,019	59,465	57,750
Saimaa	96,938	3,300	0	0	0
Total	**410,840**	**351,708**	**300,748**	**294,985**	**285,161**

KEY FINANCIAL FIGURES

EUR 1,000	2021	2022	2023	2024	2025
Turnover	35,216	34,487	30,906	33,884	35,582
Operating result	-1,183	-945	-3,592	750	758
Profit/loss of the financial year	-793	-736	-2,999	872	899
Operating profit, % of turnover	-3.4%	-2.7%	-11.6%	2.2%	2.1%
Return on investment, %	-11.9%	-10.5%	-41.6%	8.5%	7.8%
Solvency ratio, %	57.4%	57.3%	40.8%	43.0%	44.1%
Quick ratio	0.7	0.6	0.4	0.4	0.5

COST-EFFICIENCY OF ACTIVITIES

	2021	2022	2023	2024	2025
Yeald/pilotage assignment	1,645	1,698	1,777	2,025	2,151
Yeald/piloted mile	86	98	103	115	125
Cost/pilotage assignment	-1,700	-1,744	-1,983	-1,980	-2,106
Cost/piloted mile	-89	-101	-115	-112	-122
Profit/loss/pilotage assignment	-55	-46	-206	45	46
Profit/loss/piloted miles	-3	-3	-12	3	3

PILOTAGE SUBSIDY FOR SAIMAA

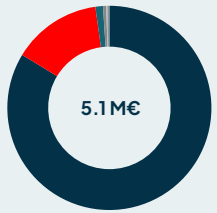
EUR 1,000	2021	2022	2023	2024	2025
State subsidy	4,022	1,033	726	479	418

ECONOMIC FOOTPRINT – TAXES AND PAYMENTS TO SOCIETY

The taxes and tax-like charges we collect and pay help to maintain society and its services. Finnpilot complies with Finnish legislation as it concerns the payment, collection and accounting of taxes. Finnpilot has no operations in any countries classified as tax havens, nor does the company utilise any international dimensions in its tax planning for the purpose of minimising its taxation. The company's taxes are paid in their entirety to Finland. Finnpilot also does not pay any profits, dividends or interest outside of Finland. Finnpilot's tax footprint in 2025 was a total of EUR 11.5 million (2024: 10.8). Personnel-related charges comparable to taxes amounted to EUR 6.0 million (2024: 5.7) and payroll taxes from employees to EUR 6.1 million (2024: 5.8). The company's share of statutory pension insurance contributions was EUR 3.6 million (2024: 3.3) and other social security expenses amounted to EUR 0.7 million (2024: 0.6).

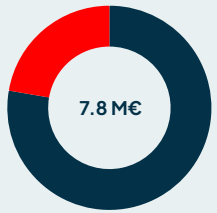
TAX FOOTPRINT

EUR 1,000	2021	2022	2023	2024	2025
Share of taxes	-207	-454	-424	-603	-612
Personnel-related	6,584	6,376	6,229	5,664	6,032
Withheld taxes	6,437	6,167	5,930	5,779	6,053
Total tax footprint	**12,814**	**12,090**	**11,735**	**10,840**	**11,473**
Tax burden	**-1,203**	**-1,407**	**-1,248**	**-1,377**	**-1,337**



PAYABLE TAXES 2025

- Employer's contributions 83.6%
- Income tax, computational 14.1%
- Income tax 0.0%
- Energy taxes 1.2%
- Real estate taxes 0.5%
- Vehicle tax 0.2%
- Insurance premium taxes 0.3%



REPORTED TAXES 2025

- Withheld tax from salaries 77.7%
- Employee's social security contributions 22.3%

PAYABLE TAXES

EUR 1,000	2021	2022	2023	2024	2025
Employer's contributions	4,567	4,384	4,300	3,933	4,295
Income tax, computational	996	953	824	773	725
Income tax	0	0	0	0	0
Energy taxes	55	53	55	65	64
Real estate taxes	24	25	27	28	28
Vehicle tax	12	11	11	11	12
Asset transfer tax	0	0	0	0	0
Insurance premium tax	15	15	14	16	17
Total	**5,669**	**5,441**	**5,231**	**4,826**	**5,141**

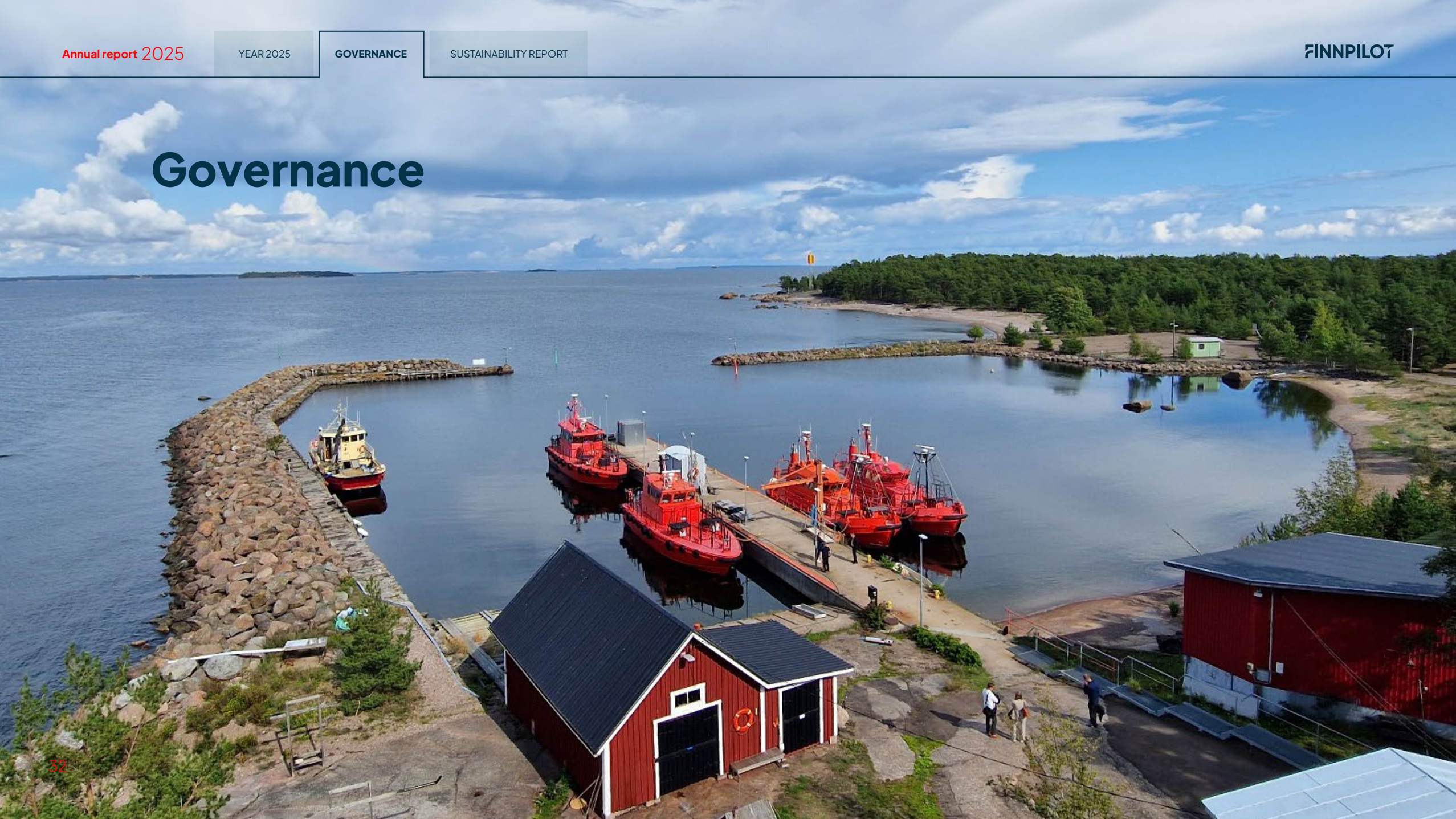
REPORTED TAXES

EUR 1,000	2021	2022	2023	2024	2025
Value added tax, net	-1,309	-1,511	-1,355	-1,496	-1,457
Withheld tax from salaries	6,437	6,167	5,930	5,779	6,053
Employee's social security contributions	2,017	1,992	1,929	1,732	1,737
Total	**7,146**	**6,649**	**6,504**	**6,014**	**6,333**

CASH FLOW TO STAKEHOLDERS

EUR 1,000	2021	2022	2023	2024	2025
Customers					
Turnover	35,216	34,487	30,906	33,884	35,582
Other income from operations	85	1143	766	565	703
Good suppliers					
Material and service acquisitions	-2,368	-3,627	-2,873	-2,604	-2,139
Other operating cost	-4,965	-5,096	-4,943	-4,876	-5,504
Personnel					
Salaries and fees	-21,943	-20,954	-20,676	-19,741	-20,940
Pension costs	-3,709	-3,514	-3,424	-3,324	-3,668
Social security expenses	-910	-836	-793	-568	-717
Total	**-26,562**	**-25,304**	**-24,894**	**-23,633**	**-25,324**
Taxes (income tax)	0	0	0	0	0
Support and donations	-2	-3	0	0	0
Dividends to shareholders	-500	0	-430	0	0
Financing costs	-2	-4	-55	-151	-117
Funds set aside for the development of activities	**902**	**1,596**	**-1,522**	**3,185**	**3,201**
Investments	**2,031**	**1,603**	**2,628**	**3,253**	**3,372**

Governance



Finnpilot Pilotage Ltd acts in accordance with the Limited Liability Companies Act and the Pilotage Act, and the company's governance is based on a clear sharing of responsibility, transparent decision-making and the principles of good governance. Governance ensures the legality, safety and achievement of the objectives of the activities in all circumstances.

CORPORATE GOVERNANCE

The governance of Finnpilot is based on the Limited Liability Companies Act, and the company's operations are regulated by the Pilotage Act and regulations issued on the basis of the Act. The ownership steering of Finnpilot is the responsibility of the Ownership Steering Department of the Prime Minister's Office. Finnpilot's principles of corporate governance are defined in the Corporate Governance Guidelines. The Guidelines reflect the general norms of Corporate Governance, the Corporate Governance Code of the Securities Market Association, the Agenda for Improving the Corporate Governance of Unlisted Companies published by the Finland Chamber of Commerce and the ownership steering guidelines of the Prime Minister's Office.

The State as owner exercises its power of decision at annual general meetings. The annual general meeting decides on issues that are relevant by virtue of the Limited Liability Companies Act. The annual general meeting elects the chair and other members of the Board of Directors. The annual general meeting for 2025 was held on 21 April 2025.

The related parties of Finnpilot include the company's Board of Directors, the CEO and the Executive Committee. Finnpilot does not conduct business activities that depart from normal commercial conditions with any of its related parties.

BOARD OF DIRECTORS

The Board of Directors oversees the administration of the company and the appropriate arrangement of the company's activities. In addition, the Board of Directors guides and supervises the company's activities, appoints the CEO and top management, supervises the management and issues decisions on key matters in terms of the company's business activities.

The annual general meeting elects the chair and other members of the Board of Directors. The members of the Board shall have expertise in Finnpilot's field of activities, management or business economics, and they shall be independent in the manner required with regards to competition. The diversity and CSR performance of the Board are also taken into consideration when selecting members of the Board.

The Chair of the Board of Directors is the immediate supervisor of the CEO. During 2025, the Board comprised six members. Of the Board members, two were personnel representatives (personnel representative and deputy personnel representative). Personnel representation is based on the Act on Personnel Representation in the Administration of Undertakings (Laki henkilöstön edustuksesta yritysten hallinnossa 725/1990).

The Board of Directors has established committees to support its activities. The task of the committees is to prepare those matters assigned to them as support for the decisions of the Board.

Finnpilot had two committees during 2025: the Personnel and Corporate Sustainability Committee and the Audit Committee. The members of the committees are listed in the annual review of the Board of Directors.

The Board of Directors and committees convened eight times during 2025. The attendance rate at the Board meetings was 98.2 per cent.

CEO AND EXECUTIVE COMMITTEE

The CEO heads and develops the activities of Finnpilot, oversees its daily administration and ensures that the accounting is carried out as prescribed by law and asset management is carried out in a trustworthy manner. The CEO oversees the execution of the decisions made by the Board of Directors and adheres to the instructions of the Board. The CEO reports on the activities of the company to the Board of Directors and is responsible for achieving the objectives set for the business activities in accordance with the principles set by the Board of Directors.

The Executive Committee assists the CEO in the implementation of operational tasks. The Executive Committee convenes every two weeks.

Board of Directors 31.12.2025

KIMMO MÄKI
Chairman of the Board

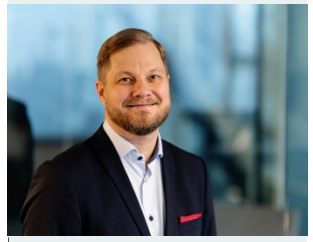
b. 1974, M. Sc. (Tech), EMBA
Board member since 2022

- Finavia Corporation, President and Chief Executive Officer 2018–
- Port of Helsinki Ltd, CEO 2011-2017
- Steveco Ltd, Senior Vice President 2006–2011
- Stockmann Inc, Logistics Manager 2003-2006
- Airport Council International (ACI), Board Member

HILPPA RAUTPALO
Member of the Board

b. 1974, LL.M. trained on the bench
Board member since 2020

- Lassila & Tikanoja, Director of Human Resources 2019–
- Arctia Ltd, Senior Vice President for Human Resources and Legal Affairs 2018–2019
- Unisport-Saltex Group, General Counsel and SVP for HR 2017–2018
- Ekokem Ltd, General Counsel and SVP for HR 2013–2017
- Metsä Group, Group Legal Counsel 2000–2007



JANI SIVUSALO
Member of the Board

b. 1981, M.Sc. (Admin.)
Board member since 2025

- Prime Minister's Office, Ownership Steering, Senior Specialist 2023–
- Finnish Financial Supervisory Authority, Capital Markets, Senior Inspector 2021–2023
- Large Taxpayers' Office, Senior Advisor 2009-2021
- PricewaterhouseCoopers Oy, Tax Consultant 2008-2009
- Finnish Aviation Academy, Board Member 2023–2025

MARIA TIAINEN
Member of the Board

b. 1981, M.Sc. (Econ.) and MBA
Board member since 2023

- Wärtsilä Energy, Director, Power Systems & Controls 2022–
- Wärtsilä, several management level positions 2017–2022
- WinGD AG, Head of Technology Department 2015–2017
- Wärtsilä, several expert and management level positions 2011–2015
- Tieto Oyj, multiple positions 2007–2011

KAJ HAHTONEN
Personnel representative on the Board

b. 1975, Pilot, Baltic Sea Pilot, Bachelor of Marine Technology (Master Mariner), Board member since 2019

- Finnpilot Pilotage Ltd / State Pilotage Enterprise Finnpilot, Pilot 2007–
- Neste Ltd / Fortum Oil & Gas Ltd / Neste Shipping Ltd / Aker Yards Ltd: various duties at sea (primarily deck officer) 1996–2007
- Finnpilot Pilotage Ltd, safety representative 2012–
- European Maritime Pilots' Association EMPA Vice President 2021–
- Finnish Maritime Pilots' Association, Vice Chair 2012–2021, Board member 2012–2025
- Netplaza Ltd, Board member 2009–2014

AKI SAARTIA
Personnel representative on the Board

b. 1975, Pilot Boat Operator,
Board member since 2017

- State Pilotage Enterprise Finnpilot, Pilot boat operator 2006–2010
- Finnpilot Pilotage Ltd, Pilot Boat Operator 2011–
- The Association of Pilot Boat Operators, Chairman 2019–
- The Association of Pilot Boat Operators, Regional Union Representative,Suomenlahti 2018–

Executive Committee 31.12.2025

KARI KOSONEN
Chief Executive Officer

b. 1965, M.Sc. (Technology), Master Mariner
Executive Committee member since 2010

- Finnpilot Pilotage Ltd, CEO 2017–
- Finnpilot Pilotage Ltd, Pilotage Director 2011–2017
- Finnish State Pilotage Enterprise Finnpilot, Pilotage Director 2010
- Finnish Maritime Administration, Manager of VTS Centre, Senior Inspector, Division Manager, Deputy Director 1996–2010
- Various duties at sea (primarily deck officer) 1987–1996
- Ice Advisors Ltd, CEO 2014–2017
- Ice Advisors Ltd, Chair of the Board 2017–2023

AKI MARJASVAARA
Chief Operating Officer

b. 1978, M.Sc. (Technology), Master of Engineering (Industrial Management), Master Mariner
Executive Committee member since 2014

- Finnpilot Pilotage Ltd, Chief Operating Officer 2024–
- Finnpilot Pilotage Ltd, Unit Director, Transportation 2014–2024
- Port of Loviisa, Port Director 2008–2014
- Port of HaminaKotka Ltd, Safety Inspector 2004–2005
- Various duties at sea (primarily deck officer) 1999–2004, 2005–2007

LAURA KAUSTINEN
Communications & Sustainability Director

b. 1977, M.Sc. (Economics and Business Administration)
Executive Committee member since 2024

- Finnpilot Pilotage Ltd, Communications & Sustainablity Director 2024–
- Finnpilot Pilotage Ltd, Communications Manager 2018–2024
- ProCom Ltd, Director of Training & Development 2016–2018, Director of Training & Communications 2012–2016
- ProCom Ltd, Training & Communications Manager 2009–2011
- Fintra (now part of Management Institute of Finland MIF Oy), Communications & Marketing Manager 2006–2008

OLLI NURMINEN
Human Resources Director and Leading Legal Counsel

b. 1965, Master of Laws, LLM with Court Training, Law
Executive Committee member since 2021

- Finnpilot Pilotage Ltd, Director of Human Resources and Leading Legal Counsel 2021–
- Service Sector Employers Palta, Labour Market Advisor, Negotiations Director 2012–2021
- Union of Professional Engineers in Finland, Legal Counsel (energy sector), Supervisor for Legal Services 2010–2011
- STUL – The Electrical Contractors' Association of Finland, Lawyer 2006–2009
- Heinola District Court, Court Notary 2005–2006
- Legal Office & Consulting LOC Oy, Lawyer 2003–2005
- Numerous jobs in the banking sector as well as in sales and marketing positions

TIMO SIREN
Financial Director

b. 1966 M.Sc. (Economics and Business Administration)
Executive Committee member since 2012

- Finnpilot Pilotage Ltd, Financial Director 2011–
- Finnish State Pilotage Enterprise Finnpilot, Business Controller 2010
- Tyco Electronics Finland Ltd, Nordic Finance Manager 1996–2010
- Haka Autorent Ltd, Head of Administration 1993–1994
- Ice Advisors Ltd, Board member 2012–2023

Remuneration

Remuneration is utilised to support and promote Finnpilot's strategic focal points. We endeavour to offer a competitive and fair remuneration package to both the company's personnel and its management. The guidelines for our remuneration activities and system are based on the specifications of the Government Resolution on the State Ownership Policy (2024), which emphasises the reasonableness and transparency of remuneration and requires the inclusion of sustainability objectives in management remuneration.

All of Finnpilot's personnel fall within the sphere of the remuneration system. The remuneration system is used to support the company's strategic objectives and to encourage the personnel to act in a manner that ensures the production of high-quality, efficient and responsible navigational safety services.

The amount of the paid remuneration is based on the realisation of set financial and operational targets. Finnpilot has a personnel fund, whose members include all employees with the exception of the management and middle management. Once the remuneration criteria have been met, the payable remuneration is transferred to the personnel fund in accordance with the Act on Personnel Funds (Henkilöstörahastolaki 934/2010).

In 2025, the threshold conditions for the payment of remuneration to employees included a positive operating profit (including possible remuneration) and no serious accidents in pilotage activities. Other criteria for personnel remuneration are related to the number of occupational accidents, the service level, the reduction in CO_2 emissions and the size of the operating profit percentage.

The management and middle management have their own remuneration systems with the same threshold conditions and other criteria as for the personnel. In addition, the middle management and management have also been set unit-based and personal goals. In 2025, the CEO and members of the Executive Committee fell within the scope of the remuneration system for management. Eight management-level employees fell within the scope of the remuneration system for middle management during the year. A total of EUR 152,000 in remuneration based on the remuneration system was paid for 2024.

Finnpilot's Board of Directors confirms the specific objectives and structures of the remuneration system, which are valid for one year at a time, and decides on the remuneration to be paid to the CEO, management and personnel.

PAID SALARIES AND FEES IN 2025

Paid Board fees €95,700 (2024: €87,000)
Annual salary of the CEO €212,961 (2024: €187,935)
Annual salary of other members of the Executive Committee €523,778€ (2024: €478,697)

The remuneration of the CEO and the other Executive Committee members includes cash wages and fringe benefits.

Internal control and risk management

Internal control and risk management are part of standard management work and strategic planning at Finnpilot. The aim is to ensure the legality and performance of the company's activities, the continuity of operations and the proper safeguarding of funds and assets. At the same time, the company endeavours to ensure that financial and operational data is correct, adequate and up to date.

Internal control refers to the operational methods, procedures and control and monitoring mechanisms that are the responsibility of the company's management and in use to support the achievement of the company's objectives. Internal control is responsible for, among other things, ensuring the legality of operations, monitoring the performance of activities, and managing funds and assets. The performance of activities is monitored through reporting, action plans, budgets and other management and monitoring tools. With regard to the management of funds and assets, responsibilities are defined in such a way that operative responsibility, inventory responsibility and accounting responsibility are separated, and the procedures and audits of assets ensure their proper use and retention. The internal control policy defines the management of activities and organisation of finances in accordance with the objectives of good internal control.

Risk management is an integral part of internal control and standard management work. The objective of risk management is to guarantee the achievement of company goals and the provision of safe, high-quality services. Operating environment and risk analysis are part of the company's strategy process. Finnpilot only pursues risks related to the implementation of its strategy if they can be managed to an acceptable level and will not cause any essential danger to the continuity of activities. The principles, responsibilities and processes related to risk management are described in the company's risk management policy, which is reviewed annually and approved by the Board of Directors.

The company's Board monitors and assesses the sufficiency and effectiveness of risk management. The CEO is responsible for the practical implementation and ensuring that the company has appropriate procedures, guidelines, responsibilities and reporting practices in relation to the scope, content and risks of its activities. The Executive Committee assesses the key risks as part of the annual planning and reports them to the Board of Directors on a regular basis. Occupational safety risks are systematically assessed, and risk assessments are updated regularly as well as in connection with incidents. Each Finnpilot employee has an obligation to monitor and report the risks, errors and anomalies they detect.

The most significant business risks identified in 2025 were related to the decreasing share of piloted vessel traffic, the forecasting of resource needs in a changing traffic situation and the predictability of the development of the operating environment for pilotage. The risks related to Finnpilot's business activities are described in more detail in the annual review of the Board of Directors.

The identified risks are managed through proactive planning, active dialogue with stakeholders and long-term management of resources and investments. Maintaining our employees' competence, work ability and safety is an integral part of risk management and the safeguarding of operational continuity. Internal control is supported by the company audit.

Sustainability report
VSME

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General information

BASIS FOR PREPARATION (B1)

This sustainability report has been prepared in accordance with the **VSME standard (Voluntary Sustainability Reporting Standard for non-listed SMEs)** developed by EFRAG. In its first VSME report, Finnpilot has selected the reporting option B and will be reporting information covered by both the basic and comprehensive modules.

Finnpilot is an entirely state-owned special assignment company, whose statutory task is to ensure smooth vessel traffic and maritime safety by providing piloting services in Finland's coastal and inland waterways. The reporting covers the entire operations of Finnpilot Pilotage Ltd.

The report presents the information required by the VSME standard regarding environmental impacts, climate, energy, water and waste management, working conditions, well-being at work and safety, equality, anti-corruption, good governance and other aspects of social responsibility. In addition, the report describes Finnpilot's key sustainability policies and operating principles.

This is Finnpilot's first sustainability report drafted in accordance with the VSME standard. The reporting is built upon the sustainability work and monitoring of previous years, but this document marks the first full report based on the VSME structure.

The report has been prepared as an individual company report and does not include group structures or other companies. All figures and information presented only concern Finnpilot Pilotage Ltd.

The financial information is based on audited financial statements and accounting. More specific information about our financial performance and turnover is presented in the statutory financial statements. The financial statements and annual review of the Board of Directors for 2025 was published on 20 March 2026.

Information concerning the personnel is based on our HR systems and surveys. Environmental data has been compiled from Finnpilot's own systems.

Finnpilot's operations are critical to Finland's security of supply. For this reason, the report excludes the exact locations of the company operational sites and offices. If some aspect of the VSME is not materially applicable to Finnpilot, it has been stated in connection with that aspect.

TABLE 1: BASIC INFORMATION ON FINNPILOT PILOTAGE LTD

Legal form of the company	Limited liability company
NACE code	52229
Balance sheet total (EUR million)	22.3
Turnover (EUR million)	35.6
Number of employees in employment relationships at the end of the reporting period	294
Country of main activities and location of significant asset items	Finland

TABLE 2: OPERATIONAL SITES

Registered domicile Finnpilot Pilotage Ltd Tammasaarenkatu 1, 00180 Helsinki	Kokkola pilot station	Pori pilot station (Mäntyluoto)
Ajos substation	Kotka pilot station	Pori substation (Kallo)
Emäsalo pilot station	Lappeenranta pilot station	Raahe substation
Hanko pilot station	Leppäluoto substation	Rauma pilot station
Helsinki pilot station (Vuosaari and Harmaja)	Maarianhamina substation	Saaristomeri pilot station
Inkoo substation	Marjaniemi substation	Uusikaupunki substation
Isokari substation	Orrengrund substation	Utö substation
Kaskinen substation	Perämeri pilot station	Vaasa substation

Map of Finnpilot's Operational Locations ▶ go to https://finnpilot.fi/en/pilot-boarding-positions-and-pilot-stations/

Finnpilot has an **ISO 9001:2015 quality system and an ISO 14001:2015 environmental system** that cover all of the company's pilotage services and operational sites. Certificates were issued by DNV. The latest certification dates are from 2023 and are valid until 2026. The follow-up audits were conducted in 2025. Finnpilot's commitment to high-quality, safe and environmentally responsible operations is guided by the company's quality and environmental policy.

The goal is for Finnpilot's first VSME report to serve the information needs of our customers, the State's ownership steering, employees and other stakeholders, and to support the long-term development of our sustainability work.

PRACTICES, POLICIES AND FUTURE INITIATIVES FOR TRANSITIONING TOWARDS A MORE SUSTAINABLE ECONOMY (B2 AND C2)

Finnpilot strives to systematically advance its sustainable development goals. The table on the next page describes Finnpilot's practices, actions and future plans for transitioning towards a sustainable economy.

The strategic planning and development of sustainability, as well as the identification of development targets, are the responsibility of Finnpilot's Executive Committee, coordinated by the Communications and Sustainability Director.

TABLE 3: GENERAL DESCRIPTION OF PRACTICES, POLICIES AND FUTURE INITIATIVES FOR TRANSITIONING TOWARDS A MORE SUSTAINABLE ECONOMY

Topic	Does the company have practices, initiatives or policies regarding sustainability?	Are they publicly available?	Are there targets set for them?	Brief description of existing practices, policies and future initiatives and related actions	Description of targets	Senior level accountable for the implementation of the policies
Climate change	Yes	Yes, partly	Yes	• Environmental policy • ISO 14001 environmental management system • Economic driving methods for boats • Increase in the use of renewable fuel (HVO) • Use of certified carbon-neutral electricity • Antifouling paint testing to reduce fuel consumption • Development of energy consumption monitoring • Avoidance of unnecessary electric heating • More energy-efficient technologies for boats • Increasing independent solar and wind power production • Identification of climate risks	• 50% reduction in total emissions from Scope 1–3 by 2030 (reference year 2021) • In addition, we monitor the Scope 1 emissions per nautical mile driven by boat and • the amount of Scope 1 emissions per pilotage assignment	Management
Pollution	Yes	Yes, partly	Yes	• Environmental policy • ISO 14001 environmental management system • Spill-proof fuelling systems • Ensuring chemical safety • Proper treatment of hazardous waste	• Piloted vessels, our own fleet or the systems of our properties do not cause any environmental damage classified as a serious accident	Management
Water and marine resources	Yes	No	Yes	• Environmental policy • ISO 14001 environmental management system • Development of water consumption monitoring	• Reduced water consumption	Management
Biodiversity and ecosystems	Yes	No	Yes	• Environmental policy • ISO 14001 environmental management system • Environmental impact assessment as part of the activities • Antifouling paint testing to reduce environmental impacts	• Minimisation of environmental impacts	Management
Resource use and circular economy	Yes	No	Yes	• Environmental policy • ISO 14001 environmental management system • Boat life cycle extensions, technical renovations and dry docking • Development of data-based fleet management • Responsible use of materials and waste management according to regulations	• Efficient use of fleet • Efficient recycling of waste	Management
Own workforce	Yes	No	Yes	• Code of conduct for personnel • Regular personnel surveys • Work community development plan • Training system • Other HR guidelines	• Healthy, satisfied and competent employees	Management
Workers in the value chain	Yes	No	Yes	• Sustainability appendix for major procurements • Shipyard audits • Use of the Reliable Partner service	• Sustainable practices throughout the value chain	Management
Affected communities	No	No	No	• Particular consideration is given to communities living in the sphere of influence of island stations during familiarisation visits, etc.	• Finnpilot's activities are reputable and do not interfere with the everyday life of communities	Management
Consumers and end-users	Yes	Yes, partly	Yes	• Quality policy • ISO 9001 management system • Data protection policy • Accessibility statement	• Compliance with the requirements ISO 9001 certification • No data security anomalies • Accessible communication	Management
Business conduct	Yes	Yes, partly	No	• Whistleblowing channel in use • Internal control & risk management	• Supporting sustainable and transparent activities	Management

STRATEGY: BUSINESS MODEL AND SUSTAINABILITY – RELATED INITIATIVES (C1)

Finnpilot's business model is based on the provision of pilotage services, examination services and Baltic Sea pilotage services. Finnpilot offers its services to vessels operating to and from Finnish ports.

The strategic focal points for 2025 were:

- business productivity,
- renewal of the pilotage service, and
- development of employee competence and uniform operating models for use throughout Finland.

The key stakeholders in terms of the company's activities are the vessels and their bridge crews that need piloting services, onshore ship representatives (shipbrokers and ship agents), shipping companies, industry, maritime actors providing services such as icebreaking, tugboat services and shipyards, authorities and other public administration actors, ports and port operators, and maritime training institutions.

The services are constantly being developed according to the needs of our stakeholders. Stakeholder expectations are surveyed through active dialogue at many levels of the organisation and through a stakeholder survey conducted every second year. The latest survey was conducted in 2024 and will be repeated in 2026.

During the reporting period, Finnpilot had approximately 650 different suppliers, four of which were clearly more significant. The value of procurements from the most significant suppliers exceeded EUR 0.5 million per supplier during the reporting period. A total of 99.9% of Finnpilot's suppliers were Finnish. Subcontracting relationships are managed with regard to risk management, quality assurance and the achievement of common goals.

Finnpilot's strategy covers several aspects related to sustainability, such as resource efficiency, development of remote pilotage, occupational safety assurance, the maintenance and management of proactive work ability, and long-term development of competence.

The promotion of Finnpilot's sustainability work is monitored and developed in accordance with the sustainability programme. The Executive Committee regularly reports on the progress of the sustainability targets to the Personnel and Corporate Sustainability Committee and the Board of Directors. Finnpilot's sustainability programme covers a wide range of ESG themes:

ENVIRONMENTAL THEMES

- Environmental handprint of pilotage: we prevent environmental damage in sensitive marine areas.
- We reduce the negative impacts of our operations on biodiversity.
- We reduce the emissions of our operations.
- We optimise the use of our equipment and assure they are maintained in a sustainable manner.

SOCIAL THEMES

- We ensure occupational safety, equality and non-discrimination in all our activities.
- We reinforce the culture of shared learning.
- We respect human rights in our activities and value chains.
- We develop our operations through collaboration with our stakeholders.

GOOD GOVERNANCE THEMES

- Our employees are well-versed in Finnpilot's ESG principles and objectives.
- Sustainability targets are part of the remuneration of management and personnel.
- We consider aspects of sustainability in our procurement decisions.
- We report on our activities in a transparent and open manner.

As part of our preparation for CSRD reporting, Finnpilot carried out a double materiality assessment in spring 2024 to examine the impacts of the company's activities on people, nature and society. In the end, Finnpilot was excluded from the CSRD reporting obligation, but the assessment provided valuable information for the development of our sustainability work. Based on the results, Finnpilot's key sustainability aspects are focused on environmental and social responsibility and sustainability. The focus of environmental sustainability is on optimising activities from a financial and environmental perspective and, as a result, reducing emissions. For social sustainability, it is essential to safeguard the work ability of employees and to develop a culture of learning and uniform operating models. These form the basis for occupational safety and customer satisfaction.

In addition, the core of the company's sustainability is based on the company's position as a state-owned special assignment company and exclusive provider of a statutory service, which demands a particularly high level of openness, transparency and reliability from our activities. These ensure that the company is able to carry out its social mission in a long-term manner that simultaneously upholds the confidence of the owner and stakeholders.

The materiality assessment will be updated based on the stakeholder survey conducted during autumn 2026 in order to take into account possible new impacts, risks and opportunities. If significant changes occur in the operating environment or business, the assessment will be updated earlier.

Environmental metrics

ENERGY CONSUMPTION, GHG EMISSIONS AND GHG REDUCTION TARGETS (B3 AND C3)

Finnpilot monitors and reports on its energy consumption and GHG emissions as part of sustainability and environmental management. Total GHG emissions (Scope 1–3) were calculated for the first time in 2021. Emissions from fuel consumption (Scope 1) have been calculated since 2012. The calculation methods and the accuracy of the calculations have evolved over the years. The monitoring of energy consumption and emissions is based on measurement and calculation data available from the company's own systems.

Most of Finnpilot's energy consumption is the result of fuels used in pilot boats, a portion of which are biofuels. The electricity used by Finnpilot is primarily from renewable sources. In the future, our own wind and solar power production (currently in Hanko, Emäsalo, Harmaja) as well as the geothermal heat widely utilised in our properties can together secure critical energy needs in situations where the supply of purchased electricity is interrupted.

Finnpilot has calculated its GHG emissions in accordance with the GHG Protocol Corporate Standard (version 2004) and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Finnpilot reports on Scopes 1, 2 and 3. Energy consumption and GHG emissions in 2025 are presented in the tables in this section.

The International Maritime Organisation (IMO) has set multiple environmental targets to endeavour to reduce the environmental impacts of navigation in accordance with the Paris Agreement. In the Government Resolution on the State Ownership Policy (2024), the Finnish State requires its companies to take into account the target of a carbon neutral Finland by 2035 and the targets of the Paris Agreement, aimed at limiting global warming to 1.5 degrees Celsius. In line with the Government's national climate and energy strategy and the European Union's transport emission reduction targets, Finnpilot has set the following emission reduction targets:

- 50% reduction in the absolute total emissions of Finnpilot by 2030 (base year 2021)
- Reduction of Scope 1 emissions in relation to nautical miles driven by boats (tCO_2e/NM, base year 2020)
- Reduction of Scope 1 emissions in relation to pilotage volumes (tCO_2e/pilotage assignment, base year 2013)

All Scope 3 emission sources that are currently taken into account were not yet included in the calculation in the reference year 2021, which has increased the reported emissions computationally and weakens the direct comparability of Scope 3 emissions and total emissions between different years. Finnpilot's Board of Directors regularly reviews the company's emission reduction targets as part of its strategic management and monitoring of sustainability work, and may specify targets or their metrics as the calculations develop.

During the reporting period 2025, the ratio of Finnpilot's total (location-based) emissions to its turnover was 150.2 tCO_2e/€M (2024: 155 tCO_2e/€M).

TABLE 4: ENERGY CONSUMPTION

	Renewable energy consumption (MWh)	Non-renewable energy consumption (MWh)	Total energy consumption in 2025 (MWh)
Electricity	2,752	189	2,940
Fuels	3,040	9,384	12,424

Energy content of fuels: NCV, 2025 DEFRA, calculated from litres. Renewable diesel (HVO/Neste MY) has been calculated as renewable, while ordinary petrol and diesel have been calculated as completely non-renewable fuels and the renewable percentage of them, as dictated by the distribution obligation, has not been separated out.

TABLE 5: SCOPE 1 EMISSIONS PER NAUTICAL MILE DRIVEN BY BOAT (BASE YEAR 2020)

	2020	2021	2022	2023	2024	2025
Scope 1 per nautical mile driven by boat ($kgCO_2e$)	15.0	16.2	15.0	13.1	13.1	**11.5**
Change from base year 2020 (%)		8.2	-0.2	-12.7	-12.8	**-23.2**

TABLE 6: SCOPE 1 EMISSIONS PER PILOTAGE ASSIGNMENT (BASE YEAR 2013)

	2013	2021	2022	2023	2024	2025
Scope 1 per pilotage assignment ($kgCO_2e$)	205.4	207.0	176.8	153.8	158.0	**147.7**
Change from base year 2013 (%)		0.8	-13.9	-25.1	-23.1	**-28.1**

The calculations of earlier years have been standardised as regards the emission factors (DEFRA) and calculation methods used. For comparability purposes, Saimaa's share of the overall fuel amounts, nautical miles driven by boat and pilotage volumes from which emissions are calculated has been removed from all years of calculation.

GHG reduction targets and climate transition

Finnpilot has defined the most important measures that will facilitate the achievement of its emission reduction targets. Solutions to reduce emissions are being sought, for example, by promoting more economic driving methods for boats and paying attention to driving speeds. As a result of the development of consumption monitoring and reporting, we now have better capabilities to track

TABLE 7: GHG EMISSIONS SCOPE 1–3 (tCO_2e)

	Reporting year 2025	Base year 2021	Change from base year	Total emissions for the 2030 target year, Scope 1–3
Scope 1	2,442.3 (46%)	3,937	-38%	
Scope 2 (location-based)	108.8 (2%)	601	-82%	
TOTAL SCOPE 1 AND 2	**2,551.1 (48%)**	**4,538**	**-44%**	
TOTAL SCOPE 3	**2,775.2 (52%)**	**1,731**	**61%**	
Category 1 Purchased goods and services	660.2 (12%)	n/a		
Category 2 Capital goods	919.8 (17%)	n/a		
Category 3 Other energy-related activities	803.9 (15%)	n/a		
Category 4 Transportation	0.1 (0%)	n/a		
Category 5 Waste management and water	17.2 (0%)	n/a		
Category 6 Business travel	86.0 (2%)	n/a		
Category 7 Employee commuting	286.2 (5%)	n/a		
Category 13 Leased assets	1.8 (0%)	n/a		
TOTAL	**5,326.3**	**6,269**	**-15%**	**3,135**
Biogenic emissions outside the scopes	907.6	709		

The emission calculation has been developed to be more comprehensive and more accurate, which has affected the amount of total emissions and, in particular, Scope 3 emissions. Emissions have been classified and reported in categories as specified in the GHG protocol, which deviates from the previous reporting method. As a result, the figures are not fully comparable to those of previous years.

Biogenic emissions from the base year 2021 have been calculated retroactively and included in the results as a means of monitoring the development. Biogenic CO_2 is not included in the emissions of Scope 1 or Scope 2, but is reported in accordance with the GHG protocol as a separate figure that falls outside of the scopes.

The emission factors used for calculation are mainly based on DEFRA 2025 emission factors. In addition, data from the EEA, the Energy Authority and the IPCC have also been used. The emission calculation of procurements is based on the ENVIMAT model of the Finnish Environment Institute (Syke). Transport emissions data have been obtained from the logistics partner and waste data from L&T and Remeo. Other sources used include Fingrid, ADEME (2024) and CO_2emissiefactoren Belgium (2025).

the impact of driving speeds on fuel savings. The potential for investments in new technologies, such as electric or hybrid vessels, to achieve emission reductions is also being assessed.

Ownership steering requires state-owned companies to achieve emission reduction targets that are measurable and ambitious in relation to their reference companies and based either on the Science-Based Targets initiative (SBTi) or alternatively on a comprehensive, scientifically justified transition plan. To date, Finnpilot has not joined the SBTi, but is developing its emissions calculation and climate targets based on the sustainability policies outlined by the State's ownership steering. Finnpilot has defined its own emission reduction targets and reports openly on their implementation in accordance with the comprehensive module of the VSME, monitoring the development of both direct and indirect emissions (Scope 1–3) on an annual basis. This creates a transparent basis for further development of the targets and possible future commitments.

The key measures being enacted to achieve the emission reduction targets are:

- Increasing the use of lower-emission fuels in our boats and vehicles to the extent technically and economically feasible. Renewable diesel (HVO) is more expensive, not suitable for the whole fleet, its use increases the relative fuel consumption of boats and the distribution area does not yet cover the entire area of our operations.
- Improving fuel efficiency by training employees to avoid unnecessary driving and to optimise driving methods and route planning.
- The gradual electrification of the vehicle fleet as it is updated.
- The introduction of hybrid technology and emission-free propulsion in new acquisitions as technology evolves and market supply expands.
- Developing property heating solutions in such a way that oil heating used to support geothermal heating is replaced by other energy solutions, such as air or water source heat pumps, in connection with equipment renewals and basic maintenance.
- Transitioning to emission-free purchased electricity by incorporating all electricity contracts to the zero-emission electricity contracts tendered through Hansel.
- Increasing our own renewable electricity generation through solar and wind power to strengthen our energy independence and security of supply.
- Steering procurement towards lower emission solutions by requiring the suppliers to specify the emissions of their services and products and by taking them into account as a competitive tendering criterion.
- Co-operating with ship manufacturers and designers to improve the energy efficiency of equipment throughout the life cycle.

The most interesting and effective way for Finnpilot to reduce its own consumption of resources, and thereby emissions, is related to the development of remote pilotage. Remote pilotage does not require a vessel, fuel or a separate pilot station. The significance of remote pilotage in 2030 is, however, still difficult to assess, both in terms of pilotage volumes and emissions from the technologies used. You can read more about the development of remote pilotage in the Year 2025 section on pages 24–25.

Finnpilot does not currently have a scientifically justified transition plan to mitigate climate change approved by the Board of Directors. In order to draw up a transition plan, the time horizons for the key measures and the investments required by those measures must be specified, and investment opportunities should be considered in relation to financial development. Finnpilot has not yet defined a specific moment when its transition plan will be implemented.

POLLUTION OF AIR, WATER AND SOIL (B4)

This reporting topic concerns emissions and environmental impacts in activities that require an environmental permit or are subject to, for example, the EU Industrial and Livestock Rearing Emissions Directive. Finnpilot's activities do not, by their nature, include such processes, and the legislation does not oblige Finnpilot to report on these emission types. There is nothing to report for this topic.

BIODIVERSITY (B5)

Pilotage and pilot transports take place in extensively protected marine areas. Finnpilot owns, rents or manages a total of 13 operational sites located in or near biodiversity sensitive areas. Finnpilot has identified the areas by utilising the Natura2000 network that is defined, in accordance with the VSME standard, as a key framework based on biodiversity regulation. The operational sites located in or in the immediate vicinity of Natura areas are specified in Table 8. The area of the operational sites will be specified in the next VSME report.

Finnpilot identifies biodiversity sensitive areas as part of its risk management and steers its operations in these areas and their vicinity in a proactive manner, in accordance with applicable legislation, official guidelines, the assignments of the State as owner and the company's own operating principles. Practices to prevent and minimise harmful effects on the environment are constantly being developed.

TABLE 8: INFORMATION ON BIODIVERSITY SENSITIVE AREAS

Pilot station/substation	Near/in the area	Biodiversity sensitive area (Natura2000 area)	Natura2000 site code
Ajos substation, Kemi	near	Bothnian Bay National Park	FI1300301
	near	Islands in the Bay of Bothnia	FI1300302
Emäsalo pilot station	near	Söderskär and Långören archipelago	FI0100077
Hanko pilot station	in the area	Tulliniemi bird sanctuary	FI0100006
Helsinki pilot station (Vuosaari and Harmaja)	near	Esker, meadow and water areas of Kallahti	FI0100063
Inkoo substation	near	Inkoo archipelago	FI0100017
Isokari substation, Uusikaupunki	in the area	Seksmiilari archipelago	FI0200152
	near	Uusikaupunki archipelago	FI0200072
Kaskinen substation	near	Kristinestad archipelago	FI0800134
	near	Närpes archipelago	FI0800135
Kokkola pilot station	near	Kokkola archipelago	FI0800136
Leppäluoto substation, Pietarsaari	near	Luoto archipelago	FI0800132
Marjaniemi substation, Hailuoto	near	Hailuoto, northern shore	FI1100201
Orrengrund substation, Loviisa	in the area	Pernajanlahti Bay and Pernaja archipelago marine reserve	FI0100078
Raahe substation	near	Raahe archipelago	FI1104600
Utö substation	near	Archipelago Sea	FI0200090

The classification is based on the Natura 2000 sites in Finland. *Source: Syke, www.ymparisto.fi*

WATER (B6)

Finnpilot's primarily uses water at its office premises, pilot stations and for other support activities. The company has no production or process activities where water is used as raw material or process water.

In properties by Finnpilot as well as other users, the proportion of the water use is based on an estimate derived from the surface area of the leased premises, the number of personnel or other available data on the property. Finnpilot uses water only from the municipal water supply network, and waste water is discharged into the municipal sewer network. The company does not take water from its own sources and does not engage in activities in areas classified as areas of high-water stress.

In 2025, we received water consumption data from a total of 13/23 pilot stations and substations. The total water consumption at these operational sites was 1,698 m^3 (2024: 1,703 m^3). More detailed reporting on water use has been omitted in accordance with the if applicable principle in the VSME standard, as Finnpilot's activities do not involve process or production water and water use is not relevant for a determination of the company's environmental impact.

RESOURCE USE, CIRCULAR ECONOMY AND WASTE MANAGEMENT (B7)

The life cycle extensions of pilot cutters are Finnpilot's most significant circular economy practice. These systematic life cycle extension projects can significantly lengthen the service life of pilot cutters. The projects consist of modernising the hulls, powertrains and vessel cabins to meet the current technical requirements. The aim of life cycle extensions is to make the most of the remaining technical service life of existing vessels and to reduce the need to procure new vessels. The company has also developed a new, systematic operating model for dry docking supervision that ensures that the old vessels are being modernised with the highest possible quality and safety.

Finnpilot has an ISO 14001 compliant environmental system, which requires proper waste treatment, the monitoring of waste volumes and continuous improvement of waste management. At

pilot stations, waste is delivered for treatment in accordance with local waste regulations. Employees are required to be familiar with the waste requirements of their own stations, and sorting and recycling have been systematically developed in accordance with these requirements. Some of the stations are located in difficult places in terms of logistics, such as islands and at the end of long archipelago roads. Waste sorting has been arranged at those stations where it is possible to do so as part of the service provided by local waste operators. The stations keep up-to-date records of hazardous waste and retain receipts from waste transfers.

Finnpilot monitors the total amount of biowaste, energy and mixed waste and hazardous waste generated. The information currently available does not allow for a reliable breakdown of waste in terms of the amount of waste redirected to recycling or reuse or by type of waste. For this reason, the total annual amount of waste redirected to recycling or reuse is not reported. Finnpilot is developing its waste monitoring to improve the accuracy of the data for future reporting periods.

The waste distribution of Finnpilot is presented in Table 9.

CLIMATE RISKS (C4)

As part of its risk management process, Finnpilot has identified physical and transition risks related to climate change, which may affect the company's operating conditions, service cost structure, service production and investment capacity in the short, medium and long term. Sustainability risk management is part of Finnpilot's comprehensive risk management and operational continuity planning.

TABLE 9: WASTE DISTRIBUTION

NON-HAZARDOUS WASTE (tonnes)	
Biowaste	3.4
Energy and mixed waste	5.2
Non-aqueous liquid wastes	40
Total non-hazardous waste (tonnes)	**48.6**
HAZARDOUS WASTE (tonnes)	
Mineral-based non-chlorinated engine, gear and lubricating oils	2.06
Other bilge water from water traffic	8.67
Solid waste from sand and oil separators	7.12
Absorbing agents, filter materials, cleaning cloths and protective clothing contaminated by hazardous substances	0.07
Oil filters	0.06
Brake fluids	1.2
Waste containing oil	1.36
Solvents	0.11
Waste not mentioned elsewhere	0.28
Total hazardous waste produced (tonnes)	**20.65**
Septage (m^3)	11 m^3
TOTAL WASTE PRODUCED	**69.53 tonnes + 11 m^3**

Septage is reported separately due to its sludgy nature and volume-based monitoring.

Climate-related physical risks

The increase in extreme weather phenomena can interfere with the smooth performance and safety of pilotage activities. Key risks include disruption of shipping schedules, interference with communication connections and impacts on the usability and condition of the pilotage equipment and infrastructure.

Finnpilot prepares for climate-related physical risks by strengthening operational continuity, developing the durability of equipment and infrastructure and ensuring alternative operating methods in disturbance situations. In addition, the company prepares for interruptions in data communications and electricity distribution by means of backup arrangements.

Transition risks (regulation, costs, technology)

The tightening of climate policy, energy transition and related cost and regulatory impacts can increase the costs of pilot transports, energy and materials, as well as reporting and competence requirements. At the same time, stakeholders' expectations regarding emission reductions and low-carbon solutions can grow faster than the company's investment capacity.

Finnpilot actively monitors the development of climate, energy and environmental regulation and takes their impact into account in financial and investment planning. The company assesses alternative energy and technology solutions and develops its fleet and equipment gradually with consideration for the resources and maturity of the technology. Competence is strengthened in a controlled manner and stakeholder expectations are considered as part of strategic planning.

Social metrics

WORKFORCE – GENERAL CHARACTERISTICS (B8)

This section presents information on the general characteristics of Finnpilot's workforce in accordance with the VSME standard, including the number of employees, the nature of the employment relationships and other key workforce figures for the reporting period. The VSME-based information concerning employees is supplemented by information under Employees in the Year 2025 section.

The majority, 91%, of Finnpilot employees are male. Only two women work permanently in pilotage/pilot transport. This figure reflects the gender distribution for maritime tasks in general and, in particular, for vessel officers. There are very few female applicants for open pilot and pilot transport positions. Finnpilot aims to promote gender equality in its recruitment process by encouraging qualified female applicants to apply for positions and by ensuring equal and non-discriminatory recruitment practices.

The turnover rate is relatively low in our company and most of the employees stop working because they enter retirement.

TABLE 10: WORKFORCE – GENERAL CHARACTERISTICS

The number of employees includes all employees working for the company and the CEO.

NUMBER OF EMPLOYEES BY TYPE OF CONTRACT	
Type of contract	**Number of employees**
Permanent	268
Fixed-term	26
Total number of employees in employment relationships	294

NUMBER OF EMPLOYEES BY GENDER	
Gender	**Number of employees**
Male	273
Female	21
Not reported	0
Total number of employees in employment relationships	294

NUMBER OF EMPLOYEES BY COUNTRY OF EMPLOYMENT CONTRACT	
Country of employment contract	**Number of employees**
Finland	294
Total number of employees in employment relationships	294

EMPLOYEE TURNOVER	
Turnover rate	**Number of employees**
Number of employees at the beginning of the reporting period	287
Number of employees at the end of the reporting period	294
Number of employees who started during the reporting period	11
Number of employees who left during the reporting period	7
Left for other reasons	5
Employee turnover rate (%) during the reporting period, including retirees	3.9
Employee turnover rate (%) during the reporting period, excluding retirees	2.7

HEALTH AND SAFETY (B9)

Pilotage based on local knowledge and strong professional skills is a key aspect of maritime safety. Finnpilot operates around the clock and under changing conditions throughout the coastal area of Finland, which means it is extremely important to have a safe working environment.

Finnpilot ensures that its employees can work safely in all conditions. The company develops and maintains a strong safety culture that has proactive risk management, competence and uniform operating models at its core. Safety work is systematically managed and operating methods are developed according to the principle of continuous improvement.

Identifying and managing safety risks is part of the company's everyday duties. Risks are assessed and near-miss situations are analysed. Accidents undergo root-cause analyses to improve safety.

Detected risks are actively addressed as part of the management system. In addition to operating methods, the company continuously develops its pilot transport equipment and technical solutions as a means of improving employee safety.

The expertise of the employees plays an important role in the implementation of safety. Employees working at sea are extensively trained for their duties, and their professional skills are maintained through regular and systematic training.

Occupational health care services support the physical and mental well-being of employees. The company's occupational health care services are broader than those mandatory by law. Well-being at work and work ability are actively monitored as part of HR management.

TABLE 11: NUMBER OF WORK-RELATED ACCIDENTS AND FATALITIES RESULTING FROM WORK-RELATED INJURIES AND WORK-RELATED ILL HEALTH

WORK-RELATED ACCIDENTS	2025
Work-related accidents (no.)	8
Hours worked per reporting period by one full-time employee	1,692
Hours worked per reporting period by all employees	497,594
Proportion of accidents per 100 full-time employees during the reporting period	2.7
Fatalities resulting from work-related injuries and illnesses	0

REMUNERATION, COLLECTIVE BARGAINING AND TRAINING (B10)

In Finnpilot, wages are based on collective agreements. The pay for pilots, pilot boat operators and pilot dispatch employees is determined on the basis of the pay scales in collective agreements and, for example, station- or area-based bonuses and experience-based supplements, and wages in these positions cannot be agreed to individually deviate from the level specified in the collective agreement. This ensures the transparency of remuneration and equality between employees.

Those with negotiated salaries include those in charge of food services and cleaning, administration personnel and management. In these positions, the pay is based on the task-specific wages specified in the relevant collective agreement and the total salary negotiated for each individual.

Finnpilot has not calculated the pay gap between female and male employees among those receiving a full salary. With the entry into force of the EU Pay Transparency Directive, the company will, in future, clarify and report on the pay gap between women and men and ensure that the pay systems meet the requirements for equality and transparency required by the directive and the national legislation based thereon.

Altogether 100% of Finnpilot's employees fall within the scope of collective agreements.

In 2025, an average of 9.7 hours of training was provided per employee. Hours of training were evenly divided between male and female employees with an average number of 9.7 hours for both genders.

ADDITIONAL GENERAL WORKFORCE CHARACTERISTICS (C5)

During the reporting period, Finnpilot's Executive Group consisted of one woman and four men. The ratio of women to men was 1:4.

HUMAN RIGHTS POLICIES AND PROCESSES (C6)

Finnpilot has a Code of Conduct for its own workforce, which covers, for example, the principles of safe and efficient pilotage services, principles for equality and non-discrimination in the

work community, support for employee well-being, supervisory responsibility and respectable management, financial sustainability and reporting, environmental responsibility, open and ethical business practices, responsible and sustainable procurement as well as guidelines for reporting and handling suspected misconduct. Finnpilot's Code of Conduct does not separately address child labour, forced labour or human trafficking, as these are explicitly prohibited by Finnish legislation and international agreements with which the company complies in all its activities.

Finnpilot has a whistleblowing channel for reporting complaints. We encourage our employees to report all possible cases of misconduct that they detect. No notifications were received through the channel during the reporting period. All notifications made through the channel are investigated and, if necessary, measures are taken.

SEVERE NEGATIVE HUMAN RIGHTS INCIDENTS (C7)

No severe negative human rights incidents as defined by the VSME were detected during the reporting period. During the reporting period, a single notification of discrimination was handled through the company's established procedures. The case did not, however, meet the criteria for a severe negative human rights incident as defined in the VSME.

Furthermore, Finnpilot is not aware of any confirmed cases of human rights violations involving employees in the value chain, affected communities or users of the pilotage services.

Good governance metrics

CONVICTIONS AND FINES FOR CORRUPTION AND BRIBERY (B11)

During the reporting period, Finnpilot was not fined or convicted of corruption or bribery.

REVENCE FROM CERTAIN SECTORS AND EXCLUSION FROM EU REFERENCE BENCHMARKS (C8)

Finnpilot was not active in the following sectors: controversial weapons, the cultivation and production of tobacco, fossil fuels or chemicals production.

Finnpilot provides statutory pilotage services to all vessels regardless of the cargo they carry. Pilotage is a service that supports maritime transport and maritime safety and does not concern the product being transported, and the provision of pilotage is not considered to have a financial relationship with the fossil fuel sector. Finnpilot does not own, process or refine vessel cargo, nor does the company generate revenue from activities related to the fossil fuel value chain.

Furthermore, the company is not excluded from EU reference benchmarks that are aligned with the objectives of the Paris Agreement.

GENDER DIVERSITY RATIO IN THE GOVERNANCE BODY (C9)

During the reporting period, Finnpilot's Board of Directors consisted of four ordinary members, two women and two men. The ratio between women and men that are ordinary members is 2:2. In addition, the Board includes one personnel representative and a deputy representative, both of whom are men.

FINNPILOT

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